



UNFPA EVALUATION OFFICE
**Annual Report on the
evaluation function
2018**





Overview

- Commitment to UN Reform
- Overall performance of the evaluation function
- Centralized evaluations
- Decentralized evaluation system
- Enhancing coherence in the UN system evaluation functions
- Multi-stakeholder partnerships for national evaluation capacity
- Conclusion



Commitment to UN Reform



UNFPA EO fully committed to UN Reform

- Worked collaboratively within UNEG to deliver technical advice and advocate for the integration of evaluation into UN funding compact and the revised UNDAF guidance.
- In 2019, will continue supporting the conceptualization of ISWE
- Worked collaboratively within IAHE, by co-leading 2 system-wide evaluations in the humanitarian settings
- Almost 50% (7 out of 15) of 2019/2021 centralized evaluations are either joint or system-wide



Overall performance of the evaluation function



Out of 9 KPIs, 6 are on track and 3 need improvement

| | | 2014 | 2015 | 2016 | 2017 | 2018 | 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 | Positive trend, with room for improvement |
| 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 | Positive trend, closed to the totality of COs with M&E staff |
| 3. Evaluation coverage | Percentage of country offices that have conducted a country programme evaluation once every two cycles | -- | -- | -- | 80.0 | 90.0 | Positive trend |
| 4. Evaluation implementation rate | Percentage of planned evaluations being implemented | -- | -- | 60.0 | 55.0 | 92.0 | Positive trend |
| 5. Quality of evaluations | Percentage of evaluations rated "good" and above | 50.0 | 77.0 | 92.0 | 95.0 | 80.0 | Potentially negative trend |
| 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 | Achieved |
| 7. Management response submission | Percentage of completed evaluation reports submitted with management response | 100.0 | 100.0 | 100.0 | 100.0 | 100 | Achieved |
| 8. Implementation of management response | Percentage of management response actions completed | 76.5 | 78.0 | 78.5 | 84.4 | 89.5 | Positive trend |
| 9. Use of evaluation in programme development | Percentage of new country programme documents whose design was clearly informed by evaluation | -- | -- | -- | -- | 79.8 | Improvement needed |





KPI 1: Financial Resources

| | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|--------------|--------------|--------------|--------------|--------------|
| Total UNFPA programme budget expenditure | 820.2 | 798.6 | 763.5 | 752.9 | 872.3 |
| Total budget of the evaluation function | 3.69 | 5.52 | 6.94 | 6.30 | 8.40 |
| <i>Evaluation Office</i> | 2.38 | 2.63 | 3.71 | 3.36 | 4.23 |
| <i>Decentralized evaluation function</i> | 1.31 | 2.89 | 3.23 | 2.94 | 4.17 |
| Total budget of the evaluation function as percentage of UNFPA programme budget expenditures | <i>0.45%</i> | <i>0.69%</i> | <i>0.91%</i> | <i>0.83%</i> | 0.96% |

- Investment in evaluation **more than doubled** from 2014 to 2018.
- Evaluation function represents **0.96%** of the total UNFPA programme expenditure for 2018,



KPI 5: Quality of evaluation reports

- Proportion of reports assessed as ‘good’ or ‘very good’ increased from 50% in 2014 to 95% in 2017. However, in 2018, 80% of reports assessed were rated ‘good’ or above
- Although the percentage of reports assessed as ‘good’ or better decreased from 95% in 2017 to 80% in 2018, in absolute terms:
 - only 2 reports were assessed as ‘fair’ (as in 2017)
 - 5 of 10, or 50% of assessed reports, were rated ‘very good’
 - no reports were rated ‘unsatisfactory’



KPI 8: Implementation of management responses

- The percentage of ‘accepted programme evaluation recommendations for which the actions due in the year have been completed’ **reached its highest level in 7 years**



In 2018, it was 89.5%, a 4.5% increase from 2017

- However, the implementation rate of recommendations of centralized evaluations decreased to 64% in 2018



PSD reported this is due to:

- Increased number of centralized evaluations and subsequently increased number of recommendations in comparison to 2017
- Given the nature of recommended actions that mostly target corporate matters (policy changes, strategy development etc.) the implementation process requires longer time



KPI 9: Use of evaluation in programme development



- Evaluation Policy 2019 & Evaluation Strategy 2018-2021 call for stronger emphasis on evaluation use to inform UNFPA programmes
- In response, starting 2018, EO is reporting on this new KPI, to monitor performance against this priority
- While evaluation informed all new country programme documents approved by the Executive Board in 2018, the level and quality of use varied, with only 78.9 per cent (15 of 19) of country programme documents fully meeting the quality required.



