



Training Workshop for Evaluation Managers. Panama, March 2014

# IMPACT

## The UNFPA Evaluation Office Newsletter

Issue 1. November 2014

## Letter from the Director

by Andrea Cook



Welcome to the first edition of IMPACT: the newsletter of the independent Evaluation Office of UNFPA. We aim

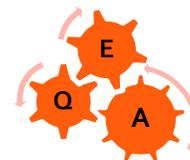
to publish the newsletter twice a year to provide news and information on the evaluation work of UNFPA, with a view to keeping our colleagues across the organization, and our key partners well informed.

Evaluation across the organization contributes to transparency, accountability and learning to improve the impact of UNFPA. The independent Evaluation Office seeks to be transparent and accountable to the UNFPA Executive Board, and to UNFPA partners and beneficiaries.

Each newsletter will highlight how key aspects of evaluation practice, which are framed by the 2013 Evaluation Policy, contribute to the delivery and assessment of results of the UNFPA Strategic Plan.

The newsletter is one way to do this, and is a complement to our reporting to the UNFPA Executive Board.

This edition spotlights some of the key changes introduced since the adoption of the **revised Evaluation Policy in July 2013**, with a particular focus on measures to strengthen Country Programme Evaluation. It also provides an update on recent activities undertaken by the independent Evaluation Office, and information on the latest evaluation reports.



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# Strengthening Evaluation at UNFPA

by Hicham Daoudi



In June 2013, the UNFPA Executive Board approved

a **revised Evaluation Policy for UNFPA**.

This introduced a number of steps to strengthen the evaluation function at UNFPA:

- ✓ Establishment of an independent Evaluation Office.
- ✓ Transparent **evaluation budget and workplan** for the whole organization.
- ✓ Measures to improve evaluation credibility and utility.

The UNFPA Evaluation Office developed a **Handbook on How to Design and Conduct a Country Programme Evaluation at UNFPA**, as a guide to help evaluation managers and evaluators apply methodological

rigour to evaluation practice. It shifts the focus of evaluations from activities and outputs to the results of country programmes, which are of particular interest to the partners of UNFPA.

The Handbook provides practical guidance to independent evaluators for the assessment of UNFPA country programmes and helps evaluation managers get a comprehensive grasp of the evaluation process, methods and techniques.

The Evaluation Office has strengthened efforts to improve the quality of Country Programme Evaluations through an enhanced **Evaluation Quality Assessment (EQA)**, to bring UNFPA in line with good practice in other UN and international development organizations.

Each CPE report is assessed against

eight criteria, and the results are collated to provide an overall assessment of the report on a four-level rating scale: *unsatisfactory, poor, good or very good*.

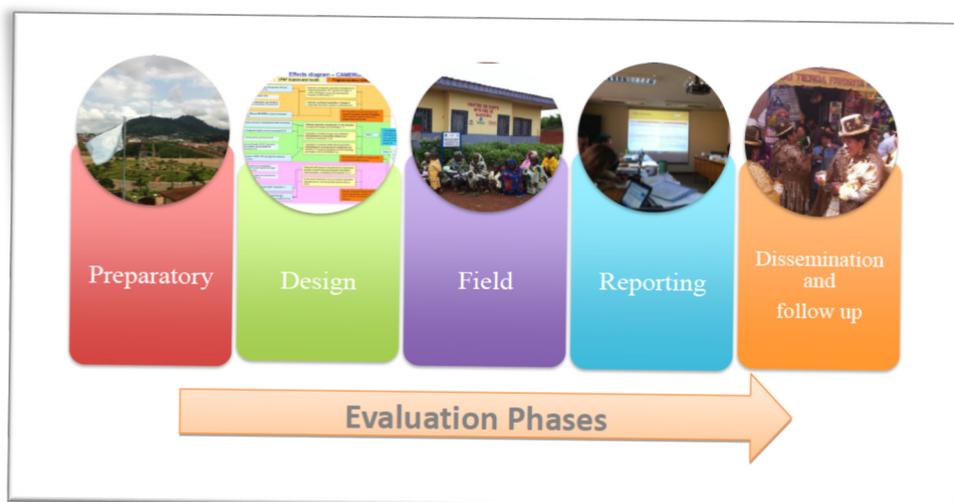
The EQA reviews are posted alongside the corresponding evaluation report and management response on the **Evaluation Database**.

The Evaluation Office periodically publishes reports on quality assessments. The latest **report on Quality Assessment of UNFPA Decentralised Country Programme Evaluations (2012)** covers evaluations conducted in 2010 and 2011.

The EQA also assesses the quality of evaluation terms of reference and team composition at the design phase of all CPEs.

The Evaluation Office has been working closely with UNFPA Regional Offices to deliver training on the new CPE Handbook and to provide support to Country Offices and partners.

Training materials are available in English and Spanish, and will shortly be available in French.



# Knowledge Sharing

## Training with LACRO Region

by Valeria Carou-Jones

In March, the Evaluation Office conducted a four day training session in Panama to share with LACRO Evaluation Managers the new evaluation policy, the roles of the Evaluation Office, Country Offices and Regional Offices in the Country Programme Evaluation process and quality assurance mechanisms.



