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EXECUTIVE COMMITTEE OF
THE MULTILATERAL FUND FOR THE
IMPLEMENTATION OF THE MONTREAL PROTOCOL
Ninety-sixth Meeting
Montreal, 26–30 May 2025
Item 6(a) of the provisional agenda¹

**POTENTIAL MANAGEMENT RESPONSE TO THE EXTERNAL ASSESSMENT OF
THE EVALUATION FUNCTION OF THE MULTILATERAL FUND, INCLUDING AN
EVALUATION POLICY FOR THE MULTILATERAL FUND (DECISION 95/8(b))**

Introduction

1. At its 95th meeting, the Executive Committee noted the external assessment of the evaluation function of the Multilateral Fund, prepared by senior evaluator and independent consultant Ms. Chandi Kadirgamar.²
2. The Executive Committee expressed its appreciation for the report, recognizing its solid foundation for strengthening the evaluation function in line with the recommendations from the 2019 Multilateral Organisation Performance Assessment Network (MOPAN) assessment.³
3. Decision 95/8(b) of the Executive Committee requested the Senior Monitoring and Evaluation Officer (SMEO) to prepare a potential management response to the assessment, including an evaluation policy for the Multilateral Fund, for consideration at the 96th meeting, taking into consideration the discussion and suggestions made by members of the Executive Committee at the 95th meeting and the elements for a draft outline of such a policy contained in annex III to the final report of the meeting, and the recommendations listed in paragraphs 22 to 31 of that final report; decision 95/8(c) invited Executive Committee members to provide submissions to the SMEO on their views on the assessment by 28 February 2025 to inform the potential management response.⁴
4. As requested, the SMEO has prepared a potential management response to the assessment for the Executive Committee's consideration, as enclosed below, including a draft evaluation policy in annex I. Annex II presents the compilation of submissions provided by seven Executive Committee members'

¹ UNEP/OzL.Pro/ExCom/96/1

² UNEP/OzL.Pro/ExCom/95/10

³ MOPAN [Assessment of the Multilateral Fund](#), 2019.

⁴ UNEP/OzL.Pro/ExCom/95/94

constituencies as per decision 95/8(c); annex III presents the views of the SMEO on the results of the assessment and its recommendations, on her own initiative merely for information purpose; annex IV presents, for ease of reference, the seven recommendations of the assessment.

5. All the above elements have been considered by the SMEO in preparing a draft management response for the Executive Committee's consideration, as enclosed below.

Potential management response

6. The Executive Committee of the Multilateral Fund commends the final report on the assessment of the Multilateral Fund's evaluation function and expresses appreciation for the constructive engagement and comprehensive analysis provided by the independent consultant Ms. Chandi Kadirgamar. We acknowledge the author's efforts to understand the Multilateral Fund's unique business model and her professionalism throughout the assessment process.

7. The Executive Committee acknowledges the opportunity presented by this assessment to further strengthen the evaluation function. The coordination and guidance from the evaluation team in facilitating the assessment process are also deeply appreciated. We extend our thanks to the Chief Officer of the Secretariat for supporting the consultant and the SMEO in facilitating access to relevant information and engaging Secretariat staff in the assessment.

8. The Executive Committee welcomes the thorough analysis presented in the final report as well as the comprehensive data on monitoring and evaluation outputs and budgets since 2009, consolidated in the first part of the report.⁵ This serves as a solid foundation for the Committee's decision-making regarding a future evaluation policy and its role in supporting the Multilateral Fund's mission to assist Article 5 countries in meeting their Montreal Protocol obligations.

Response to the assessment recommendations

9. Overall, the final assessment report offers a positive assessment of the Multilateral Fund's evaluation function over its 30-year history while identifying areas for improvement. Seven key recommendations are outlined for updating the evaluation function. After examining the seven recommendations of the assessment,⁶ the Executive Committee considers the following:

10. **Regarding recommendation 1:** The Executive Committee agrees that an evaluation policy would provide an operational framework for improved implementation of the work of the evaluation unit. Regarding the separation between the monitoring and evaluation functions, making the SMEO responsible solely for evaluation, the Executive Committee considers that this could be approved as long as it does not represent an additional burden for the Secretariat. The practical implications concern the management of project completion reports (PCRs). Consequently, the Executive Committee may wish to adopt the draft evaluation policy presented in annex I and the reframing of the role of the SMEO to Senior Evaluation Officer (SEO), while requesting the SMEO and the Secretariat to prepare a note for the 97th meeting on the implications of the transfer of the monitoring function to the Secretariat, as well as a timeline for its implementation.

11. **Regarding recommendation 2:** The Executive Committee agrees that the preparation of guidelines and tools for awareness raising on the evaluation function, after adoption of the evaluation policy, may be useful. These evaluation products would be posted on the evaluation page of the Multilateral Fund website, and the SMEO would inform the Executive Committee in the annual report on the evaluation

⁵ UNEP/OzL.Pro/ExCom/95/10 and UNEP/OzL.Pro/ExCom/94/7

⁶ See annex IV for ease of reference with the full text of the assessment's recommendations.

function. Briefings for the implementing and bilateral agencies may also be organized at the inter-agency coordination meetings (IACMs) and regional network meetings.

12. **Regarding recommendation 3:** The Executive Committee agrees with the *establishment of a systematic follow-up system* to track the status of implementation of the approved evaluation recommendations. The SMEO should prepare a proposal to be considered at the 97th meeting for a system to follow up on recommendations, which could include the consideration of digital tools for an online follow-up system. The Executive Committee agrees with the usefulness of preparing guidance for consultants on delivering evaluation reports, and considers that this is an internal management of the evaluation work which can be developed by the SMEO without requiring additional guidance.

13. **Regarding recommendation 4:** The Executive Committee agrees with the usefulness of engaging stakeholders in the process of evaluation, in particular with regard to ensuring that field experiences are better reflected in evaluation products. Regarding the five sub-components of recommendation 4, the Executive Committee is of the following view:

- (a) On revisiting the purpose of desk studies and consider the introduction of inception papers: The Executive Committee agrees that this is a relevant practice that could be introduced in the preparation of evaluations, when a desk study appears not to be sufficient for a comprehensive evaluation;
- (b) On undertaking fewer, deeper and more strategic evaluations: The Executive Committee agrees with this recommendation, supporting fewer yet more relevant and strategic evaluations to be included in the programme of work;
- (c) On streamlining interactions with the Committee: The Executive Committee is satisfied with the current practice of interaction with the SMEO and wishes to maintain its regular oversight role for continued reporting of progress on the implementation of the evaluation work programme;
- (d) On introducing briefing sessions with evaluation consultants: The briefing sessions with evaluation consultants could be organized ad hoc, when relevant for the results of an evaluation, with due attention to avoid adding a burden to the Secretariat's work. The Executive Committee considers that this practice should be used discretionally only when it would bring clear added value to the final evaluation;
- (e) On requesting evaluation as a standing item at key Multilateral Fund meetings (i.e., IACMs and regional network meetings): The Executive Committee observes that IACM agendas already include an evaluation item, and that it is included in some of the regional network meeting agendas. The Executive Committee agrees with the usefulness of including an evaluation item in the agendas of these meetings.

