USER GUIDE

EVALUATION RESOURCE CENTRE

Contents

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 ERC username 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. For more information on the evaluation plan and planning procedures, see a section on Evaluation Plan in the UNDP User Guide.

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. For more information, see a section on Use of Evaluation in the UNDP User Guide.

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

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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.

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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

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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 point review all the changes submitted in their dashboard
3. 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

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 reports

Internal review documents should not be uploaded in ERC

Technical clearance of Evaluation Reports/TORs

1. All evaluation reports and TORs submitted in ERC are sent to IEO dashboard
2. IEO ERC Admin does technical verification of these uploaded documents to ensure that they are properly uploaded in ERC
3. Finally, reports and TORs are made available in ERC for public access

3. Management Response

Adding and Updating Management response

1. Evaluation focal point in country offices enters management response in ERC
2. Management responses are made public once they are entered 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 in ERC on regular basis

How to create new Evaluation Plan?

1. Visit ERC   http://erc.undp.org
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.
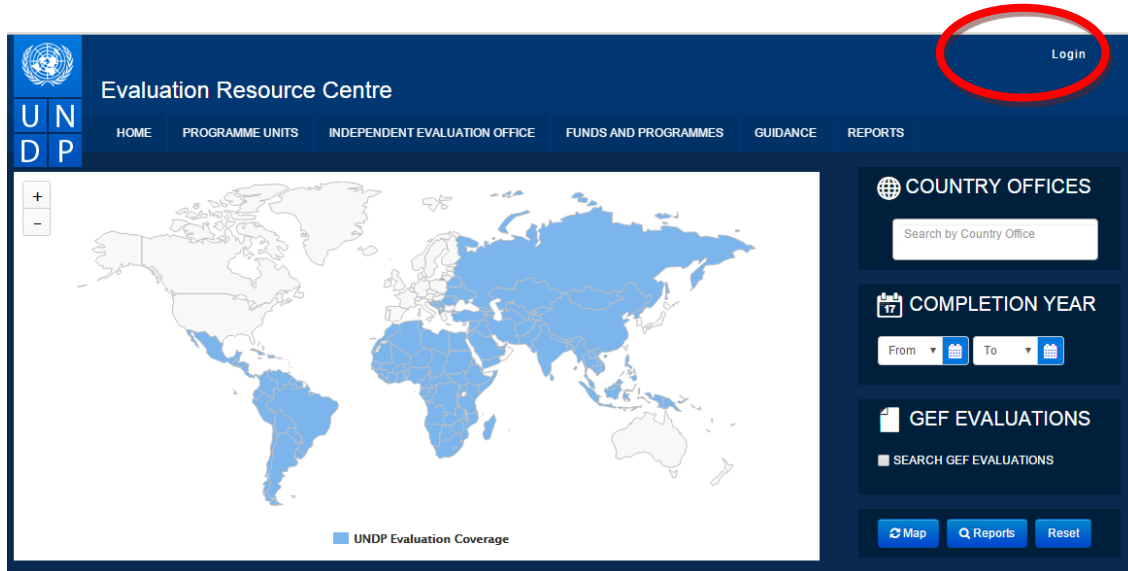
1. On your 'My Dashboard' page, click on 'Unit Dashboard' icon.
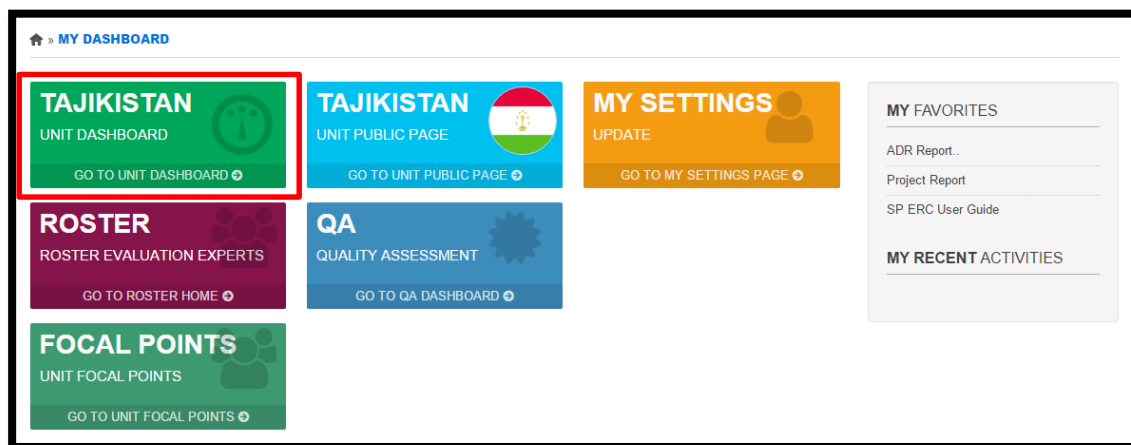
2. Click on 'Create new evaluation plan' .
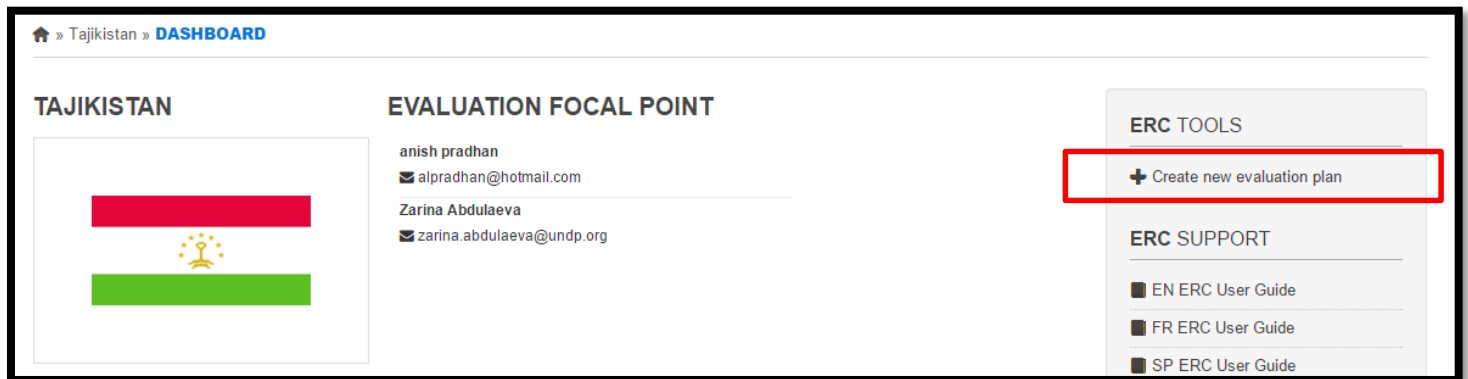
3. Enter the Evaluation Plan 'Start' and 'End' year and click on 'Submit' button.

