2019 Annual Report on the evaluation function

2020 ExBoard informal meeting, 15th May 2020

Marco Segone
Director, Evaluation Office

Evaluation and COVID19

EO staff and Covid

- EO operations so far on track, thanks to real-time adaptation

- No major disruption foreseen so far, everything moved to virtual space

  - EO Team virtual meeting every week

  - Extended EO+ROs every two weeks

Adapting Evaluation to the Covid19 pandemic

Guiding principles:

1. Evaluation is **even more important at time of crisis**, providing evaluative evidence on what works, why, for whom and under what circumstances.

2. Crisis impacts different people in different manners, affecting disadvantaged populations disproportionately. **Human rights-based, equity-focused and gender responsive evaluations** are important as ever, to inform interventions focused on leaving nobody behind.

3. Evaluation should always comply with the **"no harm" principle** for all stakeholders involved

4. Explore the opportunity to **strengthen UN coordination**, including to enhance national evaluation capacities

5. **Continually learn, adapt and share** with the evaluation community within UNFPA, the UN and beyond

Adapting Evaluation to the Covid19 pandemic

- Best scenario: Adapt scope, methods and timeline

- Second best scenario: Validated self-evaluation

- As last resort, postpone or cancel

Evaluation of UN Response/Recovery to Covid

- Member of UNEG WG on Covid19

- Exploring System-wide evaluations of:

  - COVID-19 Response and Recovery Multi-Partner Trust Fund

  - COVID-19 Global Humanitarian Response Plan

Evaluation as an accelerator to deliver the SDGs, ICDP and Nairobi commitments, and the UN reform

Get involved

eval4action.org | #Eval4Action | contact@eval4action.org

WHAT?

- Eval4Action campaign is aligned with and supports the UN Secretary-General's Decade of Action campaign

- ADVOCACY: Eval4Action promotes widespread recognition of evaluation as a critical driver and accelerator for achieving the SDGs by 2030

- ACTION: Eval4Action mobilizes commitments, institutional and individual, for stronger evaluation systems and capacities

60+ partners

Arabic

French

Hindi

Marathi

Portuguese

Romanian

Russian

Spanish

Swahili

Evaluation function as accelerator to delivery of Nairobi commitments

Developing accessible and usable knowledge for UNFPA and partners, to accelerate results.

At the margins of the Nairobi Summit, distilled lessons and good practices through a meta synthesis of 57 country programme evaluations, to achieve the three zeros
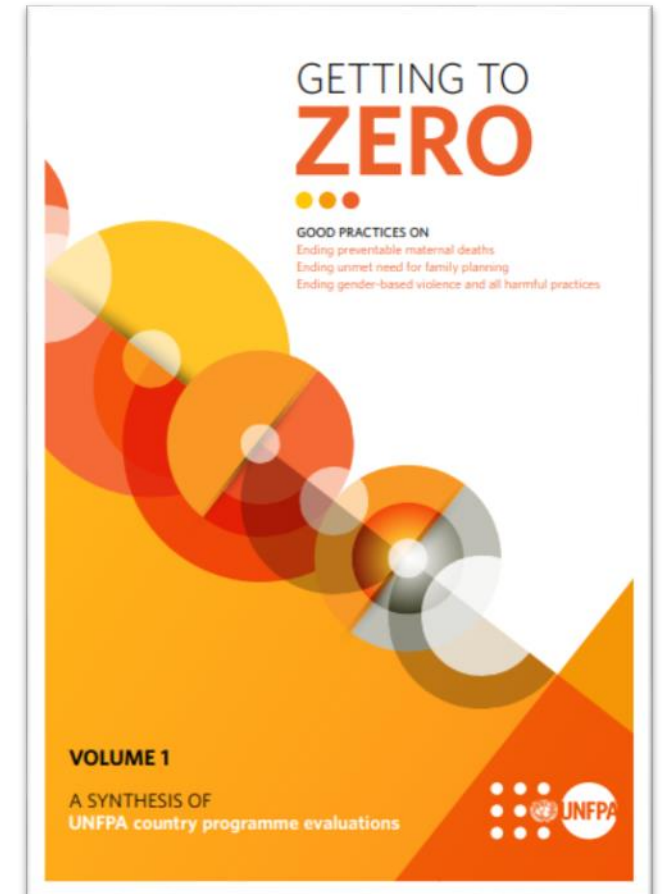
EO fully committed to UN reform

o Through participation in UNEG, technical advice provided to integrated evaluation into:

