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Evaluation
2022 ANNUAL REPORT

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ANNUAL REPORT ON EVALUATION 2022

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FOREWORD BY

H. E. Mr. Martin Kimani, President of the UNDP Executive Board and Permanent Representative of Kenya to the United Nations

In my capacity as the President of the Executive Board for the United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA) and United Nations Office for Project Services, I am pleased to introduce the *2022 Annual Report on Evaluation* from the Independent Evaluation Office (IEO).

The IEO has consistently provided the Executive Board with the information that assists it to perform its oversight function. The thematic and independent country programme evaluations presented each year have helped the Board to support UNDP in delivering on its commitments and steering the organization towards corrective action as needed. In times of multiple and overlapping crises, the capacity of evaluation to uncover the 'hows' and the 'whys' of organizational effectiveness and thereby accelerate progress towards sustainable development goals is critical.

The IEO's recent shifts towards a deeper incorporation of organizational learning objectives as well as accountability objectives is appreciated by the Board. Only an agile and adaptive UNDP will be able to face the development challenges of our times and effectively contribute to the transformative agenda of the Sustainable Development Goals (SDGs). The IEO plays a key role in helping UNDP to uphold its values and standards while embracing new perspectives, ideas and processes. It is thus simultaneously increasing knowledge and improving performance across the organization.

We look forward to the anticipated knowledge gain from the Reflections series and regional syntheses, and further welcome the SDG Synthesis Coalition as the IEO's new flagship initiative for organizational learning around SDG acceleration. Along with the Global Evaluation Initiative (GEI) and the National Evaluation Capacities Conferences, the SDG Synthesis Coalition exemplifies the commitment of UNDP's evaluation function to inter-agency collaboration and partnerships. We trust that the new synthesis and learning products will complement the thematic and country programme evaluations conducted. This will better inform decision-making across the organization, based on the fuller integration of evaluation findings, lessons and recommendations.

The suite of three thematic evaluations for 2022 investigated UNDP's outcome area of leaving no one behind. They are appreciated by the Board as they assess UNDP's commitment to the human rights-based approach and to fighting all forms of exclusion and marginalization. The evaluations emphasize how to support these objectives by temporarily targeting populations at risk of being left behind. The IEO's redoubled efforts to support UNDP country offices, regional hubs and headquarters units to carry out quality decentralized evaluations are also valued. We look forward to the full implementation of the Decentralized Evaluation Strengthening and Accountability Strategy in the years to come.

The Board looks forward to continuing its productive partnership with the IEO to advance the implementation of UNDP's mandate. We thank the IEO Director, Oscar A. Garcia, for his leadership in these challenging times.

Martin Kimani
Ambassador, Permanent Representative of the Republic of Kenya
to the United Nations and Chair of the African Group

PREFACE BY

Mr. Oscar A. Garcia, Director of the Independent Evaluation Office of UNDP

It gives me great pleasure to present the *2022 Annual Report on Evaluation* to the President of the UNDP Executive Board, H. E. Mr. Martin Kimani.

2022 saw the deepening of the intersecting crises facing the world. Conflict propelled energy and cost-of-living crises that exacerbated the devastating impacts of climate change and the legacy of the pandemic. Achieving the goals of the 2030 Agenda for Sustainable Development necessitates greater commitment than ever. The IEO continues to explore new ways to support UNDP and UN Member States to reach these goals through generating strong and credible evidence needed to underpin decisions at this crucial time.

The IEO is at the mid-point of its organizational Strategy 2021–2025, prompting some stocktaking of where we are and where we aim to reach. The IEO's innovative thinking in overcoming the challenges of the pandemic spurred several achievements. A data-driven quest for solutions will continue to support UNDP to speed achievement of its goals, with this annual report containing some important lessons drawn from evaluations to assist this progress. With three years left on UNDP's 2022–2025 Strategic Plan, feedback on its directions of change and on integrating the principle of leaving no one behind is vitally important, helping the organization to make the right decisions. The IEO's evaluation of UNDP's integration of leaving no one behind is a timely guide to what is and is not working, helping to backstop these decisions.

Designed to help detect potential risks, the IEO's evaluations of UNDP country programmes, alongside the rapid syntheses in the Reflections series, contain considerable information on real and measurable progress made towards UNDP's objectives and six signature solutions. The effectiveness of partnerships, the continuity of resources, and the agility, integration and sustainability of programme approaches are universal factors identified as contributing to or hindering progress. The evaluations and Reflections lessons also help define the degree of momentum behind an 'inequality shift': an organization-wide drive towards a deeper understanding of poverty that considers overlapping vulnerabilities as essential to reaching the furthest behind first.

As 2030 approaches, achieving the SDGs hinges on collective action. The IEO is strengthening existing partnerships and nurturing new ones through pivotal involvement with evaluation networks like the GEI and the United Nations Evaluation Group (UNEG), and by spearheading collaborative ventures such as the SDG Synthesis Coalition. Similarly, the IEO's efforts to strengthen decentralized evaluation continue to be of strategic support to UNDP and national counterparts. The apex of these efforts in 2022 was the seventh biennial National Evaluation Capacities Conference, which took place in Turin, Italy in October. It culminated in the drafting of a common framework for action, the Turin Agenda.

As we move into 2023, the IEO looks forward to continuing to work with the UNDP Administrator, the Executive Group and colleagues across the organization to strengthen the relevance and use of evaluative insights for a future-focused UNDP, as together we aim for a more sustainable and equitable world.

Oscar A. Garcia
Director, Independent Evaluation Office, UNDP

ACRONYMS

AIDA	Artificial Intelligence for Development Analytics
CIS	Commonwealth of Independent States
CPD	Country programme documents
CSO	Civil society organization
ERC	Evaluation Resource Centre
GEF	Global Environment Facility
GEI	Global Evaluation Initiative
GIS	Geographic information system
ICPE	Independent country programme evaluation
IEO	Independent Evaluation Office
IPDET	International Program for Development Evaluation Training
M&E	Monitoring and evaluation
SDG	Sustainable Development Goal
UNCDF	United Nations Capital Development Fund
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNSDCF	United Nations Sustainable Development Cooperation Framework
UN-SWAP	United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women
UNV	United Nations Volunteers

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CHAPTER 1.
EVALUATION AT UNDP

1.1 OVERVIEW

At the halfway point between 2015 and 2030, UNDP benefits from having one of the most mature and well-established evaluation functions in the United Nations system. Building on decades of experience at the central and decentralized levels, and a rich database of thousands of evaluation reports, the IEO is continually seeking new ways to support evidence-based decision-making at UNDP. Amid the continuing COVID-19 pandemic, worsening conflict in several parts of the world, a deepening climate crisis and levels of global inequality that match those of the early twentieth century, the IEO has increasingly embraced its role in support of organizational learning, in addition to accountability. In 2022, the office reaffirmed its position as a forward-thinking leader in the field of evaluation, including by taking on the chairpersonship of the UNEG and introducing artificial intelligence tools to the UNEG family. Stakeholder survey data show that the IEO is trusted to generate evidence to support UNDP in advancing inclusive and sustainable development.

This report presents the results of the first year of implementing the IEO multi-year workplan, accompanying UNDP's 2022–2025 Strategic Plan, and the second year of implementing the IEO Strategy 2021–2025. As requested by the UNDP Executive Board, the IEO aims to "ensure adequate and comprehensive coverage of all aspects of the UNDP mandate,"[1] with a particular focus on assessing UNDP's contributions to recovery, equity and non-discrimination, and reimagining more sustainable and resilient development pathways. In 2022, the IEO completed 3 thematic evaluations, 13 independent country programme evaluations (ICPEs)

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1   See: DP/2017/21.

and 4 rapid evidence assessments in its Reflections series. It launched a new workstream on evaluation syntheses and lessons where UNDP is spearheading the SDG Synthesis Coalition with the support of 37 United Nations entities and a growing number of bilateral and multilateral organizations (see below). The IEO continued to support decentralized evaluations through revised guidance, training and quality assurance.

UNDP made significant contributions to enhancing evaluation quality and rigour, including by strengthening national evaluation capacities through the Seventh National Evaluation Capacities Conference and the GEI, revamping the Evaluation Resource Centre (ERC) and creating a dedicated Methods Centre within it. The persistently improving artificial intelligence models underlying the Artificial Intelligence for Development Analytics (AIDA) platform have continued to speed up and support the work of the IEO and UNDP and are prepared to incorporate evidence from other United Nations entities.

The 2022 Stakeholder Survey[2] provided positive feedback on the IEO's effectiveness in increasing accountability and learning in UNDP (Figure 1). Most respondents considered the IEO as contributing 'a great deal' or 'very much' to enhancing UNDP's accountability and learning, a 10-percentage-point rise in satisfaction compared to the previous year. The IEO's effectiveness was assessed positively especially by country office resident representatives, deputy resident representatives, monitoring and evaluation (M&E) focal points and staff of the UNDP regional hubs.

FIGURE 1: Stakeholder assessment of the IEO's effectiveness in increasing UNDP's accountability and learning, 2021 and 2022
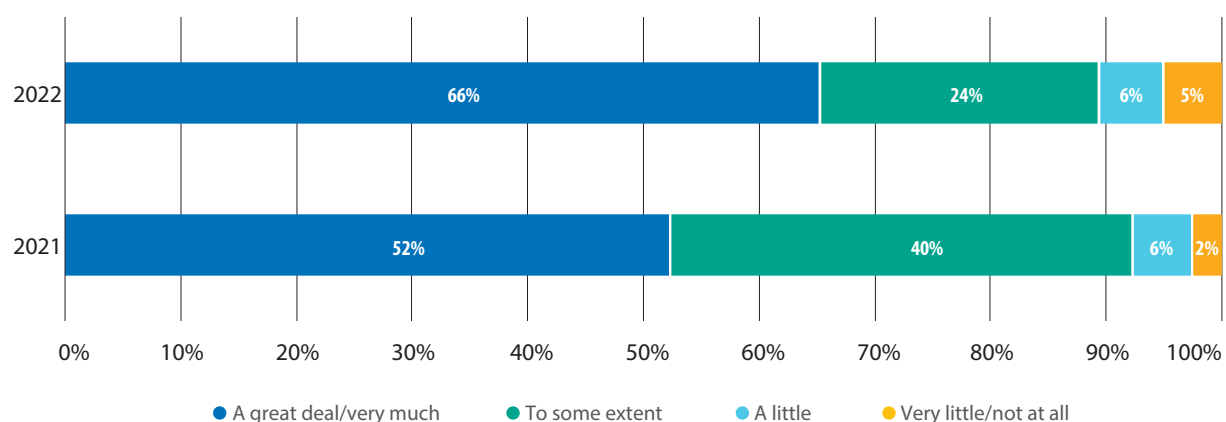
Source: IEO stakeholder surveys in 2021 (332 responses) and 2022 (473 responses). "I don't know/NA" responses were left out.

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2   The IEO 2022 survey involved 694 stakeholders, including members of the Executive Board; UNDP senior management and staff at headquarters and in regional hubs and country offices; UNEG members; Evaluation Cooperation Group heads; members of academia and research institutes; and external consultants.

1.2 ENGAGEMENT WITH THE EXECUTIVE BOARD

The IEO has continued to regularly engage with the UNDP Executive Board as the custodian of the 2019 Evaluation Policy, through formal and informal dialogue sessions. In 2022, the IEO presented Member States with the *2021 Annual Report on Evaluation* and three thematic evaluations on UNDP support for youth economic empowerment, support to energy access and transition, and the response to the COVID-19 pandemic and SDG financing.

The IEO also shared 24 ICPEs to inform the Board's decision-making ahead of the renewal of UNDP country programme documents (CPDs).[3] The office offered technical and/or financial support for decentralized country programme evaluations to country offices where ICPEs had been cancelled to reduce the oversight burden, given strained country-level resources during the pandemic. Four out of 10 UNDP country offices accepted the offer.[4]

In September 2022, the President and Vice-president of the UNDP Executive Board and three Board members participated in an IEO retreat on ways to deepen Board interaction on UNDP oversight issues. The UNDP directors of audit and ethics attended the session.[5] The IEO expressed its desire to participate in future Board member field visits.

1.3 ENGAGEMENT WITH UNDP SENIOR MANAGEMENT

Throughout 2022, the IEO met with the UNDP Executive Group on thematic and strategic evaluations. These sessions constituted an important opportunity to reinforce the dialogue between the IEO and UNDP, providing valuable feedback to inform UNDP's future work.

As part of its 2021–2025 Strategy, the IEO has appointed seven staff members as thematic focal points for the five pillars of the SDGs,[6] COVID-19 support and digitalization. The focal points closely follow the evolution of UNDP work in different areas and regularly engage with colleagues in UNDP's Global Policy Network. They help enhance IEO understanding of UNDP practices and programmes for better evaluation quality. They also support internal dialogue for greater evaluation utility.

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3   Ghana, Guinea Bissau, Kenya, Mozambique, South Sudan, United Republic of Tanzania, Zambia (Africa); India, Malaysia, Maldives, Mongolia, Viet Nam (Asia and the Pacific); Egypt, Saudi Arabia, Syrian Arab Republic (Arab States); Montenegro, Moldova, Tajikistan (Europe and the Commonwealth of Independent States); Barbados and the Eastern Caribbean, Belize, El Salvador, Honduras, Jamaica, Peru (Latin America and the Caribbean).

4   Support for decentralized country programme evaluations was provided to UNDP country offices in Kyrgyzstan, Sri Lanka, Suriname and Thailand. Six other country offices (Guyana, Jordan, Libya, Niger, Pakistan and Trinidad and Tobago) did not respond to the offer or were not in a position to accept it. The IEO had already carried out an evaluation of the Yemen CPD in 2018, before the programme was extended multiple times.

5   H. E. Ms. Yoka Brandt (Netherlands), H. E. Ms. Njambi Kinyungu (Kenya), H. E. Ms. Chrystyna Hayovyshyn (Ukraine), Ms. Julissa Macchiavello (Peru) and Mr. Abdulaziz Mohammed Al-Sulaiti (Qatar).

6   Peace, people, planet, prosperity and partnerships.

Through its Capacity Development Section and network of regional focal points, the IEO has closely collaborated with UNDP management to enhance both oversight and technical support towards improving the planning, quality and coverage of decentralized evaluations. Regional focal points have participated as observers in 10 Programme Appraisal Committee meetings, where draft CPDs are considered against quality standards for programming. This helps to ensure that planning documents integrate recommendations from recent ICPEs.

1.4 ENGAGEMENT WITH ADVISORY BODIES

In 2022, the IEO regularly liaised with the Audit and Evaluation Advisory Committee. The IEO Director presented the office's work at three meetings with the committee.

As the strategic council to the IEO Director, the Evaluation Advisory Panel continued to provide advice on direction, development perspectives and methodological guidance on evaluation in international contexts, promoting coherence and further consistency in the IEO approach.[7] All IEO evaluations were peer reviewed by thematic and country-level experts, hired individually or as members of research centres and think tanks.

The IEO sought ethical approval from an external review board for its engagement with marginalized communities as part of the formative evaluation of UNDP's integration of the principles of leaving no one behind. The process included the preparation of a protection protocol for human subjects and data privacy provisions, the creation of verbal informed consent from all participants, and electronic written consent from civil society survey participants. All evaluators contracted for the evaluation signed the UNEG Pledge of Commitment to Ethical Conduct in Evaluation, and field-level staff received two bespoke trainings on ethical data collection. Other thematic evaluations and ICPEs also adopted these practices to a large extent.

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7   The Evaluation Advisory Panel has seven members: M. Nurul Alam (Bangladesh), Bagele Chilisa (Botswana), Osvaldo Feinstein (Argentina), Gilberto Flores (Chile), Claudia Maldonado (Mexico), Ramya Ramanath (India) and Thomas Schwandt (United States of America).

CHAPTER 2.
INDEPENDENT EVALUATIONS

2.1 CORPORATE AND THEMATIC EVALUATIONS

Planned evaluations allow the IEO to adequately, comprehensively evaluate achievements under UNDP's Strategic Plan. A particular focus is on UNDP's responses to global challenges such as the COVID-19 recovery, the harmful effects of climate change, inequality and exclusion, and the achievement of the SDGs. In 2022, the IEO conducted three corporate thematic evaluations on UNDP's integration of the principles of leaving no one behind, and support to social protection as well as access to justice. All three drew on Reflections papers that summarized lessons from previous evaluations (see Section 2.4 for more details).

Together, this set of evaluations touches on the core mandate and key programme principles of UNDP: to end poverty; build democratic governance, the rule of law and inclusive institutions; advocate for change; and connect countries to knowledge, experience and resources to help people live better lives. The evaluations specifically investigate leaving no one behind, which replaced poverty eradication in all its forms and dimensions as an outcome in the 2022–2025 Strategic Plan. This body of work shows UNDP's continued commitment to a human rights-based approach, to fighting all forms of inequalities and to a universalist approach supported by temporary targeting of groups left behind.

Formative evaluation of the integration by UNDP of the principles of leaving no one behind

Signature solutions covered:

poverty and inequality, governance, resilience, environment, energy, gender equality

Reflections papers

UNDP support to gender equality as an SDG accelerator

UNDP support to empowering marginalized groups

Civil society engagement in leave no one behind programming

The formative evaluation assessed UNDP strategies and performance in integrating the principles of leaving no one behind and reaching the furthest behind first into its programmes and operations. It analysed programme performance and institutional effectiveness at the global, regional and country levels, covering the period from 2018 to mid-2022. The evaluation was the first comprehensive attempt to gather and assess evidence on how UNDP had applied an equality, equity and non-discrimination focus across its work. The evaluation found several points of success, especially in long-standing areas of UNDP engagement, and important contributions to conceptual clarity on leaving no one behind. While UNDP meets key pre-conditions for the comprehensive integration of leaving no one behind, however, its focus on non-discrimination and reaching the furthest behind first remains limited to date (Table 1).

TABLE 1: Recommendations on integrating the principle of leaving no one behind

1	**Broaden the UNDP approach to leaving no one behind.** UNDP should systematically adopt an 'equality+' promise, including a stronger commitment to non-discrimination initiatives, and strengthen the architecture of its signature solution 1 to lead programmatic integration of leaving no one behind and reaching the furthest behind first.
2	**Turn commitment to reach the furthest behind first into action.** UNDP should devise a clear implementation glide path operationalizing its commitment to supporting those furthest behind first.
3	**Implement programming that responds to the need for leaving no one behind and reaching the furthest behind first.** UNDP should curate and disseminate development solutions for the integration of both concepts for country-level staff and for different development settings through a resourced learning hub.
4	**Engage non-governmental actors as partners.** UNDP should strengthen its engagement with civil society organizations and private sector partners and build their capacity to advance the agenda for leaving no one behind. This should go beyond project-based, contractual and funding relationships and move towards a partnership model, which is particularly important to reaching the furthest behind.

TABLE 1: Recommendations on integrating the principle of leaving no one behind

5   **Deliberately fund programmatic integration of leaving no one behind.** When allocating regular resources and negotiating cost-sharing, UNDP should strategically consider reaching the furthest behind principles and country scores on the corresponding corporate marker. Resource mobilization strategies should specifically clarify the UNDP value proposition for reaching the furthest behind first and the cost of inaction.

6   **Update metrics and learning for leaving no one behind and reaching the furthest behind first.** UNDP should invest in more holistic corporate-level metrics and learning for leaving no one behind and reaching the furthest behind first that highlight the perspectives of those furthest behind, demonstrate a systems-thinking approach and strategically consider intersectionality.

The Reflections paper on the role that civil society organizations (CSOs) play in ensuring that no one is left behind examined their functions beyond service provision. For example, it noted the importance of CSOs in facilitating access to local development planning, attracting government interest in previously invisible issues and identifying those at risk of being left behind by offering people-centred data. The paper also pointed out the crucial role of CSOs in demanding the fulfilment of the rights of left behind groups. This role is often constrained but can be meaningfully enhanced by international partners' support.

Evaluation of UNDP support to social protection

Signature solutions covered:	Reflections papers
poverty and inequality as well as governance, resilience, gender equality	UNDP support to social protection
	UNDP support to the health sector
	UNDP support to e-governance

The evaluation of UNDP support to social protection assessed the extent to which the current UNDP social protection offer and its ongoing interventions remain relevant to global efforts to meet SDG target 1.3 (on implementing nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieving substantial coverage of the poor and the vulnerable) and to build forward better. The evaluation sought to provide actionable recommendations for eventual adjustments to UNDP strategies and positioning. It concluded that UNDP's comparative advantages in social protection assistance are rooted in its multisectoral approach, which goes beyond the specific technical capabilities of the specialized agencies. UNDP's offer provides a more comprehensive human development vision, anchored in its support to employment and livelihoods promotion, crisis response, governance and resilience—areas critical for furthering social protection. This global vision has not been fully translated into concrete social protection solutions at the country level, however (Table 2).

TABLE 2: Recommendations on UNDP support to social protection

1	UNDP should leverage its comparative advantage to identify its niche in supporting social protection. UNDP should prioritize support to social protection systems, while making greater efforts to explore the convergence between social protection and programmes in other areas such as governance, inclusive growth, economic empowerment, health, resilience and environment.
2	UNDP should detail its programmatic approach for social protection and provide practical guidance for strategic positioning in different country contexts. UNDP country offices should select and focus on a limited number of high-payoff solutions from the range of areas covered in the social protection offer, based on careful analysis of the specific context. UNDP should strengthen its social protection support to low-income and least developed countries.
3	UNDP should strive to strengthen the nexus of social protection schemes with a green, just transition. In this regard, it should strengthen its support to active labour market programmes, going beyond its supply-side skills development projects, and making them relevant to current technological and environmental trends.
4	UNDP should strengthen the linkage between humanitarian assistance and national social protection systems at the country level, and better link short-term and long-term approaches in the context of an adaptive and shock-responsive social protection approach.
5	UNDP's support to national identification systems highlights that the use of technology has the potential to streamline social safety net assistance at the country level. Building on its ongoing work, UNDP should strengthen further its support to digitalization for social protection while striving to bridge the digital divide.
6	Partnerships should be explored to allow a more holistic and integrated approach in supporting national social protection systems. UNDP should enable private sector engagement in the delivery of social protection services and in approaches for social protection financing.
7	UNDP should strengthen its contribution to gender-responsive social protection, particularly through its support to social care and informal sector workers.

The Reflections paper on UNDP support to e-governance that informed part of this evaluation considered improvements that technology brings to government services coverage and accountability along with the risks of exacerbating inequalities and leaving vulnerable communities further behind. It analysed the evidence on e-governance solutions enhancing the efficiency of public service delivery during the COVID-19 pandemic, experiences with one-stop-shops combining digital technology with a human/physical interface, and various digital tools facilitating citizen participation in decision-making. It highlighted the need for accessible and inclusive access to e-services and noted some prerequisites for the successful technological transformation of public administrations, notably updated regulations and changes in work culture.

