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Annual Report on **Evaluation** 2013



Independent Evaluation Office

United Nations Development Programme

REPORT TEAM

Director

Indran A. Naidoo

Deputy Director

Juha I. Uitto

Project Manager

Alan Fox

Contributors

Heather Bryant, Olivier Cossee, Chandi Kadirgamar, Fumika Ouchi, Anish Pradhan, Michael Reynolds, Roberto La Rovere, Ana Rosa Monteiro Soares, Vijayalakshmi Vadivelu, Jin Zhang, Andrew Fyfe (UNCDF) and Dieudonne Mouafo (UNV)

Production & Publication

Sasha Jahic

Editing

Jeffery Stern (Suazion, Inc.)

Concept and Design

Green Communication Design inc.

Printing

Automated Graphics Systems

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Independent Evaluation Office
United Nations Development Programme
220 E42nd Street, 20th Floor
New York, NY 10017, USA
Tel. +1(646) 781-4200
Fax. +1(646) 781-4213
www.undp.org/evaluation





ACRONYMS AND ABBREVIATIONS

ADR	Assessment of Development Results
BDP	Bureau for Development Policy
GEF	Global Environment Facility
MDG	Millennium Development Goals
M&E	Monitoring and Evaluation
UNCDF	United Nations Capital Development Fund
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNV	United Nations Volunteers

INTERACTIVE FEATURES

This version of the 'Annual Report on Evaluation 2013' contains interactive features that provide enhanced functionality and enables information sharing in our interconnected world. Through these elements this interactive publication not only seeks to benefit and engage readers, but also aims to encourage and facilitate sharing the report's findings, data and lessons.

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Mapping of the village resources in Lao PDR.
(Photo: IEO, UNDP/Juha Uitto)

Chapter 2

An ex-combatant starting over as a farmer in the Democratic Republic of Congo.
(Photo: IEO, UNDP/ Olivier Cossee)

Chapter 3

A Turkana woman uses a home-made shaker to scare away Quelea birds from her sorghum farm in Kenya.
(Photo: UNDP Kenya/James Ochweri)

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(Photo: UNDP Afghanistan)

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(Photo: IEO, UNDP/ Heather Bryant)

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(Photo: UNDP Angola)

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(Photo: UNV/Daniele Volpe)

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(Photo: UNDP Croatia/Inia Herencic)

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Beneficiaries of the UNCDF and MasterCard Foundation's YouthStart Programme proudly show livestock they purchased and raised with their savings at FINCA Uganda.
(Photo: UNCDF/ Maria Perdomo)

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Foreword



As the President of the United Nations Development Programme (UNDP) Executive Board, I am pleased to introduce the 'Annual Report on Evaluation 2013', produced by the Independent Evaluation Office of UNDP. The report informs us of UNDP evaluation activities in 2013 and charts the processes that the Independent Evaluation Office of UNDP will use to implement its four-year evaluation plan (which tracks with the new UNDP Strategic Plan). This long-term and coherent approach, in line with UNDP's evaluation policy, will ensure that there are systematic processes and agreed-upon milestones in place to reflect on performance in order to achieve learning and accountability.

As philosopher George Santayana famously wrote, "Those who cannot remember the past are condemned to repeat it." To this important end, the Independent Evaluation Office of UNDP produces diagnostics and analysis that help UNDP to pause and reflect on past experience and to adjust strategies and programmes at multiple levels. Doing so keeps UNDP relevant and useful to the countries and peoples it serves. Without these crucial monitoring and evaluation processes, mistakes would be repeated (with huge opportunity costs), which UNDP can ill afford in a time of constrained resources and increased expectations.

Given UNDP's commitments to serve as the partner of choice for governments, it must have fully credible accountability functions that facilitate course corrections and that pragmatically demonstrate its dedication to transparency and accountability. This report illustrates UNDP management's recognition of this context. UNDP is striving to learn from experience and to replicate what works in order to continually increase overall responsiveness and effectiveness.

This expanded 'Annual Report on Evaluation 2013' provides an overarching perspective on how UNDP exercises its accountability functions. I am confident that readers will find it to be a useful and insightful document that underscores the efforts being made to ensure that UNDP programmes remain relevant, effective and efficient.

Ambassador Peter Thomson
Permanent Representative
Permanent Mission of Fiji to the United Nations
President of the UNDP Executive Board



Preface



I am pleased to present the 'Annual Report on Evaluation 2013'. This report provides detailed insights into evaluation activities and the achievements and challenges faced by the United Nations Development Programme (UNDP), the United Nations Volunteers and the United Nations Capital Development Fund. The report has been developed in accordance with the UNDP evaluation policy, which establishes a common institutional basis for evaluation functions in these organizations.

2013 was an eventful year for UNDP and its Independent Evaluation Office. UNDP developed a new strategic plan and launched a structural review. The Independent Evaluation Office of UNDP completed a wide-ranging set of thematic and programmatic evaluations and UNDP carried out several hundred decentralized evaluations.

This report highlights the evaluation activities of 2013 and sets the stage for our future efforts. Within, it discusses not only the evaluations carried out, but also our continuing efforts to refine methodologies and to improve evaluation quality. Starting this year, the report delves further into the evidence from the year's evaluations to include a chapter on results. The general focus of this year's report is lessons from UNDP's work in countries experiencing conflict.

I am grateful to the Independent Evaluation Office of UNDP team for their dedication and commitment in 2013, and look forward to continuing achievements in the years ahead. I also appreciate management's responsiveness to evaluations, evident in the comments received at various stages of the process. We take great satisfaction in recognizing that evaluations have informed UNDP programming at the global, regional and country levels.

Indran A. Naidoo
Director
Independent Evaluation Office
United Nations Development Programme



1 Introduction to the Annual Report



The 'Annual Report on Evaluation 2013' analyses the evaluation function in the United Nations Development Programme (**UNDP**) and its associated funds and programmes—the United Nations Capital Development Fund (**UNCDF**) and the United Nations Volunteers (**UNV**). The **Independent Evaluation Office** of UNDP prepared this report in accordance with the **UNDP evaluation policy**, which establishes a common institutional basis for evaluation in these organizations. UNDP, UNV and UNCDF management provided valuable input during the production of this report.



The Annual Report includes information on the status of evaluation activities and capacity, provides lessons emerging from the evaluations that have been conducted and identifies the approved and proposed evaluation programmes for 2014–2017. The [Evaluation Resource Centre](#) website provides public access to evaluations conducted in 2013 in UNDP and its associated funds and programmes.

This Annual Report’s look differs from [previous annual reports](#) in format and content; it includes more detailed descriptions of evaluation activities and provides greater insight into UNDP achievements and challenges. In addition, this and future annual reports will highlight specific areas of UNDP work. This report pays special attention to findings from recent evaluations covering UNDP work in conflict and post-conflict settings.

The report consists of nine chapters. Following this introduction, Chapter 2 presents the ongoing process of critique, reflection and strengthening of UNDP evaluation functions. Chapter 3 discusses the evaluation activities carried out by the Independent Evaluation Office of UNDP during 2013. Chapter 4 details the 2014–2017 evaluation plan.

Chapter 5 highlights lessons from 2013 evaluations. Chapter 6 covers evaluation methods, including the ongoing process of reforming the Assessment of Development Results (ADR) series of country-level evaluations. Chapter 7 describes the decentralized evaluation work carried out in 2013, including for UNV and UNCDF, and provides an assessment of decentralized evaluation quality. Chapter 8 discusses support to national evaluation capacities. Chapter 9 considers the work of the United Nations Evaluation Group (UNEG) and the work of the Independent Evaluation Office of UNDP in support of UNEG.

This report also heralds an important name change. At its first regular session of 2014, the [UNDP Executive Board](#) changed the name of the Evaluation Office of UNDP to the Independent Evaluation Office of UNDP. This change emphasizes the Independent Evaluation Office of UNDP’s impartiality and its direct reporting to the UNDP Executive Board. This change follows professional best practices and aligns with the evaluation procedures of international counterparts. For the sake of simplicity and readability, this report refers to the past, present and future work of the Independent Evaluation Office of UNDP under the new name.

The **ANNUAL REPORT ON**

Evaluation 2013

analyses the evaluation function in:

the United Nations
Development Programme



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Resilient nations.

AND

ITS ASSOCIATED FUNDS AND PROGRAMMES:

the United Nations Capital
Development Fund



AND

the United Nations
Volunteers.





Governance and Accountability



This chapter describes the work of the Independent Evaluation Office of UNDP to further strengthen the quality and use of evaluation in UNDP. During 2013, this process included the launch of an International Evaluation Advisory Panel, efforts to implement new systems and methodologies that are consistent with recommendations from a 2012 peer review of the Independent Evaluation Office of UNDP, and work on an independent review of the UNDP Evaluation Policy.

2.1 International Evaluation Advisory Panel

Established in 2013, the **International Evaluation Advisory Panel** provides support and advice to help the Independent Evaluation Office of UNDP produce high-quality evaluations that further the Office's objective of enhancing overall UNDP performance and results. The eleven Advisory Panel members, internationally recognized leaders in evaluation, were selected through an open and competitive process.



International Evaluation Advisory Panel members have been contracted to provide support in the following areas:

- a) Recommending improvements to the overall coherence and consistency of the Independent Evaluation Office of UNDP approach, work programme and methodologies;
- b) Reviewing key deliverables, including guidance covering methodologies and procedures and specific evaluation documents (e.g. terms of reference, draft and final reports); and
- c) Advising the Independent Evaluation Office of UNDP on ways to raise its prominence, including improving knowledge-sharing platforms and dissemination strategies.

The advisory work is underway and all advisers have been engaged, thus providing thorough oversight and advice on the work of the Independent Evaluation Office of UNDP. For subsequent Annual Reports on Evaluation, the Panel will independently comment on Independent Evaluation Office of UNDP work to the UNDP Executive Board.

2.2 Follow-up to the 2012 Peer Review

In 2005, the Independent Evaluation Office of UNDP volunteered to be the first evaluation office in the UN system to go through a professional peer review by members of the **Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC)** evaluation network. This **peer review** contributed to the

drafting of the first UNDP evaluation policy (subsequently approved by the UNDP Executive Board in 2006). In 2012, the Director of the Independent Evaluation Office of UNDP volunteered the office for a second professional peer review, which was completed in January 2013. This **latest peer review** had a particular focus on two aspects of the UNDP evaluation function: evaluation methodology and knowledge management.

The Independent Evaluation Office of UNDP fully agreed with the findings and recommendations of

the peer review and expressed its appreciation to participating members for their professionalism, high level of engagement and strong commitment during the exercise. To facilitate follow-up action (and in line with standard evaluation practice), the Independent Evaluation Office of UNDP prepared a management response to the peer review. Table 1 provides a summary of the actions taken by the Independent Evaluation Office of UNDP in response to the recommendations.¹

TABLE 1. INDEPENDENT EVALUATION OFFICE OF UNDP RESPONSE TO THE 2012 PEER REVIEW OF METHODOLOGY AND KNOWLEDGE MANAGEMENT

	PEER REVIEW RECOMMENDATION	INDEPENDENT EVALUATION OFFICE OF UNDP RESPONSE
1.	Move towards greater ownership of evaluations by the Independent Evaluation Office of UNDP.	<ul style="list-style-type: none"> • In most cases, Independent Evaluation Office of UNDP evaluators will lead thematic and programme evaluations (including ADRs). External team leaders will be used occasionally (e.g. when Independent Evaluation Office of UNDP workload is particularly high or when specific technical knowledge is needed).
2.	Increase the strategic relevance of evaluations through greater interaction with UNDP Executive Board and management.	<ul style="list-style-type: none"> • Engagement with UNDP management is provided formally through the Independent Evaluation Office of UNDP Director's 'observer' status in management meetings of the Operational Performance Group and through the Group's review and comment procedures for all Independent Evaluation Office of UNDP thematic evaluations. • The Independent Evaluation Office of UNDP consulted closely with the UNDP Executive Board and UNDP management on the selection of evaluation themes for the 2014–2017 Evaluation Plan.
3.	Explore efficiency and impact issues as possibilities to enhance the strategic use of evaluations.	<ul style="list-style-type: none"> • Revisions to the ADR process and methodology are underway. • Two thematic evaluations launched by the Independent Evaluation Office of UNDP implement a mixed methods approach and will more fully assess impact. • The Independent Evaluation Office of UNDP is reviewing the way it assesses efficiency (particularly in ADRs), with a view to strengthening methodologies.

**TABLE 1. (CONT'D)**

PEER REVIEW RECOMMENDATION		INDEPENDENT EVALUATION OFFICE OF UNDP RESPONSE
4.	Methods and tools are lacking in some areas. The Office should explore more cutting edge methodologies, including for impact evaluations.	<ul style="list-style-type: none"> • The Independent Evaluation Office of UNDP is testing new tools and approaches for developing and managing qualitative data. • The two impact evaluations underway will analyse counterfactual data. • Guidance on using mixed methods will be developed in 2015 and 2016.
5.	Increase uniformity across evaluations so that evaluation findings can be synthesized, will provide streams of evaluative evidence that can be presented in UNDP annual reports, and are useful for strategic decision-making.	<ul style="list-style-type: none"> • The ongoing ADR review process will address uniformity issues with the goal of strengthening the analysis across evaluations, while recognizing the context-specific variables of UNDP's country-level work.
6.	Improve linkages to decentralized evaluations and work with UNDP management to improve decentralized evaluation quality and to improve evaluation-related skills.	<ul style="list-style-type: none"> • The forthcoming UNDP evaluation policy review is particularly focused on decentralized evaluation and the institutional arrangements necessary to support decentralized evaluation. • The Independent Evaluation Office of UNDP has expanded its analysis of decentralized evaluation quality in the 'Annual Report on Evaluation 2013'.
7.	Strive to become a 'knowledge player' and invest more heavily in knowledge, which should be integral to the evaluation function.	<ul style="list-style-type: none"> • The Independent Evaluation Office of UNDP is improving the usability of the Evaluation Resource Centre by adding search tools and other mechanisms for better public access. • The Independent Evaluation Office of UNDP will work to better integrate knowledge management into all stages of the evaluation process.
8.	The Independent Evaluation Office of UNDP should engage specialized knowledge in impact evaluation and knowledge sharing and should reinforce coaching and professional development.	<ul style="list-style-type: none"> • An analysis of Independent Evaluation Office of UNDP staff skills and gaps is in progress. • Staff are receiving more training.

2.3 Evaluation Policy Review

The UNDP Executive Board requested that the Independent Evaluation Office of UNDP commission a review of evaluation policy. This review was presented to the UNDP Executive Board in 2010 and a revised evaluation policy was approved by the UNDP Executive Board during its first session in 2011. The UNDP Executive Board subsequently requested that the Independent Evaluation Office of UNDP commission another review of the evaluation policy, to be reported to the UNDP Executive Board in 2014. The terms of reference for this work were finalized in late 2013, and the work commenced in February 2014. The Independent Evaluation Office of UNDP serves as the administrative agent for this review, which is being carried out by an external consulting firm.

The policy review is assessing the performance of the evaluation function since 2011. The review is examining the status of policy implementation and is considering the extent to which UNDP has responded to the policy's requirements. The review was designed to identify areas that may require policy changes or management decisions in order to improve the evaluation function. The review will focus on three elements of the evaluation policy: the overall UNDP evaluation function, independent evaluation and decentralized evaluation. An informal consultation with the UNDP Executive Board will be convened in September 2014 in order to discuss the policy review recommendations. The UNDP Executive Board will consider revising the UNDP Evaluation Policy in June, 2015.



3 Evaluation Activities of the Independent Evaluation Office of UNDP in 2013



This chapter presents the Independent Evaluation Office of UNDP's key activities and accomplishments in 2013. The Office's primary function is to conduct independent evaluations. These evaluations support stronger accountability to the UNDP Executive Board and to stakeholders. The evaluations also support learning that strengthens programming and makes UNDP a more relevant, effective and efficient organization.

During 2013, the Independent Evaluation Office of UNDP completed and presented ten evaluations to the UNDP Executive Board. Two thematic evaluations were presented at the Board's first regular session; a third thematic evaluation and seven programmatic evaluations were presented at the Board's annual session.

Thematic evaluations:

1. **Evaluation of UNDP Contribution to Poverty Reduction;**
2. **Evaluation of UNDP Support to Conflict-affected Countries in the Context of UN Peace Operations;** and
3. **Evaluation of UNDP Contribution to South-South and Triangular Cooperation** (presented at the annual session).



Programmatic evaluations:

1. Evaluation of the UNDP Strategic Plan (2008–2013);
2. Evaluation of the Fourth Global Programme (2009–2013);
3. Evaluation of the Regional Programme for Africa (2008–2013);
4. Evaluation of the Regional Programme for Arab States (2010–2013);
5. Evaluation of the Regional Programme for Asia and the Pacific (2008–2013);
6. Evaluation of the Regional Programme for Europe and the Commonwealth of Independent States (2011–2013); and
7. Evaluation of the Regional Programme for Latin America and the Caribbean (2008–2013).

ADRs (independent country-level evaluations), are not presented to the UNDP Executive Board, but are made available when the corresponding country programme document (CPD) is presented. ADRs for **Egypt** and **Niger** were made available to the UNDP Executive Board in June and September 2013. Other ADRs conducted in 2012–2013 include **Angola** and **Côte d'Ivoire; Timor-Leste** will be submitted with their corresponding country programme documents in 2014. The ADR for **Croatia** was made available in May 2014.² During 2013, ADRs were conducted in **Afghanistan, Algeria, Iraq, Kenya** and **Sierra Leone,**

and will be submitted to the UNDP Executive Board in 2014. A planned evaluation of UNDP work in **Lebanon** was postponed due to the Syrian crisis and the deteriorating security situation. These ADRs will be made available to the UNDP Executive Board at the same time that the corresponding country programme documents are presented for approval.

DURING 2013,
TEN EVALUATIONS WERE
 PRESENTED TO THE UNDP
 EXECUTIVE BOARD

3.1 Joint Evaluations

In 2013, the Independent Evaluation Office (**IEO of GEF**) of the Global Environment Facility (**GEF**) and the Independent Evaluation Office of UNDP began a joint **evaluation of the GEF/UNDP Small Grants Programme** and the impact of UNDP/GEF support to protected areas management. Together with the United Nations Environment Programme (**UNEP**), the Independent Evaluation Office of UNDP also commenced an evaluation of the **UNDP-UNEP Poverty-Environment Initiative**.

In 2013, the Independent Evaluation Office of UNDP and the evaluation offices of the Food and Agricultural Organization of the United Nations (**FAO**) and UNEP formed an evaluation management group for evaluating the United Nations Collaborative Programme on Reducing Emissions

from Deforestation and Forest Degradation in Developing Countries (**UN-REDD**). The resulting evaluation reports for each of these joint efforts will be available in 2014.

In 2013, the Independent Evaluation Office of UNDP and the UNDP Bureau for Development Policy Gender Team were contributing partners in the first joint evaluation of **joint gender programmes** in the United Nations system. Starting in 2012, seven partners (UNDP, the United Nations Population Fund (**UNFPA**), the United Nations Children's Fund (**UNICEF**), the United Nations Entity for Gender Equality and the Empowerment of Women (**UN Women**), the Millennium Development Goal Achievement Fund (**MDG-F**) and the Governments of Norway and Spain), commissioned and oversaw the reporting effort.

Other activities: The Independent Evaluation Office of UNDP has undertaken activities in other areas specified in the evaluation policy (described later in this report). Specifically:

- Providing support to decentralized evaluations;
- Strengthening methodology;
- Promoting knowledge management;
- Supporting national capacity development; and
- Building partnerships and supporting United Nations reform.



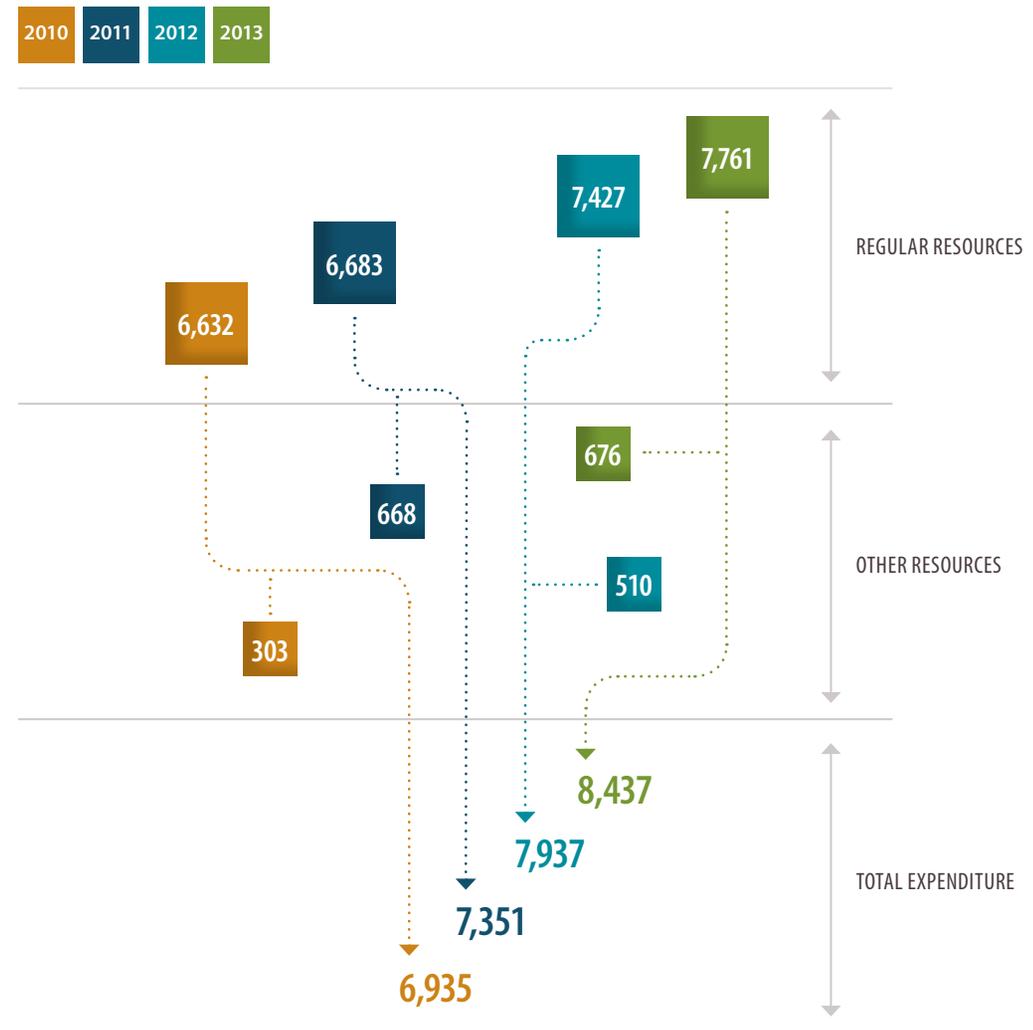
3.2 Independent Evaluation Office of UNDP Budget and Human Resources in 2013

In 2013, Independent Evaluation Office of UNDP expenditures for evaluations and other corporate-related activities totalled US\$8.437 million, of which \$7.761 million was from regular resources and \$676,000 from other resources. This represents a 4.3 percent increase from 2011. The Independent Evaluation Office of UNDP spent 94 percent of its core funding.

