## Contents

Introducing ERC – Concept and Use................................................................................................................................. 3
i. What is ERC?........................................................................................................................................................................ 3
ii. Who has access? What types of access? .......................................................................................................................... 3
iii. What are the key ERC functions? ................................................................................................................................... 3
iv. Definitions........................................................................................................................................................................... 4

Workflow process in ERC for country offices ..................................................................................................................... 6

How to create new Evaluation Plan? .................................................................................................................................. 9
How to upload Evaluation Reports? ....................................................................................................................................... 14
How to add Management Response? .................................................................................................................................... 18
How to add new Key Actions? ............................................................................................................................................... 22
How to update Management Response Key Action status? .................................................................................................... 22
How to add new evaluation to an existing Evaluation Plan? .................................................................................................. 25
How to update/extend Evaluation Plan Period to match CPD Period? ................................................................................. 27
How to update information of an existing evaluation? .......................................................................................................... 28
How to cancel an evaluation from the evaluation plan? ........................................................................................................ 30

Regional Bureau Clearance.................................................................................................................................................... 32

Approve new evaluation plans submitted by country offices .............................................................................................. 32
Approve updated evaluations submitted by country offices .................................................................................................. 32
Approve evaluation reports and ToRs uploaded by country offices ....................................................................................... 33
Approve evaluation management response submitted by country offices ............................................................................ 33

Evaluation Quality Assessment............................................................................................................................................... 34

Assess Evaluation Quality Assessments ................................................................................................................................ 34
Introducing ERC – Concept and Use

i. What is ERC?

ERC is an on-line based Information Management System, which facilitates UNDP’s effort to strategically plan and effectively use evaluations for accountability, management for results, and knowledge management.

The first ERC was launched in 2002 with two main features to support evaluation planning and the library of evaluations conducted by the Independent Evaluation Office (IEO) or commissioned by UNDP units responsible for programmes.

UNDP Evaluation Policy requires:

- All programme units prepare an evaluation plan for the programming cycle, as an integral part of programme formulation.
- All evaluations have a management response, and the follow-up will be tracked.

The Independent Evaluation Office is responsible for developing and managing the Information Management System, which allows programme units to upload and update the evaluation plan, as well as the management response, and track the implementation progress. In this regard, ERC has been updated to facilitate these requirements.

ii. Who has access? What types of access?

- **General**
  Anyone accessing the ERC site can view all the information uploaded in the ERC, including the evaluation plans of all programme units, TORs, evaluation reports, and management responses.

- **ERC Focal Points**
  ERC Focal Points have access to edit information pertaining to his/her respective unit. A designated ERC focal point office can log in by using his/her UNDP email address and password.

  Each programme unit is required to nominate an ERC focal point – usually a programme officer or an evaluation specialist and submit his/her name, functional title, and email address to erc.support@undp.org at the Independent Evaluation Office.

iii. What are the key ERC functions?

1. **Evaluation planning**: developing and maintaining an evaluation plan for a programming cycle
2. **Knowledge sharing**: uploading and accessing evaluation Terms of References, evaluation reports, and sharing lessons from evaluations.
3. **Management response and follow-up**: uploading a management response to all evaluations and tracking the follow-up.
**Evaluation Planning**

In consultation with relevant key stakeholders, each unit responsible for programme is required to prepare an evaluation plan for the programming cycle. Evaluation planning should cover all mandatory evaluations: outcome evaluations of strategic importance and project evaluations that are required by partnership protocols. After the Executive Board approves the plan, it should be entered in the ERC.

**Knowledge Sharing**

ERC serves as a depository of evaluation reports, TORs and evaluation lessons to facilitate organizational learning and knowledge sharing. The UNDP evaluation policy requires the full disclosure of evaluation products. The programme units may wish to ERC to extract key lessons from their evaluations and uploaded them in the lessons learned section.

**Management Response and Follow-up**

Within a month after the production of a satisfactory evaluation report, a management response should be prepared in consultation with key stakeholders. The management response should clearly define follow-up actions, responsible units and timeframe for the action. The status of the implementation of follow-up actions should be kept updated in the ERC. ERC will be used to monitor the implementation process by line oversight mechanisms.

iv. Definitions

**Evaluation** is judgment made of the relevance, appropriateness, effectiveness, efficiency, impact and sustainability of development efforts, based on agreed criteria and benchmarks among key partners and stakeholders. It involves a rigorous, systematic and objective process in the design, analysis and interpretation of information to answer specific questions. It provides assessments of what works and why, highlights intended and unintended results, and provides strategic lessons to guide decision-makers and inform stakeholders.

