Guidance
Document

UNEG
United Nations Evaluation Group

Frequently Asked Questions
for UNDAF Evaluations

Prepared in collaboration with UNDOCO, these Frequently Asked Questions
provide answers to questions regarding various aspects related to UNDAF
evaluation.

BACKGROUND

1.   The January 2010 Guidelines for United Nations Country Teams (UNCT) on *How to Prepare a United Nations Development Assistance Framework (UNDAF)*[1] include the requirement of evaluation. This Frequently Asked Questions (FAQ) document, developed by the United Nations Evaluation Group (UNEG) in collaboration with United Nations Development Operations Coordination (UNDOCO), aims to support the fulfilment of this requirement by providing answers to questions that are often received regarding various aspects related to UNDAF evaluation. It responds to several resolutions by the United Nations General Assembly in the *Triennial Comprehensive Policy Review (TCPR) of Operational Activities* of the UN development system[2]:

> ..the TCPR… *Recognizes* the need to optimize the link of evaluation to performance in the achievement of development goals and encourages the United Nations development system to strengthen its evaluation activities, with particular focus on development results, including through the effective use of the results matrix of the United Nations Development Assistance Framework, the systematic use of monitoring and evaluation approaches at the system-wide level and the promotion of collaborative approaches to evaluation, including joint evaluations (#132);
>
> … *Requests* the United Nations development system to further develop guidance and oversight mechanisms for the funding, planning and implementation of the monitoring and evaluation of United Nations Development Assistance Frameworks with a view to assessing their contribution to national development and the achievement of the internationally agreed development goals, including the Millennium Development Goals (#136).

2.   This document is organized in 3 sections. Section 1 provides answers to questions related to UNDAF evaluation in general. Section 2 focuses on questions related to the planning and management (or implementation) of an UNDAF evaluation and Section 3 relates to the use of UNDAF evaluations. This FAQ document complements the contents of the 2010 UNDAF Guidance and the 2006 UNDAF Evaluation Terms of Reference (ToR) that is undergoing revision.

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[1] UNDOCO (January 2010), *How to Prepare an UNDAF - Guidelines for UN Country Teams*, UNDOCO, New York. Available at: http://www.undg.org/docs/11096/How-to-Prepare-an-UNDAF-(Part-I).pdf

[2] United Nations, Triennial Comprehensive Policy Review of Operational Activities of the United Nations Development System, General Assembly Resolution A/RES 62/208, 2008.

SECTION 1: GENERAL QUESTIONS

1. Why conduct an UNDAF evaluation? What are the benefits?

3.   Evaluation is a systematic assessment which answers the questions *Are we doing the right thing? Are we doing it the right way? and Are there better ways of achieving results?* Evaluation is used for improving accountability and for learning what has worked, what has not and why. By answering the above questions, UNDAF evaluations can provide important information for strengthening programming and results at the country level, specifically informing the planning and decision-making for the next UNDAF programme cycle and for improving United Nations (UN) coordination at the country level. The UNCT, host government and other UNDAF stakeholders can learn from the process of documenting good practices which can then be used for the benefit of other countries.

4.   By objectively verifying results achieved within the framework of the UNDAF, the evaluation enables the various stakeholders in the UNDAF process, including national governments and donors, to hold the UNCT and other parties accountable for fulfilling their commitments. This is seen as crucial given their broad-based scope and the large resources involved in most UNDAFs. In recognition of these benefits, the UNDAF guidance makes evaluation for each UNDAF mandatory.

2. What is the relationship between an UNDAF evaluation, annual review and progress report?

5.   UNCTs are required to undertake an annual review of the UNDAF and an UNDAF progress report at least once per cycle, although the UNCT may choose to undertake more than one UNDAF progress report should it deem beneficial. The findings of the UNDAF annual reviews feed into the UNDAF progress report. Both of these reviews are self- assessments and, as such, are part of the 'monitoring' exercise of the UNDAF. They are different from the UNDAF evaluation in terms of scope, methodology and contribution to accountability.

6.   An UNDAF evaluation is an objective and independent exercise as opposed to an annual review, which is a self-assessment exercise.[3] By independently assessing UNCT performance, the UNDAF evaluation therefore contributes to ensuring the accountability of the UNCT to various stakeholders, including national governments (for standard definition of independence, please refer to *UNEG Norms and Standards for Evaluation in the UN System*). The UNDAF evaluation will go beyond looking at contribution to the national outcomes set out in the UNDAF results framework to examine the strategic

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[3] *Monitoring* tracks progress towards the results agreed in the results matrix and checks if the assumptions made and risks identified at the design stage are still valid or need to be reviewed. It helps the UNCT and implementing partners make mid-course corrections as an integral part of programme management. *Evaluation* determines whether results made a worthwhile contribution to national development priorities and to the coherence of UNCT support. While it makes an essential contribution to managing for results, it is an external function that is separated from programme management. For further information on what is expected in both monitoring and evaluation, including the annual review and progress report, see pages 16-19 in *How to Prepare an UNDAF (Part I).*

positioning of the UNCT in a country. The findings from annual reviews and the progress report should feed into the UNDAF evaluation process and provide important information that will be validated (or not) during the evaluation. Information on conducting annual reviews and progress reports is available in the Standard Operational Format and Guidance for Reporting Progress on the UNDAF.