The [Handbook on How to Design and Conduct a Country Programme Evaluation at UNFPA](#) was used as the main tool.

Presentation materials are available in Spanish. Please, [contact the Evaluation Office](#) for more details.



## Workshop with the Spanish Government

by Alexandra Chambel



The Evaluation Office of UNFPA was invited by the Spanish General Secretariat for International Cooperation for Development to participate in a two day seminar on "Integrating gender and human rights approaches in evaluation" and to run a workshop as part of the seminar. The event was held in Madrid on June 26 and 27 and was organized by the Evaluation and Knowledge Management Division.

The event counted with the participation of experts on gender and human rights issues, representatives from the European Evaluation Society, academia, other actors from the Spanish Cooperation, evaluation consultants, civil society organizations and representatives from the Evaluation Offices of the Ministry of Foreign Affairs of Finland, UNICEF and UNWOMEN.

The aim of the workshop was to explore the key questions that should be addressed in order to effectively mainstream gender and human rights in the evaluation of international development cooperation.

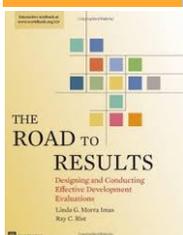
The workshop provided an excellent opportunity to share the UNFPA methodology on how to design and conduct Country Programme Evaluations at UNFPA, and in particular how the Handbook integrates gender issues in the preparation, design, data collection, reporting and dissemination phases. The independent [Country Programme Evaluation of the UNFPA Bolivia Programme](#), was presented as an example of good practice in integrating gender approach in a multicultural society.

For more details on the workshop agenda, bios and presentation materials, please [contact the Evaluation Office](#).



Workshop in action. Panama, March 2014.

### INSPIRATION CORNER



**The Road to Results**  
Designing and Conducting  
Effective Development  
Evaluations

[Download the book](#)

# Evaluation Reports

## UNFPA-UNICEF Joint Evaluation of the UNFPA-UNICEF Joint Programme on Female Genital Mutilation/Cutting (FGM/C): Accelerating Change

by Alexandra Chambel

The evaluation aimed at assessing the extent to which and under what circumstance UNICEF/UNFPA joint programme holistic approach accelerated the abandonment of FGM in the 15 programme countries over the last five years. The goal of the joint programme was to contribute to a 40% reduction of the practice among girls aged 0-15 years, with at least one country declared free of FGM by 2012; and to support, in a catalytic way, existing efforts at country and regional levels.



The evaluation showed that the joint programme helped accelerate existing change processes towards FGM abandonment at national, sub-national and community levels. It also contributed to strengthening the momentum for change at the global level. While some achievements are likely to be sustained without additional support, further efforts are needed to turn existing potential changes of attitudes into actual behavioural changes.

The evaluation found that the joint programme human and financial resources were adequate in the light of the programme catalytic nature, but were insufficient to fulfill existing needs and expectations of programmed countries. Coordination worked well in general at the global level and, to a varying degree, at the country level. The lack of predictability of funds constrained the effective and efficient use of resources. In addition, the annual planning, budgeting and reporting cycle hindered the work of the two agencies and their partners by limiting the ability to engage in consistent and longer-term programme implementation.

[Read the report](#)



## Joint Evaluation of Joint Gender Programmes in the UN System

by Valeria Carou-Jones

The evaluation was undertaken to provide credible and useful evaluative information on the added value and worth of Joint Gender Programmes in the UN System (JGP) and to generate knowledge on JGP for their improvement, including the identification of key lessons learned and challenges and to capture best practice.



The evaluation findings particularly provide valuable learning for improving the design and implementation of the next generation of joint gender programmes in five key areas: relevance, ownership, accountability, sustainable results and coherence, synergies and efficiency.

Despite the learning curve inherent in the application of a new modality, individual joint gender programmes demonstrated the added value of the modality in a number of important ways including increasing the visibility and legitimacy of gender issues on the national agenda and expanding the opportunity for translating normative gender work into operational initiatives.

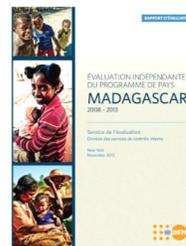
The evaluation also highlights how joint gender programmes can be improved based on past experience and practice. It encourages that the selection of the joint gender programme modality be a strategic decision based on a clear option appraisal that considers the best way in which to achieve development results on gender equality and women's empowerment within a given operating context.

The evaluation makes four overarching recommendations to United Nations agencies, and national and global level stakeholders involved in joint gender programmes. It also provides sixteen specific suggestions on how to operationalize these recommendations.

[Read the report](#)



### OTHER RECENT EVALUATIONS



[Madagascar Country Programme Evaluation](#)

### ALL THE REPORTS



[Evaluation Database](#)

### COMING SOON

- [Lebanon Country Programme Evaluation](#)
- [Turkey Country Programme Evaluation](#)

# IMPACT

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