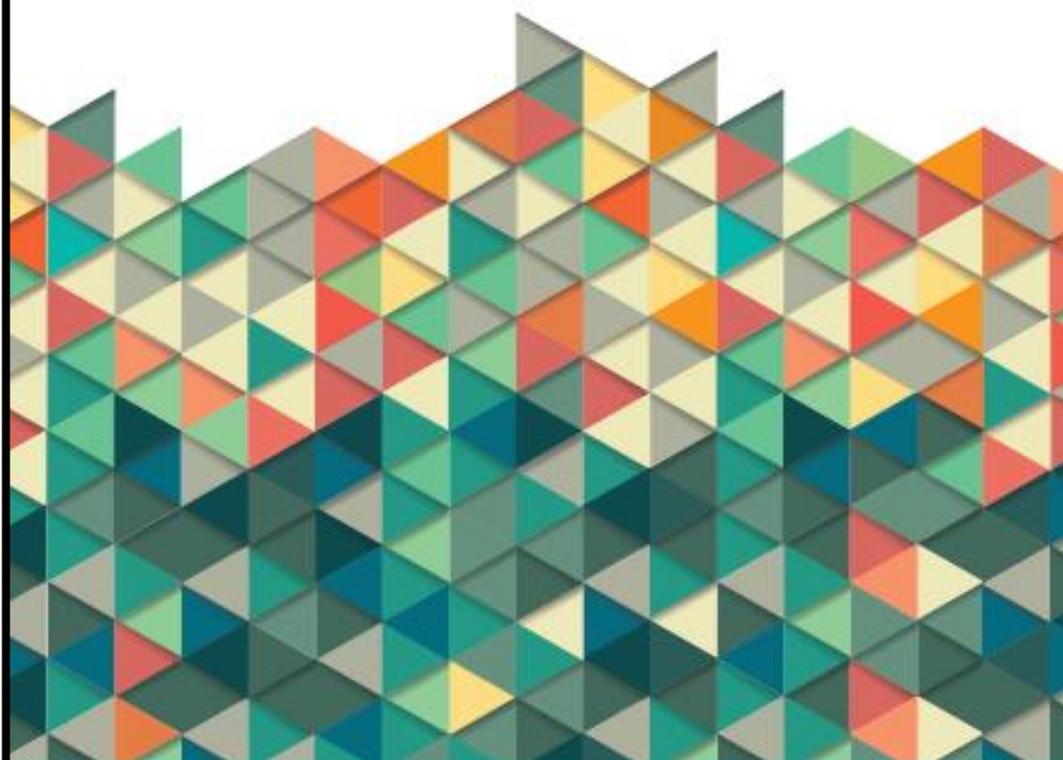


# Developmental evaluation of results-based management at UNFPA

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UNFPA Evaluation Office

2019

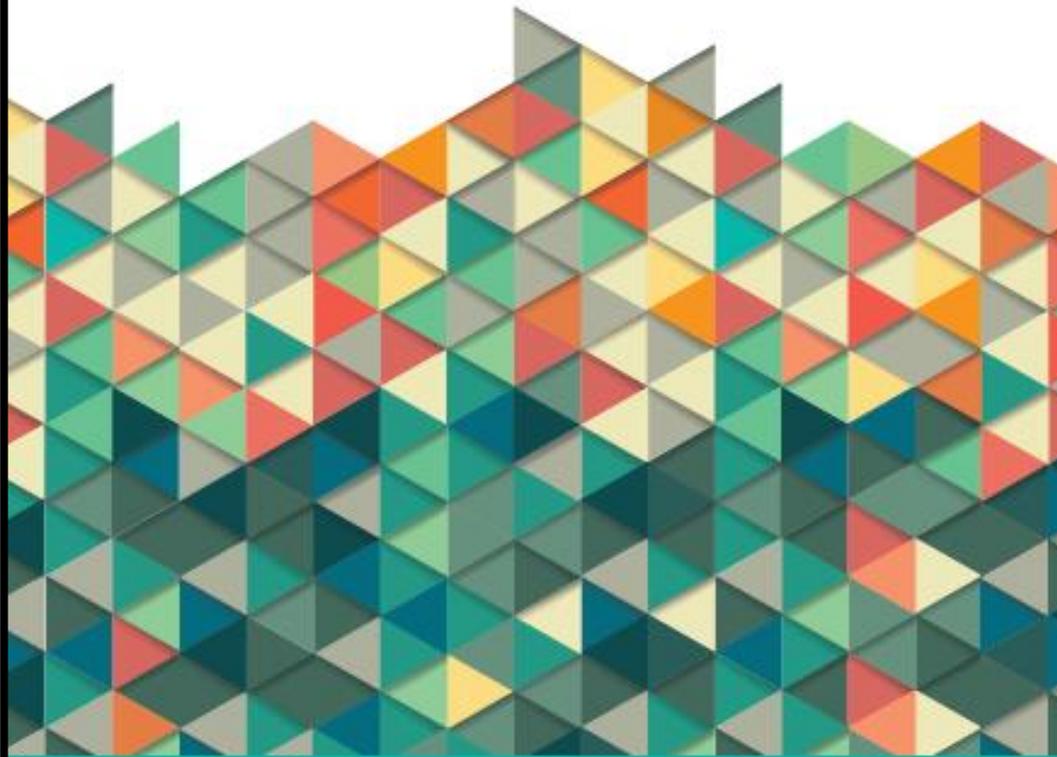


**Marco Segone, Director**  
**Valeria Carou Jones, Evaluation Manager**

UNFPA Evaluation Office  
New York, January 2020

## Developmental evaluation of results-based management at UNFPA

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UNFPA Evaluation Office

2019

Developmental al  
evaluation:

- Why?
- What is it?