Centralized evaluations



Implementation rate of centralized evaluations during 2018-2019 is **100 per cent**, with all evaluations completed or on track

| | Title | Status | Management response issued | Presentation to Executive Board/ steering committees |
|----|---|-----------|----------------------------|--|
| 1 | Meta-analysis of the engagement of UNFPA in highly vulnerable contexts | Completed | No* | Presented to the Executive Board within the 2017 annual report of the evaluation function at the annual session 2018 |
| 2 | Midterm evaluation of the UNFPA supplies programme | Completed | Yes | Presented to the UNFPA Supplies Steering Committee |
| 3 | Evaluation of UNFPA support to the prevention, response to and elimination of gender-based violence and harmful practices | Completed | Yes | Presented to the Executive Board at the first regular session 2019 |
| 4 | Evaluation of the UNFPA response to the Syria crisis | Completed | Yes | To be presented to the Executive Board at the second regular session of 2019 |
| 5 | Developmental evaluation of results-based management approaches | On track | Not yet | To be completed in 2019 |
| 6 | Joint evaluation of the UNFPA-UNICEF Joint Programme on the Abandonment of Female Genital Mutilation | On track | Not yet | To be completed in 2019 |
| 7 | Joint evaluation of UNFPA-UNICEF Global Programme to Accelerate Action to End Child Marriage | On track | Not yet | To be completed in 2019 |
| 8 | Evaluation of the UNFPA capacity to respond to humanitarian crisis | On track | Not yet | To be completed in 2019 |
| 9 | System-wide inter-agency humanitarian evaluation of United Nations system response to the drought crisis in Ethiopia | On track | Not yet | To be completed in 2019 |
| 10 | Evaluation of UNFPA support to the HIV/AIDS response | On track | Not yet | To be completed in 2019 |
| 11 | Evaluation of UNFPA support to Gender equality and Women's empowerment | On track | Not yet | To be completed in 2020 |
| 12 | Evaluation of UNFPA support to South-South and triangular Cooperation | On track | Not yet | To be completed in 2020 |
| 13 | Meta-synthesis of lessons learned and good practices to accelerate achievements of the three transformative results | On track | No* | To be completed in 2020 |
| 14 | Joint evaluation of the common chapter of UNDP, UNFPA, UN Women and UNICEF strategic plans | On track | Not yet | To be completed in 2020/2021 |
| 15 | System-wide midterm evaluation of the UNAIDs 2016-2021 unified budget, results and accountability framework (UNBRAf). | On track | Not yet | To be completed in 2020 |

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



Centralized evaluations: Key enhancements

Cost-efficiency and timeliness of centralized evaluations enhanced through a LTA framework resulting in reduction of procurement time, transactional costs and cost of centralized evaluations

Innovation in evaluation approaches to make evaluations utility focused. E.g. on-going evaluation of results based management approaches utilizes a developmental approach emphasizing strategic learning, adaptation and real-time feedback to managers

A responsive quadrennial budgeted evaluation plan to ensure coverage and scope of evaluations remain relevant to the changing context



Revised centralized evaluations 2018-2021 (7 out of 15 in 2019/21 joint/SW)

