2030 Agenda for Sustainable Development Sub-Fund

Evaluation Framework

United Nations Peace and Development Sub-Fund

Contents

INTRODUCTION

The 2030 Agenda for Sustainable Development Sub-Fund (2030 Agenda Sub-Fund) is one of the two sub-funds of the United Nations Peace and Development Trust Fund (UNPDF) established in 2016 .

the 2030 Agenda Sub-Fund is to support:

a) The work of the United Nations Secretary-General on global development issues;
b) The implementation of the 2030 sustainable development agenda, including by sustaining consultation at country level and reviews at regional and international levels;
c) Tripartite cooperation among the donor government, the United Nations and other parties in areas of poverty alleviation, sustainable development, agriculture, environment protection, education, health as well as development of women, children and people with disabilities;

Within the UNPDF, the 2030 Agenda Sub-Fund is the one that has funded not only UN Secretariat entities but UN development entities at large. Over the four years (2016-2020) since its establishment, the 2030 Agenda Sub-Fund has funded 34 projects across 13 entities of the United Nations Sustainable Development Group (UNSDG).

The 2030 Agenda Sub-Fund provides the UN development entities, which are both resident and non-resident in beneficiary countries, with the ability to operationalize their vast knowledge and know-how and to deliver capacity development support on the ground to selected stakeholders. Much of the work includes policy level engagement, often supplemented with the development of technological tools and guidelines in order to facilitate policy implementation, dialogue, learning through south-south, interregional and inter-sectorial cooperation.

Furthermore, the 2030 Agenda Sub-Fund supports the mainstreaming into national, sub-regional, regional and interregional development strategies and plans of global initiatives. Its funded projects do not operate in silos but in synergies and complementarities with existing initiatives and build on the achievements of previous programmes. In doing so, the Sub-Fund creates opportunities for progress in the 2030 Agenda and the achievement of its SDGs including mobilization of other financial resources, which upon successful projects completion could further support a longer-term sustainable development. All projects implemented through the 2030 Agenda are formulated based on mandates, country/regional context needs assessments, and requests from participating beneficiary countries.

This document presents the 2030 Agenda evaluation policy which is integrated throughout the results-based management life cycle the Sub-Fund guidelines adopted shortly after the UNPDF establishment. The **results-based management (RBM)** [1] is a management strategy by which the implementing entities, contributing directly or indirectly to achieving a set of results, ensure that their processes, products and services contribute to the achievement of desired results (outputs, outcomes and higher level goals or impact). The implementing entities in turn use the information and evidence on actual results to inform decision-making on the design, resourcing and delivery of programmes and activities as well as for accountability and reporting. RBM has meant that programme/projects managers are being asked to use evaluation techniques in their search for credible, data and evidence-based assertions of development and programme results. **Evaluation is an integral part of the RBM cycle**. A key objective of

---

[1] This is referred to also as "results chain". See World Bank "Impact Evaluation in practice", second edition.

the policy is to highlight the use of evaluations for evidence-based decision-making, learning and accountability.

The policy applies to the evaluation of the 2030 Agenda Sub-Fund's funded projects across the UN development system.