Evaluation of UNDP support to access to justice

Signature solutions covered:

governance as well as resilience, environment, gender equality

Reflections papers

UNDP governance support to countries in crisis

UNDP support to empowering marginalized groups

UNDP support to environmental justice (forthcoming)

UNDP support to justice systems is integral to the organization's promotion of democratic governance for poverty eradication and sustainable human development. The evaluation analysed how UNDP has contributed to fostering fairness and equity by working on both the supply and demand for justice services, including gender and environmental justice. It assessed UNDP support at the corporate and programmatic level, partnerships to promote more integrated change, as well as use of digital modalities to extend access to justice, particularly after the COVID-19 pandemic began. The evaluation concluded that UNDP is widely recognized as a key provider of international development assistance in the justice sector, particularly in fragile and post-conflict countries. Its support has strengthened national institutions while empowering vulnerable communities in seeking justice through knowledge and free legal advice. The overall effectiveness of UNDP's contribution to access to justice in terms of fair and quality resolutions of disputes is unclear, however, in the absence of strong M&E systems. While UNDP has enhanced the capacity of people to seek remedies and promoted institutional efficiency, the ability of individuals to obtain justice often remains uncertain, given the complexity of many national contexts (Table 3).

TABLE 3: Recommendations on UNDP support to access to justice

1	UNDP should enhance its investment and strengthen its value proposition in the area of access to justice at the country level, based on comprehensive analyses of both institutional and people's justice needs. UNDP should partner more closely with other actors to strengthen political engagement for equal access to justice for all at the highest levels, including in the area of transitional justice.
2	UNDP programmes should make the pivot to people-centred justice, particularly with reference to institutional development. Beyond continued support to the institutionalization of legal aid, UNDP should enhance its programmatic focus on fairness, quality and oversight of justice processes, and the core of access to justice: people's ability to resolve and prevent justice problems.
3	UNDP should enhance the breadth and depth of its work with a wider range of actors, including alternative dispute resolution mechanisms where non-State judiciable mechanisms provide a trusted response to people's issues.
4	UNDP should promote more integration and synergies between its justice programming and other areas of work, including its support to security and peacebuilding, public service delivery, social protection and livelihoods, health, as well as environment and climate change. In all areas of UNDP work, programme design can be improved and access to justice can be increased by including effective recourse options for people affected. UNDP should also increase its support to the legal protection of individuals without identity documents, tenure certificates or job security.

TABLE 3: Recommendations on UNDP support to access to justice

5	UNDP should invest in more and better people-centred justice data, and significantly strengthen the monitoring and evaluation of its justice programmes to understand the extent to which current models of support work for enhanced access to justice for those who find it hardest to access justice, and better adapt courses of action.
6	UNDP should provide more differentiated access to justice support for individuals and groups most at risk of being left behind, addressing the root causes of exclusion and the reasons behind the persistently high rates of attrition recorded in the pursuit of justice.
7	UNDP should deepen its support to e-justice to enhance the efficiency and quality of justice processes, while paying due attention to risks related to widening existing digital gaps and data protection.

The Reflections paper on ensuring access to environmental justice brought lessons learned from UNDP's support in establishing legal and policy frameworks to fulfil environmental rights, strengthening institutions related to justice and human rights, and increasing access to justice in environmental matters. Apart from the need for legal protection, the paper highlighted the importance of law enforcement, preventive mechanisms and approaches such as compensation and public incentives. It also emphasized exploring the implications of imbalanced power relations and the various, often conflicting interests of diverse actors in environmental justice.

In 2023, the IEO will prepare three corporate thematic evaluations to present to the UNDP Executive Board in 2024, one at the first regular session and two at the annual session, plus the *2023 Annual Report on Evaluation*. In addition to the evaluations of UNDP support to the digitalization of public services and UNDP support to ecosystem management and biodiversity conservation (already included in the multi-year workplan 2022–2025), the IEO will conduct an evaluation of UNDP engagement with the private sector for structural transformation and sustainable livelihoods.

Further, an independent and external review of the UNDP evaluation function foreseen by the 2019 UNDP Evaluation Policy[8] will be commissioned in 2024, in accordance with the multi-year programme of work approved by the Executive Board in 2022.[9]

2.2 INDEPENDENT COUNTRY PROGRAMME EVALUATIONS

In 2022, the IEO conducted 13 ICPEs as planned, covering three regions and $1.47 billion of the UNDP programme budget.[10] The office completed four evaluations that started late in 2021; findings are in the following sections. The majority of evaluations (11) covered African countries (Figure 2).

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8   See: DP/2019/29, para. 60.

9   See: DP/2022/6, para. 13.

10 Calculated based on available data for 2018 to 2022.

FIGURE 2: 2022 independent country programme evaluations

ARAB STATES:
Programme of Assistance to the Palestinian People

LATIN AMERICA AND THE CARIBBEAN:
The Plurinational State of Bolivia

AFRICA:
Benin, Burundi, Cabo Verde, Equatorial Guinea, Guinea, Lesotho, Malawi, Namibia, Senegal, Sierra Leone, Togo

ASIA AND THE PACIFIC:
Bhutan, Cambodia, Fiji, Kiribati, Marshall Islands, Micronesia, Nauru, Palau, Papua New Guinea, Philippines, Solomon Islands, Tonga, Tuvalu, Vanuatu

● ICPE 2022
● ICPE 2021 finalized in 2022

This map does not reflect a position by UNDP or the IEO on the legal status of any country or territory or the delimitation of any frontiers.

ICPEs completed in 2022 identified the following trends by UNDP signature solution.[11]

Poverty and inequality

All UNDP policy offers under this signature solution (i.e., social protection, financing, informality and the future of work, and poverty and inequality metrics) were represented in country programmes evaluated in 2022 and assessed through the ICPEs. The extent to which UNDP contributed to inclusive, job-rich, green recovery and development pathways continues to vary greatly by country, with two noteworthy trends: First, UNDP work on data and analytics is moving away from the previous focus on less well-off urban neighbourhoods or rural areas with higher probabilities of being below the poverty line, and towards considering overlapping vulnerabilities, the relative gaps between various socioeconomic groups and intrahousehold differences (gender, age, ability, etc.). There was an overt or implicit focus on integrating leaving no one behind in country activities, with seven evaluations explicitly referring to leaving no one behind in their findings. The main gap in this area so far has been limited use in country office planning of new disaggregated data that are responsive to leaving no one behind.

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11 Signature solution 1: poverty and inequality; signature solution 2: governance; signature solution 3: resilience; signature solution 4: environment; signature solution 5: energy; signature solution 6: gender equality. The UNDP signature solutions are not seen as sectoral or thematic. Rather, they are meant to be integrated, multidisciplinary approaches. They have been chosen as an organizing principle for this section to facilitate lesson learning.

Second, demonstrating clear impact-level results from UNDP's work for the most marginalized populations remains difficult. Numerous past evaluations have documented the organization's struggles to reduce poverty and inequality significantly and sustainably. Fighting poverty and inequality is at the core of UNDP's mandate and visible in all country programmes assessed. Yet work on it remains fragmented. Many small-scale projects exist and achieve results, most notably by fostering entrepreneurship and the economic empowerment of women and youth; strengthening public health, nutrition and HIV programming; supporting public infrastructure initiatives; and engaging in agricultural and green growth programmes. The 'inequality shift' promoted from headquarters, with increased attention paid to the informal economy, social protection programming, etc., is not yet visible in most ICPEs reviewed with the exception of Cabo Verde and Cambodia. The thematic evaluation of UNDP support to social protection, presented to the Executive Board at its annual session in 2023, noted that UNDP has set forth a comprehensive human development vision for its social protection programming. Current programming, however, was found to be overly fragmented with too many small-scale interventions that were disproportionately carried out in middle-income countries.

Governance

The 2022 ICPEs show that UNDP's work on governance, justice, the rule of law and human rights is highly appreciated by national stakeholders (Bhutan and Sierra Leone) and seen as relevant and timely (Pacific). The 2023 thematic evaluation of UNDP support to access to justice highlighted UNDP's value addition specifically in fragile and post-conflict countries. External factors sometimes negatively affect this work, however, such as political crises (Bolivia and Guinea) and the magnitude of the challenges at hand (Sierra Leone and Togo). Some activities reached marginalized populations and women with good results (Equatorial Guinea and Sierra Leone). Group-by-group approaches prevail with targeted populations determined by national priorities or donor interest, rather than based on evidence produced by UNDP and its partners, e.g., youth (Cabo Verde and Philippines), women (Cabo Verde, Pacific, Philippines and Togo) and indigenous communities (Bolivia and Philippines). There is limited attention to intersectionality within and across these populations.

Programme effectiveness was often challenged by political crises and the magnitude of the tasks at hand. Short project cycles, restricted coverage and limited partnerships hindered the sustainability of results and national ownership. Resource mobilization challenges, especially after the outbreak of war in Ukraine, aggravated these issues.

Resilience

UNDP made significant contributions to peace, conflict prevention and social cohesion in some country programmes assessed in 2022 (especially Benin, Malawi and Philippines). Interventions were deemed appropriate and aligned with country priorities, humanitarian standards and international good practice in some countries (Guinea and Togo); others lacked coherent planning and management (Senegal and Sierra Leone). In some settings, the COVID-19 pandemic delayed programme implementation and constrained progress (Guinea). In others, it was an opportunity to strengthen the UNDP strategic position (Philippines). Several positive findings emerged related to UNDP's ability to rapidly and effectively reprioritize programming in response to the global pandemic. Key factors hindering or enabling success were inter-agency partnerships (Namibia and the Programme of Assistance to the Palestinian People), the availability of funding (Senegal), a mix of programming tools and approaches (Pacific) and integration into the rest of the country programme (Sierra Leone).

Environment

UNDP remained relevant in the areas of climate change, environmental protection and disaster risk management by implementing programmes in diverse settings. These contributed to building the knowledge and skills of different stakeholder groups and increasing their engagement and contributions to national policies and processes such as nationally determined contributions and national adaptation plans. Assessments of UNDP's work on nature-based solutions for development demonstrate that engaging a plurality of stakeholders was key for sustainability, including through advancing government capacities to adopt new regulatory practices and incentivizing the private sector to maintain longer-term commitments. The 2022 ICPEs revealed a country-level focus on adaptation to climate change; support for environmental policy and regulation; resource, land and water management; and capacity-building (at various levels), with most initiatives implementing Global Environment Facility (GEF), Green Climate Fund and Adaptation Fund projects. UNDP also successfully engaged in cross-sectoral work in some settings, such as the integration of livelihoods and poverty eradication into environment portfolios (Bhutan and Senegal). Programme coherence, both internally and with outcome-level targets, has been a challenge (Cabo Verde, Malawi and Namibia). Limited leadership, staff turnover, inconsistent communication and a lack of political will slowed achievement of results in some settings (Cabo Verde and Cambodia).

Energy

UNDP is delivering relevant energy initiatives aligned with national energy priorities. Its neutrality and impartiality are of particular value because of the national importance of energy security and the geopolitical dimensions surrounding energy supplies. The UNDP energy moonshot and contributions to enhanced energy access for rural populations, women, the elderly and the poorest of the poor are becoming increasingly visible in ICPEs. UNDP's support for the development of renewable energy solutions varied in scope, scale and effectiveness, however. Results have yet to become more evident and prove their sustainability although many ongoing initiatives are well positioned to benefit left-behind populations. ICPEs reporting on energy programming note some birthing pains in this growing area of UNDP's work. For instance, UNDP's ability to leverage donor funds and stimulate private sector investments has been mixed (successful in Cambodia, less so in Equatorial Guinea). Some programmes reportedly missed opportunities in terms of programme design (Guinea and Malawi). UNDP energy programming successfully reached some of the most left-behind populations, such as people living in rural areas (Benin, Malawi and Togo) and women (Senegal).

Gender equality

Many gender equality findings reported in the 2022 ICPEs are varied, showing that more work is needed to fully institutionalize gender mainstreaming in UNDP and achieve gender equality and the empowerment of girls and women in programme contexts. A repeated issue is the lack of focus on addressing the root causes of gender inequality and discrimination (Benin, Cabo Verde, Senegal and Togo). Weak application of gender concepts (Malawi), a lack of internal coherence and the siloed work of gender specialists within projects (Pacific countries) were cited as shortcomings. That said, some interventions oriented at women's political and economic empowerment and gender equality have yielded successes (Cabo Verde) and at least moderate results (Bolivia and Togo). Despite shrinking civil space in some countries (Cambodia), overall low electoral turnouts (Cabo Verde) and programme fragmentation (Pacific), achievements included strengthened coordination among UN entities to address gender-based violence (Bhutan), greater policy space and the convening of stakeholders (Bhutan), and strong staff awareness and capacities in gender-responsive programming (Namibia).

CHAPTER 3.
SYNTHESES AND LESSONS

In light of IEO's increasing part in supporting organizational learning, in addition to its traditional accountability role, it established a dedicated organizational section on evaluation syntheses and lessons in mid-2022. This new workstream responds to growing demand from the UNDP Executive Board and management for concise and aggregated evaluative evidence,[12] rising stakeholder expectations around programmatic and operational lessons learned, and opportunities afforded by improved data analysis, including through artificial intelligence. The new workstream includes three product lines, namely, SDG joint evaluation syntheses with other agencies and partners, the Reflections series with lessons from rapid syntheses of past evaluations, and regional and subregional evaluation syntheses. It explores new ways of disseminating evaluation lessons, such as through SparkBlue discussions and podcasts.

3.1 SDG SYNTHESIS COALITION AND JOINT SYNTHESIS WORK

In response to Executive Board requests for more joint work, the IEO launched the SDG Synthesis Coalition with the support of 37 United Nations entities and a growing number of bilateral and multilateral organizations, as well as global evaluation bodies and networks. The coalition has begun to synthesize rich evidence on SDG achievements and lessons from across the world, organized around the five SDG

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12 In DP/2020/15, the Executive Board encouraged the IEO to integrate more analysis of successes and challenges in its work, including syntheses of results of evaluations.

pillars of people, planet, prosperity, peace and partnership. The results will provide lessons and recommendations about what is working and where improvements can be made, towards helping countries accelerate progress towards the Goals.

The partnership pillar was selected for the first of the five syntheses as partnerships are a goal in themselves in SDG 17, which focuses on sustainable finance, trade, technology, capacity-building and systemic issues, and an enabler for achieving the other 16 SDGs. The American Institute for Research has led preparation of the synthesis, with preliminary results expected to be showcased during the 2023 High-level Political Forum in June and final results at the SDG Summit in September. The four other synthesis studies will follow by 2024, in time to inform the accelerated activities of the last five years of the 2030 Agenda and the post-SDG goal-setting process.

The SDG Synthesis Coalition builds on an expanding array of joint efforts among United Nations entities. In 2022, the IEO participated in a joint exercise with the evaluation offices of UN Women (coordinator), UNFPA and the United Nations Children's Fund to synthesize evaluation evidence on SDG 5 (gender equality).

3.2 REFLECTIONS SERIES: LESSONS FROM EVALUATIONS
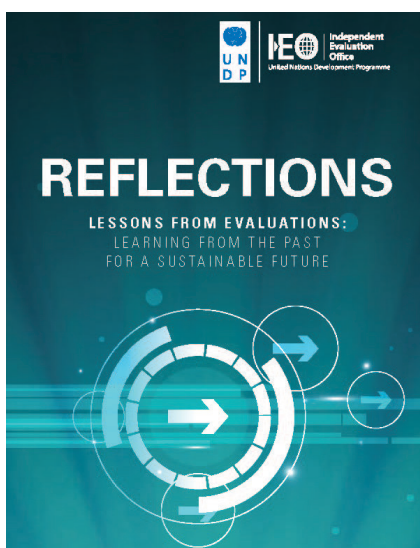
The Reflections series continues to offer concise, rapid assessments of evaluative information on specific development topics. Launched in the early days of the COVID-19 pandemic to identify lessons from previous crises that could help decision-makers move forward, it has since evolved into a regular and highly valued tool for UNDP management and staff. Reflections papers provide insights on what works and what does not, and in what contexts, as an aide to achieving better results. In 2022, a second volume of the Reflections book series was completed, titled *Reflections: Lessons from Evaluations: Learning from the Past for a Sustainable Future*. The book brings together four papers newly published in 2022, on e-governance, boosting women's political participation, engaging CSOs and supporting environmental justice, with papers issued in 2021. The book highlights several key takeaways.

Data-driven programme design is key to success. UNDP programmes that progress better draw on incremental learning over time, integrating new forms of knowledge and leveraging existing expertise.

A thorough understanding of the thematic and country context through various analytical exercises, needs assessments and evaluations is essential to successful programming. The development of detailed socioeconomic impact assessments proved critical for UNDP to respond to and recover from the COVID-19 pandemic. Sustainable programmes have built on analytical insights into the political dynamics of aid and carried out initial analyses of potential hurdles in implementation. They have looked for risk mitigation strategies and taken advantage of existing knowledge, often drawing on local expertise and skills.

Successful UNDP interventions at the community level hinge on careful attention to immediate needs, a localized presence and customized communication.

Local and community-level interventions have been most effective when they have addressed both long-term community priorities and immediate needs. For example, biodiversity conservation projects have achieved the most when they also improved food security. Successful local initiatives have also fostered community participation in project design, implementation and monitoring, often through the involvement of community-based organizations. Reflecting the local context has been key in communication, including through customizing the format and language and using media sources most widely consumed in communities.

UNDP helps to accelerate results and achieves more sustainable outcomes for women and populations at risk of being left behind when it scrutinizes intersecting vulnerabilities and the cultural and social aspects of marginalization.

UNDP's programmes have used a range of methods to identify those left behind but when identification was done on an ad hoc basis or according to donor preference, it missed some at-risk populations. Addressing intersecting disadvantages through programming has generally remained challenging, as has responding to entrenched social norms and power structures that deny marginalized individuals or groups the agency to make certain decisions and thus benefit fully from the interventions. Evidence shows that altering these structural issues requires specific considerations in the design and implementation phase, long-term substantive support and consideration for context-specific opportunities for structural transformation.

Integrated approaches have led to stronger and more durable results but convincing partners to move away from a sectoral focus remains challenging.

Many successful UNDP programmes have achieved results through simultaneously working at the policy level and with people on the ground. The adoption of new legislation or policies can accelerate results for populations receiving simultaneous direct support and amplify progress in related areas of work. UNDP has been more successful in achieving integrated results when it has partnered with multiple government ministries or included municipal authorities, and, in certain contexts, civil society actors.

Sustainable development financing is best achieved through the diversification of funding channels, including private sector engagement.

By leveraging multi-donor funding, UNDP has fostered the diversification of funding streams, which has helped to strengthen national capacities to access multiple development finance sources and to mobilize other investments. Funds diversification has included leveraging private sector funds, for example, in the areas of renewable energy and livelihoods, including through the option of adding fees, tariffs or non-financial contributions, provided services remained broadly accessible.

In addition to the Reflections book, the IEO published four stand-alone papers discussed in a series of webinars. These generated continuous interest among UNDP country offices as an opportunity to learn and share experiences. Many country offices also engaged in SparkBlue discussions, exchanging ideas on lessons learned after the webinars.

3.3 REGIONAL AND SUBREGIONAL EVALUATION SYNTHESES

SYNTHESIS OF UNDP EVALUATIONS IN THE SAHEL 2014-2021
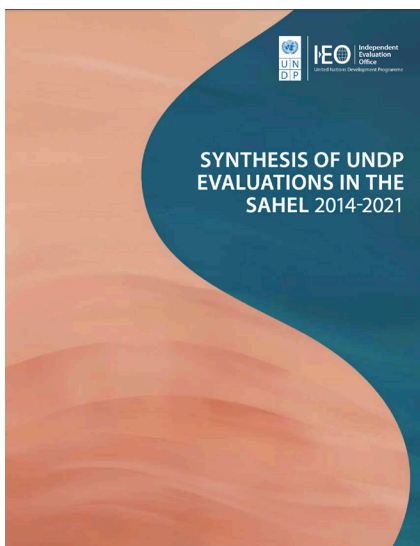
Regional and subregional syntheses aim at increasing the utility and applicability of evaluation findings while developing new insights through the identification of patterns. The IEO moved away from the evaluation of regional programming when UNDP restructured its regional presence into regional service centres under the previous strategic plan. The IEO now bridges this gap with regional and subregional evaluation syntheses. In 2021, the IEO completed its initial proof-of-concept exercise focused on the Regional Bureau for Europe and the CIS cluster. It considered evaluative information from 13 recent country programme evaluations. In 2022, the IEO completed a synthesis study of UNDP work in the Sahel. It launched a synthesis study on support to Caribbean countries that will be concluded in 2023 together with a synthesis study of work on the nature promise in Asia and the Pacific.

Synthesis of UNDP Evaluations in the Sahel 2014–2021

A study on the Sahel reflected on more than 180 project and country programme evaluations conducted and commissioned by UNDP in the 10 countries covered by the United Nations Integrated Strategy for the Sahel: Burkina Faso, Cameroon, Chad, the Gambia, Guinea, Mali, Mauritania, Niger, Nigeria and Senegal. The report identified several programme- and policy-related lessons to inform a new UNDP regional strategy, the UNDP Sahel Offer—A Regeneration. The lessons, among others, covered integrated programming, stakeholder engagement in the design and implementation of downstream interventions and the scale-up of interventions. Issues identified for further consideration highlighted strategic areas in the Sahel, such as governance, stabilization, peacebuilding and climate change adaptation. UNDP has a key role and comparative advantage in supporting short- and long-term capacity-building, and access to sustainable livelihood solutions, finance and energy, within the framework of cross-border programming.

CHAPTER 4.
DECENTRALIZED EVALUATIONS

4.1 PROGRESS ON IMPLEMENTING THE DECENTRALIZED EVALUATION ROAD MAP

To enhance the performance of UNDP decentralized evaluations, senior leadership and commitment are fundamental, in addition to regular monitoring and oversight by the M&E focal points in each regional bureau. On request from senior management, UNDP's five regional bureaux, the Bureau for Policy and Programme Support and the Crisis Bureau developed a strategy for strengthening decentralized evaluation in late 2021. The aim was to improve the quality, reliability and independence of decentralized evaluations.

UNDP's commitment to strengthening its decentralized evaluation function is reflected in "A Road Map for Strengthening Decentralized Evaluations in UNDP", presented at the request of the Executive Board to its 2022 annual session.[13] The road map reinforces the work of UNDP and the IEO in strengthening the decentralized function around two pillars and 18 interventions. Table 4 highlights IEO support to decentralized evaluations and the road map.

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13   An information note is available at https://www.undp.org/executive-board/documents-for-sessions/adv2022-annual.