   ❑ Development of the UN funding compact

   ❑ Revised guidance for the United Nations Sustainable Development Cooperation Framework (UNSDCF)

   ❑ Revised policy for system-wide evaluations

o Active engagement with the Inter-Agency Humanitarian Evaluation (IAHE) steering group

o Active contribution to the achievement of UNDS's evaluation-related commitments as set out in the funding compact. To support transparent reporting, starting this year EO will begin to report (through the annual report), on its contribution to the funding compact key performance indicators relevant to evaluation

Strategy to facilitate evaluation use through communications and knowledge management

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

New strategy to facilitate evaluation use through communications and knowledge management

EVALUATION PRODUCTS
Evaluation products are relevant, high quality, diversified and innovative

COMMUNICATIONS AND KM
Evaluation content is effectively communicated and evaluation knowledge is accessible

- Evaluation Report
- Executive Summary situated in the report
- Evaluation Brief with **infographics**   EN FR SP
- Country or thematic case studies and/or evidence matrix
- PPT
- Twitter
- Webinar
- Email & community announcement
- Website feature
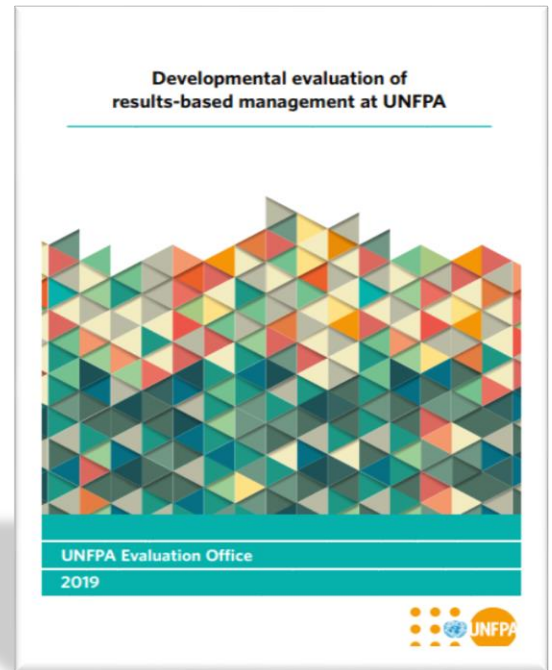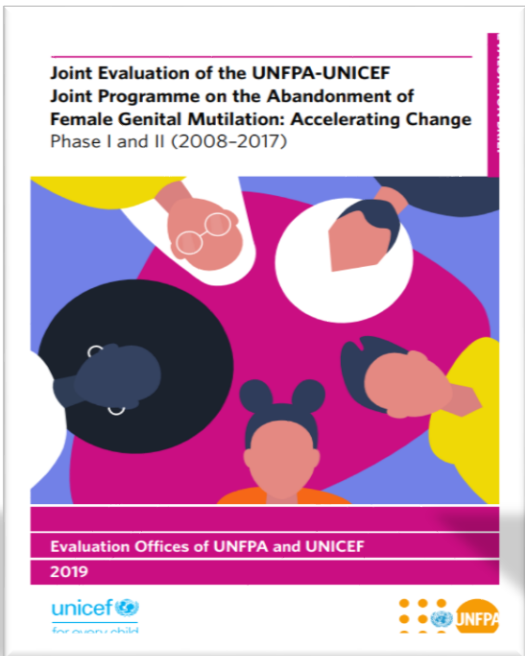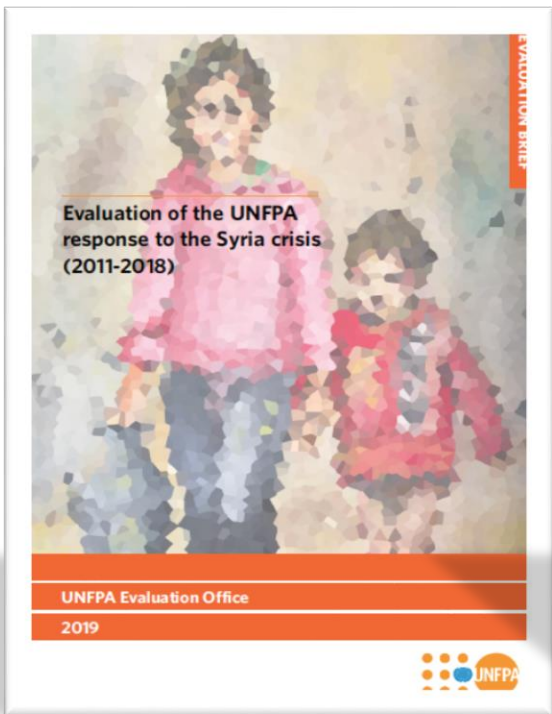
Key communication enhancements in 2019
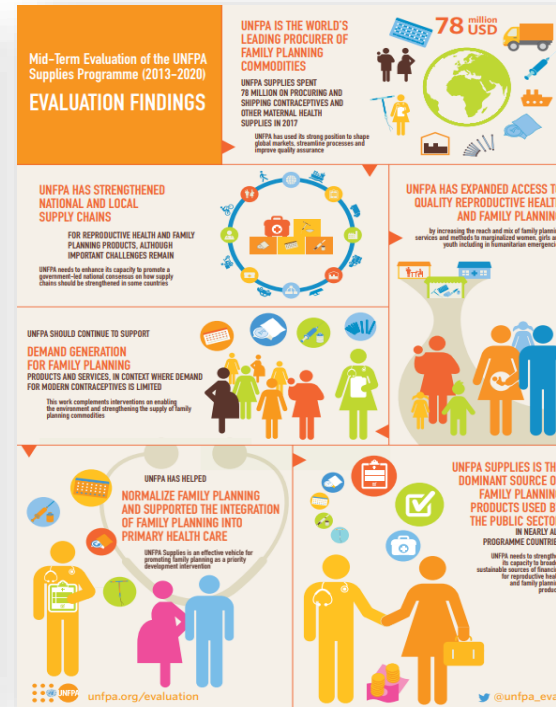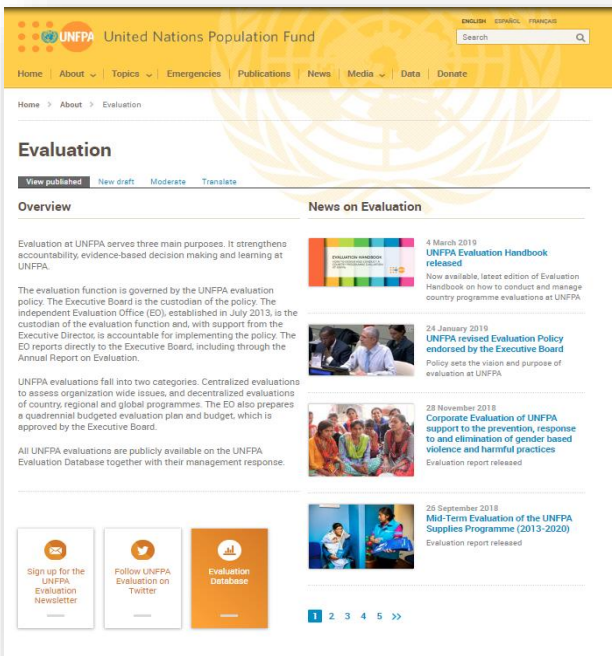
Revamped EO webpage

Social media outreach

Infographics

17 EvalPills videos

Implementation of the strategy to enhance evaluation use through communications and knowledge management

Total EO webpage views doubled in 2019

EO Twitter followers doubled

EO tweets generated about 862,000 impressions, nearly a three-fold increase since 2018

New strategy to facilitate evaluation use through communications and knowledge management

EVALUATION PRODUCTS
Evaluation products are relevant, high quality, diversified and innovative

COMMUNICATIONS AND KM
Evaluation content is effectively communicated and evaluation knowledge is accessible

FACILITATION OF USE
Targeted decision maker receives targeted evaluative evidence in targeted time for decision-making & reporting

Enhancing use of evaluation by providing targeted evidence-based technical advice