The policy is aligned with the evaluation policies and practices of the funded UN entities. With an increased emphasis on UN coherence, the policy promotes system-wide and joint evaluations if the project is a joint implemented project at global, regional and country levels.
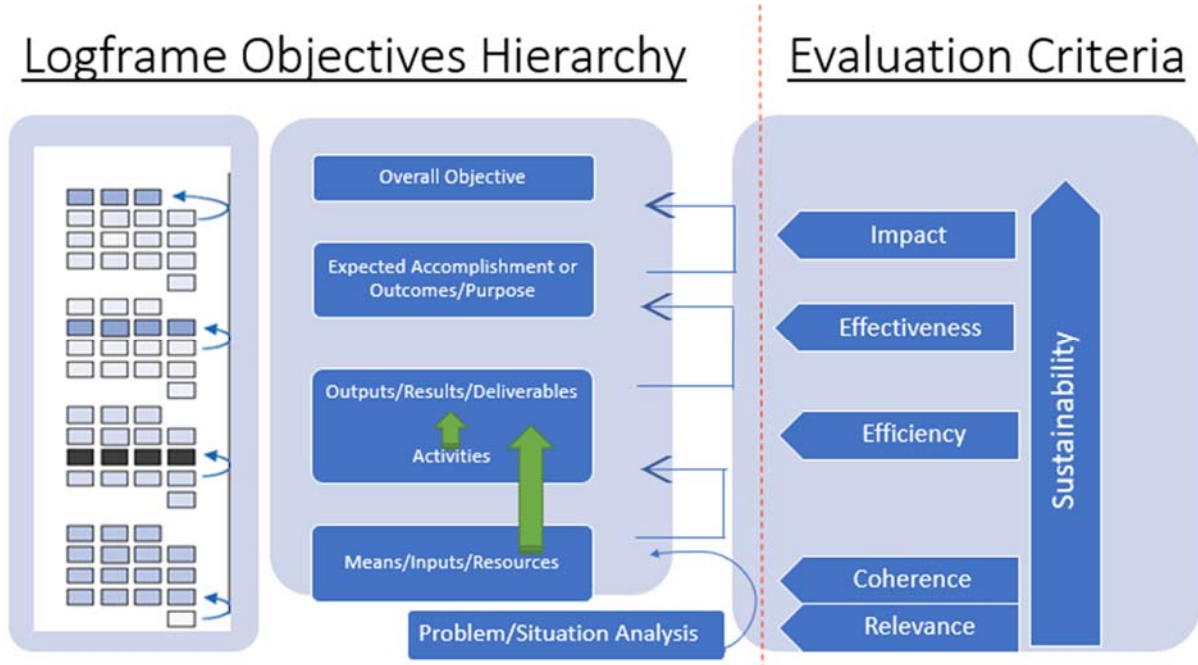
LEGISLATIVE FRAMEWORK

The 2030 Agenda Sub-Fund is not an entity but a sub-programme of the UNPDF.

According to UNPDF Administrative Arrangement, *All projects and activities funded from the Sub-Fund shall be administered in accordance with the applicable regulations, rules, directives and policies of the United Nations*.

The regulations and rules that govern evaluations in the United Nations were promulgated on 19 April 2000 in the "Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8) and subsequent update in 2018.

Considering the 2030 Agenda Sub-Fund supports UN development entities that are not part of the UN Secretariat, the Sub-Fund will take into consideration the existing evaluation policies and practices in the UN entities implementing the project, particularly if they have in place interagency mechanisms. Implementing entities remain a relevant evaluation stakeholder for all type of evaluations the Sub-Fund requires to be conducted under this policy.

In light of the above, the 2030 Agenda Sub-Fund abides to the following policy documents:

- Norms and Standards for Evaluation (United Nations Evaluation Group, June 2016)
- Harmonization with Policy and Practice on Evaluation of the various UN development entities.

DEFINITION AND PURPOSE OF EVALUATION

The 2030 Agenda Sub-Fund has adopted the UNEG definition of evaluation complemented by other sources, and therefore:

An **evaluation is** an assessment, conducted as *systematically and impartially* as possible, of an activity, project, programme, strategy, policy, topic, theme, sector, operational area or institutional performance. It analyses the level of achievement of both expected and unexpected results by examining the results chain, processes, contextual factors and causality using appropriate **criteria** such as *relevance, coherence, effectiveness, efficiency, impact, sustainability*. An evaluation should provide credible, useful evidence-based information that enables the timely incorporation of its findings, recommendations and lessons into the decision-making processes of organizations and stakeholders.

