

ANNEX: OVERVIEW OF THE ROLES AND RESPONSIBILITIES IN EVALUATION AT UNFPA

Activity	Executive Board	Executive Director	Executive Committee	Evaluation Office	Programme Division	Other headquarters programmatic units	Regional office	Country office
GOVERNANCE								
Policy development	Approves revisions of the evaluation policy	Main champion of evaluation within UNFPA; provides the political support and enabling environment to enhance the evaluation culture and safeguarding the independence of the Evaluation Office	Provides relevant inputs to policy	Leads the review, drafting and updating of the evaluation policy	Provides relevant inputs	Provides relevant inputs	Provides relevant inputs	Provides relevant inputs
Reports to the Executive Board		Reports regularly on evaluation follow-up to the Executive Board, as part of his/her annual report to the Executive Board	Provides relevant inputs to the Evaluation Office and to the report of the Executive Director	Reports annually to the Executive Board on the function, compliance, coverage, quality, findings and recommendations of evaluations, and shares the report with the Executive Director; presents the results of selected evaluations to the Executive Board	Coordinates inputs on evaluation follow-up for the annual report of the Executive Director to the Executive Board	Provides relevant inputs to the Evaluation Office and to the reports of the Executive Director	Provides relevant inputs to the Evaluation Office and to the reports of the Executive Director	Provides relevant inputs to the Evaluation Office and to the reports of the Executive Director
United Nations Evaluation Group				Leads UNFPA representation in evaluation; engages in partnerships with				

				professional evaluation networks, and supports the harmonization of the evaluation function in the United Nations				
Activity	Executive Board	Executive Director	Executive Committee	Evaluation Office	Programme Division	Other headquarters programmatic units	Regional office	Country office
STRATEGIC FUNCTIONS								
Planning	Is consulted on the evaluation priorities laid out in the biennial budgeted evaluation plan and approves the plan		Reviews and provides inputs to the biennial budgeted evaluation plan	Prepares the biennial budgeted evaluation plan according to predetermined criteria and submits it to the Executive Board	Provides suggestions to the Evaluation Office about evaluations	Provides suggestions to the Evaluation Office about evaluations	Provides suggestions to the Evaluation Office about evaluations	Provides suggestions to the Evaluation Office about evaluations
Budget	Approves the budget for evaluation		Reviews the budget for presentation to the Executive Board	Prepares the budget of the Evaluation Office and the budget for evaluations, based on the institutional budget and programmatic funds				
Methodological guidelines				Drafts and updates relevant methodological guidelines for evaluation, consulting with other units, as appropriate; ensures consistent application of evaluation standards and criteria in all	Provides inputs to the development of guidelines; ensures that all programme policies, procedures, guidelines, tools and training materials are consistent with	Provides relevant inputs to the development of guidelines	Provides relevant inputs to the development of guidelines	Provides relevant inputs to the development of guidelines

				programme policies, procedures, guidelines, tools and training materials	the evaluation policy; supports the consistent application of the evaluation policy			
Continued quality enhancement	Considers the annual reports on the evaluation function, including compliance, coverage, quality, findings and recommendations			Sets minimum quality standards and criteria for all evaluations and oversees their application; approves the terms of reference for all evaluations to enhance quality; pre-qualifies all evaluators; and commissions regular quality assessments	Supports the application of corporate standards through all policies and guidelines	Applies corporate standards and criteria	Ensures the evaluability of the regional programmes and provides advice on the evaluability of country programmes within the context of results-based management; applies corporate standards and criteria and supports their application at the country level	Applies corporate standards and criteria
Activity	Executive Board	Executive Director	Executive Committee	Evaluation Office	Programme Division	Other headquarters programmatic units	Regional office	Country office
CONDUCTING EVALUATIONS								
Conducting evaluations				Conducts or commissions evaluations in line with the biennial evaluation plan; approves the terms of reference and pre-qualifies evaluators for programme-level evaluations	Supports the conduct of evaluations, through participation in reference groups, at the request of the Evaluation Office	Supports the conduct of evaluations through participation in reference groups, at the request of the Evaluation Office	Assists country offices in preparing high-quality terms of reference for evaluations prior to their approval by the Evaluation Office, and helps to identify	Commissions and manages country-level programme evaluations in accordance with the terms of reference approved by the Evaluation Office, and in