**Outcomes** are actual or intended changes in development conditions that an intervention(s) seeks to support. The contribution of several partners is usually required to achieve an outcome. Using the same example an outcome is the improvement in the judicial process as evidenced by a reduction in the backlog of cases.

**Outcome evaluations** address the short-term, medium-term and long-term results of a programme or cluster of related UNDP projects. They include an assessment of the effectiveness, efficiency, sustainability and relevance of the programme against their own objectives, their combined contribution, and the contribution of external factors and actors. Outcome evaluations also examine non-intended effects of the programme or projects. Rather than being ad hoc, the selection of the programme or project cluster to be evaluated should be guided by strategic decisions made by the programme unit, in line with the evaluation plan. This decision should be informed by agreements with national government and key stakeholders and partnership requirements, with attention to utility and linkage with strategic and programmatic evaluations.

**Project evaluations** assess the efficiency and effectiveness of a project in achieving its intended results. They also assess the relevance and sustainability of outputs as contributions to medium-term and longer-term outcomes. Projects can be evaluated during the time of implementation, at the end of implementation (terminal evaluation), or after a period of time after the project has ended (ex-post evaluation). Project evaluation can be invaluable for managing for results, and serves to reinforce the accountability of project managers. Additionally, project evaluation provides a basis for the evaluation of outcomes and programmes, as well as for strategic and programmatic evaluations and ADRs, and for distilling lessons from experience for learning and sharing knowledge.

**UNDAF evaluation** is a joint UN review, conducted with national partners, of the overall results expected from UN cooperation in the country. The proposed timing, the beginning of the penultimate year of the programme cycle, suggests that the Evaluation takes place late enough to assess performance and results of the first three years of the current programme cycle and early enough to inform the design of the next programme cycle.

**Joint Evaluation** is an evaluation to which different donor agencies and/or partners participate.
Review is a periodic or ad-hoc assessment of performance of an undertaking that do not apply the due process of evaluation. Reviews tend to emphasize operational issues, as oppose to results. CPAP reviews are monitoring tools and are not included in the evaluation plan.
Workflow process in ERC for country offices

1. Evaluation Plan

New evaluation plan

1. Evaluation focal points in country offices enter new evaluation plan in ERC

Note

Evaluation plan should be prepared in consultation with regional bureau and government counterpart.

Clearance of New Evaluation Plan

1. New country office evaluation plan submitted in ERC are sent to the dashboard of respective regional bureaus for clearance.
2. Regional bureau evaluation focal point review new evaluation plan
3. Evaluation plan are made available in ERC for public access, only after they are cleared by regional bureau

Note:

County office evaluation focal point should inform regional bureau desk officer about the submission of the new evaluation plan in ERC so that desk officer can liaise with evaluation focal point in the bureau during the clearance process of the evaluation plan
## Modifying Evaluation Plan

1. Evaluation focal point in country office makes changes as necessary in evaluation plan in ERC
2. Evaluation focal point can *Add/Update/Delete* evaluations in evaluation plan
3. All change requests are submitted to respective bureau dashboards for clearance

**Note**

*All changes in evaluation plan should be done in consultation with regional bureau and government country part*

*Units requesting for changes should provide justifications for their requests to their bureau evaluation focal points and desk officers*

## Clearance of changes made in Evaluation Plan

1. Changes made by in the evaluation plan are submitted to the regional bureau dashboard for clearance
2. Regional bureau evaluation focal points review all the changes submitted in their dashboard
3. Regional bureau can approve or reject changes made in evaluation plan. *If rejected regional bureau must provide justification. CO can resubmit for approval.*
4. Only those changes that are cleared by the regional bureau are made public in the ERC.

**Note:**

*County office evaluation focal point should inform regional bureau desk officer of any changes that they have made in the evaluation plan in ERC so that the desk officer can liaise with the evaluation focal point in the bureau during the clearance process of the evaluation plan*
2. Evaluation Reports

**Uploading Evaluation Report /TOR in ERC**

1. Evaluation focal point uploads evaluation reports and TOR in ERC.
2. Evaluation ToR must be uploaded into ERC before evaluation reports in uploaded.