TABLE 4: Progress in 2022 on implementing the decentralized evaluation road map

	Area of work	Progress in 2022
PILLAR 1: Implementation, independence and quality	Evaluation training	• 4 'ask us anything' sessions, 190 UNDP staff • 5 regional bureau training sessions, 220 UNDP staff • 14 UNDP staff supported with International Program for Development Evaluation Training (IPDET) • 57 UNDP staff joined the National Evaluation Capacities Conference and workshops • 206 UNDP staff completed certified and introductory training
	Quarterly quality assessment process	• Implemented quarterly • 307 evaluations quality assessed
	Evaluator and commissioner dispute resolution process	Included in the new Evaluator Induction Package
	IEO regional focal points	Continued support for CPD development and the Programme Appraisal Committee process
	Implementation of key programme/project evaluations	Analysis undertaken
PILLAR 2: Accountability and use	Decentralized evaluation performance ratings	Draft guidelines produced
	Enhancement of the ERC	Launched in January 2023
	Evaluation awards	Six winners recognized in April 2022

4.2 IEO SUPPORT TO DECENTRALIZED EVALUATIONS

The IEO continued to support stronger decentralized evaluations through its Capacity Development Section and 10 regional focal points, who maintained a close and continued dialogue with the regional bureaux and country offices. As part of this greater strategic engagement, the regional focal points participated in 10 Programme Appraisal Committee meetings in 2022, reviewing the inclusion of past ICPE recommendations in new CPDs and the quality of accompanying evaluation plans. The focal points also provided technical support to decentralized country programme evaluations in the Islamic Republic of Iran, Kyrgyzstan and Papua New Guinea.

In partnership with regional bureaux, the IEO trained more than 190 staff and M&E focal points in country offices in the Arab States, Asia and the Pacific, and Latin America and the Caribbean. It offered 14 scholarships for UNDP M&E officers to virtually attend the 2022 IPDET. Attendees shared their learning with the wider

network of UNDP focal points through regular 'ask us anything' sessions. Two hundred and six UNDP staff completed the organizational course on evaluation in 2022, bringing the total number of certified staff to 1,107. In addition, 57 UNDP staff joined government and CSO partners at the 2022 National Evaluation Capacities Conference and participated in its rich offering of workshops and conference sessions.

All bureaux reported on their performance quarterly in 2022 through the Organizational Performance Group review process. In 2022, UNDP assessed evaluation-related standards in the quality assurance checklist for new CPD formulation and started updating the Programme and Project Management and Programme and Operations Policies and Procedures guidance documents in line with UNDP evaluation guidelines. Through the Programme Appraisal Committee reviews, as part of the quality assurance process for CPDs, UNDP reviewed the quality, robustness and coverage of 37 new evaluation plans.

To track evaluation performance in real time, UNDP has institutionalized regular reviews and follow-up with the bureaux based on data analytics generated once a quarter using the Evaluation Scorecard and ERC data. In 2022, the Organizational Performance Group met three times to review UNDP performance on decentralized evaluations and to urge bureaux to take proactive measures to improve quality and timeliness.

In response to the Executive Board's request to continue improving the quality and credibility of UNDP's decentralized evaluations at the country level and to enable greater independent oversight of this work,[14] the IEO has started planning to expand its presence at the regional level, following a hiatus due to the COVID-19 pandemic. The expansion will be operationalized in 2023.

Gender-responsive evaluations

The IEO fully incorporates the evaluation performance indicator of the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) in its quality assessment system. An analysis of all 202 UNDP evaluations quality checked by the 2022 cut-off date found a mean performance indicator score of 10.11, signalling that UNDP exceeded UN-SWAP requirements for a third consecutive year.[15] The analysis showed considerable improvement in including gender in both IEO and decentralized evaluations.

4.3 IMPLEMENTATION OF DECENTRALIZED EVALUATIONS

UNDP planned to conduct 545 decentralized evaluations in 2022.[16] Of these, it completed 73 percent (396),[17] up from 63 percent previously. In particular, the Regional Bureau for the Arab States has seen a considerable improvement, reaching a 98 percent completion rate. Completion rates by the Regional Bureau for Africa and the Regional Bureau for Latin America and the Caribbean, while increasing, remain below 70 percent (Figure 3).

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14 See: DP/2019/19.

15 Three points were awarded to the IEO for the formative evaluation of UNDP's integration of the principles of leaving no one behind, which assessed corporate performance on gender mainstreaming.

16 Based on ERC data downloaded on 1 March 2022.

17 Based on ERC data downloaded on 1 February 2023.

FIGURE 3: 2022 UNDP evaluations by region

|	Africa	Asia and the Pacific	Latin America and the Caribbean	Europe and the CIS	Arab States	Global
● Planned	159	109	105	94	61	17
● Completed	103	80	89	71	60	13
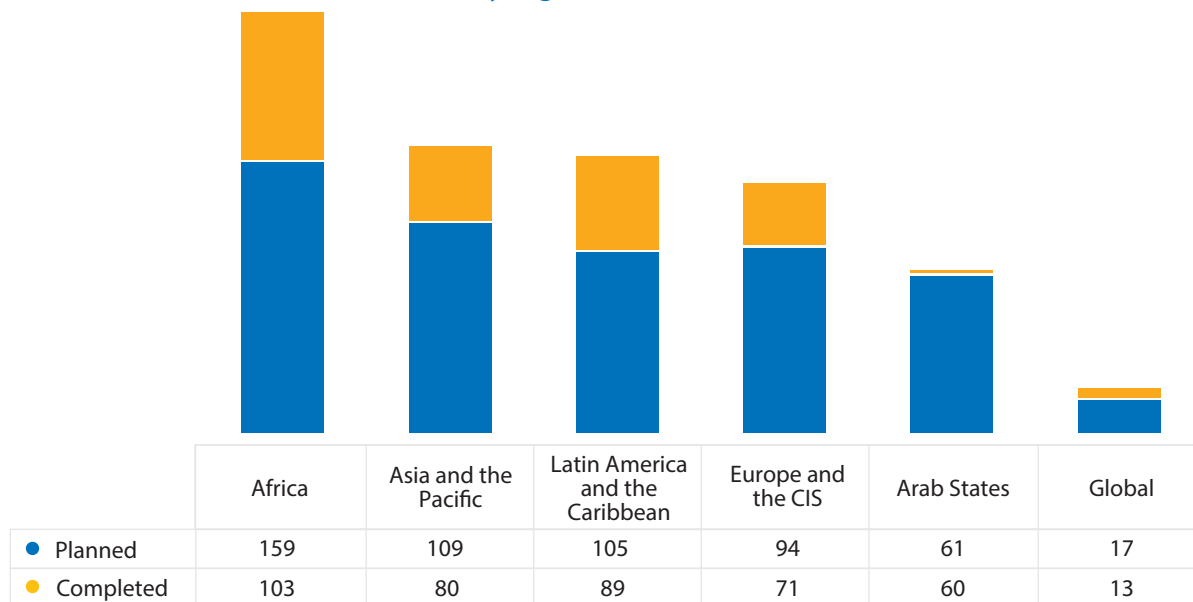
Source: IEO analysis of ERC data.

The increase in evaluation completion numbers has accompanied an increase in the number of strategic evaluations (outcome, thematic, portfolio, United Nations Sustainable Development Cooperation Framework [UNSDCF]/United Nations Development Assistance Framework [UNDAF] and country programme), which accounted for 13 percent of completed evaluations. Project evaluations still represented the majority (87 percent) of decentralized evaluations, with a third assessing projects funded by the GEF. This concentration on projects has significantly reduced opportunities for accountability and learning around more strategic results (Figure 4).

FIGURE 4: 2022 UNDP evaluations by type

UNDP project evaluations, 219

UNDP GEF evaluations, 126

UNDAF & country programme, 28

Outcome, thematic & others, 23
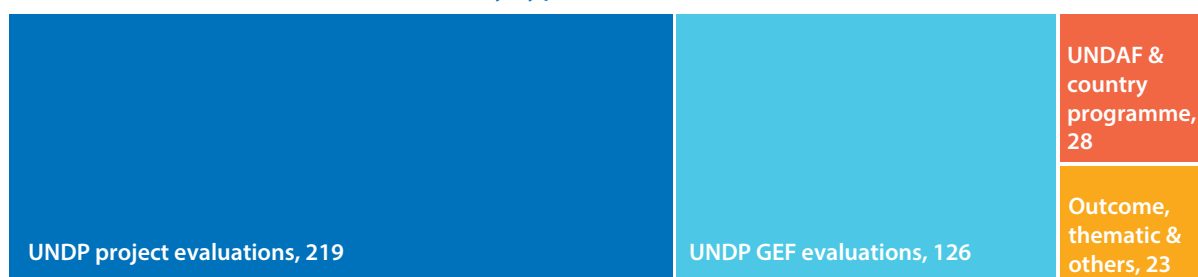
Source: IEO analysis of ERC data.

Budget

UNDP reported the following evaluation expenditures for 2022. Country offices spent $23.2 million on evaluation. This included evaluation implementation costs ($10.8 million),[18] staff costs ($8.8 million) and additional evaluation-related costs ($3.6 million).[19] Expenditure at headquarters and by regional bureaux in implementing, supporting and overseeing evaluation amounted to $1.9 million, including evaluation costs ($700,000), staff costs ($1.17 million) and additional evaluation expenditures ($20,000). These figures are based on self-reporting and should be treated as estimates. Going forward, greater efforts should be made to independently verify the reliability of reported expenditure figures.

While funding for the IEO has shown increased alignment with Evaluation Policy objectives (Table 6),[20] funding for decentralized evaluations continues to fall short. IEO analyses show that funding per report often stays below the threshold required for commissioning credible and usable evaluations, while staff time allocation and associated costs are increasing.

4.4 QUALITY ASSESSMENT OF DECENTRALIZED EVALUATIONS

Quality assessment scores show marginal improvement over the years, but the overall picture remains mixed. In 2022, of 307 evaluations quality assessed by the IEO,[21] 41 percent were satisfactory, 48 percent were moderately satisfactory and 11 percent were moderately unsatisfactory or unsatisfactory. Regionally, evaluations from UNDP country offices in the Arab States continued to show a high level of quality and further improved compared to 2021, with 60 percent considered satisfactory. Asia and the Pacific followed with 47 percent of evaluations being satisfactory. Evaluation quality remains a challenge in other regions, with Latin America and the Caribbean seeing a decline; only 23 percent of evaluations were satisfactory. This suggests the need for a more radical approach to achieve a step change towards high-quality decentralized evaluations.

As part of rolling out the road map for strengthening decentralized evaluations, the IEO in 2022 produced draft guidelines for project performance ratings applied to the decentralized evaluation process. These will be tested and finalized in 2023.

The Evaluation Excellence Awards

The IEO granted the second round of Evaluation Excellence Awards in 2022, recognizing high-quality evaluations by UNDP and the United Nations Capital Development Fund (UNCDF), with specific recognition for gender-responsive and innovative evaluations. The winning evaluations were identified through a highly competitive review of over 260 decentralized evaluations. These were shortlisted across

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18 Based on ERC data downloaded on 1 February 2023.

19 Staff time allocations for evaluation and additional evaluation costs are self-reported through the results-oriented annual report. Staff costs for evaluation are calculated by UNDP based on those self-reported figures. Evaluation implementation costs are reported per ERC data downloaded on 1 February 2023.

20 See: DP/2019/29.

21 UNDAF/UNSDCF evaluations and GEF midterm reviews are not quality assessed.

three categories, and the winners chosen by members of the Evaluation Advisory Panel. The IEO gave awards to six evaluations based on the quality of evidence-based analysis and utility for management decision-making (Table 5).

TABLE 5: Evaluation Excellence Awards winners in 2022

| Category	Evaluation	Good evaluation practices
Outstanding	**UNCDF:** Final evaluation of the Shaping Inclusive Finance Transformations (SHIFT) SAARC Programme (Bangladesh)	• **Inclusive:** Embraces gender equality, inclusion and sustainability as a core conceptual, methodological and operative imperative for evaluation, which enables accelerated learning. Includes minority and marginalized groups in the evaluative process to ensure their views are recognized.
	Bureau for Policy and Programme Support: Midterm evaluation of the joint UNDP-UNEP project Poverty Environment Action for SDGs	
Innovative	**Fiji:** Interim evaluation of the Tuvalu Coastal Adaptation Project	• **Constructive:** Is timely and constructive in successfully identifying recommendations for corrective decisions to streamline projects. Balances accountability considerations and a commitment to identifying paths for action and improvement.
	Benin: Mid-term CPD evaluation	
Gender-responsive	**Sri Lanka:** Final evaluation of Hidden Challenges: Addressing Sexual Bribery Experienced by Military Widows and War Widows in Sri Lanka to Enable Resilience and Sustained Peace project	• **Specific and targeted:** Presents lessons learned in an innovative way. Treats evaluation as a tool and offers recommendations with utility in mind, linking them to specific categories to facilitate practical application.
	UNCDF: Midterm evaluation of the Expanding Financial Access Programme (Myanmar)	• **Interlinked:** Explicitly connects conclusions and recommendations, highlights their expected impacts and urgency, and presents practical considerations on implementation.

CHAPTER 5.
USE OF EVALUATIONS

The IEO periodically canvasses a wide range of stakeholders on their views of the office and the quality of evaluation reports and publications. Respondents to the IEO stakeholders survey 2022 indicated they read or consulted all types of IEO evaluative products, most often the *2021 Annual Report on Evaluation* and the ICPEs. A significant share also used various capacity development products that they assessed as useful, with more than three quarters of respondents 'strongly satisfied' or 'satisfied' with the utility of these resources. In a year-to-year comparison, stakeholders' satisfaction has consistently risen for all types of IEO products (Figure 5).

5.1 IMPLEMENTATION OF RECOMMENDATIONS

The 2022 stakeholders survey found a positive reception of IEO recommendations. Between 70 and 85 percent of respondents stated they were 'strongly satisfied' or 'satisfied' with all aspects of recommendations. The main perceived strengths of IEO recommendations are their impartiality and clarity (Figure 6).

More than a third of respondents who indicated reading or consulting recommendations in the past year also reported they have reflected them in their work, especially in programme or project design and efforts to strengthen M&E systems. Stakeholders who carry out evaluations often noted that IEO recommendations were useful references, setting standards for how to devise actionable recommendations in their own work.

FIGURE 5: Percentage of stakeholders who are 'strongly satisfied' or 'satisfied' with IEO products, 2020–2022
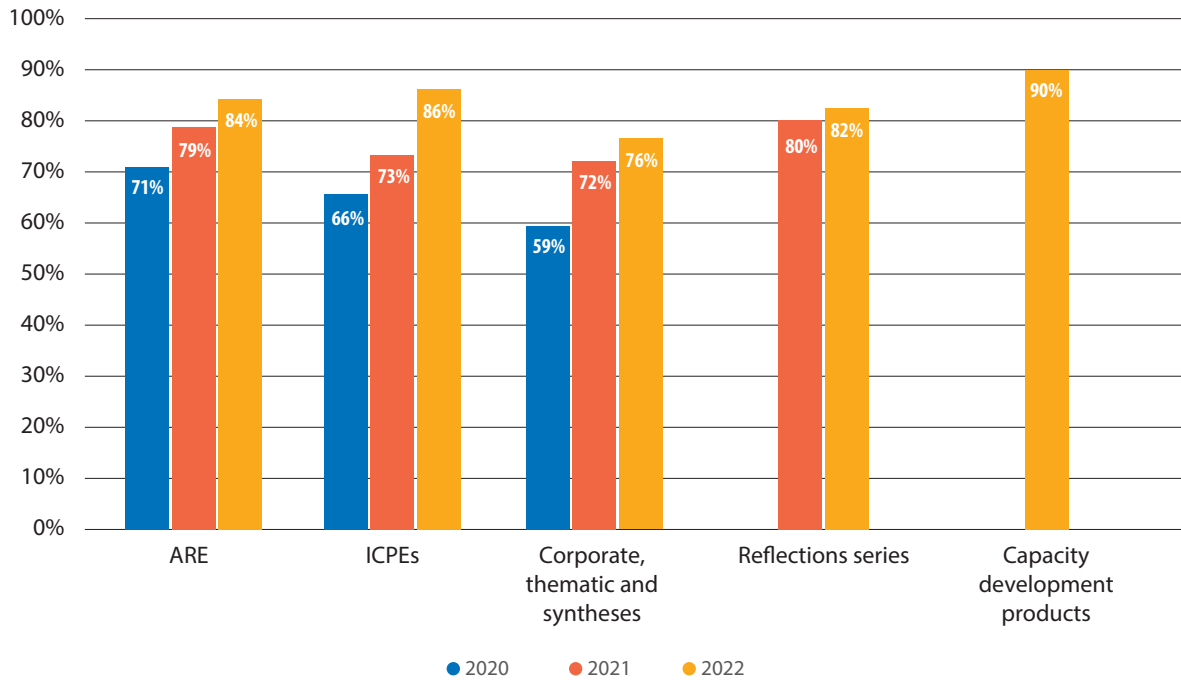
Source: IEO stakeholder surveys in 2020, 2021 and 2022. Calculations of percentages filtered out 'N/A' responses to allow clear comparisons.

FIGURE 6: Stakeholder assessment of selected aspects of IEO recommendations, 2022
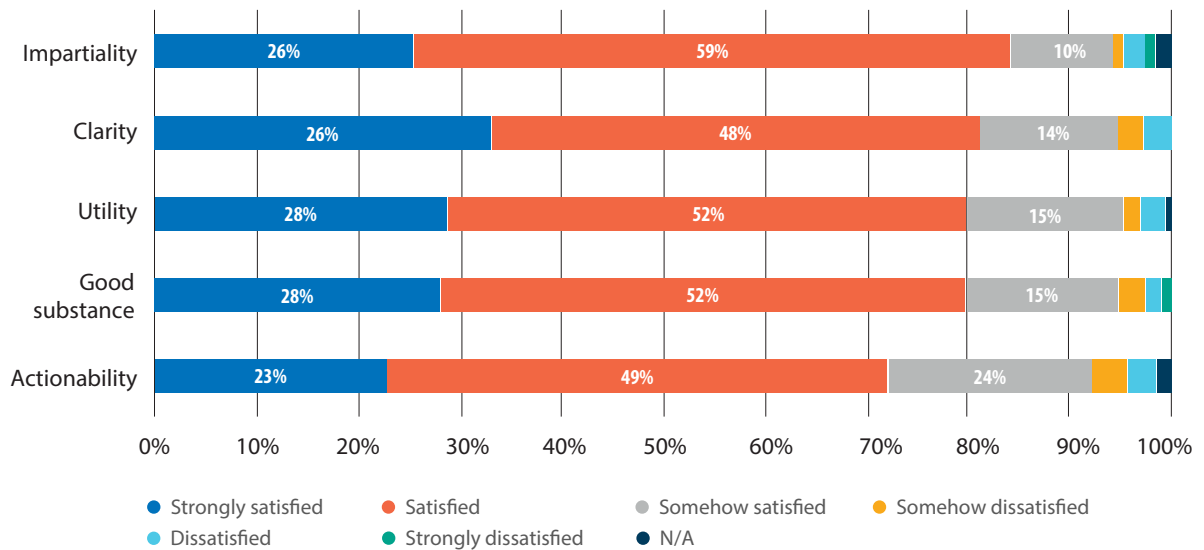
Source: IEO stakeholders survey in 2022, with 196 respondents.

Stakeholders described how they used recommendations in 2022

> **Recommendations were on evaluation and monitoring and we applied them to strengthen the M&E frameworks of our projects.**

> **Helpful in the formulation of the new CPD evaluation plan.**

> **Some of the major themes I have absorbed [when] developing standard operating procedures [are] e.g., gender equality, and thinking on result level information and evidence for SDG financing, poverty, etc.**

> **ICPE's recommendations were the basis of the new CPD development.**

Source: IEO stakeholders survey in 2022.

With few exceptions, UNDP fully respects the institutionalized follow-up to evaluation recommendations through management responses. A 2021–2022 IEO study found that most management responses were actionable and of good quality, addressed evaluation recommendations adequately, and put forward clear timelines and responsibilities. The percentage of satisfactory action plans was significantly higher for IEO evaluations (88 percent) than for decentralized evaluations (54 percent).[22]

Implementation of planned management response actions remains problematic, however. Although UNDP states that it has fully acted on around 70 percent of actions in IEO and decentralized evaluation reports since 2017 (see Figure 7), evidence of implementation is limited as the latest ICPEs show. Recommendations were mainly used to inform the design of new projects or advocate for programmatic changes, with limited evidence of higher-level strategic or operational changes.

The study found no information on implementation for 90 percent of sampled decentralized evaluation reports and 70 percent of IEO evaluations.

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22 Delgado, Maria. 2022. *Study on Management Response Implementation and Utility of Evaluations in UNDP.* Annex III. UNDP.

FIGURE 7: Implementation of key actions planned from 2018–2022 based on decentralized and IEO-led evaluations
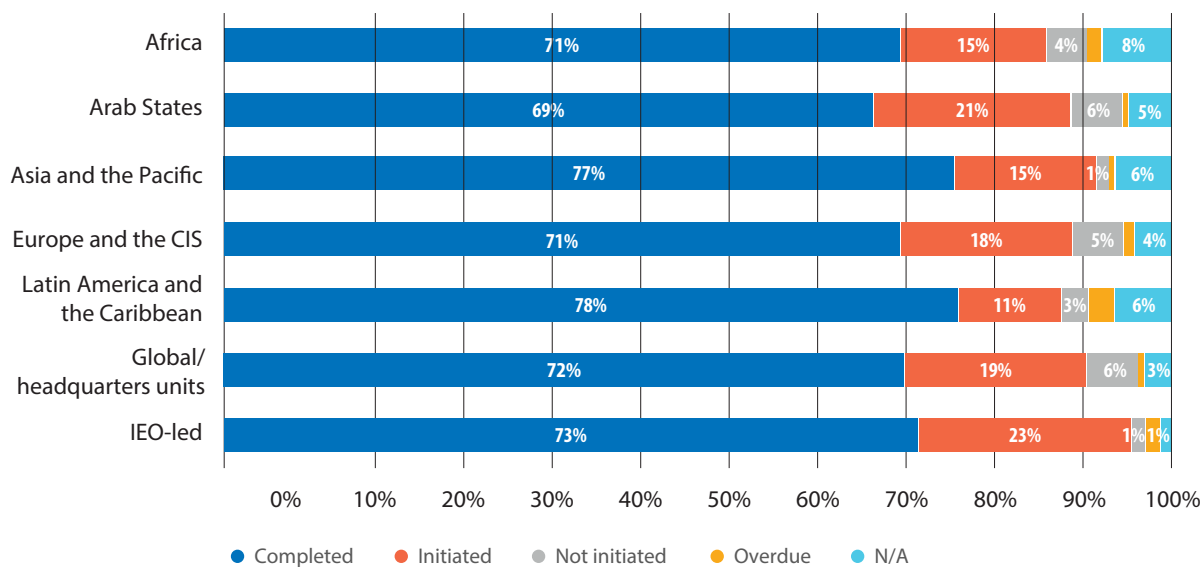

Source: IEO analysis of ERC data, February 2023.

CHAPTER 6.
KNOWLEDGE MANAGEMENT AND RESEARCH

6.1 AN UPDATED EVALUATION RESOURCE CENTRE

To improve data collection and management in line with its Strategy 2021–2025, the IEO adopted a number of initiatives in 2022 to reinforce its knowledge and data management workstream. Upgraded and integrated data architecture allows the office to conduct more efficient analyses, based on both internal and external sources of information that are quality controlled and automatically updated.