3. Is it possible to integrate an UNDAF evaluation within the broader framework of a government-led evaluation (National Development Plan (NDP), Poverty Reduction Strategy Paper [PRSP])?

7.   An UNDAF evaluation should usually be a stand-alone exercise, but it may be possible to integrate it into a broader evaluation framework. This is more likely when UNDAF results are identical to the broader national planning framework, such as those related to NDP or PRSP. Full integration may not be possible since the UN contribution is often smaller in the context of a broad national development strategy. If the broader evaluation looks at changes in national level outcomes then it may be feasible to assess how the international community contributed to the changes and identify the specific role of the UNDAF. In situations where the UNDAF evaluation is considered as part of a broader evaluation, there is a need to ensure that the scope of the evaluation is guided by the recommended scope of UNDAF ToRs; the process is participatory; independence, objectivity and other aspects of quality assurance are maintained; and the UNDAF evaluation findings and recommendations feed into the subsequent cycle.

4. Are UNDAF evaluations for Delivering as One (DaO) countries different in scope (i.e., inclusion of an assessment of common services and business operations) or process?

8.   The underlying assumption of the DaO Pilot Initiative is that the implementation of the Four "Ones" (1- one programme, 2- one leader, 3- one budgetary framework and one fund; and 4- one management system and common services) will lead to increased effectiveness and efficiency of the UN at country level, reduction of transaction costs for the host governments and UN agencies, and will ensure that programme countries benefit from the collective expertise and technical assistance of the entire UN system irrespective of the presence of UN agencies in the country. The UNDAF evaluation ToRs should identify the specific factors to be examined in the context of DaO countries. Generally, the focus of both types of evaluation is on assessing results, processes and in UNDAF's contribution to national development results. Both evaluations should examine the factors that have affected the UNCT's contribution, which may include the existence of common services, harmonized business operations or other agreed features of DaO countries. Examples of and experiences in DaO evaluations can be viewed on the UNDG website in the DaO section for Evaluation.

5. What is the timing of an UNDAF evaluation as part of the UNDAF cycle?

9.   The evaluation should ideally be made available at the start of the process of preparing the new UNDAF and before the development of the UNDAF results matrix. This implies that an UNDAF evaluation would only be able to cover three years of UNDAF implementation. However, there may be cases, for example, when there is continuity between two UNDAFs; this occurs when the scope of the

evaluation covers certain aspects of the preceding UNDAF cycle that would require examining three to five years or more of performance. In any event, the planning of an evaluation should be integrated fully into the roadmap for UNDAF preparation.

6. What is the link between agency specific evaluations and the UNDAF evaluation? What is the link between evaluation of joint projects/ programmes and the UNDAF evaluation?

10.　　Generally, good quality agency-specific evaluations, especially programme/project evaluations, should feed into the UNDAF evaluation as a source of evidence. For larger evaluations, such as country programme evaluations, there are two potential problems to simply feeding into the UNDAF evaluation: (a) in relation to timing: it may be very early to do a country programme evaluation if it has to be undertaken before an UNDAF evaluation, i.e. it would cover less than three years; (b) there is the risk of excessive burden on government, i.e., one evaluation team asks one set of questions for the agency evaluation and another asks a somewhat similar set of questions to the same informants for the UNDAF evaluation. As part of UNDAF planning, it is important to ensure that agency specific evaluation plans take into account the UNDAF evaluation plan and vice versa. It is important to ensure that the scope of the UNDAF evaluation is distinct, focusing at the strategic level, and that duplication is avoided.

11.　　Similarly, evaluation of joint programmes should feed into the UNDAF evaluation or, alternatively, evaluation of joint programmes can be planned at the same time as the UNDAF evaluation, with duplication of effort minimised. UNCTs should encourage joint programme/project evaluations as important sources of information for the UNDAF evaluations and in their own right.

7. What are the roles and responsibilities in the conduct of UNDAF evaluations (UN DOCO, UNEG, Agency-specific evaluation units, UNCT, evaluation team, national governments, donors and other stakeholders)?

