

# EVALUATION



*Empowered lives.  
Resilient nations.*

## EVALUATION AND ITS ROLE IN ADVANCING A MEASUREMENT DISCOURSE EXPERIENCE FROM THE EVALUATION OFFICE OF THE UNDP

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### **IDEAS - Barbados**

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**Evaluation Office**

# Session Objectives

Participants shall as a result of this training:

- Gain an understanding of how evaluation works in the UN system, by looking at policies, frameworks and procedures
- Reflect on issues of accountability, independence, transparency and quality assessment when evaluating large decentralized development organizations.
- Obtain insight into evaluative frameworks, design and methods for international development
- Consider how evaluation results are responded to by management and fed back into programme design and implementation

# Session notes

- The session format is fully interactive and participatory. Participants are encouraged to draw on their own experiences, and time has been set aside in the afternoon to relate these issues to the work of each participant.
- The presentation format is collaborative, with several UNDP resource persons providing practical insights
- A digital suite of manuals, reports and commentary are provided to each participant.

# **PART 1:**

## **POLITICAL AND ORGANISATIONAL STAGE SETTING**

# The UN System

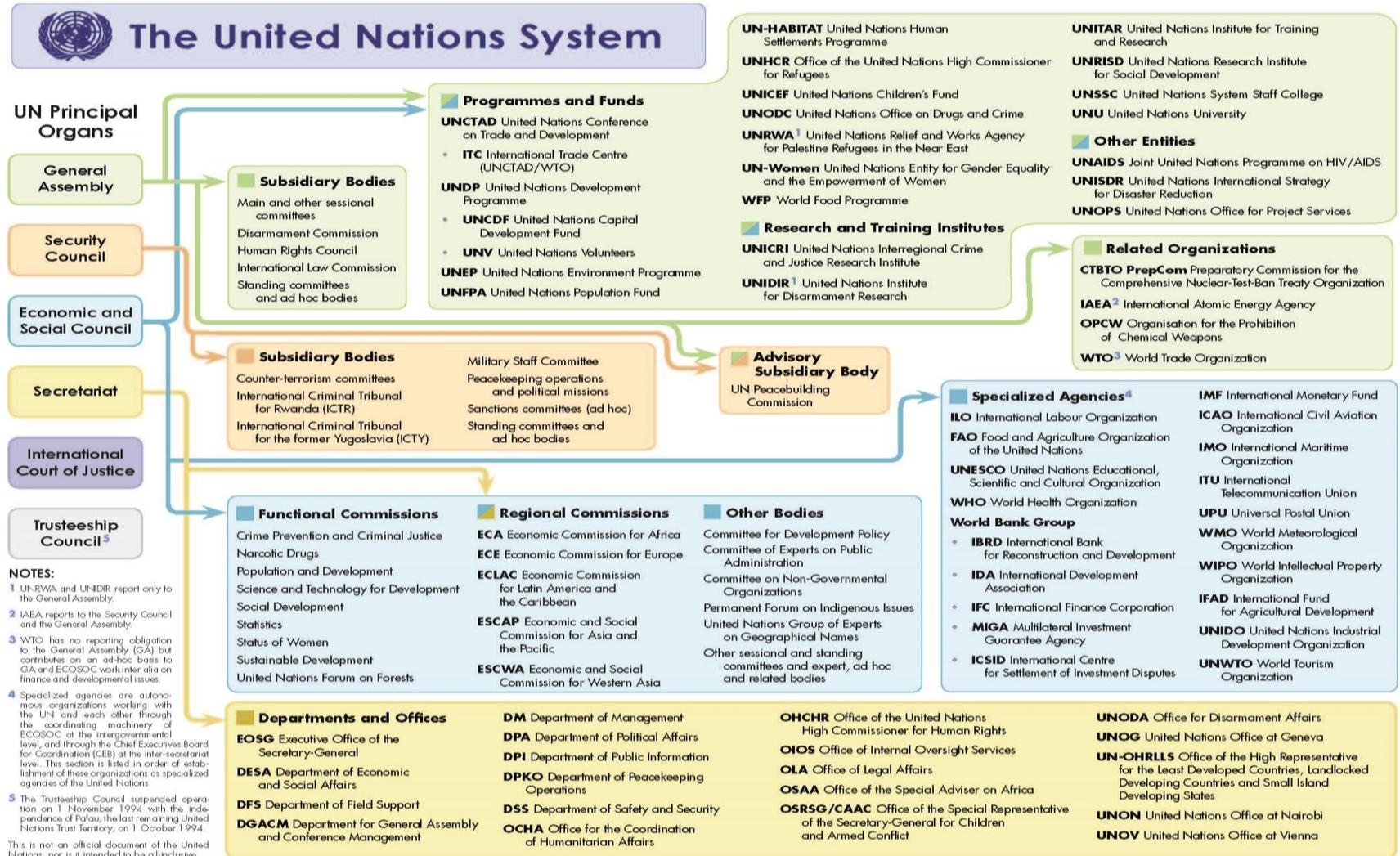
- Overview: The UN comprises 193 Member States, (the latest – the Republic of South Sudan, July 2011)
- Charter of the United Nations (1945) indicates the purposes of the UN are to:
  - Maintain international peace and security
  - Develop friendly relations among nations based on respect for the principle of equal rights and self-determination of peoples
  - Achieve international co-operation in solving international problems of an economic, social, cultural, or humanitarian character, and in promoting and encouraging respect for human rights and for fundamental freedoms for all without distinction as to race, sex, language, or religion

# UNDP

UNDP supports national processes to accelerate the progress of human development with a view to eradicate poverty through development, equitable and sustained economic growth, and capacity development. This means that all UNDP policy advice, technical support, advocacy, and contributions to strengthening coherence in global development must be aimed at one end result: real improvements in people's lives and in *the choices and opportunities open to them*. (*Strategic Plan 2008-2012*)

- **Scope:**
  - 163 offices worldwide, two policy bureaus, 5 regional bureaus, 10,600 staff, \$5 billion budget, (80% 'earmarked')
- **Roles:**
  - Coordinator for the UN Country Team
  - Policy and technical support to governments in 147 countries.
- **Practice areas:**
  - Democratic governance
  - Poverty reduction
  - Environment & sustainable development
  - Crisis prevention & recovery
  - Cross-cutting: gender, south-south cooperation, HIV/AIDS

# UNDP is one of nearly 100 subsidiary bodies, specialized agencies, programs and offices that together comprise the UN system.



