United Nations Sustainable Development Group System-Wide Evaluation Office

Member State Briefing #3

15th October 2024

Agenda

1. Update on the SWEO 2024 programme of work

2. Update – United Nations System-Wide Evaluation Policy

3. QCPR – United Nations evaluation evidence mapping and summaries

Agenda

1. **Update on the SWEO 2024 programme of work**

2. Update – United Nations System-Wide Evaluation Policy

3. QCPR – United Nations evaluation evidence mapping and summaries

System-Wide Evaluation Office: Purpose

To strengthen **oversight, transparency, and accountability**, to incentivize **joint work and collective learning** among the United Nations development system entities, and to conduct and advance **system-wide evaluative evidence** on the United Nations Development System contribution towards implementing the 2030 Agenda

System-wide evaluation

Conducting system-wide evaluations designed to complement the evaluation work of United Nations entities, focused on activities that cannot be adequately addressed through existing accountability mechanisms
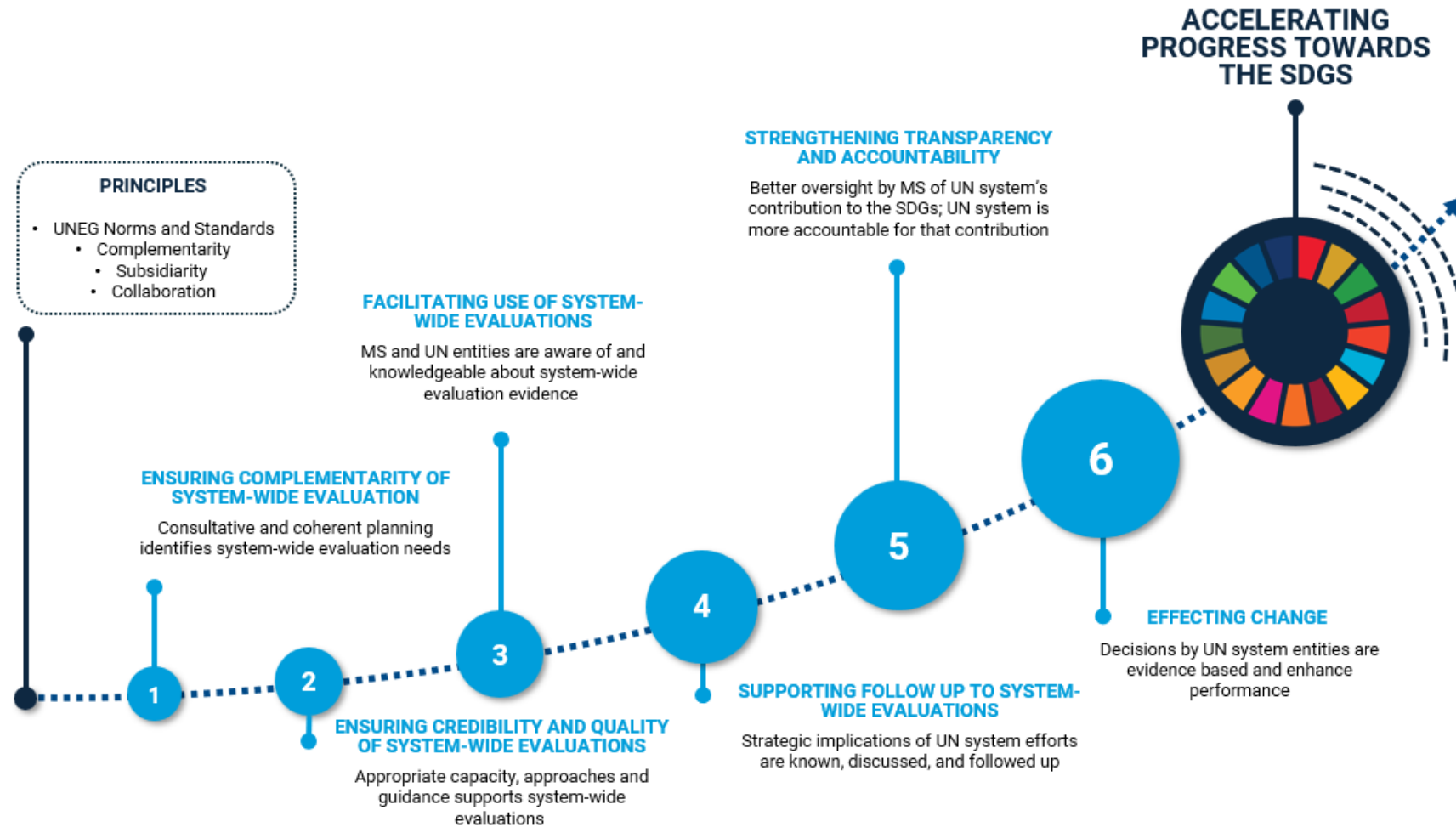
Managing the evaluation of pooled funds and joint initiatives (in which a number of United Nations entities are working towards a common objective

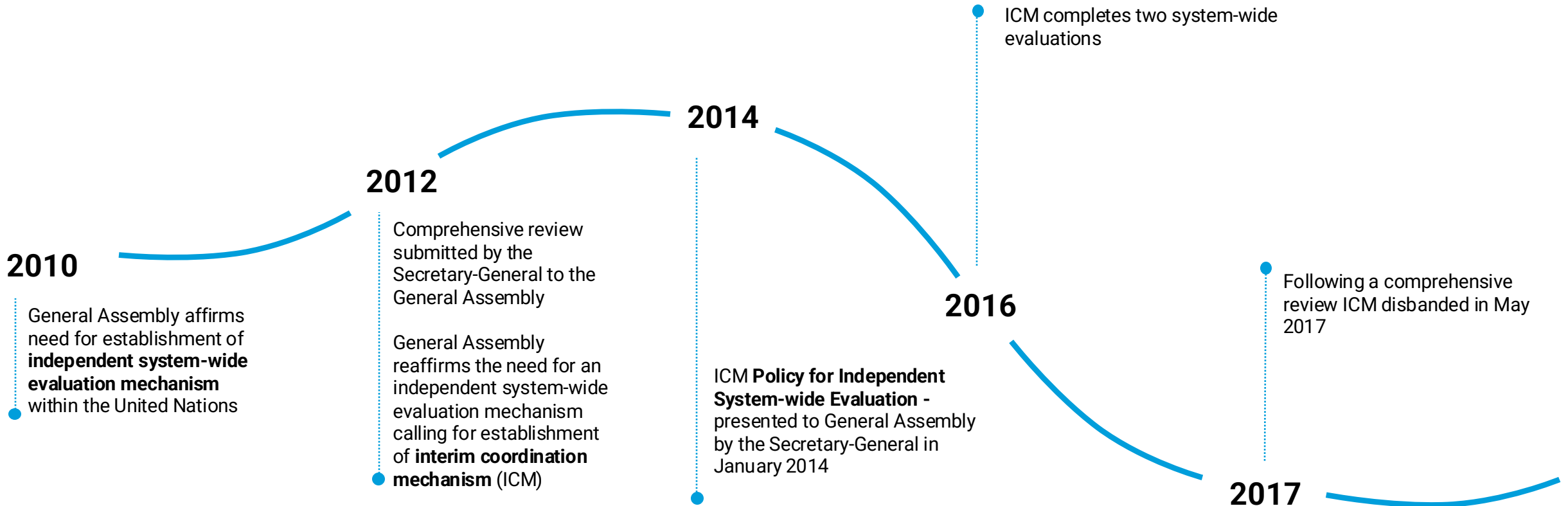## Collaboration & collective learning

Promoting increased collaboration on United Nations system-wide evaluation, to improve the quality and availability of evaluation evidence on progress achieved to implement the Sustainable Development Goals
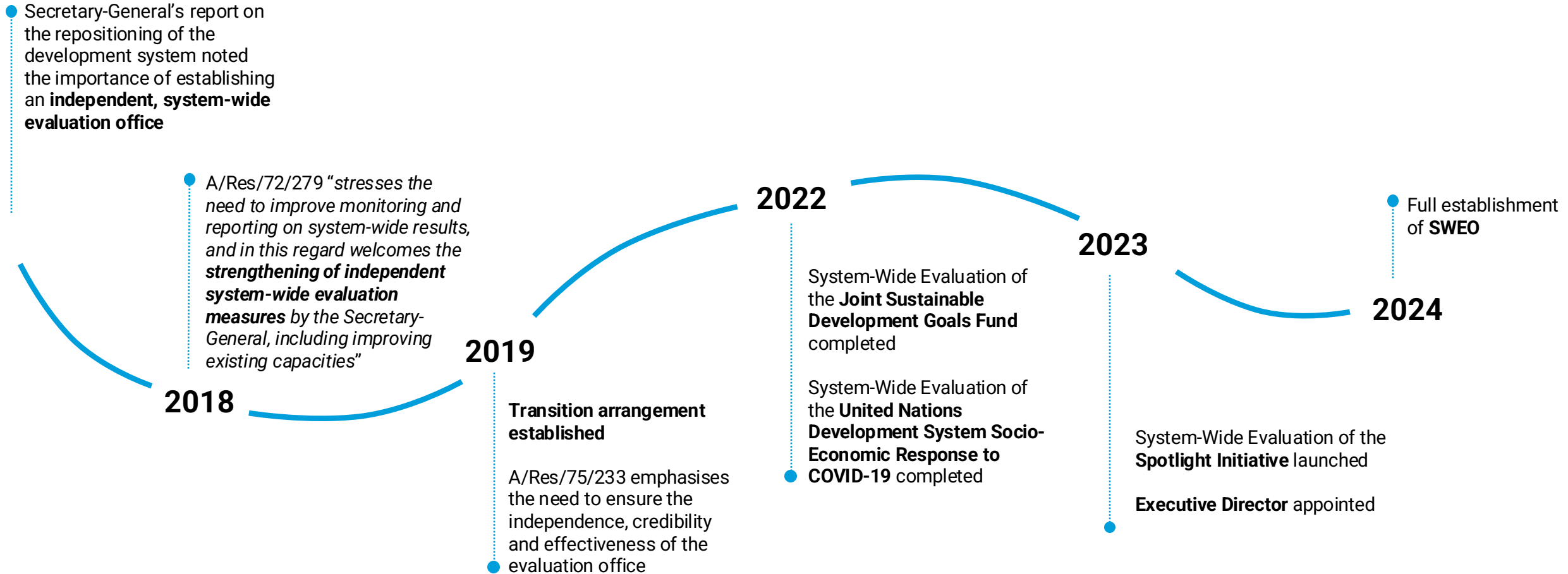
Value of System-Wide Evaluation