- The UNCT is responsible for organizing the evaluation and managing the evaluation team who will conduct the evaluation. This is generally done by establishing an Evaluation Steering Committee (SC) and an Evaluation Management Group (EMG).

- National governments jointly commission the UNDAF evaluation with the UNCT and should participate in the EMG. They will also be asked to facilitate the flow of data to the evaluation team, arrange meetings and provide other logistical support as appropriate.

- UNEG collaborates with UNDOCO to provide guidance (including the UNEG Norms and Standards for Evaluation in the UN System) and maintains a roster of consultants. In particular, those with expertise in UNDAF evaluation.

- Agency-specific evaluation units at respective UN agency headquarters work through UNEG. At the country level, agency-specific monitoring and evaluation (M&E) units can be called upon by the Resident Coordinator's Office (RCO)/EMG to play a technical role in supporting the UNDAF evaluation.

- International development partners and other stakeholders, such as national civil society organizations, may participate in the evaluation SC or EMG as appropriate.

- The RCO and the EMG may engage the regional United Nations Development Group (UNDG) Teams from the outset in planning the UNDAF evaluation. In a fully evolved regional set up, the Regional UNDG Advisor, in full consultation and coordination with the regional UNDG Team and the region-specific Peer Support Group, advises and supports the planning, development and implementation UNDAF evaluations upon request.

12. All of the above actors are also users of the evaluation. Additionally, national governments and international development partners will be informants during the evaluation.

8. What are useful links to reference site on methodological guidance?
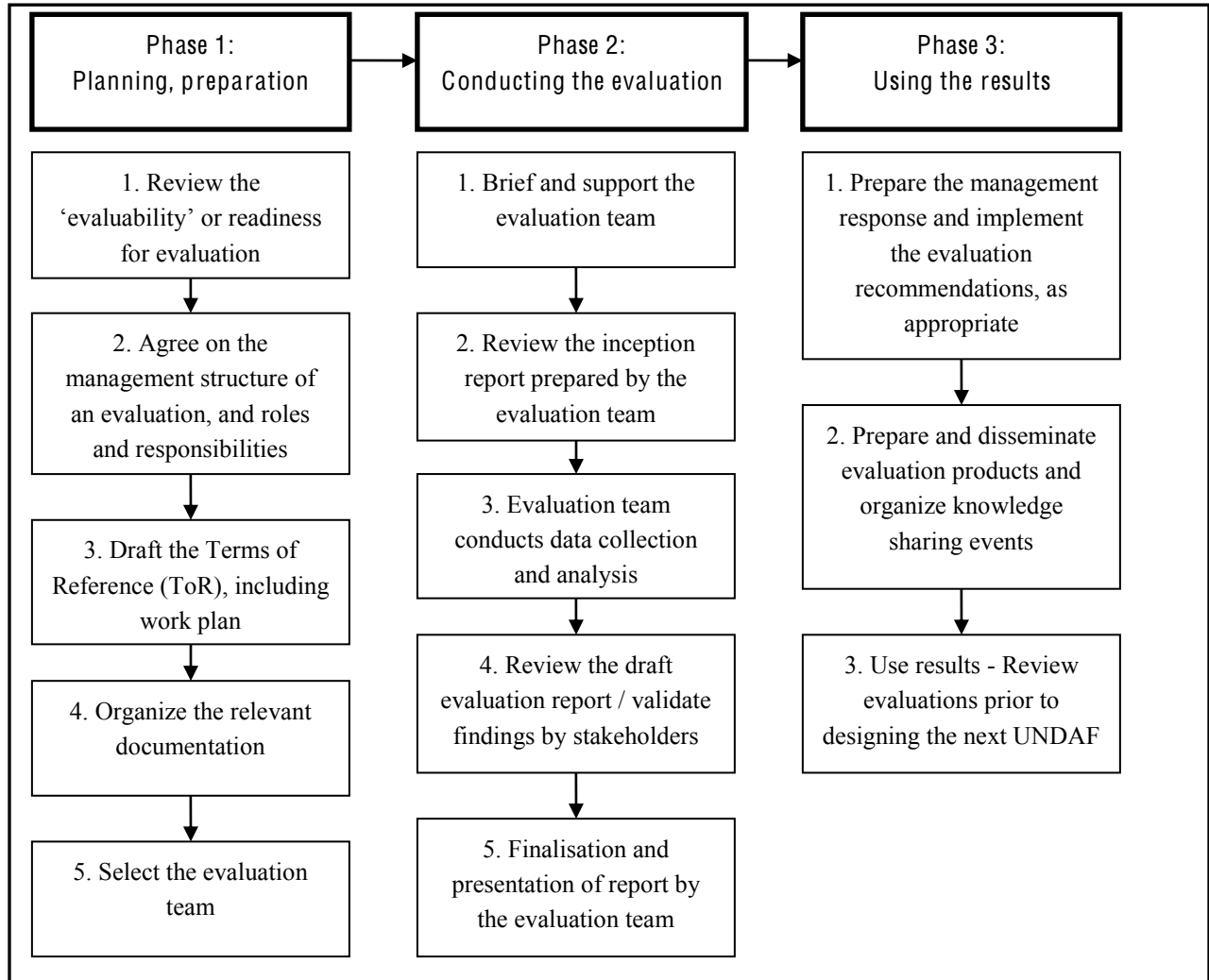
13. Two information sources for reference should be used by UNCTs in developing and implementing UNDAF evaluations:

