



2020 Annual Report on the evaluation function

Executive Board informal meeting | 17 May 2021

Marco Segone

Director, UNFPA Evaluation Office

Overview

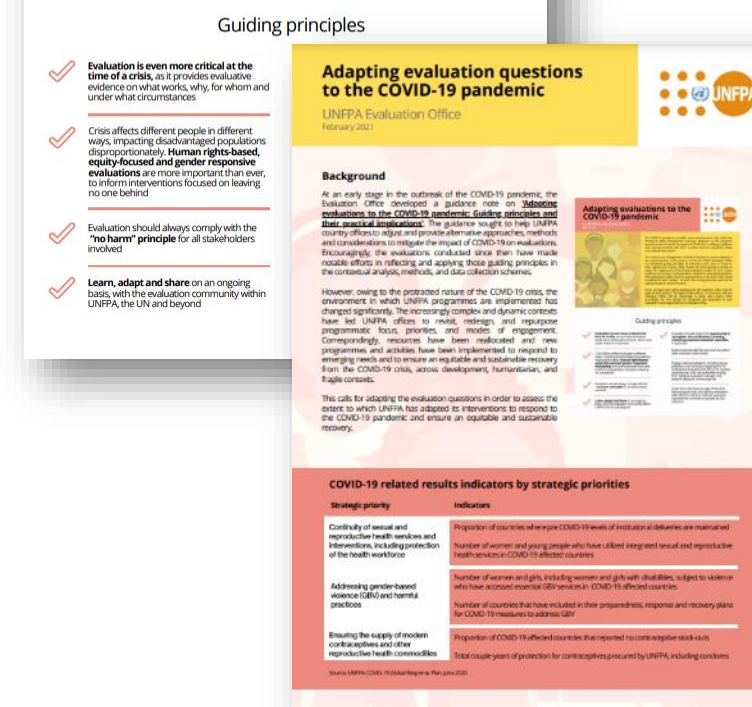
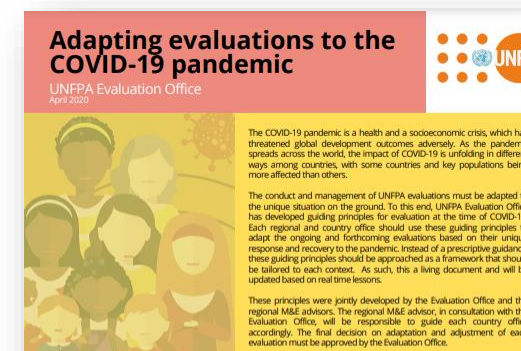
1. Evaluation as an accelerator to recover from the COVID-19 crisis and deliver the 2030 Agenda for Sustainable Development
 - Adapting evaluations to the COVID-19 pandemic
 - Advocating for influential evaluation during the Decade of Action
 - Using evidence from evaluations to inform the design of the Strategic Plan 2022-2025
 - Implementation of the strategy to enhance evaluation use
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 recover from the COVID-19 crisis and deliver the 2030 Agenda for Sustainable Development

Adapting evaluations to the COVID-19 pandemic

At the start of the pandemic, EO acted quickly by adapting its evaluation approach, methods, data collection and areas of inquiry

- Guidance released on “Adapting evaluations to the COVID-19 pandemic: Guiding principles and their practical implications”
- Guidance released on “Adapting evaluation questions” to allow deeper analysis on the degree of adaptation and response to the COVID-19 pandemic
- Framework continues to be updated based on real time lessons from the field, with regular technical support to decentralized evaluations

