



IEO INDEPENDENT
Evaluation Office
United Nations Development Programme

وزارة التخطيط والمتابعة والإصلاح الإداري
Ministry of Planning, Monitoring
and Administrative Reform



LEAVING NO ONE BEHIND: EVALUATION for 2030

2019 National Evaluation
Capacities Conference

ARCHITECTURE FOR EVALUATION EFFECTIVENESS

Indran Naidoo, Director, Independent Evaluation Office, UNDP, and
UNEG Vice Chair

 @undp_evaluation

#NECdev

About IEO



Independent Evaluation Office

Functionally
Independent

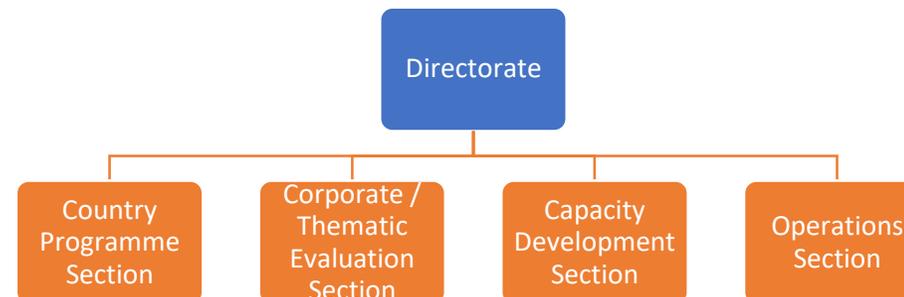
Guided by the UNDP
Evaluation Policy

Report directly to and is
accountable to the EB

MANDATE

The core function of the Independent Evaluation Office is to:

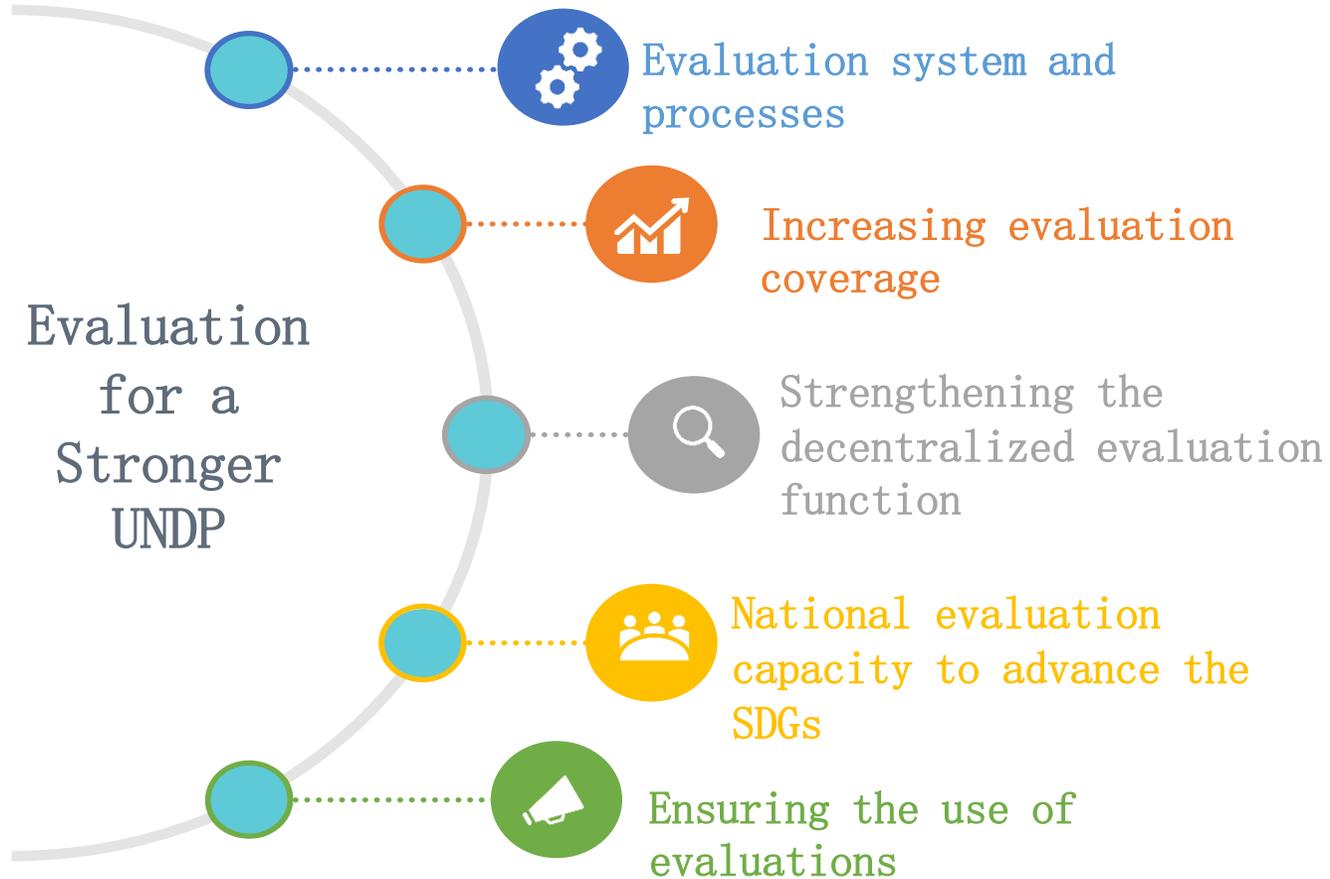
1. Conduct independent thematic and programmatic evaluations.
2. Prepare the Annual Report on Evaluation
3. Set standards and guidelines on evaluation, monitor compliance on evaluation and share lessons for improved programming.
4. Report directly to EB with oversight from AEAC and QA by EAP



