

Delivery Model: Formative Evaluation

Assessment of Early Experiences of Implementation
PPD Presentation
(Repeat of SMT Presentation)

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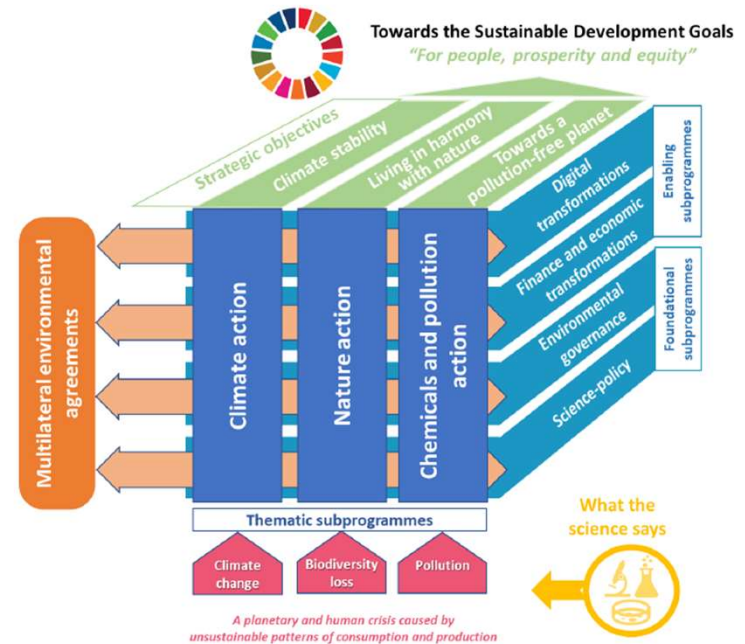
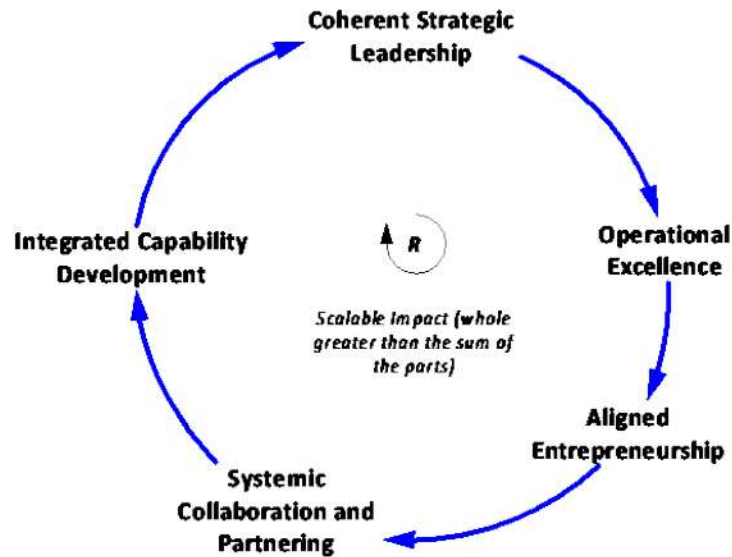
AIM OF THE FORMATIVE EVALUATION

“The primary objective of the evaluation is to provide information on indications of progress and/or challenges early in the process [of DM/PA] when changes or adaptations can be made to maximise the likelihood of success in achieving the POW results.”
(Inception Report, March 2024)

Assesses progress in optimizing 4 standard evaluation aspects

❖ Strategic Relevance	❖ Effectiveness
❖ Efficiency	❖ Monitoring, Reporting & Evaluation

Institutional Change to Achieve Programmatic Vision



DISCIPLINED INQUIRY

- Exploratory phase – document review and inception report
- Theory-based approach – set of **assumptions** developed relevant to **evaluation criteria** and data gathered to assess their status and implications
- Participatory approach – 58 interviews with 81 UNEP staff (52f; 29m) during May 2024.
- Interview data coded to assumptions and analysed from three different perspectives:
 - **desired institutional traits**
 - key features of the DM/PA
 - evaluation criteria
- Summary findings to **reflect experiences across the house**

(1) COHERENT STRATEGIC LEADERSHIP

Coherent Strategic Leadership - a coherent, focused and disciplined senior leadership whose focus extends through the organization for shared leadership at all levels. This ensures ownership and accountability while being globally coherent and locally responsive.

