Management Response - IUCN Monitoring, Evaluation and Learning Analysis (May 2021)

August 2021

Background

This analysis was commissioned by IUCN, with funding from the Swiss Agency for Development and Cooperation (SDC). This was in response to several external reviews which identified the further development of the organisation's MEL system as a key priority.

The scope of the Analysis was to evaluate the overall performance of IUCN's Monitoring, Evaluation and Learning systems and capacities, and to provide lessons learnt that would generate actionable and realistic recommendations for strengthening Monitoring, Evaluation and Learning.

The results of the review are intended to provide advice to IUCN on the components for developing a Monitoring, Evaluation and Learning Plan to be used by all IUCN programme and portfolio managers during the IUCN Quadrennial Programme 2021–2024. The analysis assessed the status and implementation of IUCN's current Monitoring & Evaluation Policy (April 2015). Gaps and areas for further development of the implementation of IUCN's Monitoring & Evaluation Policy across the Secretariat were also identified. Monitoring and Evaluation best practices from across the IUCN Secretariat were investigated to identify current practices and solutions. New tools and improvements to existing ones were proposed and the elements for a Monitoring Evaluation and Learning Plan were provided.

IUCN's Management Response, presented here, addresses the ten recommendations put forward by the reviewers. The implementation of the management response may be conditional to IUCN's 2022 internal resource allocation and depend on institutional priorities at hand. A prioritization exercise will be conducted with internal stakeholders to ensure that the Programme Performance, Monitoring and Evaluation Unit (PPME) can deliver as much value as possible within the time and resources given. Once resources are secured, a value vs. complexity framework will be applied and will allow PPME to evaluate each initiative according to how much value the initiative will bring, and how difficult or complex it will be to implement.

PPME will lead the implementation and tracking of the actions to implement the recommendations below and will count on the support of several other units named here with shared responsibility for the actions and intended results. The heads of the units requested to take action (listed below) have been consulted and commented on this response and agreed on the planned actions. The Steering Committee for the MEL Analysis also commented on and approved this response.

Evaluation Management Response: Monitoring, Evaluation and Learning Analysis 2021

Project identification data					
Project title:	Strengthening IUCN's monitoring, evaluation and learning systems for better				
	programme and project delivery				
Date started:	December 8 th 2020	Project n°: P09724		P09724	
Date closed:	May 31 st 2021	st 2021			
Project manager:	Programme/office:				
Antoine Ouellet-Drouin	Programme Performance, Monitoring		IUCN		
	and Evaluation (PPME)				

Management Response Summary Data	
Name of review: IUCN MONITORING, EVALUATION AND LEARNING ANALYSIS – FINAL REPORT	Unit/person responsible for managing/tracking follow-up:
Date received: May 31st 2021	Programme Performance, Monitoring and Evaluation (PPME)
Date Management Response approved: TBD	Units/individuals requested to take action:
Last updated: August 2021	Programme Performance, Monitoring and Evaluation
	Global Finance Group
	Global Programme Operations Unit
	Regional Offices
	Programmatic Centres
	Information Technology Unit
	Human Resources Unit
	Global Communications Unit
	Strategic Partnership Unit
	Oversight Unit

Recommendation	Management response	Intended Result	Actions planned (including timeframe)	Completed Actions (progress update)	Responsibility
Recommendation 0: Roadmap Prepare a roadmap for MEL change based on principles for managing complex challenges.	AGREE IUCN interprets this recommendation as being the umbrella under which all the others fall into. The roadmap will therefore outline specifically how IUCN intends to respond to the recommendations below (or not, should the resources not be available based on an analysis of the value vs complexity of each component of the new MEL system).	MEL transformation is guided by a transparent, comprehensive and validated Project Charter. Informed decision during IUCN's 2022 planning and budgeting cycle on a new cost policy that provides increased and sustained financial support for IUCN's MEL function. Validation and documentation of business requirements with relevant stakeholders of the deliverables and timing, including related Project Portal release(s). Clarification and validation of change requests that implicate other corporate functions such as finance, IT, programme management and coordination, human resources, resource mobilization, etc.	PPME will consolidate the MEL, performance and assurance transformation in a MEL Transformation Brief or a Project Charter. This document will describe the vision, benefits, scope, blueprint (as-is and future states), deliverables, resources, risks, options for delivery, change management strategy, initiative structure and assurance and controls required. Business case validated and resources secured as part of IUCN's 2022 planning and budgeting exercise (December 2021) Identification, prioritization, and sequencing of new MEL system components (using a value vs complexity framework) completed within the given time and resources variables. Business analysis completed, documented and validated by internal stakeholders for the 2022 release. Project Charter finalised and validated by Q1 2022.	(progress update)	Programme Performance, Monitoring and Evaluation
Recommendation 1: Planning systems (enabling factor) Co-create planning systems for each level of the Secretariat with relevant stakeholders.	From IUCN's perspective, this recommendation and the underpinning pain points are critical to performance management and assurance capacity across the organization and the portfolio. Improved planning will include improved portfolio pipeline management. PPME will drive the consolidation of IUCN's performance story (theories of change, intervention logic, portfolio results framework, minimum institutional standard on performance management, etc.) as required and will help IUCN strengthen its portfolio pipeline management capability to increase strategic alignment among all levels. It is important to note that, at the time of writing this management response, structural changes are being done to the organization. While these changes represent an opportunity to address some of the root causes underpinning this recommendation, IUCN expects a bit of delay in	Priority processes, practices and systems have been updated and have strengthened IUCN's capacity to manage its portfolio strategically at secretariat, thematic programme, regions and project levels. Clear line of sight among the different levels (project, country, region, thematic, global, etc.). Capacity to steer and prioritize IUCN's portfolio pipeline according to its value proposition, programme areas, geographical area, members & partners, implementation modalities, sectors, etc.	Define and validate business requirements for financial and non-financial strategic planning of projects, including rules for managing the portfolio pipeline (e.g. prioritization mechanism and criteria used to build and manage the portfolio, results architecture required to show how each component of the portfolio contributes to the bigger picture, etc.) Review the Portfolio Results Framework to reflect the desired results architecture.		Programme Performance, Monitoring and Evaluation Regional Offices Programmatic Centres Global Finance Group