10.2 Million USD in 2019 budget,
equivalent to 0.2% of UNDP total
spend

32 Staff members from 23 Nationalities,
speaking 26 languages

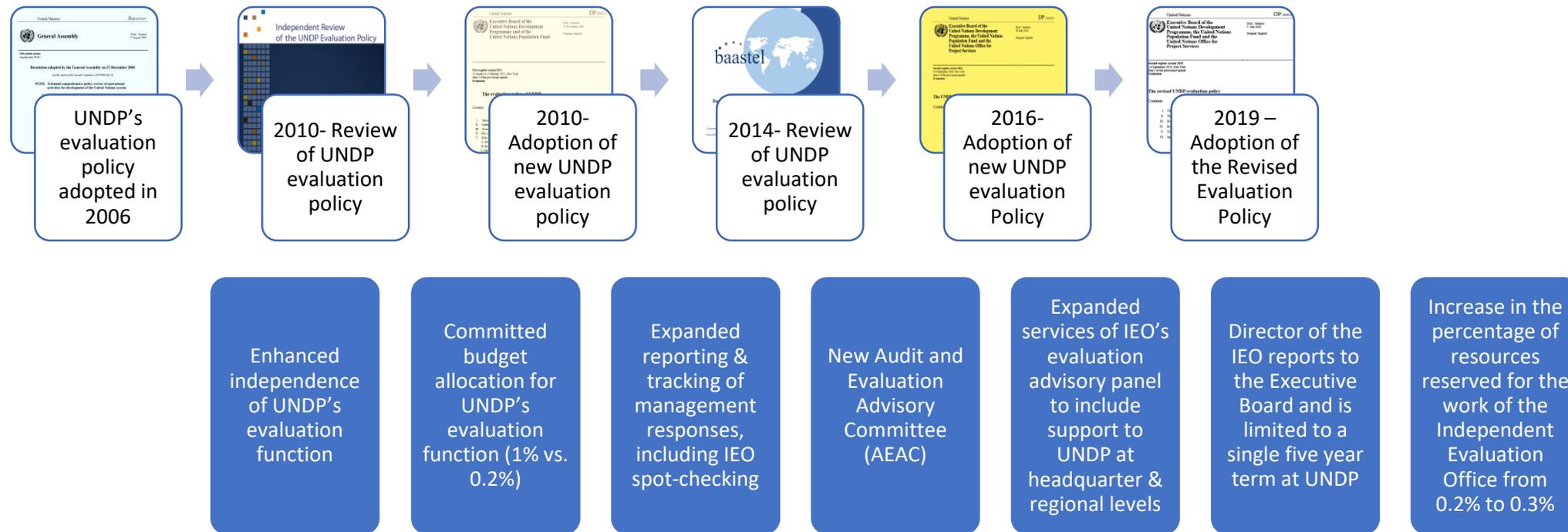
PRIMARY EMPHASIS OF IEO STRATEGY IS ACCOUNTABILITY AND LEARNING FOR RESULTS



Evaluation Policy

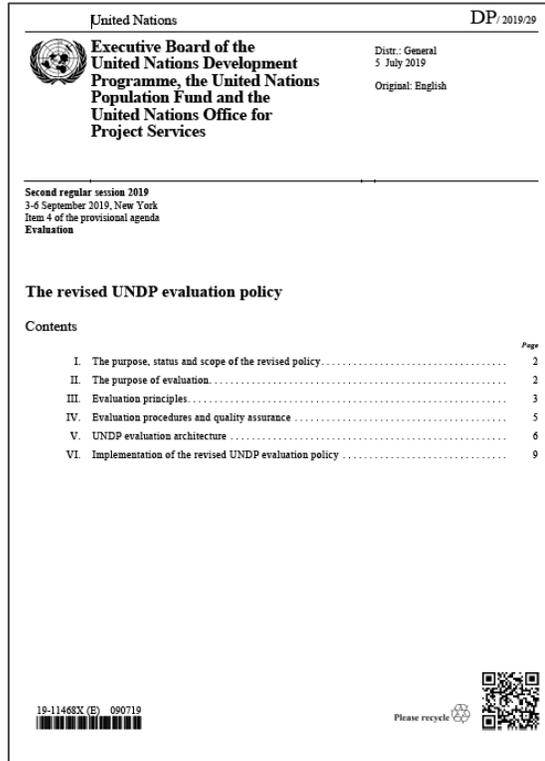


Evaluation Policy Evolution



The Revised Evaluation Policy

The Executive Board adopted decision 2019/19 on the revised evaluation policy



Most significant Changes



Increases in IEO resources from **0.2% to 0.3%** of UNDP combined resources

stipulates establishment of IEO offices in the regions

IEO oversight of the decentralized evaluation under the Revised Evaluation Policy

Assessment of regional and country offices

Participation in the recruitment of independent evaluators

Assess the quality and utility of evaluations commissioned;