   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'.

EVALUATION PLAN OF 2016-2020　　Tools ▼

Plan Detail (2016-2020)

Commissioning Unit:　Tajikistan
Period :　2016-2020
Status:　Draft
Comments :
Plan Document:

EVALUATIONS COMMISSIONED BY TAJIKISTAN

--Evaluation Type--　　--Evaluation Status--　　--Planned Year--　　Submit

SN	Title	Type	Partners (Joint Evaluations)	Planned End Date	Key Stake holders	Resource & Fund Source	Status	Mandatory	Reports	Mgmt. Resp
1.	Evaluation of gender programme	Outcome	Joint with UN Agencies Joint with UNICEF	Oct 2019	--	$50,000	Pending	No		

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 '<u>submit</u>' button to send this evaluation plan for <u>regional bureau approval</u>.
    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'.

EVALUATION PLAN OF 2016-2020　　Tools ▼

Plan Detail (2016-2020)

Commissioning Unit:　Tajikistan
Period :　2016-2020
Status:　Draft
Comments :
Plan Document:

EVALUATIONS COMMISSIONED BY TAJIKISTAN

--Evaluation Type--　　--Evaluation Status--　　--Planned Year--　　Submit

SN	Title	Type	Partners (Joint Evaluations)	Planned End Date	Key Stake holders	Resource & Fund Source	Status	Mandatory	Reports	Mgmt. Resp
1.	Evaluation of gender programme	Outcome	Joint with UN Agencies Joint with UNICEF	Oct 2019	--	$50,000	Pending	No		
2.	Evaluation of education project	Project		Apr 2018	--	$30,000	Pending	No		
3.	Evaluation of country programme 2016-2020	Country Programme Evaluation		Feb 2020	--	$70,000	Pending	No		

How to upload Evaluation Reports?