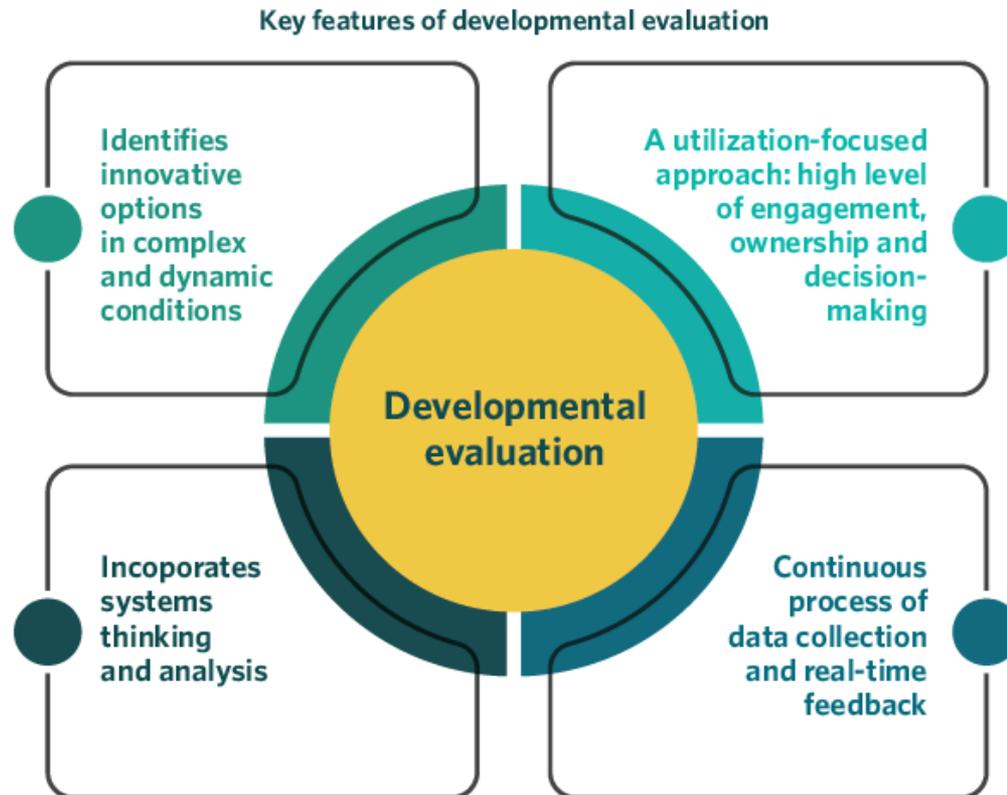
External independent strategic review of the UNFPA evaluation function (2017-2018) recommended Evaluation Office should guide the evaluation function towards a better balance between accountability, decision support and learning purposes, adapting continuously its evaluation approaches and processes to best inform and support the attainment of the UNFPA mission in rapidly changing and challenging contexts, including by better integrating relevant developments in the theory and practice of valuation.



- ✓ Evaluation Strategy (2018-2021) includes three priorities:
  - (a) Demand-driven evaluation function
  - (b) Diversification and innovation of evaluation processes and products
  - (c) Enhance utility and use of evaluation

# Why conduct a developmental evaluation?

Developmental Evaluation focuses on assisting the development of new initiatives/enhancement in complex contexts



Provide useful evaluative input and learning for the **development of a new stage of results-based management at UNFPA**

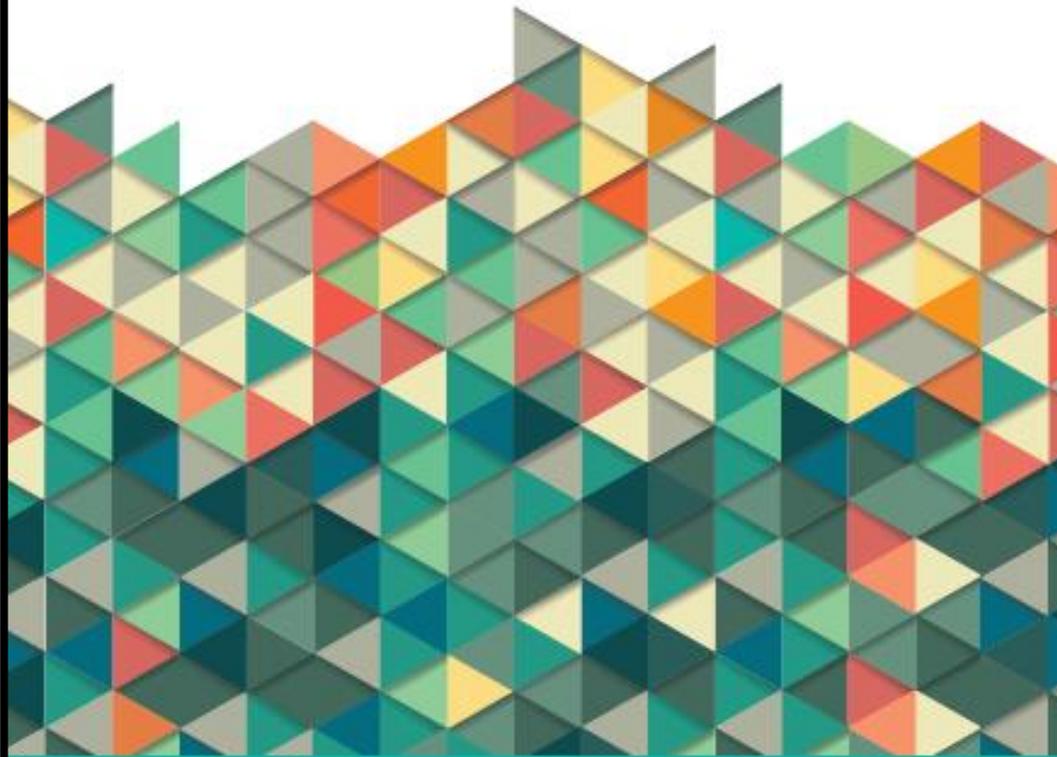
Find **root causes** to persistent bottlenecks/challenges