# Political & organizational setting - reflection

- What is the political and organizational context for your organization?
- Is there space allowed for open, public criticism of government action?
- Are government and external funders emphasizing accountability?
- Does the political and organizational framework contribute to sound development evaluation?

**Part 2:**

# **The Evaluation Function**

# Evaluation – UNEG definition

- An evaluation is an assessment...of an activity, project, programme, strategy, policy, topic, theme, sector, operational area, institutional performance etc.
- It focuses on expected and achieved accomplishments, examining the results chain, processes, contextual factors and causality, in order to understand achievements or the lack thereof.
- It aims at determining the relevance, impact, effectiveness, efficiency and sustainability of the interventions and contributions of the organizations of the UN system.
- An evaluation should provide evidence-based information that is credible, reliable and useful, enabling the timely incorporation of findings, recommendations and lessons into the decision-making processes of the organizations of the UN system and its members.
- UNEG, Norms for Evaluation in the UN System, April 2005, <http://www.unevaluation.org/>

# The evaluation function in development organizations

- In pursuit of better performance, several forms of oversight are enacted by agencies, ranging from internal monitoring and management reporting to independent evaluation
- For evaluation to occur, there must be a demand and supply. The demand for UNDP evaluation comes especially from the member states (the GA), through the UNDP Executive Board
- There is some variability in the demand, recognizing that stakeholders are looking at evaluation both for learning and accountability aspects.
- The nature of evaluation and the political nature of presenting value judgments
- (video clip: Dr. Srinivasan Pillay, the psychological, organizational dimension)



# UNDP Evaluation Structure

## Evaluation Office (EO) – New York

- Total of 24 staff members

## Regional Bureaux, Practice and Policy Units

- Focal points in each bureaux

## Regional Centres

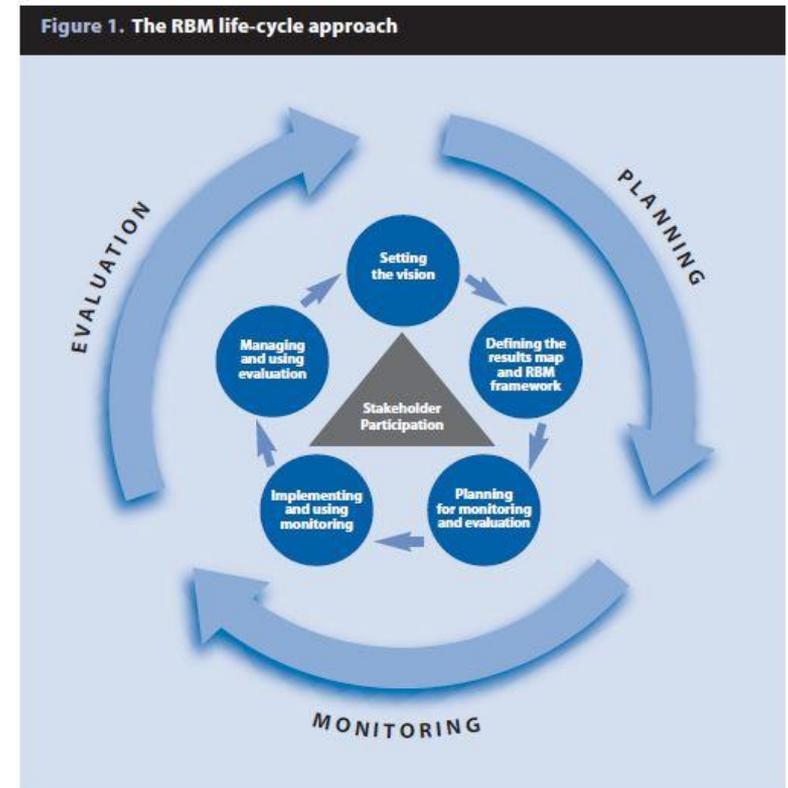
- M&E Advisers –in select regional centres
- Plans for more to be recruited

## Country Offices

- Approx. 51 COs with dedicated specialists and 37 COs with dedicated units
- All COs and programme units with evaluation focal points