a. The UNDG website includes:

- The UNDAF guidance package and

- Examples of UNDAF evaluations

b. UNEG brings together the professional units and individuals responsible for evaluation within the UN system. UNEG's mission is to promote the independence, credibility and utility of the evaluation function and evaluation across the UN system, to promote its visibility and advocate on the importance of evaluation for learning, decision making and accountability. In 2005, UNEG agreed on a set of Norms and Standards to guide evaluation in the UN system. These and other useful documents can be found on the UNEG website or by clicking on the links below.

- Standards for Evaluation in the UN System

- Norms for Evaluation in the UN System

- Good Practice Guidelines for Follow up to Evaluations

- Quality Checklist for Evaluation Reports

- UNEG Ethical Guidelines

- UNEG Code of Conduct for Evaluation in the UN system

- UNEG Quality Checklist for Terms of Reference and Inception Reports

- UNEG Handbook/Guidance on Integrating Human Rights and Gender Equality in Evaluations in the UN System (forthcoming).

Section 2: Planning and Managing the UNDAF Evaluation

1. What are the phases of conducting an UNDAF evaluation?

14.   The three key phases of conducting an UNDAF evaluation are illustrated in the following table:[4]

| Phase 1: Planning, preparation	Phase 2: Conducting the evaluation	Phase 3: Using the results
1. Review the 'evaluability' or readiness for evaluation	1. Brief and support the evaluation team	1. Prepare the management response and implement the evaluation recommendations, as appropriate
2. Agree on the management structure of an evaluation, and roles and responsibilities	2. Review the inception report prepared by the evaluation team	2. Prepare and disseminate evaluation products and organize knowledge sharing events
3. Draft the Terms of Reference (ToR), including work plan	3. Evaluation team conducts data collection and analysis	3. Use results - Review evaluations prior to designing the next UNDAF
4. Organize the relevant documentation	4. Review the draft evaluation report / validate findings by stakeholders	
5. Select the evaluation team	5. Finalisation and presentation of report by the evaluation team	

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[4] Some of the terms indicated in the table below (i. e., management response) are explained in detail in later questions.

2. What is the recommended management structure for UNDAF evaluations (roles and responsibilities)?

15.   UNDAF evaluations are jointly commissioned by the UNCT and the national government, and both should agree at the outset on the management structure for the evaluation, as well as establish clear roles and responsibilities.

16.   It is recommended that a SC be constituted by the commissioners that are vested with decision-making power in regards to the evaluation. The SC would make approval decisions for the ToR, final selection of the evaluation task manager and evaluation team and the final report. The SC, in turn, should constitute an EMG with the key roles of: 1) quality assurance in the evaluation process to ensure that it meets UNEG Norms, Standards and Ethical Guidelines; and 2) disseminating the findings of the evaluation (e.g., through Regional UNDG Teams and regional Peer Support Groups, etc.).