Bring **evidence** for solutions

**Developmental evaluation of  
results-based management at UNFPA**

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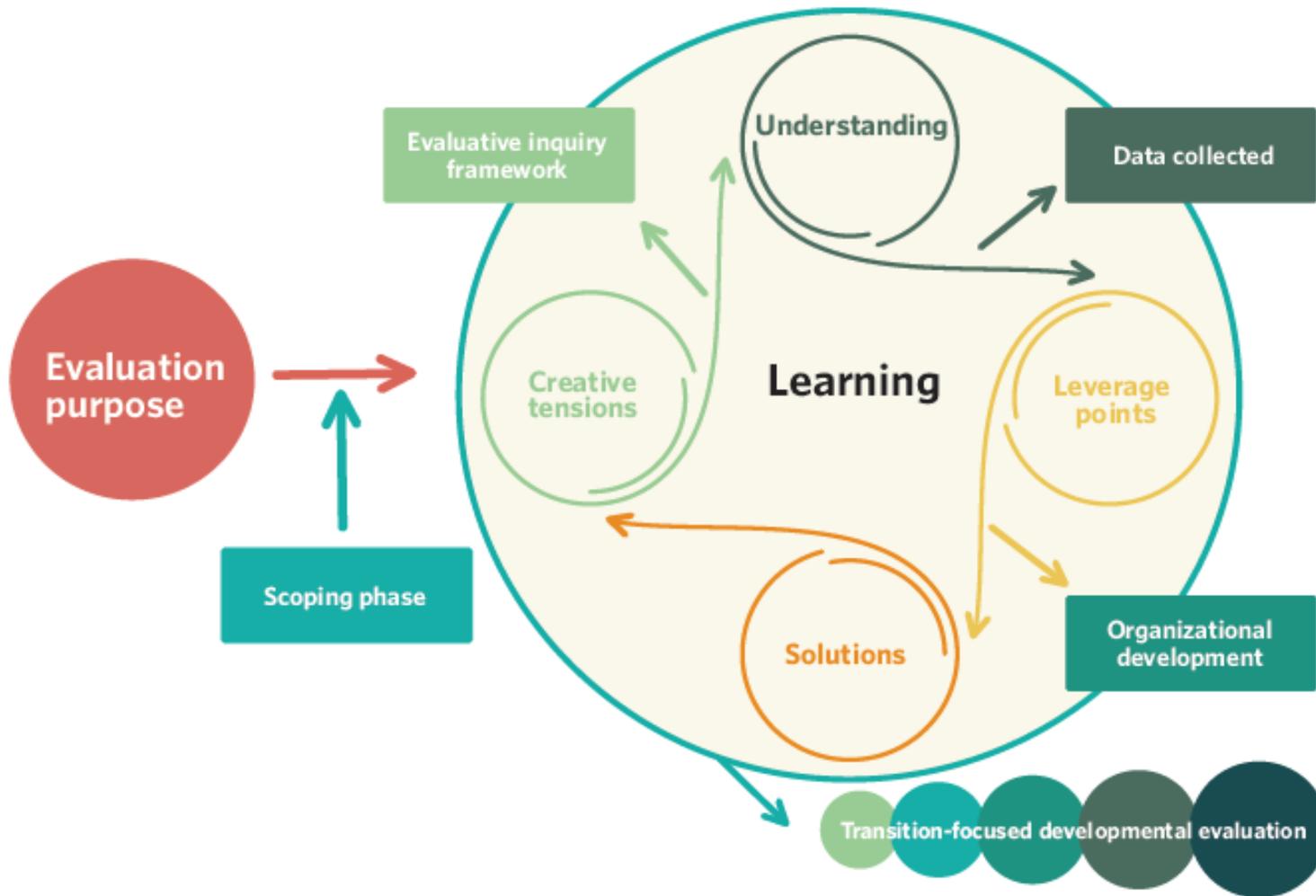


