EVALUATION PROSPECTS:

The UN Experience

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Contents

- The United Nations and its organs
- The UN charter
- The UN funds
- Evaluation in the UN
- Planning
- Challenges

United Nations

- An international organization founded in 1945
- Currently made up of 193 Member States
- Founding Charter

The UN Charter

- The foundational constituent treaty of the UN
- Obligations to the United Nations prevail over all other treaty obligations
- Consists of a preamble and a series of articles grouped into chapters
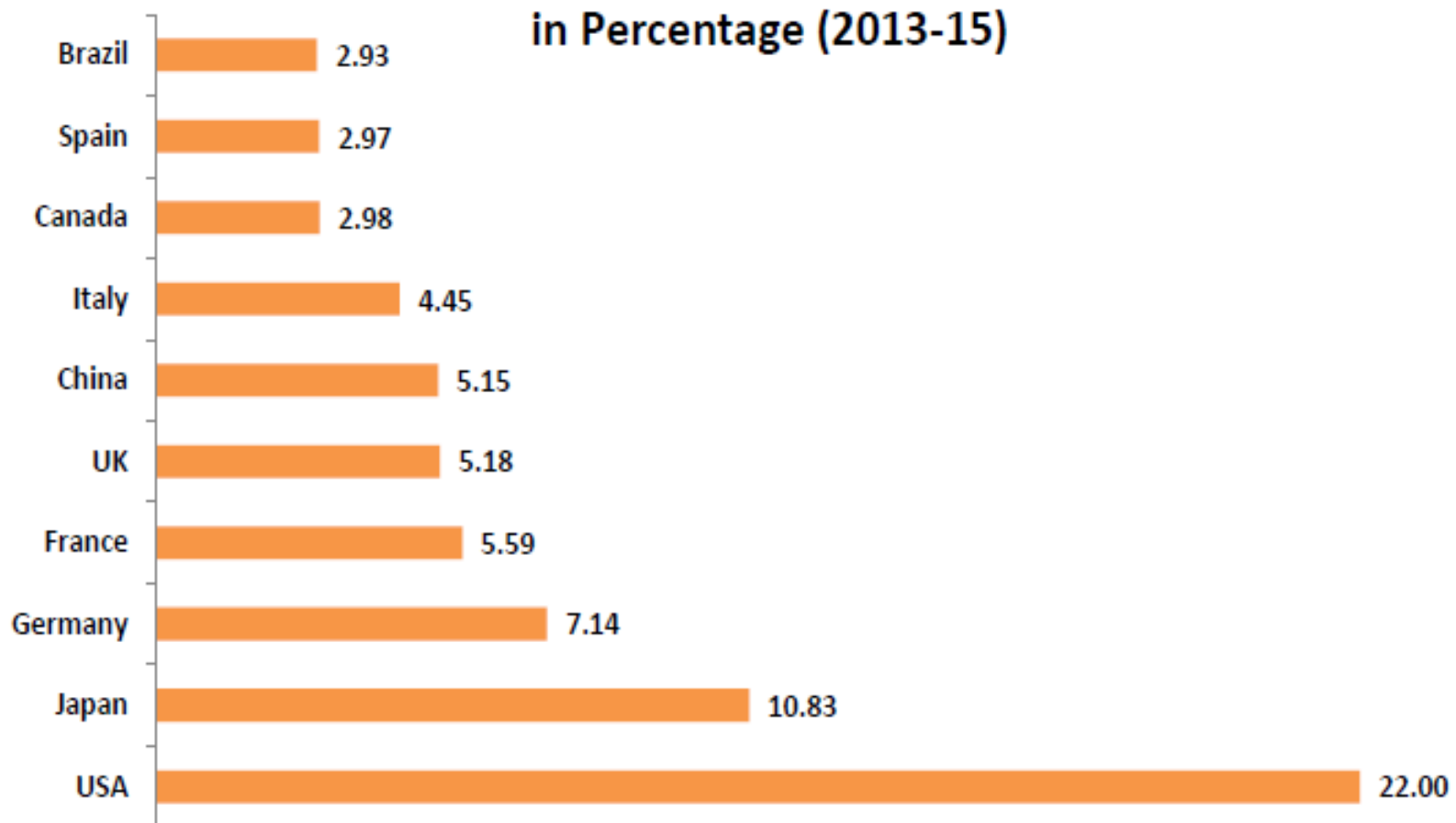
The United Nations main organs