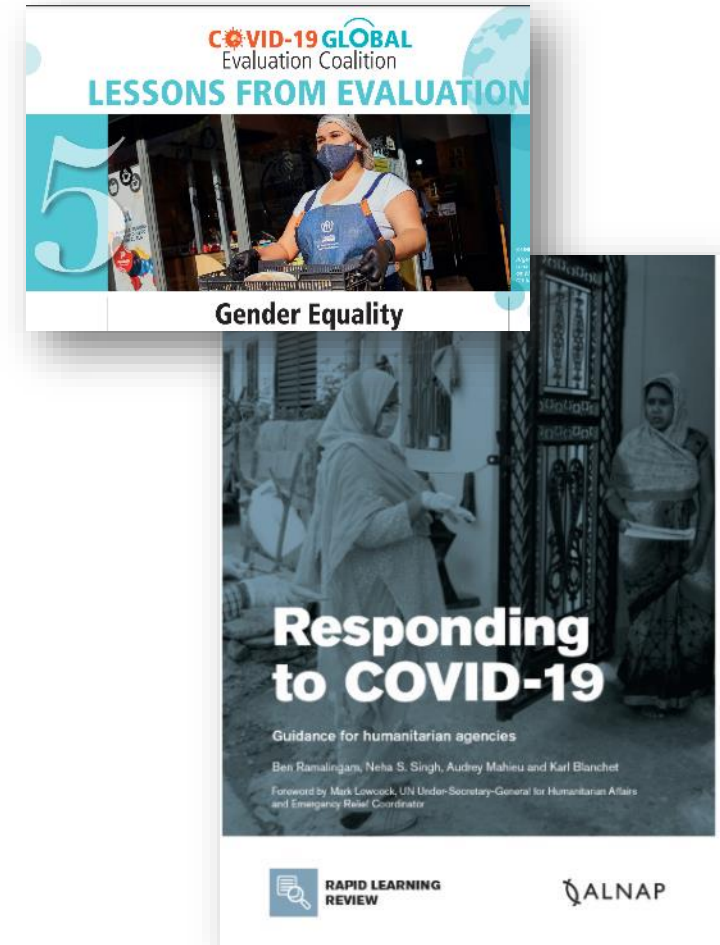


Adapting evaluations to the COVID-19 pandemic

- All forthcoming UNFPA evaluations include a focus on how UNFPA has adapted and responded to the COVID-19 crisis
- Centralized evaluation of UNFPA response to COVID-19
- Innovative data-collection and analysis to adapt to COVID-19's constraints

Adapting evaluations to the COVID-19 pandemic

- Timely evidence provided to inform the global response to the pandemic. For example:
 - COVID-19 Global Evaluation Coalition included insights from UNFPA evaluations to develop ‘Lessons from evaluation on Gender Equality’
 - ALNAP’s learning paper on the COVID-19 response, ‘Responding to COVID-19: Guidance for humanitarian agencies’ disseminated widely
- Member of the UNEG Working Group on COVID-19 to support system-wide coordination and exchange of good practices on adaptation of the evaluation functions to the pandemic
- Supporting UN system wide evaluative exercises on the COVID-19 Global Humanitarian Response Plan and the Multi Partner Trust Fund



Advocating for influential evaluation to accelerate the Decade of Action

A global advocacy campaign to accelerate progress towards 2030 Agenda in the context of the COVID-19 pandemic

- In full alignment with the Decade of Action, the campaign is framed as ‘Decade of EVALUATION for Action’, also known as the Eval4Action campaign
- Creating widespread recognition of evaluation as a critical driver and accelerator for achieving the SDGs by 2030 and the response and recovery from COVID-19
- Generating institutional and individual commitments for stronger evaluation systems and capacities through high engagement and mobilization



Eval4Action partners – 130+ and counting



International partners



National partners



Other organizations



High level launch at Eval4Action Global Marathon of Engagement



Dr. Natalia Kanem
UNFPA Executive Director

“I applaud the campaign’s efforts in expanding the global public ownership of the SDGs; creating strong linkages between global goals and evaluation; and generating enthusiasm among all actors to accelerate evidence-based policy making. With this, I am proud to virtually launch the Decade of EVALUATION for Action.”



Jayathma Wickramanayake
UN Secretary-General's Envoy on Youth

“I want to welcome the launch of the Eval4Action campaign...I am convinced that this will be an important platform to enhance our common advocacy to put youth-led accountability front and center of the Decade of Action and the ten years left to deliver on the SDGs.”

#EVAL4ACTION GLOBAL MARATHON OF ENGAGEMENT



Ranjith Wickramasinghe - #Eval4Action Global...



Masahiro Mizuno - #Eval4Action Global...



Samuel Okoth - #Eval4Action Global Marathon of...



Awuor Ponge - #Eval4Action Global Marathon of...



Dr. Uzodinma Adirije - #Eval4Action Global...



Dr. Rashmi Agrawal - #Eval4Action Global...

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B. Dwiagus Stepanoro - #Eval4Action Global...

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Aimee White - #Eval4Action Global Marathon of...