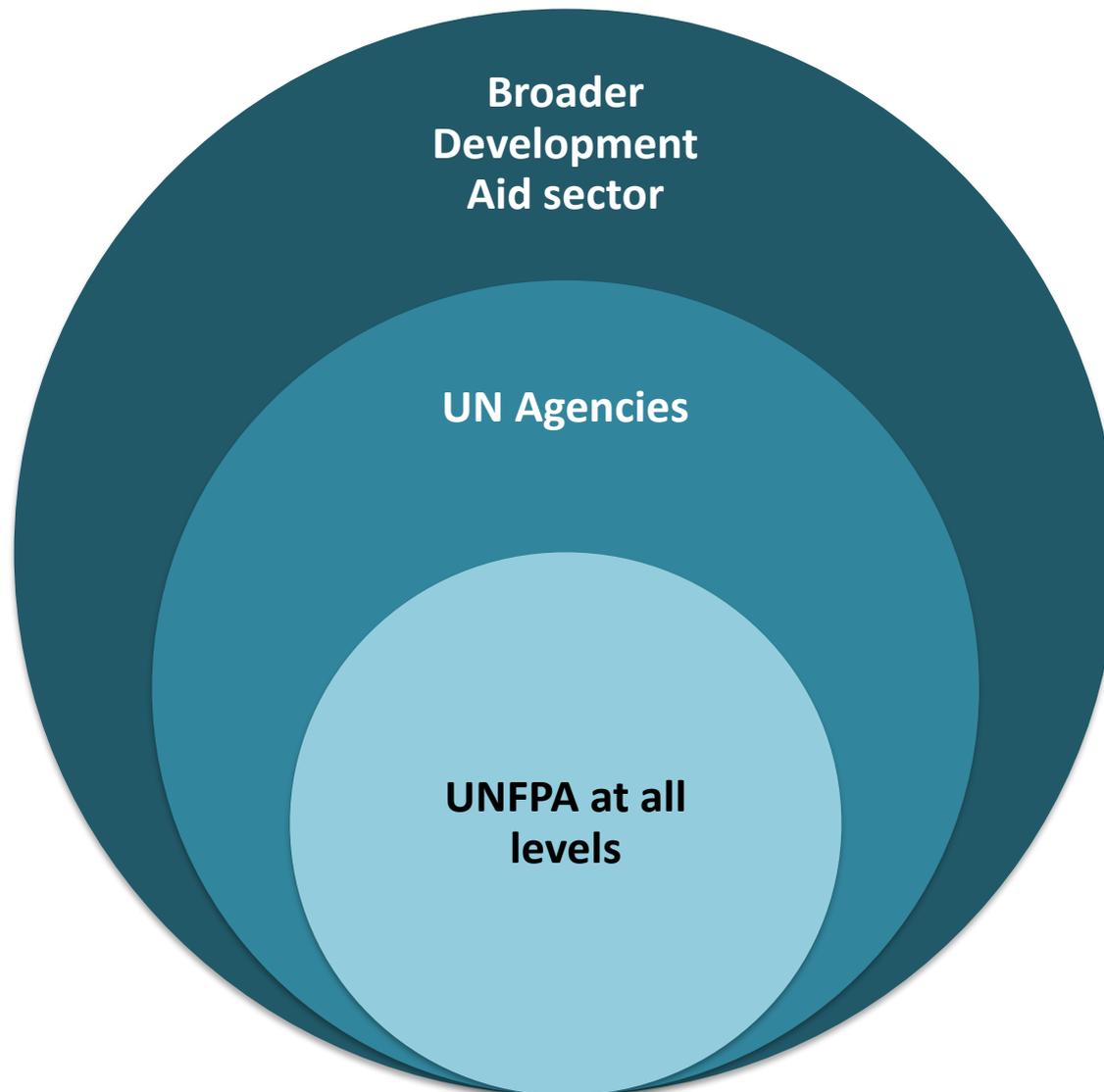
**UNFPA Evaluation Office**

**2019**

Developmental  
evaluation's  
approach

# Methodological approach





# Methodological approach



### OTHER INTERNATIONAL ORGANIZATIONS

Logos for THE WORLD BANK, MOPAN, USAID, OECD, OXFAM, TheGlobalFund, and ADB (Asian Development Bank).

### UN AGENCIES

Logos for ITU, UNICEF (for every child), World Health Organization, UNDP, UN WOMEN, UNSPN, FAO, and International Labour Organization.

### PRIVATE SECTOR

Logos for SCORE, The ROCKEFELLER FOUNDATION, The Asia Foundation, SOCIAL IMPACT, Institute for Development Strategy, and BILL & MELINDA GATES foundation.

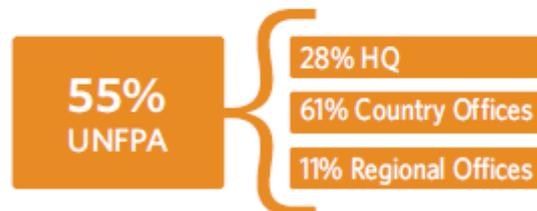
### DONORS

Logos for Department for International Development, EMBASSY OF FINLAND, Global Affairs Canada / Affaires mondiales Canada, Schweizerische Eidgenossenschaft / Confederaziun svizra / Confederaziun svizra, Swiss Agency for Development and Cooperation SDC, and Regeringskansliet / Ministry for Foreign Affairs Sweden.