1. Visit ERC   http://erc.undp.org
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.
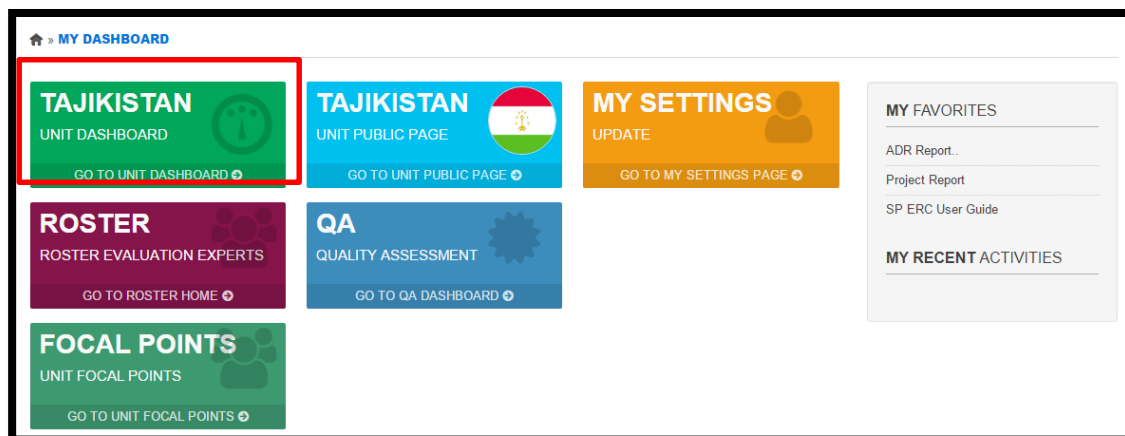
5. On the unit dashboard, click on the evaluation plan that contain the evaluation.

6. Click on the <u>title</u> of the evaluation.

7. In the Evaluation Detail page, click on the 'Tools' tab and choose 'Add Evaluation Report'.

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 ▾

Click on 'Choose File' to select the evaluation report

Select the language

*Evaluation Document:

Choose File   No file chosen

English ▾

Validate Following Information

Check the 'Final Report' box

Ensure the title of the report is correct

☐ Final Report
Check to confirm that the report uploaded is the FINAL version of the report

*Evaluation Title:

Final evaluation of the "PIMS 3647 "Sustaining agricultural biodiversity in the face of climate change in Tajikistan" project
Enter complete title of the evaluation without any acronyms

*Completion Date:

Select the actual completion date of the evaluation

Feb ▾   2016 ▾
Completion Date must be same as the completion month and year mentioned in the evaluation year

*Evaluation Budget:

13500
Enter whole number only without comma

Validate the evaluation 'Budget' and 'Expenditure' figures

Evaluation Expenditure:

0
Enter whole number only without comma

Validate if it is a joint evaluation

☐ Joint Evaluation

Evaluation Team

UNDP Evaluation Manager:

| Name | Title | Email | ---- ▾ | ------- ▾ | ＋ |

External Evaluation Team members:

| Name | Title | Email | ---- ▾ | ------- ▾ | ☐ Recommend ＋ |

Tags

*Tag this evaluation:

[×]

Report Cover Image

Report cover image (if available)

Report Not Available

Choose File   No file chosen

Upload Document

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?