roles and responsibilities of portfolios and regional programmes as well as sufficient capacities for project support functions. IUCN will also revisit the roles and responsibilities with regards to planning, monitoring, evaluation and learning of defence (M&E function), as well as between programmatic centres and regional offices. IUCN will also revisit the roles and responsibilities with regards to planning, monitoring, evaluation and learning between the first (Project Managers and Programme staff) and second line of defence (M&E function), as well as between programmatic centres and regional offices. IUCN will also revisit the roles and responsibilities with regards to planning, monitoring, evaluation and learning between the first (Project Managers and Programme staff) and second line of defence (M&E function), as well as between programmatic centres and regional offices. IUCN will also revisit the roles and responsibilities with regards to planning, monitoring, evaluation and learning between the first (Project Managers and Programme staff) and second line of defence (M&E function), as well as between programmatic centres and regional offices. IUCN will also revisit the roles and responsibilities with regards to planning, monitoring, evaluation and learning between the first (Project Managers and Programme staff) and second line of defence (M&E function), as well as between programmatic centres and regional offices have clear and complementary roles and responsibilities regarding portfolio development and management through strengthened MEL. Solutions (process and systems),	and responsibilities (enabling factor) Provide a clear governance scope to portfolio and programme management, including purpose of thematic areas, roles and responsibilities of portfolios and regional programmes as well as	stage, it is expected that the work to address this	programme with minimum effort and		
Recommendation 2: Governance, roles and responsibilities (enabling factor) Provide a clear governance scope to portfolio and programme. IUCN will clarify definitions (Portfolio, programme, project, services, activities, etc.), performance management capacity propose of themsitia ereas, roles and responsibilities of portfolios and regional programmes as well as sufficient capacities for project support functions. AGREE This recommendation refers to the IUCN-specific use of the terms portfolio and programme, IUCN will clarify definitions (Portfolio, programme, project, services, activities, etc.), performance management components (value proposition, means of delivery, results framework, performance, assurance, and learning between the first (Project Managerent Capacity). AGREE This recommendation refers to the IUCN-specific use of the terms portfolio and programme, IUCN will clarify definitions. (Portfolio, programme, project, services, activities, etc.), performance management components (value proposition, means of delivery, results framework), performance, assurance, and learning between the first apporting to develop reposition, means of delivery, results framework, performance, assurance, and learning between the first (Project Managerent Capacity). IUCN sylicities of defense have clear roles and responsibilities and engage joint in morproving and manageing in UCN's performance and assurance. IUCN will also revisit the roles and responsibilities with regards to planning, monitoring, evaluation has been strengthened. Programmatic centres and regional offices have clear roles and responsibilities regarding portfolio development and management programme and assurance and surance. Programmatic centres and regional offices have clear and complementary roles and responsibilities regarding portfolio development and management through strengthened MEL. Programmatic centres and regional offices have clear and complementary roles and responsibilities regarding portfolio development and management through st	and responsibilities (enabling factor) Provide a clear governance scope to portfolio and programme management, including purpose of thematic areas, roles and responsibilities of portfolios and regional programmes as well as	recommendation will start in Q1 or Q2 2022.	, 9		
Recommendation 2: Governance, roles and responsibilities (enabling factor) Provide a clear governance scope to portfolio and programme. IUCN will clarify definitions (Portfolio, programme, project, services, activities, etc.) of the terms portfolio and programme management, including purpose of thematic areas, roles and responsibilities of portfolios and responsibilities of project support functions. AGRE This recommendation refers to the IUCN-specific use of the terms portfolio and programme, project, services, activities, etc.) on portfolio and programme management components (Value proposition, means of delivery, results framework, performance management components (Value proposition, means of delivery, results framework, performance management thrameworks, etc.) and business requirements from an accountability, performance, and learning perspective. IUCN will also revisit the roles and responsibilities with regards to planning, monitoring, evaluation and learning between the first (Project Managers and Programme staff) and second line of defence (M&E function), as well as between programmatic centres and regional offices. In addition, PPME will work towards consolidating the M&E function across the distributed Secretarias tstaff with the purpose of building a stronger performance and assurance culture, harmonizing and standardizing practices, and	and responsibilities (enabling factor) Provide a clear governance scope to portfolio and programme management, including purpose of thematic areas, roles and responsibilities of portfolios and regional programmes as well as		complexity (adaptability and nexibility		1
Recommendation 2: Governance, roles and responsibilities (enabling factor) Provide a clear governance scope to portfolio and programme, project, services, activities, etc.), performance management, including purpose of thematic areas, roles and responsibilities of portfolios and regional programmes as well as sufficient capacities for project support functions. IUCN will also revisit the roles and responsibilities with regards to planning, monitoring, evaluation and learning between the first (Project Managers and Programme staff) and second line of defence (M&E function), as well as between programmatic centres and regional offices. In addition, PPME will work towards consolidating the MeE function across the distributed Secretariat staff with the purpose of building a stronger performance and assurance culture, harmonizing and standardizing practices, and	and responsibilities (enabling factor) Provide a clear governance scope to portfolio and programme management, including purpose of thematic areas, roles and responsibilities of portfolios and regional programmes as well as		built in the design of systems and tools).		
terms portfolio and programme. IUCN will clarify definitions Provide a clear governance scope to portfolio, programme management, including purpose of thematic areas, roles and responsibilities of portfolios and programme sa well as sufficient capacities for project support functions. Items portfolio and programme, IUCN will clarify definitions (Portfolio, programme, project, services, activities, etc.), performance management, including purpose of thematic areas, roles and responsibilities of portfolios and responsibilities and engage perspective. IUCN will also revisit the roles and responsibilities with regards to planning, monitoring, evaluation and learning between the first (Project Managers and Programme staff) and second line of defence (M&E function), as well as between programmatic centres and regional offices. In addition, PPME will work towards consolidating the M&E function across the distributed Secretariat staff with the purpose of building a stronger performance and assurance culture, harmonizing and standardizing practices, and terms portfolio and programme, project, services, activities, etc.), performance managements to monitoring and evaluation has been strengthened. The and 2 nd lines of defense have clear roles and responsibilities and engage jointly in improving and managing perspective. IUCN's performance and assurance. IUCN's performance and assurance and responsibilities and engage jointly in improving and managing perspective. IUCN's performance and assurance and responsibilities and engage jointly in improving and management and management and responsibilities and engage jointly in improving and managing perspective. IUCN's performance and assurance and responsibilities and engage jointly in improving and management and responsibilities and engage jointly in improving and management and responsibilities and engage jointly in improving	Provide a clear governance scope to portfolio and programme management, including purpose of thematic areas, roles and responsibilities of portfolios and regional programmes as well as	AGREE	3 3	Portfolio Management Capacity:	Regional Offices
Provide a clear governance scope to portfolio and programme management, including purpose of thematic areas, roles and responsibilities of portfolios and responsibilities of portfolios and regional programmes as well as sufficient capacities for project support functions. Programme management components (value proposition, means of delivery, results frameworks, etc.) and business requirements from an accountability, performance, assurance, and learning perspective. IUCN will also revisit the roles and responsibilities with regards to planning, monitoring, evaluation and learning between the first (Project Managers and Programme staff) and second line of defence (M&E function), as well as between programment centres and regional offices. In addition, PPME will work towards consolidating the M&E function across the distributed Secretariat staff with the purpose of building a stronger performance and assurance culture, harmonizing and standardizing practices, and Programme managers to analyse and proposed projects based on a clear set of characteristics. Examples of deliverables are: Validate business requirements for pipeline, resource, financial and risk management, on a decivery to analyse and programme managers to analyse and programme managers to analyse and programme managers to analyse and programme manage current and proposed projects based on a clear set of characteristics. Examples of deliverables are: Validate business requirements for pipeline, resource, financial and risk management, of defense have clear and complementary roles and responsibilities and engage jointly in improving and managing IUCN's performance and assurance. Validate business requirements for pipeline, resource, financial and risk management, through strengthened MEL. Design and build solutions (process and systems), Solutions roll-out, Adjust project finance guidelines to cover costs of MEL requirements, etc.) Business intelligence capacity	portfolio and programme management, including purpose of thematic areas, roles and responsibilities of portfolios and regional programmes as well as	·	, ,		
performance management, including purpose of thematic areas, roles and responsibilities of portfolios and programmes as well as sufficient capacities for project support functions. Discription of defence (M&E function), as well as the meaning of defence (M&E function) across the distributed Secretariat staff with the purpose of building a stronger performance and assurance and stronger performance and assurance and surance and stronger performance and assurance and responsibilities have evolved to support purpose of building a stronger performance and assurance and stronger performance and assurance and surance and surance and surance and assurance and surance and su	portfolio and programme management, including purpose of thematic areas, roles and responsibilities of portfolios and regional programmes as well as	, , ,			Programmatic Centres
roles and responsibilities of portfolios and regional programmes as well as sufficient capacities for project support functions. IUCN will also revisit the roles and responsibilities with regards to planning, monitoring, evaluation and learning between the first (Project Managers and Programme staff) and second line of defence (M&E function), as well as between programmatic centres and regional offices. In addition, PPME will work towards consolidating the M&E function across the distributed Secretariat staff with the purpose of building a stronger performance and assurance culture, harmonizing and standardizing practices, and assurance, and learning between the first perspective. roles and responsibilities and engage jointly in improving and managing IUCN's performance and assurance. Validate business requirements for pipeline, resource, financial and risk management, - Design and build solutions (process and systems), - Solutions roll-out, - Adjust project finance guidelines to cover costs of MEL requirements, etc.) - Business intelligence capacity - Business intelligence capacity - Validate business requirements for pipeline, resource, financial and risk management, - Design and build solutions (process and systems), - Solutions roll-out, - Adjust project finance guidelines to cover costs of MEL requirements, etc.) - Business intelligence capacity	roles and responsibilities of portfolios and regional programmes as well as		Strengthenea.	, , ,	Programme