| Outcomes (Covering development and humanitarian nexus) | 2018 | 2019 | 2020 | 2021 |
|---|---|--|---|------|
| Outcome 1 (SRH) | Mid Term Evaluation of the UNFPA Supplies Programme | | Final Evaluation of UNFPA Supplies Programme | |
| | | | Evaluation of UNFPA support to HIV prevention | |
| | | | Mid Term Evaluation of Maternal Health Thematic Fund | |
| | | | <u>System-wide</u> Midterm Evaluation of the UNAIDS 2016-2021 Unified Budget, Results & Accountability Framework | |
| Outcome 2 (Empowering Youth) | <u>Joint</u> Formative Evaluation of UNFPA-UNICEF Global Programme to Accelerate Action to End Child Marriage | | | |
| Outcome 3 (Gender and Woman's empowerment) | Evaluation of UNFPA support to the prevention, response to and elimination of gender-based violence and harmful practices, including in humanitarian settings | Evaluation of UNFPA support to Gender Equality and Women's Empowerment | | |
| | <u>Joint</u> evaluation of the UNFPA-UNICEF joint programme on the abandonment of FGM: Accelerating change Phase I+II | <u>Joint</u> formative evaluation of the UNFPA-UNICEF joint programme on the abandonment of FGM: accelerating change (Phase III) | | |
| Outcome 4 (Population Data) | | | Evaluation of UNFPA support to the use of population data in humanitarian preparedness and response | |
| Humanitarian | Evaluation of UNFPA response to Syria Crisis | | | |
| | Evaluation of UNFPA's capacity to respond to Humanitarian crisis | | | |
| | | <u>System-wide</u> Inter-Agency Humanitarian Evaluation of UN response to the drought crisis in Ethiopia | | |
| | | | <u>System-wide</u> Inter-Agency Humanitarian Evaluation of UN response to empowering women and girls in humanitarian crisis | |
| Organizational effectiveness and efficiency | Developmental evaluation of Results Based Management approaches | | Evaluation of UNFPA support to south-south and triangular cooperation | |
| | | <u>Joint</u> UNFPA-UNDP-UNICEF-UN Women evaluation of the common chapter of Strategic Plans | | |
| Synthesis studies | | Meta-analysis on lessons learned and good practices in accelerating achievement to the three transformative results | Meta-synthesis: Learning from UNFPA country programme evaluations | |



Decentralized evaluation system



Decentralized evaluation system

Overall remarks

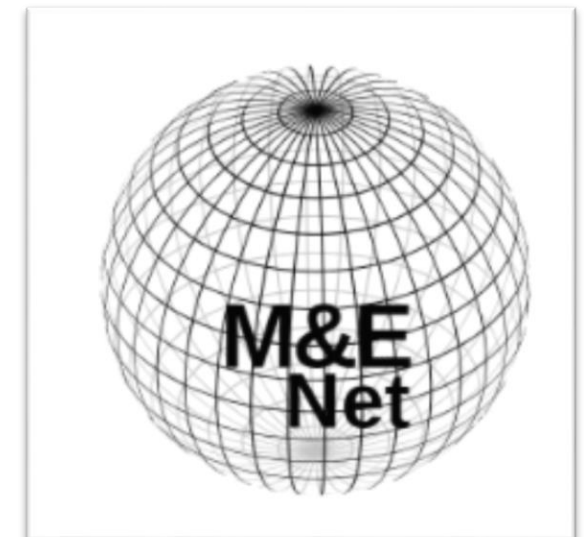
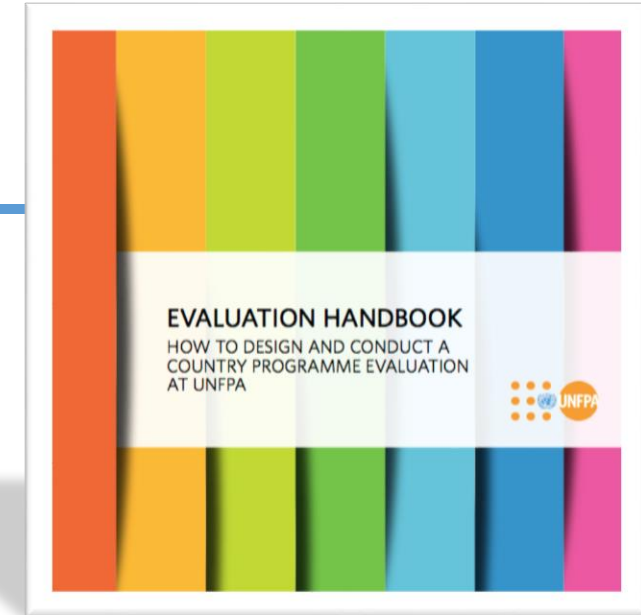
- Established a financial **ring-fencing mechanism** that benefits those country offices that exceed a threshold of 3 per cent of programme resources to be used for a planned evaluation and expect a funding shortfall. In 2018, 7 Cos took advantage of the system.
- Updated **guidance for preparing costed evaluation plans**, including a new monitoring system for implementation of costed evaluation plans
- **Updated evaluation tagging system** within GPS to better capture the total budget invested in the evaluation function
- Through the **evaluation quality assurance and assessment system**, individual targeted feedback continued to be given to COs to improve quality of future decentralized evaluations