The ERC is the central evaluation knowledge platform for UNDP. It holds over 6,000 evaluations conducted by the IEO, UNDP country offices, headquarters units, funds and programmes. In 2022, the IEO completed the redefinition of the ERC as a one-stop shop, offering two specific improvements. First, it brought together UNDP evaluation guidelines, tools and templates in one place. Second, it improved the platform's usability and search functions, enabling easier access to a wealth of knowledge. The new website is expected to significantly enhance the use of information and guidance to support the quality of decentralized evaluation.
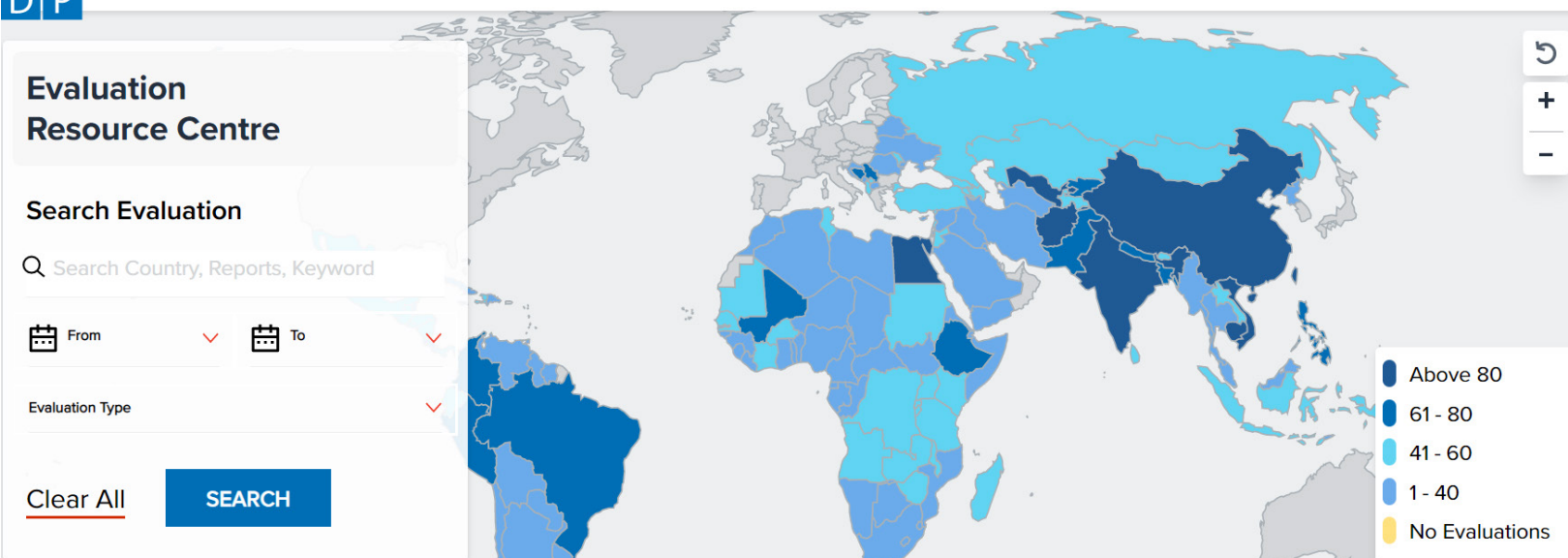
6.2 METHODOLOGICAL ADVANCES

The ERC includes a new and extensive Methods Centre that provides users with a detailed guide to the latest methodological approaches to evaluation and data analysis tools. It contains four tabs: methodological fundamentals for evaluation, data collection approaches and methods, data analysis approaches and methods, and assessing cross-cutting themes. The centre should help to strengthen the rigour, quality and usability of evaluations commissioned and conducted by UNDP and its partners.

To respond to increasing demand for methodological innovations to gauge UNDP contributions, the IEO has continued exploring how to better leverage practices such as the use of geographic information systems (GIS) in ICPEs. An IEO-GIS ICPE Integration Tool includes six steps from feasibility analysis to visualization and mapping. In Cambodia, the IEO experimented with GIS as a tool for inference and evidence-gathering, generating additional information to assess the relevance and coherence of the country programme. The process plotted project attributes (quantity, outcomes and expenditure) on a map against demographic and socioeconomic data by location.

The formative evaluation of UNDP's integration of leaving no one behind piloted a process-tracing methodology to track explanations of outcomes and assess the strength of evidence for or against a certain theory or explanation. Unlike most qualitative methods, the procedure is highly transparent. It allows a full tracing of the reasoning behind why the evaluator considers some claims more plausible than others. The evaluator's thinking is, using this methodology, open to challenges: The reader has access to pieces of evidence as well as the evaluator and can agree or disagree with the reasoning behind a certain estimate of conditional probabilities. Process tracing helped confirm the claim that "UNDP helps improve livelihoods for the most deprived by supporting countries in determining who is left behind" in five focus countries. Short briefing notes on process tracing and other complex methodologies are included in the Methods Centre to encourage learning and replication.

6.3 ARTIFICIAL INTELLIGENCE FOR DEVELOPMENT ANALYTICS AND THE IEO DATA MART

After the successful launch of the AIDA platform in 2022, the IEO, in partnership with the United Nations International Computing Centre and Amazon Web Services, started the second phase of the initiative. This was focused on further development of AIDA's analytical capabilities, using evaluative evidence and sentiment analysis to generate insights. It sought to improve the performance of internal models through a human-in-the-loop feedback system. By the end of 2022, all three AIDA classification models had reached more than 85 percent accuracy.

Source: AIDA, https://aida.undp.org.

AIDA is now more than a turbo search engine: It includes steadily improving artificial intelligence models able to speed up and support the work of the IEO, UNDP and soon other partners. A joint synthesis on SDG 5 (gender equality and women's empowerment) will pilot the use of AIDA with data from other United Nations entities.

The IEO also developed an integrated data architecture called the IEO Data Mart (Figure 8). It serves as a centralized and integrated access point for all IEO staff to collect, store and analyse data for conducting evaluations. The Data Mart enhances the IEO's data architecture by streamlining data management, governance and usage and moving from a dispersed to an integrated approach. It connects multiple data sources through application programming interfaces, and is centrally governed, quality controlled and automatically updated. The Data Mart has helped create carefully curated data frames for specific IEO sections and products. IEO users can access the data frames through their web browser, where Power BI enables them to instantly filter, visualize and export their data.

FIGURE 8: Architecture of the IEO Data Mart
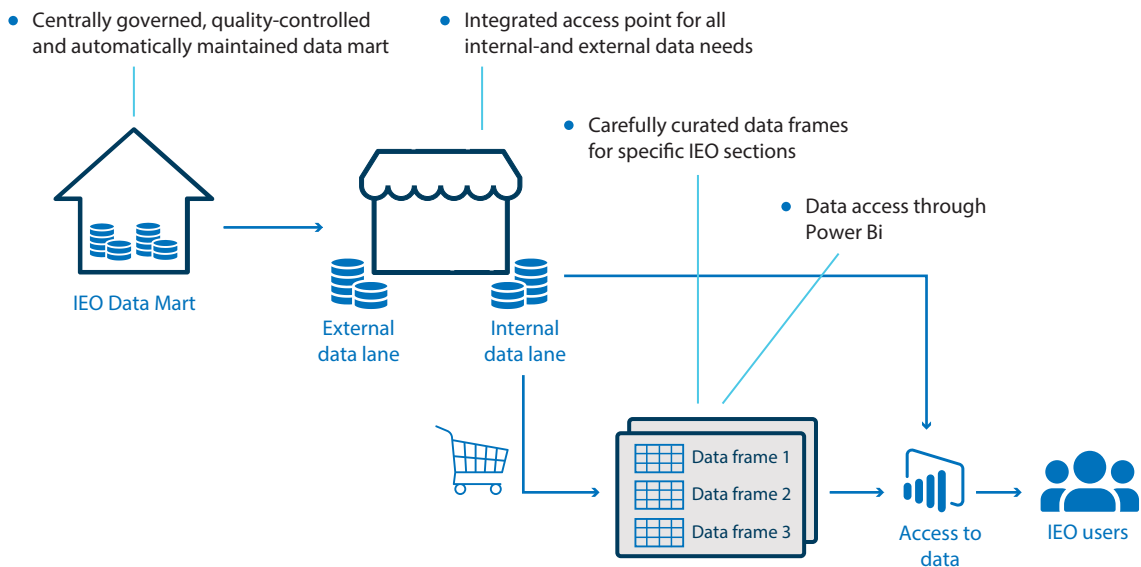
Source: IEO 2022.

CHAPTER 7.
PARTNERSHIPS

7.1 THE 2022 NATIONAL EVALUATION CAPACITIES CONFERENCE

Over 300 participants from more than 100 countries, representing national governments, bilateral and multilateral agencies, international development and humanitarian agencies, civil society and the international evaluation community, gathered in Turin from 25 to 28 October 2022 to discuss the development of resilient national evaluation systems that inform policy-and other decision-making in a rapidly changing world. The GEI and IEO hosted the conference.

The conference emphasized the importance of sharing progress and lessons learned in strengthening national evaluation systems. Discussions underlined the essential role of these systems for countries in 'building forward better' to get back on track towards the SDGs.

Sessions took place around four intersecting streams:

- **Building** resilient national evaluation systems
- **Sectoral** approaches and local governance
- **Evaluating** in the midst of global challenges: fragility, inequalities and environment
- **Methodological** innovations for the new normal

Participants agreed on a common framework for action and made a collective commitment to rapidly and sustainably strengthen national evaluation, known as the Turin Agenda (see excerpt).

…we will strive to

- **Ensure** that our work improves people's lives building more resilient societies, to support the achievement of the 2030 Agenda and the SDGs.

- **Create** inclusive and transparent systems that actively engage with stakeholders, including government partners, parliamentarians, the private sector, citizens and civil society, and incorporate their diverse and informed viewpoints and expertise to generate credible evidence to support policies and programmes that leave no-one behind.

- **Ensure** national and subnational evaluation systems respond to distinct national and local contexts and are aligned with national development programmes and strategies.

- **Ensure** national and subnational evaluation systems are adequately and realistically funded and financed.

- **Ensure** evaluation systems take into account the potential, current and projected impact of all policies and programmes on climate and ecosystems in order to help avoid, mitigate and address these existential crises affecting our planet and human development.

- **Support** adaptive systems that can provide rapid information to aid in crisis responses without compromising ethics.

- **Emphasize** gender equality and social inclusiveness in evaluations and evaluation systems.

- **Rapidly develop** and support the analysis and mapping of evaluation systems, as well as contextually relevant and culturally appropriate capacity development strategies and metrics to measure their development.

- **Develop** targeted digital strategies that facilitate innovations in data and evidence collection and analysis and their ethical use.

- **Create** ample space for young and emerging evaluators to lead and participate in shaping and strengthening national evaluation systems and future development pathways.

- **Strengthen partnerships and redouble our efforts** to accelerate the development of resilient, agile, flexible, adaptable and forward-looking national evaluation and statistical systems that are utility-focused, integrated into decision-making processes, and help ensure better evidence is generated to support policies that improve peoples' lives.

7.2 THE GLOBAL EVALUATION INITIATIVE

- The GEI is a global coalition of organizations and experts working together to support the strengthening of M&E and the use of evidence in developing countries.[23] Co-founded by the World Bank Independent Evaluation Group and the IEO, the GEI works closely with governments on country-owned efforts aligned with local needs and perspectives. Its organizations and M&E specialists collaborate to help countries by:

- Providing country governments with diagnostic, technical and other advisory support services

- Strengthening the capacities of policymakers, evaluators and other M&E professionals

- Developing, curating and amplifying knowledge on M&E

In 2022, the GEI initiated four new M&E system analyses or diagnostics, in Bhutan, Gabon, the Solomon Islands and the city of Recife in Brazil. Following a diagnostic, GEI network partners typically support the development and implementation of an evaluation capacity development strategy. For example, in Jamaica, the GEI team conducted online workshops and a five-day in-country mission in October to co-produce a road map to strengthen national results-based management and M&E systems, in collaboration with representatives of 19 government ministries. In Mozambique, GEI implementing partner CLEAR Lusophone Africa and Brazil mentored the Government as it carried out a rapid evaluation of its national water policy. It supported the preparation of a national M&E manual and advised on normative instruments to consolidate governance structures for M&E [link to video about Mozambique].

- The Better Evaluation platform became the GEI's knowledge platform in 2022, following a reorganization and expansion with upgraded technical features. The GEI convened the gLOCAL Evaluation Week 2022, gathering the international M&E community for nearly 400 events hosted by 231 institutions from 53 countries in all regions. Over 15,000 participants registered for events. The GEI joined the IEO to organize the National Evaluation Capacities Conference, contributing to its conceptualization, organizing several pre-conference workshops and participating in panels and sessions. It sponsored 21 participants from programme countries who joined conference panels and connected with each other and participants from many other countries and organizations.

- The GEI network continued to provide global, regional, country and institutional training and professional development activities to key M&E audiences in 2022. The IPDET programme was held on site and supplemented by six online workshops, expanding its reach, including to 12 countries affected by fragility, conflict and violence. In 2022, GEI scholarships enabled 72 participants, primarily from sub-Saharan Africa, South and East Asia and the Pacific, to participate in IPDET. The GEI launched its first hands-on training programme for young and emerging evaluators, which aims to strengthen the practical M&E skills of young professionals. An M&E workshop co-organized with the Islamic Development Bank in Amman, Jordan, established a new partner centre, EvalPCA

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23 GEI technical, financial and implementing partners include intergovernmental and international organizations (the GEF, the International Fund for Agricultural Development, UNFPA and the World Food Programme); international financial institutions (the African Development Bank, Asian Development Bank, Inter-American Development Bank and the Islamic Development Bank); bilateral partners (Canada, Denmark, Finland, Germany, The Netherlands, Sweden and Switzerland); evaluation practitioners' networks (EvalYouth); and evaluation capacity development providers (the Centers for Learning on Evaluation and Results, IPDET, the École nationale d'administration publique, Camões – Instituto da Cooperação e da Língua, the German Institute for Development Evaluation and the International Initiative for Impact Evaluation).

(Pakistan and Central Asia), at the Center for Economic Research in Pakistan. The GEI also served as the secretariat for the Duavata Group in the Pacific, composed of multilateral organizations and donors promoting evaluation capacity development in the region.

7.3 UNITED NATIONS EVALUATION GROUP AND OTHER PARTNERSHIPS

The UNEG's annual general meeting in January 2022 elected the IEO Director as the chairperson for 2022–2024. His vision for the group is to ensure the continuing relevance of evaluation within the United Nations system. This can be achieved by helping to mitigate compounding crises, including the environmental emergency and strained relationships between natural and social systems, and by making better use of technology, including artificial intelligence, to ask the questions that trigger transformative change. Three new UNEG working groups created under the leadership of the IEO Director will begin work in 2023. They include the Evaluation Function Working Group, the Young Professionals in Evaluation Interest Group, and the Working Group on Data and Artificial Intelligence.

The IEO's regular contributions to the UNEG's Programme of Work Group included support to launch the report *United Nations Contributions to National Evaluation Capacity Development and the Evolution of National Evaluation Systems*, the UNEG Self-Assessment Maturity Matrix for UN Evaluation Functions and corresponding Maturity Checklist, the drafting of the *Compendium of Evaluation Methods Reviewed— Volume II: Exploring Methodological Appropriateness Under COVID Conditions*, guidance on the integration of disability and reporting on the United Nations Disability Inclusion Strategy, and a mapping of different approaches to evaluation syntheses.[24]

In 2022, the IEO engaged in two collaborative exercises with the evaluation offices of other development entities. First, it cooperated with the Independent Evaluation Service of UN Women on the Reflections series. In 2022, this resulted in a paper on boosting women's political participation that drew on evaluative evidence from both UNDP and UN Women. Acknowledging entrenched social norms as one of the biggest barriers to women's political participation, the paper highlighted the need for continuous exposure to women leaders in politics and documented the effectiveness of quotas for women's political participation, given adequate monitoring and mechanisms for reporting non-compliance. On a more general level, the paper showed the need for integrated approaches aimed at gender-responsive political processes and institutions.

Second, the IEO continued to be a leading member of the COVID-19 Evaluation Coalition, a collaborative network of central or independent evaluation units of governments, United Nations organizations, multilateral institutions and non-governmental organizations. An IEO representative sits on the steering group for the coalition and the Strategic Joint Evaluation of the Collective International Development and Humanitarian Assistance Response to COVID-19, due for finalization in 2023.

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24 See: http://www.unevaluation.org/document/detail/3053, http://unevaluation.org/document/detail/3134, http://unevaluation.org/document/detail/3050 and http://unevaluation.org/document/detail/3133.

CHAPTER 8.
UNV AND UNCDF

8.1 UNITED NATIONS VOLUNTEERS

In line with the UNV Strategic Framework 2022–2025, the United Nations Volunteers (UNV) finalized a new evaluation plan with refreshed priorities. In 2022, UNV conducted scoping exercises for all three planned thematic evaluations, including the final evaluation of the Strategic Framework. The first two thematic evaluations will be conducted in 2023 to assess the online and on-site volunteer categories that constitute UNV's offer to its partners, and UNV's contribution to gender equality and women's empowerment, respectively. An independent evaluation of the Strategic Framework slated for 2025 will inform the next Strategic Framework (2026–2029). UNV recognizes the importance of a participatory evaluation process and is engaging in discussions to confirm internal consensus on the scope of upcoming evaluations.

UNV's partnership with the IEO is critical in ensuring the quality of evaluations. Supported by the IEO, UNV continued to provide technical advice and quality assurance to decentralized evaluations throughout 2022. Decentralized evaluation activities focused on follow-up actions, including towards facilitating the drafting and tracking of management responses. UNV also collaborated with the IEO on including information on UNV and volunteerism in IEO evaluations that touch on areas of UNV specialization.

The UNV budget for evaluation in 2022 was $92,225, drawn from core and non-core funds. The budget covered capacity-building as well as the costs of the evaluation team at UNV headquarters in Bonn, Germany. Throughout 2022, the team took part in virtual discussions and in-person learning opportunities on evaluation, such as the National Evaluation Capacities Conference, to build capacity and share experiences and ideas to address challenges in implementing evaluations.

8.2 UNITED NATIONS CAPITAL DEVELOPMENT FUND

In 2022, UNCDF maintained its commitment to independent evaluation, spending $870,606 or about 0.85 percent of combined programmatic resources on evaluation, thus approaching the target of 1 percent set in the UNDP Evaluation Policy. The UNCDF Evaluation Unit continued to produce high-quality evaluations, as recognized through two 2022 Evaluation Excellence Awards. These comprised the Gender-Responsive Evaluations Award for UNCDF's midterm evaluation of the Expanding Financial Access Programme in Myanmar and the Outstanding Evaluations Award for its final evaluation of the Shaping Inclusive Finance Transformations (SHIFT) SAARC Programme. A challenge in 2022 was the progressive downsizing of the Evaluation Unit from three professionals to one.

Over 2022, the UNCDF Evaluation Unit completed three evaluations, with two highlighted here.

The midterm evaluation of the joint UNCDF–UNDP Local Government Initiative on Climate Change in Bangladesh focused on local climate change adaptation in climate-vulnerable districts through gender-sensitive approaches. Evaluation findings confirmed the relevance and coherence of the initiative in terms of national and global priorities and policy frameworks and for local governments facing various climate hazards. The findings highlighted how the nature of decentralization and engagement with a variety of relevant departments for coordination and convergence strongly influenced the effectiveness of the intervention. Capacity-building and training improved understanding of climate change, and the Performance-Based Climate Resilience Grant and Community Resilience Fund promoted transparency and accountability.

The evaluation concluded that the initiative contributed to changing the mindsets of local governments on the importance of including climate adaptation in local planning, budgeting and investments; bolstered the 'voice' of women; and overall had a positive impact on the lives of beneficiaries. Sustainability and mainstreaming in government systems, however, appear weak due in part to the short period of the intervention and delivery disruptions caused by the pandemic. Recommendations included the need to strengthen mainstreaming and build strong formalized links with relevant line departments at the national and local level, develop the capacity of local CSOs and devise a strategy to influence policy.

The final evaluation of the Digital Financial Services project in Sierra Leone, which aimed at strengthening the financial sector and widening financial inclusion through promoting digital financial services provided by market actors, emphasized the relevance of support provided to the Central Bank. It stressed the close alignment of the intervention to government policy on financial sector reform and its complementarity to support provided by the World Bank. Coordination issues arose, however, particularly regarding technical assistance for drafting regulations.

The evaluation found that the project enabled UNCDF to develop trusted relationships but the fintech innovations it supported had yet to result in a significant increase in access to financial services. Supported innovations experienced challenges due to the low penetration of smartphones, technical integration issues and regulatory obstacles. The project did make a significant contribution to

strengthening the institutional capacity to formulate and implement a fintech regulatory framework. The evaluation recommended that future work to support fintech should combine financial support for technical innovation with brokering and networking to link fintech innovators with potential commercial partners.

UNCDF actively contributes to the UNEG. UNCDF's Head of Evaluation continued to serve as one of the UNEG's Executive Vice-chairs, overseeing normative work as well as coordinating the newly launched UNEG Membership Committee. Evaluation Unit staff contributed to the Policy Evaluation Working Group. UNCDF remains open to partnering with United Nations evaluation offices, Member States and other key stakeholders in the international evaluation system in areas of common interest, including joint evaluations and other initiatives.

CHAPTER 9.
IEO OPERATIONS

9.1 STAFF RESOURCES

In 2022, the IEO maintained 35 posts, including 27 professionals and 8 General Service staff, and six workstreams: corporate and thematic evaluations, syntheses and lessons, country programme evaluations, capacity development, knowledge and data management, and operations.[25] IEO staff members worked within and across these, and regularly exchanged views through staff meetings and peer reviews of draft evaluation reports.

Staff members represent countries in all regions and offer an average of 15 years of experience in development and evaluation gained from a range of organizations. They now include dedicated expertise on knowledge and data management. The office continues to strengthen professional capacities by exposing staff to collective and individual training, including on upcoming methodologies such as theory-based evaluation (e.g., process tracing and qualitative comparative analysis) and GIS, as well as specific modules of the IPDET for recent recruits.

In 2022, the IEO again fully complied with corporate rules and regulations, ranging from financial norms to a well-tested business continuity plan to secure the execution of the annual workplan. The office had no audit observations in any operational area and sustained efforts to comprehensively abide by organizational policies and standards on zero tolerance for sexual exploitation, harassment, discrimination and abuse of authority by both staff members and consultants.

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25   The office also benefitted from nine long-term consultants with international professional service contracts.

9.2 FINANCIAL RESOURCES

The IEO budget for 2022 was set at $13.01 million from an institutional allocation, excluding UNEG contributions and funds from donors for the National Evaluation Capacities Conference. The IEO spent $11.83 million or 91 percent on evaluations and other institutional activities, given continuing travel restrictions due to the COVID-19 pandemic and savings due to more efficient remote work modalities (Table 6). The IEO drew on both regular and other resources.