A **key objective** of this policy is to highlight the use of evaluations for evidence-based decision-making, learning and accountability of the implementing entities funded by the Sub-Fund and of the management and governance of the 2030 Agenda Sub-Fund. Evaluations aim to understand why and to what extent the intended and unintended results were achieved and to analyse the implications of the results. Evaluations should inform planning, programming, budgeting, implementation and reporting, and should contribute to evidence-based policymaking, development and organizational effectiveness. Evaluation is a tool that serves both management and programme/project staff by enabling independent and accurate analysis of policies and activities in achieving their expected results, in a perspective of organizational learning and improvement rather than sanctioning as it can be sometimes perceived.

As earlier mentioned, the 2030 Agenda Sub-Fund has mainstreamed the RBM approach throughout the project life cycle in its guidelines and annexes from **planning and budgeting**, to **monitoring** and review during the fixed bi-annual reporting cycles, and the project **evaluation** at completion. Good planning helps the 2030 Agenda Sub-Fund focus on the results that matter, while monitoring and evaluation help learn from past successes and challenges and inform decision making so that current and future initiatives are better able to improve people's lives and expand their choices.

Through its integrated and mainstreamed RBM management approach, **the use of evaluation enhances the contribution of the 2030 Sub-Fund to the mandates of the UN development entities** by establishing clear links between past, present and future initiatives and development results in a crescendo and building block approach.

Use of an Evaluation

What information is needed? Examples:

◊ Information on the relevance of intended outputs or outcomes and validity of the results framework and results map

◊ Information about the status of an outcome and factors affecting it

◊ Information about the effectiveness of the partnership strategy

---

◊ Information about the status of project implementation

◊ Information on the cost of an initiative relative to the observed benefits

◊ Information about lessons learned

Who will use the information? The intended users of evaluation are those individuals or groups who have a vested interest in the evaluation results and are in a position to make decisions or take action based on the evaluation results. Users of evaluation are varied and the main for the 2030 Agenda Sub-Fund are:

◊ The 2030 Agenda Sub-Fund Management Unit, programme or project officers and managers, others involved in design and implementation

◊ The UNPDF Steering Committee and other oversight bodies

◊ Donors and other funders

How will the information be used? Examples:

◊ To make mid-course corrections

◊ To improve project or programme design and implementation

◊ To ensure accountability

◊ To make funding decisions

◊ To increase knowledge and understanding of the benefits and challenges for the implementation of the 2030 Agenda

EVALUATION CRITERIA

The criteria play a normative role. Together they describe the *desired attributes* of activities, projects, programmes, strategies, policies, topics, themes, sectors, operational areas of interventions: all interventions should be relevant to the context, coherent with other interventions, achieve their objectives, deliver results in an efficient way, and have positive impacts that last.

This policy provides the evaluation criteria definition and intertwines them with a list of questions emphasizing the policy's RBM approach which is not exhaustive but just exemplificatory for guidance purpose.

RELEVANCE

The extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change. Relevance concerns the extent to which the initiative and its intended outputs or outcomes are

- **coherent** with national and local policies and priorities and the needs of intended beneficiaries, or with global and regional/interregional frameworks/partnerships (synergies);
- **responsive**—that is, the extent to which the project was able to respond to changing and emerging development priorities and needs in a responsive manner.

Generally speaking, the analysis of relevance would focus <u>on the extent to which the design effectively/appropriately</u>:

✓ Analyzed the **project's coherence** with existing UN strategy frameworks including but not limited to the SDGs; and with the Partner Government's development policy and sector policies and demand for assistance (if demand-driven);

✓ Identified key stakeholders and target groups (including gender analysis and analysis of vulnerable groups such as the disabled), assessed institutional capacity issues and effectively promoted local ownership;

✓ Clearly and accurately identified real problems;

✓ Analyzed lessons learned and ensured coherence with current/ongoing initiatives;

✓ Provided a clear analysis of strategy options and justified the recommended implementation strategy;

✓ Established a clear and logically coherent set of project objectives (objective, EAs, results) and a set of indicative activities for delivering each project output/results;

✓ Developed a clear and useful Logframe matrix with supporting activity and resource/cost schedules;

✓Analyzed assumptions/risks;

✓ Established appropriate management and coordination arrangements;

✓ Established appropriate and effective monitoring and evaluation systems;

✓ Provided an analysis of sustainability issues – including the financial and economic sustainability of the proposed measure, environmental impact, benefits to both women and men and the use of appropriate technology.