PRINCIPLES

- UNEG Norms and Standards
  - Complementarity
  - Subsidiarity
  - Collaboration

ENSURING COMPLEMENTARITY OF SYSTEM-WIDE EVALUATION

Consultative and coherent planning identifies system-wide evaluation needs

ENSURING CREDIBILITY AND QUALITY OF SYSTEM-WIDE EVALUATIONS

Appropriate capacity, approaches and guidance supports system-wide evaluations

FACILITATING USE OF SYSTEM-WIDE EVALUATIONS

MS and UN entities are aware of and knowledgeable about system-wide evaluation evidence

SUPPORTING FOLLOW UP TO SYSTEM-WIDE EVALUATIONS

Strategic implications of UN system efforts are known, discussed, and followed up

STRENGTHENING TRANSPARENCY AND ACCOUNTABILITY

Better oversight by MS of UN system's contribution to the SDGs; UN system is more accountable for that contribution

EFFECTING CHANGE

Decisions by UN system entities are evidence based and enhance performance

ACCELERATING PROGRESS TOWARDS THE SDGS

System-Wide Evaluation Timeline 2010 - 2017

2010

General Assembly affirms need for establishment of **independent system-wide evaluation mechanism** within the United Nations

2012

Comprehensive review submitted by the Secretary-General to the General Assembly

General Assembly reaffirms the need for an independent system-wide evaluation mechanism calling for establishment of **interim coordination mechanism** (ICM)

2014

ICM **Policy for Independent System-wide Evaluation -** presented to General Assembly by the Secretary-General in January 2014

2016

ICM completes two system-wide evaluations

2017

Following a comprehensive review ICM disbanded in May 2017

System-Wide Evaluation Timeline 2018 - 2024

2018

Secretary-General's report on the repositioning of the development system noted the importance of establishing an **independent, system-wide evaluation office**

2019

A/Res/72/279 "*stresses the need to improve monitoring and reporting on system-wide results, and in this regard welcomes the strengthening of independent system-wide evaluation measures by the Secretary-General, including improving existing capacities*"

Transition arrangement established

A/Res/75/233 emphasises the need to ensure the independence, credibility and effectiveness of the evaluation office

2022

System-Wide Evaluation of the **Joint Sustainable Development Goals Fund** completed

System-Wide Evaluation of the **United Nations Development System Socio-Economic Response to COVID-19** completed

2023

System-Wide Evaluation of the **Spotlight Initiative** launched

Executive Director appointed

2024

Full establishment of **SWEO**

2020 QCPR Resolution

OP 82

"*Emphasizes* the need to ensure the **independence, credibility and effectiveness** of the evaluation office, and in this regard requests the Secretary General to provide relevant information to the Economic and Social Council at its 2021 operational activities for development segment about the Office's **proposed structure, funding modalities** as indicated in the report of the Secretary-General as well as **collaboration with other entities** in the system with an evaluation mandate;"

Reporting on 2020 QCPR

The Secretary General has provided annual updates on progress in his reports on the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system as follows:

- ❑ **A76/75-E/2021/57**
- ❑ **A77/69-E/2022/47**
- ❑ **A/78/72-E/2023/59**
- ❑ **A/79/72-E/2024/12**

2024 programme of work

Foundations

- SWE Policy
- SWE Strategy
- SWE Guidance
- SWE Multi-Year Workplan
- Governance & Advisory Board
- Reporting mechanisms
- Quality assurance/assessment mechanisms
- Management response and follow up

Resources & Systems

Financial

- RB - 2025 budget
- XB SWE Trust Fund replenishment
- UNSDG contributions

HR

- HR strategy (LT/ST)

Admin

- Office systems & MIS

Communication

- Communication strategy & website

Evaluations/Reports

- Spotlight Initiative
- CF/CPD Alignment*
- Pilot Follow Up Report Socio Economic Response to COVID-19*
- Summary reports to inform QCPR – topics TBC*

* Subject to resource availability

Progress: foundations

Foundations

- SWE Policy
- SWE Strategy
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- SWE Multi-Year Workplan
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Oct 2024

SWE Policy

✓ SWE Guidance

✓ SWE Multi-Year Workplan

✓ Governance & Advisory Board

✓ Reporting mechanisms

✓ Quality assurance/ assessment mechanisms

✓ Management response/ follow up

2025

- SWE Multi-Year Workplan
- Governance & Advisory Board
- Management response and follow up systems
- 2024 Annual Report
- SWE Strategy
- SWE Guidance
- Formalise quality assurance/assessment systems

Key Priority!

Progress: evaluations/reports

Evaluations/Reports

- Spotlight Initiative

- CF/CPD Alignment*

- Pilot follow up report: Socio-economic response to COVID-19*

- Summary reports to inform QCPR – topics TBC*

Subject to resource availability

Progress

- Spotlight Initiative – **completed**

- Spotlight Initiative Value for Money Assessment – **completed**

- CF/CPD Alignment – **data collection**

- UNDIS evaluation – **inception**

- Five summary reports to inform QCPR – **completed**

- QCPR evaluation evidence maps – **completed**

- Pilot follow up report: Socio-economic response to COVID-19 - **pending**

New!

Spotlight Initiative

Flagship programme of the Secretary-General to end all forms of violence against women and girls and a model fund for UN Development System Reform to accelerate progress towards achievement of SDGs.
Objective: Assess overall performance of the Initiative, including its contribution to UN Reform.

O Case Studies
O Counterfactual Missions
O Regional Missions

Jun – Aug 2023 | Planning

Sep 2023 – Mar 2024 | Data Collection

Mar – Sep 2024 | Analysis and Reporting

Oct – Dec 2024 | **Dissemination**

Europe and Central Asia
Uzbekistan
Pacific Regional Programme
Honduras
Guyana
Nigeria
Kyrgyzstan
Latin America and Caribbean
Africa
Zambia
Malawi
Samoa
Suriname
Chile
Argentina
Mozambique
Tonga

Value for Money Assessment of the Spotlight Initiative

Value-for-Money assessment
a) assesses the economy, efficiency, effectiveness and equity of the Spotlight Initiative
b) Provides inputs to the evaluation of the Spotlight Initiative
c) Provides action points on how to integrate VFM dimensions for Spotlight Initiative 2.0

Apr 2024	Planning and Design
May – Jun 2024	Data collection
July – Sep 2024	Assessment and Reporting
Oct – Dec 2024	**Dissemination**

Overview

- VFM assessment **responds to observations** in the European Court of Auditors (ECA) Special Report on the Spotlight Initiative

- **Informed by the final evaluation of the Spotlight Initiative and other primary and secondary data and assessments**

UNSDCF – Country Programmes – Alignment, Derivation and UNCT Configuration

Context

UNSDCFs now rolled out in almost all programme countries, but implementation and impact of the guidance is understood to be uneven. Request by UNSDG for an **independent system wide evaluation.**

Purpose

Identify **best practice / opportunities for improvement** on country programme derivation from and alignment with CFs and (related) UNCT configuration. **Inform revision / recalibration** of the CF guidance (2019), and Management and Accountability Framework (2021)

Required Resources

~450,000 USD (XB)

Timeline

Apr – Jul 2024	Preparation & Scoping
Jul – Oct 2024	Inception
Oct 2024 – Jan 2025	**Data Collection/Analysis**
Feb 2024 – May 2025	**Reporting**
May 2025 -	**Dissemination**

Evaluation of UN Disability Inclusion Strategy

Context

Disability Inclusion Strategy launched in June 2019 as the first ever system-wide mechanism for disability inclusion in the United Nations. The strategy calls for an **external assessment** after five years of implementation.