# Methodological approach



**Total 290 people**



**13% Government partners**

**13% Implementing partners**

**4% Other international organizations**

**3% Private sector**



757 Full responses

**8**

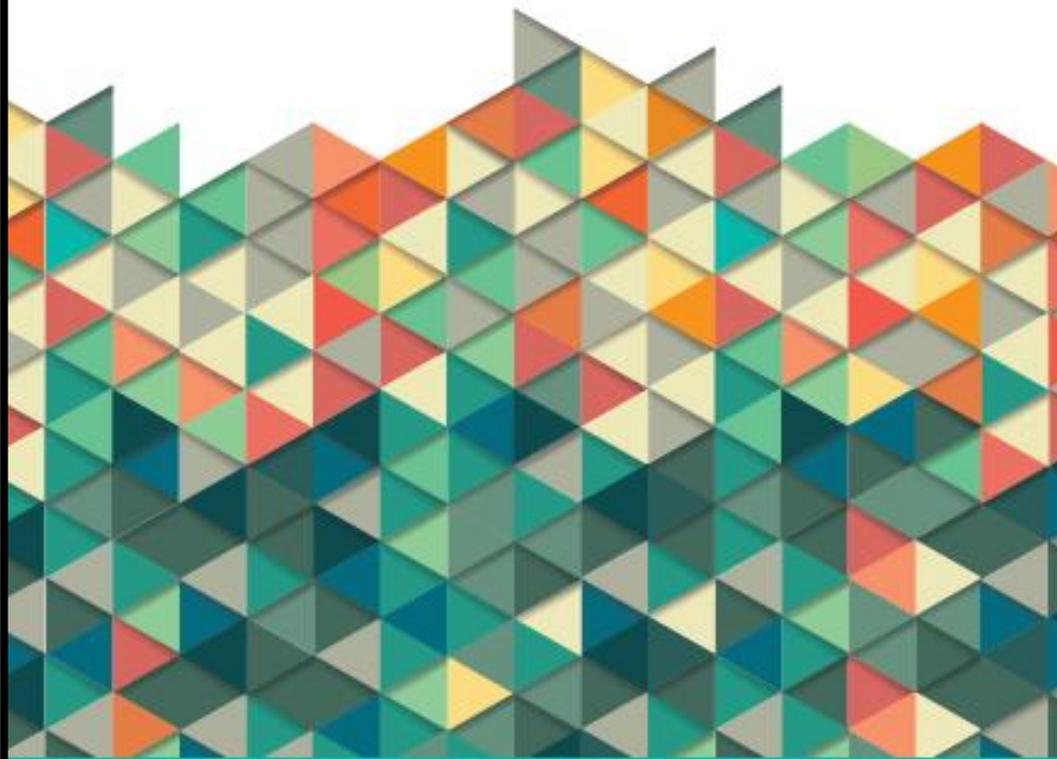
**Countries**



2 UNFPA RBM workshops + OECD Results Community Workshop

**Developmental evaluation of  
results-based management at UNFPA**

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**UNFPA Evaluation Office**

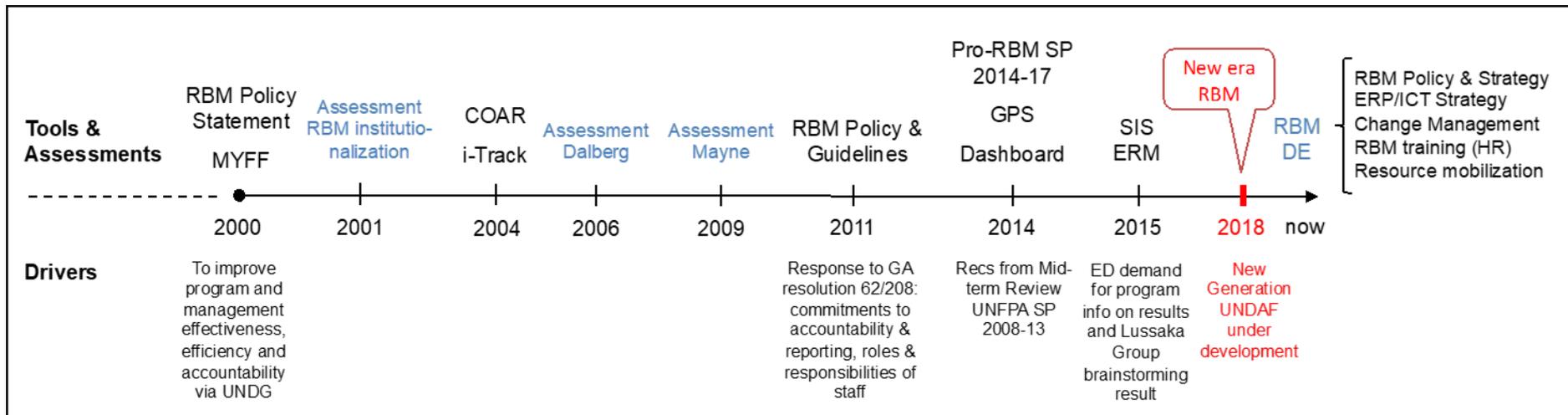
**2019**

**RBM in UNFPA  
and beyond**

**RBM** is a management strategy by which all actors, contributing directly or indirectly to achieving a set of development results, ensure that their processes, products and services contribute to the achievement of desired results (outputs, outcomes and goals).

United Nations Development Group. (2011). Results-Based Management Handbook.