TABLE 6: UNDP evaluation resources and expenditures

	2017	2018	2019	2020	2021	2022
IEO expenditures (millions of US dollars)	9.0	8.7	10.9	11.2	11.4	11.8
Decentralized evaluations (millions of US dollars)	12.7	13.3	14.8	14.5	16.4	25.1
Total resources of the UNDP evaluation function (millions of US dollars)	21.8	22.0	25.7	25.7	27.8	36.9
Share of UNDP programme resources to evaluation, percentage	0.48	0.48	0.58	0.57	0.58	0.77

Source: UNDP self-reported decentralized evaluation expenditure data and IEO expenditure data.

Since 2017, overall evaluation resources have increased from 0.48 per cent to 0.77 per cent of UNDP (core and non-core) programme utilization.[26] Despite the improvement, a significant gap remains in reaching the 1 per cent prescribed in the 2019 Evaluation Policy.[27]

In keeping with the Evaluation Policy[28] and the UNDP approved integrated budget for the 2022–2025 Strategic Plan,[29] the IEO has developed its 2023 work programme based on funding of $14.42 million. It aims to reach the anticipated $16 million target in fiscal year 2024. If realized, the planned allocation of $64 million between 2022 and 2025—an increase of 52 percent from the 2018–2021 period (see Figure 9)—will enable the IEO to better address methodological and technological challenges in its comprehensive programme of work, including through a significant expansion of support to improve the quality and use of decentralized evaluations.[30]

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26 Based on expenditure figures provided by UNDP in March 2023.

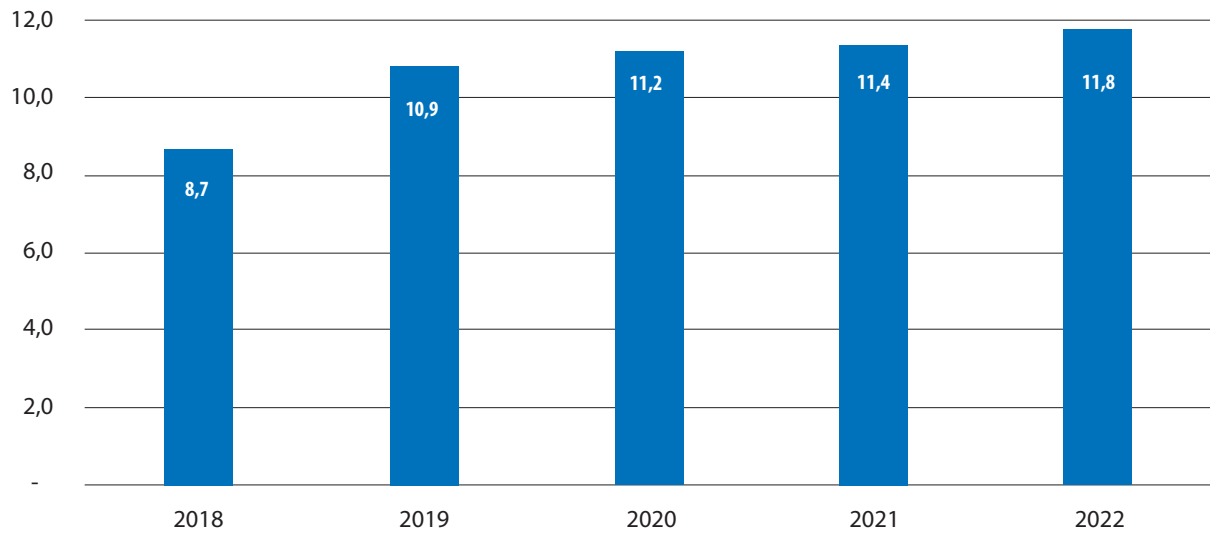27 See: DP/2019/29.

28 The policy cements a resource base for IEO corresponding to 0.3 percent of total programme expenditure.

29 See: DP/2021/29, para. 38(d).

30 See: DP/2022/6.

FIGURE 9: IEO expenditures, 2018–2022, millions of US dollars

Source: IEO calculations.

ANNEXES

ANNEX 1:
THE IEO MULTI-YEAR WORKPLAN

The UNDP Executive Board decision 2017/21 requested the IEO to "ensure adequate and comprehensive coverage of all aspects of the UNDP mandate." The IEO multi-year workplan, approved by the Board at its January 2022 session, allows the IEO to adequately and comprehensively evaluate UNDP achievements under the 2022–2025 Strategic Plan. A particular focus is on UNDP responses to global challenges such as the COVID-19 recovery, the harmful effects of climate change, inequality and exclusion, and the achievement of the SDGs.

The IEO will continue presenting three corporate/thematic evaluations each year, two at the first regular session and one at the annual session of the Executive Board, plus the *Annual Report on Evaluation* (Figure 10). Since the development strategies of the United Nations and UNDP will continue to evolve, the IEO may refine the selection of evaluations in accordance with the Executive Board and UNDP management.

FIGURE 10: Planned IEO thematic evaluations to be presented to the Executive Board from 2023 to 2025

Year	Evaluation title
2023	• Formative evaluation of the integration by UNDP of the principles of leaving no one behind
	• Evaluation of UNDP support to strengthening social protection systems
	• Evaluation of UNDP support to access to justice
2024	• Evaluation of UNDP digitalization of public services
	• Evaluation of UNDP support to ecosystem management and biodiversity conservation
	• Evaluation of UNDP engagement with the private sector for structural transformation and sustainable livelihoods
2025	• Evaluation of UNDP's corporate learning, performance and impact measurement
	• Strategic Plan evaluation

Each year up to 2025, the IEO will add to its series of Reflections papers and evaluation synthesis reports with geographically focused analyses. Together with members of the UNEG and other partners, the IEO is also implementing joint syntheses of evaluative evidence on progress towards the SDGs (see Chapter 3).

Through the ICPEs, the IEO will continue honouring its commitment to evaluate all UNDP country programmes reaching conclusion. Additional funds will help offset the resource implications of full coverage for the IEO workplan, as discussed with both the Executive Board and UNDP senior management.

TABLE 7: IEO ICPEs scheduled from 2023 to 2025

Year	Countries and territories
2023	• **Africa:** Congo (Republic of), Democratic Republic of the Congo, Liberia, Madagascar, Mali, Rwanda • **Asia and the Pacific:** N/A • **Arab States:** Djibouti, Iraq, the Syrian Arab Republic, Yemen • **Europe and CIS:** N/A • **Latin America and the Caribbean:** Colombia, Cuba, Paraguay
2024	• **Africa:** Côte d'Ivoire, Ethiopia, Eswatini, South Africa, South Sudan, Uganda • **Asia and the Pacific:** China, Indonesia, Malaysia, Timor-Leste • **Arab States:** Lebanon, Libya, Somalia, Sudan, Tunisia • **Europe and the CIS:** Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Georgia, Kazakhstan, Kosovo,[31] Republic of North Macedonia, Serbia, Turkey, Turkmenistan, Uzbekistan • **Latin America and the Caribbean:** Argentina, Guatemala, Mexico, Panama, Uruguay
2025	• **Africa:** Botswana, Cameroon, Comoros, Eritrea, Guinea-Bissau, Kenya, Mozambique, Zimbabwe • **Asia and the Pacific:** Bangladesh, Lao People's Democratic Republic, Maldives, Thailand, Viet Nam • **Arab States:** N/A • **Europe and the CIS:** Albania, Tajikistan • **Latin America and the Caribbean:** Barbados (Eastern Caribbean States), Belize, Brazil, Ecuador, El Salvador, Guyana, Honduras, Jamaica, Peru, Surinam, Trinidad and Tobago, Venezuela

Note: This is a preliminary list to be confirmed annually with UNDP regional bureaux.

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31   Under Security Council resolution 1244.

ANNEX 2:
KEY EVIDENCE FROM INDEPENDENT COUNTRY PROGRAMME EVALUATIONS BY REGION

Summaries of the ICPEs for Burundi and Lesotho are not included as the reports were not final during the preparation of this annual report.

REGIONAL BUREAU FOR AFRICA

	BENIN
Keeping people out of poverty	• UNDP has contributed to promoting access to financial assets, sustainable employment and entrepreneurship for marginalized groups, particularly underemployed youth and women. • However, the implementation of some projects was not well adapted to the capacities and realities of local populations. Some results were also negatively affected by the effects of COVID-19 pandemic, the localized nature of the projects, the pilot nature of the initiatives and the challenges of scaling up programme achievements.
Governance for peaceful, just and inclusive societies	• UNDP has contributed to the efforts of the Government, the National Assembly and the Autonomous National Electoral Commission to promote openness, transparency and accountability. It has also helped strengthen the justice sector by improving the legal and institutional framework and setting up institutions to protect human rights. • UNDP has supported the national and local public administration to take into account the SDGs and the Paris Agreement in development planning. However, performance regarding the integration of the SDGs in communal development plans and budgets has not met expectations. • UNDP has helped facilitate the use of digital technologies and megadata by public administrations and national institutions for the digitalization of public services and other government functions. • UNDP has contributed to strengthening the peaceful management of conflicts and the prevention of violent extremism through the establishment of local committees for peace management. These committees have helped to mitigate the shocks resulting from post-electoral conflicts in Benin, as well as activities to improve horizontal social cohesion.
Crisis prevention and increased resilience	*Not included in the programme*
Environment: Nature-based solutions for development	• UNDP supported local and national institutions by capacity-building related to risk mapping, flood risk warning system operation and implementation of the national contingency plan. The programme has also contributed to various stakeholders' engagement in the review of national policies and processes. • Various capacity-building modalities have also contributed to the adoption of new agricultural techniques, and increased production and incomes, while technical and financial assistance has helped to create an enabling policy environment for inclusive and sustainable growth. • UNDP interventions contributed to the adoption of climate-resilient agricultural practices by marginalized groups, in particular young people and women in underemployment situations.

BENIN	
Clean, affordable energy	• UNDP has helped to strengthen and increase the use of renewable energy in Benin, particularly in rural areas. The programme further reinforced the national legislative and regulatory framework and provided support for the resilience of the national energy infrastructure.
Women's empowerment and gender equality	• UNDP has emphasized the inclusion of gender and human rights in all its interventions, but the underlying causes of inequality related to the control and use of productive resources limited the impact. The issue of women's representation in decision-making bodies also remains to be addressed.

CABO VERDE	
Keeping people out of poverty	• UNDP contributed to nutrition, with the provision of micronutrients for children, and training for health agents. Youth-friendly services were successfully fostered in health centres through policy support and pilot experiences. The technical and financial support of the joint office to the review of the national HIV strategy was also highly relevant.
	• UNDP contributed to the development of a policy for early childhood education and the framework for a special education programme. Less progress was made in the area of sexual and reproductive health education.
	• UNDP contributed to policy design, capacity-building, communication campaigns to prevent child abuse, and the establishment of case management systems, which is beyond the initial scope.
	• UNDP supported landmark studies which helped to shape the Youth Employment Policy and PEDS. The key contribution of the joint office has been in technical assistance and capacity-building to help improve the quality of data in the country.
Governance for peaceful, just and inclusive societies	• UNDP was successful in promoting decentralization through the development of local plans, which contributed to the high-priority of the State reform process in the country.
	• UNDP enhanced the capacity of the country for the promotion and protection of human rights through follow-up and reporting on its implementation of human rights conventions. UNDP supported the country to adapt the national institutional framework to guarantee independence according to the Paris Principles.
	• UNDP fostered youth participation through various mechanisms, including national debates, the establishment of a Youth Advisory Council, leadership training and local participation platforms with high levels of engagement. The CCP also supported the participation of women in critical development issues and decision-making processes.
Crisis prevention and increased resilience	• A National Response and Recovery Plan for the COVID-19 crisis was developed through the Response and Recovery Coordination Platform, installed by the Government and United Nations.
	• UNDP was effective in adapting to the COVID-19 context and supporting the Government to implement initiatives such as sustaining livelihoods, ensuring the continuity of basic health and education. The principle of leaving no one behind has been integrated into the design of the programmes and was also applied during the COVID-19 response. People with disabilities were considered in the actions to combat COVID-19.
	• UNDP supported the Government to understand the financial landscape and frame the options for SDG financing, focusing on fiscal opportunities, strategic guidance for economic governance, and public finance accountability, effectiveness and transparency.

CABO VERDE	
Environment: nature-based solutions for development	• The new GEF-funded project portfolio intends to address issues in the management of protected areas by adopting a landscape approach.
Clean, affordable energy	*Not included in the programme*
Women's empowerment and gender equality	• The joint office response to gender equality and women's empowerment principles through the interventions of the CCP was moderate. UNDP supported studies on gender, gender policy and the incorporation of gender dimensions into sectoral plans. • UNDP fostered the participation of women in critical development issues and decision-making processes. Prevention campaigns realized with joint office support contributed to lower levels of gender-based violence during the lockdown.

EQUATORIAL GUINEA	
Keeping people out of poverty	• UNDP has contributed to the design of the national development strategy by supporting alignment with the SDGs, generating technical proposals for a more diversified economy and integration into international trade frameworks. However, UNDP has not been able to contribute to the development of national capacity to ensure the production and availability of statistics for evidence-based policymaking. • UNDP boosted youth entrepreneurship by using digitalization as an enabler, although the contribution to the outcome and the scale of job creation has been small and limited geographically and gender-wise. UNDP has been a key partner supporting livelihoods in responding to the crisis generated by the Bata explosion, facilitating temporary employment opportunities in the affected area through cash-for-work and cash-for-training initiatives. • UNDP has contributed to the fight against HIV through an effective international procurement mechanism for anti-retroviral therapies that ensures quality and choice of suppliers. It has promoted awareness campaigns that continue to be highly relevant given the epidemiological profile in the country.
Governance for peaceful, just and inclusive societies	• UNDP has strengthened the institutional capacity of the public administration by generating greater efficiency and transparency through the implementation of online services for civil servants. However, there are still significant barriers to access to basic public services for the population that have not been overcome during this period, such as the digital divide or the lack of local development plans. • UNDP has contributed to the fight against human trafficking through awareness-raising and training interventions that have succeeded in adapting procedures and improving the understanding of key public stakeholders and the general population about the rights of the most vulnerable people affected by this situation. However, no progress has been made in achieving better access to justice as foreseen in the CPD.
Crisis prevention and increased resilience	• UNDP has been an important partner in Equatorial Guinea's socioeconomic response to the COVID-19 crisis, mobilizing and showing flexibility in redirecting funds. It supported data collection for decision-making, relief of basic needs in vulnerable groups, public health and e-government solutions, and it has been instrumental in planning the vaccination campaign, although its implementation has stalled, and the sustainability of some interventions is low.

EQUATORIAL GUINEA	
Environment: nature-based solutions for development	• The link between the activities and products developed in the field of the environment and sustainable development and the outcome pursued by the CPD was very weak, with narrow results limited to the field of 'green' jobs creation and 'blue' economy promotion.
Clean, affordable energy	• UNDP has supported the development of planning and institutional capacity-building initiatives to promote the use of renewable energy in the country. However, the lack of committed funding has prevented the expected global environmental benefits of carbon dioxide emission reductions from being achieved in the quantity envisaged.
Women's empowerment and gender equality	• UNDP has promoted the inclusion of women, youth and people with disabilities in the design and implementation of its programme, but its results have been limited and linked to the emergency response. No progress towards women's leadership indicators in the public and non-profit sectors was identified, nor were legal, institutional and policy reforms adopted.

GUINEA	
Keeping people out of poverty	• UNDP has been a key partner supporting the country's development planning process, accompanying national authorities in the development and monitoring of PNDES and mainstreaming the SDGs.
	• The collaboration between UNDP and the African Development Bank was effective in providing ad hoc but useful support to improved public financial management, the availability of sectoral statistics and economic governance overall.
	• Interventions to support the professionalization and formalization of community groups provided useful assistance to boost productive capacity, though the formal legal status promoted was not always well adapted to target beneficiaries.
	• UNDP has taken into account the need for networking and partnerships with financial institutions to support access to finance for livelihoods and entrepreneurship. However, this has seen limited results in terms of encouraging and de-risking access to finance for target groups.
	• UNDP revitalized the practice of aquaculture in selected areas of Upper and Middle Guinea. The interventions provide a useful contribution to the food security and livelihoods of target populations.
Governance for peaceful, just and inclusive societies	• UNDP effectively supported the preparation, drafting and adoption of the national Conflict Prevention Strategy and strengthening of national citizenship and is supporting the consolidation of the national peace architecture.
	• UNDP appropriately attempted to respond to the political violence and conflict stemming from electoral deadlines during this programming cycle. Despite evidence of the immediate benefits of contributions of downstream interventions to social cohesion, sustainability has been limited.
	• UNDP has continued to support the security and justice authorities to consolidate and sustain the achievements of past reforms. Despite progress, the sustainability of recent and past achievements is at risk.
	• UNDP has provided useful support to national and local authorities to improve governance and transparency in the collection and management of mining revenues, and to diversify the sector to promote the participation of communities in the development of minerals value chains.

	GUINEA
Crisis prevention and increased resilience	• UNDP contributed to laying the foundations for an early warning system and strengthening Guinea's capacity for preparations to manage the impact of climate variability and climate change-related environmental hazards, but progress has been constrained due to restrictions imposed by the COVID-19 pandemic. • UNDP support for the resilience of rural communities in target areas has been effective in supporting the adoption of climate-smart practices, with initial evidence of the enhanced adaptive capacity of target groups.
Environment: Nature-based solutions for development	• UNDP provided policy and institutional support to the Ministry of Environment, Water and Forests that led to the formulation and adoption of strategies and plans for integrated environmental and climate change response approaches, and supported financing for their implementation.
Clean, affordable energy	• UNDP support for the development of renewable energy solutions varied in scope and scale but adopted a useful mix of solutions adapted to the context of Guinea. UNDP was successful in setting the foundation for a market for biogas in rural areas of the country.
Women's empowerment and gender equality	• The country office has made a concerted effort to target, but with a few exceptions, these interventions did not showcase a differentiated approach that reflected women's specific vulnerabilities. • Support to youth and women's employment has been primarily supply-driven. The small scale and fragmented nature of the different approaches implemented presents a risk to their sustainability and catalytic potential.

	MALAWI
Keeping people out of poverty	• UNDP Malawi has demonstrated a successful model for encouraging private sector activity aligned with the national growth strategy, which is being used as a learning opportunity for other country offices. It remains to be seen whether the private sector model promoted by UNDP will deliver strong pro-poor impacts or encourage the inclusion of smallholder farmers in future growth. • UNDP has provided research and facilitation expertise in the development of the integrated national financing framework, which holds the potential for Malawi to widen its resource revenue base as the government rebalances the economy against the country's debt payments.
Governance for peaceful, just and inclusive societies	• UNDP has supported the government to apply a systematic multiyear scanning for economic opportunities and risks, improving the quality of policy guidance in a context where years of short-term and uncoordinated initiatives yielded few of the intended policy results. • UNDP has been one of several agencies supporting the development of digital capacity in Malawi. Its initiatives have improved information flow within and between some government and private institutions but have also added to a largely uncoordinated digital environment in Malawi. • UNDP played a key role in expanding civil registration in Malawi in 2017, enabling the country to move from the lowest to one of the highest registration rates in the region. UNDP-supported initiatives have helped to extend and improve the provision of legal guidance and bridge the gap between Malawi's formal and informal justice systems. • UNDP's support enhanced the core functions of institutions that promote participation and representation. A focus on long-established institutions has overlooked critical stakeholders that could broaden and enhance the role of citizens. • UNDP made significant contributions to the passing of the Peace and Unity Act 2022. The act anchors the Malawi National Peace Architecture in a legal and policy framework and is expected to provide an enabling environment for the continuation of local level peace initiatives.

🇲🇼 MALAWI	
Crisis prevention and increased resilience	• UNDP has supported a broad portfolio of downstream resilience initiatives and has increased anticipatory capacity at the national, district, village and farm levels. • UNDP has played an important role in providing evidence and knowledge in support of the Government's COVID-19 response and development initiatives.
Environment: nature-based solutions for development	• UNDP has enabled better planning capacities in some districts. But it has not added sufficient coherence to Malawi's climate sector. Its downstream initiatives are often difficult for national and decentralized government to take ownership of. • UNDP has been instrumental in supporting the Government of Malawi to source and manage climate financing, an important alternative to large and recurring public expenditure on disaster response. The total mobilized today remains low against forecasted adaptation costs.
Clean, affordable energy	• UNDP has been integral to policies that have improved the potential for community-scale off-grid renewable energy in Malawi, lessons on cost models for solar energy and hydropower, and the provision of standalone energy generation in locations where the grid will not reach in the next five years. Slow progress has limited the intended multiplier effect of these small pilots. • The country office has made limited investment towards Malawi's much-needed shift away from the use of unsustainable energy.
Women's empowerment and gender equality	• Through the EU-UN Spotlight Initiative, UNDP has contributed to gender equality advancements in Malawi. However, project designs of wider UNDP programming show weak application of gender concepts.

🇳🇦 NAMIBIA	
Keeping people out of poverty	• UNDP has successfully piloted new models to promote entrepreneurship development, which, though small, have demonstrated their effectiveness and have been adopted by the Government for replication and scale-up.
Governance for peaceful, just and inclusive societies	• UNDP's support to the anti-corruption agenda and in strengthening gender-responsive budgeting have made positive but limited contributions to the advancement of improved governance. • UNDP can play a significant role in supporting Namibia's decentralization programme. There is a potential for UNDP to support Namibia's decentralization in the next programming phase, including supporting South-South learning.
Crisis prevention and increased resilience	• UNDP was effective in providing an emergency response to a Hepatitis E outbreak during the period under review. UNDP was also entrusted by the Government to strengthen national institutional systems for pharmaceutical supply chains. Partnerships built with other United Nations agencies and government institutions successfully pooled technical expertise and resources to secure a quick response. However, for a more enhanced outcome, there is a need to deepen the level of innovation and stakeholder engagement, particularly with government counterparts. • UNDP demonstrated responsiveness and flexibility in meeting the challenges of the COVID-19 pandemic, by rapidly diverting funds for the COVID-19 response, developing socioeconomic impact assessments and supporting the government's planning and response efforts.
Environment: nature-based solutions for development	• There was a good balance of effort between marine spaces, important landscapes, urban interventions and climate change reporting obligations. However, the various initiatives are not functionally linked and they still need to make the jump to full community uptake and benefits for communities. • UNDP support has been effective in maintaining institutional structures and processes in Namibia responsible for climate change analyses and reporting, reflecting the experience and relationships developed over previous programme cycles.

NAMIBIA	
Clean, affordable energy	*Not included in the programme*
Women's empowerment and gender equality	• Despite strong staff awareness of, and capacities on, gender issues within UNDP, this has not translated into the full integration of gender aspects in all programmes. While specific interventions have a strong gender focus, the remaining programmes have generally focused on the lesser ambition of gender parity.