Purpose

1 Assess relevance, coherence, progress and results and operationalisation of the Strategy across the UN System

2 Facilitate learning, capture good practices, identify opportunities and provide recommendations for the improvement of the Strategy and its implementation across the UN System

Required Resources

~500,000 USD (XB)

Timeline

Jun - Sep 2024	Preparatory Phase
Sep – Nov 2024	Inception Phase
Nov 2024 – Feb 2025	Data Collection
Feb – Jul 2025	Analysis and Reporting

QCPR – UN evaluation evidence mapping and summaries

Purpose

- Contributes to GA 78/166 request for **additional reporting** on development results and QCPR provisions in 2024
- Very **large body of UN evaluation evidence** 1000 evaluations per year
- Limited use in reporting on implementation of resolutions /mandates (e.g QCPR)
- **Fragmented and relatively inaccessible** evaluation evidence
- Opportunity to review '**state of evaluation**' across the system and identify evidence gaps

Outputs (2024)

1 PILOTING AND TESTING INTERACTIVE EVALUATION EVIDENCE MAP

Against the 2020 QCPR priorities/monitoring framework

2 FIVE SHORT, USE-FOCUSED EVIDENCE SUMMARIES

Topics: Funding quality, food systems, UNDS regional architecture, the RC System, humanitarian-development-peace linkages

Funding / in-kind support: IFAD, UNHCR, UNICEF, WFP
Management Group: UNDP, UNFPA, WFP

Progress: resources & systems

Resources & Systems

Financial

- RB - 2025 budget
- XB SWE Trust Fund replenishment
- UNSDG contributions

HR

- HR strategy (LT/ST)

Admin

- Office systems & MIS

Communication

- Communication strategy & website

Oct 2024

Financial

- RB - 2025 budget
- XB SWE Trust Fund replenishment
- UNSDG contributions

HR

- HR strategy (ST)

Admin

- Office systems & MIS

Communication

- Communication strategy & website

2025

HR

- HR strategy (LT)

Admin

- Office systems & MIS

Communication

- Communication strategy & website

Human resources 2024 - 2025

1 **Director** (D-2)

2 **Senior Evaluation Officer** (P-5)

3 **Evaluation Officer** (P-3)

4 **Administrative Assistant** (GS) (PL)
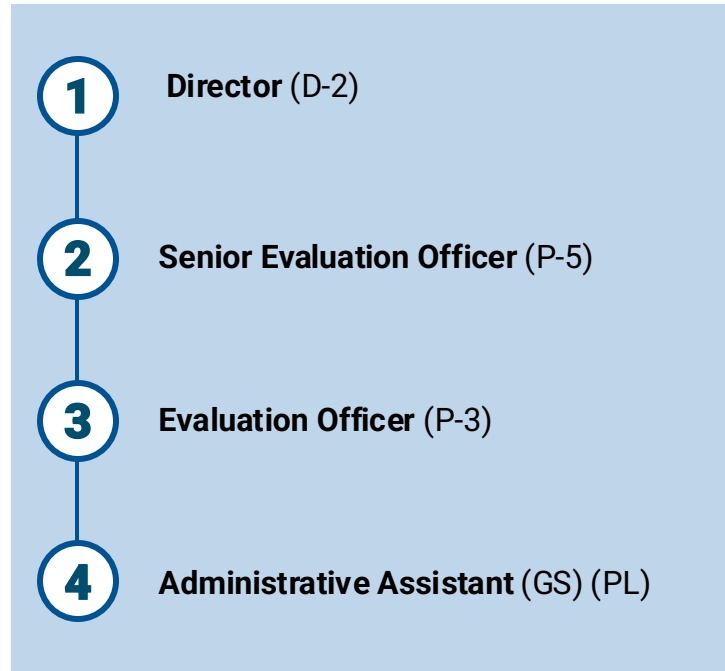
Financial (XB) resources 2024

Purpose
- CFAC
- Disability and inclusion strategy
- Evaluation Policy Development
- Management
- QCPR

P5 NRLA
12 months
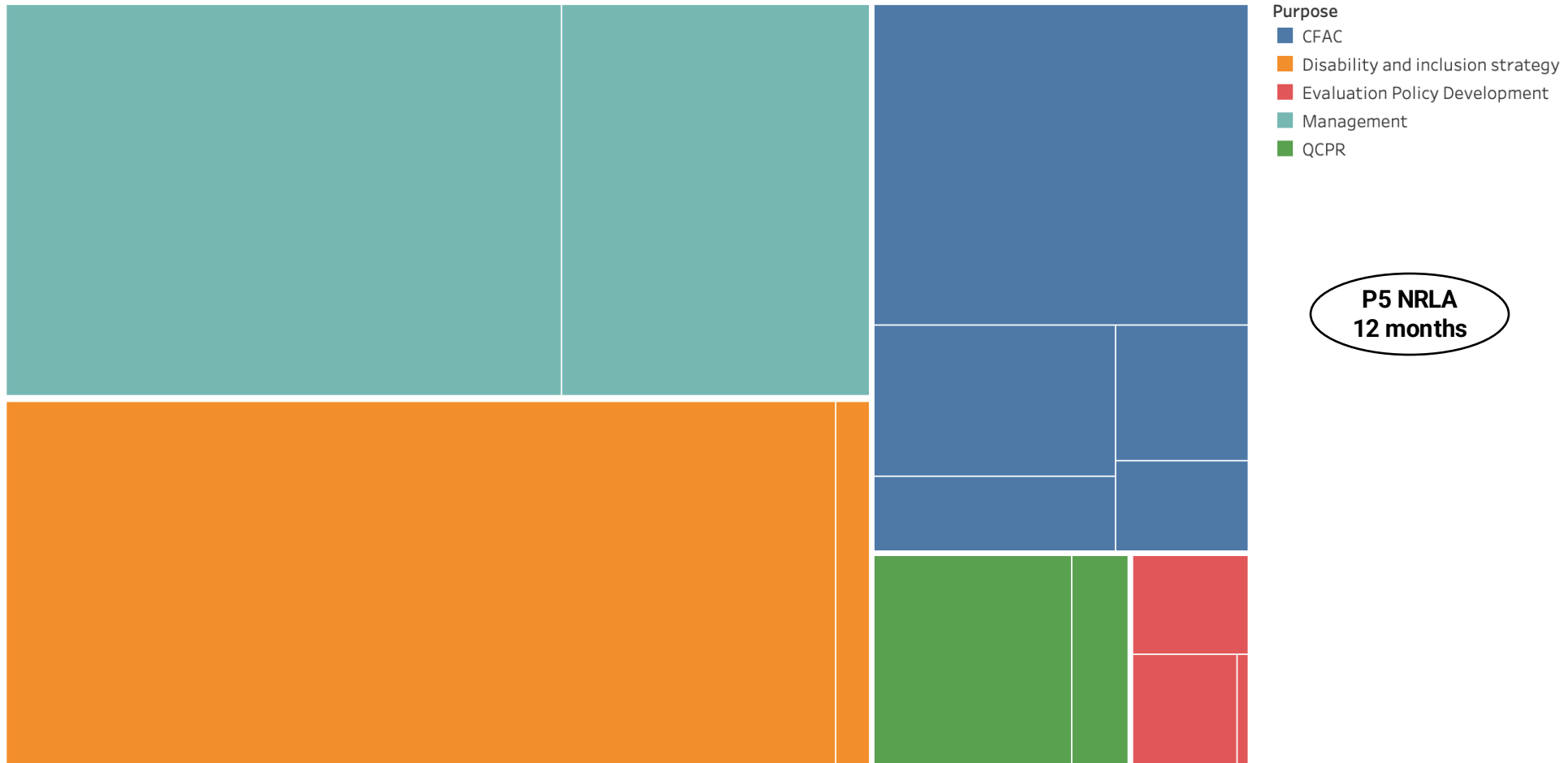
Financial resources 2024 - 2025

2024

Total/XB: US$2.4m

■ XB

2025

Total: US$3.4m
RB: US$2.7m
XB: US$0.7m

■ RB ■ XB

| Call for support UNEG 2023 | Fundraising XB 2023-2024 | RB 2025 Preparation | RB 2025 ACABQ | RB 2025 5th Committee |

Q&A

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1. Update on the SWEO 2024 programme of work

2. **Update – United Nations System-Wide Evaluation Policy**

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System-Wide Evaluation Policy: Roadmap

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug - Sep	Oct - Dec
MS Informal Briefing #1	UN Evaluation Group AGM	Policy Sprint #1		ECOSOC OAS 2024	Policy Sprint #2	Policy Sprint #3	Final draft to UNSDG	QCPR

Briefings/consultation Member States (Apr – May)

Consultation UN entities inc. oversight bodies and evaluation offices (Apr – May)

UNSDG Consultation (Jun)

UNSDG Consultation (Jul)

MS Informal Briefing #2 (Jul)

MS Informal Briefing #3 (Oct – Dec)

Finalisation of policy (Oct – Dec)

Funding Compact (Jan – Apr)

ECOSOC Strengthening Res (Feb – May)

ECOSOC OAS Res (Apr – Jul)

QCPR Res (Oct – Dec)

- 🔴 MS Briefing
- 🔵 UNSDG Engagement
- 🟢 Policy Development

System-Wide Evaluation Policy: Contents

OVERVIEW

EVALUATION PRACTICE

PARTNERSHIPS

AUTHORITIES & RESOURCES

POLICY IMPLEMENTATION

1 — 2 — 3 — 4 — 5 →

- Context & rationale
- Purpose & scope
- Guiding principles

- Evaluation procedures
- Quality assurance & assessment

- Management response and follow up
- Maximising use of evaluation evidence
- Partnerships

- Roles & responsibilities
- Institutional architecture
- Resources

- Risks
- Reporting
- Policy implementation and review

CONTEXT & RATIONALE

Body	Resolution	Title
UNGA	A/RES/64/289	System-wide coherence
UNGA	A/RES/67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
UNGA	A/RES/68/229	Operational activities for development of the United Nations system
UNGA	A/RES/69/237	Building capacity for the evaluation of development activities at the country level
UNGA	A/RES/70/1	Transforming our world: the 2030 Agenda for Sustainable Development
UNGA	A/RES/71/243	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
UNGA	A/RES/72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system
UNGA	A/RES/75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations System
UNGA	A/RES/76/4	Review of the functioning of the reinvigorated resident coordinator system, including its funding arrangement
UNGA	A/RES/77/283	Strengthening Voluntary National Reviews through country-led evaluation
UNGA	A/RES/78/1	Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly
ECOSOC	E/RES/2023/31	Progress in the implementation of General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system

PURPOSE OF SYSTEM-WIDE EVALUATION

System-wide evaluation assesses **combined contributions of UN entities** to achieve goals and targets set out in 2030 Agenda. It is a **whole-of-UN approach with a focus on collective performance, results, and learning across the development system.**

The **overarching purpose of system-wide evaluation**, is to provide independent evaluation evidence to strengthen oversight, transparency, and accountability, and to incentivize joint work and collective learning among UN development system entities. This collective learning may be of particular value to UN entities with limited evaluation capacity or country presence.