- The General Assembly,
- The Security Council,
- The Economic and Social Council,
- The Trusteeship Council,
- The International Court of Justice,
- The UN Secretariat

Funds and Budget

Assessed Contributions

Staff Assessments

Scaled Assessments

General Assembly Decision

Determine

Member state's
- Gross National Product (GNP)
- External debt
- Per-capita income

Voluntary Contributions

Earmarked to Agency

Earmarked to program

Earmarked to country

Member State	Scale of assessments (percentage)	Gross contributions	Credit from staff assessment	Net contributions
Total	**100.000**	**2 776 529 900**	**198 307 278**	**2 578 222 622**
Canada	2.921	81 102 438	7 426 354	73 676 084
China	7.921	219 928 933	20 138 358	199 790 575
France	4.859	134 911 588	12 353 527	122 558 061
Germany	6.389	177 392 495	16 243 400	161 149 095
Japan	9.680	268 768 094	24 610 442	244 157 652
Russian Federation	3.088	85 739 243	7 850 934	77 888 309
Sweden	0.956	26 543 626	2 430 536	24 113 090
Switzerland	1.140	31 652 441	2 898 337	28 754 104
United Kingdom of Great Britain and Northern Ireland	4.463	123 916 530	11 346 736	112 569 794
United States of America	22.000	610 836 578	–[a]	610 836 578

[a] Amount charged against the credit of the United States of America for 2017: $55,932,822.

Estimated amount required to meet charges for tax refunds

Contributions to the UN Regular Budget in Percentage (2013-15)

Country	Percentage
Brazil	2.93
Spain	2.97
Canada	2.98
Italy	4.45
China	5.15
UK	5.18
France	5.59
Germany	7.14
Japan	10.83
USA	22.00

Evaluation in the United Nations

UNEG

- The United Nations Evaluation Group (UNEG) is a <u>voluntary</u> network that brings together units responsible for evaluation in the UN system.

- The Group's central role has been to develop and advocate for common norms and standards for all UN evaluations

Why Evaluation ?