3 views • 4 months ago



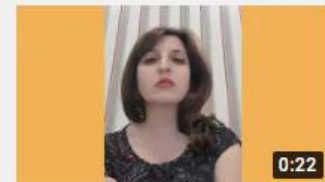
Valarie Gordon - #Eval4Action Global...

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Marcia Joppert - #Eval4Action Global...

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Zara Ohanjanyan - #Eval4Action Global...



Aidar Mambetov - #Eval4Action Global...



Natalia Nikitenko - #Eval4Action Global...



Rajib Nandi - #Eval4Action Global Marathon of...



M. Thilakarajah - #Eval4Action Global...



Marc Tevini - #Eval4Action Global Marathon of...



Virgil Pamfil - #Eval4Action Global Marathon of...



Maddison Staszkiwicz - #Eval4Action Global...



Qudratullah Jahid - #Eval4Action Global...

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Subarna Lal Shrestha - #Eval4Action Global...

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Merwin Salazar - #Eval4Action Global...

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Piroshini Trikawalagod - #Eval4Action Global...

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Gana Pati Ojha - #Eval4Action Global...

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Ana Erika Lareza - #Eval4Action Global...

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Edith Uzoadirije - #Eval4Action Global...

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Asele Kalugampitiya - #Eval4Action Global...



Antonio Igea Sesma - #Eval4Action Global...



Benoît Gauthier - #Eval4Action Global...



Michael Quinn Patton - #Eval4Action Global...



Andrea Cook - #Eval4Action Global Marathon of...



Silvia Salinas Mulder - #Eval4Action Global...



Brian Nyamache - #Eval4Action Global...

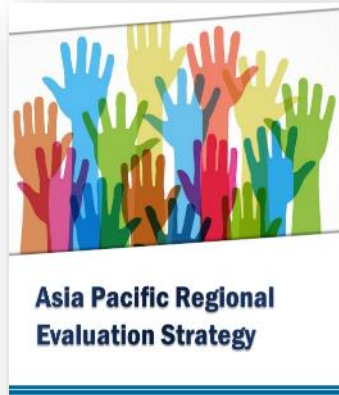


Fazeela Hoosen - #Eval4Action Global...

Eval4Action mobilization and engagement



6 regional consultations have kick-started the development of regional action plans for accelerating influential evaluations and strengthening national evaluation capacities



First Asia Pacific regional evaluation strategy launched

**Using evidence from evaluations
to inform the design of the
Strategic Plan 2022-2025**

Using evidence from evaluations to inform the design of the Strategic Plan 2022-2025

“Evaluation package” in the framework of Quadrennial Budgeted Evaluation Plans (QBEP), which is fully aligned to UNFPA priorities and strategic directions

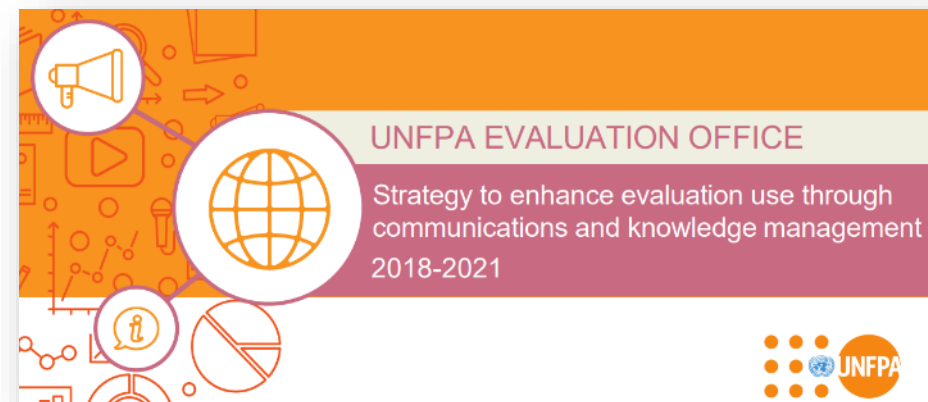
- Thematic evaluations: in-depth insights on results and performance of UNFPA to a given outcome of the Strategic Plan
- Strategic evaluations: critical areas of relevance to the entire strategic plan
 - Evaluation of the architecture supporting the operationalization of the Strategic Plan
 - Evaluation of the UNFPA capacity in humanitarian action



Implementation of the strategy to **enhance** **evaluation use**

Implementation of the strategy to **enhance evaluation use**

- Continued implementation of the strategy to enhance evaluation use through communications and knowledge management