*Note:*

*Only those evaluation reports that have been finalized and cleared by the unit should be uploaded in ERC.*

*Evaluation completion date entered in ERC should match the date in the evaluation report*

*Internal review documents should not be uploaded in ERC*

---

**Clearance of Evaluation Reports/TORs**

1. All evaluation reports and TORs submitted by country offices in ERC are sent to respective Regional Bureau dashboard for approval.
2. Evaluation reports and ToRs are made public only after bureau clearance.

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3. Management Response

**Clearance of Management response**

1. Evaluation focal point in country offices enters management response in ERC.
2. After country office has finalized and submitted management response, ERC sends notification for approval to regional bureau focal points.
3. Regional Bureau focal point should login to ERC to approve or reject management response.
   *If rejected regional bureau must provide justification. CO can resubmit management response for clearance.*
4. Management responses must be cleared by regional bureau before they are made public in ERC.

*Note*

*In case of the Independent evaluations conducted by IEO, all recommendations are entered in ERC by the IEO. Units responsible for providing management response are required to enter management response and update their implementation status in ERC on regular basis.*
How to create new Evaluation Plan?

2. Click on ‘login’ button to access ‘My Dashboard’.

*Please note that you have to have ERC focal point rights to be able to login to ERC. If you are ERC focal point for the unit and don’t have login ID and password to access ERC. Please send an email to erc.support@undp.org to request for access rights.*

1. On your ‘My Dashboard’ page, click on ‘Unit Dashboard’ icon.
2. Click on ‘Create new evaluation plan’.

3. Enter the Evaluation Plan ‘Start’ and ‘End’ year and click on ‘Submit’ button.

Please note that the programme period for the Evaluation Plan should be same as the Country Programme period. ERC chooses the ‘Start year’ of start year of the programme period automatically, based on ‘End Year’ of the last programme period entered into the system.
4. Enter the evaluation planning process and consultation mechanism in the ‘Description’ box and click on ‘Save Draft’ button.

5. Next screen is the Evaluation Plan page. In this page, you will have to individually enter all the evaluations that are part of your evaluation plan.

6. To add an evaluation to your evaluation plan, click on ‘Add Evaluation’ button under the ‘Tools’ menu.
7. After you click on the ‘Add Evaluation’ button a ‘New Evaluation Details’ for will open. Enter all the requested information in this form and click ‘Save’ button.

Please note

✓ The ‘Evaluation Budget’ is the budget that has been allocated for conducting the evaluation.
✓ If you are adding GEF project evaluations, you need to make sure that the ‘GEF Evaluation’ check box is selected. Upon selecting ‘GEF Evaluation’ check box, few other GEF related dropdown menus will appear. Please select appropriate items in these dropdown menus.

8. Once you have entered all the information, click on ‘Save’ button at the end of the page.
9. After you save the evaluation, you will be back on the draft evaluation plan page.
10. To add another evaluation to this plan, click on Tools → ‘Add Evaluation’.
11. Repeat step 7 to 11 until you have added all the evaluations into the draft evaluation plan.

12. After you have entered all the evaluations into the draft evaluation plan, click on ‘Tools’ tab and select ‘submit’ button to send this evaluation plan for regional bureau approval.

   Note: In case of HQ units, evaluation plan becomes active immediately after the submit button is clicked and previous evaluation plan is moved to the list of ‘archived plan’.
How to upload Evaluation Reports?

2. Click on ‘login’ button to access ‘My ERC’ dashboard for the unit.

3. Once you login to ERC you will be at the ‘My ERC’ page for unit.
4. Click on ‘Unit Dashboard’ icon.
5. On the unit dashboard, click on the evaluation plan that contain the evaluation.

6. Click on the title of the evaluation.

8. In the document upload form, complete all the required fields and click on ‘upload document’ button.

Basic Information

Evaluation Title
Final evaluation of the “PIMS 3647 “Sustaining agricultural biodiversity in the face of climate change in Tajikistan” project