14. **Regarding recommendation 5:** Reappraise the evaluation framework used at the Multilateral Fund. The Executive Committee agrees with undertaking more innovative approaches in evaluation. However, the inclusion of softer dimensions should remain within the realm of the mandate of the Fund, such as climate and gender.

15. **Regarding recommendation 6:** Introduce enhanced quality assurance mechanisms for evaluation reports. The Executive Committee agrees with the need to ensure the quality of evaluation reports. Involving the Secretariat's programme managers should not be done at the expense of the workload of the project review team. The Executive Committee agrees that the measures should be implemented to ensure high quality evaluation work, but without an extra burden for the Secretariat and with no additional costs for the evaluation budget.

16. **Regarding recommendation 7:** Supplementing evaluation expertise in the short term. The Executive Committee observes that this recommendation identified a need to support the review on PCRs which has now been completed with the adoption of the universal PCR format at the 94th meeting. Therefore, there is no longer a need for temporary support. The Executive Committee is open to considering the possibility of a Junior Professional Officer in the future, should the SMEO present a reasonable plan for this request with a clear explanation of the role and purpose of such temporary support.

17. The Executive Committee appreciates the findings of the assessment and reaffirms its commitment to supporting the strengthening of the evaluation function. It further requests the SMEO to implement the elements contained in the recommendations, as per the response in paragraphs 10 to 16 above. The Executive Committee will continue to exercise its oversight function in examining progress made, as a result of the assessment, in enhancing the utility and relevance of the evaluation function.⁷

Recommendation

18. The Executive Committee may wish:

- (a) To note the potential management response to the external assessment of the evaluation function of the Multilateral Fund, including an evaluation policy for the Multilateral Fund, contained in document UNEP/OzL.Pro/ExCom/96/6;
- (b) To consider:
 - (i) Approving the potential management response to the assessment of the evaluation function as contained in the document referred to in subparagraph (a);
 - (ii) Approving the evaluation policy for the Multilateral Fund contained in annex I to the document referred to in subparagraph (a);
 - (iii) Requesting the Senior Monitoring and Evaluation Officer:
 - a. To prepare a concept note to describe possible scenarios on establishing a follow-up system to track and report on the implementation of approved recommendations of evaluation reports, including the potential use of online digital tools;
 - b. To implement the actions for which the Executive Committee has expressed support in the management response in paragraphs 10 to 16 as contained in document UNEP/OzL.Pro/ExCom/96/6;
 - c. To report to the Executive Committee, at the first meeting of the year and in the annual report on the implementation of the evaluation work programme, on progress in the implementation of the actions referred to in subparagraphs (b)(i) and (b)(ii) above; and
 - (iv) Encouraging the Secretariat and the implementing and bilateral agencies to participate in evaluations when requested and to make use of the findings and lessons learned from evaluation reports in their project work.

⁷ See terms of reference for an external assessment of the evaluation function of the Multilateral Fund contained in document UNEP/OzL.Pro/ExCom/92/8.

Annex I

DRAFT EVALUATION POLICY FOR THE MULTILATERAL FUND OF THE MONTREAL PROTOCOL

RATIONALE FOR AN EVALUATION POLICY AT THE MULTILATERAL FUND

1. The Executive Committee has given the Senior Monitoring and Evaluation Officer (SMEO) the mandate to prepare a draft evaluation policy for the Multilateral Fund, after having considered the external assessment on the evaluation function at its 95th meeting. In a broader context, the Secretary-General has overseen an extensive UN reform effort. In his report A/72/492 on “Shifting the management paradigm in the United Nations: ensuring a better future for all”, he indicated his intention to strengthen the evaluation capacity within the UN Secretariat to better inform programme planning and reporting on programme performance. He stressed that the results of evaluations would be used by programme managers to better plan and adjust their activities. Evaluation in general is integral to learning and supports results-based management and increased transparency.

2. In this context, in order to strengthen accountability mechanisms, new instructions, procedures and guidelines were issued for the implementation of Article 7 of the regulations and rules governing programme planning, programme aspects of the budget, the monitoring of implementation and the methods of evaluation in the United Nations.¹

3. The present draft evaluation policy² is inspired by the existing rules and regulations within the United Nations, to support enhanced accountability and to encourage a stronger culture of evaluation to benefit the work of the Multilateral Fund, its evaluation unit and the implementing agencies. The scope of the policy has been narrowed to ensure that the evaluation policy focuses on the core mandate of the Fund as defined in Article 10 of the Montreal Protocol.

DEFINITION OF EVALUATION

4. The Multilateral Fund subscribes to the definition of evaluation derived from the Norms and Standards for Evaluation of the United Nations Evaluation Group (UNEG)³ and the Administrative Instruction of the United Nations Secretariat.⁴

5. 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 analyzes 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, effectiveness, efficiency, impact and 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 the organization and its stakeholders.

6. Evaluation is part of, but distinct from, a larger organizational oversight architecture for assessing programme performance which may also include monitoring, audit and inspection. Audit and inspection functions are under the purview of the Office of Internal Oversight Services of the United Nations, which

¹ ST/SGB/2018/3

² Hereafter “evaluation policy” in the text.

³ United Nations Evaluation Group (2016). Norms and Standards for Evaluation, New York, UNEG.

⁴ ST/AI/2021/3. 6 August 2021 and related [Guidelines - Administrative Instruction on Evaluation in the United Nations Secretariat](#).

can conduct audits and inspections of the Multilateral Fund Secretariat if required. The monitoring function at the Multilateral Fund is under the purview of its Secretariat and Chief Officer, delivered by the project review team, the administrative team and the Treasurer.⁵

PURPOSES OF THE MULTILATERAL FUND EVALUATION FUNCTION

7. Within the Multilateral Fund, the responsibility for evaluation lies with the evaluation unit headed by a Senior Evaluation Officer (SEO). The evaluation function was established in 1997; however, the present evaluation policy is the first of this kind adopted by the Executive Committee and will guide the work of the SEO in managing the evaluation unit and delivering the approved evaluation work programme.

8. The primary objective of the evaluation function in the Multilateral Fund is to assess the effectiveness of programmes and projects, learn from the evaluations and apply the lessons learned to improve the design and implementation of future projects. Content-based evaluations facilitate informed decision-making and learning among stakeholders involved in project design, approval and implementation.