It is a **unique function** which has been a gap despite concerns of Member States and UN entities. It fills a critical evidence gap by performing the systematic and impartial assessment of collective development results and performance that cannot be adequately addressed through existing accountability mechanisms.

Value of System-Wide Evaluation

ACCELERATING PROGRESS TOWARDS THE SDGS

PRINCIPLES
- UNEG Norms and Standards
  - Complementarity
  - Subsidiarity
  - Collaboration

STRENGTHENING TRANSPARENCY AND ACCOUNTABILITY

Better oversight by MS of UN system's contribution to the SDGs; UN system is more accountable for that contribution

FACILITATING USE OF SYSTEM-WIDE EVALUATIONS

MS and UN entities are aware of and knowledgeable about system-wide evaluation evidence

ENSURING COMPLEMENTARITY OF SYSTEM-WIDE EVALUATION

Consultative and coherent planning identifies system-wide evaluation needs

EFFECTING CHANGE

Decisions by UN system entities are evidence based and enhance performance

ENSURING CREDIBILITY AND QUALITY OF SYSTEM-WIDE EVALUATIONS

Appropriate capacity, approaches and guidance supports system-wide evaluations

SUPPORTING FOLLOW UP TO SYSTEM-WIDE EVALUATIONS

Strategic implications of UN system efforts are known, discussed, and followed up

SCOPE OF SYSTEM-WIDE EVALUATION

COUNTRY

- **Mandatory** system-wide evaluation of the UNSDCF
- Ensures **accountability, supports learning, and informs decisions** regarding subsequent UNSDCF cycles

REGIONAL

- Focus on **knowledge management and use of evaluation evidence**
- Fostering **inter-country learning and exchange** to enhance the **collective support** to the SDGs
- **Regional level support** to the conduct and use of UNSDCF evaluations

GLOBAL

- Assess **development system results and performance**
- Map the **availability of evaluation evidence**
- **Enhance collective knowledge sharing, learning & use** to support achievement of results system-wide

GUIDING PRINCIPLES FOR SYSTEM-WIDE EVALUATION

UNEG
United Nations Evaluation Group

Norms and Standards for Evaluation

Complementarity

Collaboration

Subsidiarity
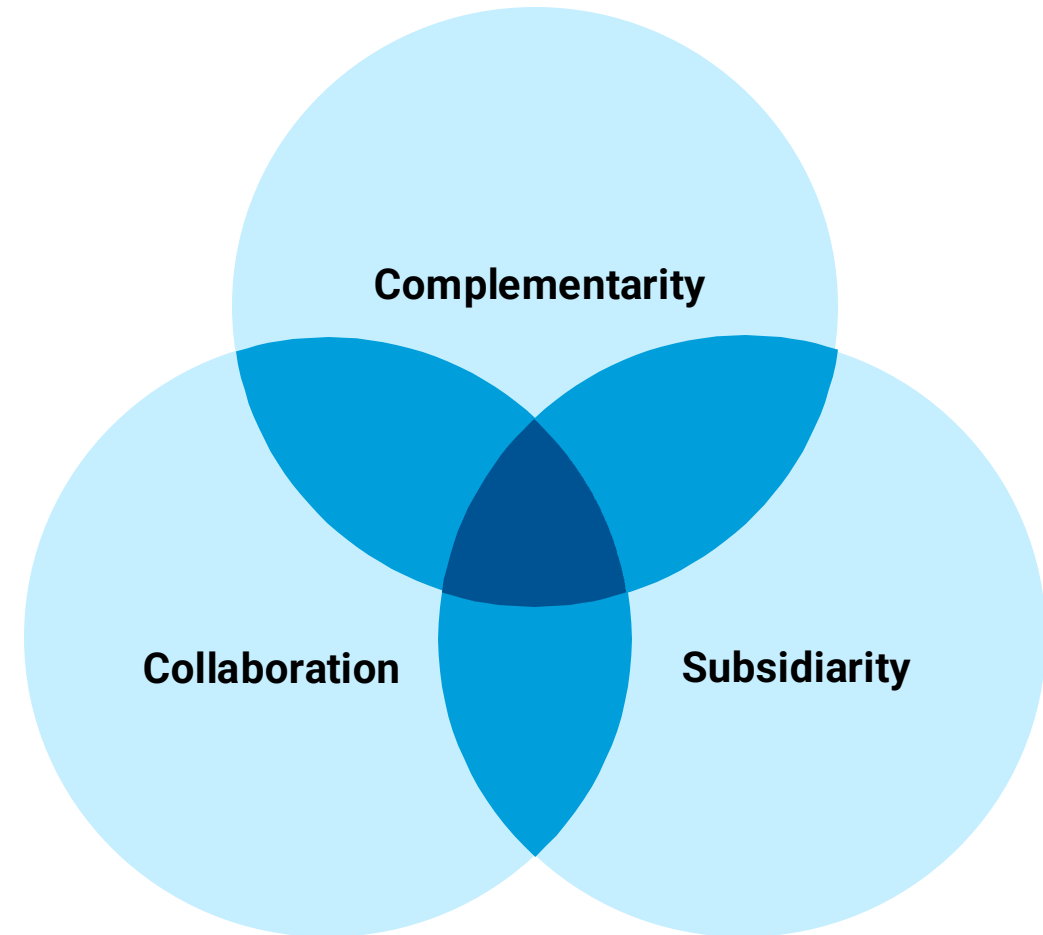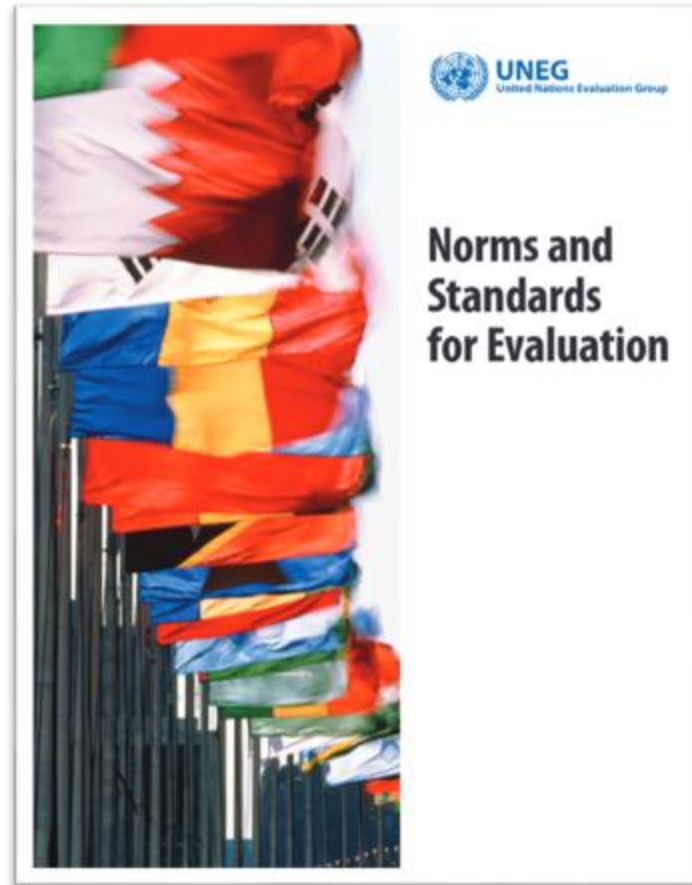
UNSDG SYSTEM-WIDE EVALUATION OFFICE (SWEO)

To ensure independence, impartiality and credibility, the **System-Wide Evaluation Office** is a **standalone independent office** that provides leadership and strategic guidance for the system-wide evaluation function in accordance with the policy

- ❑ Commissioning and managing **relevant, timely, credible and high-quality SWEs**
- ❑ Promoting increased **collaboration**
- ❑ Enhancing **collective knowledge sharing and learning**
- ❑ **Coordinating** its work with OIOS, JIU & UN Entity Evaluation Offices
- ❑ Working in **partnerships**
- ❑ Preparing **Annual Report of Executive Director of SWEO**

EXECUTIVE DIRECTOR OF THE SWEO

The **Executive Director** is a professional evaluator with responsibility for the management of the office within the UN Secretariat, reporting directly to the Secretary-General but exercising operational independence in the performance of the evaluation function