Evaluation Plan
2010-2015

Document Detail

*Document Type:
Report

*Evaluation Document:
Choose File No file chosen

Select the language

Validate if it is a joint evaluation

Select the actual completion date of the evaluation

Validate the evaluation ‘Budget’ and enter ‘Expenditure’ figures

Ensure the title of the report is correct. Avoid abbreviations

Check the ‘Final Report’ box

Click on ‘Choose File’ to select the evaluation report

Validate if it is a joint evaluation

Ensure the title of the report is correct. Avoid abbreviations

Check the ‘Final Report’ box

Click on ‘Choose File’ to select the evaluation report
### Evaluation Team

#### UNDP Evaluation Managers:
```
<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Email</th>
</tr>
</thead>
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```

#### External Evaluation Team members:
```
<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Email</th>
</tr>
</thead>
</table>
```

#### Tags
```
Tag this evaluation: 
```

#### Report Cover Image
```
Report cover image (if available)
```

- **Enter evaluation team information**
- **Type relevant tags and clicks on it to from the dropdown list to select**
- **Click on recommend to invite consultant to the IEO roster**
- **Click the cover image, if there is one available**
How to add Management Response?

2. Click on ‘login’ button to access ‘My Dashboard’.

*Please note that you have to have ERC focal point rights to be able to login to ERC. If you are ERC focal point for the unit and don’t have login ID and password to access ERC. Please send an email to erc.support@undp.org to request for access rights.*

1. On your ‘My Dashboard’ page, click on ‘Unit Dashboard’ icon.
3. Click on the Evaluation Plan that contains the evaluation or click on ‘Reports waiting for management response’.

4. Click on the title of the evaluation

5. Click on ‘Add management response’ tab under the ‘Tools’ menu. (See screenshot in next page)
8. An evaluation report can have multiple recommendations. While entering management response in ERC, each recommendation should be entered with its corresponding management response and key actions, if there are any key actions planned.

Here is typical structure of a recommendation and management response entered in ERC.

**Note:** Do not copy page all the recommendation and management response in a single text box.

10. After entering a recommendation and a management response, you have option to continue entering associated key actions or you can choose to enter next recommendation and its management response. You also have an option to ‘save as draft’, if you want to enter rest of the management response later.

11. Once all the recommendations and their corresponding management response and key actions have been added, click on ‘Finalize and Submit’ button to send management response for regional clearance.

**Note:** In case of units that are not under the oversight of a regional bureau, their management response are made public once the evaluation focal point clicks on the ‘Finalize and Submit’ button.
How to add new Key Actions?

1. To add a new key action to an existing management response, login to ERC and open the evaluation plan that contains the evaluation.
2. You can either, click on the evaluation title and then click on the management response tab or click on ‘View’ button under ‘Mgmt. Resp.’ column next to the evaluation title.
3. Click on the ‘View’ button.
4. Find the recommendation, where you want to add key action.
5. Click on the ‘Tools’ under the ‘Key Actions’ and click on ‘Add Key Action’.

How to update Management Response Key Action status?
1. To update manage response, login to ERC and open the evaluation plan that contains the evaluation.
2. You can either, click on the evaluation title and then click on the management response tab or click on ‘View’ button under ‘Mgmt. Resp.’ column next to the evaluation title.
3. Click on the ‘View’ button

4. Find the key action that you would like to update.
5. Click on the ‘Edit’ button, under the ‘Options’ column’.

---

**Plan Detail (2009-2014)**

Commissioning Unit: Botswana
Period: 2009-2014
Status: Archived
Comments: The evaluation plan period covers the legacy projects which were designed and implemented under the past Country Programme which have been carried forward into the current Country Programme (CP) for period 2010-2014. The current CP is implemented in support and in the context of the One UN Programme. The evaluation planning processes for the instances involved discussions and agreement with stakeholders and have been reflected in all programming documents (CPDs, UNDAF, One Programme document and projects/programe documents).

---

**EVALUATIONS COMMISSIONED BY BOTSWANA**

<table>
<thead>
<tr>
<th>SN</th>
<th>Title</th>
<th>Type</th>
<th>Planned End Date</th>
<th>Key Stake holders</th>
<th>Resource &amp; Fund Source</th>
<th>Status</th>
<th>Reports</th>
<th>Mgmt. Resp</th>
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</thead>
</table>

---

4. Recommendation: The UNDP CP should focus on supporting the implementation of Botswana’s Economic Diversification Drive in partnership with other international development agencies that have the financial strength to support the hardware requirements of economic diversification.

