



*Empowered lives.
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Commissioning and Managing Evaluations

New M&E: Strengthening M&E Leadership for
Development in the New Normal
28 April 2021

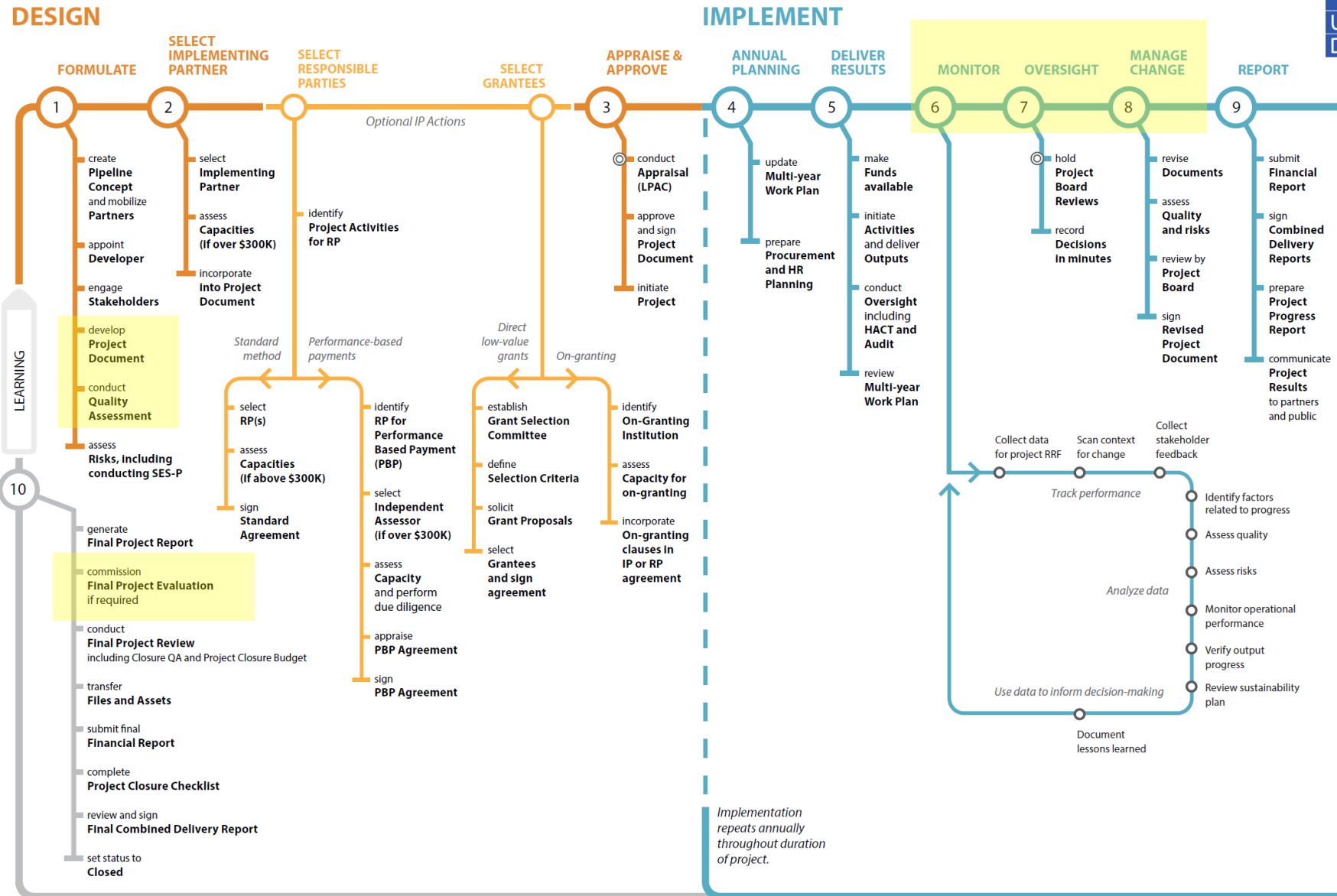
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Presentation Outline

- 1 Evaluations in the UNDP project life cycle
- 2 Planning for evaluations
- 3 Implementing evaluations
- 4 Quality Assurance and Evaluation Excellence Awards

1 Evaluations in the UNDP project life cycle

Visual Guide to the UNDP Standard Development Project



CLOSE

1 Evaluations in the UNDP project life cycle - **Design**

5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?