Through the SWEO, the **Executive Director** provides global leadership and standard-setting for the system-wide evaluation function at all levels

The **Executive Director** has authority and discretion to submit reports at the appropriate level of decision-making, with the prerogative to share reports directly with ECOSOC, as set out in A/75/79−E/2020/55

INSTITUTIONAL

ARCHITECTURE

UNSDG

UNSDG strengthens learning & accountability for development system results & performance drawing on SWEs

❑ Considers **reports** & ensures **appropriate follow-up** to recommendations

❑ Ensures **substantive management responses** to SWEs are published, that follow-up actions are implemented reported on annually

❑ Uses **SWE evidence** in its decision-making

INSTITUTIONAL ARCHITECTURE

UN ENTITIES

United Nations entities are accountable for ensuring engagement, use and follow up to system-wide evaluation reports & recommendations at global, regional, and country levels

Collaboration between SWEO and **evaluation offices of UN entities** underpins the accountability of their respective entities for engagement, use and follow-up for system-wide evaluation at all levels

In line with the **subsidiarity principle**, system wide evaluation provides a unique function which assess the collective contribution and results of the UN entities, distinctive from the work of UN entities' evaluation offices

Complementarity with other UN oversight & evaluation bodies

INSTITUTIONAL ARCHITECTURE

1 ***Office of Internal Oversight Services, the Joint Inspection Unit***

SWEO is distinctive from, but complementary to, the remit of these offices

SWEO will seek to coordinate its work in line with the current mechanisms used to promote cooperation between them

2 ***United Nations Evaluation Group***

Membership facilitates coordination and coherence, promotes use and learning and benefits from the evaluation capacities of UNEG members

3 ***Inter-Agency Humanitarian Evaluation Steering Group***

Steering Group and SWEO engage periodically to share workplans and identify opportunities to promote learning and use of evaluation evidence system wide

EVALUATION

PROCEDURES-

PRIORITIES

System wide evaluations are focused on activities that cannot be adequately addressed through existing accountability mechanisms

UNIVERSE OF POTENTIAL TOPICS
- QCPR priorities
- priorities emerging from intergovernmental bodies
- pooled funds and joint initiatives
- UN wide system-wide strategies and plans

GUIDING CRITERIA
- strategic significance
- system-wide utility
- value-added/complementarity
- feasibility

Evaluation synthesis and summary reports may be produced at country, regional and global level to draw evidence from many evaluations

EVALUATION PROCEDURES-

MANAGEMENT & CONDUCT

All system-wide evaluations are designed, managed and conducted with rigour, in line with UNEG norms and standards and the principles set out in the policy

Cooperation Framework evaluations are commissioned and managed by the resident coordinator in collaboration with the UNCT

All other system-wide evaluations are commissioned and managed by **SWEO**

System-wide evaluations derive their requirements for commissioning, management and reporting, governance arrangements and quality assurance mechanisms from specific guidance

EVALUATION PROCEDURES- MANAGEMENT & CONDUCT

Independence, impartiality and transparency in management and governance arrangements is ensured through the following **key elements**:

- ❑ **Terms of reference**
- ❑ **Management groups**
- ❑ **Evaluation teams**
- ❑ **Clear governance structures**
- ❑ **Quality assurance mechanims**
- ❑ **Approach and methods**
- ❑ **System-wide evaluation reports**

MANAGEMENT RESPONSE & FOLLOW-UP

Recommendations

Management Response

Follow-up Actions

Database

MAXIMISING USE

COUNTRY LEVEL	REGIONAL LEVEL	GLOBAL LEVEL
▪ National governments ▪ Development partners ▪ RCs & UNCTs	▪ RCPs ▪ Regional architecture	▪ Governing & legislative bodies ▪ UN system entities

OTHER USERS

- International financial institutions
- Foundations
- Civil society, think tanks, academia
- Voluntary organisations for professional evaluation

Evaluation evidence is available and accessible on key platforms for publishing evaluation evidence:
- SWEO website
- UNSDG website
- UNINFO
- UNEG website

RISKS

Demand

Conduct

Resources

Systems & Processes

Use

Transparency & clarity in planning, procedures & governance

Clear articulation of SWE value proposition

Maintaining a streamlined office with a focus on efficiency & close working relationship with UN entity evaluation offices

REPORTING

Annual report of the Executive Director of the SWEO includes:

➢ activities
➢ achievements
➢ major evaluation findings
➢ management response status and follow up
➢ progress in policy implementation
➢ highlights learning from system wide evaluations at all levels

POLICY IMPLEMENTATION & REVIEW

System-wide evaluation function supported by **guidance at all levels**

Regular **periodic independent review** of the implementation of the policy (and informed by QCPR priorities)

First review will be undertaken by **2030**, under the oversight of the Independent Evaluation Advisory Panel

Q&A

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QCPR – UN evaluation evidence mapping and summaries

Purpose

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- **Fragmented and relatively inaccessible** evaluation evidence
- Opportunity to review '**state of evaluation**' across the system and identify evidence gaps

Outputs (2024)

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Against the 2020 QCPR priorities/monitoring framework

2 FIVE SHORT, USE-FOCUSED EVIDENCE SUMMARIES

Topics: Funding quality, food systems, UNDS regional architecture, the RC System, humanitarian-development-peace linkages

Funding / in-kind support: IFAD, UNHCR, UNICEF, WFP
Management Group: UNDP, UNFPA, WFP

Contributing entities

Management Group

Funding

QCPR – monitoring framework

5 Axes	5 Broad Expectations	24 Topic Areas Covered
"**WHO**" & "**WHERE**" [Target of support]	Tailored whole of system approaches with strong national ownership and leadership enable the UNDS to effectively address the full range of development challenges of our time, ensuring that no one is left behind and promoting human rights and gender equality	**1.1** Tailored demand driven approach **1.2** Capacity to adapt and respond **1.3** Countries in special situations **1.4** LNOB, Human rights and GEWE
"ON **WHAT**" [Thematic]	Coherent, integrated policy advice by the UNDS protects the planet, strengthens capacities and institutions and catalyses partnerships towards accelerating SDG implementation	**2.1** Poverty [incl soc. Protection & health] **2.2** Disaster risk reduction **2.3** Climate, environment, biodiversity **2.4** Capacity development
"**HOW**" [Management & Functioning]	UNDS progressively moves towards integrated action though full support by all entities to the reinvigorated RC system, a new generation of UN country teams with tailored country presence based on the UN Sustainable Development Cooperation Framework, harmonized instruments and common business operations	**3.1** UNSDCFs & CPDs **3.2** Management and Accountability **3.3** RC System **3.4** UNCT configuration **3.5** Business operations **3.6** Human resources **3.7** Partnerships /SDG Financing
FUNDING [Accountability, Transparency & Efficiencies]	Enhanced accountability, transparency and efficiencies and a focus on collective results incentivize more sustainable and better-quality funding, in line with the Funding Compact	**4.1** Funding Compact **4.2** Quality & quantity of UNDS funding **4.3** Sources of funding **4.4** Transparency & linking funding to results **4.5** Pooled & joint funding
GOVERNANCE [Coordination, Coherence & Effectiveness]	System-wide coordination, coherence, and effectiveness including on strategic planning, implementation, reporting and evaluation is facilitated by improved UNDS governance and oversight	**5.1** Alignment with the QCPR **5.2** Full UNDS offer **5.3** Regional dimension **5.4** System-wide reporting

Source: UN DESA

"WHO" & "WHERE" [Target of support]	"On what" (thematic)	"How" (management/functioning)	Funding (accountability, transparency, efficiency)	Governance (coordination, coherence, effectiveness)
1.1 Tailored / demand-driven (according to national priorities)	2.1 Poverty (**separate: Social Protection and Health**)	3.1 Cooperation Frameworks and CPDs (**covered by 1.1**)	4.1 Funding Compact	5.1 Alignment with QCPR cycles (**merged with 3.2 & 3.3**)
1.2 Capacity to adapt/respond	2.2 DRR	3.2 Management and Accountability Framework (MAF)	4.2 Quality and quantity of funds to UNDS	5.2 Full UNDS offer (country/regional/ global) (**covered by 1.1/5.3**)
1.3 Whole of UN system approaches in HDP contexts	2.3 Climate, Environment, Biodiversity	3.3 RC System effectiveness (**merged 3.2 and 3.3**)	4.3 Funding sources (**Merged 4.1-4.3 on funding sources, quantity and quality**)	5.3 Regional UNDS assets
		3.4 UNCT Configuration (**covered by 1.1**)	4.4 Transparency and linking funding to results (**covered by 1.2 – includes RBM and resource/results links**)	
1.4 LNOB, Human Rights and GEWE (**separated**)	2.4 Capacity Development (**separated: Data/Statistics, Volunteerism, Science / Tech / Innovation, Education**)	3.5 Business Operations	4.5 Pooled and joint funding	5.4 System-wide reporting (**covered by 1.2 – RBM**)
		3.6 Human resources		
	2.5 + 3.7 Innovative SDG financing and partnerships (**separated**)			