- A diversified minimum communications package targeting internal and external audiences
- Growing online presence through website, social media and other online platforms
 - Webpage views increased nearly three-fold since 2018
 - EO Twitter followers increased by 93 per cent
 - EO tweets generated nearly 18 million impressions, about a twenty-fold increase since 2019

Overall performance of the evaluation function

Out of 9 KPIs, 8 are achieved/almost achieved



		2014	2015	2016	2017	2018	2019	2020	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*	Potential 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	97.0	Almost 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	Almost achieved
4. Evaluation implementation rate	Percentage of planned evaluations being implemented	--	--	60.0	55.0	92.0	92.7	88.9	Despite a slight reduction due to the COVID-19 pandemic, the target of 80 per cent 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	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	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	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	The target of 85 per cent has been 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	Achieved

*: without reduction due to Covid19 related travel restrictions

KPI 1: Financial resources



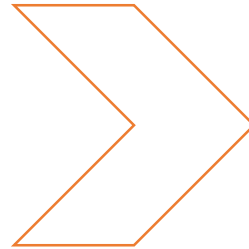
	2014	2015	2016	2017	2018	2019	2020
Total UNFPA programme budget expenditure	820.2	798.6	763.5	752.9	872.3	933.8	1,027.9
Total expenditure of the evaluation function	3.69	5.52	6.94	6.30	8.40	9.13	8.53
<i>Total budgeted allocation without COVID19-related reduction</i>							9.64
<i>Evaluation Office</i>	2.38	2.63	3.71	3.36	4.23	3.90	3.2
<i>Decentralized evaluation function</i>	1.31	2.89	3.23	2.94	4.17	5.23	5.33
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%	0.83%
Original budgeted allocation for the evaluation function against the total UNFPA programme expenditure for 2020.							0.94%

Investment in evaluation more than doubled from 2014 to 2020, both in absolute and relative terms. The decrease in the ratio of evaluation expenditure in 2020 was due to the increased total UNFPA programme expenditure on the one side, and COVID-19 related restrictions on the other side. Without the COVID- 19 related reduction, the total budgeted allocation for the evaluation function (at central and decentralized level) accounted for 0.94 per cent of UNFPA programme expenditure for 2020.

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 90%, **a 6 percentage points increase from 2019**, and **highest in six years**

Implementation rate of centralized recommendations has **improved by 9 percentage points**, but remains below the target of 85 per cent (currently at 68 per cent)



Measures reported 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 (57% system-wide or joint) during 2019-2020 is 100 per cent

#	Title	Status	Management response issued	Presentation to Executive Board/ steering committees
1	Developmental evaluation of UNFPA results-based management approaches	Completed	Yes	Presented to the Executive Board at the first regular session 2020
2	Evaluation of the UNFPA capacity to respond to humanitarian crisis	Completed	Yes	Presented to the Executive Board at the annual session 2020
3	System-wide Inter-Agency Humanitarian Evaluation of United Nations system response to the drought crisis in Ethiopia	Completed	Yes	Presented to IASC Operational Policy and Advocacy Group, and to the Ethiopia Humanitarian Coordination Team
4	Evaluation of UNFPA support to the HIV/AIDS response	Completed	Yes	Presented to UNAIDS and to the Executive Board at the 2021 first joint annual session
5	COVID-19 Global Evaluation Coalition meta synthesis on Gender equality	Completed	N/A*	Informed the 2020 Meeting of the OECD Council at the Ministerial Level
6	Joint UNFPA-UNDP-UNICEF-UN Women baseline study and evaluability assessment of the common chapter of strategic plans	Completed	N/A*	Jointly presented to the Executive Board at the informal annual session 2020
7	System-wide midterm evaluation of the UNAIDS 2016-2021 unified budget, results and accountability framework (UBRAF)	Completed	Not yet	Presented to UNAIDS and to the Executive Board at the 2021 first joint annual session
8	System-wide Inter-Agency Humanitarian Evaluation of United Nations response to empowering women and girls in humanitarian crisis	Completed	Not yet	To be presented to IASC in 2021
9	Formative evaluation of UNFPA approach to South-South and Triangular Cooperation	Completed	Yes	Presented to the Executive Board at the first regular session 2021
10	Evaluation of UNFPA support to Gender Equality and Women's Empowerment	On track	Yes	To be presented to the Executive Board at the annual session 2021
11	Baseline study and evaluability assessment of the UNFPA support to the generation, provision and utilization of data in humanitarian assistance	On Track	N/A*	To be completed in 2021
12	System-wide meta-synthesis to Support the Implementation of the UN Youth Strategy	On track	N/A*	To be completed in 2021
13	System-wide evaluation of UNAIDS work on preventing and responding to gender-based violence	On track	Not yet	To be completed in 2021
14.	Joint evaluation of the phase III of the UNFPA-UNICEF Joint Programme on the abandonment of FGM	On track	Not yet	To be completed in 2021