- **Supporting program improvements**
  - Did it work or not, and why?
  - How could it be done differently for better results?
- **Building knowledge for generalizability and wider-application**
  - What can we learn from the evaluation?
  - How can we apply this knowledge to other contexts?
- **Supporting accountability**
  - Is UN doing the right things?
  - Is UN doing things right?
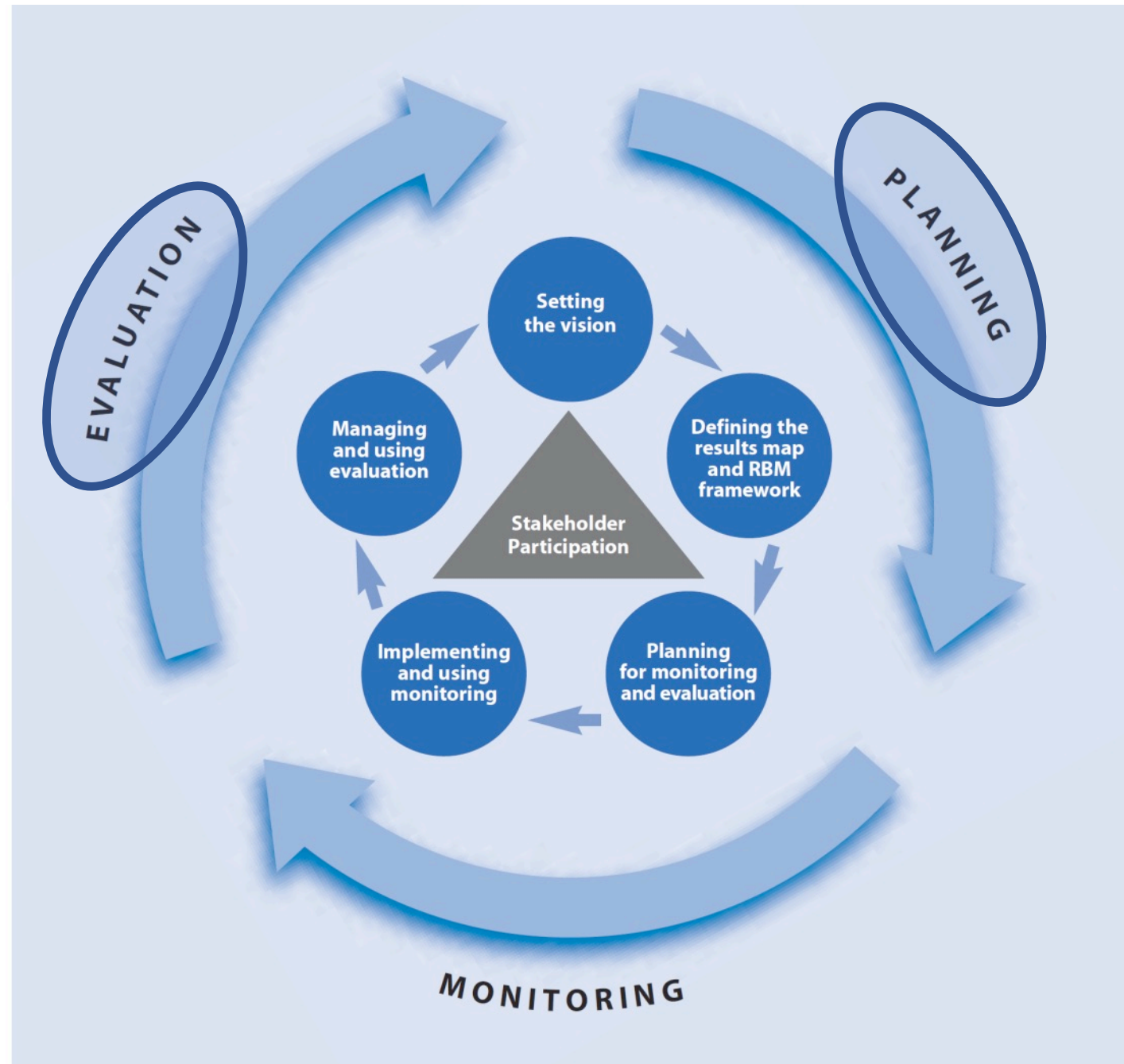 - Did UN do what it said it would do?

TOR for Evaluation

- Standard-based
- Flexible
- Consultation with stakeholders
- Include:
  - ✓ Background and context including social, economic, political, geographic and demographic factors
  - ✓ Evaluation purpose indicating why the evaluation and who will use it
  - ✓ Evaluation scope and objectives defines the parameters and focus of the evaluation
  - ✓ Evaluation questions that will give intended users of the evaluation the information they seek in order to make decisions, take action or add to the knowledge
  - ✓ Suggested methodology
  - ✓ Evaluation deliverables
    - a) Inception report before data collection
    - b) Draft then final evaluation report
    - c) Evaluation briefing event
  - ✓ Evaluation team composition and required competencies
  - ✓ Implementation arrangements
  - ✓ Time frame for the evaluation process
  - ✓ Expected cost
  - ✓ Annexes (should include the evaluation matrix (suggested deliverables))

RBM life-cycle approach

ongoing process of doing, learning and improving

RBM vs. MfDR

- Results Based Management (RBM) approaches have focused more on internal results and performance of agencies

- Management for Development Results (MfDR) focused on changes in the development conditions of People while applying the same basic concepts of RBM