and regional programmes as well as sufficient capacities for project support functions. from an accountability, performance, assurance, and learning perspective. IUCN will also revisit the roles and responsibilities with regards to planning, monitoring, evaluation and learning between the first (Project Managers and Programme staff) and second line of defence (M&E function), as well as between programmatic centres and regional offices. In addition, PPME will work towards consolidating the M&E function across the distributed Secretariat staff with the purpose of building a stronger performance and assurance culture, harmonizing and standardizing practices, and from an accountability, performance, assurance, and learning perspective. Jointly in improving and managing IUCN's performance and assurance. Jointly in improving and managing IUCN's performance and assurance. Jointly in improving and managing IUCN's performance and assurance. Jointly in improving and managing IUCN's performance and assurance. Jointly in improving and managing IUCN's performance and assurance. Jointly in improving and managing IUCN's performance and assurance. Jointly in improving and managing IUCN's performance and assurance. Jointly in improving and managing IUCN's performance and assurance. Jointly in improving and managing IUCN's performance and assurance. Jointly in improving and managing IUCN's performance and assurance. Jointly in improving and managing IUCN's performance and assurance. Jointly in improving and managing IUCN's performance and assurance. Jointly in improving and managing IUCN's performance and assurance. Jointly in improving and managing IUCN's performance and assurance. Jointly in improving and managing IUCN's performance and assurance. Jointly in improving and managing IUCN's performance and assurance. Jointly in improving and assurance. Jointly in	and regional programmes as well as	'		1 1 1	Performance, Monitoring
sufficient capacities for project support functions. Design and build solutions (process and regional of defence (M&E function), as well as between programmatic centres and regional of function across the distributed Secretariat staff with the purpose of building a stronger performance and assurance culture, harmonizing and standardizing practices, and Design and build solutions (process and regional offices have clear and complementary roles and responsibilities regarding portfolio development and management through strengthened MEL. Validate business requirements for pipeline, resource, financial and risk management, - Design and build solutions (process and systems), - Solutions roll-out, - Adjust project finance guidelines to cover costs of MEL requirements, etc.) - Business intelligence capacity			,		and Evaluation
functions. IUCN will also revisit the roles and responsibilities with regards to planning, monitoring, evaluation and learning between the first (Project Managers and Programme staff) and second line of defence (M&E function), as well as between programmatic centres and regional offices. IUCN will also revisit the roles and responsibilities with regards to planning, monitoring, evaluation and learning between the first (Project Managers and Programme staff) and second line of defence (M&E function), as well as between programmatic centres and regional offices have clear and complementary roles and responsibilities regarding portfolio development and management through strengthened MEL. In addition, PPME will work towards consolidating the M&E function across the distributed Secretariat staff with the purpose of building a stronger performance and assurance culture, harmonizing and standardizing practices, and Programmatic centres and regional offices have clear and complementary roles and responsibilities regarding portfolio development and management through strengthened MEL. Programmatic centres and regional offices have clear and complementary roles and responsibilities regarding portfolio development and management through strengthened MEL. Financial capabilities have evolved to support portfolio governance and management. Financial capabilities have evolved to support portfolio governance and management. Adjust project finance guidelines to cover costs of MEL requirements, etc.) Euch	I sufficient capacities for project support	• •		•	Information Technology
IUCN will also revisit the roles and responsibilities with regards to planning, monitoring, evaluation and learning between the first (Project Managers and Programme staff) and second line of defence (M&E function), as well as between programmatic centres and regional offices. In addition, PPME will work towards consolidating the M&E function across the distributed Secretariat staff with the purpose of building a stronger performance and assurance culture, harmonizing and standardizing practices, and Programmatic centres and regional offices have clear and complementary roles and responsibilities regarding portfolio development and management through strengthened MEL. Programmatic centres and regional offices have clear and complementary roles and responsibilities regarding portfolio development and management through strengthened MEL. Financial capabilities have evolved to support portfolio governance and management. Financial capabilities have evolved to support portfolio governance and management. Financial capabilities have evolved to support portfolio governance and management. Financial capabilities have evolved to support portfolio governance and management. Financial capabilities have evolved to support portfolio governance and management. Financial capabilities have evolved to support portfolio governance and management. Financial capabilities have evolved to support portfolio governance and management. Financial capabilities have evolved to support portfolio governance and management. Financial capabilities have evolved to support portfolio governance and management. Financial capabilities have evolved to support portfolio governance and management. Financial capabilities have evolved to support portfolio governance and management. Financial capabilities have evolved to support portfolio governance and management. Financial capabilities have evolved to support portfolio governance and management. Financial capabilities have evolved to support portfolio governance and management. Fina		perspective.	To civis periormance and assurance.	'	57
for planning, monitoring, evaluation and learning between the first (Project Managers and Programme staff) and second line of defence (M&E function), as well as between programmatic centres and regional offices. In addition, PPME will work towards consolidating the M&E function across the distributed Secretariat staff with the purpose of building a stronger performance and assurance culture, harmonizing and standardizing practices, and offices have clear and complementary roles and responsibilities regarding portfolio development and management through strengthened MEL. Financial capabilities have evolved to support portfolio governance and management. Financial capabilities have evolved to support portfolio governance and management. Financial capabilities have evolved to support portfolio governance and management. Financial capabilities have evolved to support portfolio governance and management. Financial capabilities have evolved to support portfolio governance and management. Financial capabilities have evolved to support portfolio governance and management. Financial capabilities have evolved to support portfolio governance and management. Financial capabilities have evolved to support portfolio governance and management. Business intelligence capacity		, ,			
of defence (M&E function), as well as between programmatic centres and regional offices. In addition, PPME will work towards consolidating the M&E function across the distributed Secretariat staff with the purpose of building a stronger performance and assurance culture, harmonizing and standardizing practices, and portfolio development and management through strengthened MEL. portfolio development and management through strengthened MEL. Financial capabilities have evolved to support portfolio governance and management through strengthened MEL. Financial capabilities have evolved to support portfolio governance and management through strengthened MEL. Financial capabilities have evolved to support portfolio governance and management through strengthened MEL. Financial capabilities have evolved to support portfolio governance and management through strengthened MEL. Financial capabilities have evolved to support portfolio governance and management through strengthened MEL. Financial capabilities have evolved to support portfolio governance and management through strengthened MEL. Financial capabilities have evolved to support portfolio governance and management through strengthened MEL. Financial capabilities have evolved to support portfolio governance and management through strengthened MEL. Financial capabilities have evolved to support portfolio governance and management through strengthened MEL. Financial capabilities have evolved to support portfolio governance and management through strengthened MEL. Financial capabilities have evolved to support portfolio governance and management through strengthened MEL. Business intelligence capacity		, 3	,	_	Human Resources Unit
centres and regional offices. through strengthened MEL. - Solutions roll-out, - Adjust project finance guidelines to cover costs of MEL requirements, function across the distributed Secretariat staff with the purpose of building a stronger performance and assurance culture, harmonizing and standardizing practices, and through strengthened MEL. - Solutions roll-out, - Adjust project finance guidelines to cover costs of MEL requirements, etc.) - Business intelligence capacity			,	and systems),	Global Finance Group
In addition, PPME will work towards consolidating the M&E function across the distributed Secretariat staff with the purpose of building a stronger performance and assurance culture, harmonizing and standardizing practices, and Financial capabilities have evolved to support portfolio governance and management. Financial capabilities have evolved to support portfolio governance and management. Financial capabilities have evolved to support portfolio governance and management. Financial capabilities have evolved to support portfolio governance and management. Business intelligence capacity				- Solutions roll-out,	'
function across the distributed Secretariat staff with the purpose of building a stronger performance and assurance culture, harmonizing and standardizing practices, and support portfolio governance and management. support portfolio governance and management. etc.) - Business intelligence capacity					
purpose of building a stronger performance and assurance culture, harmonizing and standardizing practices, and The management and assurance management. Business intelligence capacity			·	'	
culture, harmonizing and standardizing practices, and				,	
				- business intelligence capacity	
strengthening overall capacity. Organizational Model & Human Organizational Model & Human		strengthening overall capacity.		Organizational Model & Human	
Resources Aspects				Resources Aspects	
Clarify roles and responsibilities of				Clarify roles and responsibilities of	
programmatic centres and regional				,	
offices with regards to defining and					
implementing IUCN's value proposition, theory(ies) of change and portfolio				, ,	
results framework, etc.					
Clarify roles, responsibilities, and				,	
required skills and competencies of 1 st and 2 nd lines of defense.					
Clarify the evaluation function role and				1	
position.				position.	
Data management aspects				Data management aspects	
Clarify support required from IT on				Clarify support required from IT on	
data management processes					
Recommendation 3: Purpose of MEL AGREE IUCN has a clear description of the Identification of key performance Regional Offices	Recommendation 3: Purpose of MFI	AGREE	IUCN has a clear description of the		Regional Offices
system From IUCN's perspective, recommendation 3 and 4 both purpose and scope of its MEL system. questions at each level of the			·	· ·	1.125.21.6.
	•	, ,		organization (incl. end-user validation).	Programmatic Centres
	system The purpose of the MEL System should	I addressed jointly	LILIC NI has rolled-out institutional	1	
For quick wins, converging points of lifecycle, practices, methodologies and provide assurance of adequate data	system	dadressed jointly.	minimum standards (processes, data	Identification of requirements that	

