Developmental evaluation of results-based management at UNFPA

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Developmental evaluation:
- Why?
- What is it?
Why conduct a developmental evaluation?

External independent strategic review of the UNFPA evaluation function (2017-2018) recommended Evaluation Office should guide the evaluation function towards a better balance between accountability, decision support and learning purposes, adapting continuously its evaluation approaches and processes to best inform and support the attainment of the UNFPA mission in rapidly changing and challenging contexts, including by better integrating relevant developments in the theory and practice of valuation.

✓ Evaluation Strategy (2018-2021) includes three priorities:
(a) Demand-driven evaluation function
(b) Diversification and innovation of evaluation processes and products
(c) Enhance utility and use of evaluation
Why conduct a developmental evaluation?

Developmental Evaluation focuses on assisting the development of new initiatives/enhancement in complex contexts.

Key features of developmental evaluation:
- Identifies innovative options in complex and dynamic conditions
- Incorporates systems thinking and analysis
- A utilization-focused approach: high level of engagement, ownership and decision-making
- Continuous process of data collection and real-time feedback
Purpose of the Developmental Evaluation

Provide useful evaluative input and learning for the development of a new stage of results-based management at UNFPA.

Find root causes to persistent bottlenecks/challenges

Bring evidence for solutions
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Developmental evaluation’s approach
Methodological approach

1. Evaluation purpose
2. Scoping phase
3. Creative tensions
4. Evaluative inquiry framework
5. Learning
6. Solutions
7. Leverage points
8. Organizational development
9. Data collected
10. Transition-focused developmental evaluation
Methodological approach

Broader Development Aid sector

UN Agencies

UNFPA at all levels
Methodological approach
Methodological approach

Total 290 people

- 28% HQ
- 61% Country Offices
- 11% Regional Offices

- 55% UNFPA
- 13% Government partners
- 13% Implementing partners
- 4% Other international organizations
- 3% Private sector

8 Countries

757 Full responses

2 UNFPA RBM workshops + OECD Results Community Workshop
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RBM in UNFPA and beyond
RBM is a management strategy by which all actors, contributing directly or indirectly to achieving a set of development results, ensure that their processes, products and services contribute to the achievement of desired results (outputs, outcomes and goals).

WHERE IS UNFPA NOW?
IS UNFPA READY FOR THE NEXT STAGE OF RBM?

WHAT ARE THE RBM TRENDS IN THE AID DEVELOPMENT SECTOR?
WHAT’S NEXT?
TRENDS IN THE AID DEVELOPMENT SECTOR

TRADITIONAL RBM APPROACHES ARE NOT WORKING AS DESIRED

NEW APPROACHES ARE APPEARING (ADAPTIVE MANAGEMENT)

RBM IN THE UN DEVELOPMENT SYSTEM IS ALSO EVOLVING
THEREFORE, WHAT IS LIKELY TO COME?

✓ Higher focus on accountability through **organizational learning**, which means: spaces and skills to pause-and-reflect, critical inquiries, more flexibility, quicker adaptations to complex and fast-changing environments.

✓ Higher focus on **collective accountability**, which means: more collaboration within UNFPA across business units, with other UN agencies, higher focus on partnerships away from the implementing partner/delivery mode.

✓ Higher focus on measuring and **explaining contribution to higher collective goals**, which means: new measurement methodologies, new working methods and new communication approaches.
While **formal systems are in place and RBM performs well** in terms of reporting on results (JIU, MOPAN Assessment), RBM as currently implemented **needs to focus more on using results information for adaptation and driving organizational learning** (what works, what does not work, and why)
How to move towards a new stage of RBM?
Overall direction

RBM as adaptive management & organizational learning

- Adaptive management with focus on individual accountability (entity-level)
- Adaptive management and a focus on collective accountability

Low speed of UN reform (Individual accountability)

High speed of UN reform (Collective accountability)

Starting point

Traditional RBM approaches
A creative tension designates a gap between a desired goal or idea (the way it should be) and a current state of reality (the way it is).

Leverage points are areas where small changes can produce large improvements in a system.
Creative tensions

*Focus on performance
*Confusion with basic terminology

*Demand-side: Parliaments – Board - Headquarters

*Leadership & skills (use culture)

*Most time invested on planning & reporting
*Limited room to results-based decision-making

*Measurement of results (contribution, attribution)
*Access to data on results
Thank you