Evaluation mapping framework

Relevance	Cross-cutting issues	Thematic	Capacity development	External partnerships/ financing	Governance / Management / Functioning	Funding
Alignment with national priorities	Disability	Social protection	Data/ statistics	Innovative SDG financing	RC System	Funding quality
Capacity to adapt	Human rights	Health	Volunteerism	UNDS partnerships	Regional UNDS architecture	Pooled/ joint funding
Whole of UN system responses	Gender equality	Food security/ nutrition	Science/Tech/ Innovation		Business operations	
	Youth	DRR	Education		Human resources	
	Climate, Environment, Biodiversity					

Evidence summaries

1. Evidence mapping allows for rapid identification of **available evidence** to generate summaries of evidence to provide **key insights** on s**pecific topics of interest**

2. Prepared in a short period of 4-6 weeks following the same processes as evaluation synthesis but without rigorous screening for quality of evaluations

RC system + MAF (1)

Whole of UN system approaches in HDP contexts (2)

Regional UNDS architecture (3)

Food systems (4)

Funding (sources, quantity and quality) (5)

Pooled and joint funding (6)
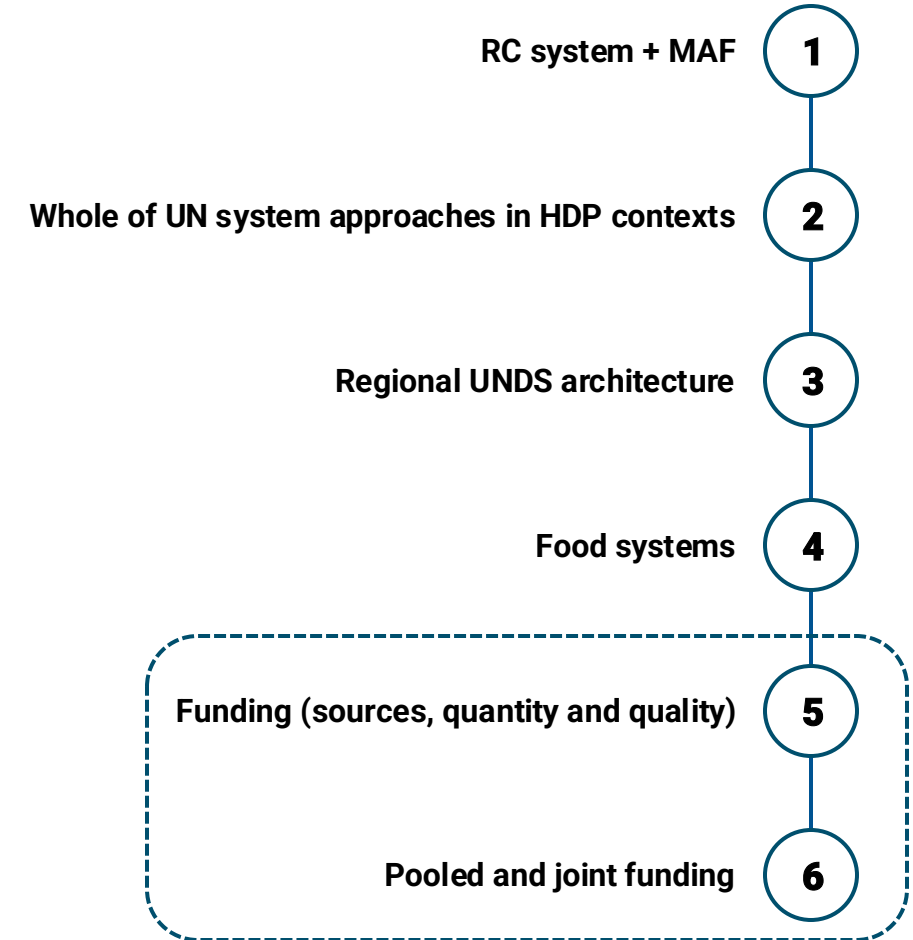
Evidence summaries

- **Summaries** draw on samples of **25-50 UN evaluations** selected purposively to include reports with the most relevant evidence

- **Summaries** present **5-10 "insights"** – 10-15 pages

- Structure includes:

    - QCPR background/reporting on topic

    - **Key insights from evaluations**

    - Annotated and hyperlinked bibliography

- 3-page briefs also provided

Towards sustainable food systems

Insights

Fundamental factors:

1. Addressing food systems challenges requires strategic and system-based approaches that are also strongly rooted in specific contexts.
2. Government action in legislation, regulation and strategic intervention is essential to enable and sustain food systems.
3. Increases in food quantity and quality are critical but nutrition and health is also important.
4. Attention to human rights, gender and diversity in plans for food systems improvements needs stronger follow-through in implementation to achieve expected impacts.

Transformative factors:

5. Strengthening resilience in agricultural communities and value chains can transform food systems.
6. The power of data analysis and application can facilitate radical shifts in food systems.
7. Innovative technical solutions are increasingly important for transformational food production, supply and nutrition.

Financing and partnerships:

8. Sustainable financing for food systems changes is scarce and rarely strategic.
9. United Nations collaboration on food systems is improving but with major steps still to make.

Building a whole of system response to complex settings

Insights

1. Leadership at the United Nations country-office level requires further investment.

2. Organizational goals should be aligned with institutional capacities.

3. Risk-informed approaches should be embedded systematically into programmes.

4. Inclusive targeting and participation should be promoted.

5. Gender, equity and social inclusion require greater focus.

6. A concerted effort is required to integrate peacebuilding in development and humanitarian work.

7. The use of multi-year flexible funding arrangements should increase.

8. Strategic partnerships need to be built.

A visible shift - the independent resident coordinator

Insights

1. Improvements in programming coherence have not yet resulted in the fully coordinated delivery of operational activities.

2. Information-sharing has improved and duplication of work is reducing, but challenges which impact coherence persist.

3. Resident coordinators have played key roles in enabling integrated United Nations policy advice and have supported UNCTs to increase government capacity.

4. Resident coordinators have helped entities without a physical presence and smaller UNCT entities engage more fully in analysis and planning processes, although difficulties persist.

5. Capacity and resource gaps in resident coordinators' offices affect the coherence and responsiveness of the United Nations development systems.

6. Joint programmes have leveraged the new generation of resident coordinators and their coordination and convenor role, yet procedures and funding remain major obstacles.

7. The Management and Accountability Framework provided a framework with roles and responsibilities for the resident coordinators and UNCTs but varied in its clarity.

United Nations development system reform at the regional level

Insights

1. Regional reforms have been slower in their implementation, suffer from unclear directives and remain a work in progress.

2. Regional collaborative platforms, although established, are not yet fully meeting expectations.

3. Peer support groups are providing appreciated support to country level planning and programming.

4. The DCO at the regional level plays an important role in supporting resident coordinators and UNCTs, including connecting them with regional assets.

5. The role of DCO is not well understood with regard to regional collaborative platforms and issue-based coalitions.

6. Regional economic commissions are increasingly integrated into the United Nations development system at regional and country levels.

7. Entity efforts to realign regional assets and change how they are deployed to better support countries are underway, but progress is patchy.

UNSDG SYSTEM-WIDE EVALUATION OFFICE

United Nations development system reform at the regional level – slow progress

Summary of United Nations evaluation evidence

Unlocking quality funding

Insights

1. Flexible and core funding fuels innovation and responsiveness.

2. A growing disconnect is evident between donor advocacy for, and action on, quality funding.

3. Early and targeted resource mobilization strategies secure quality funding.

4. Committed senior leadership and sponsorship drive quality funding and impact.

5. Enhancing joint programming requires flexible, predictable funding.

Relevant inter-agency evaluation & evidence syntheses

**Global SDG Synthesis Coalition –
Partnership Pillar (2023)**

**Synthesis of UN system evaluations
of SDG 5 (2024)**

**Global SDG Synthesis Coalition-
Peace Pillar (2024-25)**

Forthcoming (2025) - Global SDG Synthesis Coalition on People Pillar (focus: Social Protection)