IN 2013,
52% OF CONSULTANTS HIRED TO ASSIST THE IEO
IN CONDUCTING EVALUATIONS WERE FEMALE

As of January, 2014, the Independent Evaluation Office of UNDP has 22 staff members (16 international professionals and six general service). Women make up 64 percent of all Independent Evaluation Office of UNDP staff and 36 percent of its international professional staff. In 2013, 52 percent of consultants hired to assist the office in conducting evaluations were female. This marks a continuing upward trajectory and progress in the Independent Evaluation Office of UNDP's policy to ensure gender parity. In 2012, 41 percent of consultant hires were female, up from 32 percent in 2010.

FIGURE 1. INDEPENDENT EVALUATION OFFICE OF UNDP EXPENDITURES 2010–2013 (IN USD THOUSANDS)



Source: Atlas



Independent Evaluation Office of UNDP Evaluation Plan 2014–2017

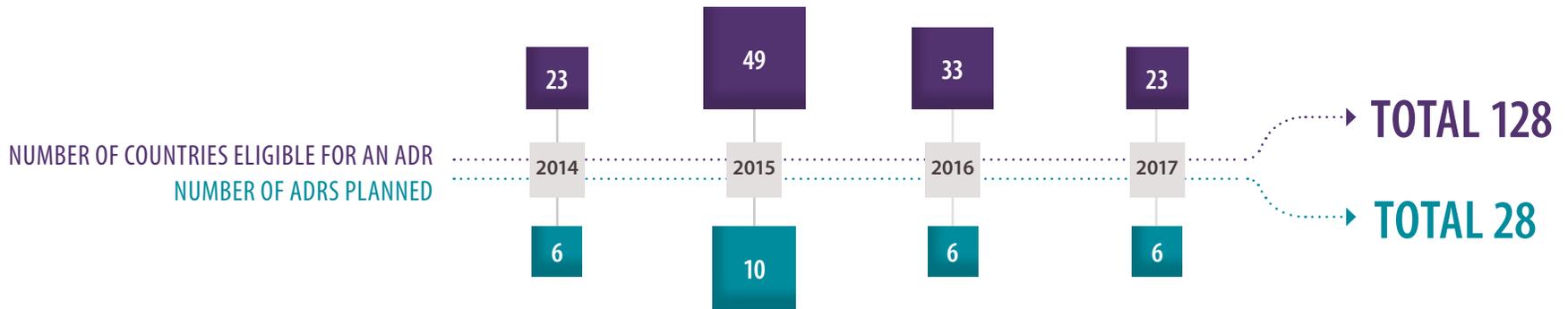


The Independent Evaluation Office of UNDP has set out a medium-term evaluation plan that fully considers the new **UNDP strategic plan: 2014–2017** and is consistent with UNDP Executive Board expectations (**EB Decision 2013/15**). The resulting evaluation plan was formally received by the UNDP Executive Board at its first regular session in 2014 (**EB Decision 2014/4**). Members of the UNDP Executive Board have asked the Independent Evaluation Office of UNDP to provide greater clarification of the UNDP “value proposition” as a global provider of development support.

This evaluation plan constitutes the minimum set of evaluations and related activities that are necessary to assess UNDP achievements across each of its strategic outcomes over the next four years. Through the evaluations carried out under this plan, the Independent Evaluation Office of UNDP will focus on whether UNDP is achieving its overall vision, as set out in the new strategic plan, of helping countries simultaneously eradicate poverty and significantly reduce inequalities and exclusion.



FIGURE 2. PROPOSED NUMBER OF ADRS BY YEAR



The evaluation plan should be viewed as indicative rather than fixed, as it is being launched ahead of the independent review of the UNDP evaluation policy (which the UNDP Executive Board will informally consider in September 2014). Recommendations from the review may lead to changes in the evaluation policy and hence revisions to the evaluation plan.

4.1 Programmatic Evaluations

ADRs will continue to be conducted throughout the coming four-year period (see Figure 2 for the proposed number of evaluations).

The Independent Evaluation Office of UNDP plans to conduct 28 ADRs between 2014 and 2017; the planned ADRs will cover all regions. ADR production will spike in 2015 in correlation with the 40 country programmes scheduled for submission to the UNDP Executive Board in 2016. During this

cycle, the Independent Evaluation Office of UNDP expects to focus extra attention on evaluating country programmes in Africa in order to achieve parity in coverage across the five regions. To date, approximately 40 percent of countries in Africa have been covered by ADRs, compared to 60 percent in the Asia and the Pacific region.

For a highly decentralized organization such as UNDP, evaluations that use the country level as the unit of analysis are essential for assessing performance. The Independent Evaluation Office of UNDP also recognizes that the ADRs will be carried out in the context of United Nations reform and is mindful of developments related to the **United Nations Development Assistance Framework** (UNDAF) and similar joint UN system country-level evaluations.

The Independent Evaluation Office of UNDP will conduct an evaluation of the five regional

programmes and an evaluation of the global framework for policy support 2014–2017. These will be undertaken in 2016 and will be presented to the UNDP Executive Board at its 2017 annual session. Given that this array of programme evaluations constitutes a very heavy workload for the Independent Evaluation Office of UNDP, UNDP management and the UNDP Executive Board, work has already started on designing these evaluations so that they can be conducted more efficiently.

At the 2013 annual session of the UNDP Executive Board, Board members expressed interest in combining the regional evaluations to reduce overlap and to allow more comparative analysis across programmes. It therefore is envisaged that one summary report will cover the global and all five regional programmes, drawing common lessons and identifying performance by region. Discussions have taken place with the regional bureaux and the Bureau for



Development Policy of UNDP to ensure coordination between the evaluation plans of these different units and the Independent Evaluation Office of UNDP.

The Independent Evaluation Office of UNDP will use these programmatic evaluations (as well as thematic evaluations) to conduct the evaluation of the UNDP strategic plan 2014–2017 (to be presented to the UNDP Executive Board at its 2017 annual session). Programmatic evaluations will incorporate assessment of the key engagement principles listed in the strategic plan as well as other critical issues emphasized in the plan (e.g. partnership).

Since **1998**

IEO of UNDP
has conducted

37
THEMATIC
EVALUATIONS



4.2 Thematic Evaluations

The Independent Evaluation Office of UNDP plans to conduct 10 thematic evaluations in accordance with the key outcomes of the UNDP strategic plan 2014–2017. Though these evaluations will not provide detailed coverage of each outcome, they will nonetheless ensure that critical issues for UNDP performance will be addressed. The first three evaluations listed below were launched in early 2014; their concept notes are available on the UNDP [Evaluation Resource Centre](#).

1. **Evaluation of the UNDP Contribution to Gender Equality.** Launched in February 2014, this evaluation will be presented to the UNDP Executive Board at its 2015 annual session. It focuses on UNDP’s overall contributions to promoting gender equality and women’s empowerment.
2. **Evaluation of the Contribution of UNDP Human Development Reports (HDRs).** Launched in February 2014, this evaluation will be presented to the UNDP Executive Board at its 2015 annual session. The scope of the evaluation covers global and regional Human Development Reports. In addition to accountability and learning objectives, the evaluation will consider the public policy and pedagogical value of these flagship UNDP knowledge products.

THEMATIC EVALUATIONS WILL ENSURE THAT
CRITICAL ISSUES
FOR UNDP PERFORMANCE
WILL BE ADDRESSED.

3. **Evaluation of the Role of UNDP in Supporting National Achievement of the Millennium Development Goals.** Launched in February 2014, this evaluation will be presented to the UNDP Executive Board at its 2015 annual session. The evaluation focuses on the tools and initiatives provided by UNDP in support of government and civil society efforts to achieve the Goals, including national reports, advocacy (e.g. the Millennium Campaign), inclusion in national development strategies and poverty reduction strategies, costing exercises and the Millennium Development Goals acceleration framework.
4. *Evaluation of UNDP Support to Disability-inclusive Development.* Launching in 2015, this evaluation will be presented to the UNDP Executive Board at its second regular session in 2016. The evaluation will address disability inclusive development on two levels: how UNDP is mainstreaming rights and opportunities for persons with disabilities across its programme support work in countries, and the results from direct support programming (e.g. support to landmine victims). The Independent Evaluation Office of UNDP will



consult with other United Nations agencies and programmes to consider carrying out this evaluation jointly.

5. *Evaluation of UNDP Contributions to South-South and Triangular Cooperation.* Launching in 2015, this evaluation will be presented to the UNDP Executive Board at its second regular session in 2016. This evaluation will be the third in a series on this important theme.
6. *Evaluation of UNDP Contributions to Anti-corruption and Public Integrity Strategies.* Launching in 2015, this evaluation will be presented to the UNDP Executive Board at its second regular session in 2016. This is the first evaluation on this theme. Its focus will span all UNDP anti-corruption work, including the UNDP Global Thematic Programme on Anti-corruption for Development Effectiveness.
7. *Evaluation of the UNDP Response in the Immediate Aftermath of Crisis.* Launching in 2016, this evaluation will be presented to the UNDP Executive Board at its first regular session in 2017. This evaluation will build from a series of evaluations focused on crisis prevention and recovery in conflict and disaster contexts. It is scheduled towards the end of the planning cycle in order to allow time for the launch of the new UNDP Crisis Response Unit.
8. One additional thematic evaluation will be selected to cover an **institutional effectiveness** theme related to section five of the strategic plan (Transforming Institutional

Effectiveness). The topic will be decided in 2014 after further discussion with UNDP management and the UNDP Executive Board. It will be presented at the UNDP Executive Board's first regular session of 2017.

Two thematic evaluations that emphasize an impact approach are being conducted:

9. *The Impact of UNDP Support to Protected Areas Management.* Launched in 2013, this evaluation will be presented to the UNDP Executive Board at its annual session in 2015. The evaluation is jointly managed by the independent evaluation offices of UNDP and the Global Environment Facility.
10. *The Impact of UNDP Support to Mine Action.* Launched in 2014, this evaluation will be presented to the UNDP Executive Board at its second regular session in 2015. Focusing on the social and economic impacts of UNDP's work in mine action, this evaluation will capture achievements and lessons spanning across UNDP's mine action efforts in more than 40 countries.

Other impact-oriented thematic evaluations may be developed as additional financial and human resources become available. It is expected that the thematic evaluations proposed for later in the strategic plan cycle will focus greater attention on the impacts of UNDP support.

The Independent Evaluation Office
of UNDP programme of work for

2014

launch and collect data for:

-  6 thematic and programmatic evaluations
-  6 ADRs
-  annual report
-  planning for the National Evaluation Capacity Conference

 **2015**
International
Year of
Evaluation



THE INDEPENDENT REVIEW OF
**THE UNDP
EVALUATION POLICY**
WILL CONCLUDE IN
2014
AND THE POLICY WILL BE
REVISED IN 2015.

4.3 Programme of Work for 2014

The Independent Evaluation Office of UNDP programme of work for 2014 includes the launch and data collection for six thematic and programmatic evaluations set for completion in 2014 and 2015 (see Table 2). In addition, six ADRs have commenced (for Armenia, Malaysia, Somalia, the United Republic of Tanzania, Uruguay and Zimbabwe).

The independent review of the UNDP evaluation policy will conclude in 2014. Recommendations will be provided informally to the UNDP Executive Board during the second regular session of 2014. By the fourth quarter of 2014, the Independent Evaluation Office of UNDP will complete its review and revision of the evaluation methodologies used in carrying out ADRs with a view towards strengthening UNDP country-level evaluation and aligning ADR processes to the new strategic plan. The resulting changes will be incorporated into ADRs to be carried out in 2015 and beyond. The Independent Evaluation Office of UNDP will also coordinate with UNDP management in order to develop guidance for decentralized evaluations.

4.4 Proposed Programme of Work for 2015

The proposed programme of work for 2015 anticipates no significant change in the portion of the 2014–2015 biennial budget set aside for evaluation in UNDP. This flat trajectory recognizes an ongoing downward trend for UNDP core funding juxtaposed against the stated views of the UNDP Executive Board that accountability functions (evaluation, audit and investigations) should remain fully-funded. The Independent Evaluation Office of UNDP anticipates completing the six thematic and impact evaluations started in 2013–2014 and conducting 10 ADRs.

In addition, the Independent Evaluation Office of UNDP is currently planning the next National Evaluation Capacity conference (to be held in 2015) and is in discussion with potential host countries in Asia.

The Independent Evaluation Office of UNDP will continue its ongoing corporate and learning functions, including supporting decentralized evaluation functions and preparing evaluation guidance for the organization. The Independent Evaluation Office of UNDP looks forward to consulting with the UNDP Executive Board and UNDP management on revising the UNDP evaluation policy, which will come to the UNDP Executive Board at its annual session in 2015.



TABLE 2. PLANNED PRESENTATION OF INDEPENDENT EVALUATIONS TO THE UNDP EXECUTIVE BOARD 2014–2017

	2014			2015			2016			2017		
	FIRST REGULAR SESSION	ANNUAL SESSION	SECOND REGULAR SESSION	FIRST REGULAR SESSION	ANNUAL SESSION	SECOND REGULAR SESSION	FIRST REGULAR SESSION	ANNUAL SESSION	SECOND REGULAR SESSION	FIRST REGULAR SESSION	ANNUAL SESSION	SECOND REGULAR SESSION
CORPORATE												
Annual report on evaluation		•			•			•			•	
Policy review				•								
Revised policy					•							
PROGRAMMATIC												
Number of ADRs		6			6			10			6	
Regional programme											5	
Global programme											•	
Strategic plan											•	
THEMATIC												
Gender equality					•							
Millennium Development Goals					•							
Human Development Reports					•							
Disability-inclusive development									•			
South-South											•	
Anti-corruption									•			
Immediate crisis aftermath										•		
IMPACT												
Protected areas					•							
Mine action						•						
INSTITUTIONAL												
To be determined										•		
PROJECT												
Small Grants Programme				•								



NATIONAL EVALUATION CAPACITY CONFERENCES

provide a forum for discussion of evaluation issues confronting countries and enables participants to draw on recent and innovative experiences of other countries and facilitates the preparation of the ground for formulation of longer-term initiatives to strengthen national capacities for public policy evaluation through South-South and Triangular Cooperation.



2015
DUE TO TAKE PLACE IN
ASIA

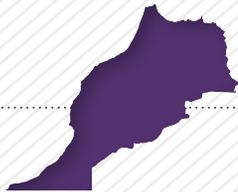
2013



2011



2009





5 Lessons from Evaluations Conducted in 2013



The chapter presents key findings and lessons emerging from independent evaluations conducted in 2013, focusing on UNDP work in conflict-affected countries. This focus was selected because a thematic evaluation on the subject was completed in 2013,³ and because of the additional insights offered by the four ADRs completed in 2013 (**Afghanistan, Algeria, Kenya, and Sierra Leone**).

5.1 UNDP in Conflict and Post-conflict Settings

Four of the countries in which ADRs were carried out in 2013 have either experienced recent conflict or are in the midst of an ongoing conflict. This unifying theme of conflict provides a useful discussion point for considering some of the results of UNDP engagement in 2013.



Though this chapter reflects on UNDP's in-country experiences from the lens of conflict, it is important to note that each of the country programmes reviewed also address a wide range of other issues and themes. Furthermore, the intent here is not to indicate fragility or instability in these countries, but rather to consider how UNDP as an organization prepares for and responds to conflict and post-conflict situations. The extent to which countries are affected by conflict varies considerably, and the definitions are somewhat subjective. It is therefore important to recognize each country's widely differing conflict context:



1 AFGHANISTAN:

After the Taliban government fell in October 2001, the UN Security Council authorized the creation of the **International Security Assistance Force** to help provide basic security for Afghanistan. The next several years were marked by significant progress in building up institutions, stabilizing the economy, beginning the reconstruction of ruined capital assets and developing programmes. However, the Taliban were able to regroup in cross-border sanctuaries, and conflict again intensified after 2005 (particularly in the south and east of the country). The number of attacks and their geographical reach increased steadily thereafter. 2014 ushers in a new chapter for Afghanistan, with presidential elections and the phase-down of the International Security Assistance Force.



2 ALGERIA:

Though not considered a post-conflict country by UNDP, Algeria nevertheless provides useful post-conflict lessons for the organization. It is particularly relevant considering the UNDP response to attacks on the **United Nations' headquarters in Algiers** in December 2007 and more recent attacks and **hostage taking at the In Amenas gas facility** in January 2013. The state of emergency declared by the government in 1992 was lifted in February 2011, and a broad programme of institutional, political and socio-economic reforms has been launched.



3 KENYA:

Similarly, UNDP does not generally consider Kenya to be a conflict-affected country. Nonetheless, the country does experience periodic ethnically based conflict. The 2007 general elections involved acute political rivalries and sharply disputed results, which led to widespread ethnically based violence that caused extensive loss of life and put the country into a national crisis. Adoption of the Constitution in 2010 marked a significant shift, promising the devolution of powers to local authorities, elections, judicial reforms and inclusive, rights-based development plans. The general elections that took place on 4 March 2013 were largely regarded as peaceful and transparent. More recently, Kenya has witnessed an upsurge in violent attacks perpetrated by the al-Shabab terrorist group, including the **Westgate shopping mall** attack in Nairobi in September 2013.



4 SIERRA LEONE:

Sierra Leone experienced a devastating civil war from 1991 to 2002, during which gross domestic product contracted on average by 2.7 percent per year; human development indicators plunged. On 22 October 1999, the Security Council established the United Nations **Mission in Sierra Leone** (UNAMSIL) to cooperate with the Government of Sierra Leone and the other parties in implementing the **Lomé Peace Agreement** and to assist in implementing a disarmament, demobilization and reintegration plan.





The United Nations Mission in Sierra Leone closed in December 2005; the Security Council then established the **United Nations Integrated Office for Sierra Leone** (UNIOSIL) to help consolidate peace in the country and to support sustainable economic growth. In the post-conflict period, significant progress has been made in reforming government institutions and spurring economic development. Sierra Leone has consolidated peace and security and strengthened democracy through three national elections (held in 2002, 2007 and 2012).

THE SCOPE OF UNDP'S

CRISIS PREVENTION AND RECOVERY WORK IS EXTENSIVE AND GROWING

5.2 UNDP Mandate and Role

As noted in the findings of the 2013 Evaluation of UNDP Support to Conflict-affected Countries in the Context of UN Peace Operations, the scope of UNDP's crisis prevention and recovery work is extensive and growing and includes support for conflict prevention, crisis governance and rule of law, women in conflict prevention, peace building and recovery, immediate crisis response, livelihoods and economic recovery and disaster risk reduction.⁴ UNDP's comparative advantages are perceived by key stakeholders and UNDP management to include its on-the-ground presence; its experience bridging between humanitarian, peacebuilding and

development efforts; and its expertise in governance and institutional change in conflict management. Evidence from the four ADRs generally supports these perceptions. For example, the overriding conclusion in the **Sierra Leone** ADR is that "over the past decade, UNDP has been a dependable and responsive partner, supporting Sierra Leone in crucial sectors as it recovered from the aftermath of a protracted and brutal civil war."⁵

5.3 National Implementation and Capacity Development

One conclusion from the 'Evaluation of UNDP Support to Conflict-affected Countries in the Context of UN Peace Operations' (the 'conflict evaluation') was that UNDP has yet to strike an optimal balance between direct programme implementation and national implementation. The ADRs completed in 2013 reinforce this conclusion and reiterate that more efforts are needed in post-conflict settings to help governments improve their capacities to effectively implement international support programmes.

UNDP often faces competing demands in conflict-affected countries—promoting state building and greater self-sufficiency, for example, while simultaneously tightening oversight to minimize mismanagement and corruption. UNDP played a significant fiduciary role in **Afghanistan**, including for the Afghan police, due to donor perceptions that there is a paucity of trustable delivery channels. The donor community made it clear that they expect UNDP to maintain tight controls over financial management and programme delivery. However, the

Afghanistan ADR notes that as Afghanistan transitions to a new era of greater self-determination, the UNDP programme should also shift towards more policy-level and capacity-building support.

The ADR for **Algeria** notes that the pace of transitioning to national implementation has been slow. Algeria may have transitioned to a post-conflict period, but UNDP still directly manages the portfolio of programmes and projects. The Algeria ADR suggests that UNDP should strengthen national ownership of interventions by rigorously defining stakeholder needs and adopting a robust national implementation modality.

In **Kenya**, UNDP used a relatively balanced mix of national and direct implementation modalities as demonstrated, for example, in the governance, disaster risk reduction, peace-building and conflict prevention areas. Challenges in either modality include the need to address administrative inefficiencies, particularly in relation to delays in disbursement of funds, as well as the need to strengthen the oversight functions among implementing partners (including civil society organizations).

The ADR for **Sierra Leone** indicates that UNDP has served as a fiduciary delivery mechanism in sensitive areas on behalf of major donors, which was appropriate for the prevailing conditions during times of crisis. As the country has stabilized, UNDP's emphasis on operational support should transition towards technical support for capacity-building, leading to greater national implementation of programmes.



