POCKET TOOL FOR MANAGING EVALUATION
during the COVID-19 pandemic

UN WOMEN

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INTERACTIVE PDF

The best way to navigate this Pocket Tool is as a PDF. There are links and interactive elements that provide enhanced functionality and enable readers to quickly navigate the different sections and access external links.

PRODUCED BY

Independent Evaluation Service (IES) of the Independent Evaluation and Audit Services of UN Women (IEAS)

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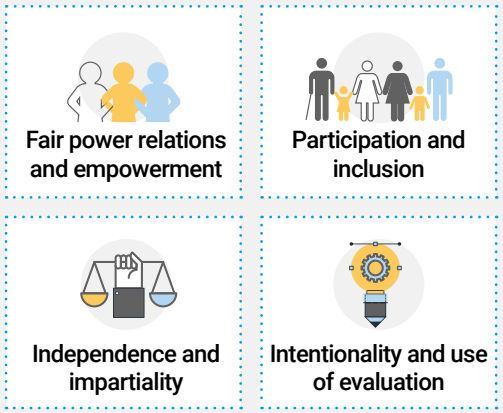
Introduction

COVID-19 has been challenging the world in unprecedented ways, and the need to adapt our work is critical to ensure that the United Nations effectively serves those most in need. Evaluations must be guided by the basic mandate of 'do no harm'. In the context of the COVID-19 pandemic, this has several implications. First and foremost, it means that the actions of the evaluation team must not put themselves and others at risk of infection. It means that the safety of team members and stakeholders, including rights holders, must be at the core of all decision-making processes, and that donors and stakeholders remain informed and engaged throughout all phases of the evaluation. This tool may be useful for evaluation or programme managers conducting research in the current context of COVID-19 and other crisis settings. Given the high number of research initiatives being undertaken by UN Women, the Independent Evaluation Service has developed this pocket tool to share rapid guidance for evaluations; it is equally applicable to research initiatives given their use of similar design, data collection, and analysis considerations.

Gender-responsive evaluation is defined by UN Women Evaluation Policy as: a systematic and impartial assessment that provides credible and reliable evidence-based information about the extent to which an intervention has resulted in progress (or the lack thereof) towards intended and/or unintended results regarding gender equality and the empowerment of women. As a process itself, evaluation is also a means to enhance gender equality and the empowerment of women through the incorporation of gender and women's rights dimensions into evaluation approaches, methods, processes and use. The pocket tool includes practical guidelines for gender-responsive evaluation management and data collection, structured around the four main evaluation phases: planning, preparation, conduct and reporting and follow-up. It contains tips and good practices to aid evaluation teams in determining the best course of action for the gender-responsive evaluation or research exercise in the context of COVID-19, while keeping stakeholders engaged and upholding relevant ethical and data protection protocols.[1]

Principles for gender-responsive evaluation at UN Women include:



It is a priority for UN Women that evaluations are gender-responsive and will actively support the achievement of gender equality and empowerment of women.

See UN Women Evaluation Policy

Determine the best course of action for the evaluation exercise

During this critical moment, UN Women is continuing to take actions to ensure the rights of women and girls are upheld and protected, and due to the current circumstances, it may be necessary to adjust the evaluation strategy as the situation evolves. It is important for UN Women Evaluation Specialists and Decentralized Evaluation Managers to consider the risks of NOT conducting the evaluation vs. the risks OF conducting the evaluation during this time period.

Before reaching a decision in collaboration with the respective country office and/or unit on whether and / or how to modify evaluation or research activities, the following areas should be considered:

- **Key Area #1**: How to proceed with evaluation activities in the context of COVID-19
- **Key Area #2**: How to leverage existing resources and UN Women's integrated mandate
- **Key Area #3**: Whether to proceed with a planned mid-term evaluation

KEY AREA #1:

How to proceed with evaluation activities in the context of COVID-19

Considerations

Will the evaluation provide critical information for the organization's COVID-19 response efforts?

Can rights holders be reached through remote data collection methods?

Is the evaluation required by the donor or organization?

If the answer to one or more of these questions is **NO**, it may be appropriate to consider **POSTPONING OR DELAYING THE EVALUATION/ RESEARCH** activities dependent upon the state of the COVID-19 pandemic.

If the answer to these questions is **YES**, it is recommended to **PRIORITIZE THE EVALUATION** and **CONTINUE WITH AN ADAPTED EVALUATION STRATEGY** that takes into consideration the health and safety of all stakeholders.

If the evaluation will move forward, Evaluation Specialists and Managers should:

- Consider real-time evaluation as a **light process** that produces useful information for quick decision-making in a crisis response environment.
- **Phase** the evaluation activities, prioritize remote data collection or **delay** field data collection.
- Take advantage of **existing secondary data** sources and desk-based analysis.
- Utilize the most appropriate **remote data collection** methods by discussing with programme managers the access of rights holders to mobile phones (and data top-ups), safety concerns, and/or the possibility of engaging a representative of rights holders.
- **Assess** the necessary adaptations will compromise the UN Women quality standards for evaluation (GERAAS) and whether it will still lead to a credible evaluation.[2]
- **Coordinate with UN partners** that are undertaking evaluations in the same area to reduce burden on stakeholders.