EFFICIENCY

The efficiency criterion concerns how well the various activities transformed the available resources into the intended outputs (sometimes referred to as results), in terms of quantity, quality and timeliness.

The assessment of Efficiency would therefore focus on issues such as:

✓ **Quality of day-to-day management**, for example in (i) management of the budget (including whether an inadequate budget was a factor);

(ii) **Management of personnel, information, property**, etc, (iii) whether management of risk was adequate, i.e. whether flexibility was demonstrated in response to changes in circumstances; (iv) relations/coordination with local authorities, institutions, beneficiaries, other donors; (v) respect for deadlines;

✓ **Costs and value-for-money**: how far the costs of the project were justified by the benefits - whether or not expressed in monetary terms - in comparison with similar projects or known alternative approaches taking account of contextual differences;

✓ Partner country contributions from local institutions and government (e.g offices, experts, reports, tax exemption, as set out in the LogFrame resource schedule), target beneficiaries and other local parties: were they provided as planned, could re-allocation of responsibilities have improved performance, were communications good?

✓ **Technical assistance**: how well did it help to provide appropriate solutions and develop local capacities to define and produce results?

✓ **Quality of monitoring**: its existence (or not), accuracy and flexibility, and the use made of it; adequacy of baseline information;

✓ **Unplanned outputs** arise from the activities?

EFFECTIVENESS

The effectiveness criterion, in LogFrame terminology, <u>concerns how far the project's outputs were contributed to the realization of the expected achievement (EA = outcomes or purpose), and how far the latter were realized</u>. Effectiveness should analyse progress towards objectives along the results chain / causal pathway. In contrast to impact, which looks at higher-order effects and broader changes to which an intervention may be contributing, effectiveness is concerned with more closely attributable results of the specific project.

The analysis of Effectiveness would therefore focus on such issues as:

✓ whether the planned benefits have been delivered and received as perceived by all key stakeholders (including women and men and specific vulnerable groups such as the disabled);

✓ in institutional reform projects, whether behavioral patterns have changed in the beneficiary organizations or groups at various levels; and how far the changed institutional arrangements and characteristics have produced the planned improvements (e.g. in communications, productivity, ability to generate actions which lead to economic and social development);

✓ if the **assumptions and risk assessments** at outputs (=results, deliverables) level turned out to be inadequate or invalid, or unforeseen external factors intervened, how flexibly management adapted to ensure that the outputs would still achieve the EAs; and how well it was supported in this by key stakeholders including Government, and other UN entities locally, etc. If needed please provide a comparison of the changes in the original risk[2] assessment of the project would have benefited the achievement of its EAs;

✓ whether the **balance of responsibilities between the various stakeholders was appropriate**, which accompanying measures were or should have been taken by the partner authorities, and with what consequences;

✓ how **unplanned outputs** may have affected the benefits received;

✓ whether any **shortcomings at this level** (outputs of activities/results) were due to a failure to take account of cross-cutting or over-arching issues such as good governance, gender equality, environmental sustainability, South-South cooperation, and UN coordination (Delivering as One) in its initiative during implementation.

---

[2] Risk assessment looks at key factors outside the direct control of project managers. Definition provided in the project proposal template of the 2030 Agenda Sub-Fund.

IMPACT

The impact assessment responds to the question "what difference did the intervention make?". Also, in RBM terms, impact could be defined as the extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects. Impact addresses the ultimate significance and potentially transformative effects of the intervention. It seeks to identify social, environmental and economic effects of the intervention that are longer term or broader in scope than those already captured under the effectiveness criterion. Beyond the immediate results, this criterion seeks to capture the indirect, secondary and potential consequences of the intervention. It does so by examining the holistic and enduring changes in systems or norms, and potential effects on people's well-being, gender equality, and the environment.