# RBM cycle

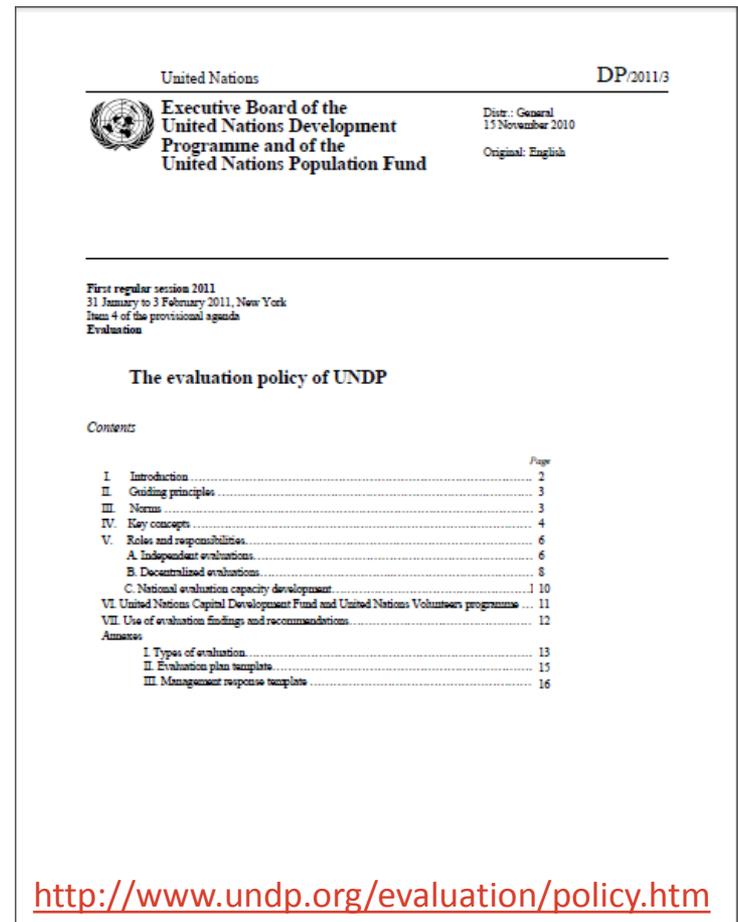
- Evaluation at UNDP operates within a results based management life-cycle approach



**Note:** Planning, monitoring and evaluation should not necessarily be approached in a sequential manner. The conduct of an evaluation does not always take place at the end of the cycle. Evaluations can take place at any point in time during the programming cycle. This figure aims to illustrate the inter-connected nature of planning, monitoring and evaluation to support MIDR. Planning for monitoring and evaluation must take place at the planning stage (see Chapter 3).

# The UNDP Evaluation Policy

- ❑ Sets out guiding norms, principles and key concepts
- ❑ Outlines the main roles and responsibilities for independent and decentralized evaluations
- ❑ Identifies the key elements of a system for learning and knowledge management
- ❑ Establishes expectations on the use of evaluation findings and recommendations



# Norms for Evaluation

## Evaluation in UNDP should be:

- **Independent**—Management must not impose restrictions on the scope, content, comments and recommendations of evaluation reports. Evaluators must be free of conflict of interest (see Box 34, page 155).
- **Intentional**—The rationale for an evaluation and the decisions to be based on it should be clear from the outset.
- **Transparent**—Meaningful consultation with stakeholders is essential for the credibility and utility of the evaluation.
- **Ethical**—Evaluation should not reflect personal or sectoral interests. Evaluators must have professional integrity, respect the rights of institutions and individuals to provide information in confidence, and be sensitive to the beliefs and customs of local social and cultural environments.
- **Impartial**—Removing bias and maximizing objectivity are critical for the credibility of the evaluation and its contribution to knowledge.
- **Of high quality**—All evaluations should meet minimum quality standards defined by the Evaluation Office (see Annex 3).
- **Timely**—Evaluations must be designed and completed in a timely fashion so as to ensure the usefulness of the findings and recommendations
- **Used**—Evaluation is a management discipline that seeks to provide information to be used for evidence-based decision making. To enhance the usefulness of the findings and recommendations, key stakeholders should be engaged in various ways in the conduct of the evaluation.

[http://www.unevaluatio.org/evaluation\\_norms](http://www.unevaluatio.org/evaluation_norms)

# UNDP: Evaluating a decentralized organization

- Each year, in addition to the evaluations that the Evaluation Office carries out, the UNDP Country offices, plus regional and policy bureaus conduct ≈ 250 evaluations of various types:
  - Project evaluations
  - Outcome evaluations (thematic, programmatic)
  - Joint evaluations with other UN agencies and programs
  - UNDAF and other programmatic evaluations
- The Evaluation Office develops guidelines, and quality assesses these decentralized evaluations.
- While improving, decentralized evaluation quality remains a major issue of concern to the UNDP Executive Board – and will be the focus of considerable attention during the next evaluation policy review starting in 2013.

# Establishing and maintaining Independence

- Periodic policy reviews help to establish and maintain independence
  - ▣ 2011 UNDP Evaluation Policy (revision) greatly strengthened UNDP independence:
    - EO Budget and work plan approved by UNDP Executive Board
    - EO Director 2 term limit and must then leave the organization
    - Peer review 2012 conducted
    - Forthcoming 2013 Evaluation Policy Review

# Strategies for maintaining independence and ensuring credibility – Case Example

- Public Service Commission (PSC) of South Africa
  - ▣ An example of constitutional body advancing M&E

# Evaluation Function - reflection

- ❑ Does your organization have a written evaluation policy?
- ❑ Is it separate, or combined as part of an integrated M&E policy?
- ❑ Does it clearly articulate roles and responsibilities?
- ❑ Are the principles of independence, accountability and transparency adhered to?
  - ❑ Is the evaluation unit independent? Or answerable to management?
  - ❑ Have you used external advisory boards to help ensure rigor and credibility of your evaluations?