KEY AREA #2:

How to leverage existing resources and UN Women's integrated mandate

Considerations

Are there multiple planned evaluations under the same thematic area? Is it possible to strategically combine evaluations into a thematic or cluster evaluation?

Have other evaluations/reviews/audits been conducted by the office that would provide relevant information? Can data collection and analysis methods be adapted to utilize relevant secondary information?

Are UN Women and partners collecting data on COVID-19 in the area of operation that relates closely to the evaluation?

If the answer to one or more of these questions is **YES**, it may be appropriate to consider **COMBINING PROJECT EVALUATIONS INTO A BROADER THEMATIC OR CLUSTER EVALUATION** to increase relevance and reduce burden.

KEY AREA #3:

Whether to proceed with a planned mid-term evaluation

Consideration

Can a planned mid-term evaluation be shifted to a mid-term review?

If the answer is **NO**, it may be appropriate to consider a mid-term evaluation which adheres to evaluation standards, but looks mainly at **EVALUABILITY AND PROCESS.**

If the answer is **YES**, consider discussing with donors the possibility of (a) **SHIFTING THE EXERCISE TO A MID-TERM REVIEW**, or (b) cancelling the mid-term evaluation and **ALLOCATING RESOURCES TO THE FINAL EVALUATION**.

1. Ensure the health and safety of staff, rights holders, and all relevant stakeholders

Continuously review the severity of the impact of COVID-19 in the area under evaluation and the resulting constraints/ challenges, including travel restrictions.

Ensure that all evaluation field staff have **comprehensive awareness of COVID-19 prevention strategies**, and that they know how to seek medical attention if it is needed.

When needed, **update consultant contracts** to include clauses that reflect the required flexibility on the part of consultants in terms of mission and data collection timelines.[3]

Follow **WHO health and safety recommendations and guidelines** for UN personnel, including administrators, managers and staff members at all duty stations.

Inform evaluation personnel of the **availability of counselling services** for those who are experiencing increased stress or other psychosocial needs.

Useful links

WHO, "Administrative guidelines and FAQs on human resources, finance and travel matters due to the COVID-19 outbreak"

WHO, "Getting your workplace ready for COVID-19" (2020)

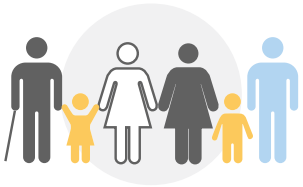
UNMD, "Reducing the Risk of Acquiring Coronavirus Disease 2019 (COVID-19) Recommendations for UN Personnel" (2020)

WHO, "Mental health and psychosocial considerations during the COVID-19 outbreak" (2020)

2. Engage stakeholders to ensure the process is responsive to the context, transparent, participatory and inclusive

Stakeholder mapping

- Map the **key stakeholders, including those most vulnerable** to socio-economic impacts of COVID-19 situation,
- whether and to what extent they can **connect via web-based platforms** for teleconferencing, landline telephone connectivity, mobile phone connectivity and internet connection, and
- availability of resources to support them to do so if unavailable/ inaccessible.



Participation

- Allocate time and resources necessary for maximizing **participation and inclusiveness through remote means** following COVID-19 health and safety protocols.
- A **human rights-based approach** prioritizes engagement of rights holders in defining the issues and solutions from their perspective, which will ensure effective and sustainable approaches grounded in the local context.

Transparency

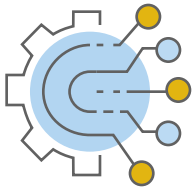
- Allocate **adequate time for feedback** and alert stakeholders about shifting methodologies and/or deadlines in advance.
- **Maintain transparency and accountability** by tracking comments provided by stakeholders and responses from the evaluation team.

3. Define your objectives, scope, and key evaluation questions ensuring a gender perspective and exploration of the impacts of COVID-19

1 Map existing information

Conduct a mapping to identify existing information through desk review and conversations with key stakeholders/experts to assess what information needs to be collected through primary data collection.

2 Assess key barriers



Assess the key barriers to gender equality and advancing women's rights in the current context of COVID-19 and thus what type of information should be prioritized.

3 Prioritize & collect data remotely

- Prioritize the issues where there are data gaps and that can be answered through remote data collection with the known limitations to the data.
- Understand the safety risks around remote data collection methods on Violence Against

4 Consider the most marginalized

Consider the effects of COVID-19 on the most marginalized groups and determine how this will be addressed in the evaluation/

5 Consult stakeholders

Consult stakeholders on their key questions and priorities.

预览已结束，完整报告链接和二维码如下：

https://www.yunbaogao.cn/report/index/report?reportId=5_21876