Decentralized evaluation system

Internal
evaluation
capacity
development

- EO revised and updated the **Evaluation Handbook on How to Design and Conduct a Country Programme Evaluation at UNFPA**
- EO and PSD collaborated to develop a **community of practice** to support knowledge sharing and collaborative learning on results-based management and evaluation at UNFPA
- At decentralized levels, RO continued to support internal evaluation capacity development through **training workshops** in ASRO, EECARO and ESARO





New Strategy to facilitate evaluation use through communications and knowledge management



The right information

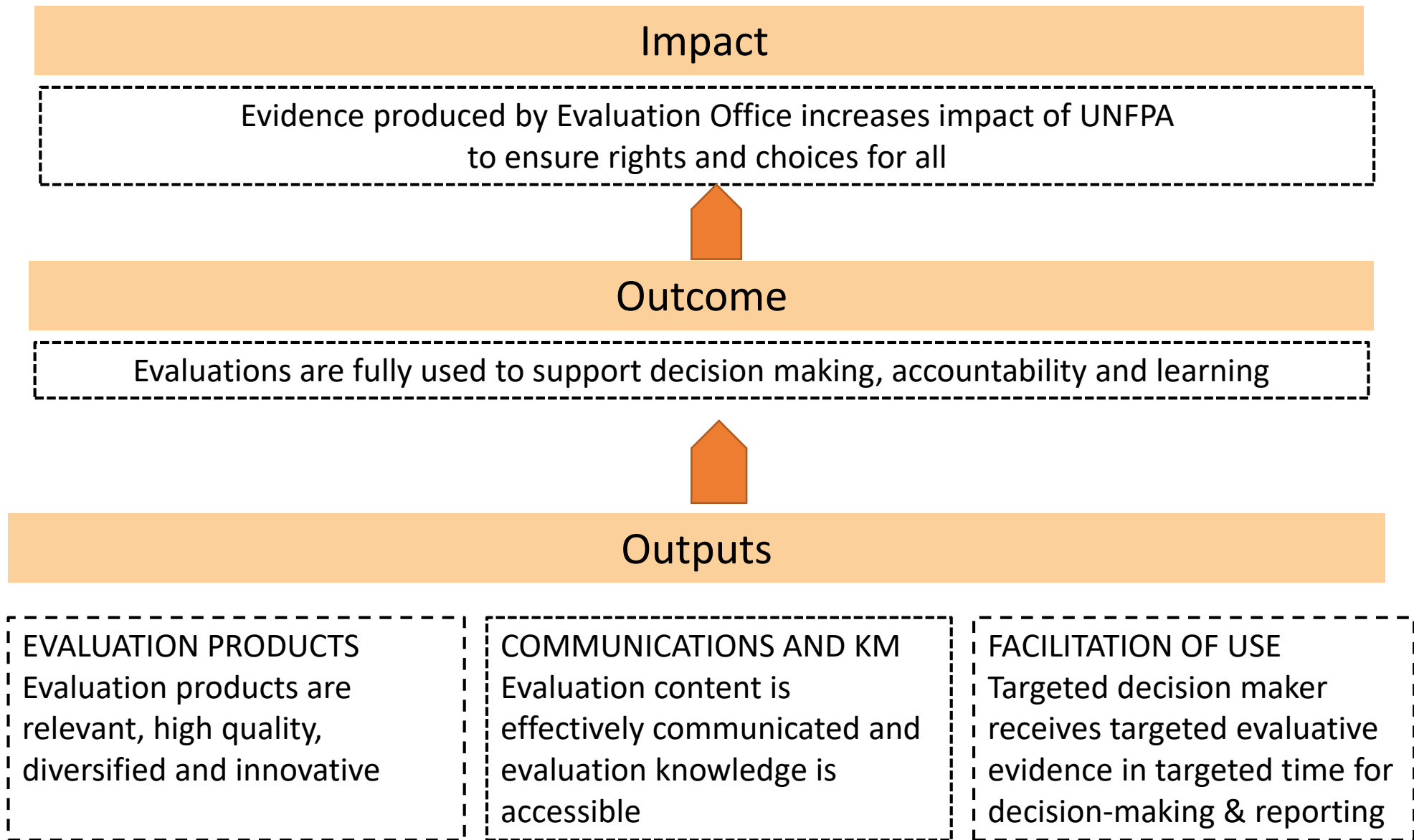
the right way

at the right time




to the right people


to facilitate evaluation use

Simplified Theory of Change



Minimum Communications Package


-  Evaluation Report
-  Executive Summary situated in the report
-  Evaluation Brief with **infographics** EN
FR
SP