SENEGAL	
Keeping people out of poverty	• UNDP helped to strengthen public policy planning and monitoring systems and their alignment with the SDGs, thereby ensuring strong ownership of UNDP's contributions by the entities in charge of PSE planning and monitoring.
	• UNDP technical support at the local level contributed to strengthening integrated planning processes in three pilot communes, which now have updated planning documents, even though the target of supporting six communes has not been achieved and strategies for mobilizing resources for their implementation have not been developed.
	• UNDP attempted to follow up and capitalize on its earlier social protection initiatives by targeting families already receiving security grants with economic grants hoping it would enable them to break out of the poverty cycle in a sustainable manner.
	• UNDP's contribution to improving access to basic socioeconomic infrastructure and services has been hampered by the government's decision to drastically reduce UNDP's role in the implementation of the second phase of the Emergency Community Development Programme Phase II.
Governance for peaceful, just and inclusive societies	• UNDP contributed to the Senegalese public administration's digitalization efforts though targeted interventions at strategic and operational levels.
	• UNDP support has contributed to Senegal's adoption of a national anti-corruption strategy, to provide training to control bodies and to carry out studies on the perception of corruption, but these products were not sufficient to change institutional practices on corruption.
	• UNDP's efforts to strengthen social cohesion have been mostly ad hoc and had limited transformative effects. Its efforts to contribute to political dialogue and to build consensus in the run-up to the 2019 elections were insufficient to diffuse pre-electoral tensions.
Crisis prevention and increased resilience	• The support offered by UNDP to the five pilot communes in response to the COVID-19 pandemic has enabled them to acquire sanitary and IT equipment and to benefit from awareness-raising campaigns to contain the spread of the virus.
	• UNDP's technical and financial assistance has also enabled fifty micro-, small and medium-sized enterprises to recover after months of sanitary restrictions.
Environment: nature-based solutions for development	• UNDP support has led to the development of national, sectoral and local climate change adaptation and mitigation policies.
	• UNDP has provided significant support to the preparation and participation of the National Committee on Climate Change in national and international climate change meetings. However, capacity development needs are far from being met.
	• UNDP has provided local communities with management and development plans for community nature reserves, supported reforestation, bushfire control and soil protection and restoration initiatives, and revitalized local ecosystem management bodies. However, this support has not been in improving the preservation of ecosystems and biodiversity due to complex external challenges.

	SENEGAL
Clean, affordable energy	• At the local level, UNDP support has enabled the expansion of access to solar technologies in the agro-sylvo-pastoral and fisheries value chains, which have significantly contributed to reducing the production costs of women's small businesses and individual entrepreneurs. • At the strategic level, little progress has been made apart from supporting the development of the strategic plan on renewable energy for the National Agency for Renewable Energy.
Women's empowerment and gender equality	• The country office has been successful in ensuring that a vast majority of its expenditures seek to contribute to gender equality. While UNDP contributed to improving the expected socioeconomic well-being of participating women, none of these interventions addressed the underlying causes of gender inequalities.

	SIERRA LEONE
Keeping people out of poverty	• UNDP has supported the Government in developing flagship policy instruments that anchor key principles of sustainable development in the country's policy and institutional framework. UNDP has also assisted the Government in strengthening the systems for development coordination and SDG localization and financing. • The UNDP programme provided important policy support to youth development in Sierra Leone, including the launch of the National Youth Policy and its implementation. Youth-related interventions have focused on entrepreneurship and social cohesion, but their effects have not been adequately tracked. There is also room to build greater synergies between these two areas. • UNDP supported local economic development, with a focus on the social and economic inclusion of youth, women and persons with disabilities. • UNDP has contributed to advancing the inclusion of persons with disabilities and increasing the level of awareness, especially among policymakers. Although small scale in nature, this work has contributed to the improvement of key policy and institutional frameworks.
Governance for peaceful, just and inclusive societies	• In the area of strengthening democratic institutions, UNDP support for the Parliament contributed to its improved effectiveness. Local governance support has been an emerging theme in the current programme cycle, which is expected to increase in intensity in the near future. • UNDP has helped prevent and mitigate resource-based conflicts between communities, local governments and private mining companies by strengthening the capacities of institutions and dialogue platforms that promote peaceful relations and the inclusion of women and youth. • At the subnational level, UNDP has supported the establishment of community structures and promoted the integration of at-risk youth in local decision-making processes. UNDP has also addressed economic empowerment as a factor for strengthening peace and social cohesion. However, this portfolio will benefit from more coherent planning and management. • UNDP support for rule of law institutions has improved the country's policy framework and the efficiency and transparency of the handling of cases by the judiciary. • UNDP has contributed to the implementation of the Universal Periodic Review recommendations, the improvement of case management mechanisms as well as local level engagement and awareness-raising on human rights issues. Nevertheless, the impact of this work on the country's overall human rights situation has been limited as Sierra Leone continues to face significant human rights challenges.

	SIERRA LEONE
Crisis prevention and increased resilience	• UNDP has contributed to strengthening the policy framework and capabilities of national institutions for managing disaster risks and their impacts on economic livelihoods. • UNDP support for natural resources management has been limited in this programme cycle. • UNDP support for the COVID-19 response was quick, flexible and well-coordinated with the UN country team.
Environment: nature-based solutions for development	*Not included in the programme*
Clean, affordable energy	*Not included in the programme*
Women's empowerment and gender equality	*Not included in the programme*

	TOGO
Keeping people out of poverty	• UNDP has helped improve access to basic services in key sectors such as education, health and water, sanitation and hygiene, benefiting mostly women and children, although administrative reforms to improve public procurement processes, skills transfers and resource mobilization to ensure the maintenance and durability of these infrastructure works were insufficient. • UNDP support has contributed to the training of youth and women with a strong focus on entrepreneurship promotion, and to the strengthening of some institutions with the mandate to promote entrepreneurship. • By providing technical and strategic support to the Ministry of Health and the National Institute of Health Insurance, UNDP is helping to extend universal health insurance to informal sector workers and vulnerable populations through new digital solutions.
Governance for peaceful, just and inclusive societies	• UNDP projects that have been carried out in partnership with other UN agencies and financed by the Peacebuilding Fund operate have strengthened normative, institutional and community-level mechanisms to prevent violent extremism. • UNDP's contributions strengthened the technical and operational capacities of duty-bearers and led to some improvements in the level of knowledge of certain rights-holders, including persons at risk of being left behind on justice-related matters. • UNDP's support to strengthening public administration has benefited multiple institutional partners and has helped advance the digitalization process of public services, which was highly relevant in the context of the COVID-19 pandemic. Efforts to train young people having the potential to have a career as public servants have also been successful. • UNDP provided modest support to the institutions in charge of the elections, which coincided with the holding of presidential elections without violence in Togo. However, the capacities of the electoral bodies remain weak. • UNDP has contributed to decentralization but the scale of the support offered by UNDP remains marginal in view of the technical and financial needs of local governance structures.

TOGO	
Crisis prevention and increased resilience	• The country office has been flexible and responsive to the effects of the COVID-19 pandemic by adapting to the new post-COVID-19 national vision, reflected in the Government's roadmap for the period 2020–2025.
Environment: nature-based solutions for development	• UNDP's technical and financial support has helped the country to design policies, strategies, action plans and decision-making tools that integrate Climate Change and Disaster Risk Reduction issues at the national, regional and local levels, although significant efforts are still required to ensure their implementation and thus see the expected effects. • UNDP initiatives have strengthened national capacities through training and the provision and rehabilitation of materials and equipment to partner institutions. • UNDP interventions have contributed to the scaling-up of the pilot ecovillages development project, which aims to fight poverty, preserve biodiversity and promote electrification through renewable energy sources.
Clean, affordable energy	• UNDP interventions have given some rural communities the opportunity to test solutions that give them access to clean, affordable and sustainable energy sources such as solar mini-power plants, more efficient carbonization technologies and biodigesters that reduce pressure on natural resources.
Women's empowerment and gender equality	• The vast majority of UNDP's financial resources are directed towards interventions that make a modest contribution to gender equality, a significant improvement over previous cycle. However, only a small minority of this support addresses the underlying causes and structures of these inequalities, which represents a major challenge for the country office.

REGIONAL PROGRAMME FOR THE ARAB STATES

PROGRAMME OF ASSISTANCE TO THE PALESTINIAN PEOPLE	
Keeping people out of poverty	• UNDP support to the rehabilitation of a range of public infrastructure has been vital in the functioning of basic services. It contributed to alleviating the impact of chronic crises, supported the resilience of communities, and improved economic, educational and employment opportunities for Palestinians. • UNDP's support to wastewater and medical waste management addressed critical public health issues. • Support to short-term employment and business revitalization was critical in alleviating the adverse socioeconomic impact of the recurrent escalations in Gaza and the COVID-19 crisis. UNDP is widely credited for the quick delivery of temporary employment much needed in the context of multiple and protracted crises. • Vocational training and skill and entrepreneurship development initiatives UNDP supported produced tangible outputs particularly in reaching out to youth but require better strategizing and streamlining for enhancing sustainable processes. UNDP's efforts are important to nurturing innovation, entrepreneurial culture and market-linked skills among youth to enhance employability. • UNDP has a long-standing engagement in technical vocational education and training in West Bank, Gaza and East Jerusalem. UNDP contributed to the setting up and functioning of the vocational education centres with the potential for improving employment skills.

PROGRAMME OF ASSISTANCE TO THE PALESTINIAN PEOPLE	
Governance for peaceful, just and inclusive societies	• UNDP contributed to establishing and strengthening government processes and capacities, particularly in local governments and central institutions where UNDP projects were implemented. • Through support to Mizan (a case management system), a best practice, UNDP promoted digital innovation. UNDP also promoted a more data-driven approach to access to justice through a justice monitoring system and publication of citizens' satisfaction. • A lack of strategic engagement in the local government sector limits UNDP's contribution to local governance. While local governance has other major actors, there is more scope for UNDP's engagement in municipal capacity development and enabling basic service solutions beyond efforts in local governments where projects are located. • UNDP's consistent support to justice sector systems contributed to institutional efficiency, accountability and transparency processes. Mizan demonstrates that e-governance support can provide a neutral space for governance achievements that can be sustained in a fragile development context.
Crisis prevention and increased resilience	• Resilience approaches for inclusive economic development are being considered by UNDP but have yet to gather momentum. • UNDP proactively responded to support Palestine's COVID-19 pandemic response and recovery efforts. UNDP short-term employment support was critical both for employment creation as well as for improving health services.
Environment: nature-based solutions for development	• Transboundary water treatment initiatives enhanced access to environmentally sound municipal wastewater services. UNDP support to a range of water solutions has produced short to medium-term processes but sustainability challenges remain. • UNDP support to the Palestinian authorities to access the Green Climate Fund and develop adaptation and mitigation projects is important. UNDP has yet to comprehensively engage in climate change and solid waste management areas, a key priority.
Clean, affordable energy	• UNDP successfully promoted solar energy systems through its infrastructure support, which augmented scarce and expensive electricity. The use of solar energy not only reduced electricity consumption but also provided renewable energy options, minimized the negative impact on the environment and reduced the reliance on imported electricity.
Women's empowerment and gender equality	• Women as beneficiaries received more attention when policy support and advocacy for addressing structural constraints were also needed. A programmatic (streamlined) approach to addressing gender challenges would have enhanced UNDP's contribution.

REGIONAL BUREAU FOR ASIA AND THE PACIFIC

🇧🇹 BHUTAN	
Keeping people out of poverty	• UNDP pivoted resources towards public sector service delivery and innovation in the heath sector. This reorientation provided much needed and timely support to the roll-out of the vaccination campaign. • UNDP supported enhancing the provision of inclusive and equitable public service delivery through digital solutions. This resulted in a 40 percent reduction in the turnaround time for some civil registration services and improved service delivery standards.

🇧🇹 BHUTAN	
	• UDNP supported enhancing the provision of inclusive and equitable public service delivery through digital solutions. This resulted in a 40 percent reduction in the turnaround time for some civil registration services and improved service delivery standards.
	• UNDP's support has enhanced the national Government's capacities to integrate, monitor and report on the SDGs, but efforts have not yet been consolidated to achieve meaningful results at the local level.
	• With innovations supported by the Accelerator Lab, UNDP adopted a systems approach to tackling youth employment through analysing the entire ecosystem and offering a portfolio of solutions.
	• UNDP paid continued attention to vulnerable groups, including persons with disability, lesbian, gay, bisexual and transgender, queer and intersex (LGBTQI), women and youth. UNDP efforts to leave no one behind were valuable and included various substantial successes towards enabling the voice of the most marginalized.
Governance for peaceful, just and inclusive societies	• Through capacity development, technical and financial assistance, UNDP's support to Parliament has contributed towards driving forward people-centred development, human rights and advancing citizen engagement. Nevertheless, sustainability is not guaranteed due to the lack of institutionalization of results.
	• UNDP has positioned itself as the partner of choice in supporting the Royal Government of Bhutan to deliver its justice sector reform programme. It has been successful in advocating for and supporting the development of a sectoral approach to justice reform resulting in enhanced institutional coordination.
	• UNDP has also supported the development of a draft legal aid policy, which could prove transformational. However, these interventions are at the nascent stage and require significant consolidation and roll-out to have meaningful, long-lasting results.
Crisis prevention and increased resilience	*Not included in the programme*
Environment: nature-based solutions for development	• UNDP has successfully collaborated with the Government in the formulation and implementation of low-emission development strategies. Results achieved included the promotion of electric vehicles for public transport, renewable energy and management of municipal solid waste.
	• Climate change and environmental projects have successfully integrated livelihoods and poverty reduction, recognizing the nexus between poverty, environment and climate change.
	• UNDP has strengthened data, information and knowledge on climate change, climate vulnerabilities and impacts, and adaptation options in key sectors. UNDP has also contributed to increased national capacity to coordinate and conduct climate research and assessments, including through active participation of academia.
	• Based on a landscape management approach, UNDP has effectively contributed to the operationalization of biological corridors.
Clean, affordable energy	*Not included in the programme*
Women's empowerment and gender equality	• In cooperation with other United Nations entities and national stakeholders, UNDP contributed to providing a more coherent package of support services for gender-based violence survivors and fostered a significant political commitment to address harmful social norms. However, full results are yet to be consolidated and scaled up to achieve long-lasting change.

	🇰🇭 **CAMBODIA**
Keeping people out of poverty	• UNDP contributed to strengthening social protection in Cambodia by providing technical support to strategic thinking and research, support in refining the criteria for and digitalizing the Identification of Poor Households Programme, and advocating for the inclusion of the marginalized groups consistent with leave no one behind principles. • UNDP contributed to advancing the rights of those with disabilities and the principle of leaving no one behind. Progress has been made by operationalizing a whole-of-government and human rights-based approach, working at the subnational level linked to national level dialogue to influence policies, strengthening institutional arrangements, capitalizing on partnerships and building coherence across country programme outcomes and projects. • UNDP delivered on its mine-clearing targets and was greatly appreciated by the Government and beneficiaries. While the design of mine action projects had limited development and economic activities due to its humanitarian nature, the link to economic empowerment could have been achieved by stronger internal coherence with other UNDP outcome areas and projects. • UNDP assisted in developing platforms and research on entrepreneurship to support the upstream enabling environment, with an emphasis on the youth. UNDP piloted potential platforms for youth engagement in e-commerce but did not sufficiently build momentum to scale results.
Governance for peaceful, just and inclusive societies	• UNDP helped to lay the foundation for more participatory governance. Given the current civic space in the country, UNDP is likely to achieve limited success in ensuring that people benefit from more transparent and accountable legislative and governance frameworks.
Crisis prevention and increased resilience	• In support to the COVID-19 response, UNDP developed socioeconomic analysis, provided technical advice to economic policies, mobilized resources to complement social protection schemes and supported implementing policy changes and innovations on the ground.
Environment: nature-based solutions for development	• UNDP contributed to laying the groundwork for the adoption of electric vehicles in Cambodia, cumulating in a reduced import tariff, 50 percent less than internal combustion engines. It also assisted in the formulation of studies related to energy and climate change. However, some other policies and declarations it supported have stalled. • UNDP contributed to setting the climate change regulatory frameworks in Cambodia. In fact, Cambodia is one of 12 countries, and the first Association of Southeast Asian Nations country, that submitted its Long-Term Strategy for Carbon Neutrality by 2050. It also assisted in preparing and engaging in the Voluntary Carbon Market as well as implementing REDD+ (reducing emissions from deforestation and forest degradation and conserving and sustainably managing forests and improving forest carbon stocks).
Clean, affordable energy	• UNDP was able to showcase the economic and social benefits of off-grid renewable energy sources. It leveraged funds from donors and stimulated private sector investments through de-risking energy investments and facilitating private sector and government cooperation for the delivery of social services.
Women's empowerment and gender equality	• UNDP made limited progress in systematically advancing gender equality and women's empowerment across its programme. Although the majority of UNDP projects were gender-targeted, the gender markers do not reflect the actual value of a project's gender-related activities, which is much less.

PACIFIC ISLAND COUNTRIES
Keeping people out of poverty	• UNDP played a crucial role in the SDG reporting of Pacific island countries. It assisted with various measures to help generate and align national data to the SDGs. UNDP used the momentum built to help integrate the SDGs in national strategies. • UNDP successfully partnered with various development actors to support the development of trade policies and strategies, strengthen informal businesses and create job opportunities for various groups, such as women, though less so for youth. • UNDP had notable results in supporting financial inclusion and increasing financial services through its work on digitization, insurance and remittances. • The majority of activities under the UNDP blue economy portfolio are new, and the most mature activities that yielded results are those related to fisheries. The lack of definition of the blue economy within the Pacific context presents an opportunity and a challenge, where UNDP is well-positioned to assist with its knowledge, global experience and networks.
Governance for peaceful, just and inclusive societies	• UNDP programming to support women in national and subnational decision-making bodies was fragmented. Aside from the Solomon Islands, Samoa and Vanuatu, UNDP did not consistently work in areas with the least number of women in elected leadership roles. • Stakeholders in the Pacific considered UNDP's work on the rule of law and access to justice to be relevant and timely. However, UNDP needs to reconsider its programme timescales to ensure that it builds on the peace dividends resulting from its interventions.
Crisis prevention and increased resilience	• UNDP effectively supported disaster response and preparedness by using a mix of programming tools. These included South-South cooperation, mainstreaming through national and subnational strategies, leveraging resources from other projects and piloting microinsurance. • Overall, the UNDP response to the COVID-19 pandemic was rapid and targeted. It negotiated the repurposing of funds with donors and attracted new funding. Stakeholders appreciated UNDP's agility and flexibility in responding to challenges and changes to projects under implementation. Support for remote working, which aligns with the UNDP digitalization agenda, was greatly appreciated.
Environment: nature-based solutions for development	• UNDP has achieved most of its project-level goals in the areas of climate change, environmental protection and disaster risk management. The breadth of its programming encompassed support to umbrella themes such as climate change, multilateral environmental agreements and specific niches such as energy and fisheries. • The majority of activities under the integrated resource management portfolio used the 'ridge to reef' approach, which was appreciated for providing data for decision-making through the implementation of concrete activities. The most important achievement has been increasing the appetite of countries to continue integrated resource management work. • UNDP has successfully taken advantage of the increasing share of vertical funds for the environment in the Pacific. It has successfully boosted government demand for environmental programming in the region.
Clean, affordable energy	*Not included in the programme*
Women's empowerment and gender equality	• While there were some noteworthy gender-related results in the UNDP Pacific portfolio, these results fell short of replication or communication across countries and multicountry offices. The overall lack of internal coherence within and across the multicountry offices and the siloed nature of gender specialists within projects contributed to the slow adoption of best practices in gender-sensitive programming.

PHILIPPINES	
Keeping people out of poverty	• UNDP supported the capacity-building of the national Government in evidence-based policymaking, the conduct of evaluations, integrated planning and e-governance. This significantly contributed to the improvement of planning processes and the tracking of progress towards the Philippine Development Plan and SDGs.
	• UNDP support has contributed to government reform efforts and the delivery of services to communities and localities. There were some challenges in timely delivery of initiatives.
	• UNDP interventions, especially those focused on socioeconomic empowerment, to a large extent targeted and generated results for those left behind, despite the fact that an overarching strategy for targeting those left behind was less visible.
Governance for peaceful, just and inclusive societies	• UNDP contributed to civic engagement by capacitating youth, indigenous communities and women in entrepreneurship; supporting the use of social networking in development planning; and supporting community-based monitoring of governance infrastructure programmes.
	• UNDP support has been instrumental in keeping the peace process moving forward despite serious challenges caused by shifting political dynamics and the complexity of the transition roadmap. The implementation of key security arrangements benefited from UNDP's mostly operational support but there were some efficiency challenges overall.
	• UNDP has contributed significantly to laying the foundations of new political and governance institutions—although many interventions were short term.
	• Innovative early warning and planning tools for strengthening community resilience have been piloted with UNDP support with varying levels of progress. Less advancement was made on addressing conflict legacies through transitional justice, reconciliation, land grievance redress and indigenous rights.
Crisis prevention and increased resilience	• The COVID-19 pandemic has brought further delays to the peace process and hardship for conflict-affected populations but has also provided the opportunity to the regional government, local governments and communities to strengthen their crisis response and resilience response.
	• UNDP support has been strategically positioned on the response-to-recovery nexus and delivered with an intention to seize COVID-19 as an opportunity to reinforce social capital.
	• Innovative early warning and planning tools for strengthening community resilience have been piloted with UNDP support with varying levels of progress. Less advancement was made on addressing conflict legacies through transitional justice, reconciliation, land grievance redress and indigenous rights.
Environment: nature-based solutions for development	• UNDP's technical assistance, support to policy development, procurement of equipment and tools, and capacity-building have allowed national government agencies to integrate evidence-based climate change adaptation and mitigation and disaster risk reduction and management in planning and resilience-building.
	• UNDP provided technical assistance, capacity-building, procurement and policy support to improve the readiness of key government agencies and mitigation sector stakeholders to meet nationally determined contribution commitments.
	• UNDP supported the strengthening of national and local capacities for biodiversity conservation through technical assistance, capacity-building and provision of funding. It also helped develop biodiversity-friendly enterprises with integrated economic, social and environmental benefits.
Clean, affordable energy	*Not included in the programme*

🇵🇭 PHILIPPINES	
Women's empowerment and gender equality	• While UNDP's peacebuilding work has been responsive to the needs of women and girls, most work on governance, inclusive growth and the environment portfolio lacked a gender-responsive approach.

