

## Evaluation Management Response Document

**Region:** MENAR

**Office:** Yemen

**Evaluation Year:** 2021

**Evaluation Title:** Evaluation of UNICEF's Documentation System in Yemen

**Person In Charge For Follow Up to Management Response:** Sarah Capper

### Overall response to evaluation

The YCO welcomes the findings of the Evaluation of the UNICEF Documentation System in Yemen. The evaluation has made some key recommendations that can be acted on to strengthen documentation and the country office's ability to respond to requests for data and other information. There are some recommendations with which the YCO has partially agreed, because either they involve actions that have already been underway but in different ways than the evaluator may have envisioned them, or because they are only partially under the control of the country office, but overall, the YCO agrees with the general thrust of the recommendations. This evaluation was limited in both its timeline and funding, and was intended as a small, initial exercise that future, more extensive documentation strengthening could build on, and as such, is not as comprehensive as some other evaluation exercises would be.

### Planned Use of the Evaluation

The objective of this evaluation was to inform a revision of UNICEF Yemen's documentation system. More specifically, the evaluation aimed to assess UNICEF's current documentation structures and practices and make recommendations for improving them. Findings and recommendations were intended to generate timely actions to strengthen documentation and its role in knowledge and information management at UNICEF Yemen. Furthermore, at a time when donors are cutting funding for humanitarian and development aid around the world and calls for accountability to affected populations are growing louder, this evaluation will provide recommendations that will enable UNICEF Yemen to better respond to such demands in a well-informed, timely, and efficient manner. The evaluation dovetailed with several initiatives already underway to improve knowledge management at UNICEF Yemen, and the recommendations from the evaluation will be incorporated into those ongoing activities, such as the development of the Annual Management Plan, the rollout of the One-Stop Data Shop, and the review of use of best practices at UNICEF Yemen.

### Recommendations and Actions

No.	Recommendations/Actions	Responsible Section (Action)	Responsible Person Name (Action)	Expected Completion (Action)	Mgt Response / Implementation Stage	Reason/Action Taken
1	Reconstruct the documentation theory of change.				Agree	
1.0	The theory of change for UNICEF Yemen's documentation systems and practices will be reviewed and expanded.	Evaluation	Sarah Capper	6/29/2022	Completed	The documentation theory of change was reviewed and assumptions and risks were added, taking the evolving context of Yemen into account.
2	Establish a formal knowledge management function in the country office.				Partially Agree	
2.1	Identify and document key lessons learned, good/emerging practices in implementing the current (2012-2021) Country Programme.	PMR	Adeniyi Olaleye	4/29/2022	Completed	A comprehensive Lessons Learned exercise for the period 2018-2021 was conducted in early 2022 and these various lessons identified are being taken into account in the implementation of different programmatic interventions by UNICEF Yemen.
2.0	UNICEF will review its Section-by-Section usage of SharePoint and ensure that its Section-specific SharePoint folder is organised in a way that allows easy retrieval of documentation and data.	PMR	Bassam Olyan	12/30/2022	Completed	The PMR Section has developed and maintained a dedicated IM Team site and a Document Library in which each Section and Field Office has a specific folder on SharePoint for all their IM documents/products and datasets which are organised, regularly updated and stored in a way that allows easy retrieval of documents and data.
3	Develop the capacity of knowledge management staff.				Partially Agree	

3.0	UNICEF Yemen will develop a management/accountability framework for Information Management Officers (IMOs).	PMR	Adeniyi Olaleye	12/30/2022	Completed	The Accountability Framework for Information Management Officers was developed and shared with the YCO Deputy Representative - Programme in April 2022.
4	Establish knowledge management technical working groups.				Partially Agree	
4.0	UNICEF Yemen will activate a KM technical working group.	PMR	Bassam Olyan	3/30/2024	Completed	Due to the many competing priorities operating in an emergency context in Yemen, and considering that a number of KM practices are already in place, YCO has not yet regenerated the formal KM technical working group but instead a dedicated Information Management Working Group meets on a monthly basis and ad-hoc as needed to coordinate both IM and KM issues.
5	Systematize the documentation system.				Agree	
5.0	UNICEF will launch the One-Stop Data Shop and present it for all Programme staff in the April 2022 Programme Coordination Meeting.	PMR	Bassam Olyan	12/30/2022	Completed	The YCO One-Stop Data Shop was presented along with the IM site and the centralized database. These are actively used by Programme staff and IM Officers in the various Sections and Field Offices.
6	Integrate knowledge management and documentation into the PER system as a mandatory item.				Partially Agree	
6.0	UNICEF Yemen will ensure that staff with KM and documentation responsibilities incorporate these responsibilities into their PER.	Human Resources	Bettina Hasel	3/30/2023	Completed	The HR Chief changed twice during the EMR period and this action was not carried out in light of continually-changing priorities
7	Limit the number of data platforms that are available.				Disagree	
8	Review the SharePoint structure and staff access rights.				Partially Agree	
8.0	UNICEF Yemen will conduct an orientation on organizing a Section-specific SharePoint folder for ICT focal points in all Sections.	PMR	Mahmood Shakir	12/30/2022	Completed	A dedicated orientation session was conducted with positive feedback from colleagues.