Management Response: [Added: 2018/01/11]
UNDP CO is supporting the Botswana Economic diversification drive through the local economic development (LED) process.

**Key Actions:**

<table>
<thead>
<tr>
<th>Key Action</th>
<th>Responsible</th>
<th>DueDate</th>
<th>Status</th>
<th>Comments</th>
<th>Documents</th>
<th>Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>A technical advisor has been seconded to the Ministry of Local Government and Rural Development to facilitate the development of a LED framework, Guidelines on mainstreaming LED into the structures and work processes of local authorities and Local Economic Assessment (LEA) reports to facilitate the pilot districts to understand the opportunities to grow their economies.</td>
<td>UNDP Economic Diversification and Poverty Eradication Programme</td>
<td>2016/12</td>
<td>Completed</td>
<td>Under the 2017 AWP, programme support will be provided by UNDP to enhance government’s economic diversification drive.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
6. In the update key action form, you can update the status of key action, provide textual update on the comment box, upload document related to implementation of key action.
7. To mark key action as ‘completed’, you much provide evidence of completion the text box.

8. Each key action update is logged in the ERC system.
9. You can view key action update history by clicking on the ‘History’ button.
How to add new evaluation to an existing Evaluation Plan?

2. Click on ‘login’ button to access ‘My Dashboard’.
3. On your ‘My Dashboard’ page, click on ‘Unit Dashboard’ icon.

![Image of dashboard](image1.png)

4. On the unit dashboard, click on the evaluation plan that you would like to extend.
5. Click on the ‘Tools’ and choose ‘Edit Plan Detail’.
13. After you click on the ‘Add Evaluation’ button a ‘New Evaluation Details’ for will open. Enter all the requested information in this form and click ‘Save’ button.

![Image of evaluation plan](image2.png)

**Please note**

- The ‘Evaluation Budget’ is the budget that has been allocated for conducting the evaluation.
- If you are adding **GEF project evaluations**, you need to make sure that the ‘GEF Evaluation’ check box is selected. Upon selecting ‘GEF Evaluation’ check box, few other GEF related dropdown menus will appear. Please select appropriate items in these dropdown menus.
14. Once you have entered all the information, click on ‘Save’ button at the end of the page.
15. In case of county offices, ERC will send a notification to Regional Bureau Evaluation Focal point for their clearance, before the new evaluation is added to the public view.
16. To add another evaluation to this plan, click on Tools → ‘Add Evaluation'
How to update/extend Evaluation Plan Period to match CPD Period?

7. Click on ‘login’ button to access ‘My Dashboard’.
8. On your ‘My Dashboard’ page, click on ‘Unit Dashboard’ icon.
9. On the unit dashboard, click on the evaluation plan that you would like to extend.

10. Click on the ‘Tools’ and choose ‘Edit Plan Detail’.
11. Click on ‘Extend Programme Period’.

12. Enter the new ‘End year’ that matches the extended programme period and click on ‘submit’.
How to update information of an existing evaluation?

Note: The new Evaluation Policy requires changes made in country office evaluation plan be cleared by respective Regional Bureau. You should provide justification for your change request to your regional bureau evaluation focal point. After you add/delete/updated an evaluation in your evaluation plan, please follow up with your regional bureau evaluation focal points for clearance. Please inform your bureau desk officer as well of any such changes so that they can liaise with the evaluation focal point in the bureau during the clearance process.

2. Click on ‘login’ button to access ‘My Dashboard’.

3. On your ‘My Dashboard’ page, click on ‘Unit Dashboard’ icon.
4. On the unit dashboard, click on the evaluation plan that contains the evaluation.

5. Click on the title of the evaluation that you plan update for delete.

| Sustainable natural resources management: improved environmental protection, and increased access to alternative renewable energy. | Outcome | Joint with Committee for Environmental Protection, | Dec 2015 |
| National and local levels of government have the capacity to implement democratic governance practices, and effectively and strategically plan, finance and implement development initiatives in an inclusive and participatory manner. | Outcome | Joint with Executive Office of the President, | Dec 2015 |


7. Update information in the ‘Evaluation Details’ form and click on ‘Save’ at the bottom of the page.

Note: Evaluation Status change to ‘Complete’ automatically only after evaluation report is uploaded into ERC.
How to cancel and evaluation from the evaluation plan?

Note: The Evaluation Policy requires changes made in country office evaluation plan be cleared by respective Regional Bureau. You should provide justification for your change request to your regional bureau evaluation focal point. After you add/cancel/update an evaluation in your evaluation plan, follow up with your regional bureau evaluation focal points for clearance.