Active sharing of evidence from mid-term evaluation of the UNFPA supplies programme during the **global consultation on ending unmet need for family planning**

To inform corporate decisions on RBM at UNFPA, EO provided real-time evidence and feedback to senior management during the **developmental evaluation** of results-based management at UNFPA

EO participated in **HO retreat**, and presented the results of the Humanitarian evaluation, informing the discussions on the HO work plan and related priorities

Overall performance of the evaluation function

Out of 9 KPIs, 7 are on track and 2 need improvement

Key performance indicator	Description	2014	2015	2016	2017	2018	2019	Overall assessment
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	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	96.1	Almost achieved (nearly all offices staffed with monitoring and evaluation staff)
3. Evaluation coverage	Percentage of country offices that have conducted a country programme evaluation once every two cycles	--	--	--	80.0	90.0	97.0	Almost achieved
4. Evaluation implementation rate	Percentage of planned evaluations being implemented	--	--	60.0	55.0	92.0	92.7	Positive trend
5. Quality of evaluations	Percentage of evaluations rated "good" and above	50.0	77.0	92.0	95.0	80.0	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	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	Achieved
8. Implementation of management response	Percentage of management response actions completed	76.5	78.0	78.5	84.4	89.5	84.0	Potentially negative trend
9. Use of evaluation in programme development	Percentage of new country programme documents whose design was clearly informed by evaluation	--	--	--	--	79.8	100.0	Achieved

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KPI 1: Financial resources

	2014	2015	2016	2017	2018	2019
Total UNFPA programme budget expenditure	**820.2**	**798.6**	**763.5**	**752.9**	**872.3**	**933.8**
Total expenditure of the evaluation function	**3.69**	**5.52**	**6.94**	**6.30**	**8.40**	**9.13**
Evaluation Office	2.38	2.63	3.71	3.36	4.23	3.90
Decentralized evaluation function	1.31	2.89	3.23	2.94	4.17	5.23
Total expenditure of the evaluation function as percentage of UNFPA programme budget expenditures	*0.45%*	*0.69%*	*0.91%*	*0.83%*	*0.96%*	***0.98%***

Investment in evaluation more than doubled from 2014 to 2019, both in absolute and relative terms. However, it's still far from the target stated in the Evaluation policy (min 1.4% to max 3%).

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 a slight decrease from 2018

In 2019, it was 84%, a 5.5% points decrease from 2018 (89.5%)

However, the implementation rate of recommendations of centralized evaluations decreased even further to 59% in 2019 from 64% in 2018

PSD reported that:

For decentralized evaluation recommendations, the decrease is likely due to delays in reporting by some implementing business units

For centralized evaluations, this was compounded by overly optimistic deadlines, given the nature and complexity of actions required to implement recommendations (recommendations often target policy change, strategy development, human and financial resources and strategic partnerships, which often take longer to implement).

KPI 8: Implementation of management responses

To support units with monitoring and timely reporting, PSD plans to:

- <u>Develop a performance indicator</u> for the UNFPA corporate dashboard, myDashboard. The indicator will alert units/offices of upcoming implementation due dates and flag those that have passed

- <u>Update the Guide on Development, Reporting and Tracking of Management Responses to Evaluations</u>, to underscore the importance of establishing realistic implementation dates

Centralized evaluations

Implementation rate of centralized evaluations (<u>50% system-wide or joint</u>) during 2019-2020 is **100 per cent**, with all completed or on track

