



2021 Annual Report on the evaluation function

Executive Board informal meeting | 31 May 2022

Marco Segone

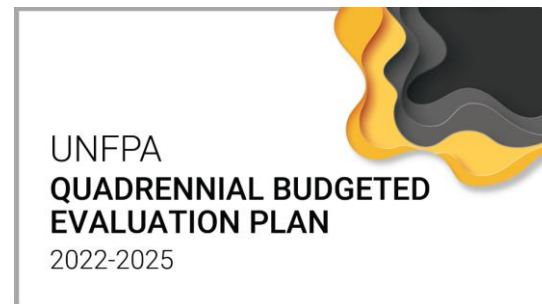
Director, UNFPA Evaluation Office

Overview

1. Evaluation as an accelerator to implement UNFPA strategic plan, 2022-2025, including informing the recovery from the COVID-19 crisis and delivery of the 2030 Agenda
2. Performance of the evaluation function
3. Centralized evaluations, innovative approach and their use
4. Decentralized evaluation function
5. Enhancing coherence in the UN system evaluation functions
6. Multi-stakeholder partnerships for national evaluation capacity development

Evaluation as an accelerator to implement
UNFPA strategic plan, 2022-2025, including
informing the recovery from the COVID-19 crisis and
delivery of the 2030 Agenda

Evaluation as an accelerator of the implementation of the strategic plan, 2022-2025



- Offers a clear, strategic and forward-looking roadmap to further enhance the evaluation function
- Promotes responsive, adaptive, diversified, and innovative evaluation processes and products
- Seeks to nurture an organizational culture that is constantly seeking (and utilizing) evidence to better manage and deliver quality results
- Focus on providing targeted decision-makers, targeted evaluative evidence in targeted/real-time for adaptation, learning, accountability and informed decision-making.
- Focus on advancing influential evaluation through evaluation advocacy and multi-stakeholder and intergenerational evaluation partnerships
- Provides a coherent framework for the commissioning, management and use of centralised and decentralized programme level evaluations
- Includes 87 evaluations: 24 centralized evaluations, 57 country programme evaluations and 6 regional programme evaluations.
- 58% of the centralized evaluations will either be joint or system-wide, against 25% in the previous plan

Evaluations in the COVID-19 era

1. Adapting evaluation to Covid

- EO enhanced its agility, adaptability and responsiveness to the quickly changing environment and contexts
- Despite the COVID-19 pandemic, EO continued to deliver relevant and high-quality evaluations
- Increased use of national consultants and young evaluators, contributing to the development of national evaluation capacity, including through real-time remote coaching

2. Generating evidence on Covid

- Centralized and decentralized evaluations started generating useful evidence and important lessons on the degree of UNFPA's adaption and response to COVID-19
- Centralized evaluation of UNFPA response to COVID-19, 2022

Evaluations in the COVID-19 era

3. Co-leading and contributing to system-wide initiatives on Covid

- UNEG working group on COVID-19
- Global COVID-19 Evaluation Coalition
- Inter-Agency Humanitarian Evaluation of the COVID-19 Global Humanitarian Response Fund
- System-wide evaluation of the UNDS response to COVID-19

Advocating for influential evaluation to accelerate the Decade of Action

A global advocacy campaign to accelerate progress towards 2030 Agenda, enhance social justice and equity, in the context of COVID-19 and climate crisis

- In full alignment with the Decade of Action, the campaign is framed as 'Decade of EVALUATION for Action', also known as the Eval4Action campaign
- The campaign rallied more than 150 partners all over the world in less than two years, including 26 youth networks
- Campaign is co-driven by youth at all levels
- Action-oriented inclusive, multi-stakeholder, intergenerational consultations in 7 regions, including 4 sub-regional consultations