## RBM journey at UNFPA



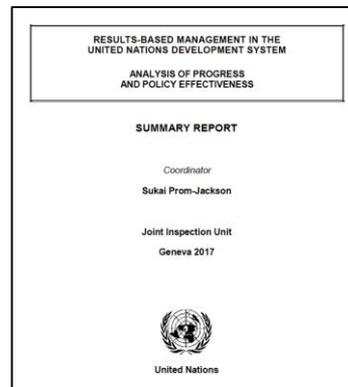
**WHERE IS UNFPA NOW?  
IS UNFPA READY FOR THE NEXT STAGE  
OF RBM?**

**WHAT ARE THE RBM TRENDS IN THE  
AID DEVELOPMENT SECTOR?  
WHAT'S NEXT?**

# TRENDS IN THE AID DEVELOPMENT SECTOR



**TRADITIONAL RBM APPROACHES ARE NOT WORKING AS DESIRED**

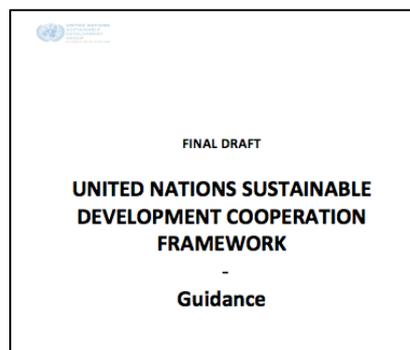


**NEW APPROACHES ARE APPEARING (ADAPTIVE MANAGEMENT)**



*Draft Guiding Principles*

**RBM IN THE UN DEVELOPMENT SYSTEM IS ALSO EVOLVING**



# THEREFORE, WHAT IS LIKELY TO COME?

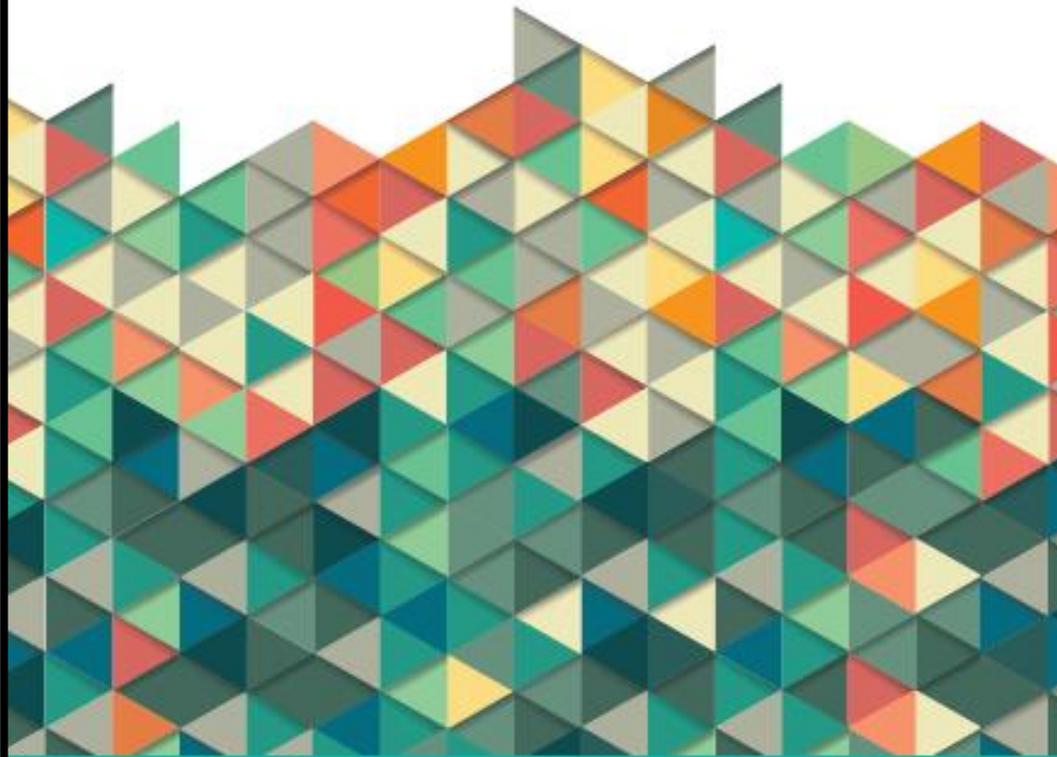


- ✓ *Higher focus on accountability through **organizational learning**, which means: spaces and skills to pause-and-reflect, critical inquiries, more flexibility, quicker adaptations to complex and fast-changing environments.*
- ✓ *Higher focus on **collective accountability**, which means: more collaboration within UNFPA across business units, with other UN agencies, higher focus on partnerships away from the implementing partner/delivery mode.*
- ✓ *Higher focus on measuring and **explaining contribution** to higher collective goals, which means: new measurement methodologies, new working methods and new communication approaches.*

While **formal systems are in place and RBM performs well** in terms of reporting on results (JIU, MOPAN Assessment), RBM as currently implemented **needs to focus more on using results information** for **adaptation** and driving **organizational learning** (what works, what does not work, and why)