- 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.
- 2: The project design mentions knowledge and lessons learned backed by evidence/sources but have not been used to justify the approach selected.
- 1: There is little, or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.

*Note: Management Action or strong management justification must be given for a score of 1.

15. Is the budget justified and supported with valid estimates?



- 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated.
- 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates.
- 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.

18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?



- Yes
- No

1 Evaluations in the UNDP project life cycle - **Implementation**

4. Is the project generating knowledge and lessons learned (i.e., what has worked and what has not) and has this knowledge informed management decisions to ensure the continued relevance of the project towards its stated objectives, the quality of its outputs and the management of risk?



- 3: Knowledge and lessons learned from internal or external sources (gained, for example, from Peer Assists, After Action Reviews or Lessons Learned Workshops) backed by credible evidence from evaluation, corporate policies/strategies, analysis and monitoring have been discussed in project board meetings and reflected in the minutes. There is clear evidence that changes were made to the project to ensure its continued relevance. (both must be true)

9. Is the project's M&E Plan sufficient and adequately implemented?



- 3: The project has a comprehensive and costed M&E plan. Baselines, targets and milestones are fully populated. Progress data against indicators in the project's RRF is being reported regularly using credible data sources and collected according to the frequency stated in the Plan, including sex disaggregated data as relevant. Any evaluations conducted, if relevant, fully meet decentralized evaluation standards, including gender UNEG standards. Lessons learned, including during evaluations and/or After Action Reviews, are used to take corrective actions when necessary. (all must be true)

10. Is project's governance mechanism (i.e., the project board or equivalent) functioning as intended?



- 3: The project's governance mechanism is operating well, and is a model for other projects. It has met in the agreed frequency stated in the project document and the minutes of the meetings are on file. There is regular (at least annual) progress reporting to the project board or equivalent on results, risks and opportunities. It is clear that the project board explicitly reviews and uses evidence, including progress data, knowledge, lessons and evaluations, as the basis for informing management decisions (e.g., change in strategy, approach, work plan.) (all must be true to select this option)

1 Evaluations in the UNDP project life cycle - **Closure**

9. Was the project's M&E Plan adequately implemented?



- 3: The project had a comprehensive and costed M&E plan. Baselines, targets and milestones were fully populated. Progress data against indicators in the project's RRF was reported regularly using credible data sources and collected according to the frequency stated in the Plan, including sex disaggregated data as relevant. Any evaluations conducted, if relevant, fully meet decentralized evaluation standards, including gender UNEG standards. Lessons learned, included during evaluations and/or After-Action Reviews, were used to take corrective actions when necessary. (all must be true)

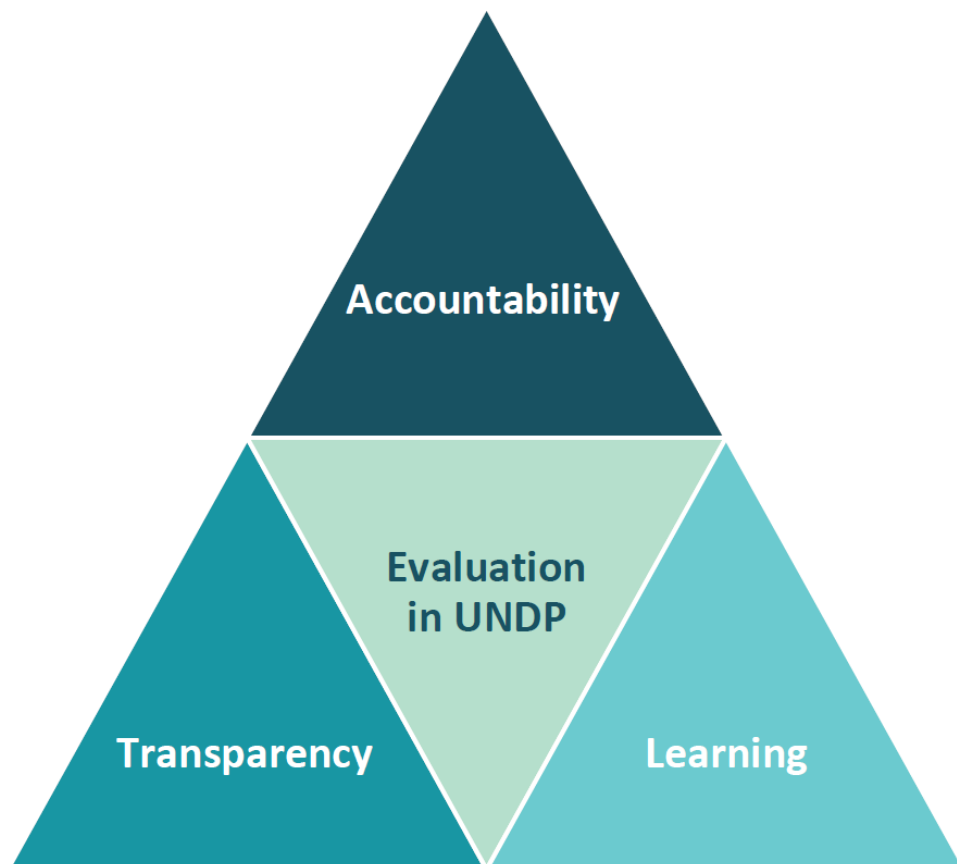
16. Were there regular reviews of the work plan to ensure that the project was on track to achieve the desired results, and to inform course corrections if needed?