Support capacity building on evaluation

Oversight of UNDP evaluation function

To ensure
conformity with
the evaluation
policy and quality
of evaluation
products

UNDP Executive Board

- Custodian of the Evaluation Policy
- Approves and oversee the IEO's Evaluation Plan
- Approves and oversees IEO financing
- Consulted on the recruitment of the Director of the office

Audit and Evaluation Advisory Committee

- Oversees adherence to the Evaluation Policy
- Advises the UNDP Administrator and IEO Director on their responsibilities under the policy
- Reviews and advises on the Director's appointment
- Oversees implementation of the IEO workplan
- Reviews and advises on UNDP decentralized functions and national capacity programming

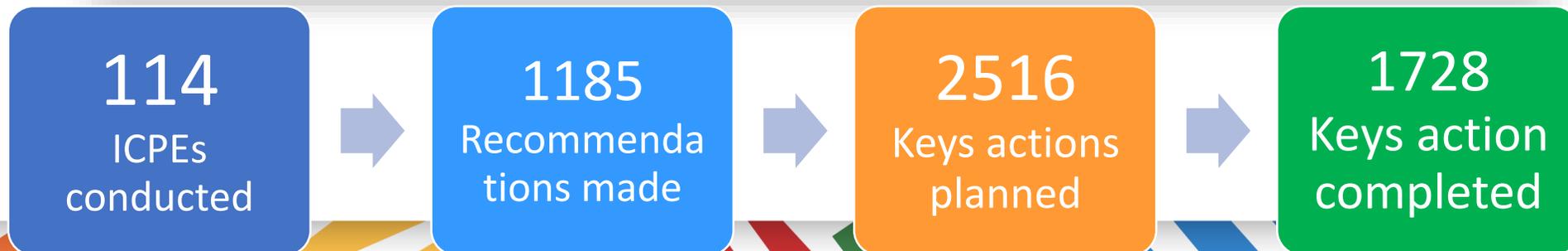
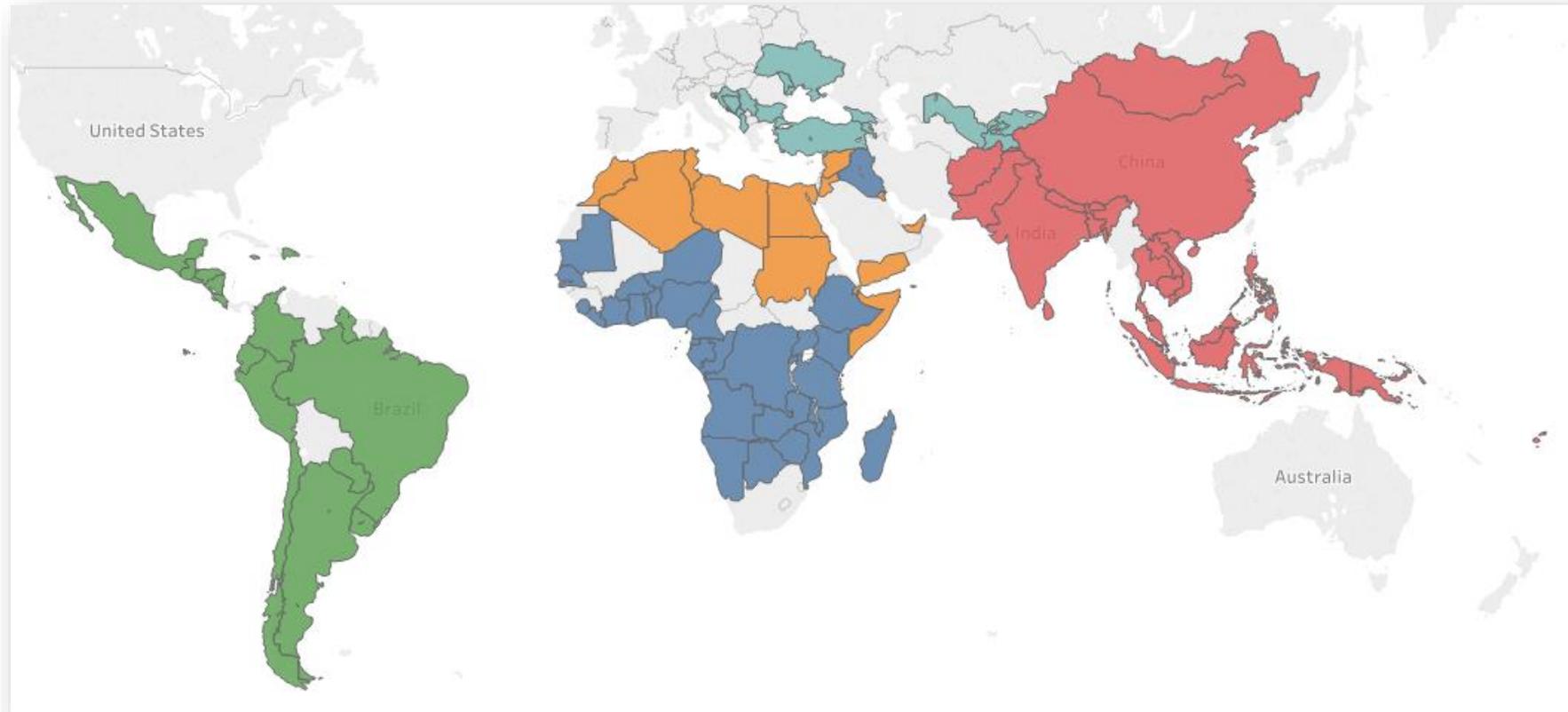
Evaluation Advisory Panel