Recommended Management Structure for UNDAF Evaluation
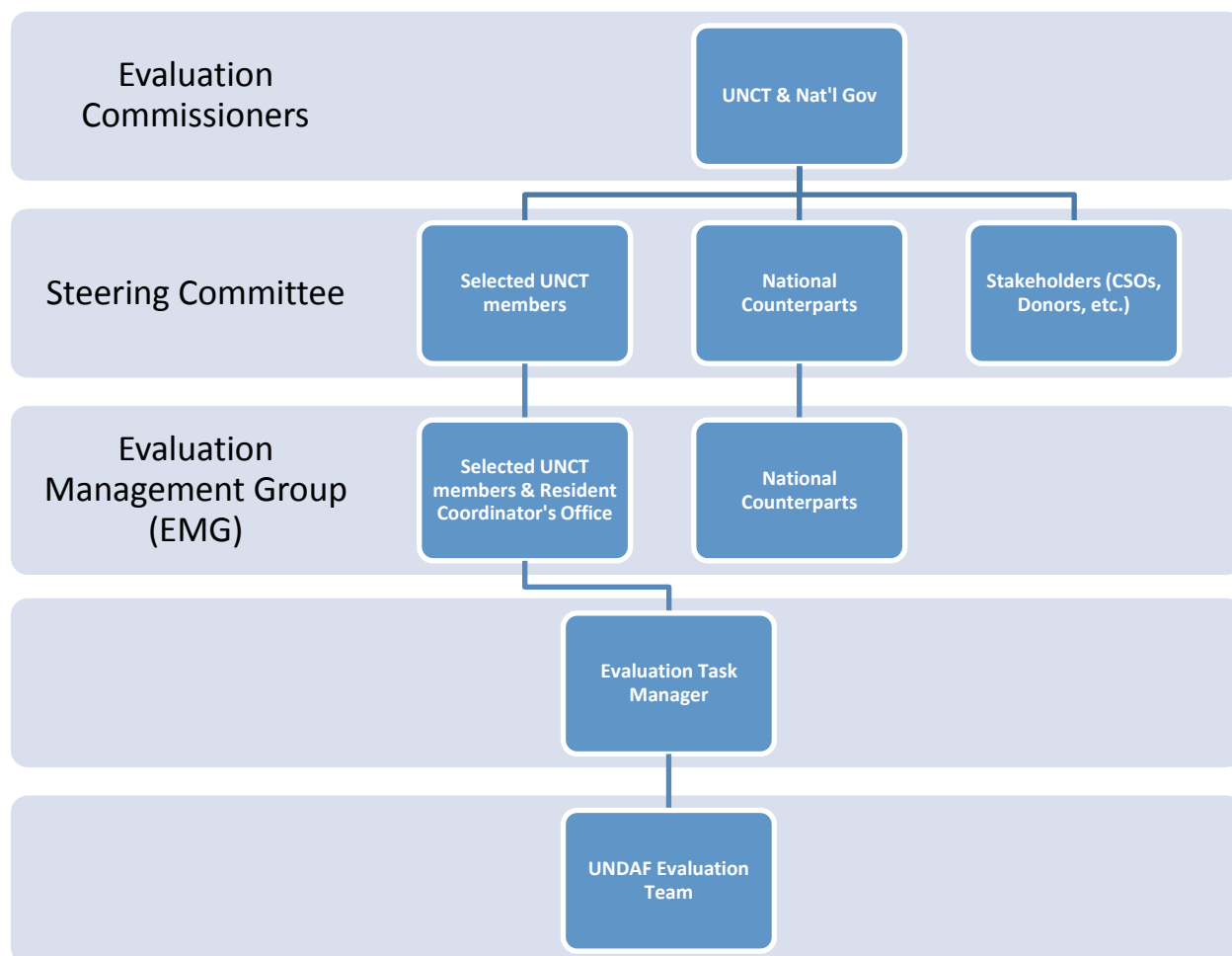
17.   The EMG has the key role of keeping the SC apprised of the progress of the evaluation, and must bring any pertinent issues to the SC for their decision/approval. The EMG should appoint or recruit an *UNDAF Evaluation Task Manager* who will be directly responsible for the day-to-day implementation

of the evaluation, including drafting of the ToR and the recruitment and direct management of the evaluation team. The Task Manager will report directly to the EMG and will play a key role in liaising between the SC, EMG, stakeholders and the evaluation team. The *UNDAF Evaluation Team* is responsible for conducting the evaluation as per the ToR in an independent and impartial basis following the UNEG Code of Conduct. They will undertake all data collection and analysis and are responsible for producing all deliverables in line with UNEG quality standards.

3. What are the potential funding mechanisms of an UNDAF evaluation?

18.   The UNDAF evaluation should be jointly funded by the evaluation commissioners, the UNCT and the national government to enhance national ownership of the process. Ideally, the funding arrangement for the UNDAF evaluation should be discussed, decided upon and allocated during the UNDAF planning stage when the UNDAF M&E Plan is being developed, or *at least* one year in advance of when the UNDAF evaluation is expected to commence.

19.   The Common Country Assessment (CCA)/UNDAF Guidelines (2009) indicate that most UNDAF evaluations require at least a minimum of US$100,000 for conducting a high quality evaluation process in line with UNEG Norms, Standards and Ethical Guidelines. However, the situation will vary depending on the country context and the scope and complexity of the evaluation. In most cases, a budget range of US$100,000 - $500,000 is more realistic and warranted to produce a quality assessment that will be useful for stakeholders.