1. Visit ERC   http://erc.undp.org
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.
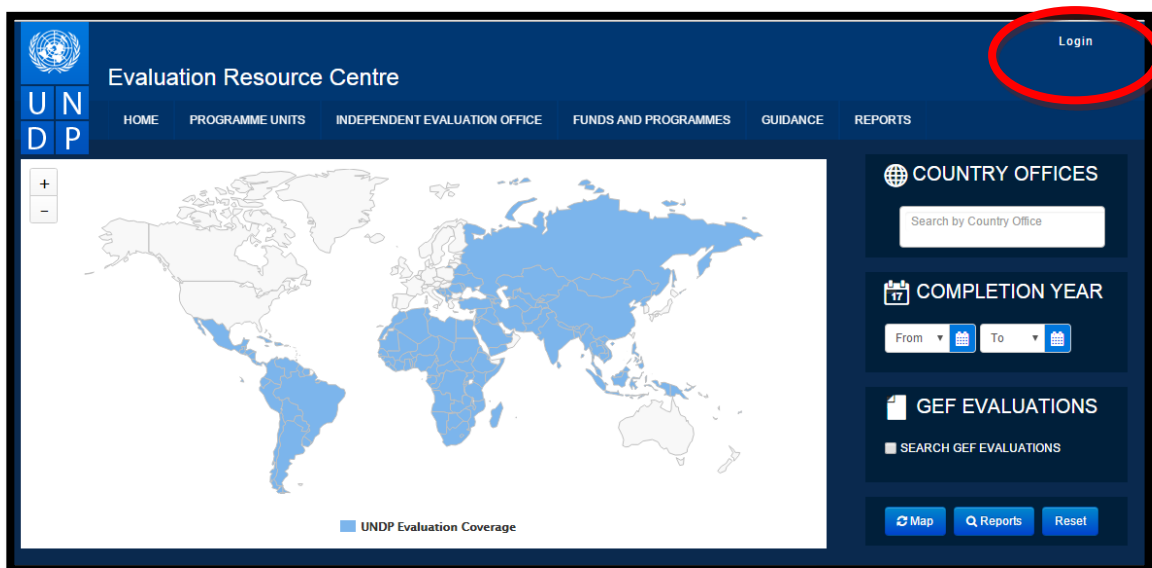
1. On your 'My Dashboard' page, click on 'Unit Dashboard' icon.
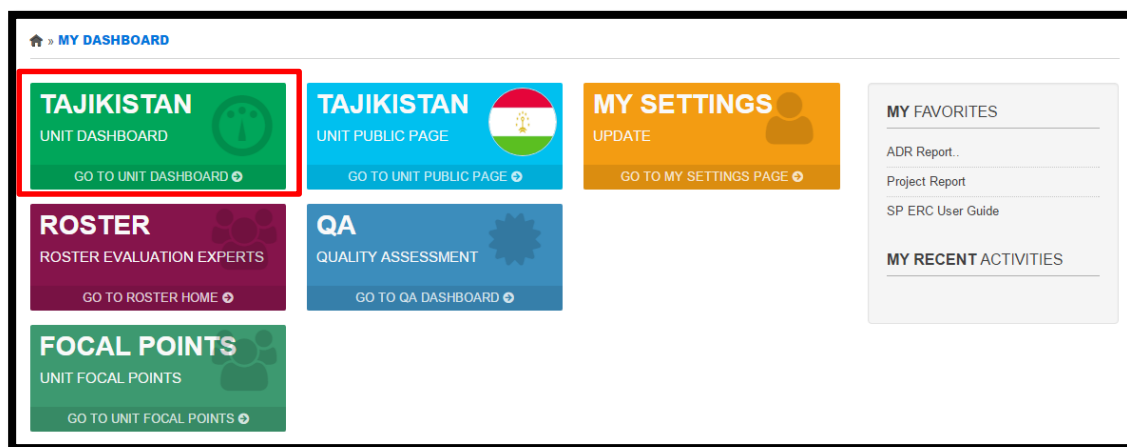
3. Click on the Evaluation Plan that contains the evaluation or click on 'Reports waiting for management response'.

4. Click on the title of the evaluation

5. Click on 'Add management response' tab under the 'Tools' menu.

POVERTY REDUCTION AND ECONOMIC DEVELOPMENT PROGRAMMES ARE ENHANCED, WITH PARTICULAR FOCUS ON THE RURAL POOR, WOMEN AND MARGINALIZED PEOPLE.

Evaluation Plan:	2010-2015, Tajikistan
Evaluation Type:	Outcome
Planned End Date:	09/2015
Completion Date:	08/2015
Status:	Completed
Management Response:	No
Evaluation Budget(US $):	30,000

SHARE

TOOLS

Options

- Edit Evaluation Detail
- + Add ToR
- + Add Summary
- + Add Evaluation Report
- + Add Related Document
- + Add Management Response
- + Add Lessons, Findings and Conclusions
- Delete

Document	Evaluation Information	Lessons, Findings and Conclusions	Recommendation	Management Response

Document	Type	Language	Size	Sta
UNDP Tajikistan Outcome 1 Evaluation.pdf	report	English	3802.65 KB	Pos
TOR for PR and MDG Outcome evalution final.pdf	tor	English	555.80 KB	Pos

8. Every recommendation in the evaluation report should have a separate management response. If an evaluation report has 2 recommendations, you can click on '[+]' sign 2 times to open 2 separate boxes.