In this case, the analysis generally examines such aspects as:

√ to what extent the planned EAs have been achieved, and how far that was directly due to the project?

√ how far enhanced economic and social development resulted from improved institutional capabilities and communications? If yes, what is the basis? (refrain from general statement; data and analysis are highly recommended);

√ how far did they also enhance economic and social development beyond the level of their immediate users? If yes, what is the basis? (refrain from general statement; data and analysis are highly recommended);

√ if there were unplanned impacts, how they affected the overall expected impact of the project?

√ where appropriate, were the social, economic and environmental related impacts achieved? If yes, what is the basis? (refrain from general statement; data and analysis are highly recommended).

SUSTAINABILITY

The fifth criterion, sustainability, relates to whether the positive outcomes of the project at EAs level are likely to continue after the intervention. sustainability has various dimensions (financial, economic, social and environmental). The assessment of a project sustainability should include an examination of the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain netbenefits over time. it Involves analyses of resilience, risks and potential trade-offs. Depending on the timing of the evaluation, this may involve analysing the actual flow of net benefits or estimating the likelihood of net benefits continuing over the medium and long-term.

An analysis of sustainability would therefore focus on such issues as:

√ the **adequacy of the project budget** for its purpose;

✓ **ownership of objectives and achievements**, e.g. how far all stakeholders were consulted on the objectives from the outset, and whether they agreed with them and remained in agreement throughout the duration of the project;

✓ **policy support and the responsibility of the beneficiary institutions**, e.g. how far donor policy and national policy corresponded, and the effects of any policy changes; how far the relevant national, sectoral and budgetary policies and priorities affected the project positively or adversely; and the level of support from governmental, public, business and civil society organizations;

✓ **institutional capacity**, e.g. the degree of commitment of all parties involved, such as Government (e.g. through policy and budgetary support) and counterpart institutions; the extent to which the project is embedded in local institutional structures; if it involved creating a new institution, how far good relations with existing institutions were established; whether the institution appears likely to be capable of continuing the flow of benefits after the project ends (is it well-led, with adequate and trained staff, sufficient budget and equipment?); whether counterparts were properly prepared for taking over, technically, financially and managerially;

✓ **socio-cultural factors**, e.g. whether the project is in tune with local perceptions of needs and of ways of producing and sharing benefits; whether it respects local power-structures, status systems and beliefs, and if it seeks to change any of those, how well-accepted are the changes both by the target group and by others; how well it was based on an analysis of such factors, including target group/ beneficiary participation in design and implementation; and the quality of relations between the external project staff and local communities;

✓ **financial sustainability**, e.g. whether the products or services provided were affordable for the intended beneficiaries and remained so after funding ended; whether enough funds were available to cover all costs (including recurrent costs) and continued to do so after funding ended; and **economic sustainability**, i.e. how well the benefits (returns) compared to those on similar undertakings once market distortions are eliminated;

✓ **technical (technology) issues**, e.g. whether (i) the technology, knowledge, process or service provided fits in with existing needs, culture, traditions, skills or knowledge; (ii) alternative technologies were considered, where there was a choice; and (iii) the intended beneficiaries were able to adapt to and maintain the technology acquired without further assistance;

✓ wherever relevant, **cross-cutting issues** such as gender equity, environmental impact, good governance, South-South cooperation and Delivering as One were appropriately accounted for and managed from the outset of the project.

2030 AGENDA SUB-FUND FRAMEWORK

The following harmonizing principles have been embedded throughout the Sub-Fund guidelines and templates (annexes to the guidelines) including budgeting and planning instructions commensurate to the temporal and monetary dimension of the project itself.

1. All implementing entities should make appropriate **evaluation plans and budgeting** during the project formulation. See Project Document Template, section III, chapter 4 for more details (Annexes 2 and 3 of the Sub-Fund guidelines).

