



Evaluation Strategy 2018-2021

 Evaluation Office



Overall aim



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

Theory of change



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

Key results areas



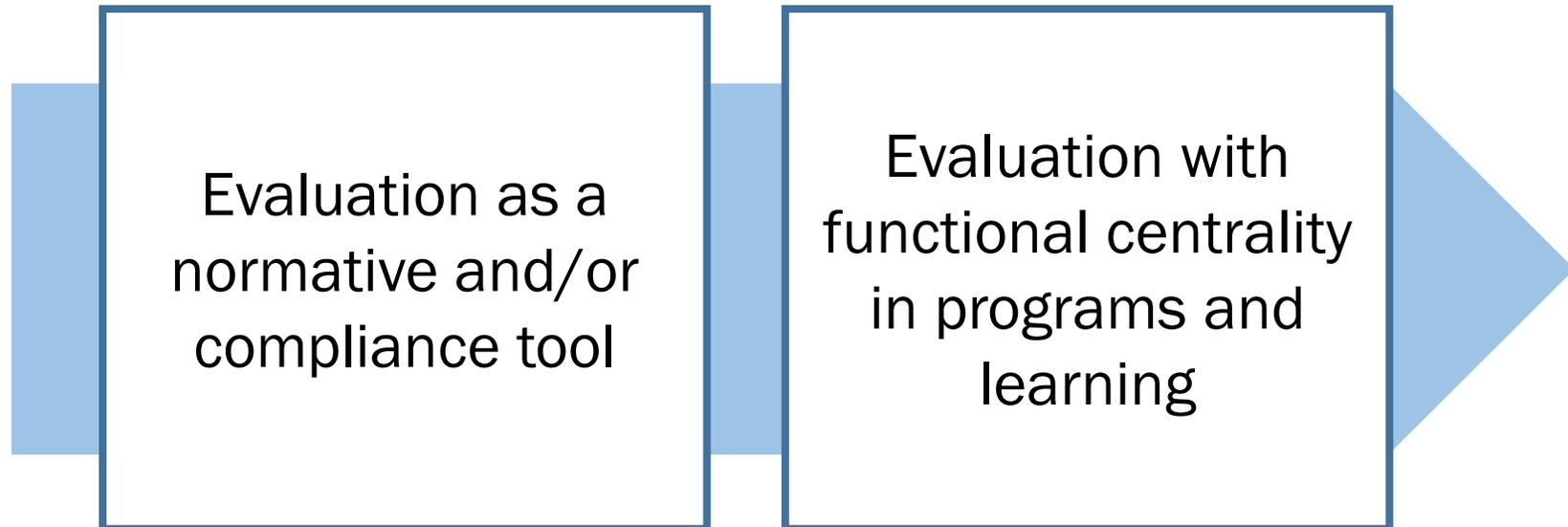
The **strategic priorities**, together with the **theory of change**, provide a **basis for clustering strategic interventions** around four areas:

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

Preliminary notes



The strategy represents a **conceptual transition** between two views of evaluation



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”

Summary: Evaluation Strategy 2018-2021

 Evaluation Office



Overall aim

Support UNFPA in strengthening its performance and accountability and its contributions to the SDGs by improving the evaluation function

Purpose

Provide clear direction to the UNFPA evaluation function

Set priorities

Focus energy and resources

Strengthen evaluation operations

Support M&E staff and the work of other stakeholders toward common goals

Establish agreements on intended outcomes

Provide a basis for assessing and adjusting the evaluation function's direction vis-à-vis the environment

Better position the evaluation function to strengthen internal and external capacity development and improve coherence

Strategic priorities

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

Theory of change

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

Priorities + theory of change = basis for →

Demand-driven evaluation function processes and products

Diversification and innovation of evaluation processes and products

Quality of evaluation processes and products

Use and utility of the evaluation function

Evaluation capacity development

Theory of change

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

Key results areas

Effective corporate evaluation systems implemented

Effective decentralized evaluation systems implemented with a focus on evaluation capacity development

UN coherence evaluation promoted

National evaluation capacities for country-led evaluation systems strengthened

Support slides: Evaluation Strategy 2018-2021

 Evaluation Office



Key results areas

1 Effective corporate evaluation systems implemented

Delivers

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

Key results areas

2

Effective decentralized evaluation systems implemented with a focus on evaluation capacity development

Levels

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

Key results areas

3

UN coherence evaluation promoted

Enhancing coherence by

1. Effective participation in UN system-wide and joint evaluations
2. Appropriate capacity to work in partnerships with other UN organizations

Key results areas

4

National evaluation capacities for country-led evaluation systems strengthened

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.