* 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

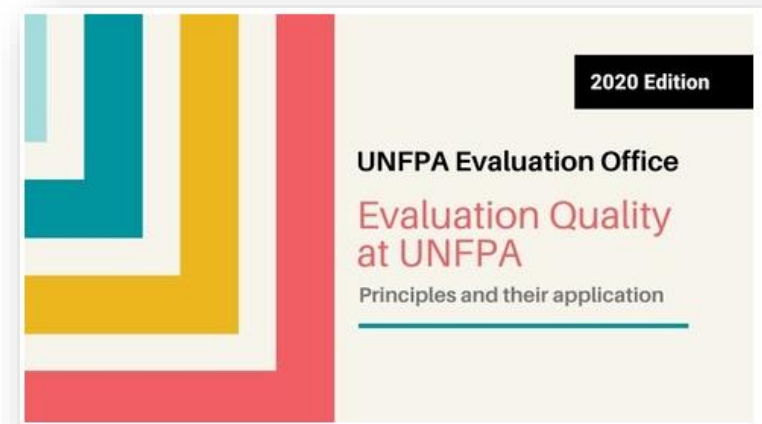
- Virtual collaborative technologies, remote data collection, and increased use of national experts
- Second phase of developmental evaluation on RBM
- A twin-track lens for the evaluation of UNFPA support to Gender Equality and Women's Empowerment (GEWE). Includes for the first time, an assessment of the extent to which GEWE is mainstreamed in all thematic areas, and assesses the performance of the dedicated GEWE outcome of the Strategic Plan

Decentralized evaluation system

Decentralized evaluation system

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

- 6 COs benefitted from ring-fenced funds for a total of \$255,000 – key for increased implementation and quality of decentralized programme level evaluations
- Costed evaluation plans continued to be reviewed by EO and presented to the Programme Review Committee
- Guidance note on disability inclusion in evaluations, a companion piece to the evaluation handbook, and an update of the evaluation quality assessment system issued



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
- At decentralized levels, ROs continued to support internal evaluation capacity development through training workshops in APRO, ASRO, ESARO, and LAC
- For COs launching CPEs in the region, the regional M&E advisors provided targeted trainings on managing evaluations

Enhancing coherence in the UN system evaluation functions

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Independent system-wide evaluation mechanisms

As part of its commitment to UN reform, EO partnered and collaborated with other agencies to promote evaluation coherence through joint and system-wide evaluation

- EO contributed to the development of the draft system-wide evaluation policy
- EO took part in several system-wide initiatives related to the response to COVID-19 pandemic (UNEG working group on COVID-19; Global COVID-19 Evaluation Coalition; upcoming evaluations of the Multi-Partner Trust Fund and the Global Humanitarian Response Fund)
- 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 evaluation functions

Independent system-wide evaluation mechanisms (contd)

- EO significantly exceeded the commitment for joint/system-wide evaluations, as almost 57% (8 out of 14) of centralized evaluations managed by EO in 2019-2020 are either joint or system-wide
- EO Director elected by UNEG to represent the UN System in the UNAIDS Evaluation Expert Advisory Committee
- Under the leadership of UNAIDS, the EO co-managed, with the EOs of UNICEF, UNDP and WHO, the midterm evaluation of the UNAIDS 2016-2021 unified budget, results and accountability framework (UBRAF)

Enhancing coherence in the UN system evaluation functions



- Contributed to implementation of UNEG 2020-2021 work plan through participating in several working and interest groups
- Participated in the UNEG Evaluation Week and Annual General Meeting
- Co-led UNEG interest group on joint evaluations and organized several sessions
- EO Director chaired the UNEG/OECD Peer review of WFP evaluation function, together with representatives from UNHCR, the World Bank, Ministry of Foreign Affairs of Finland, the German Institute for Development Evaluation, and the International Organization for Cooperation in Evaluation