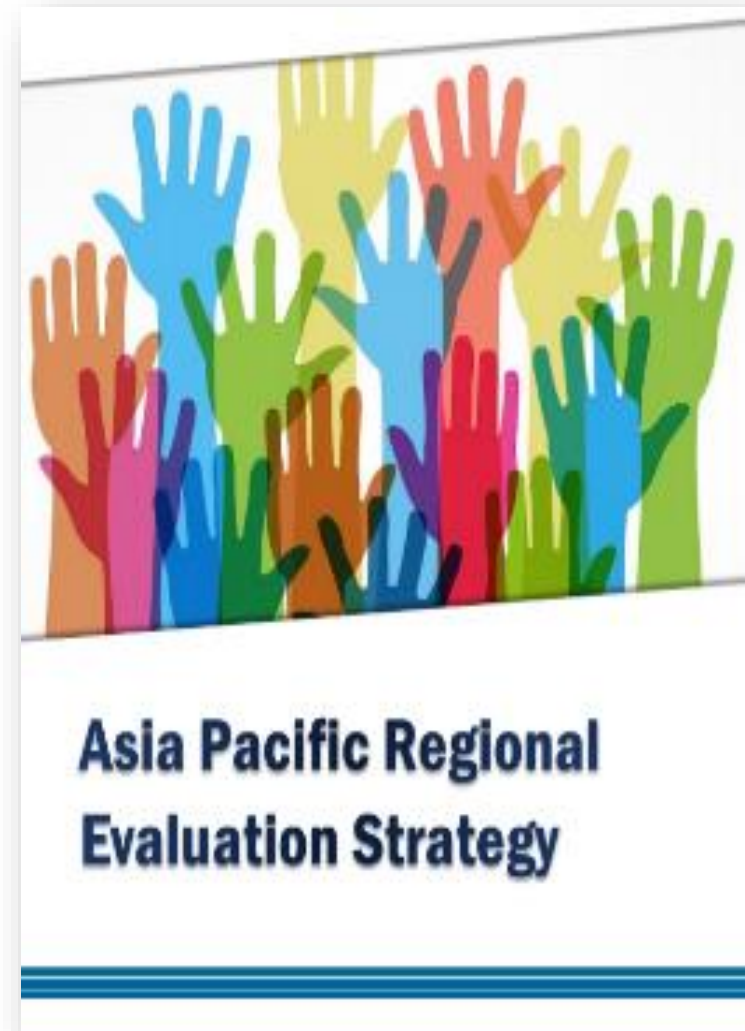




Eval4Action mobilization and engagement



Eval4Action's regional evaluation advocacy efforts and the co-creation of the first regional evaluation strategy in the Asia Pacific were selected as an SDG Good Practice by the United Nations Department of Economic and Social Affairs



Eval4Action: **Active digital and social media engagement**



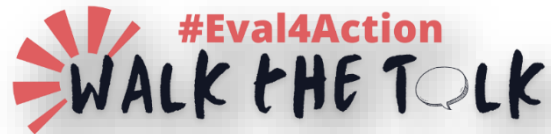
Innovative 24-hr global dialogue on Twitter

- With 18 global and regional partners and EvalYouth chapters, each region hosted 1-hour of Q&A dialogue, virtually passing the Eval4Action torch across the globe in 24 hours
- 700 participants joined the event, posting 14,000 tweets in 10 languages

**#EVAL4ACTION
COMMITMENT DRIVE**

Commitment to action for influential evaluation

- 133 commitments declared



From promises to action for influential evaluation

- Follow up to the Eval4Action Commitment Drive, held in 2021
- Resulted in 170+ videos on actions delivered to accelerate influential evaluation



As follow up to the Walk the Talk drive, a **Blog series** (2022) will document actions and results on influential evaluation