Evaluation in the UN system

941 Reports

- ~75% single entity project evaluations

- **~25% strategic, thematic, policy, country programme, regional, joint programme/ pooled funding (& syntheses)**
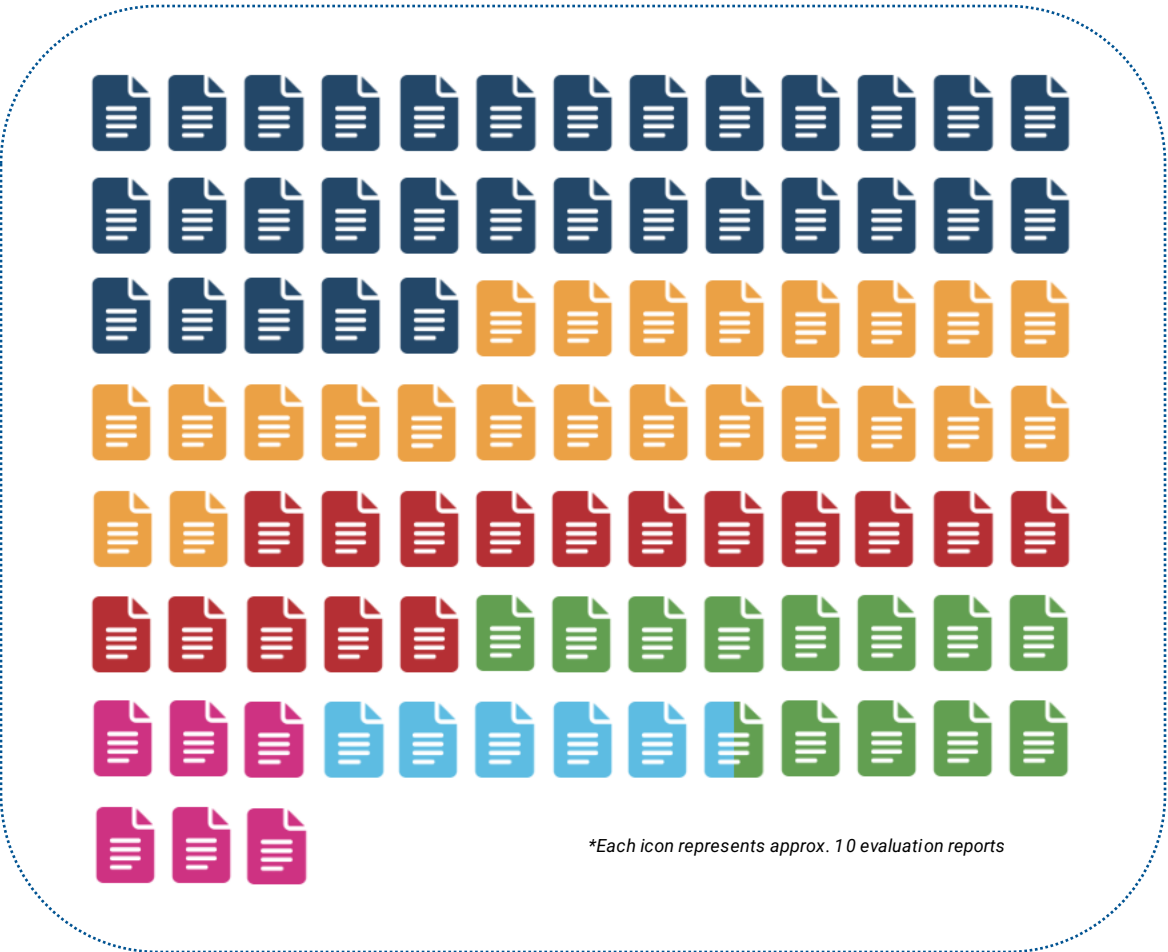
311 country programme evaluations (incl. UNDAF/CF)

231 global evaluations

159 regional evaluations

124 joint programme/pooled funding evaluations

56 emergency response evaluations

60 syntheses/summaries

Each icon represents approx. 10 evaluation reports

Evidence mapping dimensions

941 evaluation reports published by the UN system between 2021 and 2024. Reviewed and categorized by:

QCPR Priorities

Includes all evaluations which include analysis of the topic (x941)

Interactive "Evidence Gap Map" matrix

Includes evaluations which address the topic as a central theme (x789)

Interactive "Evidence Gap Map" matrix

Sustainable Development Goals

Evaluations categorized according to the SDG contributions they analyse (x919)

Interactive "Evidence Gap Map" matrix

Geography

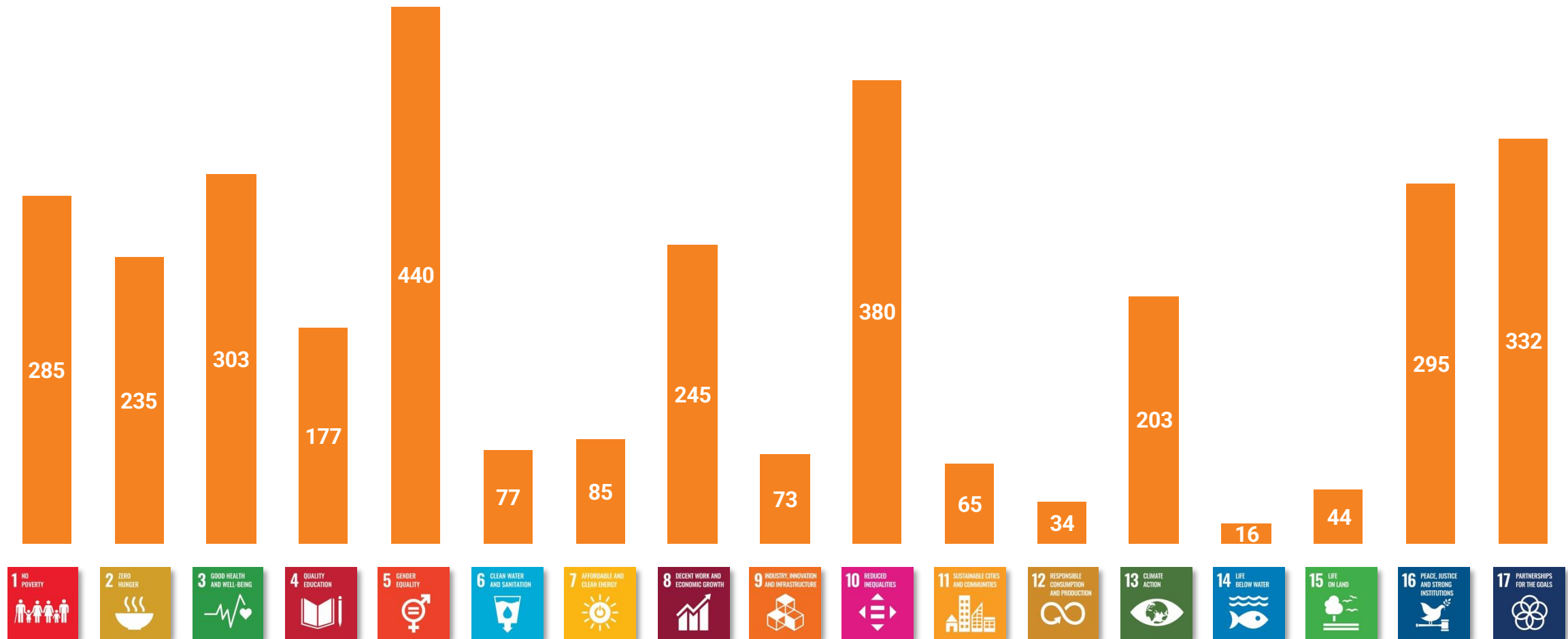**Evaluations visualized by country/territory (WIP)**

Interactive GIS

Overall findings – by QCPR theme

Legend:
- Includes analysis of topic (light blue)
- Topic is a central focus (green)
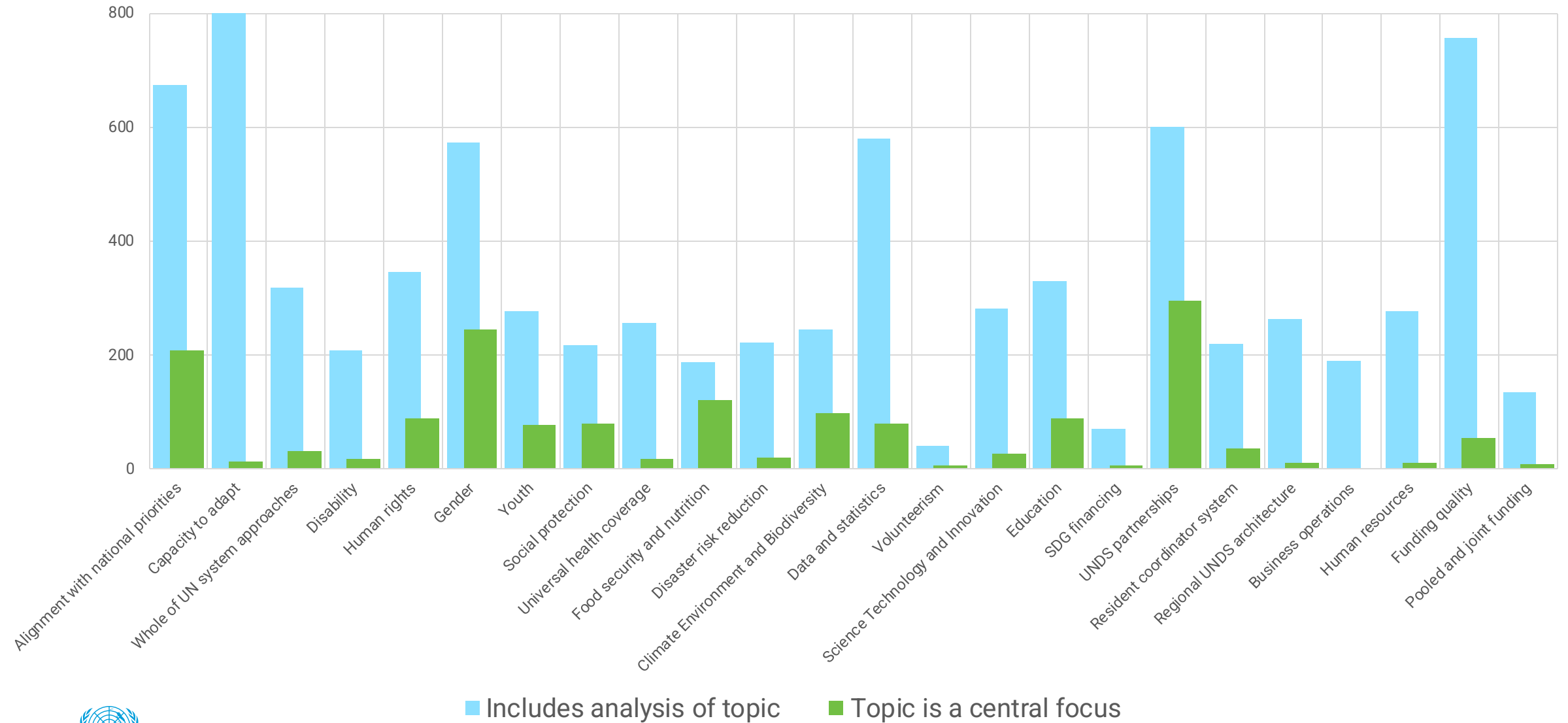
Overall findings – by SDG