 Country or thematic case studies and/or evidence matrix

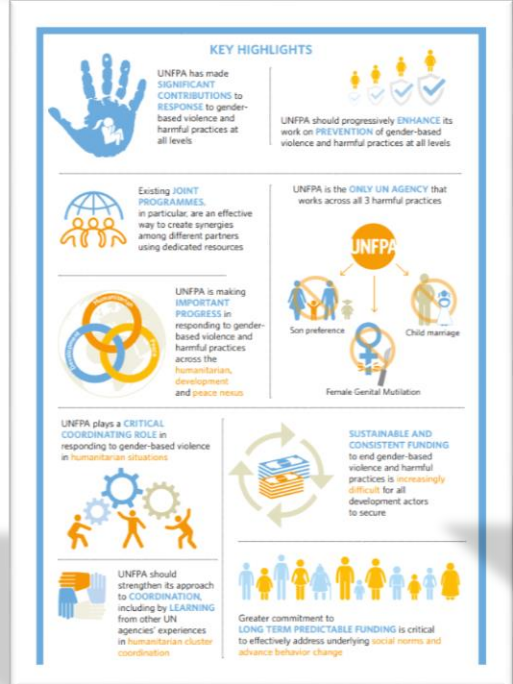
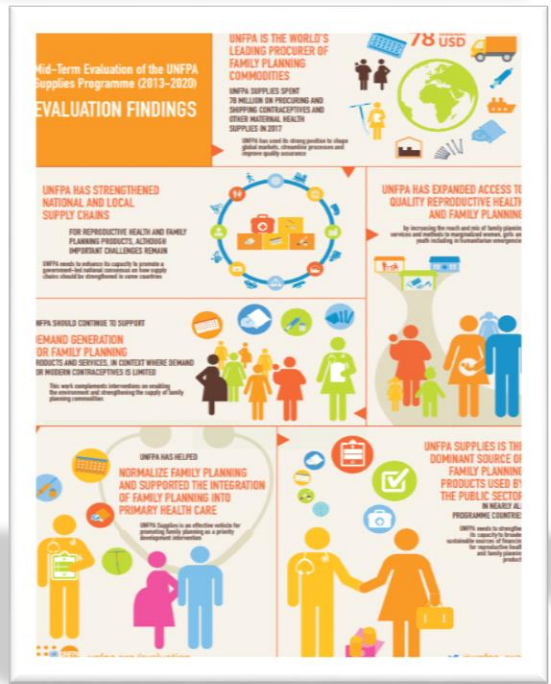
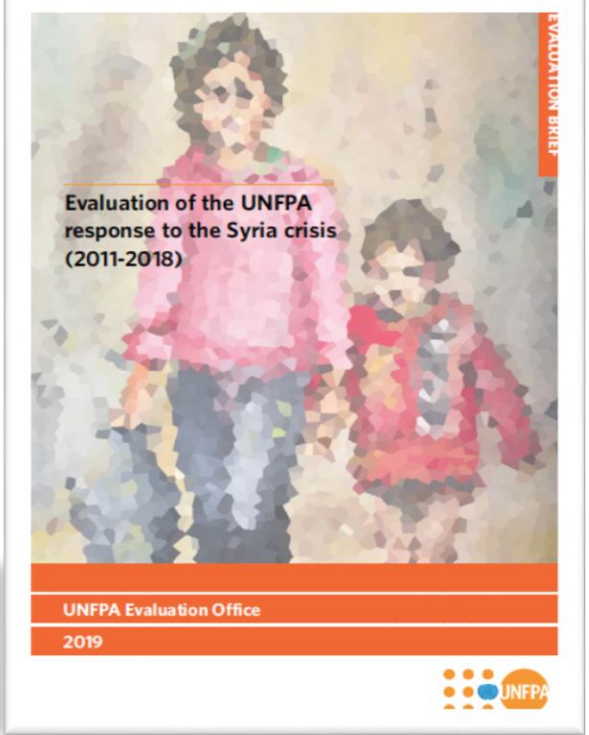
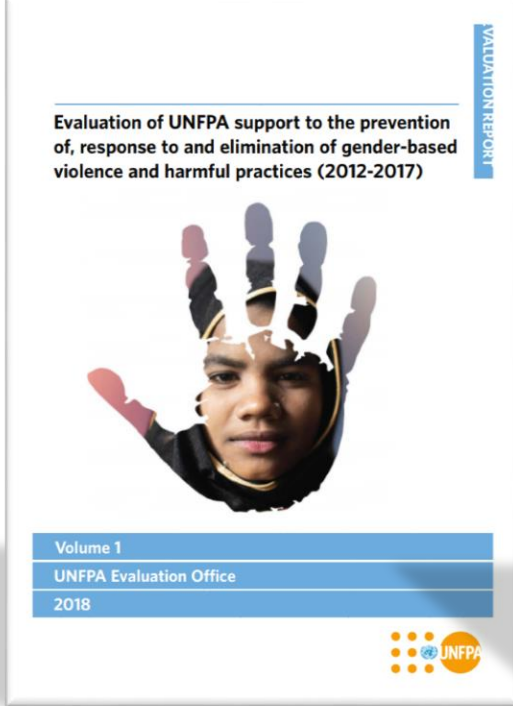
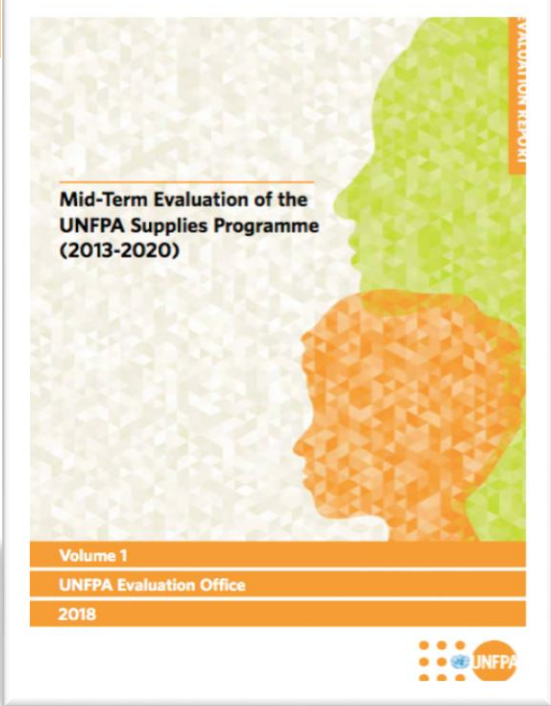
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 Twitter