Enhancing coherence in the UN system evaluation functions

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

- For the second year in a row, UNFPA 'exceeded requirements' of the EPI, with a score of 10.1

Inter-Agency Humanitarian Evaluation (IAHE) and ALNAP

- Active participation in the activities of the IAHE steering group
- Took part in the management group of the first thematic IAHE, 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

Enhancing coherence in the UN system evaluation functions

Joint evaluations

- EOs of UNDP, UNFPA, UNICEF and UN Women, have conducted the joint evaluability assessment of the common chapter of their strategic plans
- EOs of UNFPA (lead) and UNICEF jointly launched the evaluation of phase III of the Joint Programme on the abandonment of Female Genital Mutilation, under the leadership of the EO
- EO together with several partners have launched a system-wide meta-synthesis to inform the current implementation of the UN Youth Strategy
- 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 UNSDCF evaluations through technical and financial support in all regions
- UNFPA co-leads or actively contributes to UN regional evaluation groups, comprising the regional M&E advisors of different UN entities
- EO and Asia Pacific Regional Office together with WFP, the Resident Coordinator Office, and UNDP, co-facilitated a coordinated approach to Country Programme and UNSDCF evaluations in the Lao People's Democratic Republic

Multi-stakeholder partnerships for national evaluation capacity development

Multi-stakeholder partnerships for national evaluation capacity development

Overall,

- 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**

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

- In addition to the partnership with EvalYouth to co-lead Eval4Action, EO further strengthened its partnership with EvalYouth
- EO supported roll out of the third phase of the EvalYouth Global Mentoring Program, to enhance evaluation knowledge and skills of young evaluators
- EO supported the fifth EvalYouth virtual conference on evaluation for transformation and social change, bringing together 170 participants
- EO supported EvalYouth chapters in Asia, Kenya, Peru and Togo. EvalYouth national chapters in Afghanistan, Colombia, Ecuador and India were launched
- In partnership with the European Evaluation Society, International Development Evaluation Association (IDEAS) and EvalYouth, EO supported the 'Peer to Peer career advisory sessions for 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

- 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 such as the Indian EvalFestival, the annual EvalMENA conference and the Asian Evaluation Week.
- In partnership with EO, GPFE conducted a panel on 'Strengthening the use of evaluative evidence for policy making: Lessons from Parliaments' at the Asian Evaluation Week

Multi-stakeholder partnerships for **national evaluation capacity**

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


- In LAC, the development of a National Evaluation Capacities Index was advanced at the regional level, together with other UN agencies, Latin American and Caribbean Network of Monitoring, Evaluation and Systematization (ReLAC), and the German Institute for Development Evaluation (DEval)
- In Asia, in partnership with the Global Environmental Facility, Green Climate Fund, International Initiative for Impact Evaluation (3ie), CLEAR–South Asia and International Organization for Cooperation in Evaluation (IOCE), EO supported EvalFest 2020 organized by the Evaluation Community of India (ECOI) in collaboration with NITI Aayog–Government of India, themed ‘Evidence building for achieving SDGs: Digital development and inclusion’
- In partnership with the WFP, EO supported the Asian Evaluation Week organized by the People’s Republic of China and the Asian Development Bank, themed ‘Evaluation for a better future’
- In the Middle East and North Africa, EO supported the 8th EvalMENA Conference themed ‘Evaluation for sustainability and change’

Conclusion

1. UNFPA evaluation function has demonstrated continuous maturity, growth and performance over the years
 - Despite COVID-19, progress against the KPIs has been maintained at a high rate
 - Evaluative evidence has been generated across the Strategic Plan thematic areas and OEE to inform new Strategic Plan
 - Areas that require attention: (1) progress towards an allocation of at least 1.4 per cent and up to 3 per cent of total programme expenditure, including ring-fencing mechanism; (2) implementation of MRs especially for centralized evaluations
2. EO increasingly partnered and collaborated with other UN agencies to promote evaluation coherence in support of UN reform
3. UNFPA is well positioned to drive multi-stakeholder partnerships for national evaluation capacity development, to accelerate the achievement of the SDGs and recovery from COVID-19
4. EO will continue to contribute evaluative evidence for an informed recovery from the pandemic

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