EVALUATION PROSPECTS:
The UN Experience

By: Ruqayyah Abu-Obaid
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• The United Nations and its organs
• The UN charter
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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
Voluntary Contributions

Assessed Contributions

Funds and Budget

Staff Assessments

Scaled Assessments

Determine

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

Earmarked to Agency

Earmarked to program

Earmarked to country

General Assembly Decision

Assessments

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

\(^a\) 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
Evaluation in the United Nations
The United Nations Evaluation Group (UNEG) is a voluntary 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?
Evaluation!!!

Competency Based Interview
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.
<table>
<thead>
<tr>
<th>Questions and General Terminologies</th>
<th>RBM Terminology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Terms such as: vision, goal, objective, longer term outcome, long-term results</td>
<td>Impact</td>
</tr>
<tr>
<td>Questions such as: What are we trying to achieve? Why are we working on this problem? What is our overall goal?</td>
<td></td>
</tr>
<tr>
<td>Terms such as: first, positive result or immediate result, prerequisites, short- and medium-term results</td>
<td>Outcome</td>
</tr>
<tr>
<td>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?</td>
<td></td>
</tr>
<tr>
<td>Terms such as: interventions, programmes</td>
<td>Outputs</td>
</tr>
<tr>
<td>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?</td>
<td></td>
</tr>
<tr>
<td>Terms such as: actions</td>
<td>Activities</td>
</tr>
<tr>
<td>Questions such as: What needs to be done to produce these outputs?</td>
<td></td>
</tr>
<tr>
<td>Terms such as: measure, performance measurement, performance standard</td>
<td>Indicators</td>
</tr>
<tr>
<td>Questions such as: How will we know if we are on track to achieve what we have planned?</td>
<td></td>
</tr>
<tr>
<td>Terms such as: data sources, evidence</td>
<td>Means of verification</td>
</tr>
<tr>
<td>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?</td>
<td></td>
</tr>
</tbody>
</table>
## Results Framework

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

<table>
<thead>
<tr>
<th>IP Outputs</th>
<th>UN Agency Specific Output</th>
<th>UN Agency</th>
<th>Indicators</th>
<th>Source of Data</th>
<th>Baseline Data</th>
<th>Indicator Target</th>
</tr>
</thead>
</table>
| 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 |

**NDS / ICI Priorities:** See above.
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