data availability and information needs should be leveraged. Recommendation 4: Scope of MEL system Define the scope of the MEL System by collating MEL questions, data providers, data users, standard givers, and external audience. Accordingly, define MEL System components and compulsory parts. Attribute corresponding MEL responsibilities to PPME Unit and other support units at the Secretariat.	IUCN will revisit its performance and assurance data model to support relevant, efficient and effective conservation action and meet institutional standards. This implies identifying what information is required at each level to drive performance and assurance and increase overall accountability. To do so, IUCN will identify needs and roll-out a subset of performance and assurance mandatory data requirements supported by sound processes and methodologies. Portfolio and project portal capabilities will be improved to support this ambition. This effort will be done jointly with the main performance and assurance users (using a personas approach) – as described under recommendation 3 & 4. The identification and validation of "what questions should the MEL system answer" according to the level and end-user perspective will drive the business analysis. IUCN will also work on establishing data quality assurance process throughout the lifecycle of performance and assurance	data models) to ensure timely availability of MEL data to better support performance management and assurance.	quality, risk management and decision making based on MEL information. Identification of existing data (formal and informal) and gap analysis. Design of a revamped data model and effective roll-out to all projects. Build data quality assurance capabilities. Build an appropriate data model (across data sources), data marts and business intelligence capabilities.	Programme Performance, Monitoring and Evaluation Information Technology Unit
Recommendation 5: Intervention logics Co-create thematic intervention logics with mandatory sets of objectives to	data stemming from the portfolio to ensure adequacy, usability and timeliness of the data for decision-making and accountability purposes. AGREE From IUCN's perspective, recommendation 5 & 6 both address issues related to IUCN's value proposition and therefore must be	IUCN has clear intervention logic and has described the desired level and nature of alignment of the portfolio to the overall	Theories of change and intervention logic designed and validated.	Regional Offices Programmatic Centres
which thematic groups of projects must contribute. Design projects along a commonly shared results-chain logic.	addressed jointly. At the institutional level	theory of change and results framework. IUCN's pipeline management capabilities	Guidelines developed. Pipeline management process adapted.	Programme Performance, Monitoring
Recommendation 6: Performance indicators Design impact/outcome/results indicators in accordance with thematic intervention logics, available data quality and pragmatism.	PPME and programme-side MEL staff will accompany business owners in fine-tuning IUCN's value proposition and overarching theory of change, portfolio results framework and any underpinning results-based management and performance requirement. This will ensure alignment throughout performance management processes, practices, methodologies and information management systems. Programme and project management guidelines and standards will be updated accordingly and a data model designed to answer information needs of the various MEL users. At the project level MEL staff will support the roll-out of such performance requirements through existing processes and systems and capacity building of the 1st and 2nd line of defence.	have been improved accordingly. IUCN has defined performance requirements (outcomes, outputs, indicators, etc.) to support development of intervention logics and rolled-out expectations and guidelines accordingly Guidelines and standards for development and use of intervention logics and indicators have been rolled-out and the project portal upgraded accordingly.	Programme reference frameworks designed and rolled-out with associated guidance. Indicator cookbook for common indicators designed. Links and references made to other IUCN tools for progress monitoring. Results framework adjusted. Project portal upgraded to welcome performance measurement framework - linked to existing data base and tools under improvement.	and Evaluation
Meet information needs by communicati	ng relevant information			
Recommendation 7: Communication In line with the IUCN Secretariat's strategy, elaborate a communication plan for internal and external	AGREE The improved capabilities for portfolio performance management and assurance will support IUCN's overall communication on its value proposition to both internal and external stakeholders. To support this, the communication	IUCN staff at all levels have access to relevant and appropriate intervention logic, performance and assurance information and are capable of	Communication approach for the sourcing and use of performance and policy messages for public and donor communication defined and rolled-out.	Programme Performance, Monitoring and Evaluation Communications Unit