## **PART 3:**

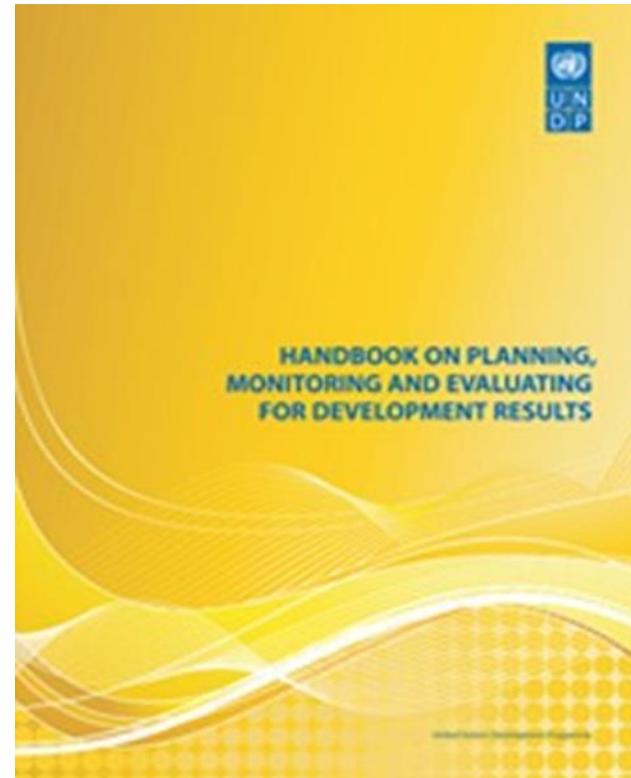
# **Evaluation Frameworks and Design**

# Manuals and Guidance

- The evaluation discourse is informed by the language conveyed through evaluation policy, articulated through Manuals and Guidance.
  - The Handbook on Evaluation
  - UNDP Evaluation Training Course
  - UNDP/GEF Evaluation Guidance
  - ADR & thematic evaluation guidance
  - UNEG Norms and Standards

<http://web.undp.org/evaluation/methodologies.htm>

<http://www.unevaluation.org/norm-and-standard>



# Evaluation Design

## 1. **Context:**

- Understanding the development context and how the program is intended to respond to it

## 2. **Purpose**

- Why evaluating, who will use it, what Information is needed, how will the information be used

## 3. **Evaluability:**

- Delimiting the scope and special areas of interest

## 4. **Theory of change:**

- Illustrating what the intervention is intended to accomplish at the outcome and impact level, taking into account mitigating factors (attribution / contribution)

## 5. **Scope:**

- unit of analysis, time period covered, funding, geographical coverage, beneficiaries