9. Once you have added recommendation and management response, click on the 'save' button.

Click here to add next recommendation and management response

ADD RECOMMENDATION AND MANAGEMENT RESPONSE

Recommendation

Enter recommendation 1

Management Response

Enter management response 2

Recommendation

Enter recommendation 2

Management Response
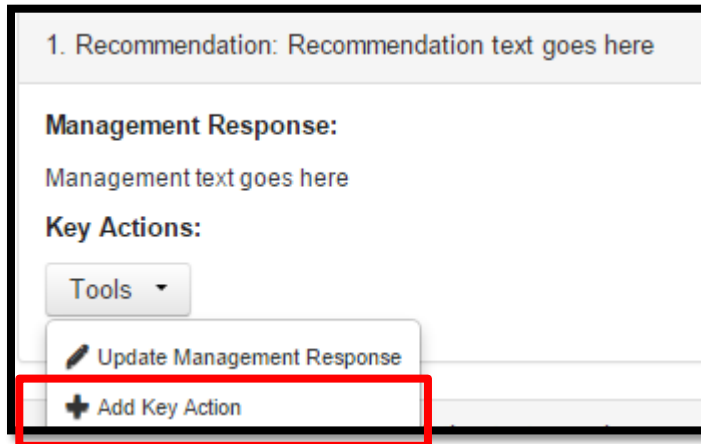
Enter management response 2

Save   **Cancel**

9. After entering management response to the evaluation recommendation, you will now get the option to enter 'key actions'.
10. Click on the 'Tools' tab and select 'Add Key Action'

11. Click on 'Add New Key Action' button to enter key actions. You can add multiple key actions. Click on [+] sign to open next row.
12. Enter 'key action', 'Responsible', 'Status' and 'due date' for each key actions.
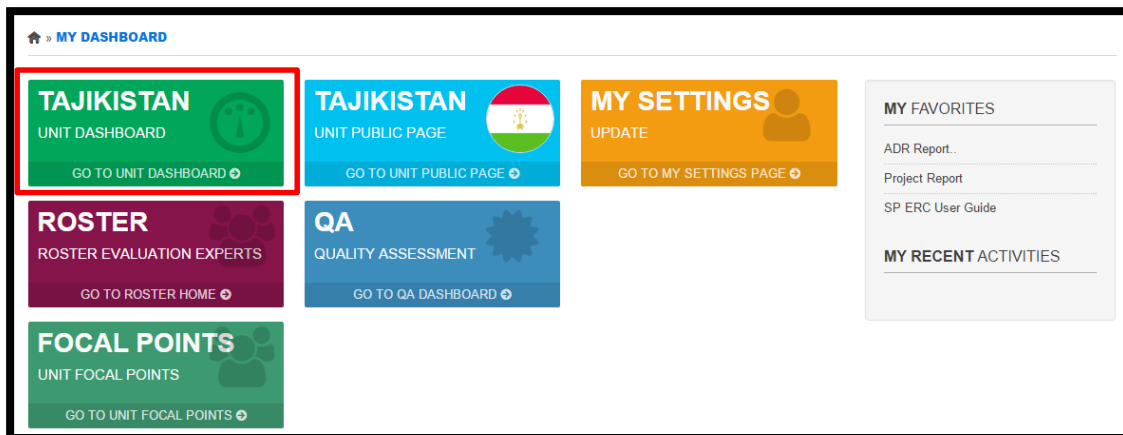13. Click on 'Save and submit' button to save key action.

How to update/extend Evaluation Plan Period to match CPD Period?

1. Visit ERC   http://erc.undp.org
2. Click on 'login' button to access 'My Dashboard'.

3. On your 'My Dashboard' page, click on '<u>Unit Dashboard</u>' icon.

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'.