2. The ToR of the Project Evaluation will be consulted with the Management Unit of the Sub-Fund.
3. All **Project Evaluations** must be submitted to the Sub-Fund Management Unit along with the final report. Alternatively, no later than three months after the project's end date.
4. For <u>multi‑year projects</u> with a lifespan of <u>3-4 year</u>, beside a Project Evaluation an **Interim Evaluation** is highly recommended.

TYPE OF EVALUATIONS

Project Self- Assessment (Monitoring)

Definition and purpose

Since the 2030 Agenda Sub-Fund uses the RBM, which per se promotes a focused approach to achieving results and improving performance, integrating lessons learned into management decisions, monitoring and reporting on performance, all projects conduct a Project Self-Assessments that serves as the basis for assessing the performance of the project interms of their contributions to intended outcomes through 'outputs' (deliverables).

Project Self-Assessment or Monitoring is part of project management not an addition to it. It should not be regarded as merely a management or reporting requirement. Rather, it should be regarded as an opportunity to:

- Engage beneficiaries so that they feel ownership of results being achieved and are motivated to sustain them.
- Demonstrate achievement of development results, how they benefit the intended people, and leverage support of the beneficiaries and other stakeholders to address any operational challenges faced.
- Nurture an inclusive and purposeful monitoring culture to make implementation and management effective and interesting as well as to ease gathering of data and evidence objectively to back achievements and make decisions.

Based on the existing monitoring practice of the Sub-Fund, during the self-assessment each project supported by the 2030 Agenda Sub-Fund should ensure that:

- The outcomes agreed in each project (country, regional and global) are being achieved. This is a responsibility of the project manager or joint team. Managers are responsible for monitoring project contribution towards the outcome by ensuring that the outputs being generated with the Sub-Fund assistance are contributing towards the outcome.
- Each project produces the envisaged outputs in an efficient manner as per the overall development plan and the corresponding annual workplan.
- Decisions of projects are based on facts and evidence.
- Lessons learned are systematically captured/collected in view of the Project (Outcome) Evaluation.

Timing

Self-Assessment is done during the <u>periodic progress reviews</u> of projects and it is carried out by the <u>entities responsible for implementation</u>.

Under the 2030 Agenda Sub-Fund, <u>two progress review cycles are conducted each year with the following fix schedule</u>:
- October – March covering period for submission by 30 April, and
- April – September covering period for submission by 31 October.

Difference and Synergy: Monitoring and Evaluation

M**onitoring** through this periodic assessment **supports evaluation** by providing quantitative and qualitative data on implementation and the achievement of results. Monitoring data is of primary use to project managers but should also be compiled and maintained so that it can be used by evaluators. In addition to determining compliance with a plan or procedures, self-assessment also assesses:
- Change in the environment in which the intervention is being implemented. This information will assist evaluation by indicating some of the external factors affecting an intervention; and
- Change in the beneficiaries of a project or programme, which will assist evaluation in determining effectiveness and potential impact.

Monitoring and evaluation should be considered together in the design and planning of an intervention and in the 2030 Agenda Sub-Fund Guidelines they are grouped under the same section of the full-fledged project document template and guidance (Annexes 2- 3).

Outcome Project Evaluation

Definition and purpose

Outcome evaluations assess all aspects of an intervention including whether it was well conceived and designed and resulted in positive outcomes to the beneficiaries. This type of evaluation should be independent and follow UNEG norms and standards.

Outcome evaluations are undertaken to:
- Provide evidence to support accountability of IE.
- Provide evidence of the project contribution to outcomes
- Guide performance improvement within the current global, regional and country interventions by identifying current areas of strengths, weaknesses and gaps, especially in regard to:
  - The appropriateness of the IE partnership strategy -the stakeholders' analysis in the project document will serve as the starting point
  - Impediments to the outcome with cross-reference to the risk assessment at the formulation and during the monitoring period
  - Midcourse adjustments
  - Lessons learned for the next and future programming cycle of the Sub-Fund
- Inform higher level evaluations (e.g. programme evaluations) and for distilling lessons from experience for learning and knowledge sharing.
- Support learning across all funded projects of the 2030 Agenda Sub-Fund.