# Evaluation design (2)

## 6. **Criteria:**

- Relevance, Effectiveness, Efficiency, Sustainability, <Impact>

## 7. **Evaluation Questions**

- Designed to deliver findings centered on the criteria

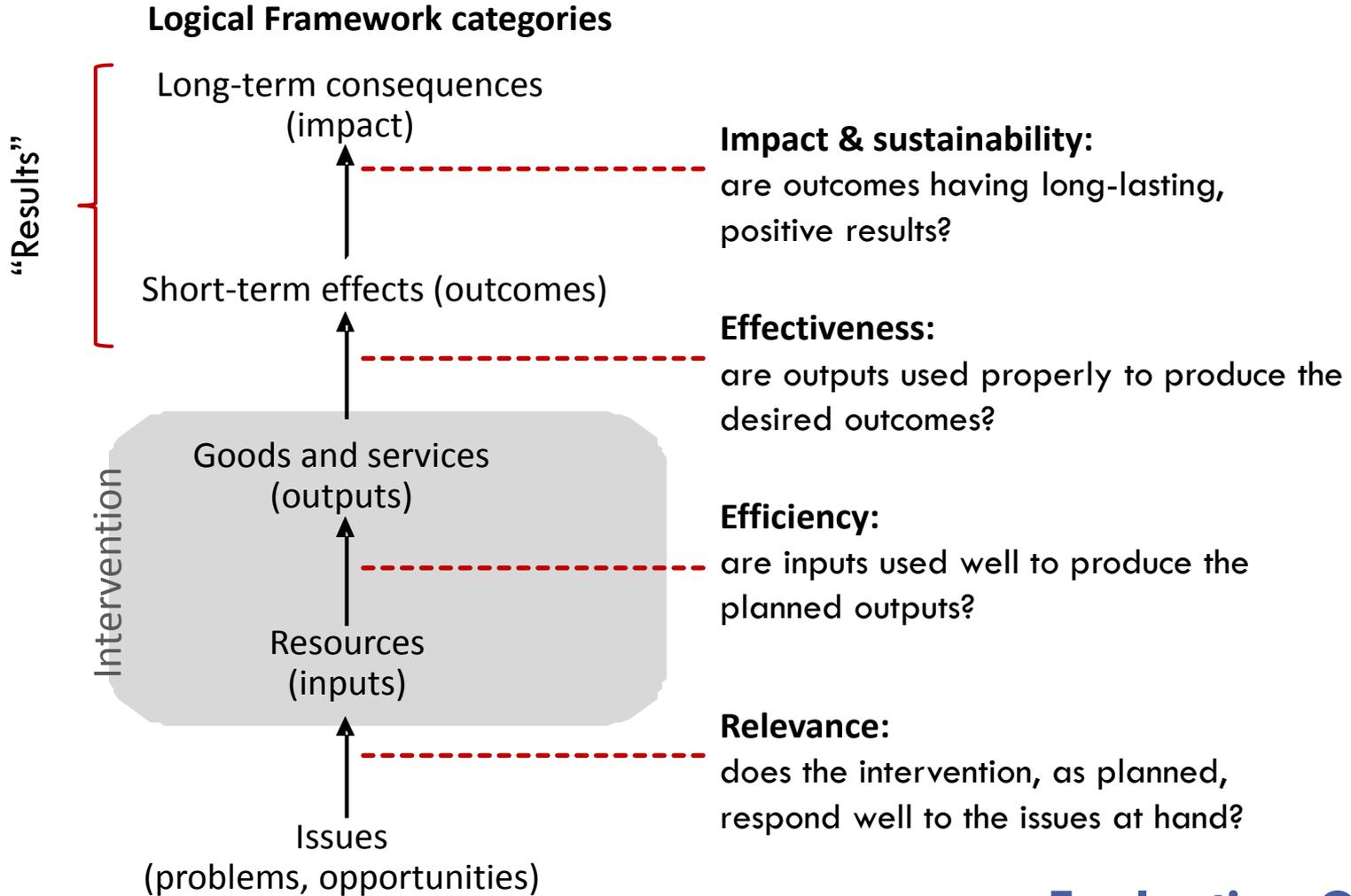
## 8. **Methodology:**

- Standardized yet adapted to context
- Qualitative / quantitative
- Temporal vantage point: ex post / final / formative / ex-ante
- Multiple methods & data sources triangulated:
  - Portfolio analysis, statistical analysis, document reviews
  - Interviews, focus groups, surveys, on-site observation

## 9. **Stakeholders / Audience**

- Executive Board, beneficiaries, funders & partners, management & staff, interested public

# Evaluation Criteria



# Development results - definitions

## ❑ **Output:**

- ❑ Tangible product (including services) of an intervention that is directly attributable to the initiative. Outputs relate to the completion (rather than the conduct) of activities and are the type of results over which managers have most influence

## ❑ **Outcome:**

- ❑ Actual or intended changes in development conditions that an intervention(s) seeks to support. The contribution of several partners is usually required to achieve an outcome

## ❑ **Impact:**

- ❑ Actual or intended changes in human development as measured by people's well-being.

# Challenges and limitations of development evaluation:

- 1. Definition ambiguity:**
  - conflict-affected; poverty line; sustainable
- 2. Attribution / contribution**
  - The Black Sea is recovering, who/what is responsible?
- 3. Generalization in a complex, decentralized organization**
  - 146 countries, varying context, talents, circumstances, mandates
- 4. Absence of baselines and SMART indicators**
  - (SMART = specific, measurable, achievable, relevant, time-bound)

# Evaluation Frameworks and Design: reflection

- ❑ Does the organization have an evaluation manual – signed off (and owned) by management?
- ❑ Are you building your evaluations from the standard OECD-DAC / UNEG criteria of relevance, effectiveness, efficiency, sustainability and impact?
- ❑ Are your evaluations focused on outputs? outcomes? impacts?
- ❑ What are the key challenges and limitations that you face when evaluating the organization? How have you tried to overcome them?

## **Part 4:**

# **Qualitative & Quantitative Measurement**

# Rigor and impact

- As evaluation becomes more independent and critical, there is inevitable push-back and scrutiny of methodologies.
- In tight fiscal times, donors are keen to know not only that a project has achieved planned outputs, but that it is also having a demonstrable impact.
- The push for greater rigor and evidence of impact is leading the UNDP EO and other development evaluation offices to expand its methodological tool box and to refine the way results are measured.

# Definition of Impact

## OECD-DAC definition:

- “Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended”.

## Why do impact evaluation?

1. To demonstrate the effectiveness of an intervention in relation to its objectives
2. To understand the process(es) by which impacts are achieved and to identify the factors that promote or hinder their achievement as important feedback into ongoing or future initiatives.
3. To inform decisions about the continuation (or discontinuation), expansion, or replication of a programme or project.
4. To contribute to the global evidence base of ‘what works’ and ‘what works for whom in what situations’ in the case of a particular type of intervention

# Methods and Validity

Various methods have different comparative advantages as considered through four types of validity:

- ❑ **Internal validity:** establishes that the causal relationships verified or measured by the evaluation correctly describe the links between outputs, outcomes and impacts.
- ❑ **Construct validity:** establishes that the variables selected for measurement appropriately represent the underlying processes of change.
- ❑ **External validity:** establishes the extent to which the findings from one evaluation can be generalized to inform similar activities.
- ❑ **Statistical conclusion validity:** for quantitative approaches, establishes the degree of confidence about the relationship between the impact variables and the magnitude of change.

# Qualitative and mixed methods

- There is a range of qualitative methods which have been found useful in Impact Evaluation, including: Realist Evaluation, General Elimination Methodology, Process Tracing, Contribution Analysis, and Qualitative Comparative Analysis
- **Theory of Change** approaches (program theory, results chain, program logic model), are increasingly in use. The ToC is designed to explain how an intervention is expected to lead to intended or observed impacts.
- For most development evaluations, a mixed method approach is preferred, which “triangulates” the findings of different methods, comparing them with each other.

# Quantitative methods

- Statistical methods used in experimental and quasi-experimental designs include:
  - Randomized Controlled Trials (RCTs),
  - Pipeline approaches, propensity score matching, judgmental matching, regression analysis
- Quantitative approaches are well-suited for single-issue initiatives with explicit objectives. Most UN interventions have a wide scope, with multiple activities cutting across sectors, themes, and geographic areas.
- The requirement for “large n” counterfactual studies using complex statistics calls for substantial finance (and evaluation management resources), which is rarely available.

# Application of qualitative and quantitative methods by UNDP EO

- Traditional use of basic qualitative tools – triangulating interviews, observations and background documentation, plus sporadic surveys (stakeholder surveys, and usually, not randomized).
- Ongoing project evaluation series of the UNDP work with the Global Environmental Facility has utilized rating schemes and aggregate data to gauge programme-wide achievement
- Recent evaluation of the effectiveness of the UNDP strategic plan has utilized Qualitative Comparative Analysis (mining the information from 29 country level evaluations (ADRs)
- Now developing a joint impact evaluation with the GEF EO on protected areas management (biodiversity) utilizing time-series species data and counterfactual / control sites.