REGIONAL BUREAU FOR LATIN AMERICA AND THE CARIBBEAN

🇧🇴 BOLIVIA	
Keeping people out of poverty	• UNDP promoted sustainable ecosystem management in the Amazon region and around protected areas, contributed to improving livelihoods and supported attitudinal change vis-à-vis the benefits of conservation efforts. • UNDP has taken a variety of initiatives to reduce inequality in line with the 2030 Agenda, particularly in its extensive work with indigenous peoples, but has yet to consolidate its own approach to leaving no one behind. • UNDP contributed to strengthening the national tuberculosis programme and helped to reduce detection times. It has also continued its support to the national anti-malarial programme, contributing to the reduction of malaria in endemic areas. • UNDP supported tourism development and the promotion of interregional cooperation in the Qhapaq Ñan region, with attention to vulnerable communities.
Governance for peaceful, just and inclusive societies	• UNDP has significantly contributed to the re-establishment of the legitimacy of democratic institutions after the political crisis of October 2019. UNDP support to national and subnational elections, and the peace talks, contributed in a major way to overcoming the crisis, leading to the peaceful election of new authorities. • UNDP supported the strengthening of public sector capacity to improve the design and management of evidence-based and integrated socioeconomic public policies at the national and local levels. • UNDP provided valuable technical support to enhance the capacity of national stakeholders to pass draft legislation and improved understanding of the relationship between the executive and the legislature, however, the results have been strongly affected by the political crisis. • UNDP support to the consolidation, modernization and inclusion of vulnerable groups in the justice system did not materialize as planned, leaving this crucial area for Bolivia unaddressed. • UNDP contributed to strengthening intercultural democracy by supporting the capacity and functioning of fully-fledged entities that represent indigenous and native peoples and farmers.
Crisis prevention and increased resilience	• UNDP supported capacity development in emergency responses and strengthened the resilience of communities affected by disasters in a timely and participatory manner. • UNDP interventions to support Bolivia in mitigating the effects of the COVID-19 pandemic have been timely and relevant. UNDP strengthened national response capacity through the provision of equipment and socioeconomic analysis of the impact of the pandemic. The effectiveness of certain socioeconomic recovery initiatives was limited.

	BOLIVIA
Environment: nature-based solutions for development	• UNDP contributed to the generation of learning for integrated water resource management in the Titicaca-Desaguadero-Poopó-Salar of Coipasa transboundary system. Established watershed monitoring units promoted the sustainability of monitoring and management plans. • UNDP supported the country to report on its international commitments on climate change and biological diversity. The systematic generation and integration of data in the planning and investment decisions of national and subnational governments remains limited.
Clean, affordable energy	*Not included in the programme*
Women's empowerment and gender equality	• UNDP projects have reflected the differential needs of men and women, but the country programme was not informed by a strategic vision and understanding of key entry points to address gender inequality.

ANNEX 3:
EVALUATIONS OVERVIEW

Summary view

FIGURE 11: Evaluations completed by year and type, 2019–2022
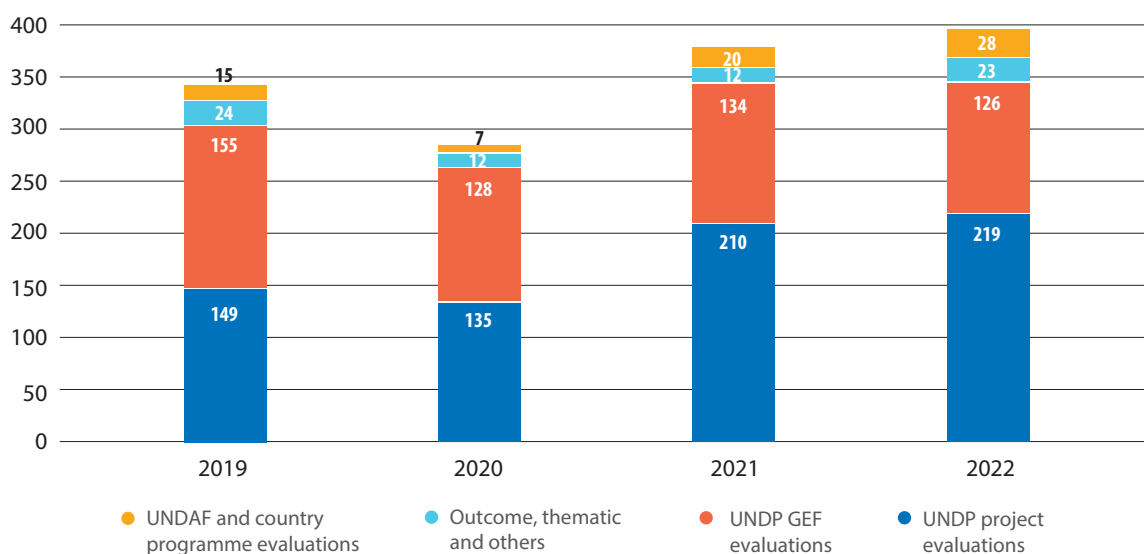
Source: IEO analysis of ERC data as of 1 February 2023.

FIGURE 12: Evaluations completed by year and region, 2019–2022

	Africa	Arab States	Asia and the Pacific	Europe and the CIS	Latin America and the Caribbean	Global
2019	85	42	96	53	58	9
2020	87	18	80	45	41	11
2021	99	32	102	65	60	18
2022	103	60	80	71	69	13
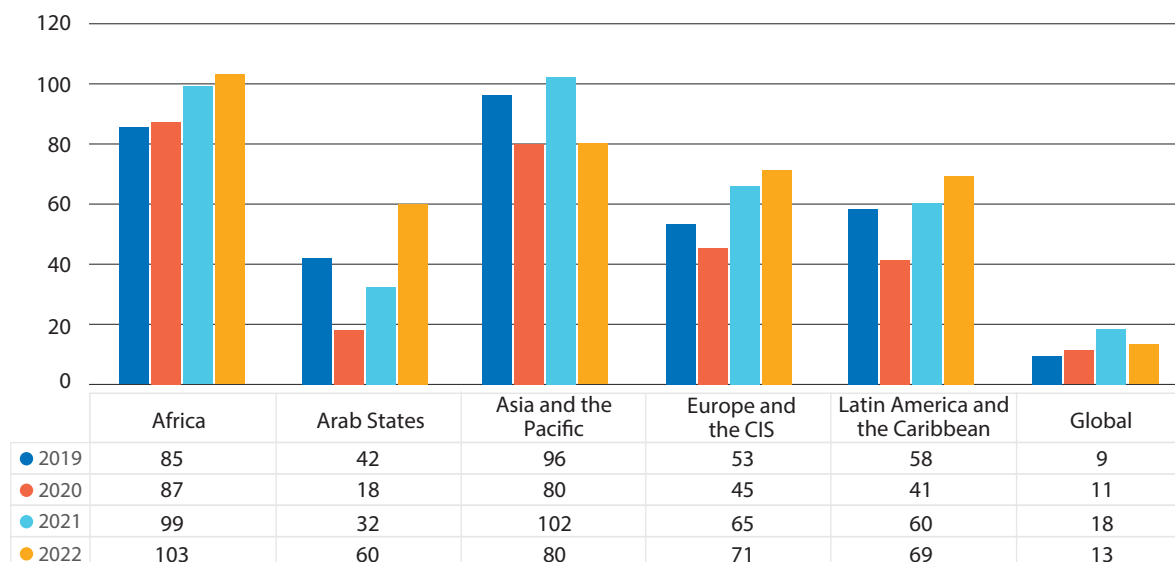
Source: IEO analysis of ERC data as of 1 February 2023.

TABLE 8: Expenditures on evaluations by year and type in US dollars, 2019–2022

Evaluation Types	2019	2020	2021	2022	2019–2022
UNDP project evaluations	3,507,379	3,223,922	5,684,766	6,244,609	**18,660,676**
UNDP GEF evaluations	3,952,929	3,362,447	3,249,684	3,595,860	**14,160,920**
UNSDCF/UNDAF and country programme evaluations	429,370	244,967	891,219	1,185,295	**2,750,851**
Outcome, thematic and others	938,365	479,055	467,220	715,954	**2,600,594**
Total	**8,828,043**	**7,310,391**	**10,292,889**	**11,741,718**	**38,173,041**

Source: IEO analysis of ERC data as of 1 February 2023.

TABLE 9: Expenditures on evaluations by year and region in US dollars, 2019–2022

| Regions	2019	2020	2021	2022	2019–2022
Africa	2,431,968	2,376,781	2,786,985	3,789,680	**11,385,414**
Arab States	1,046,864	291,208	1,129,218	1,607,119	**4,074,409**
Asia and the Pacific	2,591,674	2,345,742	2,829,075	2,587,553	**10,354,044**
Europe and the CIS	1,026,818	853,167	1,192,500	1,429,378	**4,501,863**
Latin America and the Caribbean	1,327,476	898,776	1,371,630	1,747,067	**5,344,949**
Global	403,243	544,717	983,481	580,921	**2,512,362**
Total	**8,828,043**	**7,310,391**	**10,292,889**	**11,741,718**	**38,173,041**

Source: IEO analysis of ERC data as of 1 February 2023.

FIGURE 13: Quality assessment by type of evaluation, 2019–2022
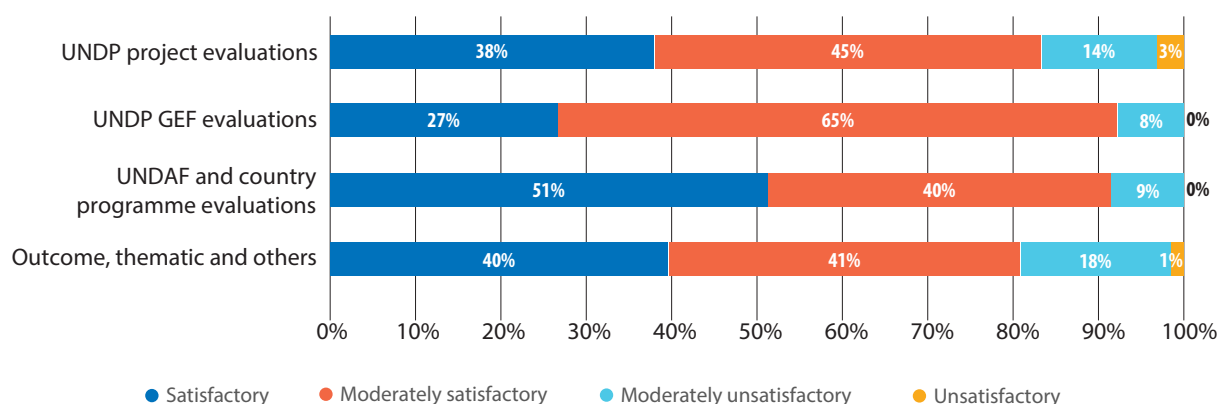
Source: IEO analysis of ERC data as of 1 February 2023.

FIGURE 14: Quality assessment by year, 2019–2022

2019	20%	56%	19%	6%
2020	39%	50%	9%	1%
2021	40%	48%	11%	1%
2022	41%	48%	10%	1%

● Satisfactory   ● Moderately satisfactory   ● Moderately unsatisfactory   ● Unsatisfactory

Source: IEO analysis of ERC data as of 1 February 2023.

REGIONAL BUREAU FOR AFRICA

FIGURE 15: Evaluations completed by year and type, 2019–2022
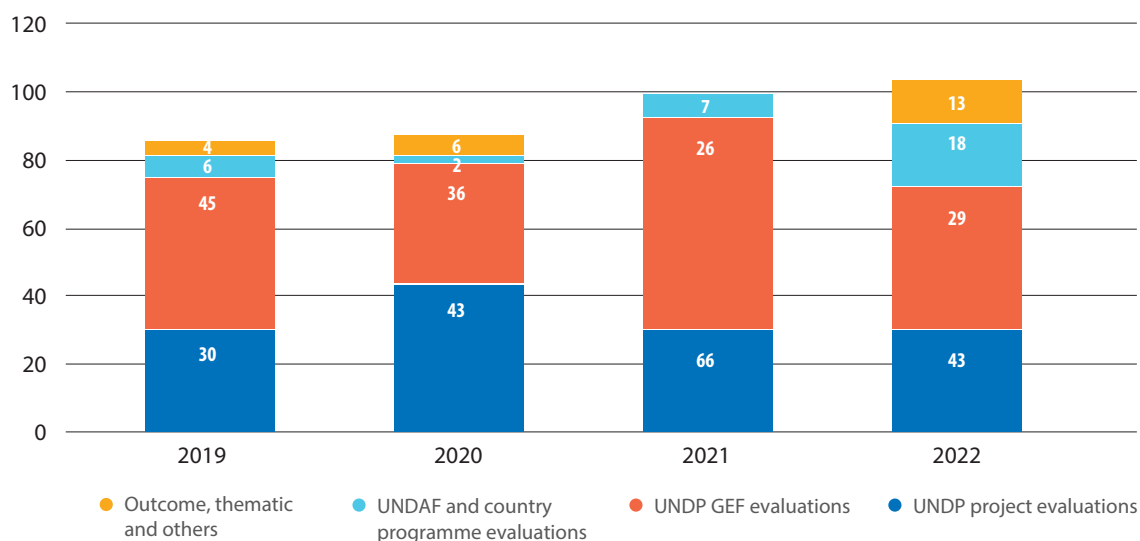
● Outcome, thematic and others   ● UNDAF and country programme evaluations   ● UNDP GEF evaluations   ● UNDP project evaluations

Source: IEO analysis of ERC data as of 1 February 2023.

TABLE 10: Expenditures on evaluations by year and type in US dollars, 2019–2022

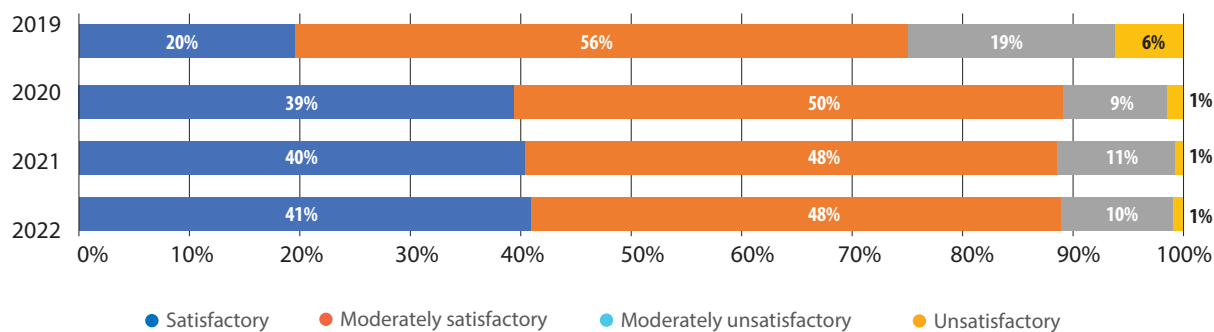| Evaluation Type	2019	2020	2021	2022	2019–2022
Outcome, thematic and others	137,148	72,000		367,881	**577,029**
UNSDCF/UNDAF and country programme evaluations	211,330	101,400	338,886	798,779	1,450,395
UNDP GEF evaluations	1,327,214	1,022,435	714,228	1,010,981	**4,074,858**
UNDP project evaluations	756,276	1,180,946	1,733,871	1,612,039	**5,283,132**
Total	**2,431,968**	**2,376,781**	**2,786,985**	**3,789,680**	**11,385,414**

Source: IEO analysis of ERC data as of 1 February 2023.

TABLE 11: Average expenditures on evaluations by year and type in US dollars, 2019–2022

Evaluation Type	2019	2020	2021	2022	2019–2022
Outcome, thematic and others	34,287	12,000		28,299	**25,088**
UNSDCF/UNDAF and country programme evaluations	35,222	50,700	48,412	44,377	**43,951**
UNDP GEF evaluations	29,494	28,401	27,470	34,861	**29,962**
UNDP project evaluations	25,209	27,464	26,271	37,489	**29,028**
Total	**28,611**	**27,319**	**28,151**	**36,793**	**30,442**

Source: IEO analysis of ERC data as of 1 February 2023.

FIGURE 16: Quality assessment by year, 2019–2022

Year	Satisfactory	Moderately satisfactory	Moderately unsatisfactory	Unsatisfactory
2019	23%	65%	12%	0%
2020	38%	56%	5%	2%
2021	39%	46%	13%	3%
2022	38%	50%	12%	0%

● Satisfactory　● Moderately satisfactory　● Moderately unsatisfactory　● Unsatisfactory

Source: IEO analysis of ERC data as of 1 February 2023.

REGIONAL BUREAU FOR THE ARAB STATES

FIGURE 17: Evaluations completed by year and type, 2019–2022

Source: IEO analysis of ERC data as of 1 February 2023.

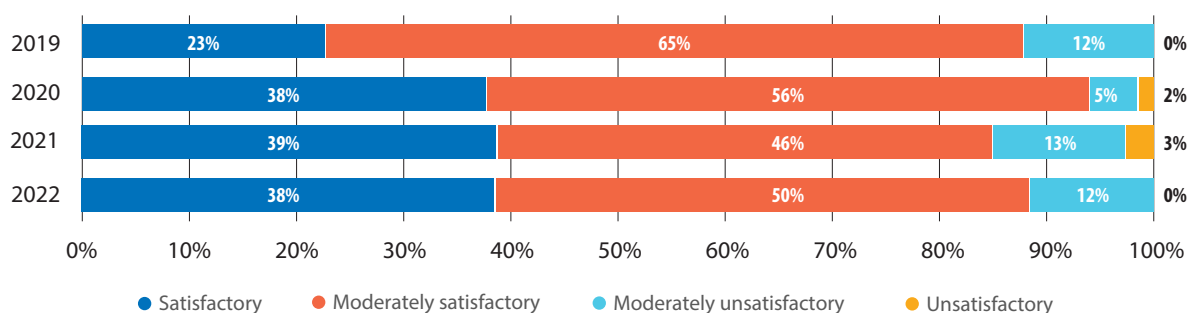**TABLE 10:** Expenditures on evaluations by year and type in US dollars, 2019–2022

Evaluation Type	2019	2020	2021	2022	2019–2022
Outcome, thematic and others	219,000	18,300	37,760	158,023	**433,083**
UNSDCF/UNDAF and country programme evaluations	15,750		108,584	24,566	**148,900**
UNDP GEF evaluations	197,326	117,892	114,690	368,720	**798,628**
UNDP project evaluations	614,788	155,016	868,184	1,055,810	**2,693,798**
Total	**1,046,864**	**291,208**	**1,129,218**	**1,607,119**	**4,074,409**

Source: IEO analysis of ERC data as of 1 February 2023.

TABLE 11: Average expenditures on evaluations by year and type in US dollars, 2019–2022
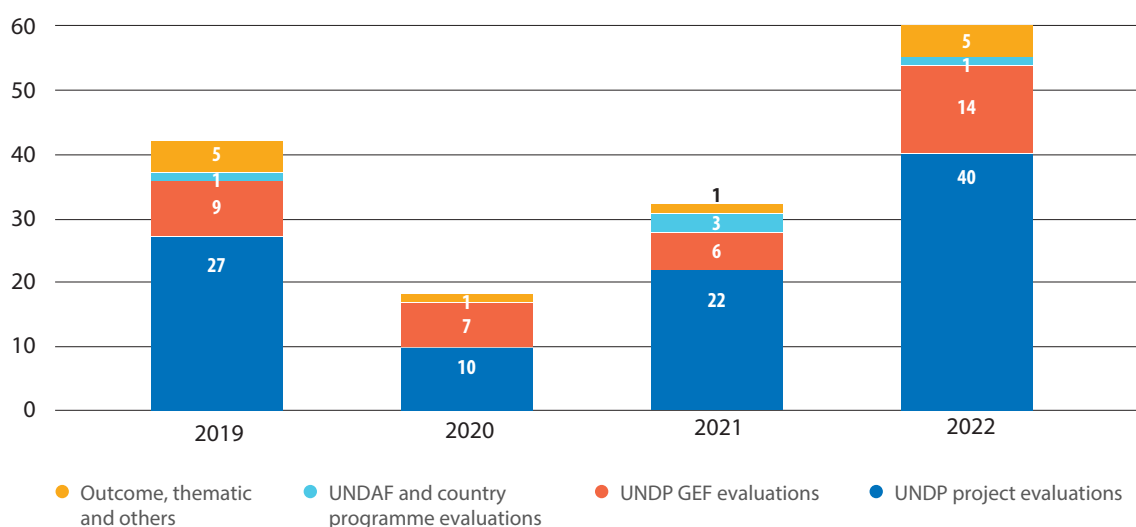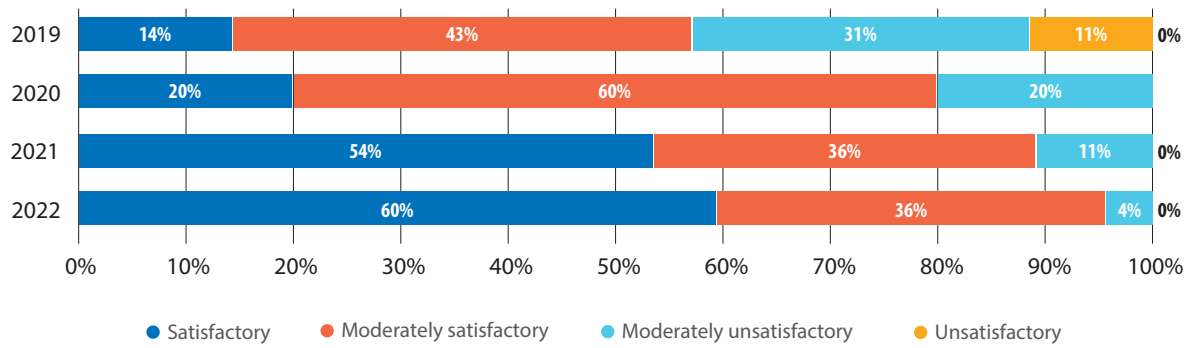
Evaluation Type	2019	2020	2021	2022	2019–2022
Outcome, thematic and others	43,800	18,300	37,760	31,605	**36,090**
UNSDCF/UNDAF and country programme evaluations	15,750		36,195	24,566	**29,780**
UNDP GEF evaluations	21,925	16,842	19,115	26,337	**22,184**
UNDP project evaluations	22,770	15,502	39,463	26,395	27,210
Total	**24,925**	**16,178**	**35,288**	**26,785**	**26,805**

Source: IEO analysis of ERC data as of 1 February 2023.

FIGURE 18: Quality assessment by year, 2019–2022

Year	Satisfactory	Moderately satisfactory	Moderately unsatisfactory	Unsatisfactory	
2019	14%	43%	31%	11%	0%
2020	20%	60%	20%		
2021	54%	36%	11%		0%
2022	60%	36%	4%		0%

● Satisfactory ● Moderately satisfactory ● Moderately unsatisfactory ● Unsatisfactory

Source: IEO analysis of ERC data as of 1 February 2023.