IN AFGHANISTAN, UNDP coordination with the UN integrated mission



ENABLED the UN to build a critical mass of capacities, mandate and brain power in the **ELECTORAL AREA**, and provided increased clout to urge the Government of Afghanistan to **ENACT** election **REFORMS**.

agencies. In addition, collaboration between military forces and development agencies is best limited to matters of security (e.g. providing security to polling stations, vetting ex-combatants).

In **Sierra Leone**, which was one of the first integrated missions that saw the appointment of an **Executive Representative of the Secretary General** as distinct from a Special Representative, UNDP worked closely with the United Nations Mission in Sierra Leone and focused on the key areas significant to peace building—support to democratic institutions (e.g. elections, media reform, enhancing parliament, local governance and youth employment).

5.5 Disarmament, Demobilization and Reintegration

The conflict evaluation noted that UNDP has had varied success in its disarmament, demobilization and reintegration efforts, reflecting diverse context-specific factors in conflict settings. In some cases, UNDP has succeeded in fostering innovative approaches. However, the general tendency is to concentrate on immediate outputs (e.g. number of combatants disarmed and guns destroyed) rather than longer term outcomes (e.g. persons trained and gainfully employed). Improved follow-up on ex-combatants is necessary to determine lasting impacts.

In **Afghanistan**, a key issue has been the extent to which the reconciliation process can be considered credible. Even flawed programmes to disarm, demobilize and reintegrate former combatants can have

5.4 Integrated Missions

In many conflict and post-conflict countries, UNDP works in coordination with political and peace-keeping missions that have been authorized through the UN Security Council. The coordination between these missions and UNDP has been varied, with examples of successful collaboration offset by examples of duplication of effort and miscommunication. An important factor in cases where collaboration has been difficult is the trend towards larger UN Civil Affairs Sections in integrated missions, which often operate in parallel to the ongoing development activities of UN agencies already present.

In **Afghanistan**, UNDP coordinated fairly well with the UN integrated mission in organizing elections. The integrated mission enabled the UN to build

a critical mass of capacities, mandate and brain power in the electoral area, and provided increased clout to urge the Government of Afghanistan to enact election reforms. Beyond the electoral area, however, there were surprisingly few interactions between the **United Nations Assistance Mission in Afghanistan** (UNAMA) and UNDP.

An additional complicating factor for integrated missions arises when conflict involves foreign military intervention (as is the case in **Afghanistan**). In these circumstances, the same governments who send troops may also be funding UNDP. Questions then arise as to the proper distance UNDP should—and can—maintain *vis-à-vis* these forces. The circumstances in Afghanistan suggest that the blurring of lines between the security and the development agendas creates considerable risks for development



a measure of achievement if there is the political and social will for this to occur. However, if society is still immersed in and generating conflict, such programmes are unlikely to succeed. In Afghanistan, the **Afghanistan Peace and Reintegration Programme** has had very limited success because the Taliban have not engaged in the process—and there is no motivation for them to do so.

Following the **Sierra Leone** civil war, UNDP launched the Post-conflict Reintegration and Transition Projects (2002–2009) in order to provide livelihood support to ex-combatants and young women. With \$5.9 million in expenditures from 2005–2009, the Transition Initiative Fund provided support to the Government of Sierra Leone for needs-based planning, enhanced data collection and analysis and population resettlement. Support included infrastructure development and capacity-building with a focus on local authorities and non-governmental organizations. By 2008, it was clear that many projects had implementation and financial management shortcomings that needed to be addressed; 30 projects were closed from 2008 to 2009.⁶

THE UNDP BUREAU FOR
**CRISIS PREVENTION
 AND RECOVERY**
 HAS RECOGNIZED THE NEED FOR MORE
ROBUST RISK ANALYSIS

5.6 Post-crisis Economic Development

Governments typically ask UNDP to assist in redevelopment planning and implementation in post-crisis situations. This support ranges from designing redevelopment plans to small business development programmes and cash for work projects. The 2013 conflict evaluation noted that many livelihood efforts have been isolated and small in scale and consequently of limited impact.⁷

The **Afghanistan** ADR concluded that UNDP has yet to conduct sufficient business creation and livelihoods-related work in the country. Poverty is a critical aspect of this conflict, and more must be done to scale up job creation efforts. In **Kenya**, a large majority of the country’s workforce is in the informal sector. Therefore, UNDP has paid substantial attention to economically empowering unemployed youth, women and strengthening small- and medium-size enterprises, particularly those selected from areas affected by post-election violence. UNDP support included building the capacities of state and non-state actors, strengthening public and private-sector partnerships, and providing guidance to the country’s key development frameworks (e.g. Vision 2030 and the Millennium Development Goals). In **Sierra Leone**, the ADR noted that UNDP worked with the key national institutions associated with youth employment and carried out several pilots in youth employment, such as working with local universities and using non-governmental organizations to experiment with different methods of micro-credit and other job creation interventions. While catalytic, these efforts have yet to have an

impact on large-scale job creation. The new country programme will provide more concentrated attention to build on the potential of UNDP’s early efforts.

5.7 Conflict and Risk Analysis

The 2013 conflict evaluation concluded that UNDP did not carry out conflict analysis or risk assessment as extensively as it should have, leading to situations in which Country Offices were ill-prepared when major conflicts erupted. Conflict analysis is a useful strategic tool that can broadly prepare UNDP Country Offices for conflict scenarios. It is also useful as a programmatic tool to ensure that programmes and projects consider conflict-related factors that pose significant challenges to achieving planned outcomes and that programmes and projects consider how risks can be shared with other partners. In general, while many UNDP project documents in conflict settings include a perfunctory list of identified risks (primarily to programme personnel), they tend not to provide a serious analysis of reputational risks for the organization or of conflict-related risks to achieving planned outcomes.

The UNDP Bureau for **Crisis Prevention and Recovery** has recognized the need for more robust risk analysis. The Bureau has taken many steps in response to evaluations conducted in 2011 and 2012 in conflict-affected countries and in the context of peace operations. Actions include revising its conflict-related development analysis tool in order to provide more accessible and adaptable guidance for Country Offices to undertake analysis; conducting regional trainings on conflict analysis for



global UNDP Country Office staff; developing and launching an online ongoing conflict analysis tool (Andalana); providing ongoing support to Country Offices in order to ensure tailored conflict analysis; and launching efforts to mainstream conflict analysis through inter-agency conflict analysis. These multifaceted efforts were designed to strengthen UNDP's culture and capacity to conduct conflict analysis and to encourage Country Offices to design more effective policies and programmes that can help reduce the financial and social impacts of conflict in crisis-affected contexts.

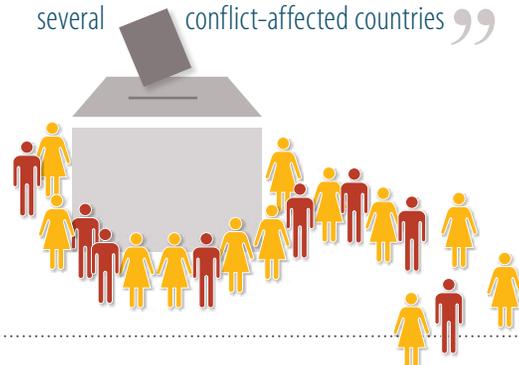
In **Afghanistan** and the UNDP-administered **National Area-based Development Programme**, political and donor pressures led to an inequitable spread of assets on the ground. This inconsistency ran counter to the programme's own participatory logic and exposed the organization to reputational risk. Another issue in Afghanistan and elsewhere (e.g. Somalia) has been the propensity of UNDP to take on very sensitive programmes, such as manager of donor support to the police and military, without fully considering and mitigating the accompanying reputational and safety risks. In **Kenya**, the ADR reported that UNDP was instrumental in enabling key institutions at the national and country/district levels (the **National Drought Management Authority** and the **District Peace Committees**, in particular) to look at conflict and natural disasters in an interconnected way, recognizing that natural disasters and conflicts tend to exacerbate each other.

5.8 Transitions from Peacebuilding to Development

The conflict evaluation urged better and more consistent transition planning as countries move into the post-conflict phase. Of particular concern were many instances in which the end of an integrated mission was not well coordinated with the assumption of additional responsibilities by UNDP and other resident UN agencies. The evaluation also noted a tendency for donors to significantly draw down their financial support once the acute, humanitarian-relief phase of crises ended.

Such a transition is still in **Afghanistan's** future, as the United Nations Assistance Mission in Afghanistan mission remains and donor support has held strong. In **Algeria**, following the 2007 crises period, overall donor funding went down significantly, mirroring similar downward trends in other countries (e.g.

“UNDP is widely perceived as an **EXPERIENCED and IMPARTIAL PROVIDER** of electoral support, with notable examples of **EFFECTIVE ASSISTANCE** in several conflict-affected countries”



Côte d'Ivoire in 2006 and 2011). In **Sierra Leone**, there was a long process of preparation for the United Nations Integrated Peacebuilding Office in Sierra Leone to withdraw and the UN country team to take over gradually.

5.9 Elections Support

UNDP often plays a role in elections support in post-conflict situations, especially on the technical aspects of conducting elections. In 2012, the Independent Evaluation Office of UNDP produced the '**Evaluation of UNDP Contribution to Strengthen Electoral Systems and Processes**', which noted, "UNDP programming has been able to mitigate or prevent some election-related violence."⁸ The evaluation of UNDP support to conflict-affected countries in the context of integrated missions added to this positive assessment, stating, "UNDP is widely perceived as an experienced and impartial provider of electoral support, with notable examples of effective assistance in several conflict-affected countries."⁹

UNDP has been a significant actor in **Afghanistan**, providing technical support to the Afghanistan electoral commission. The primary concern has been a lack of sustainability of the systems put in place. Further, some basic systems are still not in place (e.g. voter registry indexed by voting stations). In **Kenya**, UNDP resources allocated to the election support project in Kenya were fully utilized to achieve what was planned, but the expenditure of election support funds was reported as having been slow and inefficient. Sustainability is also of some concern,



as UNDP support emphasized operational aspects but not capacity-building to handle future elections. In **Sierra Leone**, electoral institutions were able to administer technically sound and credible elections. This is noteworthy given the unique complexity of the election, involving the simultaneous conduct of elections at four levels (presidential, parliamentary, local council and mayoral), covering 9,000 polling stations, 526 different types of ballot papers, 2.6 million voter registrations, and 10,500 trained security staff in addition to other technical staff. The ADR noted that UNDP made meaningful contributions to the election process.

5.10 Gender-based Violence

Gender-based violence is a very real problem in conflict and post-conflict settings. While UNDP has had very active gender-based programmes in the four countries, especially in building support for women's presence in parliaments, its work in the area of gender-based violence in these countries has been limited.

In **Afghanistan**, UNDP started a dialogue with religious leaders on gender issues and set up 24 legal help centres in four pilot provinces to help victims of domestic violence deal with the police and the courts. UNDP also facilitated a study on the Elimination of Violence against Women Units within the Chief Prosecutor's Offices in eight provinces. The study prepared a comprehensive assessment of the Units and a road map for further engagement for the Attorney General's Office to assist the Units to address violence against women. Recommendations

included training in mediation and counselling for prosecutors and establishing special Elimination of Violence against Women courts.

In **Algeria**, UNDP and UNFPA supported an inter-agency project designed to assist in the socio-economic reintegration of women victims of violence. UNDP was involved in the creation of various sub-outputs for the project, including an information system/database.

In **Sierra Leone**, UNDP prioritized legal support to the victims of sexual and gender-based violence. This support, provided through civil society organizations, paralegals, lawyers and the Bar Association, is necessary as most of the sexual and gender-based violence cases are prosecuted by untrained police prosecutors, resulting in poor conviction rates due to procedural flaws and numerous delays in trials. Impunity for sexual and gender-based violence, which was used as an instrument of war, has continued and is a critical obstacle to surmounting the legacy of conflict. Special 'Saturday Courts' chaired by magistrates, and new high courts specifically mandated to consider sexual and gender-based violence cases, were introduced in February 2011.

IN SIERRA LEONE, UNDP PRIORITIZED LEGAL SUPPORT TO THE VICTIMS OF SEXUAL AND GENDER-BASED VIOLENCE

These efforts have yielded demonstrable results: the number of reported cases of sexual and gender-based violence has risen by 23 percent in the past three years, which suggests improved access and an increase in victims' confidence in the justice system.

5.11 Conclusions

Results from the four ADRs reinforce the key findings set out in the 'Evaluation of UNDP Support to Conflict-affected Countries in the Context of UN Peace Operations'. While there are considerable differences in context across the countries, there are also many points of convergence. UNDP is well-qualified to operate in countries affected by conflict due to its flexibility, capacity to operate at varying scales (large and small programmes at the national, regional and local levels), and its governance and capacity-building focus.

However, UNDP needs to take better account of the risks it shoulders when taking on politically-sensitive programmes in conflict-affected countries—and should more effectively mitigate those risks. **UNDP management responses** to the conflict evaluation were encouraging, as they recognized the need for stronger conflict analysis and for UNDP to develop conflict-related benchmarks and indicators for programmes and projects in conflict-affected countries. It is also important to note that UNDP has announced structural changes to its global programming, including the creation of a fast response unit designed to escalate the pace and quality of UNDP support in crisis settings and in the aftermath of conflict and natural disasters.



6

Evaluation Methods



This chapter describes the Independent Evaluation Office of UNDP's efforts to refine the approaches and methods it used in thematic and programmatic evaluations. Two activities are included in this report: the use of meta-synthesis and the work to review and revise ADR methodologies.

6.1 ADR Review and Reform

The Independent Evaluation Office of UNDP is currently undertaking a comprehensive review and reform of its ADR programme. The effort was launched in the second half of 2013 and will conclude in 2014. The effort is designed to simultaneously reinvigorate the ADR programme and to align it with the new strategic plan.

Launched in 2002, the ADR programme is designed to assess UNDP's country-level contributions to development results. Since 2002, 80 ADRs have been completed (seven countries have been evaluated twice), representing more than half of the UNDP country programmes. ADRs are conducted in annual rounds and are selected from the list of UNDP Country Offices scheduled to revise their country programme documents the following year.

Over time, ADR processes and approaches have been strengthened and new approaches have been introduced (e.g. greater engagement with



national governments, greater use of national consultants, Independent Evaluation Office of UNDP staff leading evaluations). Nonetheless, although the ADR has evolved significantly over time, no major revision has taken place since 2006, following the 2005 peer review of the evaluation function in UNDP. Meanwhile, evaluation theories and methodologies have evolved, as has the UNDP mission. The time is at hand for a comprehensive reform of UNDP country-level evaluation.

The goal of the ADR reform process is to develop a new independent country-level evaluation tool for UNDP. The scope is broad and will involve rethinking the ADR as a whole in order to produce a new tool that is not only aligned to the new strategic plan, but is also appropriate for an organization that has changed significantly in the past twelve years. The justifications for the reform include the need to:

- *Rethink the overall approach and methodology.* The methodology used may have reached its limits and there may be little the Independent Evaluation Office of UNDP can do to strengthen it without taking a fundamentally new approach;
- *Improve standardization for easier synthesis across ADRs* in order to maximize the potential of thematic evaluations and other learning processes;
- *Strengthen the linkages between ADRs and corporate systems* such as the UNDP Enhanced Results Based Management system so that the ADR can validate (or not) self-reporting;

- *Enhance use of ADRs for evaluation capacity development* in programme country governments and Country Offices; and
- *Link into broader questions about country-level evaluation in relation to UN reform*, the move towards Delivering as One, common country programmes and the evaluation of the UNDAFs. In this context, questions include: where does independent country-level evaluation of a single agency fit? How do we address this issue through UNEG?

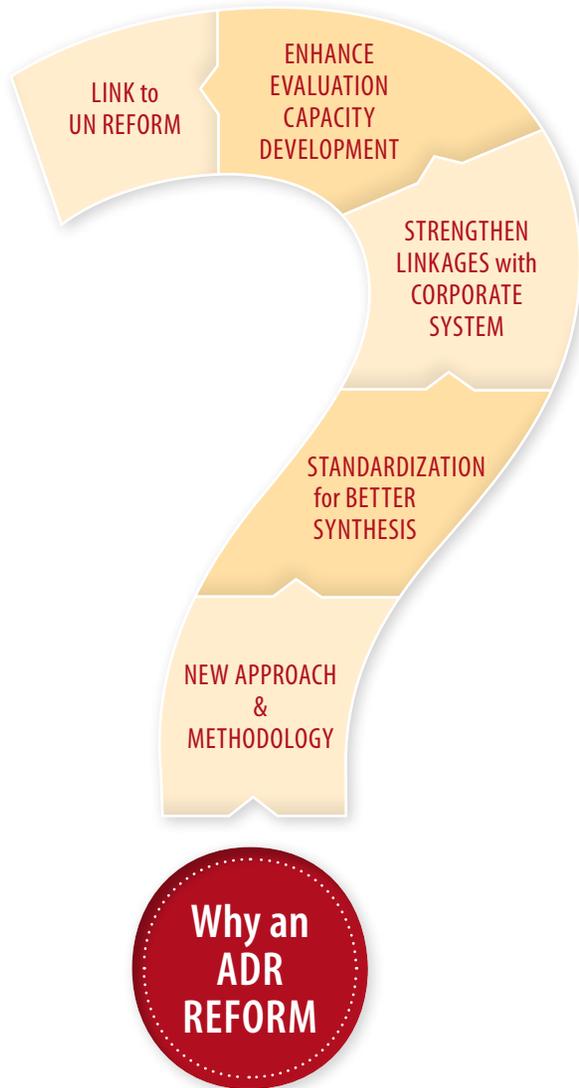
The overall reform process is being done in a phased approach, with the first phase in 2013 and 2014 consolidating the reforms introduced in 2013, specifically the move towards Independent Evaluation Office of UNDP staff leading evaluations. The 2014 ADRs are following the same general approach and methodology as those in 2013. Although the data collection for these ADRs is taking place in the middle of the first year of the new strategic plan, the ADR will discuss alignment with basic elements of the new plan.

The second phase of the reform process will start with revisions to the ADR guidelines during the third quarter of 2014 (in time for ADRs scheduled for 2015). As noted in the [2014–2017 evaluation plan](#), in recognition that more than 40 country programme documents are up for approval in 2016, the Independent Evaluation Office of UNDP expects to conduct a larger number of ADRs in 2015 (10). In order to revise the ADR guidelines and roll out new formats in 2014, the Independent Evaluation

Office of UNDP is carrying out three separate but interrelated components of the revision process:

MORE THAN
40 COUNTRY PROGRAMME
 DOCUMENTS
ARE UP FOR APPROVAL IN 2016

1. **ADR review and assessment:** the purpose is to record, analyse and assess the ADRs over the last ten years. As a first step, three background papers have been produced, covering:
 - *History of the ADR:* a descriptive history of the ADRs from the start, including why they were developed and how they were implemented, including all changes made since the programme's inception.
 - *Study on ADR utilization:* an independent assessment of ADR utility from users' perspectives. This assessment was developed through a broad consultative process with UNDP staff at the headquarters, regional and country levels.
 - *Meta-synthesis of lessons from ADRs:* the meta-synthesis of all ADRs builds on the work undertaken for the evaluation of the UNDP strategic plan 2008–2013. It will feed into the development of standardized approaches to facilitate meta-synthesis.



These papers are informing an analysis of the challenges facing the design, conduct and effective use of the ADRs. The approaches of other organizations are also being examined as part of this process.

2. **Consultative process to address challenges:** Once the papers are complete and disseminated, a process of consultation will start on the vision for a new ADR and how to overcome the methodological and process challenges. Challenges have been divided into three categories: process, methodology and policy. Different approaches are being developed to address each.
3. **New guidance on UNDP country-level evaluation.** The major output of the work will be new guidance materials and tools for conducting independent country-level evaluations in UNDP. This is a complex process, and the methodological guidance will need to be complemented with a large set of tools related to process and methods. New guidance will be completed by the fourth quarter of 2014, in time to start the 2015 round of ADRs.

A major consideration for the future of the ADR is its relationship to the continuing efforts to bring greater coherence to the UN country presence, and by extension, the efforts to assess the combined contributions of the UN funds, programmes and independent agencies at the country level. As the Independent Evaluation Office of UNDP considers how best to revise its country-level evaluation work through the ADR, it must consider how these efforts

fit within the broader context of the work of UN country teams. Since 2010, evaluations of UNDAFs at the end of the programming cycle have been mandatory. Since the UNDP country programme cycle is aligned with the UNDAF cycle, these reviews are taking place at the same time that the ADRs are being carried out.

There are eight pilot **Delivering as One** countries (Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay, and Viet Nam); 29 additional countries have requested the UN to adopt the Delivering as One approach. For these countries, the expectation is a consolidated UN presence: one programme, one budgetary framework, and an enhanced role for the UN Resident Coordinator. It is logical to expect that if there is one programme, there should be one programme evaluation. In 2014, the Independent Evaluation Office of UNDP is developing ADRs for two Delivering as One pilot countries (Tanzania and Uruguay); this linkage is an immediate issue.

Decisions on the future of the ADRs, such as their timing, scope, comparability and coverage, should be influenced by the outcomes of the ongoing ADR Review and Evaluation Policy Review, as well as by UN-wide deliberations on independent system-wide evaluation.

6.2 Meta-synthesis

The Independent Evaluation Office of UNDP is increasingly using ADRs as a source of evidence when preparing broad thematic evaluations. Initially,



a very simple literature search strategy was used and research assistants carried out word searches and identified key statements. This approach has evolved, with consultants using more systematic techniques to synthesize across the ADRs. This approach was made possible by increased standardization among ADRs and an increase in the number of ADRs carried out since 2008. The Independent Evaluation Office of UNDP plans to explore opportunities to use systematic meta-synthesis in the future. The imperatives are as follows:

- Thematic evaluations that have used evidence from ADRs have had to extract relevant qualitative examples from the narratives; quantitative evidence of performance has been insufficient to aggregate. (UNDP lacks a system similar to that found in international financial institutions, in which performance of projects and country programmes is quantitatively rated by management and subsequently validated by the evaluation function against the main evaluation criteria). Systematic meta-synthesis can help reduce implicit researcher bias in this process by adopting predefined search strings and uniform inclusion and exclusion criteria and by carefully deconstructing evaluation questions at the outset, thus ensuring that the review process remains tightly focused. In theory, this should improve the likelihood of generating a **clearer and more objective set of answers** to the evaluation questions.
- Conducting systematic reviews requires adhering to the core systematic review

principles of rigour, transparency and replicability. Rigour implies focusing on empirical evidence and avoiding the danger that the reviewers' preconceived knowledge and ideas will drive evidence selection. Transparency and replicability of analysis are core tenets of credible research and evaluation standards. The main anticipated improvement should be better **management of potential bias**.