6. Click on 'Extend Programme Period'.

7. Enter the new 'End year' that matches the extended programme period and click on 'submit'.

EDIT EVALUATION PLAN PERIOD

Evaluation Plan Period should be same as the Country Progromme Period (CPD). Add Evaluation Period in chronological order.
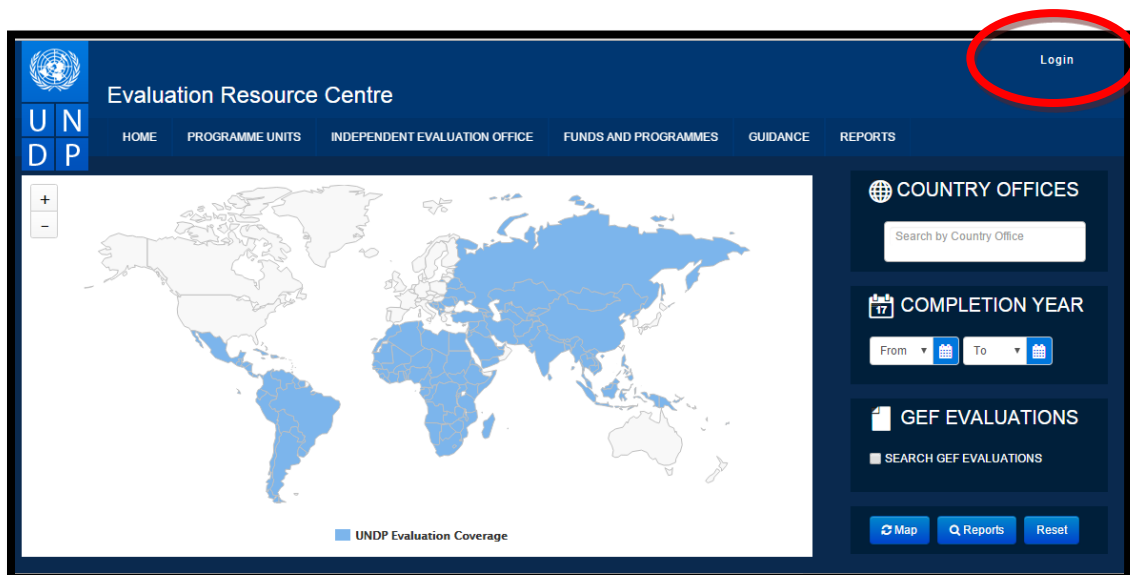
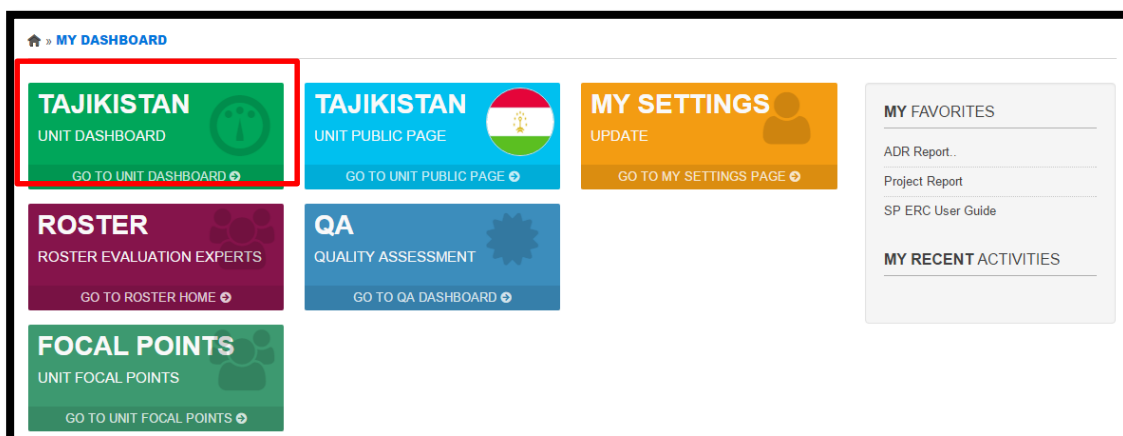*Start Year   2010

*End Year   2015

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.

1. Visit ERC   http://erc.undp.org
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

6. Click on 'Tools' tab and choose 'Edit Evaluation Detail' tab.

📖 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.

Report Not Available

Evaluation Plan:	2010-2015, Tajikistan
Evaluation Type:	Outcome
Planned End Date:	12/2015
Status:	Pending
Management Response:	No
Evaluation Budget(US $):	50,000