Results Framework

Questions and General Terminologies	RBM Terminology
Terms such as: vision, goal, objective, longer term outcome, long-term results **Questions such as:** What are we trying to achieve? Why are we working on this problem? What is our overall goal?	Impact
Terms such as: first, positive result or immediate result, prerequisites, short- and medium-term results **Questions such as:** Where do we want to be in five years? What are the most immediate things we are trying to change? What are the things that must be in place first before we can achieve our goals and have an impact?	Outcome
Terms such as: interventions, programmes **Questions such as:** What are the things that need to be produced or provided through projects or programmes for us to achieve our short- to medium-term results? What are the things that different stakeholders must provide?	Outputs
Terms such as: actions **Questions such as:** What needs to be done to produce these outputs?	Activities
Terms such as: measure, performance measurement, performance standard **Questions such as:** How will we know if we are on track to achieve what we have planned?	Indicators[17]
Terms such as: data sources, evidence **Questions such as:** What precise information do we need to measure our performance? How will we obtain this information? How much will it cost? Can the information be monitored?	Means of verification[17]

Results Framework

Results	Indicators	Baseline	Target	Means of Verification	Risks & Assumptions
Impact statement *(Ultimate benefits for target population)*	Measure of progress against impact				Assumptions made from outcome to impact. Risks that impact will not be achieved.
Outcome statement *(Short- to medium-term change in development situation)*	Measure of progress against outcome				Assumptions made from outputs to outcome. Risks that outcome will not be achieved.
Outputs *(Products and services—tangible and intangible—delivered or provided)*	Measure of progress against output				Assumptions made from activities to outputs. Risks that outputs may not be produced.
Activities *(Tasks undertaken in order to produce research outputs)*	Milestones or key targets for production of outputs				Preconditions for implementation of activities.

Planning Structure

Program Title:	Support to the Expanded Humanitarian Response Fund (ERF)						
NDS/ICI priority/ goal(s):	1. Improve quality of life; 2. Address the needs of IDPs, refugees and returnees while also enabling them to realize their potential as contributing members of the economic community; 3. Improve the health and nutrition of all Iraqis as a cornerstone of welfare and economic development.						
UNCT Outcome	Improved access to essential social services and assistance to vulnerable groups						
Sector Outcome	Protection: Outcome 1; WatSan: Outcomes 1, 2, 4; Health: Outcome 1; Shelter: Outcome 2.; Agriculture and Feed Security (Food Assistance): Outcome 1; Education: Outcomes 1, 4.						
IP Outcome 1	Improved support to vulnerable Iraqis through timely delivery of humanitarian assistance and protection			NDS / ICI Priorities: See above.			

IP Outputs	UN Agency Specific Output	UN Agency	Indicators	Source of Data	Baseline Data	Indicator Target
IP Output 1.1: Protection needs and gaps in essential services for vulnerable communities affected by crises in Iraq are met	Protection needs and gaps in essential services for vulnerable communities affected by crises in Iraq are met	OCHA/ UNDP (OCHA lead agency)	● Number of projects funded to respond to key sector gaps in areas of vulnerabilities ● Number and percentage of beneficiaries per ERF funded projects out of the total affected by the crises More specifically; ● # of people who have access to health facility or service funded through ERF ● # of schools supported with essential teaching and learning materials; ● # and % of targeted beneficiaries receiving ERF food assistance ● # and % of targeted families with access to adequate shelter, including non-food items and shelter kits. ● # and % of vulnerable people with adequate access to safe water through ERF funded projects. ● # of children, women, young people, displaced persons, returnees and other vulnerable groups with access to protection services and funded through ERF projects	ERF funds tracking system; Fund Management Cell, SOT Results Based Matrices; Project Final Reports; M&E reports	60 projects between Aug '07- Sept 08	100% of the projects respond to key sector gaps

Cross-cutting themes (Issues)

- **Human Rights**: seeks to analyze inequalities which lie at the heart of development problems and redress discriminatory practices and unjust distributions of power that impede development progress.

- **Gender Equality** seek to enhance gender equality through gender mainstreaming and targeted actions in response to a gender analysis

- **Environmental Issues**: incorporated factors to mitigate against any potential negative environmental impact of proposed interventions, particularly in areas subject to droughts or floods.

- **Employment Generation** (empowering the local communities)

Challenges

- Remote implementation
- Implementing partners
- Tight budgets
- Lack of training
- Stakeholders involvement
- Security