- Meta-synthesis techniques can enable a more systematic approach when attempting to determine **causality** and offer a more credible approach to the **generalization** of findings and conclusions for an organization working in nearly 180 countries. To date, approaches examining causality have not been particularly systematic. Generalization has been challenging because evidence drawn from a sample of ADRs cannot be constructed to be statistically representative. As such, systematic meta-synthesis can increase both the perceived and actual credibility of the findings and conclusions.
- **Enhancing the cost-effectiveness** of the Independent Evaluation Office of UNDP's programme of work and reducing transaction costs to other partners can be achieved by making better use of existing evidence and avoiding repeatedly collecting the same data.

There is a growing literature on applying meta-synthesis approaches. In 2013, the Independent Evaluation Office of UNDP commissioned a paper

to learn from the experience of using systematic meta-synthesis. To date, evidence of impact, based on studies using randomized controlled trials and quasi-experimental methods, is virtually non-existent in UNDP. This has led some to conclude that there is little opportunity to use systematic review approaches, because the required extent of evidence is not available. Yet while impact (and attribution) have not been quantitatively measured, effectiveness (i.e. what works) has been assessed by UNDP evaluations and is amenable to systematic review.

For the Independent Evaluation Office of UNDP, this can be done by examining UNDP's contributions to the development results identified in UNDP's country programmes. These assessments do not provide a quantitative, counterfactual assessment of UNDP contributions, but they do provide a narrative-based judgement of the likelihood that UNDP has made contributions, and they present a credible source of evidence for meta-synthesis derived from qualitative traditions. Practitioners from both traditions are increasingly recognizing that each approach has strengths and weaknesses.

UNDP
 IS INCREASINGLY USING **ADRS**
 AS A SOURCE OF EVIDENCE WHEN
 PREPARING **BROAD THEMATIC**
EVALUATIONS



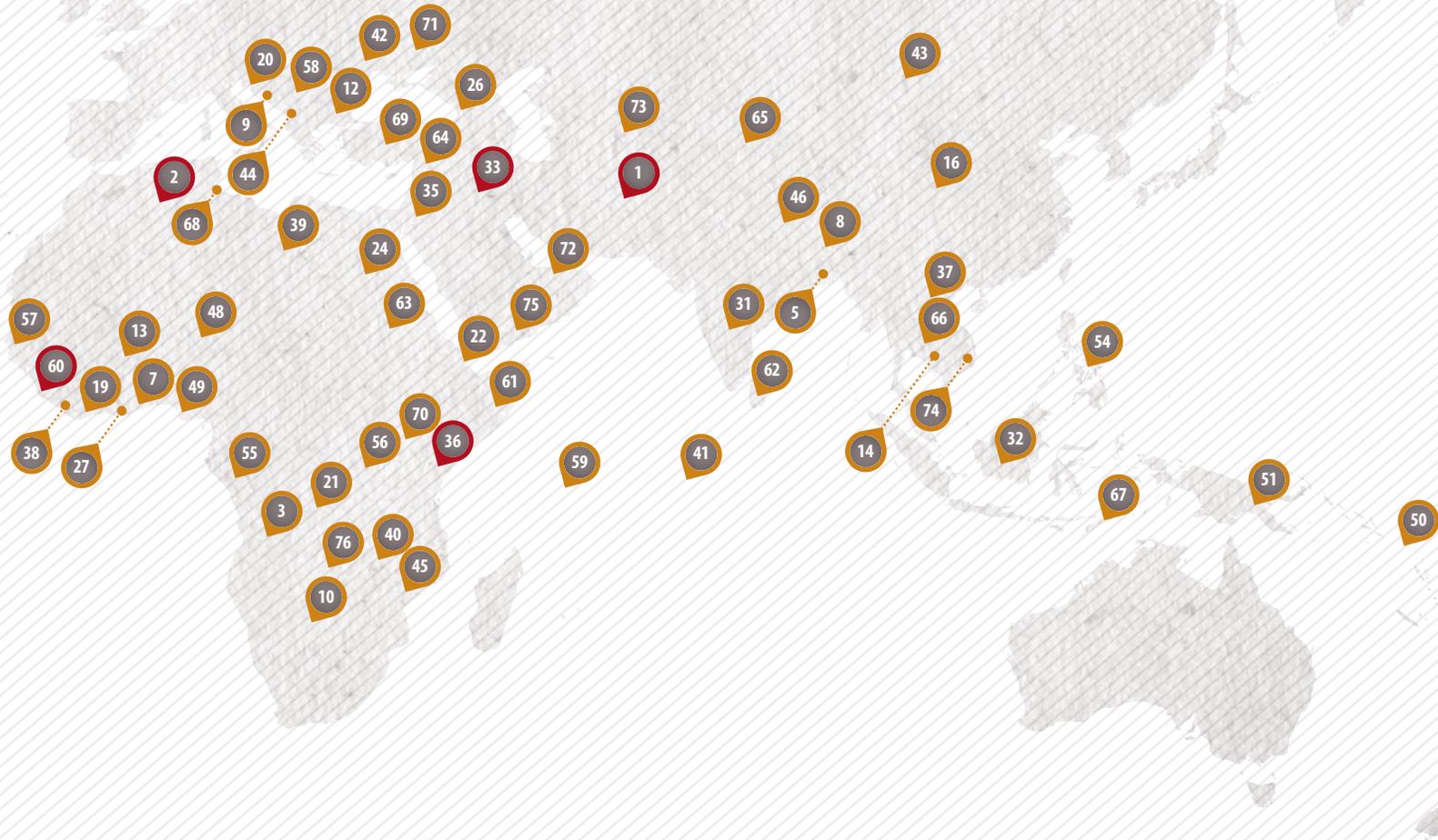
ADRs CONDUCTED by the INDEPENDENT EVALUATION OFFICE OF UNDP

ADRs conducted in 2013

ADRs conducted 2002-2012

- | | | | |
|--------------------------|---------------------------------|----------------------|-----------------------------|
| 1 Afghanistan | 20 Croatia | 39 Libya | 59 Seychelles |
| 2 Algeria | 21 Democratic Republic of Congo | 40 Malawi | 60 Sierra Leone |
| 3 Angola | 22 Djibouti | 41 Maldives | 61 Somalia |
| 4 Argentina | 23 Ecuador | 42 Moldova | 62 Sri Lanka |
| 5 Bangladesh | 24 Egypt | 43 Mongolia | 63 Sudan |
| 6 Barbados and OECS | 25 El Salvador | 44 Montenegro | 64 Syria |
| 7 Benin | 26 Georgia | 45 Mozambique | 65 Tajikistan |
| 8 Bhutan | 27 Ghana | 46 Nepal | 66 Thailand |
| 9 Bosnia and Herzegovina | 28 Guatemala | 47 Nicaragua | 67 Timor Leste (East Timor) |
| 10 Botswana | 29 Guyana | 48 Niger | 68 Tunisia |
| 11 Brazil | 30 Honduras | 49 Nigeria | 69 Turkey |
| 12 Bulgaria | 31 India | 50 Pacific Islands | 70 Uganda |
| 13 Burkina Faso | 32 Indonesia | 51 Papua New Guinea | 71 Ukraine |
| 14 Cambodia | 33 Iraq | 52 Paraguay | 72 United Arab Emirates |
| 15 Chile | 34 Jamaica | 53 Peru | 73 Uzbekistan |
| 16 China | 35 Jordan | 54 Philippines | 74 Vietnam |
| 17 Colombia | 36 Kenya | 55 Republic of Congo | 75 Yemen |
| 18 Costa Rica | 37 Lao PDR | 56 Rwanda | 76 Zambia |
| 19 Cote d'Ivoire | 38 Liberia | 57 Senegal | |
| | | 58 Serbia | |







Decentralized Evaluation Quality and Compliance



This chapter considers the decentralized evaluation activities of UNDP. ‘Decentralized’ takes into account all evaluations commissioned and/or managed by the UNDP bureaux and offices, as separate from the work managed and commissioned by the Independent Evaluation Office of UNDP.

7.1 Country Office and Bureau Evaluation Capacities

In 2013, 45 percent of Country Offices reported that they have at least one monitoring and evaluation specialist, compared to 23 percent in 2012. Although 57 percent of Country Offices in Africa have indicated they have dedicated monitoring and evaluation specialists, only 17 percent of Country Offices in Europe and the Commonwealth of Independent States indicate they have dedicated staff members for these functions. The staffing trends over the past three years are positive in four of five regions, especially in Africa, with continuing positive trends in the Asia and the Pacific and the Latin America and the Caribbean regions (see Figure 3). The Arab States region has recently added two more positions, while Europe and the Commonwealth of Independent



States decreased by one position from its already significantly low base. Specific capacity issues in each region are as follows:

UNDP Regional Bureau for Africa (RBA): There are 26 dedicated results-based management/monitoring and evaluation (M&E) posts in 26 of the 46 Regional Bureaux for Africa Country Offices. This is a significant increase from 2012, when only 13 Country Offices had dedicated M&E officers. In addition to these dedicated M&E specialists, there are 15 M&E specialists employed through specific projects (primarily through GEF and the **Global Fund to Fight AIDS, Tuberculosis and Malaria**; three by the regional centre).

UNDP Regional Bureau for Asia and the Pacific (RBAP): Varying approaches to M&E occur across the region. Some Country Offices fund dedicated M&E specialists. Others have identified M&E focal points who oversee monitoring and evaluation efforts in addition to other responsibilities. Most of the Country Offices report having M&E positions within their major projects. In the Afghanistan Country Office, a results-based management team performs M&E tasks, while 9 out of the 12 ongoing projects have dedicated M&E positions. In Bangladesh, there is a UN Volunteer working as the dedicated M&E Officer. Nepal has a full time M&E analyst, as do Cambodia, the Democratic People’s Republic of Korea, Indonesia and Mongolia. Myanmar has an M&E specialist and an M&E associate. Bhutan, China, India, Iran, Maldives,

Pakistan, Papua New Guinea, the Philippines and Thailand handle M&E through focal points and shared M&E responsibilities among multiple staff.

UNDP Regional Bureau for Arab States (RBAS): Two UNDP Country Offices in the Arab States (Iraq and Sudan) have a dedicated M&E Unit. Nine Country Offices have full time M&E specialists (Bahrain, Djibouti, Egypt, Iraq, Morocco, the Programme of Assistance to Palestinian People, Somalia, Sudan and Yemen). The remaining Country Offices in the region have staff that perform M&E functions on a part-time basis. All Country Offices are aware of the need for a dedicated full time results-based management person. Those who have not created such a position cite severe budgetary constraints as the reason. The recently approved direct project costing policy is an avenue that will begin to be explored in 2014 to cost-share M&E functions in Country Offices in the region.

UNDP Regional Bureau for Europe and the Commonwealth of Independent States (RBECS):

There are dedicated results-based management and M&E units/posts in Kyrgyzstan, Serbia, Tajikistan and Uzbekistan. The lack of dedicated staff in the field to deal specifically with M&E issues means that this responsibility is shared among National Programme Officers—and assigned on top of their regular functions. The Programme Officers receive periodic results-based management training.

UNDP Regional Bureau for Latin America and the Caribbean (RBLAC):

Though the number of M&E units in the region did not increase in 2013, the number of M&E officers increased over the previous year (from 15 in 2012 to 18 in 2013). Jamaica grew from a single M&E focal point to two new M&E officers, and Honduras added an M&E officer. All but one of the countries in the region are middle-income

FIGURE 3. M&E SPECIALISTS AT THE COUNTRY LEVEL 2011–2013





TABLE 3. DECENTRALIZED EVALUATION SUPPORT CAPACITY IN 2013

	UNDP GLOBAL	AFRICA	ARAB STATES	ASIA AND THE PACIFIC	EUROPE AND THE CIS	LATIN AMERICA AND THE CARIBBEAN
Country Offices	137	46	18	24	23†	26
Number of regional M&E specialists	11	2	1	3*	4*	1
Number M&E specialists	71	26	9	14	4	18
Country Offices with M&E Specialist	62 (45%)	26 (57%)	9 (50%)	9 (38%)	4 (17%)	14 (54%)

* Staff time is not exclusively dedicated to monitoring and evaluation

† This figure includes 19 Country Offices and four project offices that were in operation in 2013.

TABLE 4. REGIONAL DISTRIBUTION OF EVALUATIONS

EVALUATIONS CONDUCTED	ALL REGIONS	AFRICA	ARAB STATES	ASIA AND THE PACIFIC	EUROPE AND THE CIS	LATIN AMERICA AND THE CARIBBEAN
Number of countries	137	46	18	24	23	26
Total number of evaluations†	298*	89	30	53	63	63
Outcome evaluation	33	14	1	3	8	7
Project evaluation	249	70	27	48	54	50
UNDAF and other programmatic evaluations	16	5	2	2	1	6
Evaluations with management response	266 (89%)	76 (85%)	22 (73%)	52 (98%)	55 (87%)	61 (97%)
Countries conducting at least one evaluation	102 (74%)	32 (70%)	11 (61%)	18 (75%)	20 (87%)	21 (81%)
Evaluations funded by GEF	88 (30%)	16 (18%)	11 (37%)	19 (36%)	27 (43%)	15 (24%)

* The evaluations presented are based on Evaluation Resources Centre data as of 31 January 2014.

† Total number of evaluations completed by UNDP Country Offices that are present in Evaluation Resources Centre, including GEF, the MDG acceleration fund, UNDAF and other joint evaluations. Evaluation reports covering multiple outcomes were counted separately for each outcome to be covered based on the evaluation plan.

countries, with several Country Offices facing challenges related to restructuring processes, reductions in core funding, decreasing delivery trends and staff reductions. Financial constraints have meant an increased use of M&E advisers for functions unrelated to monitoring and evaluation (e.g. in the Bolivia and Venezuela Country Offices).

IN THE 2013 REPORTING PERIOD,

102 COUNTRY OFFICES COMPLETED
A TOTAL OF
298 EVALUATIONS

7.2 Evaluations Commissioned by UNDP Country Offices

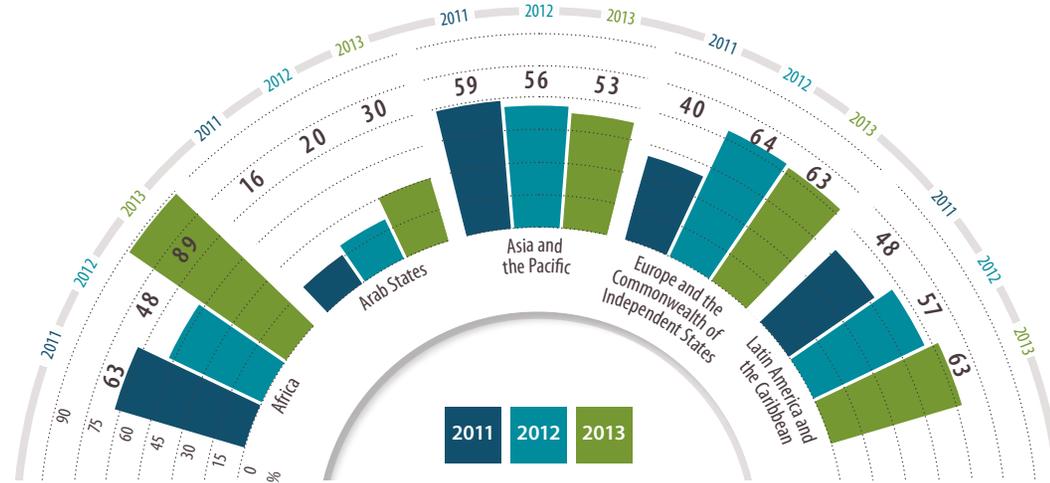
As indicated in Table 4, in the 2013 reporting period, 102 Country Offices (74 percent) completed a total of 298 evaluations (33 outcome evaluations, 249 project evaluations and 16 other types). Similar to 2012, 30 percent of the total was evaluations of GEF-funded projects. Compared to 2012, there was an increase of 22 percent in the total number of evaluations conducted across the regions. Most prominently, the Africa region nearly doubled its evaluation cohort: 89 evaluations were conducted in 2013 compared to 48 the year before. The Arab States region also saw a notable upward trend in evaluations conducted, with 30 evaluations commissioned (up from 20 evaluations in 2012).



7.3 Evaluation Efforts in 2013 by the UNDP Policy and Regional Bureaux

In 2013, the regional and policy bureaux commissioned 18 evaluations. The Bureau for Crisis Prevention and Recovery completed two evaluations: an evaluation of **UNDP reintegration programmes** and an evaluation of **support to mobile court arrangements in post-conflict situations**. The Bureau for Development Policy completed five evaluations: an evaluation of **gender-responsive climate change initiatives and decision-making**, an evaluation of UNDP efforts to **promote integrated, sustainable waste management**, an evaluation of the **Africa Adaptation Programme** and two **global project evaluations**, commissioned as a GEF implementing partner. The Regional Bureau for Asia and the Pacific carried out three evaluations, two of which were of GEF regional projects. The Regional Bureau for Europe and the Commonwealth of Independent States conducted seven evaluations, four of which were regional GEF projects and all of which focused on environmental issues. The Regional Bureau for Latin America and the Caribbean completed one evaluation. The Regional Bureau for Africa and the Regional Bureau for Arab States did not complete any evaluations in 2013. It is noteworthy that all but four of the 18 evaluations carried out by regional and policy bureaux focused on environmental issues; eight were GEF project evaluations carried out as required by the partnership agreement with the GEF. Table 5 shows the distribution of these evaluations.

FIGURE 4. EVALUATIONS CONDUCTED ACROSS REGIONS (2011–2013)*



* Data based on Evaluation Resource Centre data as of 31 January 2014 for 2013.

FIGURE 5. NUMBER OF EVALUATIONS COMMISSIONED BY COUNTRY OFFICES 2011-2013*



* Data based on Evaluation Resource Centre data as of 31 January 2014 for 2013.



TABLE 5. EVALUATIONS COMMISSIONED BY POLICY AND REGIONAL BUREAU IN 2013

REGIONAL AND POLICY BUREAU	PROJECT			EVALUATIONS WITH MANAGEMENT RESPONSE
	NON-GEF	GEF	THEMATIC	
Bureau for Crisis Prevention and Recovery	-	-	2	2
Bureau for Development Policy	2	2	1	2
Regional Bureau for Africa	-	-	-	-
Regional Bureau for Arab States	-	-	-	-
Regional Bureau for Asia and the Pacific	1	2	-	3
Regional Bureau for Europe and the Commonwealth of Independent States	3	4	-	7
Regional Bureau for Latin America and the Caribbean	1	-	-	1
TOTAL	7	8	3	15

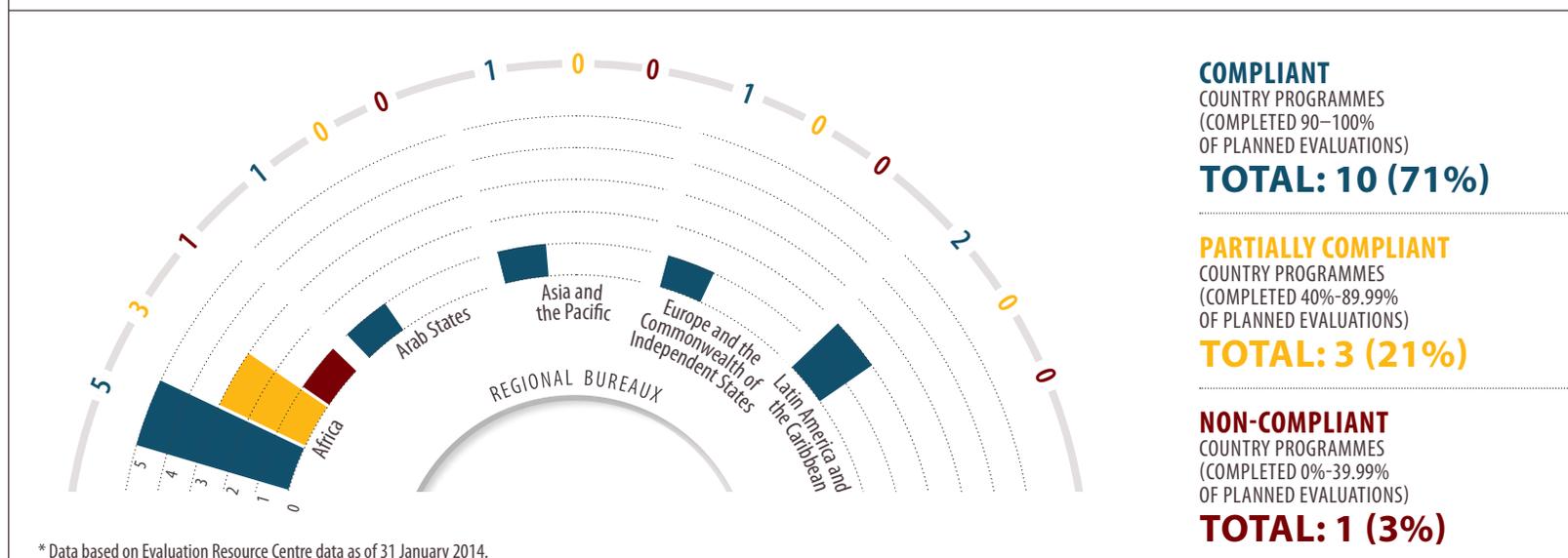
* The number of evaluations completed is taken from the Evaluation Resource Centre data as of 31 January 2014. Bureaux were given an additional month, until 28 February 2014, to complete and post management responses to the Evaluation Resource Centre.