- Changes currently much reliant on existing working relationships and shared histories to explore new ways of working (sound in the short term)
- Change process needs maintained leadership and strategic guidance
- Next step is to build on early experiences and convert them into more systematic and generalisable approaches

- Lead discussion opportunities on operationalisation issues (plans, milestones, solutions, success indicators)
- Guide on UNEP's 'offer' (normative/operational)
- Endorse/guide strategic 'exits' to support focus

RECOMMENDATIONS

- **REC 3:** Develop and implement a consultative change management process to guide DM/PA implementation beyond the initial workshops and to provide leadership
- **REC 5:** Develop a set of criteria as part of a mechanism for phasing out work if/when it is not the most strategically relevant work or is not, or no longer, a priority
- **REC 11:** Support the consistent and compelling communication of UNEP's strategic orientation

(2) ALIGNED ENTREPRENEURSHIP

Aligned entrepreneurship - *creating shared focus and joint activities in service of a larger set of ambitions. This encourages innovation and risk taking so long as it is in line with the strategy.*

- Promising initiatives developed have remained fragmented, reliant on personal initiative rather than a coordinated strategy
- Lack of clear guidelines on co-creation with the need to promote a culture that supports all types of collaboration (i.e. cross-divisional; regional-divisions; intra-divisional etc) in pursuit of large-scale results

- Unpack co-creation for operationalisation
- Utilise Concept Advisory Group more strategically
- Review/revise PCPs
- Leverage collective and specialised knowledge for strategic effect

RECOMMENDATIONS

- **REC 4:** Strengthen co-creation processes, providing guidelines across the planning and project cycle
- **REC 15:** Enhance the strategic purpose of the CAG
- **REC 13:** Review and revise the PCPs
- **REC 8:** Develop an institutional knowledge management strategy

(3) SYSTEMATIC COLLABORATION AND PARTNERSHIP

Systemic collaboration and partnership – *fostering conditions and structures that support the building of trust, mutual support and mutual learning.*

- Organisation's relatively small size, and business model, engages partnerships to expand its reach in addressing global issues
- DM has not yet fully articulated how these partnerships will evolve under the current framework
- Partnerships at country level provide opportunities for integration of social development aspects

- Reflect the centrality of partnerships in UNEP's approach in the Policy
- Ensure new partnership/funding mechanisms are likely to be sustained (able to report results)
- Make social development aspects visible in projects/programmes and their results' frameworks and/or TOCs

RECOMMENDATIONS

- **REC 2:** Review the DM/PA from a partnership perspective
- **REC 7:** Ensure allocation of Thematic Funds is transparent and associated results can be reported to support sustainable replenishment.
- **REC 16:** Strengthen the social development aspects of the PCPs

(4) INTEGRATED CAPABILITY DEVELOPMENT

Integrated capability development - *investing in longer-term systemic capability to enable UNEP to shift how it functions and multiply its impact.*

- Underscores the need to enhance skills, processes and institutional capacity across the organisation
- Plans are evident to realign resources and roles, need to ensure that capabilities at the regional and divisional levels are adequate to meet the demands of the new model
- Capacities required for DM/PA implementation have not been sufficiently addressed

- Ensure all new roles are reflected in DM (Regional, UNCT FPs, PPD)
- Address financial foundations and capacity needs of Regional Offices
- Organisation-wide strategy for capacity development is necessary for enabling UNEP to deliver on its mission with greater effectiveness and resilience
- Approve resource allocations in time for strategic use

RECOMMENDATIONS

- **REC 1:** Review the DM Policy to add missing roles, incorporate the PA, introduce a set of performance metrics for the DM itself and revise the evaluation approach
- **REC 6:** Prioritise the transparent allocation, and timely and predictable disbursement, of core resources