Overall findings

Evidence density

- Relevance to national priorities

- Gender equality

- Core thematic priorities (social protection, food security, climate/environment, education)
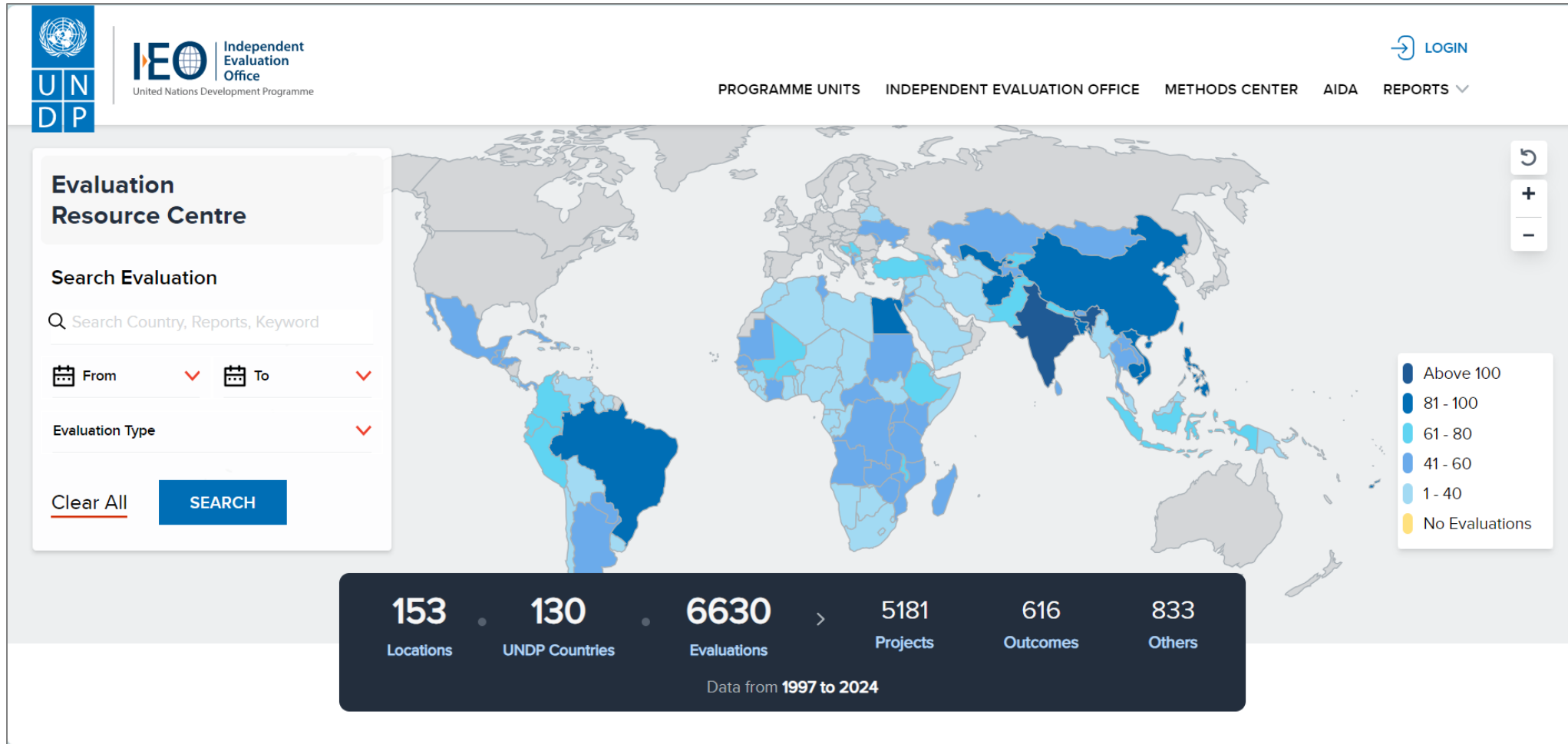
- Partnerships

Evidence gaps

- Results-based management ('capacity to adapt')

- Disability inclusion

- SDG financing

- RC system/regional architecture

- Human resources/business operations

- Pooled/joint funding

Interactive evaluation evidence map (2021 -2024)
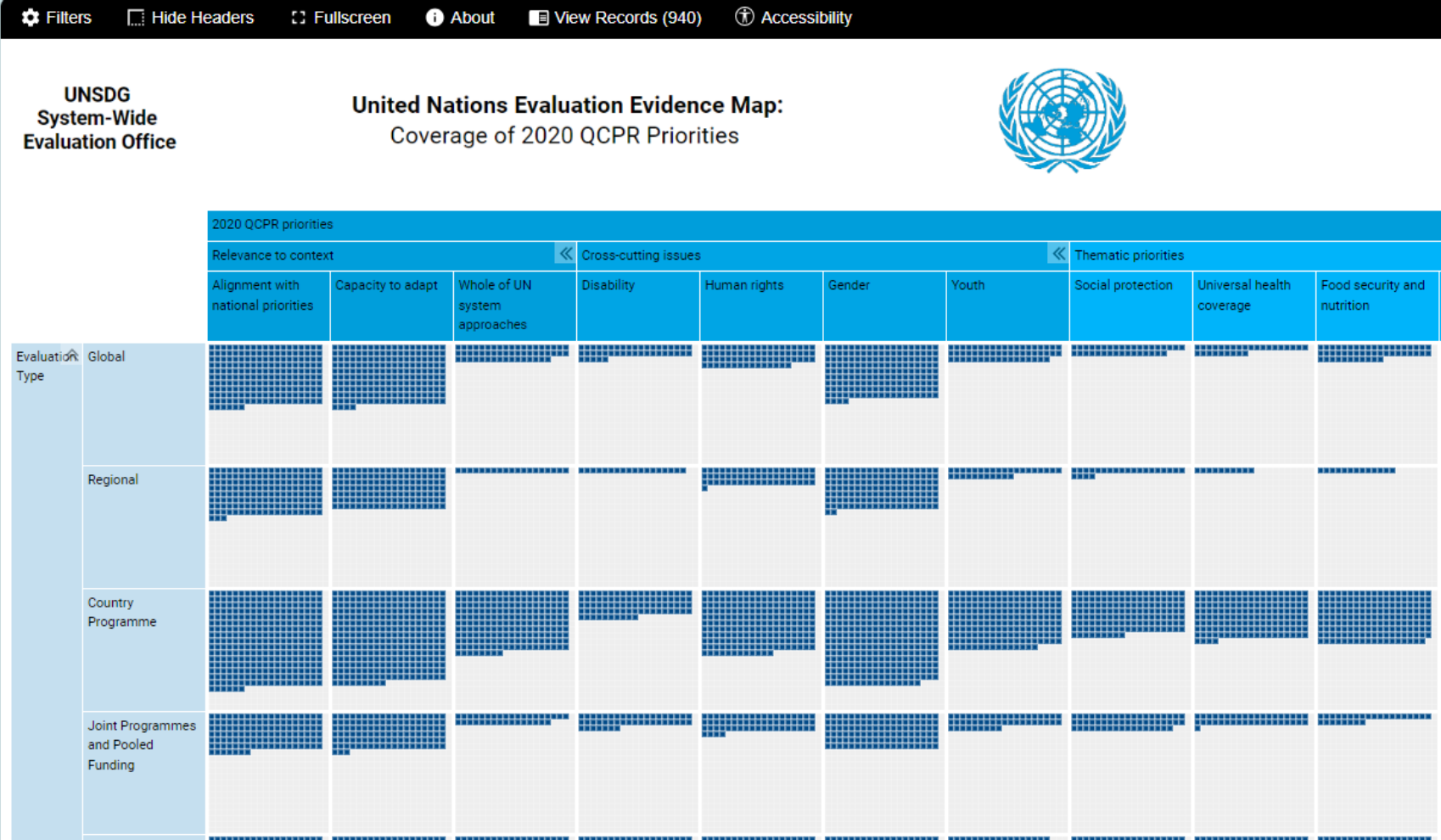
Interactive evaluation evidence map (2021 -2024)

Next steps

LLM "comprehension" of topics varies in quality/accuracy	*…but will continue to rapidly improve*
Inconsistency of report structure/format/presentation presents challenges	*…but LLM processing provides solutions (e.g. generation of quality abstracts)*
Static nature of pilot products	*"**Living evidence maps**" update as new reports are published (in next QCPR cycle)*

- **2025-2028 QCPR**
- **HLPFs**
- **Summits**

Next steps

1

Speed & scope– *AI provides potential to significantly accelerate mapping/summary, and/or expand scope*

- **2025-2028 QCPR**
- **HLPFs**
- **Summits**

2

Supply & demand - *Opportunity to provide evidence mapping/summaries based on evidence availability and in quick response to requests*

Q&A

United Nations

Thank you

Resources available at:
https://ecosoc.un.org/en/what-we-do/oas-qcpr/2020-qcpr-status-reporting

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