7.4 Evaluation Plan Compliance

The **revised UNDP evaluation policy** stipulates that all evaluations included in evaluation plans are mandatory. Starting in 2011, country programme evaluation compliance has been measured at the end of each programme period; the measurement is based on the completion of all planned evaluations during the period. Of 14 country programmes concluded in 2013, 10 were fully compliant, three were partially compliant and one was non-compliant as indicated in Figure 6 below.

All evaluations that are part of bureau and Country Office evaluation plans are expected to have a management response. In 2013, 89 percent of all evaluations completed received a management response (a decrease from 97 percent in 2012).

FIGURE 6. COMPLETED COUNTRY PROGRAMME EVALUATION COMPLIANCE 2013*





Each of the global and regional programmes is expected to include an evaluation plan. The new regional programmes for 2014–2017 include such plans. An evaluation plan for the global programme has not been developed.

The UNDP Executive Office (Operations Support Group) tracks management responses to evaluations carried out by the Independent Evaluation Office of UNDP. The Independent Evaluation Office of UNDP has conducted 82 evaluations since 2008 (see Table 6). All have received management responses providing specific actions that the UNDP policy bureaux, regional bureaux and Country Offices indicate will be carried out. Of the 1,374 planned actions, 50 percent are listed as completed. The data suggests that the Country Offices, responding to the ADRs, have been significantly more successful in completing key actions than the policy and regional bureaux.

7.5 Quality Assessment of UNDP Decentralized Evaluations

As part of its efforts to support the building of a culture of evaluation in UNDP, the Independent Evaluation Office of UNDP developed the ‘[Quality Assessment System for Decentralized Evaluation Reports](#)’ in 2011.¹⁰ The assessment tool covers six parameters: terms of reference; evaluation subject, context and purpose; evaluation framework; findings; conclusions; and recommendations and lessons. Each element of an evaluation report is reviewed and rated on a six-point scale ranging from highly satisfactory (a score of six) to highly

FIGURE 7. EVALUATION COMPLIANCE 2011-2013*

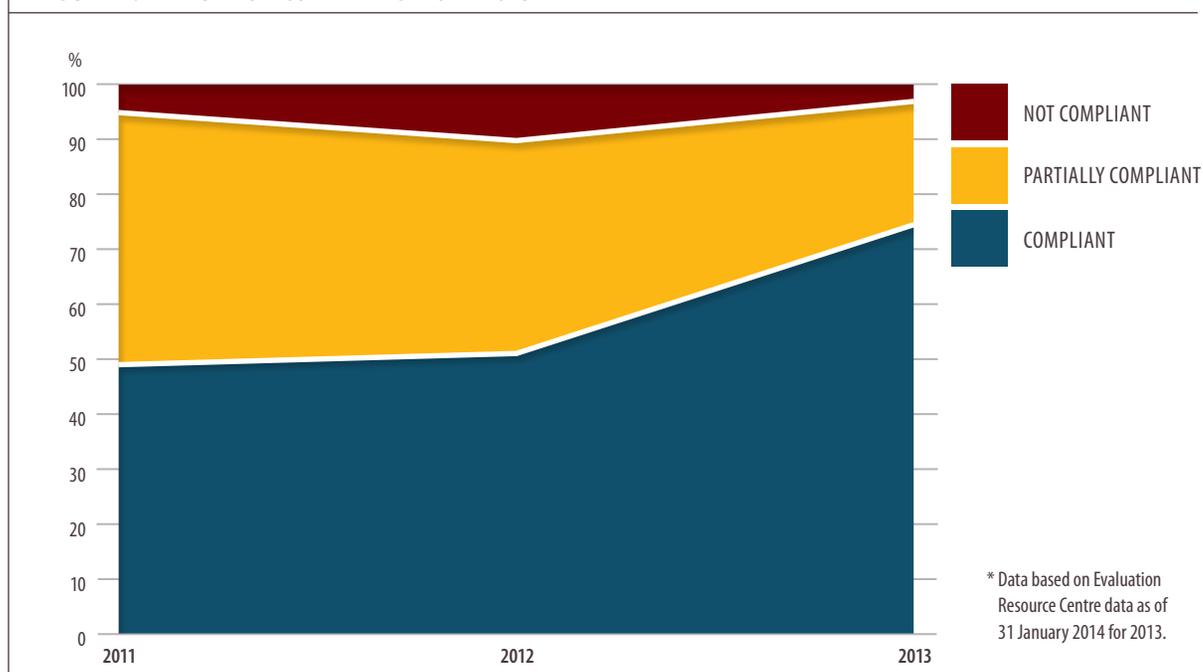


TABLE 6. MANAGEMENT RESPONSE AND KEY ACTIONS IMPLEMENTATION STATUS FOR EVALUATIONS CONDUCTED BY THE INDEPENDENT EVALUATION OFFICE OF UNDP 2008–2013

EVALUATION TYPE	NUMBER OF EVALUATIONS	NUMBER OF EVALUATIONS WITH MANAGEMENT RESPONSE	KEY ACTIONS						
			PLANNED	COMPLETED	ONGOING WITHOUT A DUE DATE	INITIATED	NOT INITIATED	NO LONGER APPLICABLE	SUM OF OVERDUE
ADR	55	55	951	549 (58%)	105 (11%)	158 (17%)	11 (1%)	21 (2%)	107 (11%)
Global Programme	2	2	43	14 (33%)	4 (9%)	15 (35%)	0	1 (2%)	9 (21%)
Regional Programme	7	7	90	30 (33%)	14 (16%)	39 (43%)	0	0	7 (8%)
Thematic	17	17	286	95 (33%)	88 (31%)	30 (10%)	7 (2%)	2 (1%)	64 (22%)
TOTAL	81	81	1370	688 (50%)	211 (15%)	242 (18%)	18 (1%)	24 (2%)	187 (14%)



unsatisfactory (a score of one). An overall weighted score is calculated for each report. In 2012, an online tool was created to facilitate this assessment. The Independent Evaluation Office of UNDP also assesses the quality of terminal evaluations of GEF-financed projects using a similar tool, which has additional sections based on the specific requirements of the GEF Independent Evaluation Office.

In 2013, the Independent Evaluation Office of UNDP assessed the quality of 179 completed outcomes, programme and project-level evaluations and 44 UNDP/GEF project terminal evaluations. Reviews of United Nations Development Assistance Frameworks, joint evaluations and mid-term evaluations were not assessed. 45 percent of the assessed evaluations were rated 'satisfactory' or better, 36 percent were 'moderately satisfactory' and 19 percent were 'moderately unsatisfactory' or worse.

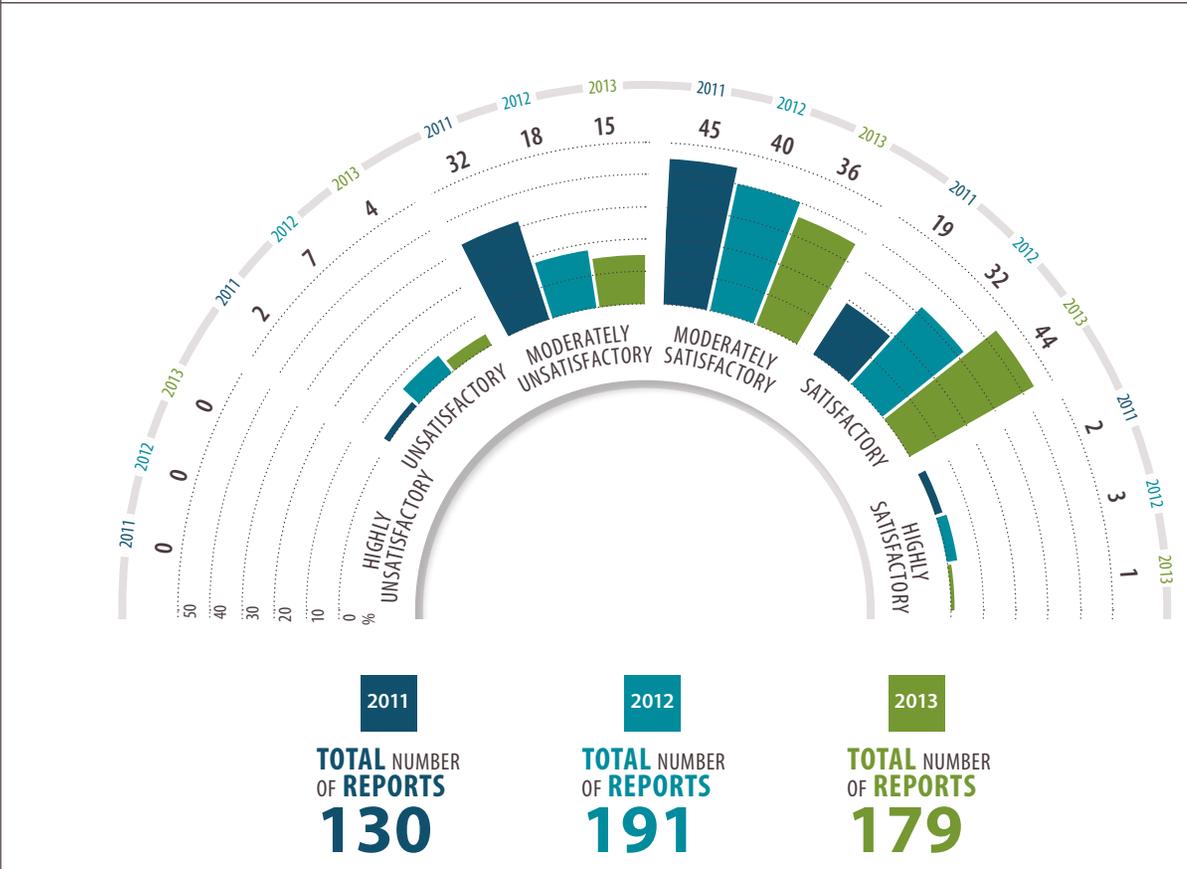
IN 2013,
179 DECENTRALIZED
EVALUATION
REPORTS
 WERE ASSESSED BY THE IEO OF UNDP

In terms of report completeness, 101 reports (56 percent) were rated satisfactory, and another 51 reports (28 percent) were rated moderately satisfactory. 15 percent fell in the moderately unsatisfactory to highly unsatisfactory range with respect to completeness.

In 2012, 155 decentralized evaluation reports were completed and assessed. In 2013, an additional 36 reports that had been completed in 2012 were quality assessed, bringing the 2012 total to 191 quality assessed reports. In 2011, 130 reports were quality assessed. Figure 8 presents the results for 2011, 2012 and 2013 where the positive trends are visible.

The number of moderately unsatisfactory reports has been halved since 2011. Likewise, the number of evaluations considered moderately satisfactory has been reduced. The number of evaluations judged to be satisfactory has increased each year, to 44 percent in 2013.

FIGURE 8. QUALITY ASSESSMENT SCORES 2011–2013





Five aspects that the Independent Evaluation Office of UNDP considers when rating the quality of decentralized evaluations:

- 1 **PROVIDING** a solid terms of reference;
- 2 **CLARIFYING** evaluation frameworks;
- 3 **ARTICULATING** the methods and approach used;
- 4 **CREATING** a cohesive set of findings, conclusions and recommendations; and
- 5 **ENSURING** that UN values (e.g. human development, gender, human rights) are considered.

Providing a solid terms of reference

The first step to ensuring that an evaluation will be useful is to develop a good terms of reference; improving the quality and completeness of evaluation terms of reference should therefore be a high priority. Terms of reference for evaluations in 2013 were rated, on average, 4.4 out of 6 (moderately

satisfactory). The quality assessment process identified a consistent gap between the recommendations in the '**Handbook on Planning, Monitoring and Evaluating for Development Results**' and actual terms of reference.

While a well-drafted terms of reference does not necessarily result in a high-quality evaluation, and professional evaluators are not necessarily limited by a weak terms of reference, analysis shows that poor evaluations tend to follow poor terms of reference. For those evaluations with an overall rating of unsatisfactory (2) or moderately unsatisfactory (3), the average rating for the terms of reference was 3.9. In contrast, evaluations with an overall rating of satisfactory (5) had an average terms of reference rating of 4.8. Most often, the substandard terms of reference failed to provide a clear set of evaluation questions.

Clarifying evaluation frameworks

Decentralized evaluation reports often lacked a fully articulated evaluation framework. UNDP units should give greater attention to methodology and should ensure that evaluators clearly describe the evaluation approach and data collection methods.

Articulating the methods and approach used

Decentralized evaluation reports often do not sufficiently describe the selected methodological approaches, methods and analysis; the rationale for their selection; and how, within the constraints

of time and money, the approaches and methods employed yielded data that helped answer the evaluation questions. Analysis in 2013 showed an average score of 3.9 out of 6 on the quality of the evaluation framework. Similar to the terms of reference quality, the quality of the evaluation framework offers a good indication of the overall rating for an evaluation. Reports with an overall rating of unsatisfactory or moderately unsatisfactory had an average score of 2.6 for the evaluation framework. Satisfactory evaluations had an average score of 4.7 on the evaluation framework.

Creating a cohesive set of findings, conclusions and recommendations

Key elements of an evaluation report include the findings, conclusions and recommendations. Findings are examined from three angles: the extent to which the analysis is easily comprehensible and addresses evaluation objectives and questions; the adequate use of evaluation criteria; and the adequacy of coverage of UNDP programme principles. The average scores for findings are in the moderately satisfactory range (4.2 out of 6) for each of the three components. The average score for conclusions in 2013 (3.9 out of 6) reflects the fact that sometimes conclusions are simply missing from the report. In other cases, the listed conclusions are little more than a summary of the findings and do not add value to the findings. Recommendations are almost always included, and more than 50 percent of the reports received a satisfactory rating for this parameter.



Ensuring that UN values are considered

According to UNDP evaluation policy, human development and human rights constitute key guiding principles for evaluation, and evaluation abides by universally shared values of equity, justice, gender equality and respect for diversity. Many decentralized evaluations do not adequately cover the extent to which gender equality is addressed in the project or programme being evaluated. The quality assessment review asks: "Does the report discuss how gender equality is addressed in the project or programme?". Results across the 179 evaluations assessed show an average score of 3.5 on this question, which is considered moderately unsatisfactory. Only half of the reports received a satisfactory or highly satisfactory rating on this question.

Going forward, the decentralized evaluation quality assessment process will more closely analyse the extent to which gender aspects have been taken into account in evaluation reports in keeping with the UNDP's heightened attention on the issue and its inclusion as an indicator to be tracked on the new Strategic Plan Integrated Results and Resources Framework.

Europe and the Commonwealth of Independent States (20 percent), Asia and Pacific (18 percent) and Arab States (10 percent). Evaluations of global programmes represent 2 percent of the total. Reports from Africa show the most marked improvement over past years, with 53 percent of the 2013 reports receiving a satisfactory rating, compared to 25 percent of reports completed in 2012.

7.6 Quality of Evaluation Reports by Region

In terms of the regional distribution of the 179 evaluation reports completed in 2013, the Country Offices in Africa produced 28 percent, followed by Latin American and the Caribbean (22 percent),

MANY DECENTRALIZED EVALUATIONS DO NOT ADEQUATELY COVER THE EXTENT TO WHICH GENDER EQUALITY IS ADDRESSED IN THE PROJECT OR PROGRAMME BEING EVALUATED

FIGURE 9. QUALITY ASSESSMENTS BY REGION 2013

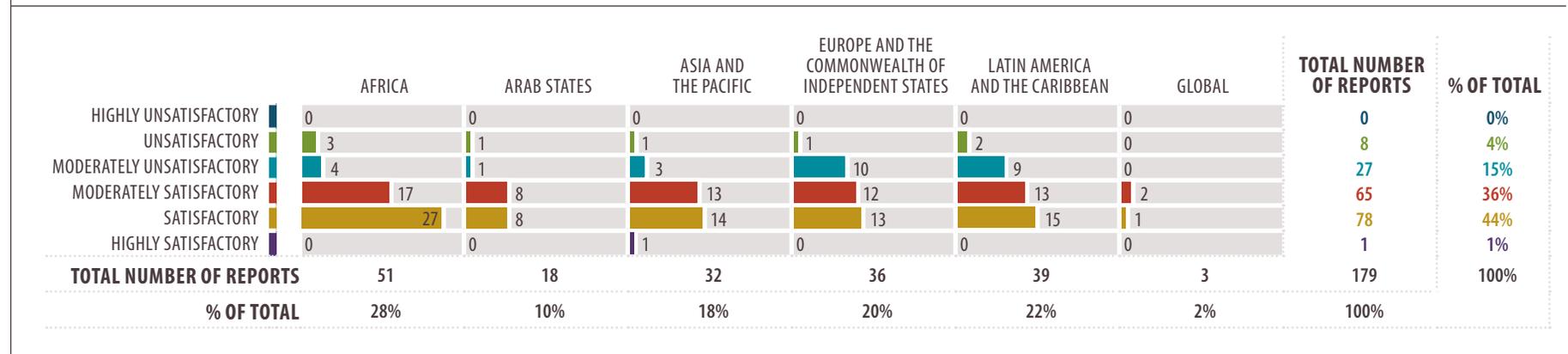




FIGURE 10. DECENTRALIZED EVALUATION REPORT QUALITY BY REGION

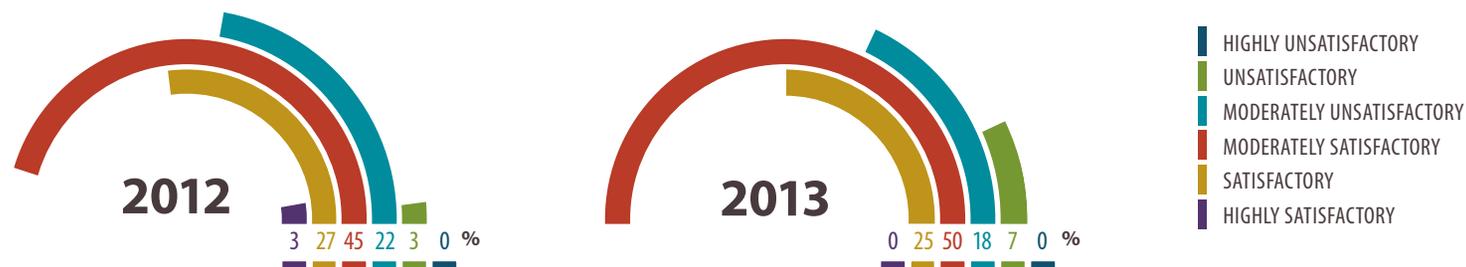




7.7 Quality of GEF Terminal Evaluations

In 2013, UNDP completed and uploaded terminal evaluations for 44 GEF-funded projects, covering all regions and all UNDP focal areas (biodiversity, climate change mitigation and adaptation, land degradation, chemicals, and international waters). The Independent Evaluation Office of UNDP assessed these evaluations for quality. 75 percent were judged to be in the range of ‘moderately satisfactory’ to ‘highly satisfactory’. This is consistent with the results for the 64 evaluations completed in 2012 (many of which were assessed in 2013); 75 percent fell in the same range. These results are slightly lower than those reported for 2009–2010 (83 percent) and 2010–2011 (81 percent). However, changes made to the UNDP/GEF evaluation guidance and to the quality assessment tool in 2012 account for some of the differences between 2012–2013 and prior years. Figure 11 shows the distribution of scores for evaluations completed in 2012 and 2013.

FIGURE 11. QUALITY ASSESSMENT SCORES FOR GEF TERMINAL EVALUATIONS COMPLETED IN 2012 AND 2013



7.8 Challenges to Improving Decentralized Evaluation Quality

In preparation for this annual report, the monitoring and evaluation advisers from the UNDP regional bureaux provided updates on evaluation activities carried out in their regions. The bureau representatives were asked to reflect on key challenges and constraints on decentralized evaluation quality; several responded. The following points were raised, and the challenges they mention track closely with observations of Independent Evaluation Office of UNDP evaluators:

- The quality of decentralized evaluations has steadily improved during the past three years, with the number of evaluations deemed moderately unsatisfactory or worse declining from 34 percent in 2011 to 19 percent in 2013. The increasing demand for evaluative evidence by senior management has been a critical factor in enhancing the quality of evaluations.
- Despite advances in promoting an evaluation culture across UNDP, some Country Offices nonetheless lack dedicated monitoring and evaluation staff, and evaluations are typically under-resourced in terms of time and financial resources allocated to evaluation processes.
- There is a tendency to focus on the compliance aspects of monitoring and evaluation rather than using it as a tool for comprehensive project planning. Consequently, evaluations and their management responses are often seen as a 'required step' rather than

a substantive activity that stimulates dialogue with key counterparts and informs the development of future projects and programmes.

- There is often insufficient attention paid in the programming cycle to setting strategic frameworks, defining a theory of change, identifying realistic indicators and establishing baseline data that can then be used to evaluate against.
- In many countries, there remains a relative scarcity of competent, experienced and objective national evaluators.

7.9 Innovative Approaches in Decentralized Evaluation

UNDP policy bureaux, as well as some regional bureaux and Country Offices, continue to strengthen decentralized evaluation methodologies and to explore new approaches. To this end, the Bureau for Development Policy Innovation, Knowledge and Capacity Group published the [discussion paper 'Innovations in Monitoring and Evaluating Results'](#).

The paper notes that countries are increasingly using innovative approaches to manage the performance of public policies, programmes and service delivery. Two critical commonalities among the innovations explored in the paper are the increased frequency of input and feedback and the expanded definition of and outreach to stakeholders, including those not traditionally part of the development process. Increased participation is in some cases direct, with citizens providing input through text message

THERE IS A
**TENDENCY TO
FOCUS ON**
THE COMPLIANCE ASPECTS OF
MONITORING & EVALUATION
RATHER THAN USING IT AS A TOOL FOR
**COMPREHENSIVE
PROJECT
PLANNING**





reporting or storytelling, for example, and in other cases indirect with information being collected and analysed remotely and in the aggregate. Many of the innovations are also characterized by their relatively low cost and lower degree of formality and rigidity. These approaches can foster more inclusive, collaborative and responsive processes across the development cycle, from planning, to implementation, to monitoring and evaluation.