**Developmental evaluation of  
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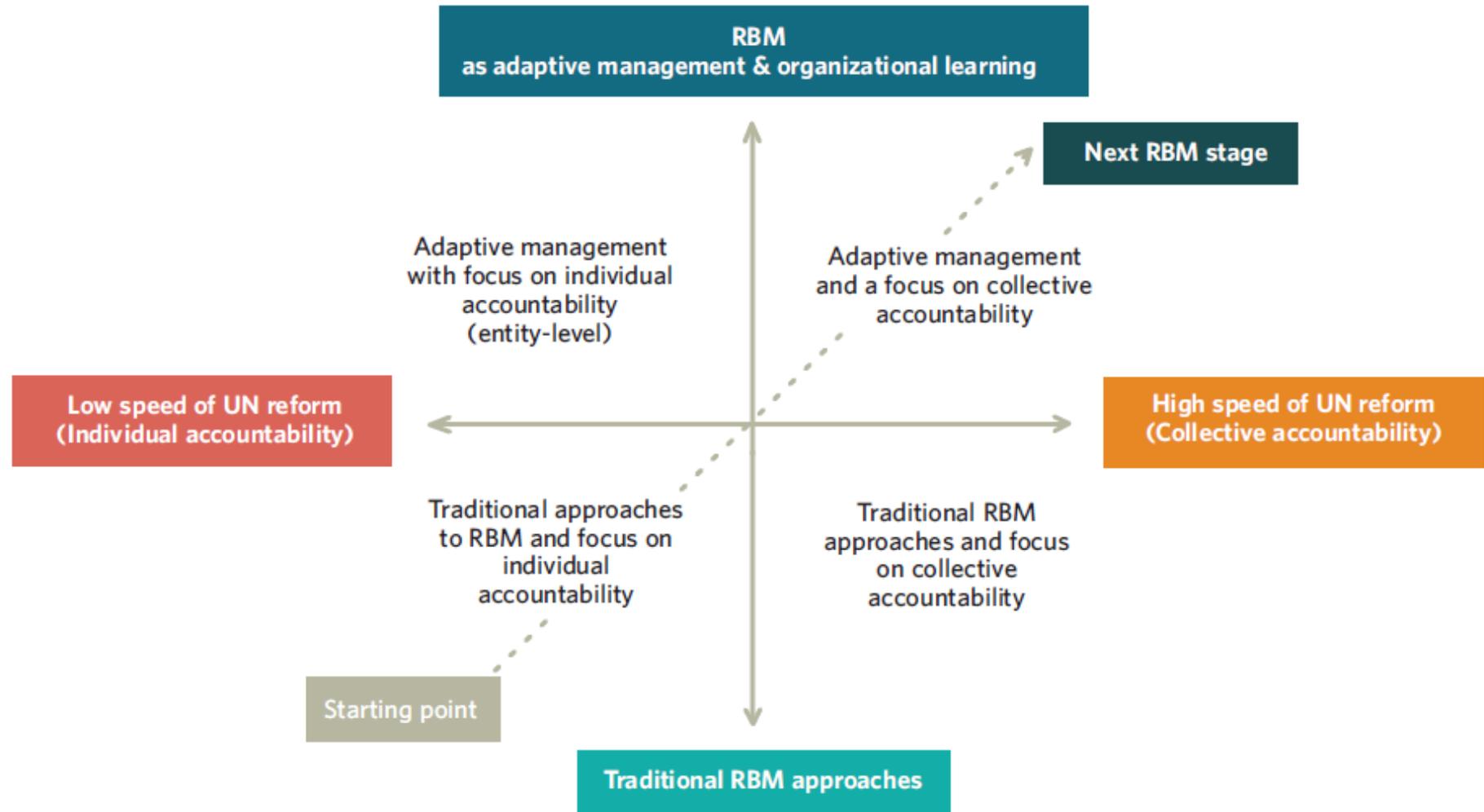


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**2019**

How to move  
towards a new  
stage of RBM?