 Webinar

 Email & community announcement

 Website feature





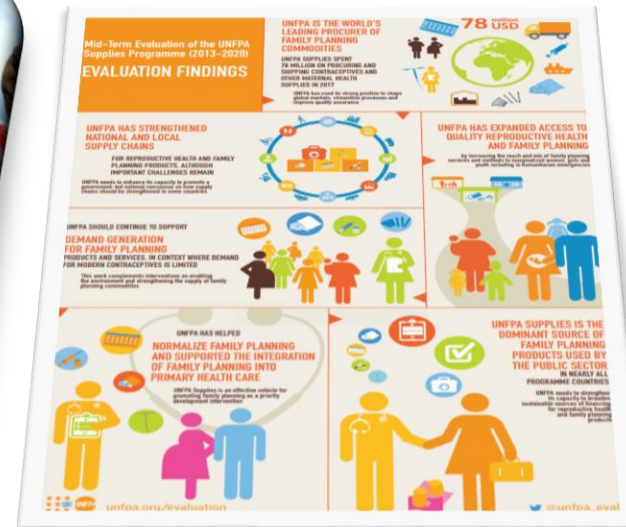
Key communication enhancements in 2018



Revamped EO webpage



Social media outreach



Infographics



EvalPills video series



Enhancing coherence in the UN system evaluation functions



Enhancing coherence in the UN system evaluation functions



UNEG

United Nations Evaluation Group

- EO contributed to the design and implementation of the 2017-2018 UNEG work plan, and to the review of the 2014-2019 UNEG strategy
- EO leads the UNEG work on the decentralized evaluation function
- EO supported the work of the UNEG interest groups on evaluation use, gender equality and human rights, and humanitarian issues
- EO actively participated in the 2018 UNEG Evaluation Week