communication that focuses on	needs of each persona group will be identified and considered	leveraging this information for	(refer to component 4 and 5 of the	
performance, and policy messages.	for the MEL system business requirements.	communication and fundraising.	IUCN Operational Plan 2021-24)	Strategic Partnership Unit
	And the state of t	l l l l l l l l l l l l l l l l l l l	,	
	PPME will aim at being in a position to provide a sound			
	performance story (at any level of the organization) at any			
	given moment in time. This capability should ultimately			
	improve IUCN's fundraising capacity for both project funding			
	and framework donor agreements.			
Recommendation 8: Connect financial	AGREE	IUCN has increased alignment between	Project costing structure has been	Programme
and non-financial performance	IUCN will adjust its financial management capabilities along	its programmatic and financial planning	revised (refer to Operational Plan 2021-	Performance, Monitoring
monitoring (Results-based budgeting)	with its performance and assurance ones to for greater	and monitoring capabilities (e.g. results-	24 section on financial sustainability).	and Evaluation
Integrate financial information into	accountability.	based budgets/actuals).	W. I. I	Pagional Offices
internal and external reporting on	This will be described as a second constant of Cost for which are	The grander and a suffernment of the control of the	Workplans, activities and outputs are	Regional Offices
portfolios, regional and global	This will be done in a staged approach, first focusing on	The results and performance aspect have	being budgeted and monitored from	Programmatic Centres
programmes.	improving existing capabilities such as:	become an important part of resource	both the performance and financial	Information Technology
	 how IUCN allocates resources through the results and impact lense; 	allocation and portfolio pipeline	perspectives.	Unit
	 revising IUCN's project costing framework and budet 	management.		Offit
	templates;	Cost-efficiency and cost-effectiveness		Global Finance Group
	templates,	have improved due to improved		Global Finance Group
	This will be done while preparing the ground for deploying	alignment between the results chain and		
	results-based budgeting as a second step.	finance management.		
Enhancing institutional learning	results based badgeting as a second step.	marice management.		
Recommendation 9: Focus of	AGREE	IUCN has revised its evaluation policy	Revise the evaluation policy in	Programme
evaluations	IUCN agrees and would like to specify that evaluation focus	and refined its intentions for evaluations,	consultation with key evaluation users	Performance, Monitoring
Evaluations should focus on	should be both on contribution to social change and	how they are embedded within the	and programmatic MEL staff.	and Evaluation
understanding ability and key success	environmental conservation.	project and programme life-cycle and		
factors of projects and intervention		how they are used.	Clarify 1 st , 2 nd and 3 rd line of defence.	
logics to contribute to social change.	The Monitoring and Evaluation Policy (2015) will be updated to			
	increase assurance, accountability and learning on factors for	The role of evaluations vis-à-vis	Update project guidelines to ensure	
	project success and to confirm assumptions made in	performance management have been	evaluations are considered at all stages	
	intervention logics – or provide grounds to amend them	clarified from a learning, agenda-setting	of the project life-cycle.	
	44 10041 (16 1 1 1 11111 11	and policy-making perspective.	T : M05 O(()	
	1st and 2nd line of defense roles and responsibilities with regards		Train M&E Officers and Project	
	to evaluation will be revised accordingly.		Managers on the updated policy.	
	In addition the MEL function will be strongthought a provide			
	In addition, the MEL function will be strengthened to provide adequate support for evaluative practices through the projects'			
	life cycle and more importantly at project design phase.			
Recommendation 10: Knowledge	AGREE	IUCN has designed and rolled-out	PPME, in consultation with programme	Programme
management to support evaluation	IUCN will work on strengthening its evaluation management	adequate systems and tools to leverage	side MEL staff, define updated	Performance, Monitoring
Conceive evaluation tasks and data	capabilities. This will strengthen institutional learning and	evaluation practice.	guidance on aspects of management of	
bases in such a way that they are useful	knowledge uptake.	1. maddon pradded.	individual evaluations:	and Evaluation
for long-term observations and			Evaluation planning and decision-	Oversight Unit
complement ongoing monitoring.	Alignment with pipeline management, Internal Audit and		making (approval of evaluation	
, 9. 9	Internal Control should be sought in moving forward with this		initiation, individual evaluation budgets	Programme-side MEL
	file.		and budget source)	staff
			,	
			Evaluation Terms of Reference	
			(developed according to	
			guidance/template and uploaded to	