#	Title	Status	Management response issued	Presentation to Executive Board/ steering committees
1	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
2	Evaluation of the UNFPA response to the Syria crisis	Completed	Yes	Presented to the Executive Board at the annual session 2019
3	<u>Joint evaluation</u> of the UNFPA-UNICEF Joint Programme on the abandonment of Female Genital Mutilation	Completed	Yes	Presented to the Female Genital Mutilation Joint Steering Committee
4	<u>Joint evaluation</u> of UNFPA-UNICEF Global Programme to accelerate action to end Child Marriage	Completed	Yes	Presented to the Child Marriage Joint Steering Committee
5	Developmental evaluation of results-based management approaches	Completed	Yes	Presented to the Executive Board at the first regular session 2020
6	Meta-synthesis of lessons learned and good practices to accelerate achievements of the three transformative results	Completed	No*	Launched at the margin of the Nairobi Summit
7	Evaluation of the UNFPA capacity to respond to humanitarian crisis	Completed	Yes	Presented to the Executive Board at the annual session 2020
8	<u>System-wide</u> Inter-Agency Humanitarian Evaluation of United Nations system response to the drought crisis in Ethiopia	Completed	Launched early 2020	Presented to IASC Operational Policy and Advocacy Group, and to the Ethiopia Humanitarian Coordinator Team
9	Evaluation of UNFPA support to the HIV/AIDS response	Completed	Not yet	To be completed in 2020
10	Evaluation of UNFPA support to Gender Equality and Women's Empowerment	On track	Not yet	To be completed in 2020
11	Evaluation of UNFPA support to South-South and Triangular Cooperation	On track	Not yet	To be completed in 2020
12	<u>Joint</u> UNFPA-UNDP-UNICEF-UN Women baseline study and evaluability assessment of the common chapter of strategic plans	On track	No*	Jointly presented to the Executive Board at the annual session 2020
13	<u>System-wide</u> midterm evaluation of the UNAIDs 2016-2021 unified budget, results and accountability framework (UBRAF)	On track	Not yet	To be completed in 2020
14.	<u>System-wide</u> Inter-Agency Humanitarian Evaluation of United Nations response to empowering women and girls in humanitarian crisis	On track	Not yet	To be completed in 2020
15.	<u>System-wide</u> evaluation of UNAIDS programme's work on preventing and responding to gender-based violence	On track	Not yet	To be completed in 2021

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

Centralized evaluations: Key enhancements

Development of a responsive transitional quadrennial budgeted evaluation plan (2020-2023)
- The 'dynamic' transitional plan updates the 2018-2021 QBEP, to ensure alignment with the MTR SP
- Includes outcomes of consultations in 2019 and adjustments approved by the Board for 2020-2021

In 2020-2023, UNFPA will manage:
- 26 centralized evaluations, out of which 14 (54 per cent) will be either joint or system-wide
- 56 country programme evaluations
- 7 regional programme evaluations

Consultative process

- ✓ <u>Evidence-gap analysis</u> was conducted by assessing the coverage of corporate evaluations managed during 2013-2019 against the outcomes of the UNFPA strategic plan.
- ✓ <u>Consultations</u> with major stakeholders held to assess their relevance and utility