- 3: Quarterly progress data informed regular reviews of the project work plan to ensure that the activities implemented were most likely to achieve the desired results. There is evidence that data and lessons learned (including from evaluations /or After-Action Reviews) were used to inform course corrections, as needed. Any necessary budget revisions were made. (both must be true)

2 Planning for Evaluations

Why does UNDP evaluate?

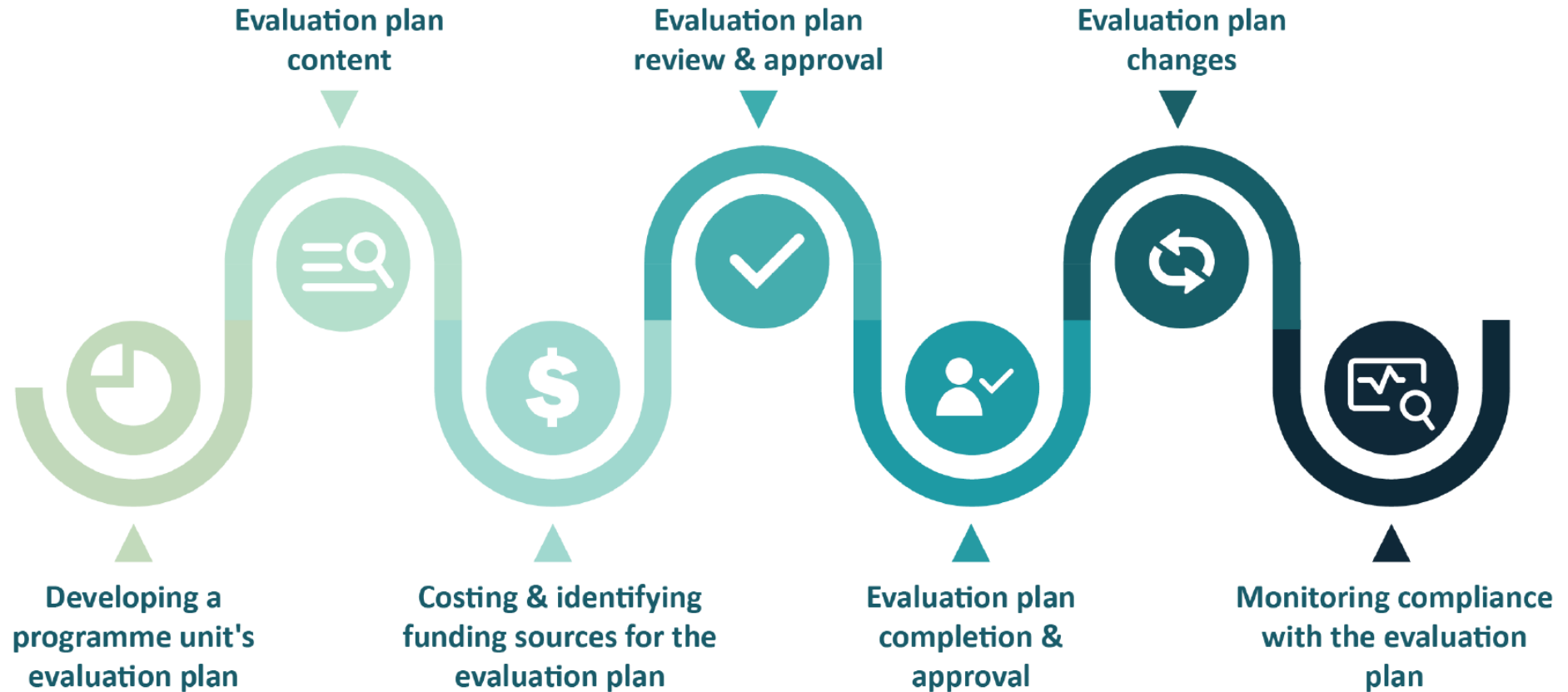


What does UNDP evaluate?

Mandatory Evaluation Thresholds	Evaluations
Projects with a planned budget or actual expenditure of more than \$5 million	Midterm <u>and</u> final evaluation
Projects with a planned budget or actual expenditure of between \$3 million and \$5 million	Midterm <u>or</u> final evaluation
Projects with a duration of more than five years	At least one evaluation, midterm or final