- Provides methodological guidance and expert review of IEO evaluations
- Membership ensures global and knowledge perspectives

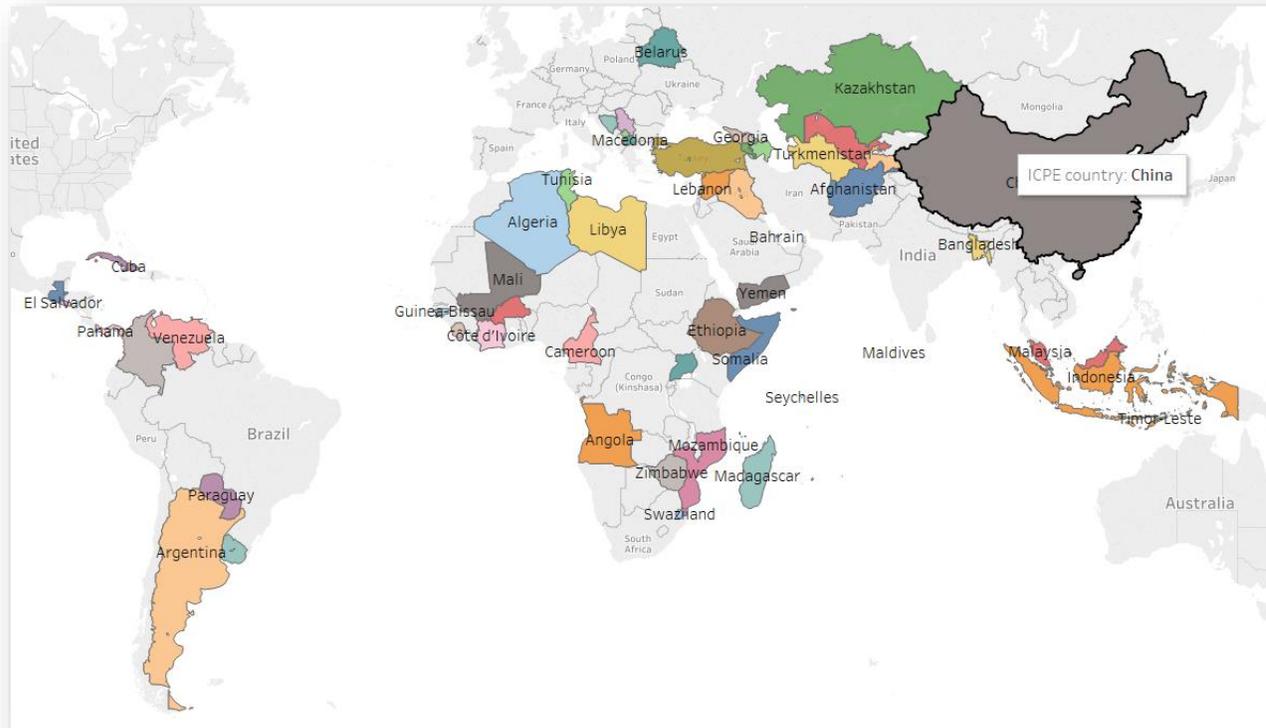
Evaluation Coverage