REGIONAL BUREAU FOR ASIA AND THE PACIFIC

FIGURE 19: Evaluations completed by year and type, 2019–2022

Year	UNDP project evaluations	UNDP GEF evaluations	UNDAF and country programme evaluations	Outcome, thematic and others
2019	39	53	3	1
2020	39	39	1	1
2021	46	49	4	3
2022	44	32	3	1

● Outcome, thematic and others ● UNDAF and country programme evaluations ● UNDP GEF evaluations ● UNDP project evaluations
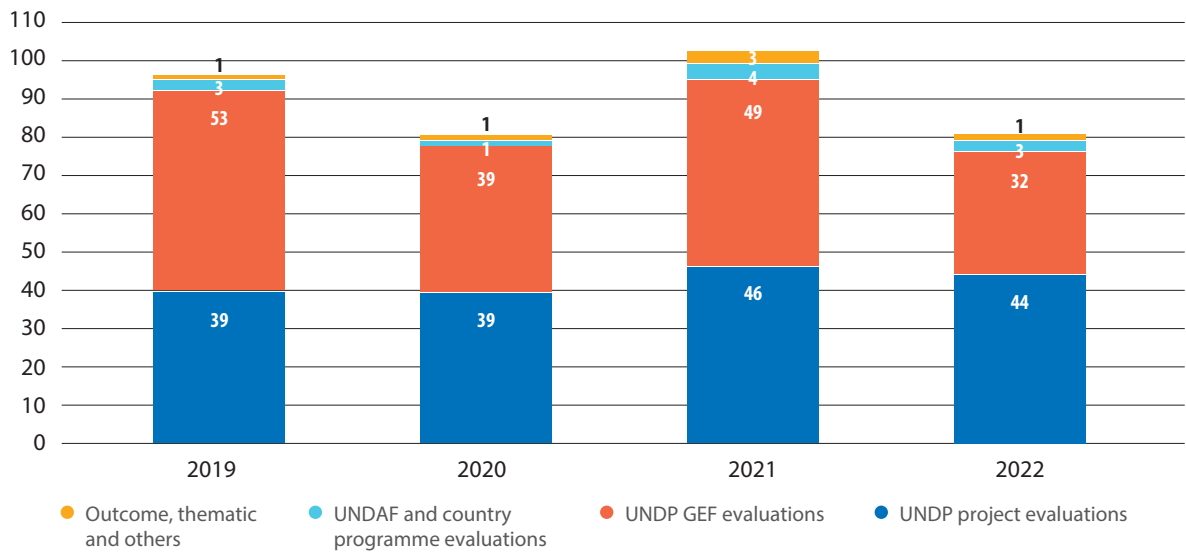
Source: IEO analysis of ERC data as of 1 February 2023.

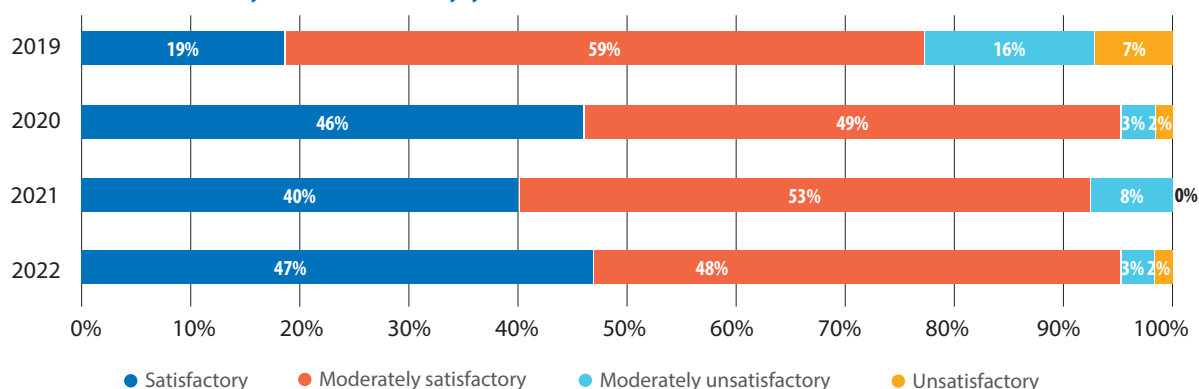**TABLE 12:** Expenditures on evaluations by year and type in US dollars, 2019–2022

Evaluation Type	2019	2020	2021	2022	2019–2022
Outcome, thematic and others	43,000	40,000	62,860	24,750	170,610
UNSDCF/UNDAF and country programme evaluations	136,540	28,650	182,704	157,955	505,849
UNDP GEF evaluations	1,350,877	1,251,975	1,401,590	1,016,318	5,020,760
UNDP project evaluations	1,061,257	1,025,117	1,181,921	1,388,530	4,656,825
Total	2,591,674	2,345,742	2,829,075	2,587,553	10,354,044

Source: IEO analysis of ERC data as of 1 February 2023.

TABLE 13: Average expenditures on evaluations by year and type in US dollars, 2019–2022

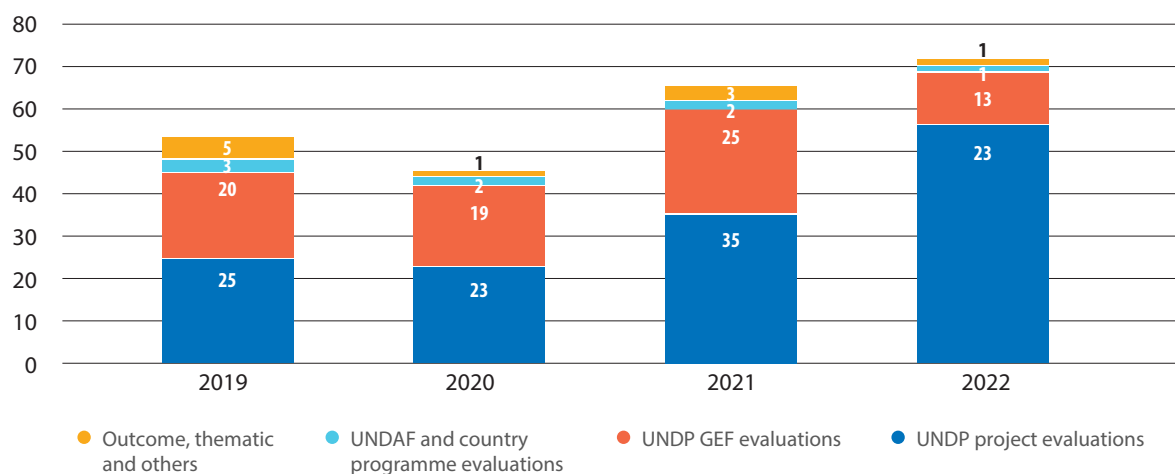| Evaluation Type	2019	2020	2021	2022	2019–2022
Outcome, thematic and others	43,000	40,000	20,953	24,750	28,435
UNSDCF/UNDAF and country programme evaluations	45,513	28,650	45,676	52,652	45,986
UNDP GEF evaluations	25,488	32,102	28,604	31,760	29,022
UNDP project evaluations	27,212	26,285	25,694	31,558	27,719
Total	26,997	29,322	27,736	32,344	28,922

Source: IEO analysis of ERC data as of 1 February 2023.

FIGURE 20: Quality assessment by year, 2019–2022

Source: IEO analysis of ERC data as of 1 February 2023.

REGIONAL BUREAU FOR EUROPE AND THE CIS

FIGURE 21: Evaluations completed by year and type, 2019–2022

Source: IEO analysis of ERC data as of 1 February 2023.

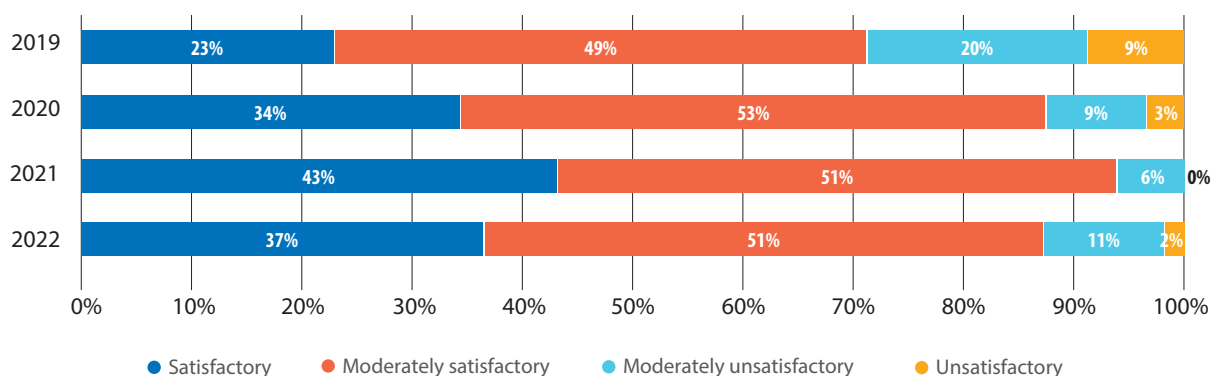**TABLE 14:** Expenditures on evaluations by year and type in US dollars, 2019–2022

Evaluation Type	2019	2020	2021	2022	2019–2022
Outcome, thematic and others	132,358	28,000	62,750	28,000	**251,108**
UNSDCF/UNDAF and country programme evaluations	52,800	65,667	140,498	50,000	**308,965**
UNDP GEF evaluations	401,482	364,215	406,701	268,773	**1,441,171**
UNDP project evaluations	440,178	395,285	582,551	1,082,605	**2,500,619**
Total	**1,026,818**	**853,167**	**1,192,500**	**1,429,378**	**4,501,863**

Source: IEO analysis of ERC data as of 1 February 2023.

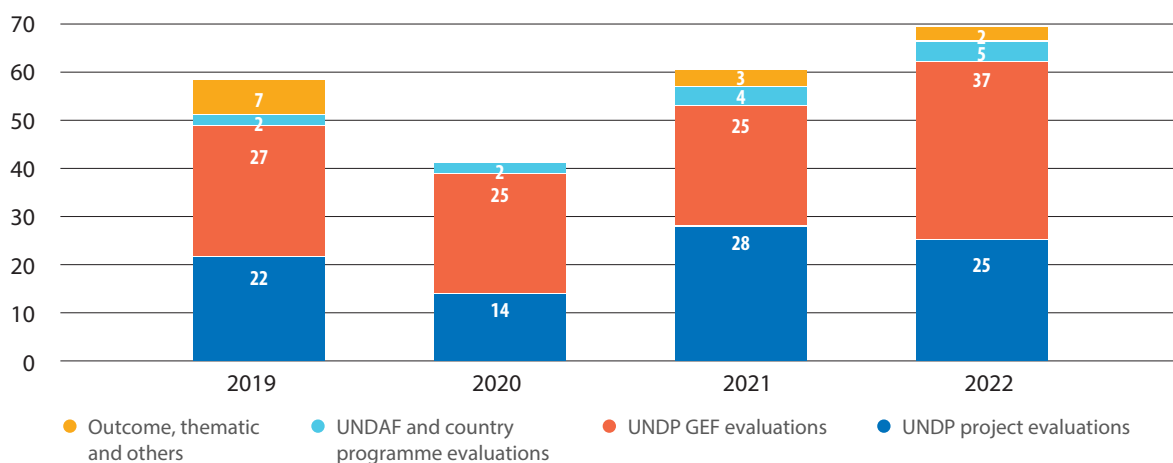**TABLE 15:** Average expenditures on evaluations by year and type in US dollars, 2019–2022

Evaluation Type	2019	2020	2021	2022	2019–2022
Outcome, thematic and others	26,472	28,000	20,917	28,000	**25,111**
UNSDCF/UNDAF and country programme evaluations	17,600	32,834	70,249	50,000	**38,621**
UNDP GEF evaluations	20,074	19,169	16,268	20,675	**18,717**
UNDP project evaluations	17,607	17,186	16,644	19,332	**17,990**
Total	**19,374**	**18,959**	**18,346**	**20,132**	**19,239**

Source: IEO analysis of ERC data as of 1 February 2023.

FIGURE 22: Quality assessment by year, 2019–2022

Source: IEO analysis of ERC data as of 1 February 2023.

REGIONAL BUREAU FOR LATIN AMERICA AND THE CARIBBEAN

FIGURE 23: Evaluations completed by year and type, 2019–2022

Source: IEO analysis of ERC data as of 1 February 2022.

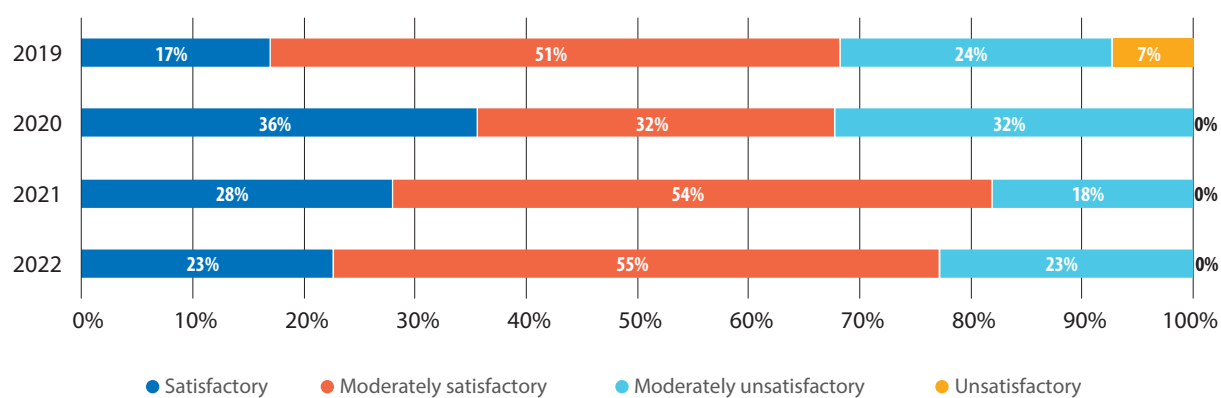**TABLE 16:** Expenditures on evaluations by year and type in US dollars, 2019–2022

Evaluation Type	2019	2020	2021	2022	2019–2022
Outcome, thematic and others	216,229		83,850	82,300	**382,379**
UNSDCF/UNDAF and country programme evaluations	12,950	49,250	120,547	153,995	**336,742**
UNDP GEF evaluations	664,030	567,708	556,266	916,068	**2,704,072**
UNDP project evaluations	434,267	281,818	610,967	594,704	1,921,756
Total	1,327,476	898,776	1,371,630	1,747,067	5,344,949

Source: IEO analysis of ERC data as of 1 February 2022.

TABLE 17: Average expenditures on evaluations by year and type in US dollars, 2019–2022

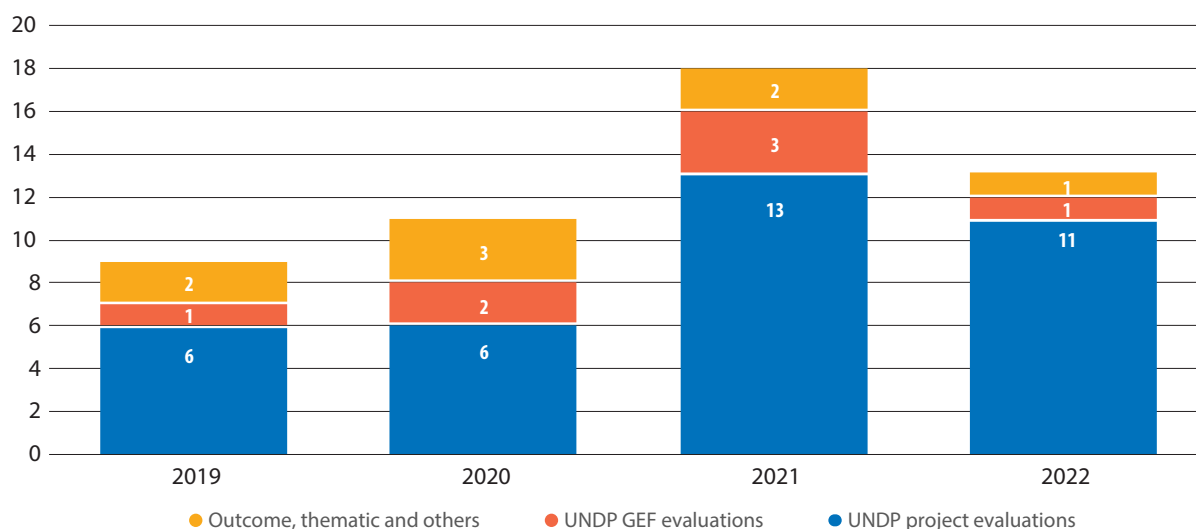| Evaluation Type	2019	2020	2021	2022	2019–2022
Outcome, thematic and others	30,890		27,950	41,150	**31,865**
UNSDCF/UNDAF and country programme evaluations	6,475	24,625	30,137	30,799	**25,903**
UNDP GEF evaluations	24,594	22,708	22,251	24,759	**23,720**
UNDP project evaluations	19,739	20,130	21,820	23,788	**21,593**
Total	**22,888**	**21,921**	**22,861**	**25,320**	**23,443**

Source: IEO analysis of ERC data as of 1 February 2023.

FIGURE 24: Quality assessment by year, 2019–2022

Source: IEO analysis of ERC data as of 1 February 2023.

UNDP HEADQUARTERS

FIGURE 25: Evaluations completed by year and type, 2019–2022

Source: IEO analysis of ERC data as of 1 February 2023.

TABLE 18: Expenditures on evaluations by year and type in US dollars, 2019–2022

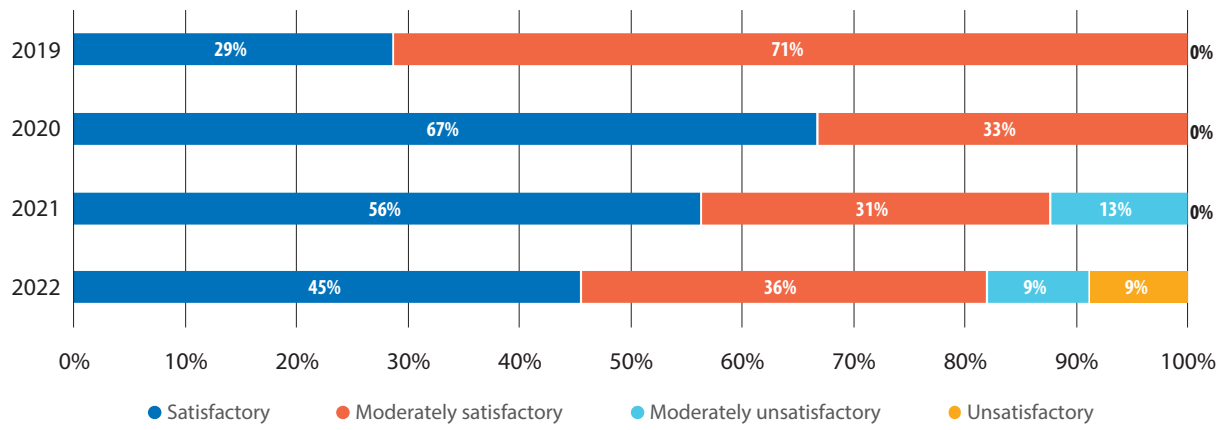| Evaluation Type	2019	2020	2021	2022	2019–2022
Outcome, thematic and others	190,630	320,755	220,000	55,000	**786,385**
UNDP GEF evaluations	12,000	38,222	56,209	15,000	121,431
UNDP project evaluations	200,613	185,740	707,272	510,921	**1,604,546**
Total	403,243	544,717	983,481	580,921	2,512,362

Source: IEO analysis of ERC data as of 1 February 2023.

TABLE 19: Average expenditures on evaluations by year and type in US dollars, 2019–2022

Evaluation Type	2019	2020	2021	2022	2019–2022
Outcome, thematic and others	95,315	106,918	110,000	55,000	**98,298**
UNDP GEF evaluations	12,000	19,111	18,736	15,000	**17,347**
UNDP project evaluations	33,436	30,957	54,406	46,447	**44,571**
Total	44,805	49,520	54,638	44,686	49,262

Source: IEO analysis of ERC data as of 1 February 2023.

FIGURE 26: Quality assessment by year, 2019–2022

Year	Satisfactory	Moderately satisfactory	Moderately unsatisfactory	Unsatisfactory
2019	29%	71%		0%
2020	67%	33%		0%
2021	56%	31%	13%	0%
2022	45%	36%	9%	9%

● Satisfactory ● Moderately satisfactory ● Moderately unsatisfactory ● Unsatisfactory
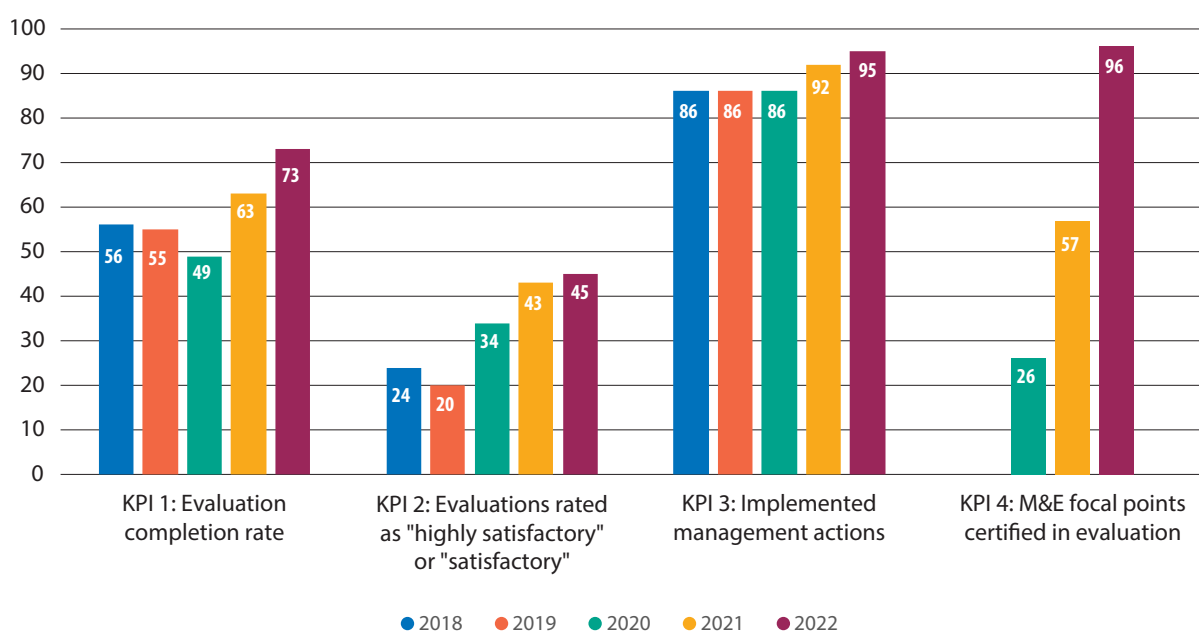
Source: IEO analysis of ERC data as of 1 February 2023.

ANNEX 4:
KEY PERFORMANCE INDICATORS ON EVALUATION

TABLE 20: Key performance indicators on evaluation with performance thresholds and 2022 results

	Performance threshold		
	Plum	**Orange**	**Green**
KPI 1: Percentage of completed evaluation against quarterly and annual targets from annual evaluation plan	<70% (annual)	70–90% (annual)	>90% (annual)
	2022 Performance: **73%**		
KPI 2: Percentage of decentralized evaluation report rated as "highly satisfactory" or "satisfactory" quality	<30%	30–50%	>50%
	2022 Performance: **45%**		
KPI 3: Percentage of decentralized evaluation management actions that are implemented (completed + initiated)	<80%	80–90%	90–95%, >95% by the end of the year
	2022 Performance: **95%**		
KPI 4: Percentage of country office evaluation focal points (ERC focal points) with evaluation certification	<60%	60–80%	>80%
	2022 Performance: **96%**		

FIGURE 27: Key performance indicators, 2018–2022

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