7.10 United Nations Capital Development Fund Evaluation Activities

The 2013 United Nations Capital Development Fund (UNCDF) evaluation budget was \$547,944, drawn from core and non-core resources. This covered the cost of the three evaluations carried out, as well as the Evaluation Unit's operational costs (including a Head of Evaluation and one Evaluation Officer). The Unit was also supported on a part-time basis by two Monitoring and Evaluation Officers at Headquarters and in the West Africa regional office. Funding for the Evaluation Unit was a challenge in 2013, with contributions to core expenditures remaining static. The volume of evaluation work in 2013 was in line with the shift at UNCDF from mandatory evaluation criteria to a looser requirement based on a risk management approach that evaluations be conducted in areas of 'critical relevance' to UNCDF's two practice areas.

In 2014, the unit will continue, where possible, to use resources from project budgets to support evaluation management and oversight. The recruitment of three new monitoring and evaluation officers in each of the UNCDF regional offices will also help the unit to manage the increased volume of evaluations planned for 2014 and 2015.

UNCDF conducted three evaluations in 2013: a **mid-term evaluation of the YouthStart** programme, focused on helping microfinance institutions design and deliver financial services for young people; a final evaluation assessing the performance of the **Gender Equitable Local Development** Programme, a joint programme implemented together with UN Women

OVER THE

2010 – 2013

PERIOD,

UNCDF COMMISSIONED
more than
TWENTY PROJECT & PROGRAMME EVALUATIONS

with a view to

strengthening the evidence base of
WHAT WORKS AND DOESN'T WORK in

 its interventions and **PROVIDE INPUTS** 
 to ongoing programme management
and broader strategy development.

Source: UNCDF Strategic Framework 2014-2017 (page 10)



that focused on increasing women’s access to local government services in five countries in Africa; and a final evaluation of the results of a **decentralization and local development programme** intended to pilot a district development fund mechanism in Liberia. Despite the decline in evaluations conducted from 2012 levels, these evaluations nonetheless increased the total number of completed evaluations under the Corporate Management Plan since 2010 to 21, confirming UNCDF’s commitment to evaluation during this period.

In 2013, the UNCDF Evaluation Unit continued its dual focus on overseeing a separate evaluation function reporting directly to the Executive Secretary and on supporting programme colleagues to integrate evaluation approaches into programme design and oversight. The Evaluation Unit was fully involved in developing the strategic framework 2014–2017 and the accompanying integrated results and resources matrix. The Evaluation Unit actively proposed an improved measurement system within UNCDF to include external evaluation, self-evaluation techniques (such as programme reviews), and results-focused programme design and monitoring. The Unit also finalized an external study aimed at learning lessons from the Special Project Implementation Review mechanism launched in 2010. The study proposed updates to UNCDF’s evaluation methodology and practice.

The UNCDF Evaluation Unit provided regular advice to UNCDF colleagues on measuring results and designing programmes with evaluation principles

in mind, making use of resources and approaches from evaluation networks and other initiatives where appropriate. One such initiative, the Standard for Results Measurement (developed by the Donor Committee for Enterprise Development), provides advice on articulating good quality results chains for programme interventions and on measuring individual agencies’ contributions to broader changes in markets or systems.

7.11 United Nations Volunteers Evaluation Activities

In 2013, the Evaluation Unit of the United Nations Volunteers (UNV) programme had two full-time and one part-time staff, including the Chief of Unit, an Evaluation Specialist, and a part-time Administrative Assistant. The total operational budget of the UNV Evaluation Unit amounted to \$407,500. This is an increase of 49 percent compared to the previous year, mainly due to the additional allocation of funds for the Summative Evaluation of UNV Contribution to Volunteer Infrastructures.

Even though support for the development of volunteer schemes in partner countries is a core area of UNV activity, the 2013 Summative Evaluation of UNV Contribution to Volunteer Infrastructures was the first effort by UNV to evaluate its volunteer schemes globally. Results from the evaluation suggest that the preparation and launch of many pilot schemes has been slow and too costly. Nonetheless, when appropriate management controls are in place, the schemes represent good value for money.

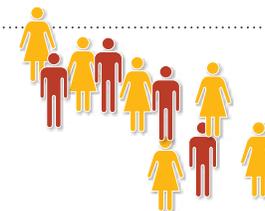
In 2013,
the Evaluation Unit of the United Nations
Volunteers (UNV) programme had

TWO FULL-TIME & ONE PART-TIME STAFF,
including the Chief of Unit, an Evaluation Specialist,
and a part-time Administrative Assistant.

THE
TOTAL
OPERATIONAL
BUDGET

of the **UNV EVALUATION UNIT** amounted to
\$407,500

This is an **INCREASE** of **49 PERCENT**
COMPARED TO the PREVIOUS YEAR.





In 2013, UNV commissioned the **‘Summative and Forward-looking Evaluation of the Marking of the Tenth Anniversary of the International Year of Volunteers’ (IYV+10)**, which principally included two headquarters-based projects: IYV+10 and the **‘State of the World’s Volunteerism Report’ (SWVR)**. The IYV+10 Evaluation indicated that UNV effectively fulfilled its mandate by undertaking key initiatives from 2001 to 2011 pursuant to UN General Assembly **Resolution 52/17** (which proclaimed 2001 as the first International Year of Volunteers and designated UNV as focal point), and UN General Assembly **Resolution 63/153** (which called for the marking of the IYV+10 anniversary in 2011).

In 2013, the UNV Evaluation Unit supported a dozen decentralized evaluation processes (funded from project/programme resources) at various stages from design to completion, covering UNV interventions in countries such as Bosnia and Herzegovina, Ethiopia, Indonesia, Lesotho, Mali and Nepal, in addition to a few regional initiatives such as the **Strategic Priority on Adaptation-community-Based Adaptation Project** (GEF), **Partners for Prevention: Working with Boys and Men to Prevent Gender-based Violence** (UN joint programme) and the **Programme for Human Resource Development in Asia for Peacebuilding** (Japan).

The UNV Evaluation Unit was actively involved in developing the first **‘UNV Strategic Framework (2014–2017)’**. Specific technical assistance was provided on the formulation of outcomes and related indicators, together with strengthening the

accompanying integrated results and resources matrix. The new framework provides the UNV Evaluation Unit with both a challenge and an opportunity to reconsider the strengths and weaknesses of the evaluation function and to reposition itself to better support the UNV mandate and priorities.

The UNV Evaluation Unit monitors the implementation status of all UNV management responses in the Evaluation Resource Centre. The 2013 tracking of UNV Management Responses yielded important information. While 29 out of 38 UNV evaluations have management responses, the implementation rate has remained low (38 percent). While UNV is committed to building an enhanced evaluation culture at all levels of the organization, a key challenge is that almost all decentralized evaluations tend to involve partners, which means that follow-up actions are usually not under the sole control of UNV. Much more work is required to effectively differentiate between UNV’s completion of actions from that of partners, as well as to address monitoring and reporting weaknesses that will be the focus of a systematic review in 2014. Moreover, the implementation rate of management responses has been included as a key indicator in the Integrated Results and Resources Framework of the UNV Strategic Framework 2014–2017 and will be tracked systematically.

The decentralized evaluations carried out in 2013 indicate that UNV has been generally effective in its programme/project design and implementation. A common theme in the evaluations is that UN Volunteers help increase people’s own sense

of responsibility for addressing development gaps, and that UNV has helped increase networking, dialogue and trust between citizens, civil society and state authorities. The evaluations indicate that UN Volunteers can be effective in crisis settings. The findings of the Workshop on Volunteerism and Capacity Development, organized by UNV at the **United Nations Stabilization Mission in Haiti (MINUSTAH)** in July 2012, indicated that when the 2010 earthquake constrained state authorities’ capacities, UN Volunteers performed an important role in ensuring the continuity of basic services such as water and electricity.

UNV efforts often take place within the framework of programmes/projects of larger UN entities that often do not prioritize the promotion of volunteerism. This suggests the need for a more strategic organizational investment in evaluations of broader scope, dimension and analysis to holistically cover the variety of contributions UNV and its volunteers make to development results.

IN 2013,
UNV EVALUATION UNIT
SUPPORTED
 A DOZEN
 DECENTRALIZED
EVALUATION
PROCESSES



Support to Regional and National Evaluation Capacity



The Independent Evaluation Office of UNDP provides support to national evaluation capacity development. This support is carried out within the mandate set by the UNDP Evaluation Policy. The support is provided at the request of programme host governments and carried out in cooperation with UNDP regional bureaux, the Bureau for Development Policy and Country Offices. This joint effort with UNDP programme units is designed to bolster UNDP's support in the area of government capacity building. The work of the Independent Evaluation Office of UNDP is designed to help strengthen communities of practice in evaluation. To the fullest extent possible, this evaluation capacity development work has been aligned with UNDP efforts to promote **South-South and Triangular Cooperation.**



8.1 Third International Conference on National Evaluation Capacity

Since 2009, the Independent Evaluation Office of UNDP has organized biannual international conferences on **National Evaluation Capacities**. The **Third International Conference on National Evaluation Capacities** took place in São Paulo, Brazil (29 September–2 October 2013) and was organized in partnership with the Brazilian **Secretariat for Evaluation and Information Management of the Ministry of Social Development and Fight against Hunger**. Other supporting partners included the UNDP Bureau for Development Policy, the Regional Bureau for Latin America and the Caribbean, the **World Bank Group**, Regional **Centres for Learning on Evaluation and Results** (CLEAR) and **EvalPartners**. The conference, which focused on solutions to challenges related to the independence, credibility and use of evaluations, brought together 160 participants from 63 countries, including representatives of national institutions responsible for commissioning, conducting and using evaluations; leading experts and practitioners; UNDP colleagues; members of academia, civil society and voluntary organizations for professional evaluation; and other United Nations and development agencies from every region. The conference was made possible thanks to the generous financial support provided by the Governments of Finland, Norway and the United Kingdom.

The conference used a participatory approach to engage participants. Before convening in Brazil, constituents were encouraged to share challenges and

ideas through a series of virtual dialogues, one on each of the three themes of the conference, which was hosted by the Bureau for Development Policy's Knowledge, Innovation and Capacity Group. The conference was designed and facilitated such that participants went beyond the usual discussion of evaluation issues and showcasing of best practices and innovations—participants also engaged in discussions on solutions and arrived at a common list of **18 commitments** aimed at promoting national evaluation capacity development. Institutions and representatives became signatories to the commitments, indicating their interest in collaborating and committing to promoting the development of national evaluation capacities.

In 2015, the Independent Evaluation Office of UNDP will conduct an assessment that takes stock of progress made to implement the NEC commitments. The results of the assessment will be presented at the Fourth International Conference on National Evaluation Capacities, taking place in Asia in the last quarter of 2015.

Since the conference, the Independent Evaluation Office of UNDP has followed up with participants and other interested parties on implementing the 18 commitments. To that end, a partnership has been developed with the UNDP **International Policy**

A COMMON LIST OF
18 COMMITMENTS
AIMED AT PROMOTING NATIONAL
EVALUATION CAPACITY DEVELOPMENT

Centre for Inclusive Growth (IPC-IG) in Brazil to help monitor, facilitate, support and promote the commitments, to follow up the cooperation agreements and to support the proposed **International Year of Evaluation 2015** (EvalYear).

8.2 Ongoing National Evaluation Capacity Support

When national governments request monitoring and evaluation capacity development support, UNDP programme units at the global, regional and country level take the lead, engaging with national government counterparts as an extension of their ongoing government capacity development activities. This section highlights some of the monitoring and evaluation capacity development activities that took place in 2013.¹¹

UNDP Bangladesh is supporting government efforts to improve national capacities on evaluation and the overall collection, use and disaggregation of data and statistics. In this regard, two new projects launched in 2013 (Knowledge for Development Management and the new Social Protection project) focus on strengthening the government's capacities on research and evaluation for evidence-based policy making, including working closely with the **Bangladesh Bureau of Statistics**.

UNDP China, from September 2013 to February 2014, facilitated the secondment of a Strategic Planning Specialist and an Evaluation Specialist from the Chinese government to the UNDP Executive Office/Operations Support Group and the Independent



Evaluation Office of UNDP in order to assist in execution of technical cooperation activities. The objectives of the secondment included an overview of how UNDP conducts programmatic evaluations, including evaluation policy, methodology, standards, norms, tools and resources.

UNDP Iraq is supporting the Government of Iraq's efforts to develop a conceptual framework for monitoring and evaluation and to identify strategic monitoring tools for the **National Development Plan 2013–2017**. UNDP is providing support to the Ministry of Planning's M&E Unit to develop an M&E framework for the National Development Plan, to design an implementation plan for the exercise, to define performance indicators, to establish a data collection strategy and to provide a data quality assurance strategy.

UNDP Egypt is contributing to national capacity development in results-based management and evaluation in the Egyptian government through the **Strengthening Results Management Capacities to Support National Development** (CD4RBM) programme, which provides support to the Ministry of State for Administrative Development and extends results-based management technical support to a number of priority ministries. UNDP Egypt is also helping to build evaluation capacity at the Egypt Centre for **Project Evaluation and Macroeconomic Analysis** (PEMA) within the Ministry for International Cooperation.

UNDP Tajikistan applied an innovative approach to developing the M&E systems of its key national partners in health-related programmes. The Country

Office initiated a comprehensive assessment of M&E policies, practices, procedures and products in the health sector, covering national actors and front-line service providers. The assessment results have helped these national partners identify gaps and priority areas in M&E systems that need to be addressed in order to comply with Global Fund to Fight AIDS, Tuberculosis and Malaria requirements for performance-based management. In 2014, UNDP plans to continue addressing the revealed M&E needs of these partners with special emphasis on national policy development.

In surveying the field of actors in **sub-Saharan Africa** that are supporting efforts to strengthen national evaluation systems and policies, UNDP and the UN system stand out as being particularly responsive to the demands emanating from national governments. In addition to supporting national government capacities, UNDP provided mentoring support to fledgling evaluation associations across the continent and supported regional and national efforts to build M&E capacity through South-South exchanges. In **Mauritania**, UNDP provided technical support to strengthen the results-based design of its poverty reduction strategy paper by helping the relevant ministry conduct a diagnostic study of existing evaluation capacity. The UNDAF Action Plan includes support to strengthen the national statistical system and national capacities for data collection. **Benin** now has a Ministry of Evaluation, due largely to the technical support UNDP and other partners have been providing since 2008. Recently, technical support was provided to the **Benin Bureau d'Évaluation des Politiques Publiques** (BEPP) to conduct a diagnostic study of evaluation capacities across the

entire country. This will serve as an important basis for future efforts to strengthen national evaluation capacities.

The **UNDP Regional Bureau for Latin America and the Caribbean** has supported national evaluation capacity development through training for government institutions and national stakeholders on subjects related to evaluation. One of the actions taken in 2013 in coordination with **UNDP Jamaica** was to develop and carry out a targeting programme with the Jamaica Cabinet Office and the Planning Institute. The purpose was to support capacity-building in results-oriented monitoring and evaluation in the framework of the Medium-term Socio-economic Policy Framework, which was developed to prioritize Jamaica's long-term development goals.

UNV's Evaluation Unit took an active role in a range of capacity development activities for UNV staff and volunteers, including two annual UNV field unit induction workshops, a workshop for Post-2015 Project National Coordinators and a capacity development workshop organized in **Sri-Lanka**. The unit also supported three results workshops. Two of the workshops organized by the **Economic Community of West African States** (ECOWAS) Volunteer Programme brought together outgoing ECOWAS volunteers and Volunteer Programme stakeholders (representatives of partner governments, civil society, UN agencies and donors such as the **African Development Bank**) in **Liberia and Guinea** in August 2013. A similar workshop was organized in December 2013 in **Guinea Bissau** for the national volunteer programme by the UNV field unit.



2013 NEC Commitments

Promote evaluation use through in-country and global advocacy

- Collaborate to build and strengthen credible national data systems to improve the integrity of such systems, in order to better link performance of policies and programmes.
- Develop systems to promote the transparent follow-up of evaluations, such as management response tracking systems and citizens' commission that allow for effective monitoring of the implementation of evaluation recommendations.
- Create/strengthen Parliamentarians' Forums for development evaluation in different regions to advocate for use and conduct of evaluations.
- Develop/connect national registries/national statistical systems to monitoring and evaluation systems with increased frequency of data collection to support evaluations and decision-making.
- Assign resources (a percentage of the initiatives' costs) for the conduct of evaluations when designing/approving projects/programmes/policies.
- Use external evaluators to facilitate/moderate self-assessments and reviews.

Define and strengthen evaluation process and methods

- Develop approaches, based on lessons learned, on how to incorporate cultural dimensions into evaluation in different regional and national contexts.
- Develop standards, based on lessons learned, to ensure proper triangulation of evidence, checks and balances, and qualitative data use, not just perception-based.
- Develop standards, based on lessons learned, to ensure stakeholders' involvement in evaluations while still guaranteeing the independence of assessments.
- Incorporate gender capacities/perspectives in national monitoring and evaluation systems.

20

NEC Com





STRATEGY



COMMITMENT

13

commitments



Engage

existing and new stakeholders in exchanges and collaboration

- Develop and implement a transparent results-based monitoring and evaluation framework to track the efforts and results of the implemented commitments proposed in this conference.
- Develop/strengthen/support/expand joint peer-to-peer systems and mentoring programmes among professional associations of evaluators and government evaluation units.
- Facilitate partnership/cooperation among governments, voluntary organizations for professional evaluation, parliaments and private-sector initiatives to strengthen the understanding of what evaluation is and how it can be useful for different actions.
- Support joint regional/national events to take stock of developments in these commitments (in 2014), including the sharing/learning of good practices to validate data from multiple sources, manage sensitive data and disseminate evaluation results.

Explore options

for different institutional structures for managing evaluation

- Study the alternatives, assessing the pros and cons of different options of institutional set-ups for evaluation, such as national evaluation legislation/ policy, where appropriate, taking the country context into account, and establishing a set of minimum requirements based on lessons learned.
- Have an online platform (National Evaluation Capacities Community of Practice) to present/exchange experiences, keep participants connected and follow up on the commitments.
- Translate material on evaluation into different languages.
- Map and analyse the effectiveness of coordination mechanisms and practices between central evaluation units and sector ministry units and local government evaluations.



9

Working with UN Partners

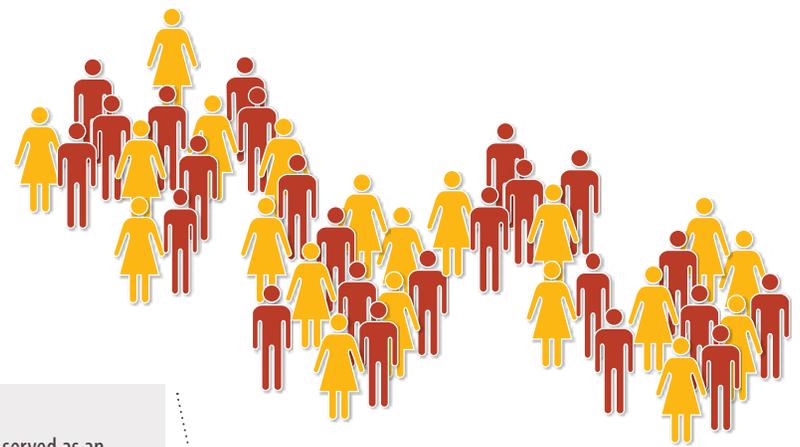


9.1 Independent Evaluation Office of UNDP Support to UNEG

As the host of the **UNEG** Secretariat, the Independent Evaluation Office of UNDP provides essential financial and human resources services to this voluntary association of over **40 UN funds, programmes and independent agencies**. The Independent Evaluation Office of UNDP provides the Executive Coordinator for UNEG, who manages the UNEG annual work plan and budget.

In 2013, the Independent Evaluation Office of UNDP provided significant support to UNEG in the following four areas:

- 1) Developing the UNEG strategy 2014–2019;
- 2) Enhancing evaluation functions;
- 3) Participating in system-wide evaluation discussions; and
- 4) Promoting the importance of evaluation in and beyond the UN system.



About **UNEG**

1984

▶ The Inter-Agency Working Group on Evaluation (IAWG) was established and served as an informal group made up of the Heads of evaluation offices who met annually to discuss evaluation issues.

2000

▶ An evaluation of the IAWG found that whilst it provided a useful platform for UN Agencies to discuss emerging evaluation issues, it needed a more proactive function with specific deliverables that could be used by the UN system in their evaluation work.

2003

▶ To mark the rebirth of the group, the IAWG changed its name to the United Nations Evaluation Group (UNEG).

Developing the UNEG strategy 2014–2019

Following the April 2013 independent assessment of UNEG, the Independent Evaluation Office of UNDP has, along with other UNEG members, played an active role in developing the **UNEG medium-term strategy for 2014–2019**. In particular, the Independent Evaluation Office of UNDP, through

its role as Executive Coordinator, contributed to the Strategy drafting process. Intended to increase the efficiency and accountability of UNEG, the strategy presents a more results-oriented and outward-looking approach than in the past. Building on previous strengths, it sets out four strategic objectives: 1) evaluation functions and products of UN

entities meet the UNEG norms and standards for evaluation; 2) UN entities and partners use evaluation in support of accountability and programme learning; 3) evaluation informs UN system-wide initiatives and emerging demands; and 4) UNEG benefits from and contributes to an enhanced global evaluation profession.



Enhancing evaluation functions

UNEG produced two guidance documents, 'Impact Evaluation in UN Agency Evaluation Systems: Guidance on Selection, Planning and Management' and the 'UNEG Handbook for Conducting Evaluations of Normative Work in the UN System'. The Independent Evaluation Office of UNDP actively participated in drafting the impact evaluation guidance document. UNEG task forces, with Independent Evaluation Office of UNDP participation, also worked on guidance documents on joint evaluations and human rights and gender equality (expected to be published in 2014).

Participating in system-wide evaluation discussions

A community of practice portal was established in order to enhance knowledge management among the UNEG membership. Through this portal, UNEG

members can share information, exchange knowledge and conduct virtual discussions. Two databases are expected to be launched in 2014; one on evaluation reports and another on evaluation plans. The UNEG secretariat undertook these activities in support of the work of the UNEG knowledge management working group.