Overall performance of the evaluation function

Out of 9 KPIs, 8 are achieved/almost achieved

		2014	2015	2016	2017	2018	2019	2020	2021	Overall assessment
Key performance indicator	Description									
1. Financial resources invested in evaluation function	Budget for evaluation as a percentage of total UNFPA programme budget	0.45	0.69	0.91	0.83	0.96	0.98	0.83 0.94*	0.83 0.87*	Stable trend
2. Human resources for monitoring and evaluation	Offices staffed with a monitoring and evaluation focal point or officer	100.0	95.9	99.2	96.7	96.6	96.1	97.0	99.0	Achieved
3. Evaluation coverage	Percentage of country offices that have conducted a country programme evaluation once every two cycles	--	--	--	80.0	90.0	97.0	97.3	96.5	Almost achieved
4. Evaluation implementation rate	Percentage of planned evaluations being implemented	--	--	60.0	55.0	92.0	92.7	88.9	94.4	The target of 85% has been achieved
5. Quality of evaluations	Percentage of evaluations rated "good" and above	50.0	77.0	92.0	95.0	80.0	100.0	100.0	100.0	Achieved
6. Evaluation reports posted on Evaluation Database	Percentage of completed evaluation reports posted on Evaluation Database	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	Achieved
7. Management response submission	Percentage of completed evaluation reports submitted with management response	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	Achieved
8. Implementation of management response	Percentage of management response actions completed	76.5	78.0	78.5	84.4	89.5	84.0	90.0	95.0	Achieved
9. Use of evaluation in programme development	Percentage of new country programme documents whose design was clearly informed by evaluation	--	--	--	--	79.8	100.0	100.0	100	Achieved

*without reduction due to Covid19 related travel restrictions

KPI 1: Financial resources

	2014	2015	2016	2017	2018	2019	2020	2021
Total UNFPA programme budget expenditure*	820.2	798.6	763.5	752.9	872.3	933.8	1 027.9	1 086.4
Total expenditure of the evaluation function	3.69	5.52	6.94	6.30	8.40	9.13	8.53 (a) 9.64 (b)	9.03 (a) 9.48 (b)
<i>Evaluation Office</i>	2.38	2.63	3.71	3.36	4.23	3.9	3.2 (a) 4.31 (b)	3.88 (a) 4.33 (b)
<i>Decentralized evaluation function</i>	1.31**	2.89	3.23	2.94	4.17***	5.23	5.33	5.15
Total expenditure of the evaluation function as a percentage of UNFPA programme budget expenditures	0.45%	0.69%	0.91%	0.83%	0.96%	0.98%	0.83%(a) 0.94%(b)	0.83% (a) 0.87% (b)

* Total UNFPA programme budget expenditure is generated from UNFPA statistical and financial reviews. The Evaluation Office budget is derived from the UNFPA financial system, while the budget for the decentralized function includes the budget for decentralized evaluations, internal and national evaluation capacity development activities, and staffing costs.

Investment in evaluation more than doubled from 2014 to 2021, both in absolute and relative terms. This represents 0.83% of the total UNFPA programme expenditure in 2021. Similar to 2020, the evaluation function expenditure in 2021 was lower than what was originally budgeted due to countervailing savings from travel costs (due to COVID-19). Nonetheless, the actual expenditures grew by 5.5%, from \$8.5 million in 2020 to \$9.03 million in 2021. The regular resources expenditure of the evaluation function (including net institutional budget) was \$5.2 million, representing 2.0% of UNFPA regular resources programme expenditure.

KPI 8: Implementation of management responses

The percentage of 'accepted programme evaluation recommendations for which the actions due in the year have been completed' has reached 95%, **five percentage points over the strategic plan target and the highest in 10 years. At centralized level, it reached 94% from 68% in 2020.**



Measures by PSD:

- Addition of two evaluation follow-up indicators to the corporate dashboard (myDashboard)
- Strengthened corporate guidance
- More individualized year-end follow-up approach

Centralized evaluations, innovative approach and their use

Implementation rate of centralized evaluations during 2020-2021 is **100%** (57% system-wide or joint)