Enhancing coherence in the UN system evaluation functions

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

Inter-Agency
Humanitarian
Evaluation

- In 2018, UNFPA evaluation reports met the requirements of the SWAP indicator, with a score of 8
- EO contributed to the development of the conceptual framework for the IAHE Steering Group and to the revision of the methodological guidelines for IAHE
- EO is member of the management group of the system-wide evaluations of:
 - the response to the humanitarian crisis in Ethiopia
 - empowering women and girls in humanitarian settings
- In 2018, EO became member of the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP)



Enhancing coherence in the UN system evaluation functions

Independent system-wide evaluation mechanisms

- EO worked collaboratively within UNEG to deliver technical advice to the Transition Team for the repositioning of the United Nations development system, advocating for the integration of evaluation in both the Funding compact and the revised UNDAF guidance

United Nations regional evaluation groups and UNDAF evaluations

- UNFPA actively supported UNDAF evaluations managed by the United Nations system in 2018 through technical and/or financial support
- UNFPA is a member of the UNCT's M&E task force in most cases
- UNFPA co-leads or actively contributes to UN regional evaluation groups, comprising the regional M&E advisors of different UN entities



Multi-stakeholder partnerships for national evaluation capacity



Multi-stakeholder partnerships for national evaluation capacity

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

- EO is a member of EvalPartners and EvalGender+. In 2018, EO reinforced its partnership with EvalYouth
- UNFPA led UN entities (UNDP, UNICEF, WFP, FAO, UN Women, DPKO and UNV) committed to deploying young evaluation professionals as UN Youth Volunteers across the UN system.
- Special recruitment drive conducted by UNV, with UNFPA and EvalYouth, to develop a talent pool of young M&E professionals (56% of applicants from Sub-Saharan Africa, 50% women, average age 26 years)
- In EECARO, UNFPA partnered with EvalYouth's regional chapter, to develop capacity building programme for young and emerging evaluators: includes a summer school, webinars and an internship/mentorship programme. UNICEF has now joined this initiative



Multi-stakeholder partnerships for national evaluation capacity

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

- EO, in partnership with UNICEF, WFP, IFAD and FAO, supported EvalColombo2018, organized by the Global Parliamentarian Forum for Evaluation and held at the Parliament of Sri Lanka; bringing together parliamentarians and others to discuss how to strengthen the demand for and capacity to use evaluation to inform national decision-making
- As a regional follow-up event, UNFPA and UNICEF supported a similar event held at the Parliament of Morocco, including parliamentarians from the Middle East and North Africa region
- The event above was part of EvalMENA's regional evaluation conference where EO delivered a keynote speech on "Evaluating humanitarian assistance and refugee response in the context of the 2030 Agenda for Sustainable Development"
- In partnership with EvalYouth and ASRO, a workshop was organized for young evaluators at the EvalMENA conference



Multi-stakeholder partnerships for national evaluation capacity

Multi-stakeholder events to bring together demand and supply of country-led evaluations

- UNFPA with UNDP, UNICEF, WFP supported the Asia evaluation week organized by the Government of China and ADB, themed “Evaluation for Policymaking”
- UNFPA with UNDP, IFAD, UN Women, Oxfam, Bill and Melinda Gates Foundation, and International Initiative on Impact evaluation (3ie), supported the Evaluation Community of India bi-annual event; EO delivering a keynote speech on “No one left behind. Ensuring visibility of the furthest behind in evaluation and public policies”
- UNFPA with UNDP, IFAD, WFP and WIPO, supported the bi-annual conference of the European Evaluation Society themed “Evaluation for more resilient societies”. EO facilitated active participation of young evaluators; led the organization of a UN panel with the directors of evaluation of the five UN agencies on “United Nations’ evaluation functions for more resilient societies”
- EO contributed to the Inter-ministerial conference on South-South and triangular cooperation “Emerging population and development issues influencing the 2030 development agenda”, where it advocated for a follow-up and review mechanisms for south-south and triangular initiatives



Conclusions

1. Overall, UNFPA evaluation function is getting stronger and stronger
2. Significant progress, notably in:
 - Coverage
 - Implementation
3. Still, some areas for improvement
4. UNFPA positioning itself not only as an organization with a strong evaluation function, but also as a key contributors to UN Reform, System-wide evaluation and multi-stakeholders partnership for National Evaluation capacity Development