2. Click on ‘login’ button to access ‘My Dashboard’.
3. On your ‘My Dashboard’ page, click on ‘Unit Dashboard’ icon
4. On the unit dashboard, click on the evaluation plan that contains the evaluation
5. Click on the title of the evaluation that you could like to cancel,
6. Click on ‘Tools’ tab and choose ‘cancel’
7. You must provide justification for cancellation
8. In case of country offices, cancelled evaluations are sent to regional bureau dashboard for approval

Note: all cancelled evaluations are listed in the evaluation as cancelled.
TE: MAINSTREAMING SLM IN RANGELAND AREAS OF NGAMILAND DISTRICT

Evaluation Plan: 2017-2022, Botswana
Evaluation Type: Final Project
Planned End Date: 04/2019
Status: Planned
Management Response: Yes
Evaluation Budget (US $): 40,000

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<td>report</td>
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<td>11.42 KB</td>
<td>Submitted (Waiting to be Posted)</td>
</tr>
</tbody>
</table>
Regional Bureau Clearance

Approve new evaluation plans submitted by country offices

*Note: Only Regional Bureau focal points have rights to approve evaluation plan submitted by country offices.*

2. Click on ‘login’ button to access ‘My Dashboard’.
3. On your ‘My Dashboard’ page, scroll down to view ‘Waiting for Approval’ section
4. Click on ‘New evaluation plan’
5. Click on the evaluation plan that needs approval
6. While approving evaluation plan, regional bureau focal point must:
   - Ensure that the evaluation plan period matches the country CPD period
   - Ensure that the evaluation plan matches the evaluation plan included in the CPD
   - Ensure that the Evaluation plan is developed following the UNDP evaluation guideline
7. Regional bureau focal point can approve or reject with comments.

### Waiting for Approval

<table>
<thead>
<tr>
<th>Waiting for Approval</th>
<th>View</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Evaluation Plan 0</td>
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<tr>
<td>Updated Evaluations 2</td>
<td>Recently Uploaded TORs 1003</td>
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<tr>
<td>Reports/TOR Submitted 13</td>
<td>Management Response 4221</td>
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<tr>
<td>Management Response Submitted 0</td>
<td>Evaluations Update History 1718</td>
</tr>
<tr>
<td>Management Response Rejected 0</td>
<td>Management Response Rejected 0</td>
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</tbody>
</table>

Approve updated evaluations submitted by country offices

*Note: Only Regional Bureau focal points have rights to approve evaluation plan submitted by country offices.*

2. Click on ‘login’ button to access ‘My Dashboard’.
3. On your ‘My Dashboard’ page, scroll down to view ‘Waiting for Approval’ section
4. Click the evaluation title
5. Click on ‘Approve’ or ‘Reject’ button
6. If ‘Rejected’, bureau focal point must provide reason for rejection.
Approve evaluation reports and ToRs uploaded by country offices

2. Click on ‘login’ button to access ‘My Dashboard’.
3. On your ‘My Dashboard’ page, scroll down to view ‘Waiting for Approval’ section
4. Click the ‘Reports/ToR Submit’
5. Click on the title of the report
6. While approving evaluation report Regional bureau should
   • review, if the evaluation report or ToR submitted is the final version of the document
   • ensure it does not contain any track changes data.
   • ensure in uploaded under the relevant evaluation
   • ensure that same report is not uploaded under multiple evaluation
7. Click on ‘Approve’ or ‘Reject’ button
8. If ‘Rejected’, bureau focal point must provide reason for rejection.

Approve evaluation management response submitted by country offices

2. Click on ‘login’ button to access ‘My Dashboard’.
3. On your ‘My Dashboard’ page, scroll down to view ‘Waiting for Approval’ section
4. Click the ‘Management Response Submitted’
5. Click on the title of the report
6. While approving evaluation report Regional bureau must:
   • Ensure that all the recommendations in the evaluation report entered the system have received management response
   • Ensure management response and key actions are properly entered
7. Click on ‘Approve’ to make management response public or ‘Reject’ with comments.
8. Country Office can update the management response and resubmit for approval.
**Evaluation Quality Assessment**

**Assess Evaluation Quality Assessments**
1. UNDP IEO quality assess all decentralized evaluations that are submitted in ERC.
2. Evaluation Quality assessments are not currently available to public. You need login access to ERC to view evaluation quality assessments.
3. To view quality assessment, login to ERC.
4. In you ERC Dashboard, click on ‘Quality Assessment’ tab.

5. In the QA Dashboard, there are number of predefined reports available. You can choose anyone that fits your purpose.
6. If you want to download QA data for further analysis, you can choose, Quality Assessment Detail Report and use export to excel option available in it.