#	Title	Status	Management response issued	Presentation to Executive Board/ steering committees
1	Evaluation of UNFPA support to Gender Equality and Women's Empowerment	Completed	Yes	Presented to the Executive Board at the annual session 2021
2	Baseline study and evaluability assessment of the UNFPA support to the generation, provision and utilization of data in humanitarian assistance	Completed	Not required*	Presented to the Reference Group and the Humanitarian Steering Committee
3	System-wide meta-synthesis of lessons learned from youth evaluations (2015-2020) to support the implementation of the UN Youth Strategy 2030 (part 1)	Completed	Not required*	Presented to Office of the Secretary-General's Envoy on Youth (OSGEY) Technical Working Group Meeting
4	Joint Evaluation of the UNFPA-UNICEF Joint Programme on the Elimination of Female Genital Mutilation: Accelerating Change Phase III (2018-2021)	Completed	Yes	Presented to the Joint Programme Steering Committee
5	Joint assessment of adaptations to the UNFPA-UNICEF Global Programme to End Child Marriage in light of COVID-19	Completed	Not required*	Presented to the (i) Joint Programme Steering Committee and (ii) the Global Programme Bi-annual Meeting
6	Joint evaluation of the UN Joint Programme on AIDS on preventing and responding to violence against women and girls	Completed	Yes	Presented to the UNAIDS Programme Coordinating Board, December 2021
7	Joint evaluation of the UNAIDS Joint Programme's work on efficient and sustainable financing for the AIDS response	Completed	Yes	Presented to the UNAIDS Programme Coordinating Board, December 2021
8	Mid Term Evaluation of Maternal and Newborn Health Thematic Fund	On Track	Not yet	To be completed in 2022
9	Evaluation of UNFPA support to adolescents and youth	On Track	Not yet	To be completed in 2022
10	Evaluation of UNFPA engagement with UN development system reform	On Track	Not yet	To be completed in 2022
11	Inter-Agency Humanitarian Evaluation (IAHE) of the Humanitarian Response to the COVID-19 Pandemic	On Track	Not yet	To be completed in 2022
12	Joint impact feasibility assessment of UNFPA-UNICEF Joint Programmes: (i) to End Child Marriage and (ii)_eliminate Female Genital Mutilation	On Track	Not required*	To be completed in 2022
13	System-wide meta-synthesis of lessons learned from youth evaluations (2015-2020) to support the implementation of the UN Youth Strategy 2030 (part 2)	On Track	Not required*	To be completed in 2022
14.	Evaluation of UNFPA Support to Population Dynamics and Data	On Track	Not yet	To be completed in 2023

* Management responses are only issued for evaluations, and not meta-analyses and evaluability assessments

Innovation in evaluation approaches

EO diversified and adapted its evaluation approaches and methods to the changing needs and priorities of UNFPA and due to the COVID-19 crisis

- Virtual collaborative technologies, remote data collection, and increased use of national experts
- Second phase of developmental evaluation on RBM
- An innovative approach piloted to ensure young people participate in all phases of the evaluation in different capacities

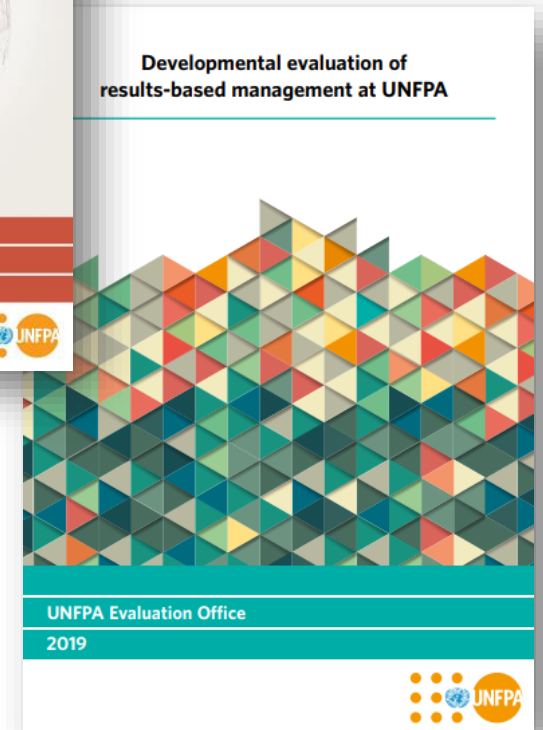
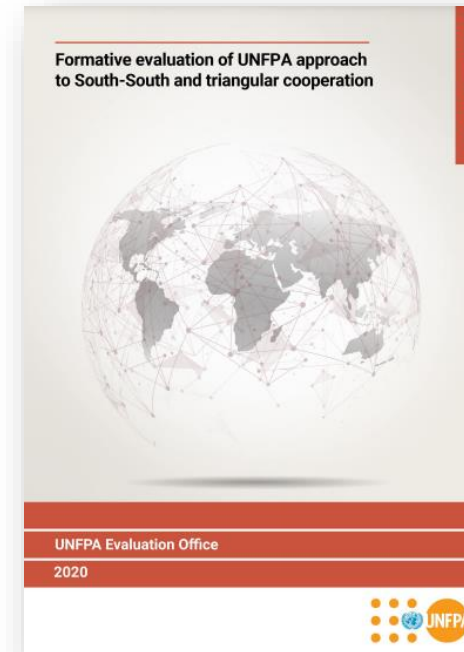
Strategic **use** of centralized evaluations