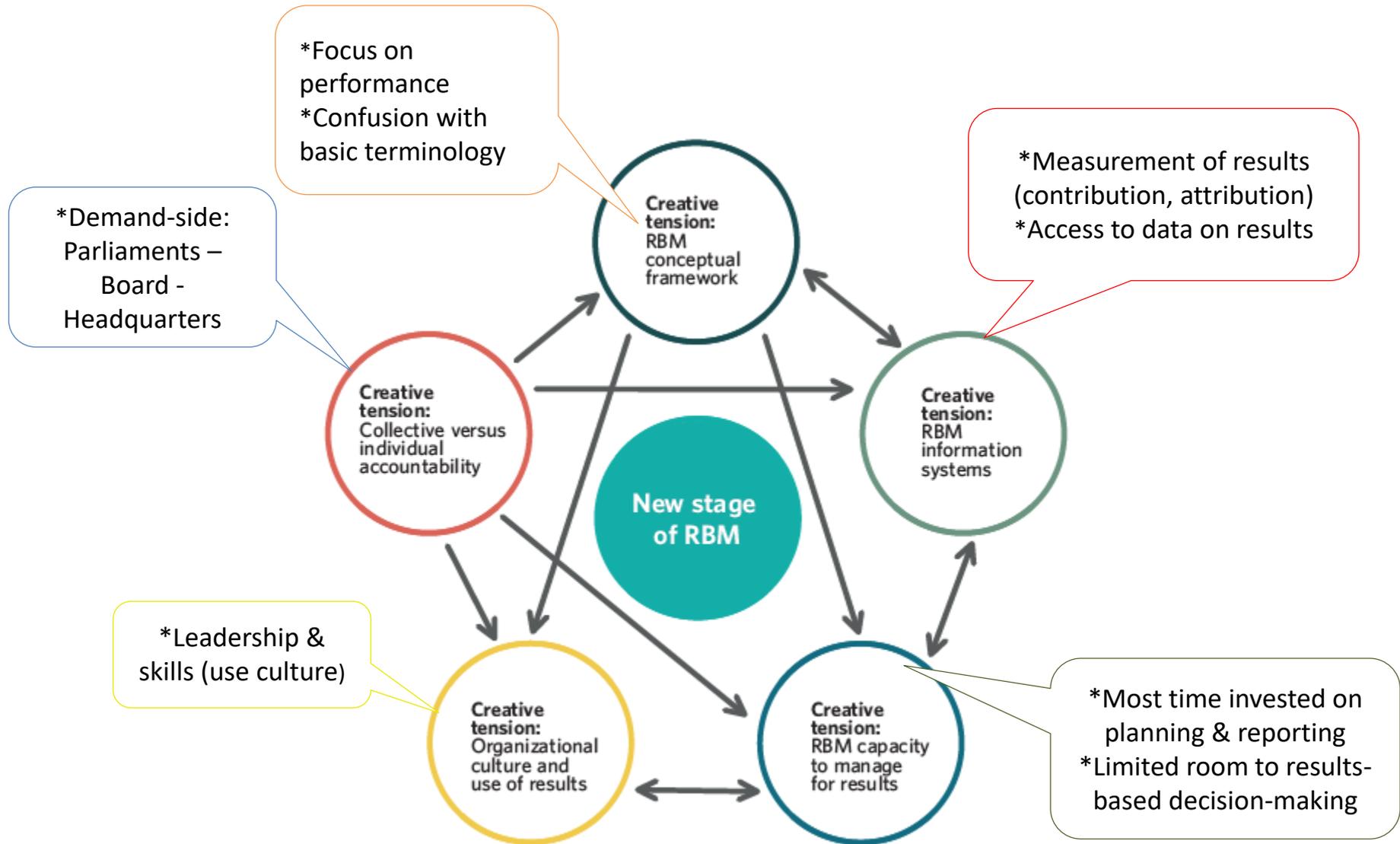
# Overall direction



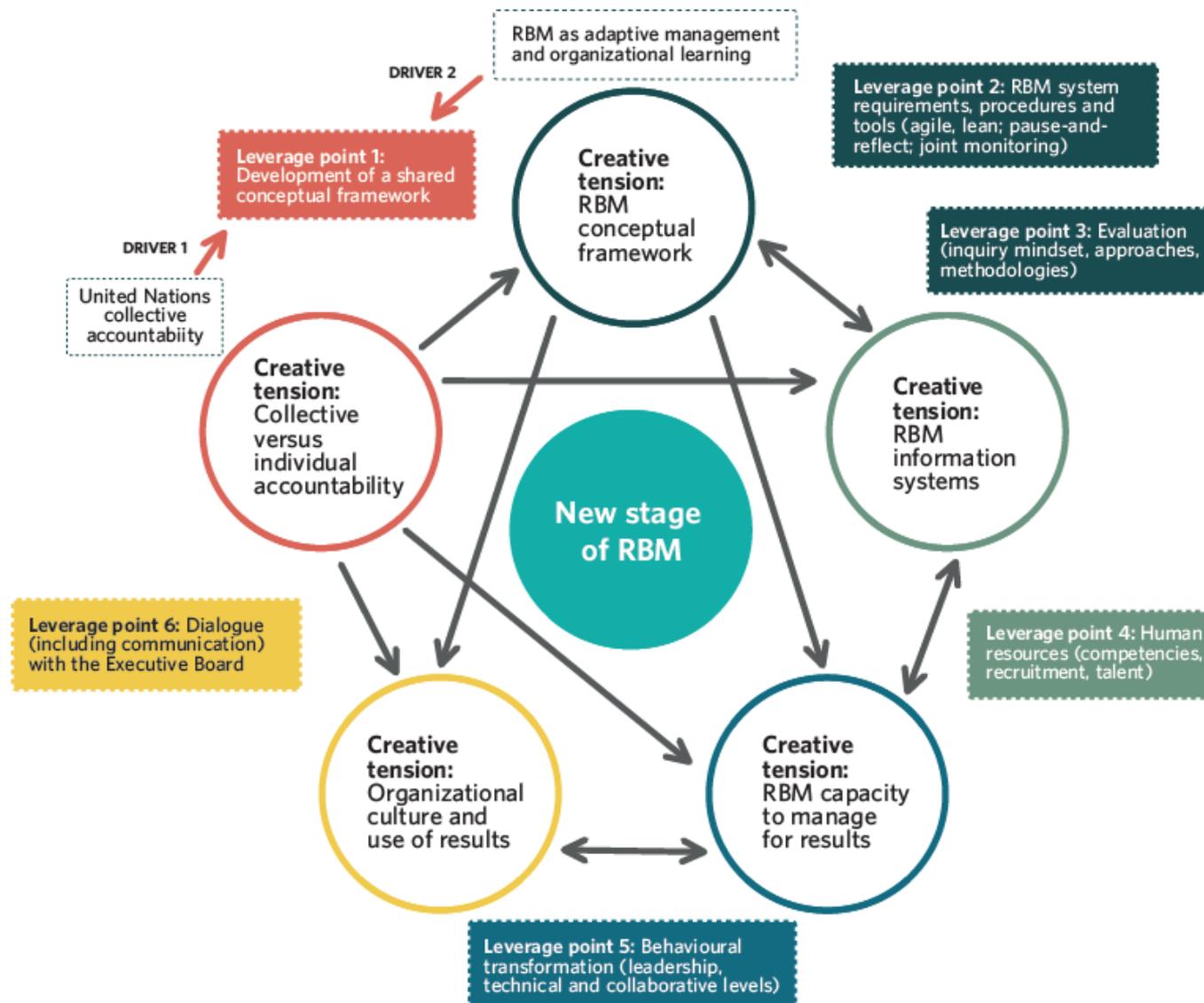
A creative tension designates a gap between a desired goal or idea (the way it should be) and a current state of reality (the way it is).

Leverage points are areas where small changes can produce large improvements in a system

# Creative tensions



# Leverage Flow: identifying the change pathway





**Thank you**