Timing

The terms of reference are developed in a consultative process between the funded implementing entity and the Management Unit of the 2030 Agenda Sub-Fund during the last year of the project duration. Early engagement maximizes evaluation design options and an effective partnership between the Management Unit, the implementing entity and the evaluator(s).

Budgeting

The RBM approach of the 2030 Agenda Sub-Fund guidelines requires evaluation planning and budgeting at the design and formulation phase of projects. Implementing entities should allocate **2-3% of the total operational budget**. In budgeting, consideration should also be given to the Evaluation Policy of the concerned implementing entity for harmonization purpose. Adjustment in the budgeting may occur during the elaboration of the ToR of the evaluator in closed consultation with the Management Unit of the Fund.

Programme Evaluation

Definition

A programme evaluation provides in-depth understanding of how and why results and outcomes have been achieved and examines funded projects relevance, efficiency, effectiveness, impact and sustainability at the Sub-Fund level.

The scope of programme evaluations may range from thematic to impact or specific to a supported programme/initiative at country, regional, interregional and/or global levels.

The management Unit of the Sub-Fund will conduct an evaluability assessment at the programme level in order to ensure that conditions are in place to conduct the evaluation successfully, particularly in terms of what information the evaluation can provide, what evidence can be gathered, and how the evaluation will answer questions.

Timing

The Management Unit usually manages the programme evaluation at the Sub-fund level once a sufficient number of projects have been completed and have submitted their project evaluations as per the 2030 Agenda Sub-Fund Guidelines.

Additional Programme Evaluations may be undertaken in response to any oversight body recommendation and/or to support the decision making of the Sub-Fund governance.

Budgeting

The Management Unit of the Sub-Fund budgets and plans for the evaluation. The cost will depend on the type of programme evaluation and in line with UN rules and regulations.

MANAGEMENT RESPONSE, LEARNING AND COMMUNICATION

The 2030 Agenda Sub-Fund is an UN Secretariat mechanism to support the implementation of the 2030 Sustainable Development Agenda.

The responsibility of **management response to Self-Assessment and Outcome Project Evaluation** is on the implementing entity. This entails a) corrective measure improving the efficiency and effectiveness of the intervention and the management accountability during the implementation phase of the project; and b) collection of information on what went right or what went wrong, and the factors contributing to success or failure. For these types of evaluations, the Management Unit of the Sub-Fund will collect the experience and the evaluation results to improve the design, budgeting and planning of new funded projects through periodic update of its management policy (guidelines). Also, the Management Unit will categorize the evaluation by a multi-factor consideration of the nature of intervention and scope/purpose of evaluations, to enable the sharing of the evaluation sharing in its website.

The responsibility of **management response to Programme Evaluation** is with the Management Unit for its execution following the approval and decision of the Steering Committee for future programming. The results will be consulted with the relevant stakeholder of the Trust Fund and incorporated in the Sub-Fund guidelines as appropriate.

An overview of roles and responsibilities of the diverse stakeholders of the 2030 Agenda Sub-Fund is provided in Table 2.