Formative evaluation of UNFPA approach to South-South and triangular cooperation (SSTC)

- UNFPA SSTC Strategy revised and updated based on the evaluations' recommendations
- Accelerated mainstreaming of SSTC in thematic areas and frameworks, including in new Strategic Plan
- UNFPA intensified the capture, documentation and dissemination of SSTC practices and solutions both internally and externally

Developmental evaluation of results-based management at UNFPA

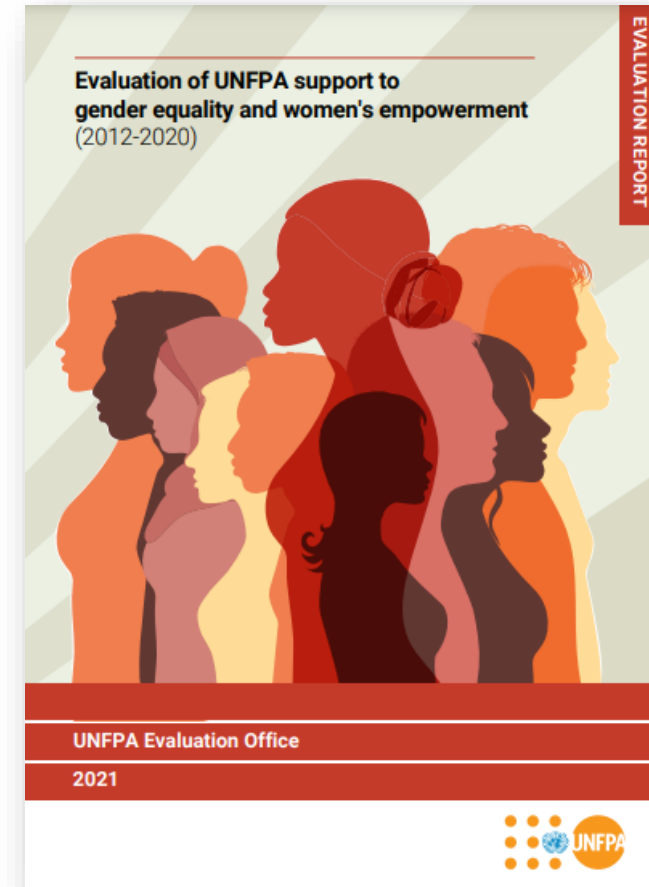
- Influenced the organizational culture and priorities, moving to adaptive management as states in new Strategic Plan
- New results-based management principles and standards and launched the RBM Seal initiative in 12 country office
- 2nd phase of the developmental evaluation launched to enhance and accelerate the uptake of adaptive management as strategic corporate priority



Strategic **use** of centralized evaluations

Evaluation of UNFPA support to gender equality and women's empowerment

- First thematic evaluation of UNFPA support to gender equality and women's empowerment
- Prompted systematic integration of a gender concept with a lens of intersectionality in the new strategic plan as means to strengthen UNFPA's commitments to prioritizing leaving no one behind
- Contributed to key strategic discussions on the positioning of UNFPA work on gender equality and gender mainstreaming, accelerating the implementation of the Gender Equality Strategy