🔧 TOOLS

⚙ Options ▾

✏ Edit Evaluation Detail

➕ Add ToR

➕ Add Summary

➕ Add Evaluation Report

➕ Add Related Document

7. Update information in the 'Evaluation Details' form and click on 'Save' at the bottom of the page.
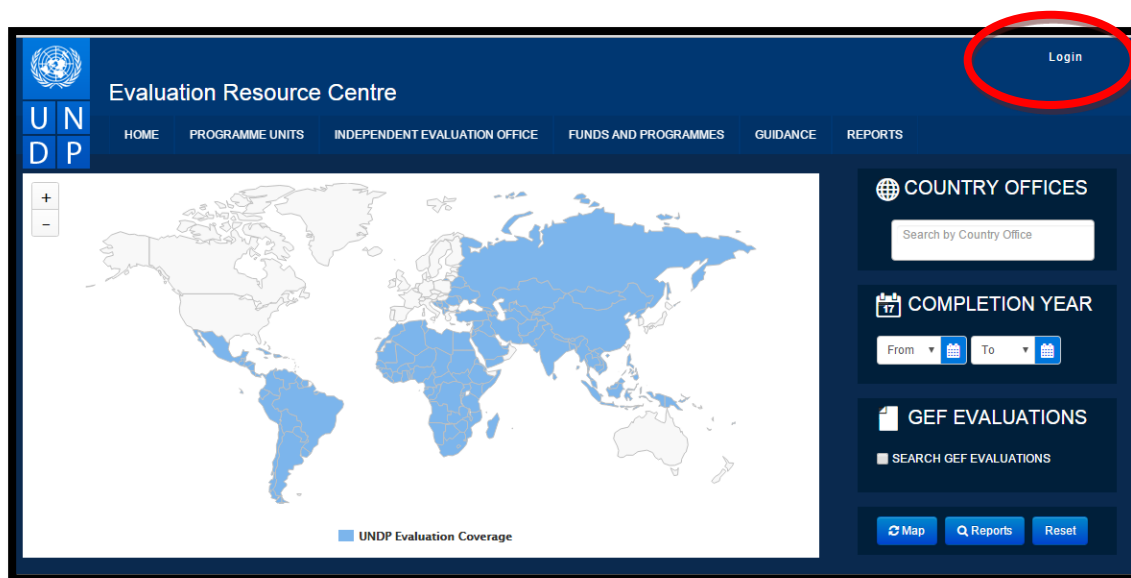
Note: Evaluation Status change to 'Complete' automatically only after evaluation report is uploaded into ERC

EVALUATION DETAILS

*Title:	National and local levels of government have the capacity to implement democratic governance
	Enter complete title of the evaluation without any acronyms
Evaluation Type:	Outcome ▼
Atlas Project Number:	Atlas Project Number
Joint Programme:	☐
Thematic Area:	☐ Poverty and MDG
	☐ Democratic Governance
	☐ Crisis Prevention & Recovery
	☐ Environment & Sustainable Development
	☐ Cross-cutting Development Issue
	☐ Others

*Related Corporate Outcomes:

Corporate Outcome and Output (UNDP Strategic Plan 2014-2017)

| × Output 2.3 Capacities of human rights institutions strengthened |

☐ Not Aligned

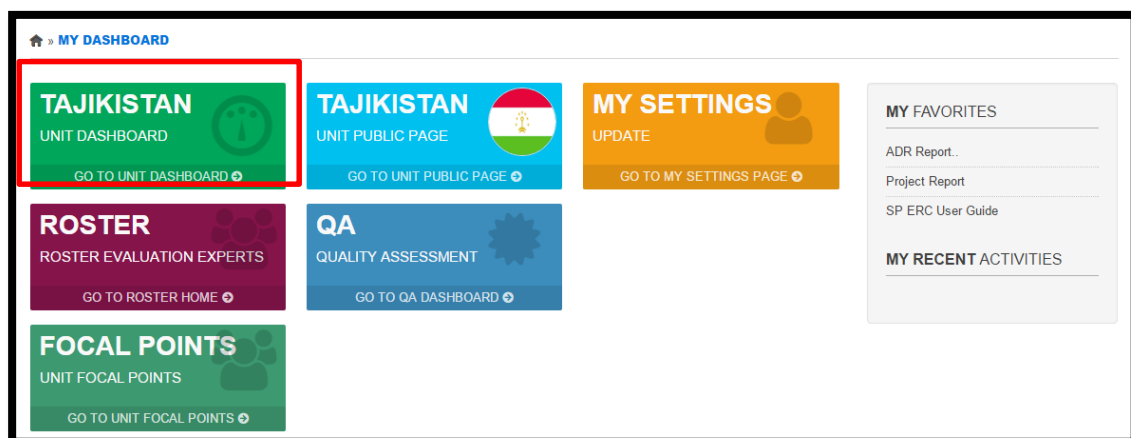|	
*Evaluation Budget (US $):	$ 50000
	Enter whole numbers only without comma
Source of Funding:	Country Programme budget
Evaluation Expenditure (US $):	$ 45000
	Enter whole numbers only without comma
*Planned End Date:	Dec ▼ 2015 ▼
Status:	Pending ▼

How to delete and evaluation from the evaluation plan?

Note: The new <u>Evaluation Policy</u> 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.