20.   A key determinant of the cost of an evaluation is the extent to which national institutions/ consultants can undertake major work related to the evaluation and whether a major survey is involved, which could help to lower costs. Generally, the evaluation is funded through a cost-sharing agreement among UNCT members, with the RCO also making a contribution through the UN Country Coordination Fund. Other possible funding options include direct contributions from multilateral or bilateral agencies and multi-donor trust funds/Millennium Development Goals Fund, if a percentage of the fund is set aside for UN coordination purposes. In addition, there may be situations where a government may want to provide partial funding to an UNDAF evaluation. It is often a good idea to explore various sources of funds to pool resources for conducting an UNDAF evaluation.

4. How to draft the ToR in a participatory manner (stakeholder analysis)?

21.   The UNDAF Evaluation ToR outlines the design of the evaluation and serves to ensure that there is agreement among evaluation commissioners, stakeholders and the evaluation team as to why the evaluation is being conducted, how it will be used, what it will assess (and how), and who will be involved in the process and how. The ToR defines the scope, requirements and expectations of the evaluation and serves as a guide and point of reference throughout the evaluation.

22.   It is recommended that the drafting of the ToR begin with a stakeholder analysis that draws from the UNDAF stakeholder analysis to identify the key persons with a vested interest in the evaluation, how they will potentially use the evaluation results, and in what ways they could participate in the evaluation (e.g., as informants, as members of EMG, etc.). The stakeholder analysis should ensure coverage of duty-bearers, rights holders, women and other groups subject to discrimination.

23.   More specifically, it is recommended that UNDAF ToRs include:

- *Purpose, audience and use of the evaluation* – A clear justification for the evaluation should be provided, how it will be used and by whom. The UNDAF evaluation generally provides the UNCT and national government with relevant information (lessons learned, opportunities, areas for strengthening, etc.) on UNDAF performance that can inform the subsequent UNDAF planning cycle. *Please see question 1 under General Questions.*

- *Objectives and scope* – Each of which are to be clearly defined given the context, resources and timeframe available, with indications of what will and what will not be assessed and why. In general, UNDAF evaluations assess the role and relevance of the UNDAF, its design and focus, the achieved results, the processes that have led to results or non-achievement of results and the collective comparative advantage of the UN system in country. Given UN mandates on human rights and gender equality and their inclusion as key programming principles for UNDAF, a main objective of the evaluation should include the substantive assessment of the Human Rights-Based Approach (HRBA), including gender equality, within its key objectives as well as the other programming principles: Results Based Management (RBM), environmental sustainability and capacity development. Special attention should be paid to the most vulnerable groups.

- *Evaluation context and subject* – Adequate contextual information on the development and implementation of the UNDAF in the period to be assessed should be covered, including descriptions of any human rights, gender or environmental analyses.

- *Evaluation approach, criteria and questions* – Overall approach for the evaluation should be as participatory as possible and seek to be inclusive of the voices of vulnerable and marginalized groups. UNDAF evaluations should assess the relevance, effectiveness, efficiency, sustainability and impact of the UNDAF, but could also include additional criteria as relevant. For example, humanitarian criteria including coherence, connectedness, etc. Specific, targeted and tailored evaluation questions, framed around selected evaluation criteria, should address human rights, gender equality, capacity development and environmental sustainability issues and ensure assessment of results for the most vulnerable groups.

- *Evaluation methodology* – Specific data collection and analysis methods to be used and the overall methodology that will generate rigorous data and an assessment that is fair and unbiased should be used; use of mixed methods which consider both quantitative and qualitative analysis is recommended.

- *Evaluation management and stakeholder participation* – Description of the SC and the EMG and how stakeholders (UNCT, national government, individual UN agencies, civil society organizations, etc.) will participate throughout the evaluation process is needed. This includes responsibility for developing a management response to the evaluation and follow-up to the findings and recommendations.

- *Evaluation work plan* – Timeframe and timeline for key evaluation deliverables (including outline of final report), which should ensure that the final report will be

available before the new UNDAF planning cycle commences, is necessary; the conduct of UNDAF evaluation is normally an 8 month to 1 year process (including the time devoted for developing the ToR).

- *Evaluation budget range*[5] – See question 2 above under Planning.

- *Qualifications of the evaluation team* – To include experience in conducting multi-stakeholder complex evaluations, participatory evaluations and knowledge of human rights and gender equality, and previous experience with country-level or UNDAF evaluations. See question 6 under Planning.

- *Ethical code of conduct to govern the evaluation* – Helps to ensure that all parties carry out the evaluation in accordance with primary values and ethical standards, e.g., UNEG Code of Conduct or other relevant ethical codes that pertain to working in the context, especially for vulnerable or marginalized groups.