9. Evaluation at the Multilateral Fund serves three main purposes:

- (a) **Accountability:** Evaluation is a key component of oversight and contributes to accountability by generating independent analysis of results, progress, and effective implementation of planned activities. It provides credible information that supports the Executive Committee in its role of overseeing the Multilateral Fund. Transparent reporting of evaluation findings contributes to the Committee's confidence in the Fund's ability to deliver on the responsibilities entrusted to it.
- (b) **Evidence-based decision-making:** Evaluation supports better decision-making at all levels of the Multilateral Fund. It should inform planning, programming, budgeting, implementation and reporting, and contribute to evidence-based policymaking and organizational effectiveness. Evaluation and feedback on the implementation of evaluation recommendations are relevant contributions to effective results-based management; and
- (c) **Learning:** A strong culture of evaluation is a prerequisite for a learning organization. Evaluation will help the organization and its implementing partners to learn from experience in programme planning and project implementation and better understand why – and to what extent – intended and unintended results were achieved, as well as to analyze the implications of the results. The compilation, analysis and dissemination of lessons learned can be the driver for innovation and continuous improvement.

10. The present evaluation policy adapts the established evaluation guidelines for the United Nations as defined in ST/AI/2021/3 to the specific mandate of the Multilateral Fund to create a fit-for-purpose framework to evaluate programmes and projects supported by the Fund through the lens of achieving compliance with the Montreal Protocol. It defines the roles and responsibilities regarding the exercise of the evaluation function of the Multilateral Fund.

⁵ The SMEO was responsible for only one component of the monitoring function (related to project completion reports). During the discussions at the 95th meeting, as reflected in paragraph 46 of document UNEP/OzL.Pro/ExCom/95/94, there was agreement that the monitoring should be removed from the SMEO's responsibilities.

RESPONSIBILITIES AND ROLES

11. The responsibilities and roles to guarantee an effective, accountable, credible, useful and independent evaluation function are shared by the key stakeholders, as defined below:

Executive Committee of the Multilateral Fund

- (a) Is the custodian of the evaluation policy;
- (b) Approves the evaluation policy and its periodic updates;
- (c) Approves the biennial work programme and budget for evaluation and the annual reports and updates on the evaluation work programme. The Executive Committee can propose specific evaluations at any time based on the priorities of the Fund;
- (d) Approves the TORs, and subsequent revisions, for the responsibilities of the SEO, as head of the evaluation unit;
- (e) Considers the evaluation reports and related recommendations presented by the SEO;
- (f) Responds to the recommendations in evaluation reports by taking a decision on each evaluation, taking into account the recommendations of the SEO, and if it deems necessary, through a management response;
- (g) Takes decisions on further follow-up on the evaluation recommendations after considering the periodic report on the status of implementation of evaluation's recommendations, to be presented by the SEO to the Executive Committee at the first meeting of the year.

Senior Evaluation Officer, Head of the Evaluation Unit⁶

- (a) Leads the evaluation function of the Multilateral Fund as the head of the evaluation unit;
- (b) Manages all aspects required to implement the evaluation work programme as approved by the Executive Committee, including recruitment and supervision of evaluation staff and non-staff (e.g. consultants, interns);
- (c) Prepares and presents a draft biennial evaluation work programme and related budget to the Executive Committee for approval, and is accountable for it;
- (d) Presents evaluation reports to the Executive Committee including general and actionable recommendations which, when applicable, might include specific, measurable, achievable, relevant and time-bound (SMART) indicators to facilitate follow-up on their implementation; general recommendations may also be issued aiming at addressing more strategic aspects relevant to the work of the Multilateral Fund and its implementing agencies;
- (e) Ensures that all evaluation reports are of high quality and conform to UNEG norms and standards for evaluation, where applicable within the mandate of the Fund;
- (f) Ensures that Multilateral Fund evaluations comply with the approved evaluation policy of

⁶ An updated job description for the Senior Evaluation Officer may be developed if the present evaluation policy is approved in order to update the existing terms of reference for the SMEO (adopted by decision 58/5(c)).

the Multilateral Fund, as well as align to the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation as per ST/SGB/2018/3 and with the ST/AI/2021/3 on evaluation in the United Nations Secretariat;

- (g) Develops and maintains a follow-up system to monitor the status of implementation of recommendations and periodically reports on progress in the uptake and implementation of evaluation recommendations to the Executive Committee. The follow-up reporting on specific evaluation recommendations should be discontinued after four years of their acceptance, unless otherwise decided by the Committee;
- (h) Spearheads collaboration and coordination with the evaluation offices of the Multilateral Fund's implementing agencies to explore options for joint evaluations on issues related to Multilateral Fund project implementation, or ad hoc consultations on evaluation-related issues of mutual interest;
- (i) Represents the Multilateral Fund evaluation function at the UNEG and other relevant United Nations forums, such as the evaluation communities of practice in the United Nations Secretariat; remains up-to-date on trends and innovations in evaluation and informs about these trends and innovations, including about how they can be best used in the interest of improving performance in achieving the goals of the Montreal Protocol;
- (j) Takes responsibility to promote the visibility and dissemination of evaluation products through online corporate tools, including a periodic evaluation newsletter, to facilitate the uptake of evaluation-work findings and lessons learned;
- (k) Reports to the Executive Committee on measures that ensure that the Multilateral Fund evaluation function is aligned with the evolving requirements of evaluation functions in the United Nations and in UNEP;
- (l) Develops guidelines and standard operating procedures to create a culture of evaluation and facilitate the use of evaluation products among the stakeholders; and
- (m) Upon request of the Executive Committee, prepares potential management responses to evaluations.

Chief Officer of the Multilateral Fund Secretariat

- (a) Safeguards the integrity of the evaluation function, ensuring its independence from operational management;
- (b) Upon completion of a recruitment process, recommends the appointment of the SEO to the Executive Director of UNEP;
- (c) Contributes with the views of the Secretariat on the preparation of the biennial evaluation work programme that is presented to the Executive Committee by the SEO for approval;
- (d) Holds the role of administrative supervision of the SEO and facilitates the approval of administrative matters related to the implementation of the evaluation work programme;
- (e) May prepare a Secretariat's management response on evaluation reports if requested by the Executive Committee;

- (f) Ensures the use of evaluation reports and lessons learned in the Secretariat's project review work; and
- (g) Allocates some of the Secretariat's time to provide the necessary technical advice for enhanced quality assurance of the Multilateral Fund-specific expertise on technical aspects covered by the evaluations.

