Evaluation Strategy
2018-2021
UNFPA Evaluation Office
Support UNFPA in strengthening its performance and accountability and its contributions to the SDGs by improving the evaluation function, including evaluation capacities and use.

The strategy provides a common understanding of the dimensions of evaluation in UNFPA, its priorities for 2018-2021, and how these translate into intended outcomes in important areas of evaluation work.
Strategic priorities

1. Demand-driven evaluation function processes and products
2. Diversification and innovation of evaluation processes and products
3. Quality of evaluation processes and products
4. Use and utility of the evaluation function
5. Evaluation capacity development
The theory of change to make UNFPA’s evaluation function stronger is based on a system approach that seeks to:

1. Enhance institutional and individual capabilities
2. Strengthen an enabling environment for better and more effective evaluations
The strategic priorities, together with the theory of change, provide a basis for clustering strategic interventions around four areas:

1. Effective corporate evaluation systems implemented
2. Effective decentralized evaluation systems implemented with a focus on evaluation capacity development
3. UN coherence evaluation promoted
4. National evaluation capacities for country-led evaluation systems strengthened
The strategy represents a conceptual transition between two views of evaluation.

- Evaluation as a normative and/or compliance tool
- Evaluation with functional centrality in programs and learning
Context

UNFPA Evaluation Policy (2013)
UNFPA Strategic Plan 2018-2021
UNEG and OECD/DAC guidance
UN resolution on National Evaluation Capacity Development
Transforming our world: the 2030 Agenda
Quadrennial Comprehensive Policy Review
Report “Ensuring a Better Future for All”
Report “Our promise for dignity, prosperity and peace”
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<th>Overall aim</th>
<th>Support UNFPA in strengthening its performance and accountability and its contributions to the SDGs by improving the evaluation function</th>
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<tr>
<td>Purpose</td>
<td>Provide clear direction to the UNFPA evaluation function</td>
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<td>Set priorities</td>
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<td>Focus energy and resources</td>
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<td>Strengthen evaluation operations</td>
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<td>Support M&amp;E staff and the work of other stakeholders toward common goals</td>
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<td>Establish agreements on intended outcomes</td>
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<td>Provide a basis for assessing and adjusting the evaluation function’s direction vis-à-vis the environment</td>
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<td>Better position the evaluation function to strengthen internal and external capacity development and improve coherence</td>
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<td>Strategic priorities</td>
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</table>
| Demand-driven evaluation function processes and products | ▪ Evaluation strategic planning processes are highly consultative  
▪ Communication and facilitation of demand for—and use of—evaluative knowledge is enhanced |
| Diversification and innovation of evaluation processes and products | ▪ Evaluation function delivers increasingly responsive, flexible, diversified and innovative processes and products  
▪ Organizational systems to facilitate these evaluation process are strengthened |
| Quality of evaluation processes and products | ▪ Evaluations increasingly meet UNEG standards  
▪ Stakeholders are more satisfied with evaluations and use them for decision-making |
| Use and utility of the evaluation function | ▪ Clear organizational positioning is streamlined to facilitate the use of evaluation results, products and processes  
▪ UNFPA invests appropriate resources in the evaluation function  
▪ Evaluation is used to inform decisions at all levels and to report on results |
| Evaluation capacity development | ▪ UNFPA M&E staff at all levels has appropriate knowledge of diversified and innovative evaluation processes and products  
▪ National evaluation capacity is strengthened through multi-stakeholder partnerships |
The **theory of change** to make UNFPA’s evaluation function stronger is based on a system approach that seeks to:

1. Enhance institutional and individual capabilities
2. Strengthen an enabling environment for better and more effective evaluations

It aims at strengthening the capabilities of:

**Managers** to demand and use evaluation through:

1. Enhanced use and utility of evaluations to enhance management decisions
2. Demand-driven evaluation products and processes
3. Budgeting mechanisms that allow the organization to invest sufficient program funds in evaluation—3%

**Evaluation specialists** to supply high-quality evaluative evidence through:

1. Diversification and innovation of evaluation
2. Quality assurance systems to ensure strategic planning, high-quality reports, and use of findings/conclusions
3. Internal capacity development/knowledge management systems
4. Technical assistance mechanisms at the regional level
### Results framework

<table>
<thead>
<tr>
<th>Demand-driven evaluation function processes and products</th>
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<th>Use and utility of the evaluation function</th>
<th>Evaluation capacity development</th>
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<td>Diversification and innovation of evaluation processes and products</td>
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<td>Theory of change</td>
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Making UNFPA’s evaluation function stronger based on a system approach that seeks to (1) enhance institutional and individual capabilities; and (2) strengthen an enabling environment for better and more effective evaluations.

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<th>Key results areas</th>
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<td>Effective corporate evaluation systems implemented</td>
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Support slides:
Evaluation Strategy
2018-2021

UNFPA Evaluation Office
Key results areas

1. **Effective corporate evaluation systems Implemented**

   1. Clear corporate identity of the is streamlined to facilitate the use of evaluation results, products and processes
   2. Clear organizational positioning
   3. Demand-driven evaluation processes and products
   4. Responsive, flexible, diversified and innovative evaluation processes and products—the supply of evaluative knowledge, evidence and information
   5. Evaluation quality is conceptualized normatively and functionally
   6. The value of evaluation is exploited fully throughout the evaluation process
   7. Appropriate knowledge of Evaluation Office staff on diversified and innovative evaluation processes and products
   8. Previous achievements with regard to evaluation planning, implementation and quality are consolidated
Effective decentralized evaluation systems implemented with a focus on evaluation capacity development

1. The **enabling environment**—supporting management’s attention to, demand for and use of evaluation

2. The **organizational level**—strengthening systems of organizational support for relevant, timely, responsive, flexible, diversified, and innovative high-quality evaluations

3. The **individual level**—strengthening the capacity of M&E staff on diversified and innovative evaluation processes and products
UN coherence evaluation promoted

1. Effective participation in UN system-wide and joint evaluations
2. Appropriate capacity to work in partnerships with other UN organizations
The UNFPA evaluation function supports multi-stakeholder partnerships whose aim is to strengthen whole-of-government national policies and systems to evaluate localized SDGs with a particular focus on “no one left behind” and policies relevant to UNFPA mandate.

The UNFPA evaluation function at country and regional levels also seeks to strengthen evaluation capacities of line ministries responsible for sexual and reproductive health and reproductive rights, gender equality, youth and data.