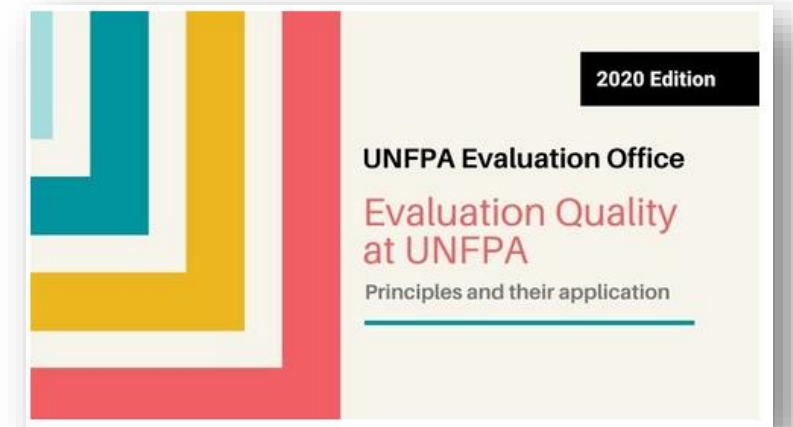


Decentralized evaluation system

Decentralized evaluation system

Systems to improve the quality, credibility and use of decentralized evaluations

- 21 decentralized programme level evaluations completed in 2021
- Evaluation quality assurance and assessment (EQAA) system continued to support the quality and credibility of evaluations
- Multi-year costed evaluation plans continued to be reviewed by EO and submitted alongside new CPDs
- A ring-fencing mechanism instituted to ensure appropriate financing of programme-level evaluations facing funding shortfalls.



Decentralized evaluation system

Internal evaluation capacity development

- Through the evaluation quality assurance and assessment system, targeted feedback continued to be given to COs to improve quality of forthcoming decentralized evaluations
- A CPE Management Kit with ready to use resources and practical tools rolled out
- EO co-organized the first ever virtual global retreat bringing together 60 participants from COs, ROs and relevant HQ business units
- At decentralized levels, ROs continued to support internal evaluation capacity development through learning events and webinars





Enhancing coherence in the UN system evaluation functions

Enhancing coherence in the UN system's evaluation functions

System-wide and joint evaluations and mechanisms

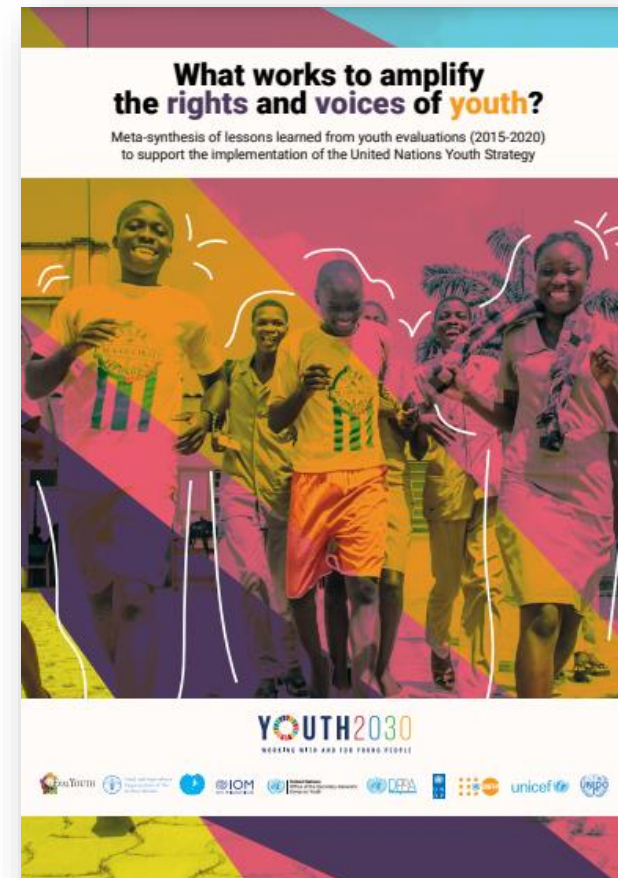
As part of its commitment to UN reform, EO continued to be fully committed and engaged in actively contributing to the system-wide evaluation mechanisms through UNEG

- EO contributed to the review and the revision of the draft system-wide evaluation policy
- EO significantly exceeded the commitment for joint/system-wide evaluations, as 57% (8 out of 14) of centralized evaluations managed by EO in 2021-2022 are either joint or system-wide
- EO took part in several system-wide initiatives related to the response to COVID-19 pandemic (UNEG working group on COVID-19; the COVID-19 Global Evaluation Coalition; Inter-Agency Humanitarian Evaluation of the COVID-19 humanitarian response)
- EO fully met UNDS funding compact's commitment to increase accessibility of centralized evaluations, by making 100% of centralized evaluations available on the UNEG website