Implementing and bilateral agencies (including their evaluation offices)

- (a) The implementing agencies of the Multilateral Fund, i.e., UNDP, UNEP, UNIDO, the World Bank, and the bilateral agencies are instrumental to facilitate data collection for the evaluations [the agencies hereafter];
- (b) The agencies should respond to requests for information emanating from the evaluation unit to facilitate the information needed by consultants to prepare evaluation reports;
- (c) The evaluation offices of the agencies could be consulted by the Multilateral Fund evaluation unit in order to promote synergies, on both directions, in evaluating the programmes and projects aiming at compliance with the Montreal Protocol;
- (d) The Multilateral Fund evaluation unit and the agencies' evaluation offices may maintain a regular information exchanges on projects of common interest pertaining to the scope of the Montreal Protocol goals;
- (e) The agencies should take the necessary actions in responding to recommendations addressed to them, when the Executive Committee would so decide after the consideration of evaluation reports. They should monitor the implementation of the recommendations on what relates to their work and report through the SEO to the Executive Committee on progress on implementation; and
- (f) The agencies may contribute at any time to the preparation of the evaluation draft work programme through sharing their views on the most salient issues of interest regarding project implementation, based on their experience in programme and project implementation.

Other stakeholders, including at the national level

12. The national ozone units (NOUs), project management units (PMUs) and other national stakeholders in implementation are encouraged to participate in the evaluations when invited by the SEO to do so.

EVALUATION FRAMEWORK - PRINCIPLES, NORMS AND STANDARDS OF RELEVANCE TO THE MULTILATERAL FUND

13. Evaluations in the Multilateral Fund will follow the United Nations Regulations and Rules on evaluation and related guidelines, as referred in paragraphs 2 and 10 above. The purpose of the evaluations will respond to the mandate of the Fund and be guided by principles and practices at the core of international good evaluation practices for high-quality evaluation as set out in the UNEG Norms and Standards (2016), the UNEG ethical guidelines (2020) and the UNEG Code of Conduct for Evaluation (2008), and the evaluation policy for the Multilateral Fund. Only the norms relevant to the Multilateral Fund will be applicable, not to expand beyond the Fund's mandate, and in full respect with the corpus of decisions of the Executive Committee.

14. The SEO, as head of the Multilateral Fund evaluation unit, will endeavour to conform to these norms, standards, codes and guidance in the design, management and conduct of evaluations, and throughout the structures and operations of the evaluation function. In so doing, however, only the norms that conform to the core mandate of the Multilateral Fund would be used, without expanding further to any area not agreed by the Executive Committee. Norm 8 would be applied only in reference to gender as there is an approved gender mainstreaming policy for the Multilateral Fund.

Table 1: UNEG Norms for Evaluation

General norms for evaluation
Norm 1: Internationally agreed principles, goals and targets
Norm 2: Utility
Norm 3: Credibility
Norm 4: Independence
Norm 5: Impartiality
Norm 6: Ethics
Norm 7: Transparency
Norm 8: Human rights and gender equality
Norm 9: National evaluation capacities
Norm 10: Professionalism
Institutional norms for evaluation at the United Nations System
Norm 11: Enabling environment
Norm 12: Evaluation policy
Norm 13: Responsibility for the evaluation function

Source: UNEG (2016)

15. Among the evaluation norms and standards, observing the norms of independence, utility, credibility and transparency in delivering the evaluation work will contribute to enhanced relevance and quality of the work delivered by the evaluation function to leverage a positive impact on the work of the Multilateral Fund.

Independence

16. The independence of the evaluation function is overseen by the Executive Committee. Independence of evaluation is necessary for credibility; it influences the ways in which an evaluation is used and allows evaluators to be impartial and free from undue pressure throughout the evaluation process.

17. The SEO must have the ability to evaluate without undue influence by any party, and to conduct evaluative work impartially, without the risk of negative effects on career development and must be able to freely express the results of the evaluative work.

18. Independence also demands that the Multilateral Fund's evaluation unit be independent from the organization's management functions, except for mandatory administrative procedures applicable to all Secretariat staff members, including the SEO and the staff of the evaluation unit.

19. The independent evaluation unit carries the responsibility of setting the evaluation work programme in response to the mandate given by the Executive Committee through its decisions and its approval of the evaluation work programme and related budget. The evaluation function needs to be provided with adequate resources through a commensurate budget aligned to the agreed evaluation workload. It also needs administrative support to conduct its work, to independently evaluate the effectiveness and performance of the Multilateral Fund's portfolio of programmes and projects.

20. The SEO has the responsibility to submit evaluation reports to the Executive Committee, in consultation with the Chief Officer. In the event of divergent views on the evaluation reports or products, the Chief Officer, as the head of the Secretariat, can issue dissenting opinions setting forth the discrepancies, for the consideration of the Executive Committee.

Utility

21. Evaluations should be commissioned and conducted with the clear intention to use the resulting analysis, findings, lessons learned and recommendations to inform the Executive Committee's decisions. Useful evaluations make relevant and timely contributions to informed decision-making, organizational learning processes and accountability for results. Evaluations can contribute to knowledge generation and empowering stakeholders, with the stakeholders using the lessons learned to improve the effectiveness of design and implementation of Multilateral Fund programmes and projects.

Credibility

22. Evaluations must be credible. Key elements of credibility include transparent evaluation processes, impartiality, inclusive approaches involving relevant stakeholders and robust quality assurance systems. Evaluation results and recommendations are derived from the use of the best available, objective, reliable and valid data and by accurate quantitative and qualitative analysis of evidence. Credibility requires that evaluations are ethically conducted and managed by evaluators that exhibit professional and cultural competencies, ensuring the quality of processes and outputs.

Transparency

23. Transparency is an essential element of evaluation that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability. Evaluation products should be publicly accessible online and should be circulated as an integral component of Multilateral Fund's communication and knowledge management platforms. The SEO will ensure that transparency does not trespass the boundaries of confidentiality where applicable. For those specific cases, restricted access would be granted only to Executive Committee members and the Chief Officer so as to preserve the full confidentiality of the sensitive information.

EVALUATION MODALITIES AND OUTPUTS

24. Programme and project evaluation can be performed through different approaches, for which the scope and coverage would vary, depending on the request made by the Executive Committee. Modalities for evaluation are shown in table 2 below. The Executive Committee will decide the modality for the evaluations that it will approve as part of the evaluation work programme.

Table 2: Modalities of evaluations

Evaluation modality	Description
Strategic and thematic evaluations	Strategic evaluations will provide balanced coverage of policies, strategies and core planning instruments.
Programme and portfolio evaluations	Programme and portfolio evaluations will be undertaken in situations where the level of aggregation offers learning and accountability opportunities in a more efficient manner than through individual project-level assessments.
Project evaluations	The evaluation unit will purposefully select a sample of projects reaching operational completion for independent evaluation.
Sectoral and cross-sectoral evaluations – including regional/inter-regional and national approaches	Evaluation of specific sectors to be covered under this modality; cross-sectoral evaluations would shed light on potential synergies (or externalities) of actions in one sector over others; they can be performed at the national, regional and/or inter-regional level of analysis.