							<p>evaluators for pre-qualification by the Evaluation Office; provides guidance and assistance to country offices in their regions to establish robust monitoring frameworks; commissions and manages regional-level programme evaluations as approved by the Evaluation Office in line with the revised UNFPA evaluation policy, standards and criteria; supports the conduct of corporate evaluations</p>	<p>accordance with the revised UNFPA evaluation policy, standards and criteria; supports the conduct of corporate evaluations</p>
<p>Management responses</p>		<p>Responsible for ensuring the development and implementation of management responses and action plans from all evaluations</p>	<p>Monitors the evaluation recommendations as outlined in the management responses</p>	<p>Regularly alerts senior management to emerging evaluation-related issues of corporate significance</p>	<p>Coordinates the preparation of management responses to all corporate evaluations; tracks and reports on the completion of management responses and the implementation</p>	<p>Develops management responses and follow-up action plans for corporate evaluations and implements the action plans</p>	<p>Develops management responses and follow-up action plans related to regional-level evaluations; implements action plans; systematically monitors and</p>	<p>Develops management responses and follow-up action plans related to regional and country-level evaluations; implements action plans</p>

					of recommendations of corporate and programme-level evaluations; supports, monitors and reports on follow-up action to ensure that the evaluation recommendations are implemented and integrated into strategic policy, planning and decision-making at the global level		supports country-level follow-up	
Activity	Executive Board	Executive Director	Executive Committee	Evaluation Office	Programme Division	Other headquarters programmatic units	Regional office	Country office

LEARNING AND DISSEMINATION

Organizational learning		Ensures that managers of business units respond to and utilize evaluation in their operational, strategic, policy and supervisory functions		Distils evaluation findings and lessons for dissemination in appropriate formats for targeted audiences through UNFPA knowledge management platforms, including <i>Fusion</i> (a UNFPA knowledge-sharing platform); webinars; summaries; thematic or policy briefs; and an evaluation	Ensures the integration of evaluation findings in UNFPA policies, procedures and guidelines	Ensures the integration of evaluation findings in UNFPA policies, procedures and guidelines	Ensures the integration of evaluation findings in regional and country-level programming	Ensures the integration of evaluation findings in country programming
-------------------------	--	---	--	---	---	---	--	---

				newsletter that emphasizes lessons learned and best practices in the area of programme design, implementation and performance monitoring				
National capacity-building				Promotes the sharing of experiences and best practices; develops guidance on capacity- building in evaluation (see knowledge sharing, below); promotes joint evaluations, national ownership and leadership of evaluations, and capacity development in evaluation	Promotes the sharing of experiences, disseminates best practices, and develops guidance on programme design and results-oriented monitoring (see knowledge sharing, below)		Supports the strengthening of evaluation capacity in regional and national institutions	Supports the strengthening of evaluation capacity in national institutions
Activity	Executive Board	Executive Director	Executive Committee	Evaluation Office	Programme Division	Other headquarters programmatic units	Regional office	Country office
TRAINING AND KNOWLEDGE SHARING								
Training				Develops training materials to manage evaluations, based on policy, standards and guidelines; conducts training for country, regional and global workshops; identifies appropriate external training	Shares evaluation training needs with the Evaluation Office; provides inputs to evaluation training materials; participates in training,	Shares evaluation training needs with the Evaluation Office; participates in Evaluation Office training, including by	Conducts regional and country-level workshops; shares evaluation training needs with the Evaluation Office; participates in	Conducts country-level workshops; participates in Evaluation Office training; and shares evaluation training needs with the

				opportunities for UNFPA staff	including providing resource persons, as required	providing resource persons, as required	Evaluation Office training	Evaluation Office
Knowledge sharing				Actively contributes to knowledge sharing on evaluation findings and lessons learned	Manages and moderates knowledge sharing among programme managers and staff on programme design, implementation and monitoring	Actively participates in knowledge sharing	Actively participates in knowledge sharing	Actively participates in knowledge sharing
Activity	Executive Board	Executive Director	Executive Committee	Evaluation Office	Programme Division	Other headquarters programmatic units	Regional office	Country office
TOOLS								
Consultants' roster				Assesses the quality of evaluation consultants with international standards; maintains a roster of qualified consultants	Submits curricula vitae for review	Submits curricula vitae for review	Submits curricula vitae for review and guides consultants	Submits curricula vitae for review and guides consultants
Database				Develops and maintains a public database of all evaluations and their management responses, including ranking against minimum quality standards and the application of criteria	Sets up programme documentation systems		Submits regional programme evaluations and management responses on regional programme evaluations to the Evaluation Office for publication in a	Submits country-level programme evaluations and management responses on country programme evaluations to the Evaluation Office for

							timely manner	publication in a timely manner
Knowledge-management platform				Provides content, such as lessons learned and best practices from evaluations, for uploading on the knowledge-management platform	Managing the knowledge-management platform			