actual repository) to don't content more funding contentions? Facilities to go contention protection and application of actual contention of actual contention of actual contention of actual contention of actual contentions of actual contenti	
Berluston mecadan reports developed according updated of establishment of the restrict recording of according updated or entral recording to great or a community of the process of the control according to great or an entral recording. Berluston management response to community of the control of the contr	central repository), to donor's criteria
Berluston mecadan reports developed according updated of establishment of the restrict recording of according updated or entral recording to great or a community of the process of the control according to great or an entral recording. Berluston management response to community of the control of the contr	and funding availability
woodstag in qualificative certain recording to a country of the certain recording; Evaluation reports developed according to ground and uploaded to control specification. Evaluation reports developed according to ground and uploaded to control specification. Evaluation reports developed according to impalse autocated in certain recording; Evaluation for feature or previous control recording; Evaluation for feature or previous control recording to control in managing cellulation (TSB), country or evaluation, secretary for coultand or process or experienced or coultand or process or experienced or coultand or process or experienced coultand to process or experienced or coultand or process or experienced or coultand or process or experienced coultand or remarkagement recording to coultand or remarkagement recording to developed according to all controllar process according to according to all controllar process according to the according to all	
woodstag in qualificative certain recording to a country of the certain recording; Evaluation reports developed according to ground and uploaded to control specification. Evaluation reports developed according to ground and uploaded to control specification. Evaluation reports developed according to impalse autocated in certain recording; Evaluation for feature or previous control recording; Evaluation for feature or previous control recording to control in managing cellulation (TSB), country or evaluation, secretary for coultand or process or experienced or coultand or process or experienced or coultand or process or experienced coultand to process or experienced or coultand or process or experienced or coultand or process or experienced coultand or remarkagement recording to coultand or remarkagement recording to developed according to all controllar process according to according to all controllar process according to the according to all	Evaluation incention reports (developed
unusual control of the control of th	
Evaluation response (developed according to replaced or controlling to guidance and uplicated to controlling to remplace uplicated according to remplace uplicated according replaced according to remplace uplicated according to remaining the remplaced according to remaining removal, and process of an approach of remaining remaining according to remaining remaini	
execution to systematic are uploaced to certail recording) totalization management response (previous development response (previous development response) Sentiation interchine recordings. Manging the cellulation process for certaillance, exacution of process or certaillance, exacution of process and process for certaillance, exacution of process and process of recurring of resolutions, covered and process of recurring of resolutions, covered and process of recurring of resolutions, covered and process of recurring of resolutions products, developed in execution management response, fulfilling asks account personal process and covered and process and covered and degree of quality control for developmental process. Transfers of the covered for the covered of the covered for developmental process or information and management response, and covered for developmental process or information and management response. Systematic according to the covered for the covered for the process of the covered for the co	uploaded to central repository).
executing to guidance and upleaded to certail repository) contaction management response thewhops acroniting to hermitian, countries, coulded as central repository. Subtaction interiting executions. Manging the televaluating process for certaillard executions, desired executions (which is processed for certaillard executions) desired executions (which is certaillard executions) desired executions (which is certaillard executions) desired executions products, certaillard executions products, certaillard executions products, certaillard executions products, certaillard executions (which is sound executions) during tasks sound executions (which is sound executions) during tasks sound executions (which is sound executions) and certaillard executions dawning access to reformation and collection and advanced executions dawning access to reformation in collection painting and excess to reformation in painting and executions for a contraction painting and execution for a contraction of the execution of the executio	
executing to guidance and upleaded to certail repository) contaction management response thewhops acroniting to hermitian, countries, coulded as central repository. Subtaction interiting executions. Manging the televaluating process for certaillard executions, desired executions (which is processed for certaillard executions) desired executions (which is certaillard executions) desired executions (which is certaillard executions) desired executions products, certaillard executions products, certaillard executions products, certaillard executions products, certaillard executions (which is sound executions) during tasks sound executions (which is sound executions) during tasks sound executions (which is sound executions) and certaillard executions dawning access to reformation and collection and advanced executions dawning access to reformation in collection painting and excess to reformation in painting and executions for a contraction painting and execution for a contraction of the execution of the executio	Evaluation reports (developed
ental reportory Evaluation management responses (Unocloped seconding to temp are uposation to rentral reportory). Evaluation fund to monoculenta Managing the rest unition proteins for Wanging the rest unition proteins for Managing the rest unition proteins for Wanging the rest unition proteins for Wanging the rest unition proteins for the confluctor bollution of these rest uniting of workstatins, ownership the confluctor proteins and approval on evaluation products, seeining the wavalation products, seeining the wavalation management response, full hing passis around resultation publication and dispersionation Transing the provises of and providing a dispersion of quality control for descriptional and description and description professional and description of and providing a dispersional and are advantion professional and according to the second of a control professional and according to the second of a control professional and second of according to the s	
Failuation management response (developed acrons og to ternolate, uposalded or omtive reposition), Epiloation function opporations. Minarying one evaluation process for controllated evaluation process for controllated evaluation process for controllated evaluations processed grided control in managing color alcoholities, developing the evaluation process and approved on evaluation process and evaluation publication and discommission. Tracking the enecesse of and exceeding a degree of quality common for position and evaluation of positions are evaluation of positions arrests to information on evaluation perming and secondarions (insiming arrests to information on evaluation perming and secondarions). Systematic examples. Systematic examples. Systematic examples, evaluation including or commissional process and evaluation minagement (exponence). Systematic examples, information about the continuous early for use process pro- optimization. Systematic examples, information about the continuous early for use process pro- optimization. Systematic entereding of all evaluations arround to be a monosem ten of evaluation pergreeness stock as leaveness, positions, for evaluation arrounding to a monosem ten of evaluation pergreeness stock as leaveness, position and of data	
developes according to exhauster. Lipidaded for central reactions? Consistent Survival agreements. Managing the evaluation process for certificate devaluations from gried control an immanaging contained in the control of the evaluation process of the central and process of the evaluation process of the evaluation process of the evaluation process and approval on evaluation annotation, seeing the evaluation process of an annotation process of an annotation part authors and construction of the evaluation and experimentary. Trouting the process of and providing a degree of quality control for determination in their graces of and control for determination in their graces of and control for determination in their graces of and control for the evaluation of the process of and control for the evaluation of the process of and control for evaluation reports, and evaluation process, and control for evaluation reports, and evaluation evaluation management responses). Systematic extraction and categorization and categorization of they intermediate for a categorization of they intermediate for a categorization of the process of an order of the evaluation, and the process of an order of the evaluation of the process of the organization, and the process of the organization, and the process of the organization of the process of the org	central repository).
developes according to exhauster. Lipidaded for central reactions? Consistent Survival agreements. Managing the evaluation process for certificate devaluations from gried control an immanaging contained in the control of the evaluation process of the central and process of the evaluation process of the evaluation process of the evaluation process and approval on evaluation annotation, seeing the evaluation process of an annotation process of an annotation part authors and construction of the evaluation and experimentary. Trouting the process of and providing a degree of quality control for determination in their graces of and control for determination in their graces of and control for determination in their graces of and control for the evaluation of the process of and control for the evaluation of the process of and control for evaluation reports, and evaluation process, and control for evaluation reports, and evaluation evaluation management responses). Systematic extraction and categorization and categorization of they intermediate for a categorization of they intermediate for a categorization of the process of an order of the evaluation, and the process of an order of the evaluation of the process of the organization, and the process of the organization, and the process of the organization of the process of the org	End when we are a second as a