Evaluation modality	Description
Impact evaluations / Studies	Impact evaluations /studies will be selectively undertaken as time and resources allow, including cross-sectoral evaluations positioning the achievements of the Montreal Protocol and related to the sustainable development goals (SDGs) within its mandate, such as gender and climate, and other UN system cross-cutting sustainable development issues where needed.
Joint evaluations (semi-independent evaluations)	Joint evaluations will be undertaken for shared evaluands – no coverage norms apply. They can be planned, when relevant, in collaboration with the evaluation offices of the Multilateral Fund’s implementing and bilateral agencies, when requested by the Executive Committee for selected evaluations
Process evaluations	Evaluations of processes and workflows involving different actors – Secretariat, implementing and bilateral agencies, NOUs and other Multilateral Fund partners as applicable, to identify potential gains in effectiveness and efficiency.
Biennial evaluation synthesis	This will be undertaken every two years at the end of a programme of work implementation period.

Softer and more strategic evaluations

25. Apart from the above types of evaluations, the function could on occasions, when so requested by the Executive Committee, assess the broader impacts of Multilateral Fund projects and activities, such as gender, social and economic impacts (i.e., in particular climate-related issues in relation to the Kigali Amendment). When relevant and appropriate, these impacts may be considered as part of the traditional sectoral and project evaluations, rather than as separate evaluation exercises. Evaluations of institutional strengthening, training programmes, and technical assistance should be undertaken periodically, to assess the effective and efficient functioning of this key component of the support to Article 5 countries.

Evaluation outputs

26. Multilateral Fund evaluations have been delivered as desk studies, eventually to be followed by a second phase, after consideration of the findings and recommendations of the desk study. Desk studies are self-contained reports relying mainly on documentation produced by the Multilateral Fund and implementing agencies. They do not typically involve country visits but can use surveys and interviews as required.

27. In aligning with the development of the professionalization of the evaluation function, the Multilateral Fund will introduce the use of inception reports as part of the possible evaluation outputs. The use of an inception paper strengthens the analytical linkages between the first phase of an evaluation – the desk study – and the proposed additional evaluation work for the second phase, when this would be considered as a requirement for final verification of evidence and validation of findings and recommendations after the consideration of the desk study and its annexed inception paper.

28. The evaluation unit may produce a variety of outputs, depending on the purpose and stage of the evaluations, responding to the requests of the Executive Committee when approving the evaluation work programme and the TOR for each mandated evaluation. Typically, the outputs of the evaluation work may consist of the following products:

- Terms of Reference;
- Inception Papers;
- Desk studies;
- Evaluation reports;
- Guidelines and templates;
- Working papers on evaluation issues;
- Briefings on lessons learned;

- Highlights on evaluation findings; and
- Reports on follow-up of recommendations.

29. The list of outputs can evolve in time together with the needs of the evaluation function and can be revisited in future updates of the evaluation policy to be undertaken at the request of the Executive Committee.

RESOURCES FOR EVALUATION

30. The Executive Committee approves the resources for evaluation when adopting the biennial evaluation work programme, including the related budget, and may introduce amendments to it at any meeting, in particular after the presentation of progress updates in the annual report presented by the SEO.

31. The evaluations are prepared with the support of external consultants recruited in agreement with the regulations and rules and administrative issuances of the United Nations Secretariat on the matter. The Secretariat of the Multilateral Fund provides the administrative support for the recruitment processes. Occasionally, at the request of the Executive Committee, the consultants might be involved in presenting the results of an evaluation.

32. The SEO is accountable for the evaluation work and its outputs. The consultants work under the supervision of the SEO and are reporting at interim milestones during the evaluation process. The SEO is assisted by a general services staff who provides support on both research and administrative tasks of the evaluation unit.

DISSEMINATION, OUTREACH AND PUBLIC DISCLOSURE

33. Evaluation reports should be disseminated to all evaluation stakeholders and made publicly available in the evaluation page of the Multilateral Fund website. The SEO should prepare short information documents for the dissemination of key findings, lessons learned and recommendations and share them through the website. Due attention should be paid to preserving the confidentiality of sensitive information which may be used during the preparation of the evaluation outputs, in line with evaluation standards on the matter.

34. The evaluation unit may also prepare internal working papers and guidelines to contribute to the strengthening of the relevance of evaluations and their use by the relevant stakeholders, as well as stories for the website to disseminate the results from the evaluation work.

Annex II

COMPILATION OF SUBMISSIONS TO THE SMEO FROM SEVEN EXECUTIVE COMMITTEE MEMBERS' CONSTITUENCIES AS PER DECISION 95/8(c)(*)

Note: Annex II presents the literal text of the submissions provided by seven Executive Members' constituencies as per decision 95/8(c). It is to be noted that the comments on the evaluation policy are made on the draft outline which was included in the final assessment report in document UNEP/OzL.Pro/ExCom/95/10. The contents of the submissions have been considered by the SMEO in preparing the draft evaluation policy (annex I of the present document) and the draft potential management response. The text of the submissions has been anonymized.

SUBMISSION 1

In general

It is important to make a clear distinction between recommendations for 1) improvement of the evaluation and monitoring function that will need a reorganization of tasks within the MLF-Secretariat, 2) the establishment of a clear evaluation function and 3) elements that are connected to the interaction of the evaluation function and reports with the Executive Committee.

Clear distinction between responsibilities of Chief Officer and Evaluation Officer

The evaluation function of the MLF should be designed in such a way that someone or a unit can analyze and evaluate projects and programs and put forward recommendations to the Executive Committee without actual approval of the SMEO, MLF-staff or the ones involved in the projects and programs.

Changing the name to Senior Evaluation Officer and deleting the 'Monitoring' would make the function clearer. Information to fill in the evaluation reports should however be collected through the people and organizations involved in projects and programs and their views should be heard, but not necessarily be approved by the evaluation officer. In the preparation of the reports, the Evaluation Officer can also organize meetings with evaluation consultants, MLF-Secretariat and implementing agencies involved in the projects. In the end there should be an independent evaluation report, approved by the Senior Evaluation Officer.

In case there are differences of opinion between the Chief Officer and the Evaluation Officer in presenting an evaluation report to the Executive Committee, the Chief Officer can provide a minority report (as has been done before) to the Executive Committee. It is then up to the Executive Committee to look at these reports and if necessary, provide a management response. It would be logical to establish a protocol on how evaluations are conducted and what are the roles, responsibilities and procedures to be followed in the MLF-Secretariat and especially to secure the independent position of the Evaluation Officer and the Chief Officer.

Separate monitoring and evaluation

Monitoring and evaluation are now mixed in one function. Monitoring projects and programs shouldn't be part of the evaluation function, but be a task performed by others in the MLF-Secretariat. The monitoring doesn't need to be part of evaluation, as it is more keeping track of projects and programs and can be part of the regular work of the ones in charge of projects/programs.