5. How to select the Evaluation Team? How to ensure independence and competence?

24.   The choice of the evaluators is important for the quality of evaluations. Evaluators should be selected through a competitive and transparent process in accordance with the rules and regulations of the United Nations pertaining to procurement.

25.   The UNEG Standards for Evaluation in the UN System provide guidelines on the required competencies for all persons engaged in the conduct of evaluations. These include:

Standard 2.1: Persons engaged in designing, conducting and managing evaluation activities should possess core evaluation competencies.

Standard 2.2: Evaluators should have relevant educational background, qualification and training in evaluation.

Standard 2.3: Evaluators should have professional work experience relevant to evaluation.

Standard 2.4: Evaluators need to have specific technical knowledge of, and be familiar with, the methodology or approach that will be needed for the specific evaluation to be undertaken, as well as certain managerial and personal skills.

26.   The UNEG Standards for Evaluation in the UN System, which can be accessed on the UNEG website, elaborates further on each of these standards if more information is required.

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[5] UNEG Standards require that evaluation TORs include the budget range for the evaluation; however, this may be in conflict with UN rules and regulations for procurement.

27.   To the extent possible, evaluation teams should be external and balanced by expertise, by technical knowledge and experience in the areas of focus of the evaluation, and by knowledge of the national situation and context. The evaluation team should also reflect a balanced gender and geographical composition, as appropriate.

28.   Typically, evaluation teams are composed of a team leader with significant evaluation and leadership competencies, who guides the work and contributions of the evaluation team members, and who may contribute specific technical and/or country-specific knowledge to the conduct of the evaluation.

29.   In addition to the competency of the evaluators, considerations should be made to ensure the independence of the evaluation exercise. At the time of selecting the evaluation team members, the evaluation manager should ensure that: *To avoid conflict of interest and undue pressure, evaluators need to be independent, implying that members of an evaluation team must not have been directly responsible for the policy-setting, design, or overall management of the subject of evaluation, nor expect to be in the near future* (UNEG Norms for Evaluation in the UN System).

6. How to conduct a stakeholder analysis and ensure stakeholder participation in UNDAF evaluation?

30.   Mapping of key stakeholder institutions (government counterparts, UNCT members, Regional UNDG Teams, bilateral agencies, partnering non-governmental organizations (NGOs) and civil society institutions, private sector, etc.) and individuals within those institutions is an essential step in the stakeholder analysis exercise, accessible on the UNDG Toolkit website.

31.   The role of various stakeholders in the UNDAF evaluation process needs to be communicated and agreed upon in advance. The role of the stakeholders includes providing inputs in shaping the scope of the evaluation, quality assurance during the implementation phase, broad-based ownership of the evaluation process and ensuring the use of the UNDAF evaluation at various levels. These roles can be specified for various sub-groups of stakeholders through such mechanisms as the evaluation SC and EMG, which also contribute to ensuring evaluation quality and use. The stakeholder analysis and roles and responsibilities should be spelled out and agreed upon in advance for various groups.

32.   A useful approach of engaging stakeholders throughout the evaluation is to plan workshops, virtual meetings (or other opportunities for electronic review) involving selected stakeholders at key steps of the evaluation process, namely on defining the evaluation scope, feedback on the inception report, feedback on draft report findings and recommendations and dissemination/use of evaluation findings and recommendations.

7. What are the necessary measures for ensuring quality UNDAF evaluation throughout the evaluation process?

33.   Quality assurance of UNDAF evaluation entails the use of quality standards at the level of evaluation planning, implementation, dissemination and utilisation. A number of guidance documents and tools for quality assurance are available on the UNEG website. It is crucial to ensure that:

- Evaluation planning and ToR development are participatory with inputs from both evaluation experts and programme managers of different UN agencies. The ToR should follow the recommended outline and guidance and be as complete as possible in terms of the scope and methods, as well as all aspects of evaluation management.

- A well-qualified, experienced and balanced evaluation team (gender, national versus international experts) should be recruited. Since qualified consultants are often booked in advance and recruitment can be a lengthy process, it is critical to allow sufficient lead time for recruitment.

- A detailed inception report that outlines a complete evaluation framework, methodology, data collection methods, work plan and roles and responsibilities should be prepared and shared by the evaluation team. The evaluation SC reviews the draft and, if necessary, solicits feedback from external UNDAF evaluation experts to ensure that the inception report is complete and well formulated. It is also useful to ensure that evaluation is grounded on a review of relevant documents.

- The evaluation team should be supported at all levels in their data collection effort as per the agreements reached during the inception phase. They are encouraged to triangulate information from various sources and to use a mix of quantitative and qualitative methods.