Independent Country Programme Evaluation 2002-2018



ICPE Coverage 2018-2019



2018

- 14 countries

2019

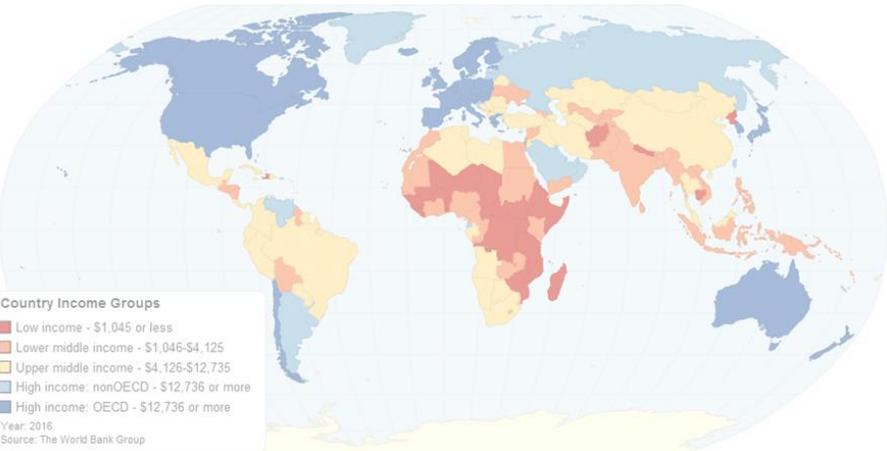
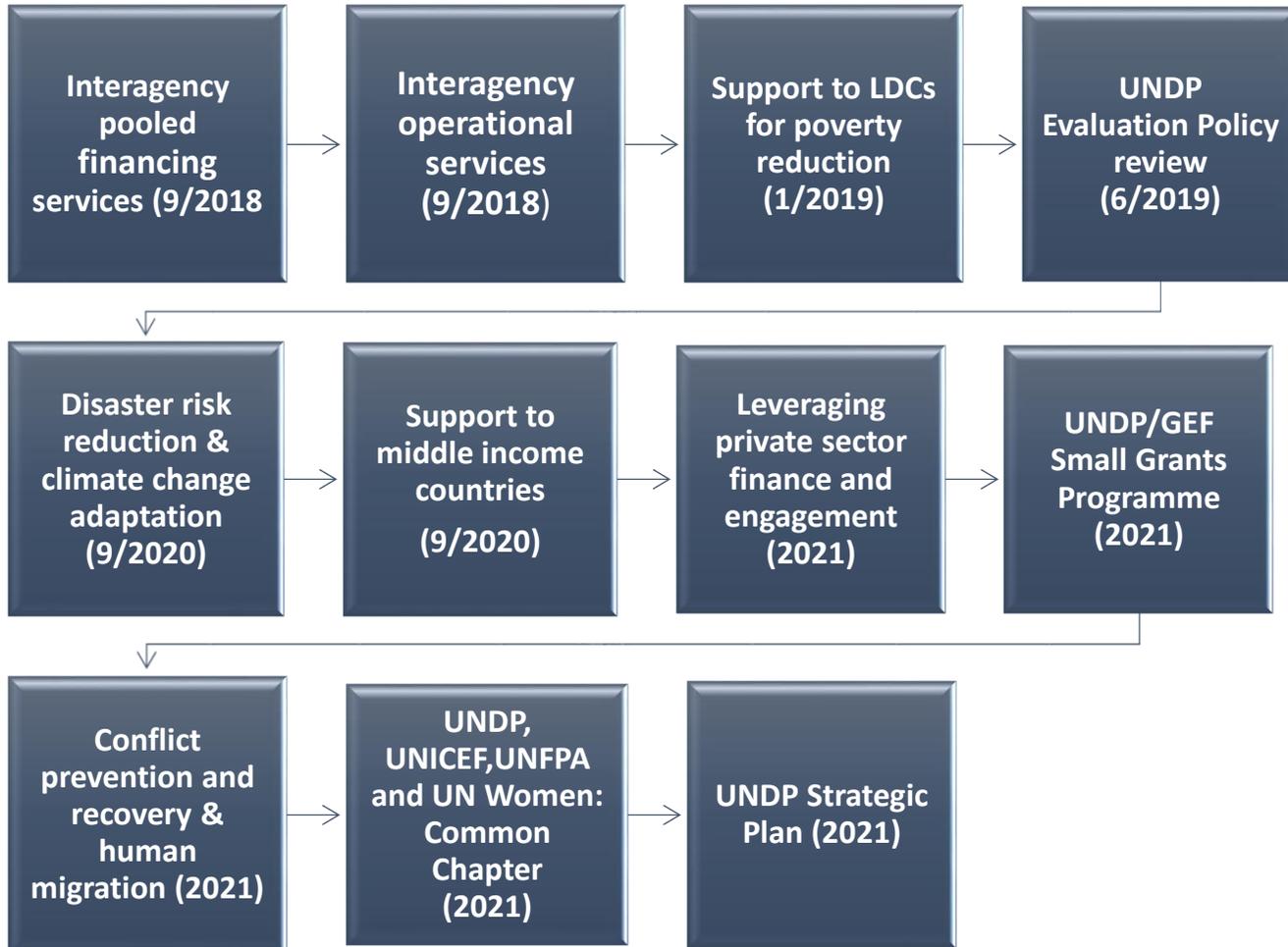
- 40 countries