* This compilation of submissions has been anonymized with no attribution to specific members.

How the monitoring could be organized in the work of the MLF-Secretariat is something that can be worked out by the Secretariat itself. As long as the Executive Committee gets the requested information, and the monitoring is performed in the same accurate way as before.

Make more use of evaluation functions/information of the implementing agencies

In order to make the Evaluation function in the MLF as efficient and effective as possible it would be good to see if more use can be made of the evaluation infrastructure within the implementing agencies and see how that information can be drawn into the MLF. It would be good to explore if this is a workable way and how it can be done.

Develop an Evaluation Policy

The further development of the evaluation function should also be complemented with an evaluation policy on how the evaluations will be conducted, how the processes are designed, what the role of desk studies is, who will be involved and if possible, how to make use of or cooperate with the evaluation infrastructure in the implementing agencies. This also could be combined with the protocol on the roles, responsibilities and procedures to be followed in the MLF-Secretariat and especially to secure the independent position of the Evaluation Officer.

The role of the Executive Committee and spreading knowledge

In order to improve the evaluations, the recommendation to establish fewer and more strategic evaluations would be a logical one to follow up. These evaluations could then be included in the biennial work program. And fewer and more strategic evaluations could also be more discussed in dept in the Executive Committee and combined with an appropriate management response of the Executive Committee. As these evaluations then become more integrated in the whole process of project- and program management in the MLF it also would be good to have them more widely spread to the organizations and people that were part of the evaluation, to the evaluation offices from the implementing agencies and to the public in general to learn via the website.

SUBMISSION 2

Recommendation 1: Finalise a Multilateral Fund evaluation policy using a participatory process

Support this recommendation

Comments

The draft outline of an evaluation policy contained in Annex II of the *Final Report on the External Assessment of the Evaluation Function of the Multilateral Fund* provides a good basis for an evaluation policy for the MLF. The Executive Committee member supports the structure and the key elements of this draft outline. The member also confirms that it agrees with the recommendation to reframe the role of the Senior Monitoring and Evaluation Officer (SMEO) into that of a Senior Evaluation Officer (SEO), and hence to clarify that all monitoring functions, including the review of project completion reports (PCRs), will from thereon be the responsibility of Secretariat staff.

However, there are a few points where the Member differs from what is proposed under the draft evaluation outline and a few additional issues we would like to raise, as per the following.

- It has not been the usual practice under the Multilateral Fund that a management response be prepared for each evaluation. In the Member's view, the decision taken by the Executive Committee

in response to the recommendations of the SMEO (or SEO) would in most cases continue to be sufficient to address the results and recommendations of the evaluation, though occasionally, the Executive Committee could decide that a formal management response be prepared (as per the present self-assessment of the evaluation function). In such cases, the Executive Committee could decide to request the Chief Officer to prepare a draft management response for its consideration (however, this does not need to be specified in the evaluation policy). We therefore suggest that point (e) under “The Executive Committee” in the draft outline be modified as follows (text in bold is added):

- It **responds endorses and approves to the** recommendations in evaluation reports ~~as well as associated by~~ **taking a decision on each evaluation, taking into account the recommendations of the Senior Evaluation Officer, and if it deems necessary, through a management response.**

Consequently, we suggest to delete the point under “The Chief Officer”: *Ensures that a management response is prepared for each evaluation report.* In the context of the Multilateral Fund, the role of ensuring whether a management response is prepared or not should rest with the Executive Committee.

- Under the section “Responsibility for Evaluation”, or in a separate section, the roles and responsibilities of the bilateral and implementing agencies (IAs) should also be outlined, for instance, in terms of their roles in providing project-related information to the SMEO and evaluation consultants and when appropriate, accompanying them on field evaluation visits. Reference could also be made to the internal evaluation functions and practices of the implementing agencies as these pertain to their MLF project portfolios. On a related point, the bilateral and implementing agencies sometimes conduct evaluations of MLF projects in response to their own internal evaluation requirements. Whether and how the results of such evaluations could be shared with the SMEO and Executive Committee should be discussed with the agencies and ideally addressed in the policy.
- In the section on “Types of Evaluation”, taking into account Recommendation 5, which the Executive Committee member partly agrees with, it would be useful to indicate in the policy that in addition to the types of evaluations mentioned (sectoral, investment, non-investment), evaluations could on occasion be conducted to assess the broader impacts of MLF projects and activities, such as gender, social, economic and SDG impacts. When relevant and appropriate, these impacts may be considered as part of the traditional sectoral and project evaluations, rather than as separate evaluation exercises.
- Also, in the section on “Types of Evaluation”, the concept of Inception Reports, discussed under Recommendation 4, should be incorporated. It may also be considered that inception reports could be an outcome of the desk studies in cases when the latter are followed by field evaluations. It would also be useful to clarify that unlike field evaluations, desk studies and inception reports would not normally involve site visits, as the language in Recommendation 4 could be misinterpreted.
- Further, in the section on “Types of Evaluation”, the Member is open-minded to include the concepts of “semi-independent evaluation” and “joint evaluation with implementing agencies’ evaluation units”, on the understanding that these evaluation modalities would be considered occasionally and when there is a particular reason to do so. It may be useful for the Executive Committee to further discuss with the SMEO, Secretariat and IAs how these types of evaluations could bring added value, the level of additional resources involved, and how they should be reflected in the evaluation policy.
- While the concept of “inspection” is briefly defined in the draft outline, it is not clear what role, if any, inspections would play within the MLF’s evaluation framework. We suggest that the SMEO

provide more information and context with respect to this concept and that it be discussed at the 96th Executive Committee meeting.

Recommendation 2: Use evaluation guidelines as a tool for raising awareness

Partially support this recommendation

Comments

The Executive Committee member agrees that once an evaluation policy is developed, its key elements should inform the development of specific guidelines that outline how evaluations are carried out, roles and responsibilities of key stakeholders (SMEO), Secretariat, bilateral and implementing agencies, consultants, NOUs), the principles, approaches and practices to be used in evaluations, etc. However, the Member sees such guidelines as a technical document that would be shared with these stakeholders for the purpose of enabling their work in relation to evaluations, not a document to raise awareness about evaluations generally. Therefore, the Member does not see the need to share or discuss such guidelines at regional network meetings. As the issue of outreach to regional network meetings is also partly addressed under Recommendation 4, the Member's views with respect to the role of such meetings, and on awareness-raising beyond immediate evaluation stakeholders, are outlined in our response to that particular recommendation. The Member agrees that the guidelines should be made available on-line in the evaluation section of the MLF website. In addition to being shared with key evaluation stakeholders. The Member thinks the guidelines should be shared with the Executive Committee for information only.