up padded to central repositionly. Real attent in incinion inpasticists Managing the evaluation process for centralized evaluation process for centralized evaluation process and process control in managing evaluation. Talks, recruiting of evaluations, overseeing the evaluations products, everseeing the evaluation products, swering me evaluation management responses. fulfilling tests account evaluation management responses. fulfilling tests account evaluation and dissemination) Tracking the process of and providing a degree of quality control for determination and dissemination; Tracking the process of and providing a degree of quality control for determination and desemble evaluation of which and access to information on evaluation of uniting and access to information and evaluation of access to evaluation and process and progress and easy table on the progress and easy table on management responses.) Systematic evaluation and culture process and control of evaluation and management responses. Systematic confidence on a consideration about the evaluation individual of information about the evaluation parameters (such as consideration of evaluation accounting the availabilities of evaluation parameters (such as covered geography, program type, subject, data cici. Evaluation parameters (such as covered geography). The use of data	
Evaluation function operations: Managing the evaluation process for constrained evaluation process for control in managing evaluation Toffs, romailing of evaluation process and approval on evaluation process and approval on evaluation process and approval on evaluation managing evaluation for the evaluation managine material process of an evaluation publication and dissemination). Tracking the process of and providing a degree of quit if y control for decentral and evaluation publication and dissemination). Tracking the process of and providing a degree of quit if y control for decentral and evaluation planning and access to information of evaluation planning and access to revaluation planning and access to evaluation Toffs, evaluation for information accountable. Systematic evaluation reports and evaluation management responses). Systematic evaluation fixely information (e.g., evaluation findings) or recommendations, information (e.g., evaluation) findings or recommendations, information stoud the evaluations, process of the organization. Systematic across the organization of evaluations according to a consistent scol of evaluation parameters (e.g.) by systematic architecture according to a consistent scol of evaluation parameters (e.g.) by systematic architecture according to a consistent scol of evaluation parameters (e.g.) by systematic param	
Managing the availabilities (warring direct controlled view allowing flowers (incompanies) of a validation products, reverse on the evaluation products, seeing the evaluation products, seeing the evaluation products, seeing the evaluation management response, that little gasts around evaluation publication and dissertination). Tracing the process of and providing a degree of quality control for decentralized evaluations (naving access to information on evaluation planning and access to evaluation in the evaluation of a valuation (ratio). Takes evaluation takes and contracts, evaluation in the evaluation of a valuation (ratio). Systematic extraction and categorism of eq. evaluation fractions, information about the evaluation flowings or recommendations, information about the evaluation is equilations, each for our evaluation for explanation of eq. evaluation flowings or recommendations, information about the evaluation as each of the evaluation of explanation of eq. evaluation flowings or recommendations, information about the evaluations generated earthying of all evaluations according to a considering set of evaluation parameters (such as keywords, geographics), program type, subject, (state etc.). Evaluation parameters (such as keywords, geographics), program type, subject, (state etc.).	uploaded to central repository).
Managing the evaluation process for controlled variables (Newng direct control in managing evaluation 108), recruiting of evaluation growths, overseaning the evaluation process and apprecial on evaluation process, seeing the evaluation management response, that ling sasts around evaluation in publication and desemblishing sasts around evaluation publication and desemblishing sasts around evaluation publication and desemblishing as the same of evaluation publication and desemblishing as the same of evaluation e	
Maraging the evaluation process for controllade valuations (having direct control in managing evaluation) (1988, recruiting of evaluations, everseeing the evaluation process and approval on evaluation process, settering the evaluation process steering the evaluation management response, that littling tasks should evaluation publication and dissemination). Tracing the process of and providing a degree of quality control for decentralized evaluations (having access to information on evaluation planning and excess to evaluation from one evaluation planning and excess to evaluation from evaluation from the evaluation of	Evaluation function operations:
centralized revaluations (theving direct control in maning in equilation ToRs, recurring of evaluations, overgreeing the evaluation process and appreval on evaluation process and appreval on evaluation process, steering the evaluation process maniner response, fulfilling tasks, around revaluation protection and dissemination). Tracking the process of and providing a copyroof of quality control for deventralized evaluation sharing access to information on evaluation planning and access to evaluation planning and access to evaluation ToRs, evaluation between the evaluation ToRs, evaluation for an evaluation management (evaluation or law) information and evaluation management (evaluation or law) information about the evaluation of lay information about the evaluation for further or recommendations, information about the evaluations graduations according to a consistent set of evaluations according to a consistent set of evaluation parameters (such as legyond profivatival evaluation parameters (such as legyond profivatival evaluation parameters). The use of data	
control in managing evaluations (see requiring the evaluations) process and approval on evaluation process and approval on evaluation process. Settleng the evaluation management response, fulfilling tooks amount evaluation publication and dissernation) Tracking the process of and providing a degree of quality control for disternativative devaluations. Planning and access to information or evaluation planning and access to information or evaluation planning and access to information or evaluation planning and access to evaluation. Tooks, evaluation this and contracts, evaluation that and contracts, evaluation reproduced the accordance of the process of the contracts of the process of the process of the process of the contracts of the process of the programmation about the evaluation findings or recommendations, information about the evaluation findings or recommendation, information about the evaluation findings or recommendation, information about the evaluation process of the programmation. Systematic archiving of all evaluations according to a consistent set of evaluation parameters (such as keywords, geography, program type, subject date etc.). Figure 1 of the process of the proces	
containing of evaluations, oversening the evaluation products, seering the evaluation products, seering the evaluation management responses, fulfilling tasks around evaluation publication and discernination). Tracking the process of and providing a degree of quality control for decentralized evaluations thaving access to information on evaluation planning and access to evaluation. Tests evaluation folials and controls evaluation planning and access to evaluation management responses). Systematic extraction and caregivation devaluation management responses). Systematic extraction and caregivation of key information is go evaluation fringings or recommengations, information about the evaluation, etc.) for use across the organization. Systematic archiving of all evaluations according to a consistent sat of evaluation according to a consistent sat of evaluation parameters (such as leywords, geography, program type, subject, date etc.). Evaluation use (Reyend individual evaluationus programs). The use of data	
oxiliation process and approval on evaluation my devices steering the evaluation management response, fulfilling tasks around evaluation publication and dissemination). Tracking the process of and providing a degree of quality control for decompliated evaluations (having a cores to information on evaluation planning and access to evaluation planning and access to evaluation Tosis, evaluation bost and contracts, evaluation to propose, and evaluation management responses). Systematic extraction and categorization of key information de guestionation findings or recommendations, information about the evaluations, etc.) for use across the organization. Systematic extraction and actegorization of lavelluations according to a consistent set of evaluation parameters (such as keywords, geography, program type, subject, date etc.). Evaluation parameters (such as keywords, geography, program type, subject, date etc.). Evaluation use of devaluation application and evaluations according to the etc.).	
eva uation management response, fulfilling tasks around evaluation publication and dissemilation). Tracking the process of and providing a degree of quality contro for decentralized evaluations (having access to information on evaluation planning and access to information on evaluation planning and access to evaluation Tosts, evaluate oils and contrains, evaluation information on acontrains, evaluation management responses). Systematic extraction and categorization of key information (e.g. evaluation findings or recommendations, information about the evaluations, etc.) for use across the organization. Systematic archiving of all evaluations according to a consistent set of evaluation according to a consistent set of evaluation according to a consistent set of evaluation parameters (such as keywords, geography, program type, subject, dato etc.). Evaluation use (devond antificial)	
evaluation management response, Iulling tasks around evaluation oublication and dissemination). Tracking the process of and providing a degree of quality control for decentralized evaluations (having access to information on evaluation olanning and access to evaluation ToRs, evaluation bids and contracts, evaluation reports, and evaluation management response). Systematic extraction and categorization of key information (e.g. evaluation findings or recommendations, information about the evaluations, cit.) for use aircss the organization. Systematic archiving of all evaluations according to a consistent set of evaluation parameters such as keywords, geography, program type, subject, date etc.). Evaluation use (heyond individual evaluation use of data	evaluation process and approval on
evaluation management response, fulfilling tasks around evaluation publication and dissemination). Tracking the process of and providing a degree of quality control for decentralized evaluations (having access to information on evaluation planning and access to evaluation planning and access to evaluation planning and access to evaluation management responses). Systematic extraction and categorization of key information (e.g. evaluation findings or recommendations, information about the evaluations, etc.) for use across the organization. Systematic archiving of all evaluations according to a consistent set of evaluation parameters (such as keywords, geography, program typo, subject, date etc.). Evaluation use (beyond individual evoluation is essential.)	evaluation products, steering the