Total UNDP Expenditure over 4 years Evaluated by 54 ICPEs:
7.1 Billion



Increased coverage of corporate / thematic evaluations of UNDP framed by the 2018-2021 Strategic Plan

Board Submission Dates for Evaluations: 2018 -2021



1. Scope of evaluation aligned with development settings defined in UNDP's strategic plan
2. Coverage of key strategic areas for UNDP in light of UNDS reform and SDGs
3. ICPE and thematic evaluations as building blocks to a comprehensive evaluation of the UNDP strategic plan

Evaluation Quality



Evaluation Advisory Panel

FROM THE CONTINENT



Rachid Benmokhtar Benabdellah



Bagele Chilisa



Zenda Ofir



Chen Zhaoying



Ray C. Rist



Paulo de Martino Jannuzzi



Elliot Stern



Olga Schetinina



Michael Bamberger



Daniel Weiner



Osvaldo Néstor Feinstein



Thomas A. Schwandt



6 years of IEO-EAP Synergy

- **18 HIGH LEVEL EVENTS**
 - 6 EAP Annual Meetings
 - 2 IEO workshops
 - 5 NEC conferences
 - 2 UN HLPFs
 - 3 external conferences
- **165 INPUTS TO EVALUATIONS**
 - 62 ICPE inputs
 - 42 corporate inputs
 - 20 capacity development inputs
 - 41 strategic inputs
- **SEVERAL OTHER PROJECTS AND INITIATIVES**
 - NEC diagnostic tool
 - Multi-year evaluation plan, AREs
 - Executive Board and UNDP Management engagement

Evaluation leadership to ensure quality



EVALUATOR PROFILES

Independent Evaluation Office



19 Evaluators » 17 nationalities » 16 years of average evaluation experience

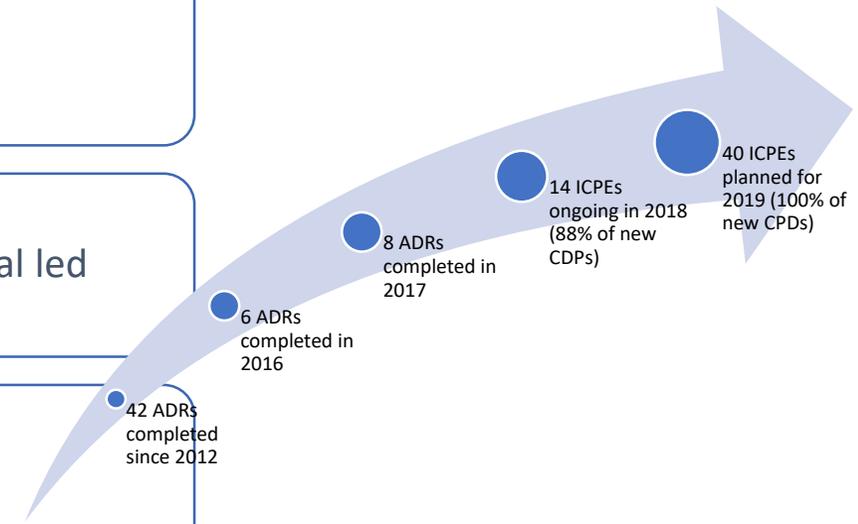
Entrenched independence, enhanced credibility and engaged more for learning