1. Visit ERC   http://erc.undp.org
2. Click on 'login' button to access 'My Dashboard'.

3. On your 'My Dashboard' page, click on '<u>Unit Dashboard</u>' 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

6. Click on 'Tools' tab and choose 'Delete'
7. In case of country offices, deleted evaluations are sent to regional bureau dashboard for approval
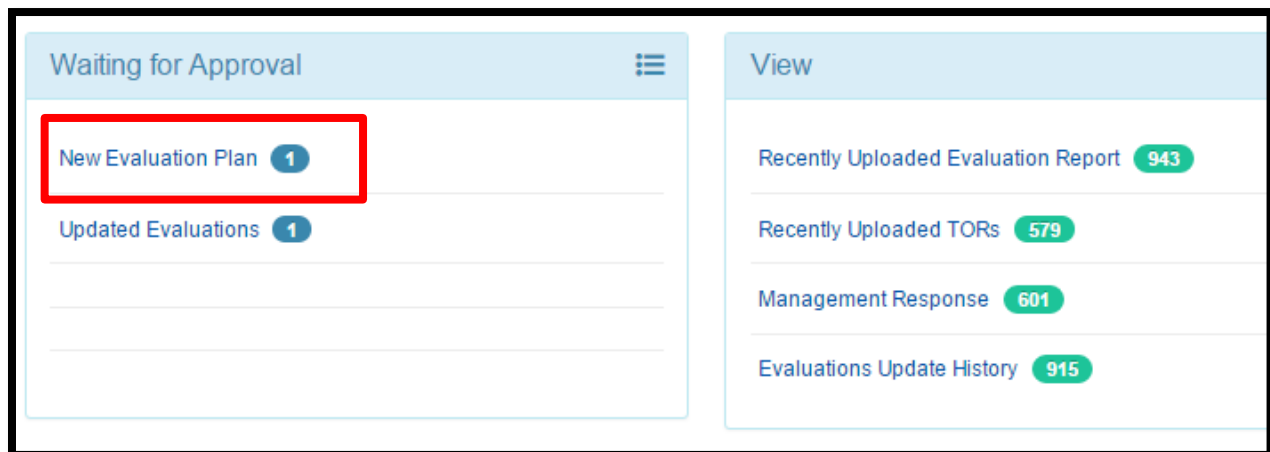
How to approve evaluation plans submitted by country offices?

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

1. Visit ERC   http://erc.undp.org
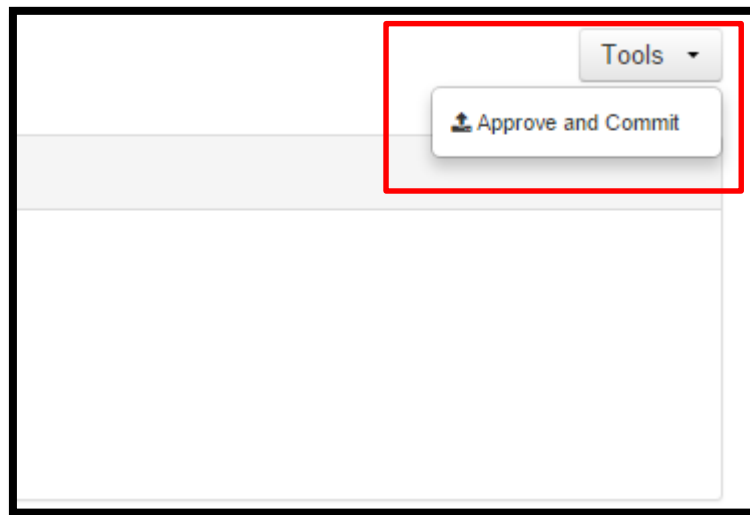2. Click on 'login' button to access 'My Dashboard'.

3. On your 'My Dashboard' page, scroll down to view 'Waiting for Approval' section

4. Click on the evaluation plan that needs approval

5. Click on 'Tools' and 'Approve and Commit' button

How to approve updated evaluations submitted by country offices for regional bureau clearance?

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

1. Visit ERC   http://erc.undp.org
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

Pending Updated Evaluations

SN	Evaluation	Plan Period	Unit	Change Made
🔻			-------Select Unit------ ▾	All ▾
1.	Outcome Evaluation UNDP Angola Environmental Portfolio 2009 - 2013 ➡	2009-2013	Angola	Evaluation deleted

5. Click on 'Approve' or 'Reject' button

This evaluation is marked for deletion. Reject Approve

Evaluation Plan:	2009-2013, Angola
Evaluation Type:	Outcome
Planned End Date:	12/2014
Completion Date:	07/2014
Status:	Completed
Management Response:	Yes
Evaluation Budget(US $):	11,500