(5) OPERATIONAL EXCELLENCE

Operational excellence - *migrating opaque, inconsistent and incomplete processes to clear, transparent, continuously improving performance monitoring and data-rich, disciplined routines.*

- Change has been adopted in certain areas, inefficiencies remain, particularly around the administrative processes tied to project approval, monitoring and reporting
- Tensions exist, and may be deepening, between a results-focus and securing funding
- Discipline inherent in RBM not being applied, weakens ability to allocate resources efficiently, track performance and achieve better outcomes across initiatives

- Strengthen potential to report on high-level results
- Articulate concise causal narratives at all levels
- Follow RBM principles and use terminology consistently across the organization (programme, project, results' links etc)
- Strengthen project implementation (beyond training materials)

RECOMMENDATIONS

- **REC 10:** Revise MTS outcomes and MTS and POW indicators, using a results-based approach
- **REC 12:** Provide subprogramme TOCs (foundational/enabling) and develop causal narratives (all SPs)
- **REC 14:** Clearly state the results' link from all funded work to the PRC-approved projects that are visible in the POW
- **REC 9:** Enhance quality of project and programme implementation (vs. focus on approval)

LESSONS

“Lessons learned reflect the new knowledge or understanding gained by the experience of implementing a project - in this case a Policy - that is applicable to, and useful in, other similar contexts”. (UNEP Results Definitions)

- 1: Formal request and detailed TOR for new policies should be approved by SMT*
- 2: Rationale behind, and success metrics for, substantive institutional change should be documented*
- 3: Results terminology should be used appropriately throughout UNEP's work*
- 4: New terminology (e.g. sound bytes/comms language) should be explained when used to direct widespread change*

SMT RESPONSE

Universal recognition that the Formative Evaluation report reflects the current situation and represents feedback they've received from their staff.

1: SMT had lengthy discussion on the topic (minutes have 18 points)

2: As a strategic evaluation, recommendations can be adapted as long as they respond to the findings that prompted them

3: Request for an alternative to PCPs to be put forward

4: Working Group(s) to take forward the required management response

LIST OF RECOMMENDATIONS

A: DELIVERY MODEL POLICY AND IMPLEMENTATION

REC 1: Review the DM Policy to add missing roles, incorporate the PA, introduce a set of performance metrics for the DM itself and revise the evaluation approach

REC 2: Review the DM/PA from a partnership perspective

REC 3: Develop and implement a consultative change management process to guide DM/PA implementation beyond the initial workshops and to provide leadership

LIST OF RECOMMENDATIONS (Cont.)

B: MTS AND POW

REC 11: Support the consistent and compelling communication of UNEP's strategic orientation

REC 10: Revise MTS outcomes and MTS and POW indicators, using a results-based approach

REC 12: Provide subprogramme TOCs (foundational/enabling) and develop causal narratives (all SPs)

REC 13: Review and revise the PCPs

LIST OF RECOMMENDATIONS (Cont.)

C: PROJECT DESIGN, IMPLEMENTATION AND EXIT

REC 4: Strengthen co-creation processes, providing guidelines across the planning and project cycle

REC 15: Enhance the strategic purpose of the CAG

REC 14: Clearly state the results' link from all funded work to the PRC-approved projects that are visible in the POW

REC 5: Develop a set of criteria as part of a mechanism for phasing out work if/when it is not the most strategically relevant work or is not, or no longer, a priority

REC 9: Enhance quality of project and programme implementation (vs. focus on approval)

LIST OF RECOMMENDATIONS (Cont.)

D: LED BY INDIVIDUAL OFFICES

REC 6: Prioritise the transparent allocation, and timely and predictable disbursement, of core resources

REC 7: Ensure allocation of Thematic Funds is transparent and associated results can be reported to support sustainable replenishment.

REC 8: Develop an institutional knowledge management strategy

REC 16: Strengthen the social development aspects of the PCPs

THANK YOU