Moved from EO to IEO

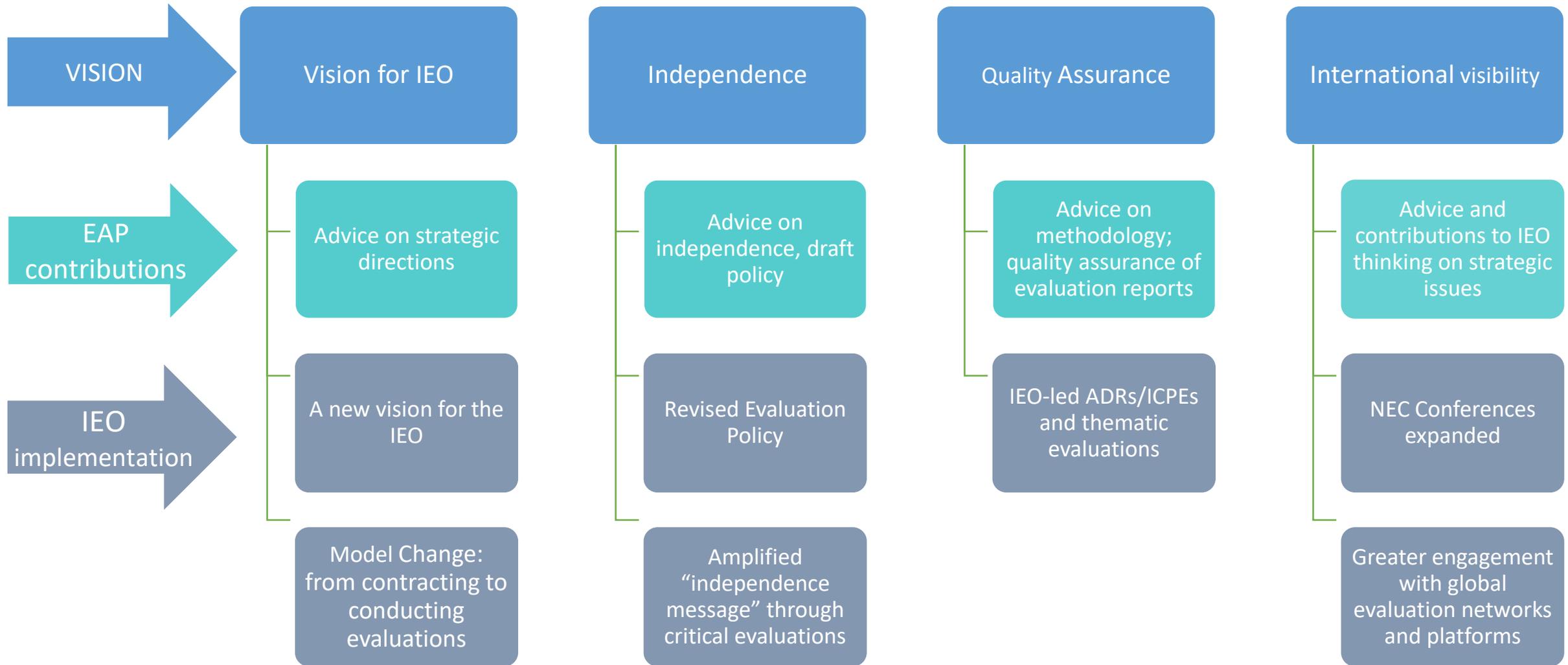
Model-change from consultant led to professional led

Move to full coverage of all CPDs

Bringing together IEO and UNDP – needed in the context of UN reform



QUALITY ASSURANCE: VISION AND EAP RESPONSE



UNDP's Evaluation Guidelines

- ▶ New guidelines launched in Jan 2019
- ▶ Available in English, French and Spanish
- ▶ Outlines 6 sections to strengthen UNDP's decentralized evaluation function
- ▶ IEO is organizing trainings and webinars



The UNDP Evaluation Guidelines reflect the commitment of UNDP to continuous learning and improvement, and they come at an important moment in time.

Achim Steiner, Administrator, UNDP



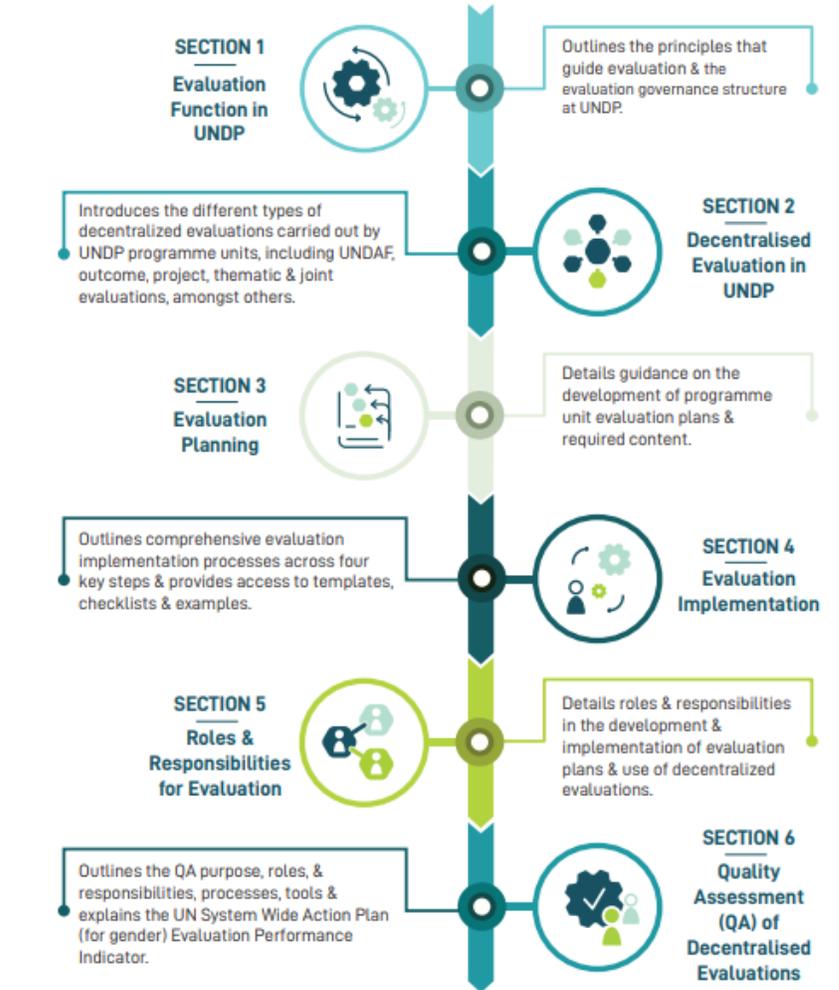
The new Guidelines represent the latest thinking on evaluation and reflect recent developments in the United Nations system.