TABLE 1. OVERVIEW OF THE 2030 AGENDA SUB-FUND MONTORING AND EVALUATIONS

Self-Assessment/Evaluation (Monitoring of Project Implementation)					
Type of Project	**Requirement M&E**	**Evaluation Type**	**Management**	**Budget**	**Timelines**
All projects	Yes - by default	Monitoring	IE and MU	No required	twice a year
Outcome Project Evaluation (Project Completion)					
Type of Project	**Requirement M&E**	**Evaluation Type**	**Management**	**Budget**	**Timelines**
All projects	Yes - by default	External/Independent	IE (ToR to be consulted with the MU)	Project Budget (2-3%)	no later than three months after the project's end date, with an extension to a max of six months upon agreement with the Sub-Fund MU.
Programme Evaluation (Sub-Fund level)					
Type of Project	**Requirement M&E**	**Evaluation Type**	**Management**	**Budget**	**Timelines**
All projects	N/A	External/Independent	MU of the Sub-Fund in consultation with relevant stakeholders	MU of the Sub-Fund	Every five years

TABLE 2. ROLES & RESPONSIBILITIES IN THE EVALUATION FRAMEWORK OF THE 2030 AGENDA SUB-FUND

Actors	Self-Assessment	Outcome Project Evaluation	Programme Evaluation
Steering Committee	1) Endorses: the Evaluation System; the Evaluation timelines and Sub-Fund Work Plan; the selection of projects and/or type of evaluation to undertake at the Programme level; 2) Considers the conclusions, recommendations and lessons learned of programme level evaluations for decision making and UNPDF governance purposes.		
Management Unit	1) Reviews, Guides and Monitors the results-based management of projects; 2) Clears/approves no-substantive changes in the logframe and redeployment of funds between budget lines within the approved project budget amount; 3) Approves release of contribution instalments to the IPs in line with the Sub-Fund policy and agreements; 4) Makes reporting available to the donor (upon request); 5) Reports to the Steering Committee	1) Contributes to the ToR of the Evaluation; 2) Reviews the Evaluation Reports 3) Collects findings and results of Evaluations for incorporation of best practice and appropriate recommendations into the Sub-Fund management policy for improved design, budgeting and planning, implementation, monitoring and evaluation of new projects; 4) Makes Final Reports and/or Evaluations available to the donor (upon request); 5) Reports to the Steering Committee.	1) Initiates an Evaluability Assessment of the Sub-Fund operations to ensure that conditions are in place to conduct the evaluation successfully (data, information, quality of outcome evaluations and so on); 2) Manages programme level evaluations in consultation with the donor, and with IPs if relevant to the evaluation; 3) Manages the budget for programme evaluations; 4) Provides oversight of the evaluation process: preparation of the TOR and the hiring of consultant(s) to conduct the evaluation, review of the inception report and quality assurance on the draft evaluation report; 5) Reviews recommendations focusing on the Sub-Fund management and programming and develops management response(s) to those agreed with for consultation with donor; 6) Reports to the Steering Committee for use of recommendation in the decision making and programming of the Sub-Fund portfolio; 7) Incorporate the results of the evaluations, including lessons learned and good practices, into the Sub-Fund policy, as appropriate.

TABLE 2. ROLES & RESPONSIBILITIES IN THE EVALUATION FRAMEWORK OF THE 2030 AGENDA SUB-FUND

Actors	Self-Assessment	Outcome Project Evaluation	Programme Evaluation
Implementing Entities	1) Responsible for the reporting and self-assessment evaluation; 2) Ensures quality and appropriate use of monitoring evidence and lessons learned; 3) Resolves key bottlenecks of implementation in order to improve changes of achieving results (outcomes) in a timely manner; 4) Links results with resources and ensures accountability in the use of resources; 5) Forges strong coalitions and partnerships for results as per prodoc	1) Manages Outcome Evaluations in consultation with the Management Unit of the Sub-Fund; 2) Manages the budget for the outcome evaluation as per approved budget; 3) Provides oversight of the evaluation process: preparation of the TOR and the hiring of consultant(s) to conduct the evaluation, review of the inception report and quality assurance on the draft evaluation report; 4) Reviews recommendations and develops management response(s) to those agreed with; 5) Reports to the Management Unit of the Sub-Fund; 6) Informs its evaluation competent Office for use and incorporation of the findings and results of the evaluation.	1) Provides support to the evaluation process as relevant; 2) Provides relevant documentation; 3) Facilitates access to project stakeholders if needed;