# Application of mixed-methods: case study – Strategic Plan Evaluation

- ❑ Rating of aspects of performance based on evidence drawn from 29 ADRs completed since 2010 and covering 30 UNDP country programmes
- ❑ To strengthen the capacity to generalize from the rating of performance across the 30 country programmes, which are not a statistically representative sample of the approximately 150 UNDP country programmes, major findings have been triangulated against findings and conclusions drawn from nine thematic evaluations completed by the UNDP EO between 2010 and 2012.
- ❑ The analysis concludes with examination of whether, based on a QCA analysis, there are clear situations and combinations of performance issues that help to explain UNDP's overall performance.

# Strategic Plan Evaluation results

- **Conclusion:** UNDP is a stronger organization than it was when the strategic plan was approved. It also faces a very different context than five years ago, including greater demand and higher expectations from donors and programme countries alike.
- **Conclusion:** UNDP made important development contributions across all its focus areas, but efficiency and sustainability remain challenging. UNDP has strengthened its strategic planning system, with the strategic plan at its core.
- **Conclusion:** The performance monitoring and reporting system has been strengthened over time, but it is not optimal for a highly decentralized organization working on complex development issues where context is extremely important. To create a more appropriate system, the country programme should be the unit of analysis when assessing UNDP performance.

# Strategic Plan Evaluation results 2

- **Conclusion:** UNDP effectively used its strategic plan to direct the organization towards its four broad focus areas but did not ensure implementation of all the approaches at the programming level as intended in the strategic plan document.
- **Conclusion:** Although major efforts were made (such as in gender mainstreaming and capacity development), appropriate incentives and capacities to ensure country-level implementation were not introduced. UNDP did not adequately support country offices in addressing the trade-offs between the approaches and priorities identified in its strategic plan, and the trade-off between long-term capacity development needs and short-term results.
- **Conclusion:** UNDP funding arrangements and reliance on non-core funding present challenges to effective programming and limit performance as assessed by the effectiveness, efficiency and sustainability criteria.

# Measurement methods - reflection

- ❑ Have you had experience with mixed quantitative and qualitative methods for development evaluation?
- ❑ Have you used counterfactuals in evaluating the impact of interventions in complex development settings?
- ❑ Have you utilized 'Theory of Change' based approaches?
- ❑ What are the opportunities and constraints to increased use of mixed methods that incorporate quasi-experimental design?

# **PART 5:**

## **Lessons from ADRs and Thematics**

# ADRs

- The UNDP Evaluation Office conducts country evaluations called Assessments of Development Results (ADRs) to capture and demonstrate evaluative evidence of UNDP's contributions to development results at the country level.
- ADRs are carried out within the overall provisions contained in the UNDP Evaluation Policy. The overall goals of an ADR are to:
  - Provide substantive support to the Administrator's accountability function in reporting to the Executive Board
  - Support greater UNDP accountability to national stakeholders and partners in the programme country
  - Serve as a means of quality assurance for UNDP interventions at the country level
  - Contribute to learning at corporate, regional and country levels

# ADRs 2012

- **Angola, Cote d'Ivoire, Timor Leste, Niger and Croatia.**
- Four of these countries witnessed political and social instability in recent times and the lessons learned provide insights into UNDP's relevance and performance in crisis and post-conflict settings.
- **Conclusion:** UNDP programs have in many cases helped nations establish useful institutional frameworks and capacities in the key areas of governance, electoral support, justice reform and decentralization.
- **Conclusion:** UNDP's response to national priorities has been strategic and relevant in terms of shifting from post-conflict scenarios to national context, and the transition from peace-building to development
- **Conclusion:** UNDP contributions to poverty reduction are varied, and often eclipsed by the shift in focus in response to urgent issues, such as elections support.
- **Conclusion:** UNDP needs to strike a better balance between technical support, and fund management and programme implementation support.

# ADRs 2012

- **Conclusion:** Successful implementation of UNDP programmes and their subsequent outcomes vary according to the strength of national capacity and ownership.
- **Conclusion:** while programme design routinely takes into account gender dimensions, more knowledge sharing is needed to pursue gender in a meaningful manner. While the Gender Marker holds promise, UNDP needs to do more to strengthen its commitment to promote gender equality and women's access to development resources and justice.
- **Conclusion:** Inefficiencies resulting from the dispersion and fragmentation of program across numerous small-scale projects often affect programmatic coherence and strategic relevance. This is often compounded by UNDP's internal procedures which are frequently referenced as a major source of delay and inefficiency.

# UNDP Thematic evaluations

‘Assess UNDP performance in areas that are critical to ensuring sustained contributions to development results in the context of emerging development issues and changing priorities at the global and regional levels. Thematic evaluations may cover, for example, UNDP policies, focus and results areas, partnerships, programmatic approaches, cooperation modalities, or business models.’