2 Planning for Evaluations

Steps of evaluation plan development



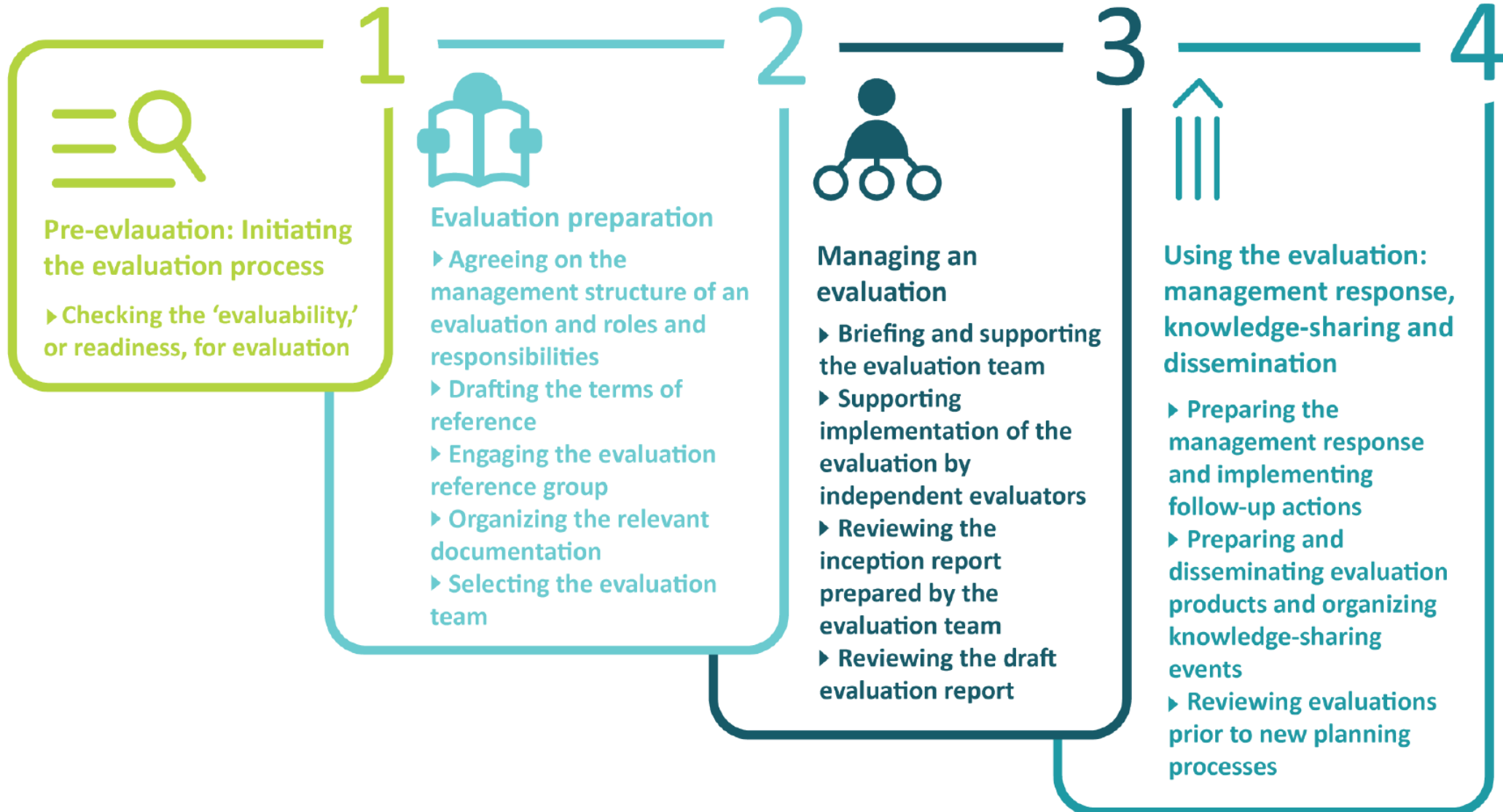
2 Planning for Evaluations

QA of evaluation plan







#	Quality assurance criteria	YES	NO
1	<p>Is the evaluation plan complete, i.e., noting the following?</p> <ul style="list-style-type: none"> ▪ The commissioning unit ▪ Evaluation partners (only for joint evaluations) ▪ Evaluation type (UNDAF, programme, project, outcome, thematic, GEF) ▪ Planned evaluation completion dates ▪ Are evaluations aligned to UNDAF and Strategic Plan outcomes? ▪ Estimated budget and source of the funding 		
2	<p>Are all mandatory evaluations included?</p> <ul style="list-style-type: none"> ▪ UNDAF evaluations (one per UNDAF cycle) ▪ GEF terminal evaluations for all GEF-financed medium-size projects and full-size projects ▪ GEF midterm reviews for full-size projects ▪ Adaptation Fund and Green Climate Fund projects as required ▪ Donor/cost-sharing agreement evaluations <p>The following project benchmarks also detail further mandatory project evaluations:¹⁴</p> <ul style="list-style-type: none"> ▪ Projects with a planned budget or actual expenditure of over \$5 million plan and undertake both a midterm and final evaluation ▪ Projects with a planned budget or actual expenditure between \$3 million and \$5 million plan and undertake either a midterm or final evaluation ▪ Projects with a duration of more than five years plan and undertake either a midterm or final evaluation ▪ Projects entering a second phase should plan and undertake an evaluation ▪ Development initiatives being considered for scaling up should be evaluated before expansion 		

#	Quality assurance criteria	YES	NO
3	Is there a brief text explaining the rationale for including the evaluations in the plan (maximum 300 words)?		
4	Is there inclusive and balanced coverage of the country programme content?		
5	Are the timing and sequencing of evaluations in the plan realistic?		
6	Does costing properly reflect the scope, depth and duration of each evaluation? Is it realistic?		

3 Implementing evaluations



4 Evaluation Quality Assurance

- 1 Programme units upload completed evaluation reports to the ERC. 
- 2 The Independent Evaluation office will check if the evaluation should undergo a quality assessment (QA). 
- 3 Evaluation reports are distributed to QA reviewers for assessment. 
- 4 QA report is reviewed and quality assured by the IEO. 
- 5 The QA report is uploaded to the ERC. 
- 6 Programme units will be automatically informed of the uploading of the QA. 

4 Evaluation Quality Assurance



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My Dashboard » QA Dashboard » **COMPLETED QA REORTS**

Search by evaluation title

1 to 20 of 1996 Records.

