EVALUATION FROM PROFESSIONALS
UPHOLDING THE BEDROCKS OF ETHICS, INDEPENDENCE & CREDIBILITY TOWARDS EVALUATION FOR TRANSFORMATION

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The unspoken ... evaluation ethics

Evaluation must hold the line on many fronts independent, credible promote used

Evaluation delivers judgment about quality – it is often formally and informally contested

Strong (3Ps) policy, process & people (3Ps) are needed to remain ethical

The professionalization of evaluation is critical – needs credible methodology within a context of sound evaluation policy and leadership
...the bedrocks are contested

Ethical issues loom large in the evaluation process

Learning versus accountability rather than and? Internal or/and external objectives

Loyalty arguments, power & process dynamics; evaluation must ascribe judgment about past to course correct

These bedrocks are not always rocks and get redefined in operational context
Outline

- A professional approach
- Role in the UN Evaluation Group (UNEG)
- Key outputs towards accountability and learning
- Global engagement
The UNDP & the UN

Largest development agency in the UN – more than 170 countries

Coordinator of UN agencies at country level

50 years in operation – large, complex mandate, spending $7 Billion a year

Overseen by an Executive Board, to which the IEO reports directly and is accountable to
The Independent Evaluation Office

Audit & Evaluation Advisory Committee (AEAC) oversees 3 key pillars: Evaluation, Audit & Investigations and Ethics

Work is advised by an International Evaluation Advisory Committee

Board approves IEO work plan and budget and Director takes final decisions on evaluations and operations

Conducts independent evaluations & presents Annual Report on Evaluation
How it fits overarching the UNDP

- Reports to the Board
- Organizes the National Evaluation Capacity conferences
- Presents country level evaluations to the governments and stakeholders. To date over 100 have been completed
- Works with international evaluation community – hosts UNEG, member of the OECD/DAC, etc.

Independent Evaluation Office
Products from IEO

- **Products**
  - Evaluations: country-level, thematics, regional & global, joint and impact
  - National Evaluation Capacity proceedings
  - Annual report on evaluation
  - Summaries
  - Videos
Dissemination Channels

- Website
- Newsletters
- Social media
- Evaluation Resource Center
- Stakeholder engagements
- Conferences

Website audience rates 2012-2015

Independent Evaluation Office
IEO Responsibilities and Obligations

Full engagement with evaluand

- Respect the evaluand right to respond and publish
- HQ evaluations, corporate, concept note, ToR, process mapping, verbal sharing etc.
- All evaluations have a management response – also presented to the Board
- Quality control – EAP & peer reviews

Independent Evaluation Office
IEO in UNEG

- Host UNEG Secretariat = an interagency professional network that brings together the evaluation units of the UN system and consists of 46 members
- Vice Chair of System-Wide Initiatives
- Norms and standards
- Peer Reviews
- Professionalization
Global engagement

- National Evaluation Capacities conferences
- Bangkok declaration
- Training at NEC
- Contributing to the SDGs and evaluation
Key outputs Accountability and learning

Accountability

• Evaluations

Sharing knowledge

• NEC conferences, UNEG, presentations
• Evaluation products: publications, illustrated summaries, videos of evaluations, repository (ERC)

Both are attainable, and not exclusive
What does this mean for professionals

- Evaluation competencies and dispositions
- Communicating evaluating findings
- Evaluation as a democratic pursuit and transformation stimuli
- Accountability and judgment AND learning, through principled engagement
- Responses to evaluations count – multiple forums and media the “we said” – “they said”
Your professionalization

You have a chosen profession, and great responsibility to talk truth to power through expertise and constructive dialogue.

Communication is not only the report – it must be used throughout the process.

Humility necessary to know what you do and limitations.

Independence is not isolation, but a principled position to gain access to and feedback without bias.
Some messages

Your work is potentially transformational, certainly democratic & despite difficulty - a worthy pursuit

Ask who you serve – at an intermediate and ultimate level - internal or external

Learning is possible through accountability evaluation

Do not assume your assumptions are universal

Communities of practice like the IPDET family helps

Go forth and evaluate!
Thank you!

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