Recommendation 3: Upgrade and standardize the formats of evaluation reports and introduce a system of follow-up to track evaluation recommendations

Support this recommendation

Comments

The Executive Committee member supports the proposal that the SMEO prepare “a simple annotated guide for evaluation consultants which standardizes the format and provides illustrative examples of how key sections such as the Executive Summary, Findings, Conclusions and Recommendations, should be presented”. The Member expects that such guidance could be incorporated into the aforementioned evaluation guidelines rather than be subject of a separate document. That said, the Member is open-minded on this issue. With respect to a follow-up system to track whether and how evaluation recommendations are being addressed, again the Member supports this in principle. However, to the extent possible, the system should be simple and avoid excessive reporting requirements unless there is a compelling case for an extensive follow-up. Furthermore, we expect that in most cases, the tracking of recommendations emanating from a particular evaluation will not be perpetual, so there will be a need to specify for how long the recommendations will be tracked, which would likely need to be determined on a case-by-case basis. It would be useful if the SMEO could share preliminary ideas for a tracking system at Executive Committee 96. Finally, while the Member agrees that, to the extent possible, recommendations should be “specific, measurable, achievable, realistic and time-bound (SMART)”, this should not preclude the possibility of occasionally having more general recommendations, the implementation of which may not be easily or directly measurable, such as requesting or encouraging the agencies or NOUs to consider certain issues when developing or implementing projects.

Recommendation 4: Engaging stakeholders in the work progress of evaluation

(a) Revisit the purpose of desk studies and consider introducing inception reports

The Executive Committee member supports this recommendation

Comments

The Executive Committee member is open to the idea of inception reports as described in the recommendation. However, we still consider desk studies as a valid first phase or as a limited report in their own right for particular types of evaluations. As indicated under recommendation 1, an inception report could be the outcome of a desk study. All type of reports should be outlined in the evaluation policy along with their differing methodologies and approaches. We suggest having the type of report proposed in the inception stage or terms of reference for each evaluation for Executive Committee approval.

(b) Undertake fewer, deeper more strategic evaluations

The Executive Committee member broadly supports this recommendation

Comments

The Executive Committee member is open to the concept of having some deeper more strategic evaluation activities but would not like them to replace the more content-based evaluations undertaken at present.

- It is important to recognise the primary objective of the evaluation function is to assess and improve the implementation of projects, and evaluations should continue to focus on this objective.
- We are open to the concept of some evaluations involving more than one external consultant where the Executive Committee sees the value in a more comprehensive / resource intensive approach.

We agree with the concept of MLF staff contributing ideas for issues which might benefit from an evaluation, however that is organised. We also agree with exploring the possibility of joint evaluations with IAs where this may improve the evaluation outcomes and inviting IA staff to join an evaluation team where this could provide value. In relation to the proposal for having MLF Secretariat staff as part of evaluation teams, we are concerned about the potential burden this will place on already very busy staff. We would be open to MLF staff contributing support for short period of time and for specific activities, but not on an ongoing basis and not during the project review period.

(c) Streamline interaction with Executive Committee

The Member does not support this recommendation

Comments

We would not like to see evaluations proceed without Executive Committee oversight. We would also not like to see significant work carried out in advance of Executive Committee agreement to undertake specified evaluations. However, we consider the process could be streamlined somewhat as we do not see the third step (a report on evaluation progress) as being essential. In the case of the Executive Committee agreeing to a desk study in advance of consideration of whether to proceed to a final evaluation report, this needs to be incorporated into the timeline.

(d) *Introduce briefing sessions with evaluation consultants*

The Executive Committee member supports this recommendation

Comments

Please note we do not consider “face-to-face” sessions as being “in-person” sessions. In many cases, virtual sessions will be the most cost-effective means to conduct briefing sessions. We also consider the involvement of MLF staff is discretionary and dependent on their time and interest in the particular evaluation.

Request evaluation as standing agenda item at key Multilateral Fund meetings with stakeholders (e.g. IACM and Regional Networks Meetings)

The Executive Committee member partially supports this recommendation

Comments

We agree on a session on evaluation being included in the Inter-agency Coordination Meeting (IACM) agenda for its first meeting of the year. It is not clear whether it requires a half day to be scheduled for this perhaps a maximum of 1.5 or 2 hours would be sufficient. We are not convinced that evaluation should be a standing agenda item at regional network meetings. We do see value in some evaluation results being shared at network meetings where they are relevant to the operation of NOUs or implementation of specific types of projects, but this would be on a case-by-case basis. We suggest consultations with UNEP to determine which evaluation outcomes should be shared in network meetings.

Recommendation 5: Reappraise the evaluation framework used at Multilateral Fund

The Executive Committee member is supportive of this recommendation. As indicated in our response to Recommendation 1, the Member is open to consider the SMEO conducting “softer” evaluations that focus on the possible broader impacts of projects. However, we would want to assess the value of any proposed “softer” activities on a case-by-case basis and in light of other evaluation activities planned and priorities of the Executive Committee. While not mentioned under this recommendation, The Executive Committee member suggests that there is a need to develop more innovative evaluation approaches with respect to non-investment activities supported by the MLF (including training, policy assistance and institutional strengthening), as we feel that such evaluations have lacked a certain rigor in the past. The SMEO could consider developing a framework to evaluate such activities that clearly defines the expected outputs, outcomes and ultimate results of these activities.

Recommendation 6: Introduce enhanced quality assurance (QA) mechanisms for evaluation reports

The Executive Committee member is generally supportive of this recommendation; however, we see the QA role as one for the SMEO to undertake. The SMEO was recruited as an expert in evaluation, and we do not see the point of having an expert SMEO and then farming out all the evaluation and QA work to consultants. We do see value in relevant MLF staff providing comments on evaluation outcomes, provided this does not occur during project review periods and where they consider they have relevant expertise to share.

Recommendation 7: Supplementing evaluation expertise in the short to medium term

The Member does not support the proposal to supplement evaluation expertise with a junior evaluation officer, whether in the short to medium term by recruitment, as we consider that the current PCR reform,

preparation of the evaluation policy and other tasks can be undertaken by the SMEO within existing resources. Once the responsibility for monitoring the PCRs has shifted to Secretariat staff, the SMEO should have additional time to focus on evaluation work. That said, if a strong case is made by the SMEO that additional consultant expertise is required to address other specific issues from time-to-time, the Member would be open to consider this on a case-by-case basis.

SUBMISSION 3

Recommendation 1: Finalise a Multilateral Fund evaluation policy using a participatory process

Agreed - Additional comments on the role of the head of the evaluation unit to be updated in the evaluation policy can be useful for the text of the PMR. Do the evaluation policy respond to the needs and findings? I.e. clarifying the purpose, role and use of evaluation, and how it differs from monitoring.

Recommendation 2: Use evaluation guidelines as a tool for raising awareness

Agree but perhaps the SMEO could further elaborate on how this is foreseen to be performed and the messages.