Indran A. Naidoo, Director, IEO, UNDP

#strongerUNDP

UNDP EVALUATION GUIDELINES IN A NUTSHELL

Independent Evaluation Office (IEO) @UNDP



Evaluation Communication



IEO Outreach & Products

Evaluation Reports

Annual Report (Illustrated)

Videos

Infographics/Data Visualizations

Newsletters

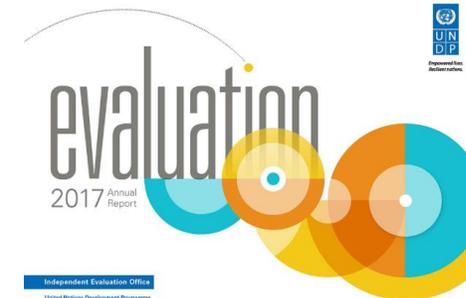
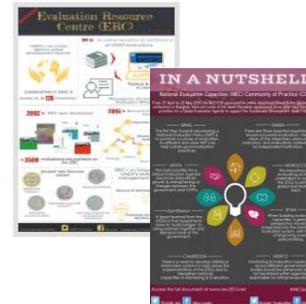
Social Media



2018 >>>>> 11,000 followers



2018 >>>>> 2000 followers



RESOURCES

- Indran Naidoo, 2018. IPDET Graduation Speech:
https://undp.sharepoint.com/:b:/r/teams/IEO/directorate/Shared%20Documents/IEO%20and%20OSDG/Keynotes/201807_Indran%20Naidoo%20speech%20-%20IPDET.pdf?csf=1&e=4e4Hh3
- Indran Naidoo, 2019. Audit and Evaluation: Working Collaboratively to Support Accountability, EES Conference paper. <http://web.undp.org/evaluation/papers/papers-articles.shtml>
- Indran Naidoo, 2018. Revisiting independence, objectivity and the critically reflective role of evaluation for the SDG Era. <http://web.undp.org/evaluation/papers/papers-articles.shtml>
- UNDP IEO, 2018. Annual Report on Evaluation. <http://web.undp.org/evaluation/annual-report/are-2018.shtml>
- UNEG Norms and Standards, 2016, <http://www.unevaluation.org/document/detail/1914>
- Evaluation Advisory Panel Deliberations 2019, <http://web.undp.org/evaluation/directors-desk.shtml>
- UNDP Evaluation Policies, 2016 & 2019, <http://web.undp.org/evaluation/policy.shtml>
- Guidance on how to develop national policies and systems available for download at:
<https://www.evalpartners.org/library/selected-books>



MULTIMEDIA AND MEDIA RESOURCES

- Video of Srinii Pillay, M.D., CEO and Founder of NeuroBusiness Group; Assistant Professor (Part-time), Harvard Medical School,
<https://drive.google.com/file/d/1qLvGAQb23JFXUIsdtjGjJEoqpG3pI2Dr/view?ts=5dad633e>

- Some books from Srinii Pillay:



- <https://thriveglobal.com/stories/there-should-be-a-generational-approach-to-handling-workplace-anxiety/>
- <https://www.fastcompany.com/90382424/how-to-build-emotional-intelligence-at-work>
- <https://www.forbes.com/sites/forbescoachescouncil/2019/08/05/five-brain-based-methods-to-lead-organizational-change/#6117f4f02154>
- <https://hbr.org/2017/05/your-brain-can-only-take-so-much-focus>
- <https://hbr.org/2016/03/the-science-behind-how-leaders-connect-with-their-teams>





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Thank You

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