Enhancing coherence in the UN system's evaluation functions

System-wide and joint evaluations and mechanisms

- EO, together with the Evaluation Office of UNICEF, co-led a system-wide meta-synthesis of lessons learned from youth evaluations (EvalYouth Global Network, Office of the UN Secretary-General's Envoy on Youth, FAO, ILO, IOM, DPPA/PBSO, UNDP and UNIDO)



Enhancing coherence in the UN system's evaluation functions – UNEG and Regional Evaluation Groups

- Contributed to implementation of UNEG 2021-2022 work plan
- Contributed to development of system-wide guidance documents, sharing innovative and good practices
- Co-convener of the UNEG interest group on joint evaluations
- EO served as member of the organizing committee of the "2021 UNEG-EvalPartners partnership forum: towards leaving no one behind through evaluation"
- UNFPA continues to co-lead or actively contribute to the United Nations Regional Evaluation Groups

United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women

- For the third year in a row, UNFPA 'exceeded requirements' of the EPI, with a score of 10.6
- To accelerate the meaningful integration of disability inclusion lens into evaluations, EO rolled-out the guidance on disability inclusion in evaluation

Enhancing coherence in the UN system's evaluation functions

UNSDCF evaluations

- Actively supported UNSDCF evaluations through technical and financial support in all regions
- EO served as member of the evaluation management group for the Cape Verde Common Country Programme Evaluation (CCPE) together with UNDP and UNICEF
- COs also managed and contributed to joint evaluations

Multi-stakeholder partnerships for national evaluation capacity development

Multi-stakeholder partnerships for national evaluation capacity development

- EO continued to be a member of:
 - The EvalPartners Executive Committee, together with WFP
 - EvalGender+ Management Group, together with UN Women
- EO co-leads the Eval4Action campaign at the global level, together with EvalYouth and Global Parliamentarians Forum for Evaluation, with ROs supporting regional mobilization

Multi-stakeholder partnerships for national evaluation capacity development

Multi-stakeholder partnership to enhance meaningful participation of youth in evaluation

- EO continued to promote the participation of young people in evaluation, and build professional capacity of young and emerging evaluators
- UNFPA continued to support the Global EvalYouth strategic priorities
- UNFPA supported several EvalYouth regional and national chapters
- In partnership with EvalYouth, EO supported the 'Peer-to-peer career advisory sessions for emerging evaluators'
- UNFPA piloted innovative approaches to meaningfully engage young and emerging evaluators in centralized and decentralized programme level evaluations

Multi-stakeholder partnerships for national evaluation capacity development

Multi-stakeholder partnership to enhance the demand for and use of country-led evaluation by national policy-makers

- Partnership with the Global Parliamentarians Forum for Evaluation (GPFE) to co-lead Eval4Action
- EO continued to support the GPFE in its outreach to parliamentarians and strengthen the capacity of parliamentarians on use of evaluation for evidence-based decision-making
- Coordinated and supported the participation of parliamentarians in the Eval4Action regional consultations
- EO supported active participation of parliamentarians in evaluation conferences

Conclusion

1. UNFPA evaluation function has demonstrated continuous maturity, growth and performance from 2018 to 2021
 - Despite COVID-19, all KPIs retained strong performance
 - Investment in the evaluation function yielded important results in increasing the coverage, quality, and use of evaluations
 - Evidence from centralized and decentralized evaluations supported organizational learning, improved performance, and strategic decision making
 - Looking ahead, sustained efforts are required to ensure: a) timely initiation and completion of CPEs; b) continuous flexibility and adaptation to evolving changes; c) internal capacity building; and d) adequate and predictable funding for CPEs through the ring-fencing mechanism.
2. UNFPA effectively used joint and system-wide mechanisms and evaluations to enhance coherence in the UN system's evaluation functions
3. UNFPA successfully leveraged multi-stakeholder and intergenerational partnerships for national evaluation capacity development, to accelerate for equitable achievement of the SDGs and recovery from COVID-19

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