S No.	Evaluation	Type	GEF	Region	Unit	Completion Date	QA Completion Date	Language	Focus Area	Joint	QA Rating
1.	Evaluación final del Proyecto Agrocadenas	Project	No	Latin America and the Caribbean	Cuba	02/2021	03/24/2021	Spanish	G10	No	4 [Moderately Satisfactory]
2.	Evaluación del proyecto Fortalecimiento condiciones laborales igualdad de género	Project	No	Latin America and the Caribbean	Costa Rica	02/2020	03/24/2021	Spanish	G10	No	3 [Moderately Unsatisfactory]
3.	Evaluación final del Proyecto BASAL	Project	No	Latin America and the Caribbean	Cuba	02/2021	03/24/2021	English	G10	No	3 [Moderately Unsatisfactory]
4.	Final Evaluation of Community Infrastructure and Livelihood Recovery Project (CILRP)	Project	No	Asia and the Pacific	Nepal	02/2021	03/21/2021	English	G10 G11	No	5 [Satisfactory]
5.	Evaluation à mi-parcours du Programme Conjoint des Nations Unies pour le Renforcement des Adolescents et des Jeunes en RCA	Project	No	Africa	Central African Republic	02/2021	03/22/2021	French	G10	Yes	5 [Satisfactory]
6.	FINAL PROJECT EVALUATION OF THE LAND REFORM AND RURAL DEVELOPMENT PROJECT IN SOUTH AFRICA	Project	No	Africa	South Africa	01/2021	03/24/2021	English	G10	No	4 [Moderately Satisfactory]
7.	Final Evaluation UNDP Re-granting Partnership Phase II: Towards Sustainable Management of Belize's Seascapes	Project	No	Latin America and the Caribbean	Belize	01/2021	03/31/2021	English	G10	No	3 [Moderately Unsatisfactory]
8.	Terminal Evaluation of the "Technical Support to Eligible Parties to Produce the Sixth National Report (6NR)" Project	Project	Yes	Europe and the CIS	RBEC	06/2020	03/05/2021	English	G13	No	4 [Moderately Satisfactory]
9.	Mainstreaming Coastal & Marine Biodiversity Conservation in Andhra Pradesh (CPD Output 3.2)	Project	Yes	Asia and the Pacific	India	04/2020	02/04/2021	English	G13	No	5 [Satisfactory]
10.	Terminal Evaluation of Strengthening Global Governance of Large Marine Ecosystems (LME:LEARN) and International Waters Learning Exchange and Resource Network(IW:LEARN) Projects	Project	Yes	Europe and the CIS	RBEC	02/2020	04/01/2021	English	G13	No	5 [Satisfactory]
11.	Final evaluation of the project Early Warning System	Project	Yes	Africa	Sao Tome and Principe	11/2019	03/15/2021	English	G12	No	4 [Moderately Satisfactory]
12.	BRA/10/G31 Sugarcane Renewable Electricity – SUCRE (PIMS 3515)	Project	Yes	Latin America and the Caribbean	Brazil	01/2021	04/01/2021	English	G14	Yes	4 [Moderately Satisfactory]
13.	Terminal Evaluation of the Mainstreaming Global Environmental Priorities into National Policies and Programmes (Palau CB2)	Project	Yes	Asia and the Pacific	Fiji	02/2020	03/15/2021	English	G12	No	4 [Moderately Satisfactory]
14.	Final Evaluation_PIMS 4980 Green Cities: ISTBAR	Project	Yes	Europe and the CIS	Georgia	11/2020	03/24/2021	English		No	5 [Satisfactory]
15.	Removing Barriers to Promote and Support Energy Management Systems in Municipalities throughout Serbia	Project	Yes	Europe and the CIS	Serbia	12/2020	03/15/2021	English	G14	No	5 [Satisfactory]

4 Evaluation Quality Assurance



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This is referral based "Database of Evaluators". This is not a fully vetted list of consultants. All consultants included in this roster are either referred by UNDP staff members working in the area of M&E or they were a team member of one of the UNDP Evaluations.

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Vacancy Announcements

1. Consultant: National Evaluation Capacities (NEC) Information Center website quality assurance and content update

Keyword

Name

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<p>Antonio Castro ITALY View Profile</p>	<p>Christian Bugnion de Moreta SPAIN View Profile</p>	<p>Fadzai Gwaradzimba ZIMBABWE View Profile</p>
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4 Evaluation Quality Assurance

How access to evaluation QAs help me as an evaluation commissioner/manager

- 1 I get feedback on areas of improvement
- 2 I get inspiration from highly-rated evaluations (TORs, reports)
- 3 I can vet evaluators based on their QA scores in ERC

4 Evaluation Quality Assurance