Promoting the importance of evaluation in and beyond the UN system

UNEG is a member of the interim coordination mechanism for system-wide evaluation of operational activities for development of the United Nations System. It works with the Independent System-wide Evaluation (ISWE) Coordination Secretariat (hosted by the **Joint Inspections Unit of the United Nations**), to oversee the implementation of a pilot initiative on independent system-wide evaluation.

A high-level event was organized for the UNEG Annual General Meeting at the UN Headquarters in New York in April 2013 (for which **Secretary-General Ban Ki-moon** gave **opening remarks**). UNEG also endorsed the declaration of 2015 as the International Year of Evaluation (EvalYear), an initiative of EvalPartners, a multi-stakeholders partnership. The goal of designating the International Year of Evaluation is to advocate and promote evaluation and evidence-based policymaking at the international, regional, national and local levels. In order to put forward a UN resolution to promote global grass-roots movements towards EvalYear, UNEG reached out to various stakeholders, including member states. A series of briefings and high-level events are taking place in 2014. The Independent Evaluation Office of UNDP plays an active role in these activities.



When it comes to **ANSWERING** the **QUESTIONS** of how have our activities and outputs resulted in real changes in the lives of many people, we do not have very good information. How do we know if the United Nations is doing the right things and how do we know if we are doing these things right? Those are the questions **EVALUATION IS SUPPOSED TO ANSWER."**

United Nations Secretary-General Ban Ki-moon at the UNEG meeting in April 2013



ANNEX 1.

Statistics on Decentralized Evaluation

REGIONAL DISTRIBUTION OF EVALUATIONS (2011–2013)

EVALUATIONS CONDUCTED	ALL REGIONS			AFRICA			ARAB STATES			ASIA AND THE PACIFIC			EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES			LATIN AMERICA AND THE CARIBBEAN		
	2013	2012	2011	2013	2012	2011	2013	2012	2011	2013	2012	2011	2013	2012	2011	2013	2012	2011
Year	2013	2012	2011	2013	2012	2011	2013	2012	2011	2013	2012	2011	2013	2012	2011	2013	2012	2011
Number of countries	137	140	139	46	46	46	18	18	18	24	24	24	23	25	25	26	26	26
Total number of evaluations [†]	298*	245**	226***	89	48	63	30	20	16	53	56	59	63	64	40	63	57	48
Outcome evaluation	33	28	63	14	5	31	1	5	3	3	7	14	8	5	10	7	6	5
Project evaluation	249	192	144	70	40	26	27	14	10	48	42	43	54	57	29	50	39	36
UNDAF and other programmatic evaluations	16	25	19	5	3	6	2	1	3	2	7	2	1	2	1	6	12	7
Evaluations with management response	266 (89%)	234 (96%)	188 (83%)	76 (85%)	45 (94%)	61 (97%)	22 (73%)	16 (80%)	13 (81%)	52 (98%)	54 (96%)	48 (81%)	55 (87%)	63 (98%)	36 (90%)	61 (97%)	56 (98%)	30 (63%)
Countries conducting at least one evaluation	102 (74%)	89 (64%)	90 (65%)	32 (70%)	20 (42%)	25 (54%)	11 (61%)	9 (41%)	6 (33%)	18 (75%)	17 (71%)	19 (79%)	20 (87%)	21 (84%)	18 (72%)	21 (81%)	22 (85%)	22 (85%)
Evaluations funded by GEF	88 (30%)	80 (33%)	78 (35%)	16 (18%)	12 (25%)	12 (19%)	11 (37%)			19 (36%)	19 (34%)	18 (31%)	27 (43%)	35 (55%)	34 (85%)	15 (24%)	14 (25%)	14 (29%)

* The evaluations presented are based on Evaluation Resource Centre data as of 31 January 2014.

** The evaluations presented are based on Evaluation Resource Centre data as of 31 January 2013.

*** The evaluations presented are based on Evaluation Resource Centre data as of 31 January 2012.

[†] Total number of evaluations completed by UNDP Country Offices that are present in Evaluation Resource Centre, including GEF, the MDG acceleration fund, UNDAF and other joint evaluations. Evaluation reports covering multiple outcomes were counted separately for each outcome to be covered based on the evaluation plan.



EVALUATION COMPLIANCE (2011–2013)*

	YEAR	REGIONAL BUREAU FOR AFRICA	REGIONAL BUREAU FOR ARAB STATES	REGIONAL BUREAU FOR ASIA AND THE PACIFIC	REGIONAL BUREAU FOR EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES	REGIONAL BUREAU FOR LATIN AMERICA AND THE CARIBBEAN	COMPLIANCE TOTAL
Number of compliant country programmes (completed 90–100% of planned evaluations)	2013	5	1	1	1	2	10 (71%)
	2012	4	2	5	1	4	16 (52%)
	2011	6	1	4	4	5	20 (49%)
Number of partially compliant country programmes (completed 40%–89.99% of planned evaluations)	2013	3	0	0	0	0	3 (21%)
	2012	7	1	3	1	0	12 (39%)
	2011	8	2	3	0	6	19 (46%)
Number of non-compliant country programmes (completed 0%–39.99% of planned evaluations)	2013	1	0	0	0	0	1 (3%)
	2012	2	1	0	0	0	3 (10%)
	2011	0	2	0	0	0	2 (5%)

*Data based on Evaluation Resource Centre data as of 31 January 2014 for 2013. The rating scale is synchronized with that used in the UNDP balanced scorecard.

COMPLIANCE RATES FOR COUNTRY PROGRAMMES THAT CONCLUDED IN 2013*

REGION	PROGRAMME UNIT	COUNTRY PROGRAMME PERIOD	EVALUATION PLANNED	EVALUATION COMPLETED	PERCENTAGE COMPLETED	COMPLIANCE RATE
Africa	Nigeria	2009–2012 (extended to 2013)	6	6	100%	Compliant
	Congo	2009–2013	10	9	90%	Compliant
	Benin	2009–2013	4	3	75%	Partially Compliant
	Burundi	2010–2013	11	2	18%	Not Compliant
	Namibia	2006–2013	20	17	85%	Partially Compliant
	Niger	2009–2013	10	10	100%	Compliant
	Rwanda	2008–2012 (extended to 2013)	10	10	100%	Compliant
	South Sudan	2012–2013	2	2	100%	Compliant
	Togo	2008–2013	9	5	56%	Partially Compliant
Asia and the Pacific	Bhutan	2008–2013	20	20	100%	Compliant
Arab States	Egypt	2007–2013	41	41	100%	Compliant
Europe and the Commonwealth of Independent States	Croatia	2007–2013	8	8	100%	Compliant
Latin America and the Caribbean	Cuba	2008–2013	8	8	100%	Compliant
	Mexico	2008–2013	17	17	100%	Compliant

*Data based on Evaluation Resource Centre data as of 31 January 2014.



ANNEX 2.

Evaluations Conducted in UNDP in 2013

A. EVALUATIONS CONDUCTED BY THE INDEPENDENT EVALUATION OFFICE OF UNDP

THEMATIC EVALUATIONS

Evaluation of the UNDP Strategic Plan (2008–2013)
Evaluation of UNDP Contribution to Poverty Reduction
Evaluation of UNDP Support to Conflict-affected Countries in the Context of UN Peace Operations
Evaluation of the Fourth Global Programme (2009–2013)
Evaluation of the Regional Programmes for: Africa (2008–2012)
Evaluation of the Regional Programmes for: Arab States (2008–2012)
Evaluation of the Regional Programmes for: Asia and the Pacific (2008–2012)
Evaluation of the Regional Programmes for: Europe and CIS (2008–2012)
Evaluation of the Regional Programmes for: Latin America and the Caribbean (2008–2012)
Evaluation of UNDP Contribution to South-South and Triangular Cooperation

PROGRAMMATIC EVALUATIONS

Assessment of Development Results: Afghanistan
Assessment of Development Results: Algeria
Assessment of Development Results: Iraq
Assessment of Development Results: Kenya
Assessment of Development Results: Sierra Leone



B. EVALUATIONS CONDUCTED BY UNDP PROGRAMME UNITS

EVALUATIONS CONDUCTED IN THE AFRICA REGION

COUNTRY	NAME OF EVALUATION	TYPE OF EVALUATION
Angola	Avaliação final do 'programa conjunto crianças, segurança alimentar e nutrição em Angola'	Project
	Building Capacity for Sustainable Land Use and Management in Angola Project	Project
	Relatorio sobre Desenvolvimento Sustentável Rio +20	Outcome
	Decentralization and Local Governance Phase II Final Evaluation	Project
	Final Evaluation of the Joint Programme: Governance of Water and Sanitation in Angola's Poor Neighbourhoods	Project
Benin	Programme intégré d'adaptation pour la lutte contre les effets néfastes des changements climatiques sur la production agricole et la sécurité alimentaire au Bénin (PANAT)	Project
Burkina Faso	Programme National d'Adaptation au Changement Climatique-JAPON	Project
	Programme conjoint de renforcement de la sécurité urbaine à Ouagougou	Project
	Programme Plate forme Multifonctionnelle : Financement Bill and Melinda Gates	Project
Cameroon	Evaluation finale du projet 'Human Rights Based Approach to Strengthen Participatory Democracy'	Project
	Amélioration des revenus et de l'accès à l'eau potable et à l'éducation dans les communes de Meyomessi et de Maroua 2	Project
Cape Verde	Mid-term Evaluation: Consolidation of Cape Verde Protected Areas System	Project
Comoros	Programme d'appui à la finance inclusive aux Comores (PAFIC)	Project
	Développement des capacités pour la gestion des risques des catastrophes naturelles et climatique en Union des Comores	Project
Congo Brazzaville	Evaluation Renforcement des Capacites Gouvernance	Outcome
	Les capacités de planification et de gestion coordonnées des questions environnementales et des énergies à moindre coût sont renforcées	Outcome
	Projet d'appui a l'education de base financement additionnel (PRAEBASE II) Evaluation	Project
	Évaluation du CPAP (2009–2013)	Others
	Appui au développement des villages du Millénaire	Project
	Rapport d'évaluation Programme d'Adaptation en Afrique en République du Congo	Project
Côte d'Ivoire	Evaluation du projet d'appui à la sécurité urbaine	Project
	Evaluation finale du projet d'appui au processus électoral	Project



**ANNEX 2**

EVALUATIONS CONDUCTED IN THE AFRICA REGION – CONT'D

Democratic Republic of the Congo	Final evaluation of MDGF Joint Project	Project
	Evaluation à Mi- parcours du programme d'appu au secteur de microfinance II republique democratique du Congo (PASMIF II RDC)	Project
	Évaluation stratégique des deux programmes Gouvernance et Pauvreté	Others
Ethiopia	End-Evaluation of Phase 1: Ethiopia Joint Flagship Programme on Gender Equality and Women's Empowerment (GEWE JP)	Project
	Final Evaluation of Coping with Drought Programme	Project
	Final Evaluation Report of African Adaptation Programme: Supporting Climate Resilient Sustainable Development in Ethiopia	Project
Ghana	Increased production, productivity and income generating capacity in deprived sectors and districts	Outcome
	Increased Production, Productivity and Income-Generating Capacity in Deprived Sectors and Districts	Outcome
	Mid-term Evaluation of Promoting of Appliance of Energy Efficiency and Transformation of the Refrigerating Appliances Market in Ghana	Others
	Africa Adaptation Project PIMs 4359: Final Terminal Evaluation of Africa Adaptation Programme (AAP)	Project
Guinea-Bissau	Evaluation finale du Projet MDG 'Renforcement de la Justice et Réforme du Secteur de la Sécurité en Guinée Bissau'	Project
	Evaluation des effets du CPD	Outcome
	Evaluation finale du Projet Gestion durable des terres/Lutte contre la désertification	Project
Kenya	Support to Implementation of Resultant National Processes from the Kenya National Dialogue and Reconciliation	Project
	Poverty Environment Initiative	Project
	Strengthening the Protected Area Network with the Eastern Montane Forest Hotspots of Kenya	Project
	End of Programme Evaluation: Public Sector Reforms Programme, Phase II	Project
Liberia	PIMS3387: Sustainable Land Management: Final Evaluation	Project
Madagascar	Evaluation finale du projet Participation accrue des femmes	Project
	Evaluation de l'effet 'Les droits fondamentaux des populations sont mieux connus, appliqués et exercés'	Outcome
	Evaluation de l'accès des populations, en particulier les groupes vulnérables, aux opportunités et activités génératrices de revenus et d'emplois durables est amélioré.	Outcome
	Evaluation finale du projet Initiative du Village du Millénaire à Madagascar	Project
	Evaluation de l'effet « L'environnement est protégé dans et autour des zones de conservation ciblées »	Outcome
	Renforcement des Capacités Nationales et Locales dans la Gestion des Risques et des Catastrophes	Project
Malawi	End of Programme Evaluation for the National Programme for Managing Climate Change in Malawi and the Malawi Africa Adaptation Programme	Project
	End-of-Term Evaluation of the Joint Programme Support for Strengthening Monitoring and Evaluation Systems in Malawi	Project

**ANNEX 2**

EVALUATIONS CONDUCTED IN THE AFRICA REGION – CONT'D

Mali	Evaluation du Programme Gouvernance Partagée de la Sécurité et de la Paix	Project
	Programme d Appui aux Organisations de la Société Civile (PAOSC1)	Project
Mauritania	Final Evaluation of MDG-F: 'Prévention des Conflits et Renforcement de la Cohésion Sociale en Mauritanie'	Project
	Final Evaluation of MDG-F Patrimoine Tradition et Créativité au service du developpement »	Project
	Evaluation of « appui à la consolidation de la démocratie »	Project
Mauritius	Terminal Evaluation Report for the Capacity Building for Sustainable Land Management in Mauritius including Rodrigues	Project
	Removal of Barriers to Energy Efficiency and Energy Conservation in Buildings	Project
Mozambique	Millennium Village Programme Final Evaluation	Project
	Climate Change Adaptation Action and Mainstreaming in Mozambique	Project
Namibia	Evaluation of the Poverty Reduction Programme in Namibia	Project
	Report on the Final Evaluation of the HIV Programme in UNDP	Project
Niger	Evaluation finale de la réalisation des effets programme pays dans le domaine environnement et développement durable	Outcome
	Evaluation finale de la réalisation des effets programme pays dans le domaine de la prévention des crises et relevement	Outcome
	Evaluation finale de la réalisation des Effets Programme Pays dans le domaine de la réduction de la pauvreté et de la réalisation des OMD	Outcome
	Evaluation finale du Projet d'appui à la lutte contre la corruption	Project
Rwanda	End of Project Evaluation for Programme to Strengthen Good Governance	Project
	Outcome evaluation for governance programme	Outcome
	National Youth and Environment Project	Project
	Mainstreaming Environment in Poverty Reduction in Rwanda: Achievements, Impacts and Opportunities	Project
	Inclusive Participation in Governance Programme	Project
	End of Program Evaluation of the Rwanda UNDAF (2008–2013)and its contribution to the Government of Rwanda Development Priorities	UNDAF
Seychelles	Africa Adaptation Program	Project
	Strengthening Seychelles' Protected Area System Through NGO Management Modalities	Project
	Mid-term Evaluation of Mainstreaming Prevention and Control Measures for Invasive Alien Species	Project
Sierra Leone	Final Evaluation of Sustainable Land Management Project in Seychelles	Project
	Leadership Development and Institutional Capacity Building for Human Development and Poverty Reduction in Sierra Leone	Outcome
	GEF/MSP LDC/SIDS PIMS 3391 Terminal Evaluation: Capacity Building for Sustainable Land Management in Sierra Leone	Project

**ANNEX 2**

EVALUATIONS CONDUCTED IN THE AFRICA REGION – CONT'D

South Sudan	Disarmament, Demobilization and Reintegration (DDR) final project evaluation	Project
	Joint UNDP, Bureau for Crisis Prevention and Recovery and DFID review of the Community Security and Arms Control project	Project
Swaziland	Mid-term Review of the United Nations Development Assistance Framework (UNDAF) for Swaziland, 2011–2015	UNDAF
	Poverty Reduction Programme	Project
Tanzania	Final Evaluation of the UN-REDD Tanzania National Programme	Project
	Terminal Evaluation of the Lake Tanganyika Integrated Management Project	Project
	AAP Tanzania Final Evaluation Report: Supporting Integrated and Comprehensive Approaches to Climate Change Adaptation in Africa - Mainstreaming CCA in the National Sectoral Policies of Tanzania	Project
Togo	Évaluation finale du Programme conjoint « Communes du Millénaire au Togo	Project
Uganda	Mid-term Evaluation of Mainstreaming Sustainable Land Management (SLM) in cattle corridor project	Project
	Final Evaluation of the Northern Uganda Early Recovery Project	Project
Zambia	Mid-term Evaluation of the Adaptation to Climate Change Project	Project
Zimbabwe	Support to Participatory Constitution Making in Zimbabwe	Project
	Project Evaluation of Support to Capacity Strengthening of Zimbabwe Electoral Commission	Project
	The Evaluation of the Preparatory Assistance Support to Capacity Development of the Judiciary in Zimbabwe	Project

EVALUATIONS CONDUCTED IN THE ARAB STATES REGION

COUNTRY/ PROGRAMME	NAME OF EVALUATION	TYPE
Algeria	Réforme du marché financier en Algérie - 1ère Phase : évaluation et conception	Project
Egypt	Mainstreaming Global Environment in National Plans and Policies by Strengthening the Monitoring and Reporting System for Multilateral Environmental Agreements in Egypt Project	Project
	Mid-term Evaluation of the UNDP/GEF Project "Adaptation to Climate Change in the Nile Delta through Integrated Coastal Zone Management"	Project
	Evaluation of the Egyptian Italian Environmental Cooperation Programme (EIECP)	Others
	Final Evaluation of Mobilization of the Dahshour World Heritage Site for Community Development Joint Programme	Project
	Mid-term evaluation of UNDP/GEF project: Bioenergy for Sustainable Rural Development	Project
	Evaluation of UNDP/GEF project: Egypt Sustainable Transport	Project
Final Evaluation of the MDG-F Joint Programme: Climate Change Risk Management in Egypt	Project	

**ANNEX 2**

EVALUATIONS CONDUCTED IN THE ARAB STATES REGION – CONT'D

Iraq	UNDP Outcome Evaluation on: Enhanced Rule of Law, Protection and Respect for Human Rights in Line with International Standards	Others
Jordan	Developing Policy-Relevant Capacity for Implementation of the Global Environmental Conventions in Jordan	Project
	Energy Efficiency Standards and Labeling in Jordan	Project
	Evaluation on Youth Employability -Phase I	Project
	Implementation of Phase 1 of a Comprehensive Polychlorinated Biphenyl (PCB) Management System	Project
Lebanon	Transfer of Knowledge through Expatriate Nationals (TOKTEN) project evaluation	Project
	Energy and Environment Programme Outcome Evaluation 2008 to 2012	Outcome
	CEDRO II Country Energy Efficiency and Renewable Energy Demonstration Project for the Recovery of Lebanon - Final	Project
Morocco	Evaluation mi-parcours du projet de gestion intégrée des forêts du moyen atlas (GIFMA)	Project
	Evaluation à mi-parcours du Pilier I du Programme de Gestion Sécurisée et d'Élimination des PCB au Maroc	Project
	Evaluation finale du projet : projet d'adaptation au changement climatique au maroc : vers des oasis résilientes	Project
	Evaluation du Programme des oasis du Tafilalet	Project
	Programme national de code de l'efficacité énergétique dans les bâtiments résidentiels et renforcement de l'efficacité énergétique dans les bâtiments commerciaux et les hôpitaux au Maroc	Project
	Evaluation du Programme art gold du PNUD Maroc	Project
Programme of Assistance to the Palestinian People	Improving the Capacity of the Coastal Municipal Water Utility to Monitor the Quality of Water Supply in the Gaza Strip	Project
	Rule of Law Access to Justice Programme	Project
Somalia	Employment Generation for Early Recovery Project and Area Based Early Recovery Project	Project
Sudan	Building Resilience for Adaptation to Climate Change	Project
Tunisia	Mise en œuvre du Programme Conjoint JEM Tunisie "Impliquer la jeunesse tunisienne pour atteindre les OMD" - Evaluation Finale du projet	Project
	Modernisation de l'Ad Publique : Rapport d'Évaluation du Projet	Project
	Adaptation du littoral aux changements climatiques AAP - Evaluation Finale	Project
Yemen	Local Governance Support Project- Review and lessons learned	Project



ANNEX 2

EVALUATIONS CONDUCTED IN ASIA AND THE PACIFIC REGION		
COUNTRY	NAME OF EVALUATION	TYPE OF EVALUATION
Afghanistan	Evaluation of Country Programme Document Outcome 6: Diversified Livelihoods, Private Sector Development and Public-Private Partnership	Others
	Project Independent Final Evaluation: Making Budget and Aid Work	Project
Bangladesh	Violence Against Women MDG-F Joint Programme Final Evaluation	Project
Bhutan	Terminal Evaluation: Reducing Vulnerabilities from Climate-Induced Glacial Lake Outburst Floods	Project
	Government to Citizen Project	Project
	Final Project Evaluation: Strengthening Media and Civic Education to Enhance Democracy in Bhutan	Project
	Terminal Evaluation of the Integrated Livestock and Crop Conservation Programme	Project
Cambodia	Partnership for Gender Equity Project—Mid-term Review	Project
	Democratic Governance Project Mid-term Review	Project
	National Strategic Development Plan / Cambodia MDG Monitoring Project - MTR	Project
	Clearing for Results II Project Mid-term Review	Project
	Cambodia Community Based Adaptation Programme (CCBAP) - Mid-term Review	Project
DPR Korea	Sustainable Rural Energy Development (SRED)	Project
	Small Wind Energy Development Project for Rural Areas (SWEDPRA)	Project
East Timor	Mid-term Evaluation of the UNDP/OHCHR Capacity Building of PDHJ Project 2010–2014	Project
India	Terminal Evaluation - Removal of Barriers to Energy Efficiency in the Steel Re-Rolling Mill Sector in India (PIMS 1515)	Project
	Terminal Evaluation of 'Preparation of Second National Communication Plan'	Project
	Terminal Evaluation - Achieving Reduction in GHG Emissions through Energy Efficiency Technology in Electric	Project
	Terminal evaluation - Energy Conservation in Small Sector Tea Processing Units in South India	Project
	Mid-term Evaluation - Solar Water Heater (Global Prog)	Project
Indonesia	Making Aceh Safer Through Disaster Risk Reduction in Development (DRR-A) Project Evaluation	Project
	Creating Jobs: Capacity Building on Local Resource-based Rural Roads in Selected District of NAD and Nias (ILO Rural Road Project Evaluation)	Project
	Technical Support to Rehabilitation and Reconstruction Completion and Continuation Coordination (TS-R2C3) Project Evaluation	Project
	Art Gold Indonesia (AGI) Project Evaluation	Project