# UNDP EO thematic portfolio

- UNDP Strategic Plan effectiveness (2013)
- South-south cooperation (2013 & 2008)
- Conflict affected countries (2012 & 2006)
- Electoral systems & processes (2012)
- Poverty (2012)
- Global funds & foundations (2012)
- Regional level contribution (2010)
- Strengthening local government (2010)
- Poverty-environment nexus (2010)
- Strengthening national capacities (2010)
- Disaster prevention and Recovery (2010)
- UNDP-UNIDO cooperation (2009)
- Environment & energy (2008)
- GEF small grants (2008)
- Paris Declaration (joint 2008)
- Arab net contributor countries (2008)
- RBM at UNDP (2007)
- National human development report system (2006)
- Indian Ocean Tsunami (joint 2006)
- UNIDO-UNDP Cooperation (2006)
- Gender mainstreaming (2006)

# Example: UNDP support to Conflict-Affected Countries in the context of UN peace operations

## Objectives:

- Assess how UNDP programming and policies support peace building within the framework of large international operations, and how UNDP supports a country's transition from immediate post-conflict to development; and
- Evaluate how UNDP response mechanisms function at headquarters and operational levels during periods of transition in conflict-affected countries

# Example: UNDP support to Conflict-Affected Countries in the context of UN peace operations

## Scope:

- Focused on integrated missions and the UNDP role in transitions from peacekeeping to peacebuilding.
- Looking especially at the period 2007-2012 of the current UNDP Strategic Plan, but also puts UN and UNDP strategies into historical context - since 2000.
- Findings on programme outcomes were considered in terms of their relevance, effectiveness, efficiency and sustainability

# Example: UNDP support to Conflict-Affected Countries in the context of UN peace operations

## Methods:

- Country case studies, desk-based research, and interviews with a wide range of key stakeholders
  - Primary cases: Burundi, Cote d'Ivoire, Democratic Republic of the Congo, Haiti, Lebanon, Liberia, Somalia, South Sudan and Timor-Leste
  - Secondary: Afghanistan, Central African Republic, Chad, Guatemala, Guinea, Guinea Bissau, Iraq, Nepal, occupied Palestinian territories, Sierra Leone and Uganda

# Example: UNDP support to Conflict-Affected Countries in the context of UN peace operations

## Context:

- UN: Rapid rise in the use of Security Council-mandated UN political, peacekeeping and/or peacebuilding missions with multidimensional mandates
- UNDP Strategic Plan:
  - Enhance capabilities in national conflict prevention and disaster risk management
  - Ensure improved national governance functions post-crisis; and restore the foundations for local development.

# Example: UNDP support to Conflict-Affected Countries in the context of UN peace operations

- **Concluded:** UNDP plays a vital role in the United Nations peacebuilding architecture, with a capacity to operate ‘at scale’ across multiple programme areas, before, during and after the outbreak of conflict.
- **Concluded:** UNDP operational effectiveness and efficiency in conflict settings is uneven but improving, with clear evidence that the organization can now respond more quickly and effectively to requests for assistance in the wake of armed conflict.
- **Concluded:** UNDP is well positioned to serve as an integral partner in peace operations, providing coordination, programme management and technical expertise, especially during transitions to peacebuilding and post-conflict development.

## Example: UNDP support to Conflict-Affected Countries in the context of UN peace operations

- **Recommended:** UNDP should play a more central role in the planning of UN integrated peace missions, especially during the transition to peacebuilding.
- **Recommended:** To further increase its effectiveness, UNDP needs to more consistently and comprehensively analyse the country context within which it operates, so as to better anticipate and prepare for the onset and recurrence of violent conflict.
- **Recommended:** All programming for conflict-affected countries should articulate a clear exit strategy, and UNDP should continue to hone its human resources procedures to select, train and incentivise highly capable personnel to work in conflict-affected hardship posts, with special focus on hiring and retaining women.

## **PART 6:**

# **Use of Evaluation**

# Use of Evaluation

- The intended use of an evaluation should be understood and incorporated during the design phase.

## Assessing use of Evaluation

### What information is needed? Examples:

- Information on the relevance of intended outputs or outcomes and validity of the results framework and results map
- Information about the status of an outcome and factors affecting it
- Information about the effectiveness of the UNDP partnership strategy
- Information about the status of project implementation
- Information on the cost of an initiative relative to the observed benefits
- Information about lessons learned

**Who will use the information?** The intended users of evaluation are those individuals or groups who have a vested interest in the evaluation results and are in a position to make decisions or take action based on the evaluation results. Users of evaluation are varied but generally fall within the following categories in the UNDP context:

- UNDP management and programme or project officers and managers, others involved in design and implementation
- National government counterparts, policy makers, strategic planners
- Development partners
- Donors and other funders
- Public and beneficiaries
- The UNDP Executive Board and other national oversight bodies

### How will the information be used? Examples:

- To design or validate a development strategy
- To make mid-course corrections
- To improve project or programme design and implementation
- To ensure accountability
- To make funding decisions
- To increase knowledge and understanding of the benefits and challenges of development programmes and projects intended for the enhancement of human development

# Use of Evaluation

- UNDP management reviews draft evaluation findings and note any factual discrepancies.
- The UNDP evaluation policy requires that a management response is generated for each evaluation once completed, stipulating management agreement / disagreement with evaluation conclusions, and how recommendations will be carried out.
- UNDP tracks compliance with the management responses, and annual reporting (ROAR) at each office and bureau level is supposed to indicate whether and how evaluation recommendations have been implemented.
- The UNDP Executive Board meets formally three times per year (January, June, September), where the evaluations and management responses are presented. In June, 2013, the Board at its annual meeting will consider 8 evaluations plus the Annual Report on Evaluation.