Informal consultation with Board (within 2018 AR) May 2019

Formal presentation to Board (within 2018 AR) June 2019

Senior management in HQ/RO Sept/Nov 2019

Other UN agencies Sept/Nov 2019

Oversight Advisory Committee Nov 2019

Executive Committee draft Presentation Dec 2019

Informal consultation with Board Jan 2020

Executive Committee Final draft presentation Feb 2020

Informal consultation with Board May 2020

Presentation to Board June 2020

Transitional Quadrennial Budgeted Evaluation Plan, 2020-2023

*Evaluation was launched in 2019

Outcomes (Covering development and humanitarian nexus)	2020	2021	2022	2023
Outcome 1 (SRH)	Evaluation of UNFPA support to HIV prevention*			
	System-wide Midterm Evaluation of the UNAIDS 2016-2021 Unified Budget, Results & Accountability Framework*			
	System-wide evaluability assessment of SDG3-Global Action Plan		System-wide evaluation of SDG3-Global Action Plan	
	Final Evaluation of UNFPA Supplies Programme			
	Mid-Term Evaluation of Maternal Health Thematic Fund			
Outcome 2 (Empowering Adolescents and Youth)		Formative Evaluation of UNFPA Support to Adolescents and Youth		
Outcome 3 (Gender Equality and Woman's empowerment)	Evaluation of UNFPA support to Gender Equality and Women's Empowerment*		Joint Formative Evaluation of UNFPA-UNICEF Global Programme to Accelerate Action to End Child Marriage (TBC)	
	System-wide evaluation of UNAIDS Programme's work on preventing and responding to GBV		Joint evaluation of Spotlight Initiative (TBC)	
		Joint evaluation of the UNFPA-UNICEF joint programme on the abandonment of FGM: accelerating change 2018-2021, Phase III		
Outcome 4 (Population and Development)	Evaluation of UNFPA support to the use of population data in humanitarian preparedness and response			Evaluation of UNFP support to 2020-round of population and housing census data (TBC)
			Evaluation of UNFPA contribution to address low fertility and aging	
Humanitarian		System-wide Humanitarian Evaluation – crisis specific (TBD)		
	System-wide Inter-Agency Humanitarian Evaluation of UN response to empowering women and girls in humanitarian crisis*		System-wide Humanitarian Evaluation – thematic (TBD)	
Organizational effectiveness and efficiency	Joint UNFPA-UNDP-UNICEF-UN Women baseline study and evaluability assessment of the common chapter of Strategic Plans*	Joint UNFPA-UNDP-UNICEF-UN Women of the accelerator initiatives relevant to the common chapter of Strategic Plans		Evaluation of UNFPA's use of a human rights based approach (TBC)
	Formative evaluation of UNFPA support to south-south and triangular cooperation*	Formative evaluation of UNFPA engagement with UN reform (TBC)		Evaluation of UNFPA approach to the development/humanitarian/peace nexus (TBC)
Synthesis studies		Joint meta-analysis of UN evaluations or meta-synthesis of UNFPA country programme evaluations		Joint meta-analysis of UN evaluations or meta-synthesis of UNFPA country programme evaluations (TBD)

Centralized evaluations: Key enhancements

Innovation in evaluation approaches
- Making evaluations even more utility-focused. E.g. the first developmental evaluation of RBM at UNFPA
- Co-developing recommendations with stakeholders
- Evaluation of UNFPA support to GEWE, covers the dedicated outcome on gender equality, and, for the first time, will cover gender mainstreaming across all outcomes in a comprehensive manner
- Leveraging evaluative evidence, through a synthesis of findings from 57 CPEs to identify good practices and common challenges across the three transformative results
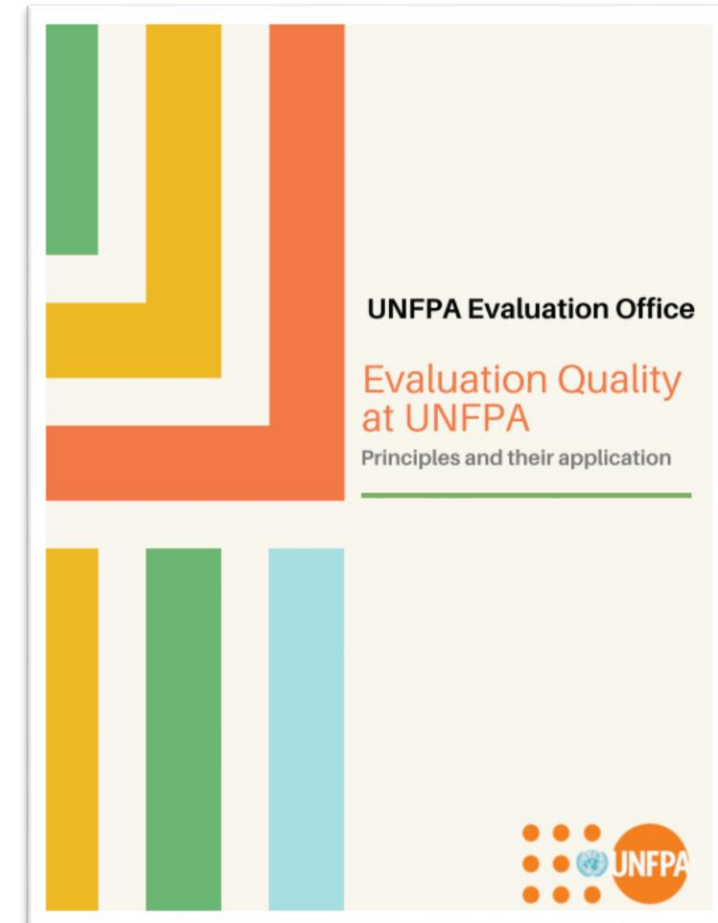
Decentralized evaluation system

Decentralized evaluation system

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

- In 2019, 21 COs benefitted from **ring-fenced funds** for a total of $678,004, contributing to continued improvement in the implementation rate of decentralized programme level evaluations, and their quality

- To ensure proper evaluation planning, in 2019 **costed evaluation plans** continued to be reviewed by EO and were presented to the Programme Review Committee.