fulfilling tasks around evaluation publication and dissemination). Tracking the process of and providing a degree of quality control for decentralized evaluations (having a access to information on evaluation planning and access to evaluation planning and access to evaluation planning and access to evaluation ToRs, evaluation and evaluation planning and access to evaluation to the subject of	
publication and dissemination). Tracking the process of and providing a degree of quality control for decentralized evaluations (fishing access to information on evaluation planning and access to evaluation planning and access to evaluation ToRs, evaluator bids and contracts, evaluation reports, and evaluation management responses). Systematic cerraction and categorization of key information (e.g. evaluation findings or recommendations, information about the evaluations, etc.) for use across the organization. Systematic acrohying of all evaluations according to a consistent set of evaluation parameters (such as keywords, geography, program type, subject, date etc.). Evaluation use (keyond individual evaluation response). The use of data	
Tracking the process of and providing a degree of quality control for decentralized evaluations (having access to information on evaluation planning and access to evaluation planning and access to evaluation ToRs, evaluation ToRs, evaluation teports, and evaluation management responses). Systematic extraction and categorization of key information (e.g. evaluation findings or recommendations, information about the evaluations, etc.) for use across the organization. Systematic archiving of all evaluations according to a consistent set of evaluation pramaters (such as keywords, geography, program type, subject, date etc.). Evaluation use (keyword individual evaluation response). The use of data	
degree of quality control for decentralized evaluation (having access to information on evaluation planning and access to evaluation ToRs, evaluator bids and contracts, evaluation reports, and evaluation management responses). Systematic extraction and categorization of key information (e.g. evaluation findings or recommendations, information about the evaluations, etc.) for use across the organization. Systematic archiving of all evaluations according to a consistent set of evaluation parameters (such as keywords, geography, program type, subject, date etc.). Evaluation use (beyond individual evaluation response). The use of data	publication and dissernination).
degree of quality control for decentralized evaluations (having access to information on evaluation planning and access to evaluation ToRs, evaluator bits and contracts, evaluation reports, and evaluation management responses). Systematic extraction and categorization of key information (e.g. evaluation findings or recommendations, information about the evaluations, etc.) for use across the organization. Systematic archiving of all evaluations according to a consistent set of evaluation parameters (such as keywords, geography, program type, subject, date etc.). Evaluation use (beyond individual evaluations). The use of data	
decentralized evaluations (having access to information on evaluation planning and access to evaluation planning and access to evaluation ToRs, evaluator bids and contracts, evaluation reports, and evaluation management responses). Systematic extraction and categorization of key information (e.g. evaluation findings or recommendations, information about the evaluations, etc.) for use across the organization. Systematic archiving of all evaluations according to a consistent set of evaluation parameters (such as keywords, geography, program type, subject, date etc.). Evaluation use (beyond individual evaluations). The use of data	
access to information on evaluation planning and access to evaluation TORS, evaluator bids and contracts, evaluation reports, and evaluation management responses). Systematic extraction and categorization of key information (e.g. evaluation findings or recommendations, information about the evaluations, etc.) for use across the organization. Systematic archiving of all evaluations according to a consistent set of evaluation parameters (such as keywords, geography, program type, subject, date etc.). Evaluation use (beyond individual evaluation response). The use of data	degree of quality control for
access to information on evaluation planning and access to evaluation TORS, evaluator bids and contracts, evaluation reports, and evaluation management responses). Systematic extraction and categorization of key information (e.g. evaluation findings or recommendations, information about the evaluations, etc.) for use across the organization. Systematic archiving of all evaluations according to a consistent set of evaluation parameters (such as keywords, geography, program type, subject, date etc.). Evaluation use (beyond individual evaluation response). The use of data	decentralized evaluations (having
planning and access to evaluation Tofks, evaluator bids and contracts, evaluation reports, and evaluation management responses). Systematic extraction and categorization of key information (e.g. evaluation findings or recommendations, information about the evaluations, etc.) for use across the organization. Systematic archiving of all evaluations according to a consistent set of evaluation parameters (such as keywords, geography, program type, subject, date etc.). Evaluation use (beyond individual evaluation response). The use of data	
ToRs, evaluator bids and contracts, evaluation reports, and evaluation management responses). Systematic extraction and categorization of key information (e.g. evaluation findings or recommendations, information about the evaluations, etc.) for use across the organization. Systematic archiving of all evaluations according to a consistent set of evaluation parameters (such as keywords, geography, program type, subject, date etc.). Evaluation use (beyond individual evaluation response). The use of data	
evaluation reports, and evaluation management responses). Systematic extraction and categorization of key information (e.g. evaluation formation) about the evaluations, etc.) for use across the organization. Systematic archiving of all evaluations according to a consistent set of evaluation parameters (such as keywords, geography, program type, subject, date etc.). Evaluation use (beyond individual evaluation use (beyond individual evaluation parameters). The use of data	
management responses). Systematic extraction and categorization of key information (e.g. evaluation findings or recommendations, information about the evaluations, etc.) for use across the organization. Systematic archiving of all evaluations according to a consistent set of evaluation parameters (such as keywords, geography, program type, subject, date etc.). Evaluation use (beyond individual evaluation response). The use of data	
Systematic extraction and categorization of key information (e.g. evaluation findings or recommendations, information about the evaluations, etc.) for use across the organization. Systematic archiving of all evaluations according to a consistent set of evaluation parameters (such as keywords, geography, program type, subject, date etc.). Evaluation use (beyond individual evaluation response). The use of data	
categorization of key information (e.g. evaluation findings or recommendations, information about the evaluations, information about the evaluations, etc.) for use across the organization. Systematic archiving of all evaluations according to a consistent set of evaluation parameters (such as keywords, geography, program type, subject, date etc.). Evaluation use (beyond individual evaluation response). The use of data	management responses).
categorization of key information (e.g. evaluation findings or recommendations, information about the evaluations, etc.) for use across the organization. Systematic archiving of all evaluations according to a consistent set of evaluation parameters (such as keywords, geography, program type, subject, date etc.). Evaluation use (beyond individual evaluation response). The use of data	
categorization of key information (e.g. evaluation findings or recommendations, information about the evaluations, etc.) for use across the organization. Systematic archiving of all evaluations according to a consistent set of evaluation parameters (such as keywords, geography, program type, subject, date etc.). Evaluation use (beyond individual evaluation response). The use of data	Systematic extraction and
evaluation findings or recommendations, information about the evaluations, etc.) for use across the organization. Systematic archiving of all evaluations according to a consistent set of evaluation parameters (such as keywords, geography, program type, subject, date etc.). Evaluation use (beyond individual evaluation response). The use of data	
recommendations, information about the evaluations, etc.) for use across the organization. Systematic archiving of all evaluations according to a consistent set of evaluation parameters (such as keywords, geography, program type, subject, date etc.). Evaluation use (beyond individual evaluation response). The use of data	
the evaluations, etc.) for use across the organization. Systematic archiving of all evaluations according to a consistent set of evaluation parameters (such as keywords, geography, program type, subject, date etc.). Evaluation use (beyond individual evaluation response). The use of data	
organization. Systematic archiving of all evaluations according to a consistent set of evaluation parameters (such as keywords, geography, program type, subject, date etc.). Evaluation use (beyond individual evaluation response). The use of data	
Systematic archiving of all evaluations according to a consistent set of evaluation parameters (such as keywords, geography, program type, subject, date etc.). Evaluation use (beyond individual evaluation response). The use of data	
according to a consistent set of evaluation parameters (such as keywords, geography, program type, subject, date etc.). Evaluation use (beyond individual evaluation response). The use of data	organization.
according to a consistent set of evaluation parameters (such as keywords, geography, program type, subject, date etc.). Evaluation use (beyond individual evaluation response). The use of data	
evaluation parameters (such as keywords, geography, program type, subject, date etc.). Evaluation use (beyond individual evaluation response). The use of data	
evaluation parameters (such as keywords, geography, program type, subject, date etc.). Evaluation use (beyond individual evaluation response). The use of data	according to a consistent set of
keywords, geography, program type, subject, date etc.). Evaluation use (beyond individual evaluation response). The use of data	
subject, date etc.). Evaluation use (beyond individual evaluation response). The use of data	
Evaluation use (beyond individual evaluation response). The use of data	
evaluation response). The use of data	Subject, date etc.j.
evaluation response). The use of data	
on and from evaluations in a range of	
· · · · · · · · · · · · · · · · · · ·	on and from evaluations in a range of

	functional areas and by positions across	
	the organization.	