# Utilization risks

- **Lack of consensus**
  - Share results and consult early
  - Make sure consultation is not rushed
- **Report is easily deniable – Don't like the results? Attack the process!**
  - Invest in developing and discussion the ToR
  - Methodology has to be rigorous enough
  - Engage stakeholders in a substantive dialogue to ensure ownership
  - Engage evaluators in a substantive dialogue to manage the quality
  - Establish an external quality assurance body
- **Report is disowned by the client**
  - Understand why
  - Identify strengths and weaknesses: What can be salvaged?
- **No follow-up process or funds/interest/time for dissemination**
  - Has to be defined at the start

# Example: Evaluation of the UNDP contribution to poverty reduction

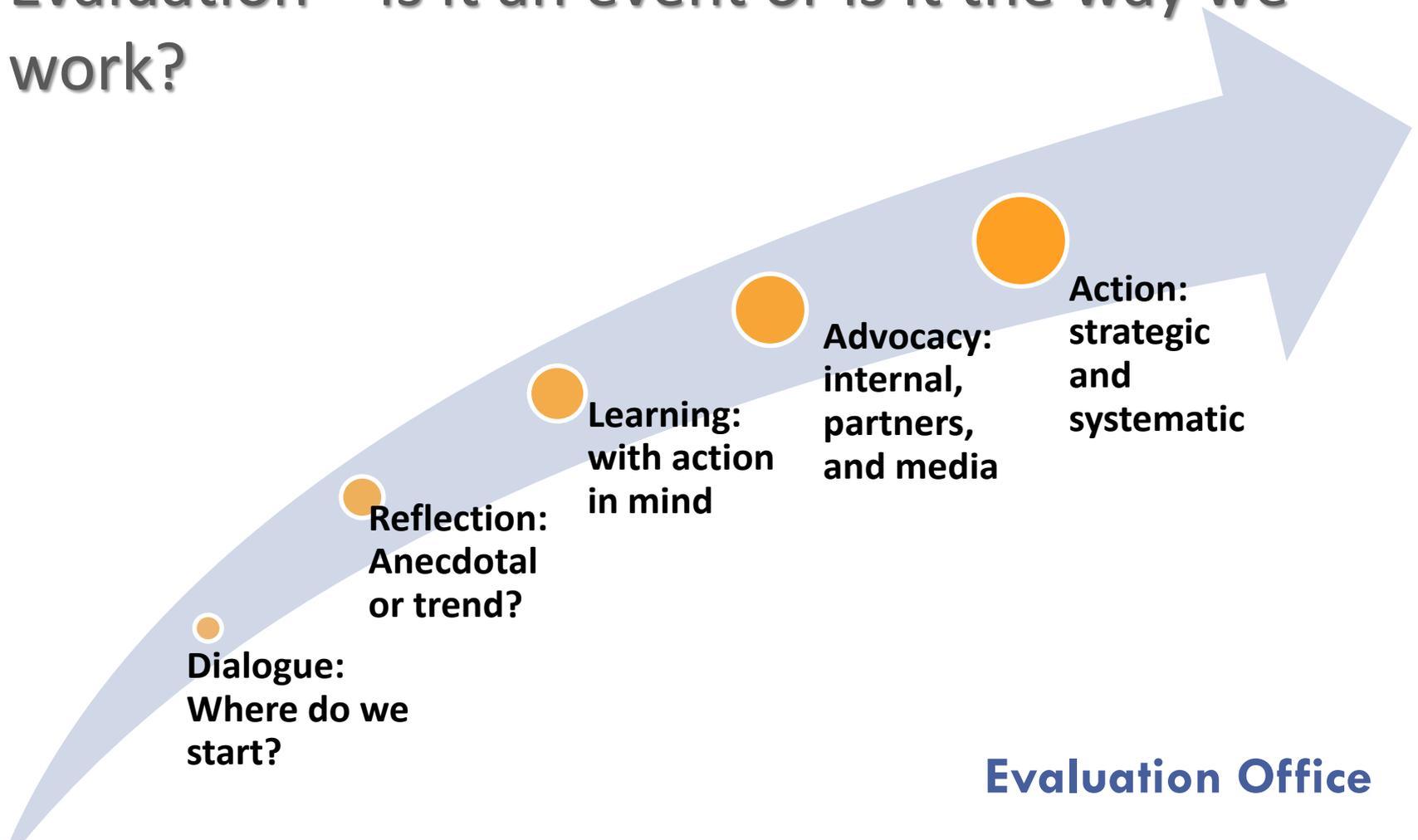
- **Found:** UNDP has been an effective partner in supporting the development of pro-poor policies, especially through encouraging national discourse on multidimensional poverty and supporting the development of an enabling environment where national partners can develop appropriate policies.
- **Concluded:** need for strengthening the process of learning about what is working, for whom, and in what contexts, as the basis for scaling up activities and ensuring that lessons from UNDP interventions feed into policy adaptation.
- **Recommended:** UNDP should ensure a consistent pro-poor bias in all its program. The poor need to benefit disproportionately from UNDP interventions if the Millennium Development Goals are to be achieved.

# Example (continued): Management Response to the Poverty Evaluation

- **Conceptual level:** Dialogues on agreed and disagreed findings help to clarify conceptual level understandings (eg. reflection on multi-dimensional approaches in eradicating poverty)
- **Strategic Level:** important reference for the next Strategic Plan of UNDP (2014-17). (eg. poverty eradication remain top priority, scaling-up as core strategy)
- **Institutional level:** integrating poverty to all areas of work, accountability framework with pro-poor and equality measurements, structures, staff capacity, incentives
- **Programming and projects level:** guidance, tool kits, cases, funding, decentralized M&E and appraisal criteria

# Example (continued): Reflect on management perspectives

- Evaluation – Is it an event or is it the way we work?



## **PART 7:**

# **Strengthening evaluation to enhance results**

# Reflection and Discussion:

- What are the key constraints on the use of evaluation in your organization, (or one you have consulted for?)
- What are three critical improvements you would make to strengthen the rigor and quality of the evaluation work of your office / unit / consultancy?
- What are the prospects for enhancing the scope, quality and use of evaluation within your organization?
- Based from what you have seen from the UNDP evaluation function and activities – what are your views about how the UNDP EO does its business? Where are the strengths and weaknesses of its evaluation function?