- Through the **evaluation quality assurance and assessment system**, targeted feedback continued to be given to COs to improve quality of forthcoming decentralized evaluations

UNFPA Evaluation Office

Evaluation Quality at UNFPA

Principles and their application

Decentralized evaluation system

Internal evaluation capacity development

- Development of an <u>e-learning course on RBM and evaluation</u>, together with PSD and DHR, continued in 2019. This elearning will provide users with an interactive learning experience to develop practical skills in the design and conduct of decentralized evaluations and in RBM

- At decentralized levels, ROs continued to support internal evaluation capacity development through <u>training workshops</u> in ASRO, APRO, ESARO, WCARO

- For COs launching CPEs in the region, the regional M&E advisors provided <u>targeted trainings on managing evaluations</u>

Enhancing coherence in the UN system evaluation functions

Enhancing coherence in the UN system evaluation functions

Independent system-wide evaluation mechanisms

- EO worked within UNEG to deliver technical advice to the UN Transition Team for the repositioning of the UNDS, advocating for the <u>integration of evaluation in the funding compact and the UNSDCF guidance</u>

  - EO <u>fully met</u> UNDS funding compact's commitment to increase <u>accessibility of centralized evaluations</u>, by making 100% of centralized evaluations available on the UNEG website
  - EO significantly <u>exceeded</u> the commitment for joint/system-wide evaluations, as <u>almost 50% (7 out of 15) of centralized evaluations managed by EO in 2019-2020 are either joint or system-wide</u>

- EO contributed to the development of a <u>new (draft) system-wide evaluation policy</u>, as part of UNEG working group on system-wide evaluation

- EO Director elected by UNEG to represent the UN System in the <u>UNAIDS Evaluation Expert Advisory Committee</u>

Enhancing coherence in the UN system evaluation functions

UNEG — United Nations Evaluation Group

- Contributed to the formulation and implementation of <u>UNEG 2018-2019 work plan</u>
- Participated in the <u>UNEG evaluation week</u>, organizing several sessions at the evaluation practice exchange event
- Led UNEG work in this area of <u>decentralized evaluation function</u>, as a <u>co-convener</u> of this working group
- Proposed the creation of an <u>interest group on joint evaluations</u> and subsequently convened the group
- EO is a member of several other interest groups and particularly active in the areas of gender equality and human rights, and use of evaluation

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

- For the <u>first time, UNFPA **'exceeded requirements' of the EPI**</u>, with a score of 10.

- The evaluation reports assessed this year 'met the requirements' of the EPI.

- Recent launch of the centralized evaluation of UNFPA support to gender equality and women's empowerment, placed the Office in the 'exceeded requirements' category

Enhancing coherence in the UN system evaluation functions

Inter-Agency Humanitarian Evaluation (IAHE)

- Active participation in the activities of the <u>IAHE steering group</u>
- Part of the <u>management group of the system-wide IAHE</u> of UN system response to the drought crisis in Ethiopia; and also supported its dissemination
- Member of the <u>management group of the first thematic IAHE</u>, on gender equality and the empowerment of women and girls.
- Participated in annual ALNAP (Active Learning Network for Accountability and Performance in Humanitarian Action) meeting

Joint evaluations

- EOs of UNDP, UNFPA, UNICEF and UN Women, have conducted the first phase of the <u>joint evaluation of the common chapter</u> of their strategic plans
- EOs of UNFPA (lead) and UNICEF released the <u>joint evaluation of the joint programme on the abandonment of female genital mutilation</u>; findings were shared with the joint programme steering group, to inform planning for 2020
- EOs of UNFPA and UNICEF (lead) finalized the <u>joint evaluation of joint global programme to end child marriage</u>, informing the design of the second phase of the programme.
- COs also managed and contributed to several joint evaluations

Enhancing coherence in the UN system evaluation functions

United Nations regional evaluation groups and UNDAF evaluations

- Actively supported <u>UNDAF evaluations</u> through technical and financial support in all regions

- UNFPA co-leads or actively contributes to <u>UN regional evaluation groups</u>, comprising the regional M&E advisors of different UN entities