**ANNEX 2**

EVALUATIONS CONDUCTED IN ASIA AND THE PACIFIC REGION – CONT'D

Iran	2012–2016 CPAP Outcome 3: Assessment Report of the 1st Phase of Global Fund HIV/AIDS Project R8, (IRN 810 G04 H)	Outcome
	Conservation of Iranian Wetlands	Project
Lao	UNDP PIMS ID: 3696: Meeting the Primary Obligations of the Rio Conventions through Strengthening Capacity to Implement Natural Resources Legislation	Project
Malaysia	Terminal Evaluation for Marine Park Conservation project	Project
Myanmar	Community Feedback and Response Mechanism (CFRM) End Project Evaluation	Project
	Independent Evaluation on Human Development Initiative Transition	Project
	Ex-Post Evaluation of Wholesale Loans to SRGs Project	Project
	Mid-term Evaluation of the Inle Lake Conservation and Rehabilitation Project	Project
Nepal	Creating Biodiversity Conservation Landscapes in Nepal's Lowland Terai and Eastern Himal Areas	Project
	Comprehensive Disaster Risk Management Programme (CDRMP): Mid-term Evaluation	Project
	Livelihood Recovery for Peace Project (LRP): Mid-term Evaluation	Project
Pakistan	Poverty Reduction and MDGs	Outcome
	Establishment of National Environmental Management System (NEIMS)	Project
	Promotion of Energy Efficient Cooking, Heating and Housing Technologies (PEECH)	Project
	Environment and Climate Change	Outcome
Papua New Guinea	Evaluation of UNDP Millennium Development Programme in Papua New Guinea	Project
Philippines	Terminal Evaluation: Building Community Resilience and Strengthening Local Government Capacities for Recovery and Disaster Risk Management or RESILIENCE Project	Project
	Terminal Evaluation MDGF1919 Water Governance Project: Enhancing Access to and Provision of Water Services with the Active Participation of the Poor	Project
	Terminal Evaluation West Pacific Oceanic Fisheries Management	Project
Thailand	Mid-term Review for the Promoting Renewable Energy in Mae Hong Son Province Project	Project
	Mid-term review Report: Strengthening the Capacity of Vulnerable Coastal Communities to address the Risk of Climate Change and Extreme Weather Events	Project
Viet Nam	Support for Enhancing Capacity in Advising, Examining and Overseeing Macroeconomic Policies (ECNA) - Mid-term Review	Project
	GEF/UNDP project Environmental Remediation of Dioxin Contaminated Hotspots in Viet Nam Mid-term Evaluation Report	Project
	Access to Justice and Protection of Rights	Project
	Final Evaluation of the UN-REDD Viet Nam Programme	Others
	Global Project on Demonstrating and Promoting Best Techniques and Practices for Reducing Health-Care Waste to Avoid Environmental Releases of Dioxins and Mercury	Project

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EVALUATIONS CONDUCTED IN ASIA AND THE PACIFIC REGION – CONT'D

Viet Nam	Strengthening the capacities for budgetary decision and oversight of people's elected bodies in Vietnam (CFBA)	Project
	Building capacity to eliminate Persistent Organic Pollutants pesticides stockpiles in Vietnam Mid-term Evaluation Report	Project
	Strengthening Capacity of Representative Bodies (ONA) in Vietnam End of Project Evaluation	Project

EVALUATIONS CONDUCTED IN EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES REGION		
COUNTRY	NAME OF EVALUATION	TYPE OF EVALUATION
Albania	Empowering Vulnerable Local Communities Joint Programme	Project
	Mid-term Evaluation: ART GOLD 2 Programme in Albania	Project
	Identification and Implementation of the Adaptation Response Measures in the Drini-Mati River Deltas (PIMS 3629)	Project
Armenia	Adaptation to Climate Change Impacts in Mountain Forest Ecosystems of Armenia Mid-term project evaluation	Project
	Adaptation to Climate Change Impacts in Mountain Forest Ecosystems of Armenia	Project
	Improving Energy Efficiency in Buildings	Project
Azerbaijan	Strengthening the capacity of educational Institutions for teaching and applying human development concepts	Project
	Efficiency, Accountability and Transparency within Public Administration is Enhanced through Capacity Development of State Entities, including Gender-Sensitive Approaches	Outcome
Belarus	UNDP/GEF project Mainstreaming Biodiversity Conservation into Territorial Policies and Practices final evaluation	Project
Bosnia and Hercegovina	Evaluation of UNDP Country Programme Action Plan (CPAP): 2010–2014	Outcome
	MDG-F Youth Employability and Retention in BiH	Project
	MDG-F - Democratic Economic Governance - Securing Access to Water Through Institutional Development	Project
	MDG-F Mainstreaming Environmental Governance	Project
	Mainstreaming Karst Peatlands Conservation into Key Economic Sectors	Project
Bulgaria	Global Libraries Bulgaria Programme Final Evaluation	Project
Croatia	Terminal Evaluation of the Conservation and Sustainable Use of Biodiversity in the Dalmatian Coast project (COAST)	Project
Cyprus	Evaluation of UNDP-ACT's (Action for Cooperation and Trust) work between 2005–2012	Outcome
Georgia	Final Evaluation of the Impact of the Economic Rehabilitation and Confidence Building in Abkhazia (ERCBA) and the Abkhazia Community Revitalization (ACR) Projects	Project
	End-of-project Evaluation of the UNDP Parliamentary Project in Georgia and Recommendations	Project

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EVALUATIONS CONDUCTED IN EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES REGION – CONT'D

Georgia	PIMS 2272 IW FSP Kura-Aras River Basin	Project
	Support to the Modernization of the Vocational Education and Training System in Georgia-phase III	Project
	Evaluation of the UNDP Georgia Human Security through Community Participation Programme Phase 1	Project
Kazakhstan	Removing Barriers to Energy Efficiency in Municipal Heat and Hot Water Supply	Project
Kosovo	Evaluation of the Public Pulse Reports	Project
	Parliamentary Development for Social Policies (PDSP) Project	Project
Kyrgyzstan	GEF: Energy Efficiency in Buildings	Project
	Kyrgyzstan, UNDP and UNEP Partnership Initiative for the Integration of Sound Management of Chemicals Considerations into Development Plans and Processes (SAICM)	Project
	GEF: Demonstration of Sustainable Pasture Management in Suusamyr Valley	Project
	GEF: Strengthening Policy and Regulatory Framework for Mainstreaming Biodiversity into Fishery Sector	Project
Moldova	Building Institutional Capacity of the Ministry of Foreign Affairs and European Union Integration	Project
	Environment and Energy Protection Programme	Outcome
	Improving Coverage and Management Effectiveness of the Protected Area System in Moldova	Project
	Mid-term Review of the International Electoral Assistance Provided Through 2008–2012 to the Central Electoral Commission of Moldova	Project
	Final Evaluation of the Disaster and Climate Risk Reduction Project implemented by UNDP Moldova	Project
Montenegro	Strengthening the Forensic Examination of Torture and Other Forms of Ill-Treatment in Moldova	Project
	Evaluation of the project 'Strengthening Mechanisms for Public Finance at the Local Level in Montenegro'	Project
	Terminal Evaluation of the project Power Sector Policy Reform to Promote Small Hydropower Development in Montenegro	Project
	Transforming Environmental and Security Risks into Cooperation in SEE	Project
Russian Federation	Mid-term Evaluation Report: Social Welfare and Child care System reform	Outcome
	Improving the Coverage and Management Efficiency of Protected Areas in the Steppe Biome of Russia	Project
	Standards and labels to promote energy efficiency	Project
	Conservation and Sustainable Use of Biological Diversity in Russia's Taimyr Peninsula: Maintaining Connectivity Across the Landscape	Project
	Strengthening the Marine and Coastal Protected Areas of Russia	Project
Serbia	Transforming the Market for Efficient Lighting	Project
	Promoting Peace Building in Southern Serbia - MDG-F + MDTF (final evaluation)	Project
	Support to Sustainable Transportation System in the City of Belgrade	Project



**ANNEX 2****EVALUATIONS CONDUCTED IN EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES REGION – CONT'D**

Tajikistan	Final Evaluation of the Output 2 of the Rural Growth Programme (RGP)	Project
	Mid-term Evaluation Report on "Support to Sustainable Transport Management in Dushanbe city" project	Project
	Mid-term Review of the Communities Programme	Others
	Mid-term Evaluation for PIMS 3647: Sustaining Agricultural Biodiversity in the Face of Climate Change in Tajikistan	Project
Turkey	Mid-term Evaluation for Improving Energy Efficiency in Industry in Turkey	Project
	Enhancing Coverage and Management Effectiveness of the Subsystem of Forest Protected Areas in Turkey's National System of Protected Areas	Project
	Mid-term Evaluation for Promoting Energy Efficiency in Buildings	Project
	Environment and Sustainable Development Evaluation	Outcome
	Outcome evaluation of UNDP's Democratic Governance Programme 2006–2010	Outcome
Ukraine	Community Based Approach to Local Development	Project
	European Union/UNDP Support to the Regional Development of Crimea Project	Project
Uzbekistan	Mid-term Evaluation of Country Programme Outcomes 2010–2015	Outcome
	Final evaluation of Local Governance Support Project: Participation and Partnership	Project
	Mid-term Evaluation of Mainstreaming Biodiversity into Uzbekistan's Oil-and-Gas Sector Policies and Operations Project	Project
	Final Evaluation Strengthening Sustainability of National Protected Area System by Focusing on Strictly Protected Areas	Project
	Mid-term Evaluation of UNDP Project on Supporting Uzbekistan in Transitions to Low-Emission Development Path	Project
	Mid-term Evaluation of the 1st Phase of the Global Fund's Project (HIV Component) in Uzbekistan	Project

EVALUATIONS CONDUCTED IN LATIN AMERICA AND THE CARIBBEAN REGION

COUNTRY	NAME OF EVALUATION	TYPE OF EVALUATION
Argentina	Biodiversidad de los humedales fluviales en los ríos paraná y Paraguay	Project
	Reducción y prevención de la contaminación de origen terrestre en el río de la plata y su frente marítimo mediante la implementación del programa de acción estratégico de freplata	Project
	Sistemas inter jurisdiccional de areas protegidas costero marinas	Project
Brazil	Avaliação Final : Segurança Alimentar e Nutricional de Mulheres e Crianças Indígenas no Brasil	Project

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EVALUATIONS CONDUCTED IN LATIN AMERICA AND THE CARIBBEAN REGION – CONT'D

Brazil	Inter-agency Programme for Citizen Security (MDG-F)	Project
	BRA/08/G32 Establishment of PCB Management and Disposal Program	Project
Chile	Evaluación medio término Medio ambiente	Project
	Evaluación Externa: Planificación para la Reducción del Riesgo de Desastres a nivel territorial	Project
Colombia	Eficiencia energetica en edificios	Project
	Evaluación de Medio Período de la FASEII del Proyecto Fortalecimiento Democrático	Project
	Incorporación del conocimiento tradicional asociado a la agrobiodiversidad en agro-ecosistemas colombianos	Project
	Fortalecimiento de las capacidades locales para la integración productiva de la población en situación de pobreza y vulnerabilidad - Proyecto Desarrollo Económico Incluyente	Project
	Fortalecimiento de capacidades locales para la construcción de paz en el departamento de nario	Project
	Las comunidades indígenas y afrocolombianas del chocó promueven su seguridad alimentaria y nutricional	Others
	Fortalecimiento de las capacidades institucionales para la gestión integral de riesgos en el caribe Colombiano	Project
Costa Rica	Evaluación Final Programa Conjunto de Desarrollo y Sector Privado	Project
	Evaluación Final Desarrollo y Promoción del Concepto de Seguridad Humana en America Latina	Project
	Evaluación Final Programa Conjunto de Construcción de la Paz	Project
Cuba	Evaluación de Efectos del Programa de Apoyo Local a la Modernización Agropecuaria en Cuba (PALMA)	Project
	Expansión y descentralización de las acciones para la prevención del VIH/sida y apoyo a las PVS en Cuba	Project
	Incrementado el alcance de las acciones de educación y promoción de salud así como de prevención de las ITS/VIH SIDA	Project
Dominican Republic	Programa Conjunto FODM: Fortalecimiento de la cadena de valor del banano mediante el crecimiento de mercados inclusivos	Project
	Resultados de la Intervención para el Desarrollo de Capacidades para el Manejo Sostenible de la Tierra (LDC-SIDS)	Project
	Evaluación operativa del PPS - RD	Project
	Demostrando el manejo sostenible de tierras en las cuencas altas de la presa de Sabana Yegua	Project
Ecuador	Evaluación del UNDAF	UNDAF
El Salvador	Evaluación Final del Programa Conjunto Vivienda y Asentamiento Urbanos Productivos y Sostenibles	Project
	Evaluación final Reducción de violencia y construcción de capital social en El Salvador	Project
	Evaluación Final del Programa Conjunto Protegiendo a la Infancia y Seguridad Alimentaria y Nutricional	Project
	Evaluación de país: Análisis de la contribución del Fondo ODM al proceso de Reforma de las Naciones Unidas	Others

**ANNEX 2**

EVALUATIONS CONDUCTED IN LATIN AMERICA AND THE CARIBBEAN REGION – CONT'D

Guatemala	Evaluación Final del UNDAF 2010- 2014	UNDAF
	Evaluación Final: Consolidando la Paz en Guatemala mediante la prevención de la violencia y gestión del conflicto	Project
	Evaluación Final: PIMS 3186: PURE Usos Productivos de Energía Renovable	Project
	Evaluación Final del Programa Conjunto: "Fortaleciendo capacidades con el Pueblo Mam para la Gobernabilidad Económica en Agua y Saneamiento"	Project
	Evaluación Intermedia del Proyecto Reducción de vulnerabilidades para contribuir al desarrollo rural de las cuencas de los ríos Coatán y Alto Suchiate.	Project
Guyana	Guiana Shield Facility	Project
Haiti	Final Evaluation of the Joint Programme on Conflict Prevention and Social Cohesion	Project
	Projet Etat de Droit du PNUD Haiti	Project
Honduras	Evaluación del programa país efectos 2.2 y 2.3 2007–2011	Outcome
	Early Recovery Policy Implementation Project Final Evaluation	Project
	Evaluación Final del programa de Desarrollo Integral de los Pueblos Autoctonos	Project
Jamaica	Final evaluation of Rural Youth Employment Project	Project
	Final Evaluation of Mainstreaming Migration in National Development Strategies	Project
	Mid-term Evaluation for Strengthening the Financial and Operational Sustainability of the National System of Protected Areas	Project
	Final Evaluation for Piloting Natural Resource Valuation within Environmental Impact Assessments	Project
	Final Evaluation for Capacity Building for Sustainable Land Management in Jamaica	Project
Mexico	Evaluación de impacto para el Programa Construye T	Project
	Evaluación de Efectos definida en el marco programático actual del PNUD México 2008–2012	Outcome
	Small Grid-Connected Photovoltaic Systems Final project evaluation	Project
	Evaluación de Resultado de Medio Término: Reducción de la pobreza	Outcome
Nicaragua	Evaluación final programa conjunto cultura y desarrollo	Others
	Evaluación final programa conjunto juventud, empleo y migración	Others
	Evaluación final: apoyo a la modernización de la asamblea nacional y los consejos regionales de la Costa Caribe	Project
	Evaluación final PIMS 3422: Fortalecimiento e integración de esfuerzos para la sostenibilidad del sistema de área protegidas de Nicaragua- SINAP	Project
Panama	Mejoras en el Contexto Nacional para el Fomento a Emprendimiento en familias pobres y mujeres pobres	Outcome
	Contribuciones y Mejoras a la Seguridad Ciudadana en Panama: Ventana de Paz	Project
Paraguay	Fortaleciendo capacidades para la definición y aplicación de políticas de agua potable y saneamiento, Paraguay	Project

**ANNEX 2****EVALUATIONS CONDUCTED IN LATIN AMERICA AND THE CARIBBEAN REGION – CONT'D**

Peru	Evaluación Final del Programa Conjunto Industrias creativas inclusivas: una herramienta innovadora para el alivio de la pobreza en el Perú	Outcome
	Final Evaluation Second National Communication on Climate Change in Perú to the UN framework Convention on Climate Change	Project
Suriname	Outcome Evaluation: Governance Programme in Suriname	Outcome
	Cluster Evaluation of Energy and Environment	Outcome
Uruguay	URU/06/G34 Sistema Nacional de Áreas Protegidas	Project
	URU/07/G31 "Programa de energía eólica en Uruguay"	Project

EVALUATIONS CONDUCTED BY UNDP REGIONAL BUREAUX		
BUREAU	NAME OF EVALUATION	TYPE OF EVALUATION
Regional Bureau for Asia and the Pacific	Sulu-Celebes Sea Sustainable Fisheries Management Project	Project
	Evaluation of Partners for Prevention: Regional Joint Programme for Gender-Based Violence Prevention in Asia and the Pacific	Project
	West Pacific-East Asia Oceanic Fisheries Management Project	Project
Regional Bureau for Europe and the Commonwealth of Independent States	Capacity Development for Climate Risk Management in Europe and CIS	Project
	Mid-term Evaluation of Supporting Regional Bureau for Europe and the Commonwealth of Independent States Transition to Low-Emission Development Project	Project
	EUROPEAN UNION/UNDP project: Promoting Integrated Waters Resources Management and Fostering Trans boundary dialogue in Central Asia	Project
	Final Project Evaluation of Preparing for HCFC phase-out	Project
	Sustainable Mobility in the City of Bratislava	Project
	Evaluation of the project Strengthening IW Portfolio Delivery and Impact	Project
	Integration of Ecosystem Management Principles and Practices into Land and Water Management of Laborec-Uh Region (Eastern Slovakian Lowlands)	Project
Regional Bureau for Latin America and the Caribbean	Proyecto Regional AFRO II Población afrodescendiente de América Latina II (PAAL2)	Project



ANNEX 2

EVALUATIONS CONDUCTED BY UNDP POLICY BUREAUX		
BUREAU	NAME OF EVALUATION	TYPE OF EVALUATION
Bureau for Crisis Prevention and Recovery	Evaluation of Support to Mobile Court Arrangements in Post-Conflict Situations	Thematic
	Evaluation of UNDP Reintegration Programs	Thematic
Bureau for Development Policy	GGCA Evaluation Report: Gender-Responsive Climate Change Initiative	Thematic
	Promoting Integrated Sustainable Waste Management Public Private Partnership (PPP-ISWM)	Project
	Sustainable Management of the Shared Living Marine Resources of the Caribbean Large Marine Ecosystem and Adjacent Regions	Project
	Good Practices and Portfolio Learning In GEF Transboundary Freshwater and Marine Legal and Institutional Frameworks PIMS 3799 IW MSP	Project
	Programme Evaluation Africa Adaptation Programme (AAP)	Project



ANNEX 3.

Evaluations Conducted by Evaluation Units of Associated Funds and Programmes in 2013

A. UNCDF EVALUATIONS

NAME OF EVALUATION	TYPE OF EVALUATION
YouthStart	Mid-term programme evaluation
Gender Equitable Local Development Programme (GELD)	Final Programme evaluation
Decentralization and Local Development Programme in Liberia -Local development Fund Component	Project evaluation

B. UNV EVALUATIONS

NAME OF EVALUATION	TYPE OF EVALUATION
Evaluation of the Marking of the Tenth Anniversary of the International Year of Volunteers	Project
Review of University Volunteer Scheme for Youth Empowerment and Development of Papua New Guinea	Project
Evaluation of Partners for Prevention Regional Joint Programme for Gender-based Violence Prevention in Asia and the Pacific 2008 till 2012	Project
Final Evaluation for the Community Based Adaptation Programme	Project
The Millennium Development Goal Achievement Fund (Bosnia and Herzegovina): Youth Employability and Retention Programme	Project
Alternative Livelihoods for Youth Affected and Infected by HIV & AIDS through Skill Development and Youth Volunteering	Project



NOTES

- 1 The Peer review results and recommendations were shared with the UNDP Executive Board at an informal session of the Board on 14 November, 2013.
- 2 The Croatia ADR will not accompany a new country programme document, as the UNDP programme in Croatia is now closed.
- 3 Independent Evaluation Office of UNDP, 'Evaluation of UNDP Support to Conflict-affected Countries in the Context of UN Peace Operations', January 2013, p. 12, available at <http://erc.undp.org>.
- 4 Independent Evaluation Office of UNDP, 'Evaluation of UNDP Support to Conflict-affected Countries in the Context of UN Peace Operations', January 2013, p. 12, available at <http://erc.undp.org>.
- 5 Independent Evaluation Office of UNDP, 'Assessment of Development Results, Sierra Leone', publication scheduled in July 2014.
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- 10 The quality assessment tool used to judge the quality of decentralized evaluations is available at <http://web.undp.org/evaluation/documents/guidance/UNDP-Quality-Assessment-System-for-Decentralized-Evaluation.pdf>.
- 11 The information on these activities has been provided by the bureaux and Country Offices and has not been independently verified by the Independent Evaluation Office of UNDP.



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Independent Evaluation office
United Nations Development Programme
220 East 42nd Street,
New York, NY 10017
USA

Tel. +1 (646) 781 4200
Fax. +1 (646) 781 4213

www.undp.org/evaluation

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