Overview

01. Rationale for revision

02. Main changes

03. Q&A

01. Rationale and inputs for revision

- **Scheduled review** of the previous policy.

- Major **organizational changes** – SD 2022-2026, regionalization and decentralization; results-based management (COMPASS) and multi-year planning.

- Inputs included from an **independent peer review** of the Evaluation Function and extensive internal consultation.

- Reviewed by IAOC and SET.

02. Main changes

Vision and principles

- The vision is that evaluation informs choices made at all levels of the organization in strategic planning, programming and decision-making based on timely, credible and impartial evidence.

- Integrated, whole-of-organization approach. Evaluation an integral part of the organization's results-based management culture and practice at all levels.

- Alignment with organizational reforms, new policies (e.g. Oversight Coordination), regionalization and associated roles, accountabilities and authorities.

- Working with others. In line with the GCR, UNHCR looks to increasingly strengthen its partnerships across and beyond the UN system. Evaluations are conducted jointly to look at collective results and systemwide learning.

- Clarifies the role of persons of concern in the evaluation process, from selectio of topics to design, implementation and use.

New operational model

- Establishes a clear theory of change for evaluation in UNHCR and defines how evaluation will contribute to improvements in strategic planning and management.

- Outlines a clear operational model for the evaluation function:

  - Global policy, strategic / thematic evaluations and evaluation of large-scale emergency responses carried out by the Evaluation Office in HQ.

  - Global programme evaluations carried out by HQ Divisions.

  - Regional, multi-country and country-level evaluations carried out by bureaus and country offices with HR capacities to support.

- Simplified typologies of evaluation and clarifying responsibilities at global, regional and country levels.

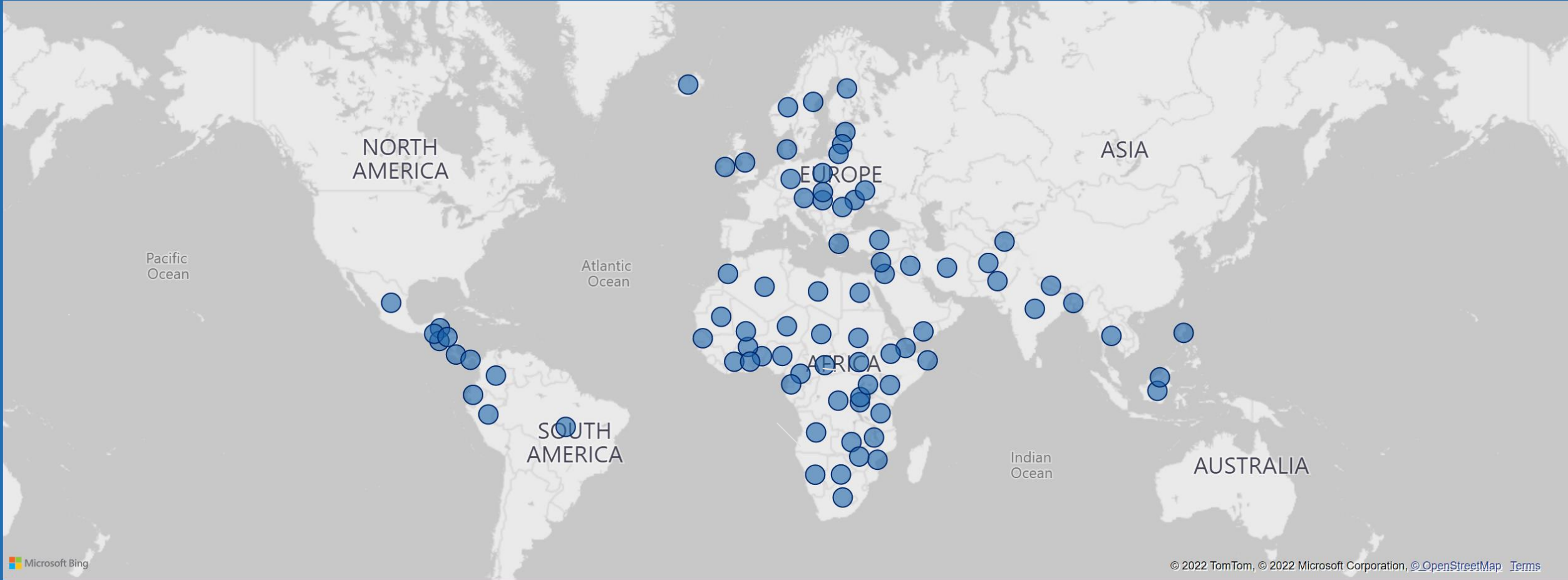# New operational model continued...

Establishes coverage norms for evaluation at global, regional and country levels:

> ➢ major polces to be evaluated once every two cycles or every 10 years;
> ➢ country operations to be covered by some form of evaluation over a strategic planning cycle or every five years.
> ➢ Specifies that evaluations of L3 emergencies should be initiated within 15 months of the declaration of the emergency, down from 18 months in the previous policy.

- Outlines the potential sources of funding for evaluation for different types of evaluation.

- Specifically considers how evaluation can enable cross-fertilization, the validation of good practices and the scale up of innovation.
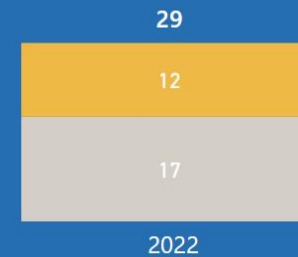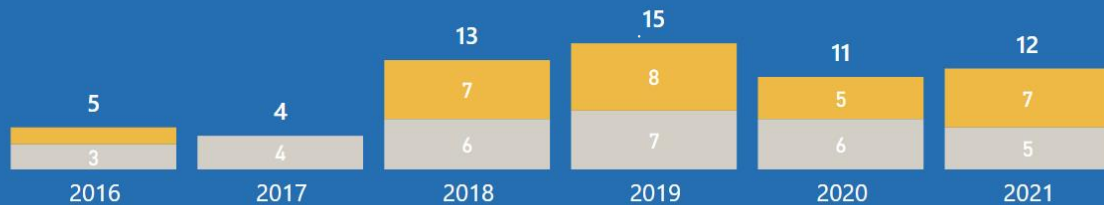
Geographic Coverage 2016-2021

Completed evaluations per year 2016 - 2021

Type ● Centralized ● Decentralized

	2016	2017	2018	2019	2020	2021
Total	5	4	13	15	11	12
Decentralized			7	8	5	7
Centralized	3	4	6	7	6	5

Projection of completed evaluations in 2022

	2022
Total	29
Decentralized	12
Centralized	17

Roles, accountabilities and authorities

- Clarifies the role, accountabilities and authorities of the HC, SET, Directors of Divisions, Bureaux and Representatives to advocate for, resource, use and follow-up on evaluations.

- Outlines the contribution and relationships between evaluation and other related functions – results management, oversight, knowledge management, statistics & data.

Independence/Objectivity

- Defines recruitment/termination of the Head of the Evaluation Office. Limits the tenure to a 5-year term, renewable only once with no re-entry (e.g. in another position) possible in line with industry standard.

- Establishes an external technical evaluation quality assessment facility that provides independent benchmarking and time-series data.

Contributing to greater accountability

- Clarifies how evaluation supports the accountability framework.

- Clarifies and strengthens issues around data access, protection, management and disclosure.

- Incorporates risk management concepts and processes into evaluation.

- Extends the time period for a management response from two to three months to reflect the time needed to consult and agree on new strategic directions, particularly for more complex global evaluations.

- Includes a requirement to report on implementation of agreed management actions after 1 and then 2 years.

03. QUESTIONS

Thank you!