Multi-stakeholder partnerships for national evaluation capacity

Multi-stakeholder partnerships for national evaluation capacity

Overall remarks

- EO became a <u>member of the EvalPartners' Executive Committee</u>, representing the UN system, together with WFP

- Continued member of the <u>EvalGender+</u> Management Group, and provided support to <u>EvalYouth</u> and the <u>Global Parliamentarians Forum for Evaluation</u>

Multi-stakeholder partnerships for national evaluation capacity

Multi-stakeholder partnership to enhance meaningful participation of <u>youth in evaluation</u>

- In 2019, EO further strengthened its partnership with <u>EvalYouth</u>

- UNFPA continued to lead a coalition of UN entities committed to deploying young evaluation professionals as <u>UN Youth Volunteers</u>

- EO supported the design and implementation of the <u>EvalYouth Global Mentoring Programme</u>, to enhance evaluation knowledge and skills of young evaluators

- A <u>Twitter chat</u> (#YEvalChat) was held to raise awareness on the role of young people in evaluation in achieving SDGs. The chat resulted in more than 2.7 million impressions

- EO supported the <u>fourth EvalYouth virtual conference</u> on building skills and learning methods for conducting evaluation, brining together 130 young evaluators

- <u>Webinar</u> for EvalYouth regional networks was supported, that shared lessons from their involvement in the governance of regional evaluation networks and VOPEs

- ASRO and EECARO collaborated with the <u>regional chapters of EvalYouth</u> to undertake educational programmes to develop the capacity of young and emerging evaluators

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

- In partnership with UNICEF, supported Global Parliamentarian Forum for Evaluation (GPFE) to follow up with the Parliaments on the Colombo Declaration. As a result, 19 parliaments started the implementation and reporting of the Colombo Declaration's commitments

- Following Colombo Declaration, the Parliament of Sri Lanka initiated a process to institutionalize evaluation within the Parliament, through the establishment of a Parliament Committee on Evaluation that drafted the National Evaluation Bill. 31 capacity-building sessions were also held for the Parliament Research Unit to synthesize evaluation results for parliamentarians to readily use

- In partnership with UNICEF supported the Parliament of the Kyrgyz Republic, GPFE and national networks in establishing the Eurasian Parliamentarians Forum for Evaluation. The Forum triggered the approval of the Kyrgyz Parliament's Concept on Using Evaluation to carry out parliamentary oversight functions

Multi-stakeholder partnerships for national evaluation capacity

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

- UNFPA with GEF, JICA, IFAD, WB, UNICEF, UNIDO and WFP supported the International Development Evaluation Association (IDEAS) global biannual conference, themed 'Evaluation for transformative change: bringing experience to the Global South to the Global North'

- UNFPA, ADB, CLEAR initiative, GEF, WB, UNICEF and UN Women, supported the national evaluation capacities conference organized by UNDP and the Government of Egypt

- In partnership with International Initiative for Impact Evaluation (3ie), CLEAR initiative, European Investment Bank, FAO, OECD, IFAD, GEF, GCF, WB and UNICEF, UNFPA supported the Asian Evaluation Week, themed 'Quality evaluation for better results: local, national and regional perspectives'

- UNFPA with 3ie, ADB, FAO, GEF, UNICEF and UN Women, supported the Asia Pacific Evaluation Association Conference, themed 'Reducing poverty, enabling peace: evaluation for accountability, transparency, and sustainable development"

- EO in partnership with, 3ie, ADB, CLEAR initiative, German Institute for Development Evaluation (DEval), UNDP, UNEG, UNICEF, UN Women and WFP supported the ninth Africa Evaluation Association Conference conference themed, 'Accelerating Africa's development: strengthening national evaluation ecosystems'

Conclusions

1. Overall, UNFPA evaluation function is getting stronger and stronger

2. Significant progress, notably in:

- Evaluation coverage

- Quality of evaluations

- Use of evaluations in programme development

3. Still, room for improvement in a) investment and b) impl MRs

4. UNFPA positioning itself as an organization with a strong evaluation function, in addition to a key contributor to UN Reform and, in partnership with other multi-stakeholders, to National Evaluation Capacity Development

For more information, reach out to UNFPA Evaluation Office

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