- A meeting involving the evaluation team and selected stakeholders should be organized for presentation and feedback on draft findings and recommendations of the evaluation, and is suggested to be done prior to the finalisation of the draft report.

- The draft evaluation report should be reviewed by the SC and, if necessary, by evaluation experts to ensure its completion and soundness. The draft is to be shared with selected stakeholders for triangulation and to build ownership.

- The final report should follow UNEG recommended standards for evaluation reporting and includes a well formulated executive summary. It is particularly important to check that the findings are evidence-based and the recommendations are founded upon such findings and use clearly formulated action language.

34. A strong monitoring and evaluation (M&E) system that supports UNDAF implementation is an underlying determinant of evaluation quality. Quality assurance responsibilities throughout the UNDAF evaluation process need to be specified and reflected with adequate time allocated in the overall planning.

Section 3: Using UNDAF Evaluation

1. Who are the key users of the evaluation?

- Use by UNCT and the government in developing the new UNDAF: The evaluation needs to be timed to ensure that it can feed into the process and the evaluation report needs to be made available to all stakeholders involved in the development of the new UNDAF (see Q4 on learning from evaluation). Use should also be ensured through the mandatory management response system (see Q3 below on management responses).

- Use by other UNCTs: UNDOCO disseminates evaluation reports widely so that other UNCTs can learn from an evaluation (see Q5 below on dissemination). It will also synthesize lessons across UNDAFs to facilitate learning and use.

- Use by stakeholders: Governing bodies of UN agencies, donor organizations, as well as the governments and civil societies in host countries need to be informed about UNDAF performance and its contribution to national development results; what has worked well and not so well, and so they can thereby influence UNDAF planning.

2. What is the process involved in preparing a management response?

35.   UNDAF evaluation requires an explicit response by the UNCT, specifically, a response to each recommendation and a set of time-bound actions to address them. This will take the form of a formal management response prepared by the UNCT in consultation with national government counterparts. In accordance with established good practice, the management response should be prepared within two months of receiving the final version of the UNDAF evaluation report and completed according to a standard UNDG management response template (being developed). The management response to the UNDAF evaluation is, in turn, shared with the Regional UNDG Team for information purposes. For transparency and wider information and use, the management responses to UNDAF evaluations should be posted on the UNDOCO website. Detailed guidance on preparing a management response to UNDAF evaluation will be available shortly.

3. How to facilitate learning from evaluation?

36.   The *UNEG Good Practice Guidelines for Follow-up to Evaluations* identify three preconditions for effective follow-up to evaluation:

- First, involvement of internal stakeholders and, to the extent possible, relevant external stakeholders throughout the evaluation process increases the perceived relevance, and stakeholders' ownership, of evaluations. It is important to strike an appropriate balance between promoting the ownership of evaluation findings and recommendations without compromising the independence of evaluation.

- Second, the quality of evaluation recommendations. The recommendations should logically follow from findings and conclusions, be based firmly on evidence and analysis,

and are to be clearly formulated and presented in a manner that is easily understood by target audiences. Both strategic and more operational recommendations are expected to be able to be implemented.

- Third, the evaluation's credibility is a factor affecting the utility of the evaluation. Credibility, in turn, depends on independence, impartiality, transparency, quality and the appropriateness of the methods used. Reporting lines and different structures of the evaluation units are key factors influencing the independence, credibility and, hence, the utility of evaluations.

4. How to disseminate evaluation reports?

37.   A key principle to guide the development of evaluation dissemination plan is that the report and findings should be made as accessible and barrier-free as possible. All UNDAF evaluations, together with management responses, should be made public and uploaded to the UNDG M&E webpage. Also, evaluation report and management response should be uploaded on UNCT website and can be disseminated though evaluation and development networks, including those involving UNCT members. The UNDAF evaluation report should be widely disseminated directly within the UNCT, to national stakeholders including government, civil society organizations, the Regional UN Team and international development partners. The report should be translated into national languages if needed. Other products such as leaflets of evaluation summary, e-reports that are more user-friendly and tailored for different audiences can also be developed.

ACRONYMS

CCA	Common Country Assessment
DaO	Delivering as One
EMG	Evaluation Management Group
FAQ	Frequently Asked Questions
M&E	Monitoring and Evaluation
NDP	National Development Plan
NGOs	Non-governmental Organizations
PRSP	Poverty Reduction Strategy Paper
RCO	Resident Coordinator's Office
RBM	Results Based Management
SC	Steering Committee
ToR	Terms of Reference
TCPR	Triennial Comprehensive Policy Review
UN	United Nations
UNCT	United Nations Country Teams
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDOCO	United Nations Development Operations Coordination
UNEG	United Nations Evaluation Group