Recommendation 3: Upgrade and standardize the formats of evaluation reports and introduce a system of follow-up to track evaluation recommendations

Agreed

Recommendation 4: Engaging key stakeholders in the work process of evaluation (a to e)

Agree in the need of having active stakeholders to ensure accuracy in the conclusion of the evaluation, though not fully following the overarching rationale for this recommendation.

- (a) Agree with remarks to be taken into consideration: Acknowledge that the outcome of this recommendation could have positive effects by strengthening this type of evaluation, however, there will be a need to prioritize carefully the use of this type of evaluation, since it implies larger financial and human resources.
- (b) Agree.
- (c) Partially agree, we agree to streamline to a certain extent. Perhaps the SMEO could present an alternative way in the PMR. We believe there is a risk to miss useful insights from the Executive Committee when the ToR are not anymore up to consideration to the Executive Committee. Experience has shown that the Executive Committee has contributed with useful comments overtime ensuring quality and pertinence of the ToR, and this has been decisive to leading to successful evaluations.
- (d) Agree on both type of briefings presented in the recommendation, but with the following remarks on briefing sessions with consultants, SMEO and Secretariat staff to discuss draft reports before finalization: positive to organizing such sessions especially in the case where the Executive Committee will not consider draft reports anymore (reference to recommendation 4c). However, we are wondering whether it could be an idea to explore possible synergies with the recommendation no. 6. It would have been useful if the SMEO could address this in the PMR.

- (e) Agree to include a standard item in the agenda with IACM, also a Regional Networks Meetings, however, we are uncertain about the proposed length of time, half day session seems rather long. Perhaps the SMEO could provide some clarification on this point in the PMR.

Recommendation 5: Reappraise the evaluation framework used at Multilateral Fund

Agree that the framework must be possible to adjust according to the needs, it should therefore be considered thoroughly what would be appropriate ambitions considering the size of the MLF, its limited financial resources, as well as the workload of the MLF institutions. Perhaps the SMEO could elaborate a bit more in the potential management response on options for gradually extending the evaluation framework and develop innovative approaches overtime.

Recommendation 6: Introduce enhanced quality assurance mechanisms for evaluation reports

Agree that it is important to assure enhances quality. A question is though that isn't it the role of SEO to ensure the quality of the evaluation reports. i.e. it's the consultants who perform the evaluation and then deliver to SEO for assurance? What timeframe is anticipated for this? The development of the ToR is mainly a one-off action. Also here, it should be considered thoroughly what would be appropriate ambition level considering the size of the MLF, its limited financial resources, as well as the workload of the MLF institutions. As mentioned previously, there might be possible synergies to explore with recommendation number 4. It would have been useful if the SMEO could address this in the PMR. It is also not clear for us whether this recommendation entail new staff recruitment (in reference to "consider recruiting a resource person") considering that the SMEO already has an assistant. It will be useful to have some clarification on this matter in the PMR.

Recommendation 7: Supplementing evaluation expertise in the short to medium term

Might agree, but it would have been useful to have more clarification in the potential management response about the suggestions in this recommendation, what are the needs more specifically and what it will imply in terms of financial resources.

SUBMISSION 4

Recommendation 1: Finalise a Multilateral Fund evaluation policy using a participatory process

Happy with the proposal for a clear and separate identity for evaluation and monitoring, feel this is needed. Support the creation of a new post.

Recommendation 2: Use evaluation guidelines as a tool for raising awareness

This outreach will be very helpful especially in the context of bilateral projects, look forward to the next IACM in March. People have to see value in the results of evaluations. Summarizing of lessons learned is important. Maybe find an example of one specific evaluation result that clearly shows how to improve a certain work process.

Recommendation 3: Upgrade and standardize the formats of evaluation reports and introduce a system of follow-up to track evaluation recommendations

Support a tracking system for evaluation recommendations and more easily readable as its often time consuming to locate – it would be helpful to have this coordinated in one place for ease of access. Agreed. Develop digital or KI-solution to track recommendations on specific topics or per region?

Recommendation 4: Engaging key stakeholders in the work process of evaluation (a to e)

The Executive Committee member is positive to learn about planning stakeholder outreach as part of this process. If more visits to countries are valuable then we can support this, although we should be mindful of the costs involved.

- (a) Support revisiting the purpose of the desk studies, they often feel too comprehensive and feel MLF could benefit from a more streamlined/analytical process.
- (b) Undertake fewer but more strategic evaluations – Chief Officer lead MLF staff in a brainstorming session to explore what issues require evaluation attention. Is this something that will routinely go via Executive Committee too? It could be useful for Parties to input into the areas in which we'd benefit more information on/lessons learned.
- (e) I wonder if regular sessions at IACM would be necessary, apart from a kick-off for the new strategy and rather do this at regional network meetings, where NOUs and IAs are present.

Recommendation 5: Reappraise the evaluation framework used at Multilateral Fund

Agree that more innovative evaluation approaches should be developed for softer activities - feel that MLF could benefit from stronger linkages with other SDGs (i.e. 1, 2, 3, 7, 9, 12, 13) – the compliance-oriented approach sometimes limits our ability to assess other outcomes and impacts. Monitoring and evaluation are less developed for institutional strengthening or capacity building, compared to investment projects – I hope this process will try to address that? Clearer set of performance measures needed for non-investment activities and verifying and ensuring the sustainability of results needs more attention from MLF.

Agreed. With all the current changes and difficulties in governments globally it becomes more important to have figures on impact, not only the substances, e.g., which can be very abstract for people not familiar with the sector. Important to promote MP results also outside of the refrigeration world.

Recommendation 6: Introduce enhanced quality assurance mechanisms for evaluation reports

Agreed.

Recommendation 7: Supplementing evaluation expertise in the short to medium term

The Member's constituency supports a [temporary] junior position.

SUBMISSION 5

I do agree with the seven recommendations of the assessment.

SUBMISSION 6

Je viens au nom de toute l'équipe vous témoigner une fois encore notre gratitude pour le partage des Recommandations et du projet de politique d'évaluation. Cependant, après analyse des différents documents, nous partageons les différentes recommandations. De ce fait, nous n'avons pas de commentaires et d'amendements à faire. Toutefois nous restons ouverts pour la suite de la collaboration.

SUBMISSION 7

I. COMMENTS ON ELEMENTS FOR A DRAFT OUTLINE OF AN EVALUATION POLICY FOR THE MULTILATERAL FUND OF THE MONTREAL PROTOCOL

1. Among the Evaluation Principles, Norms and Standards of Relevance to Multilateral Fund in Part III, credibility is of paramount importance for the evaluation. Considering the various situations in Article 5 countries and the limited number of Article 5 countries participating in the Executive Committee of the Multilateral Fund, the evaluation reports should ensure broad stakeholder participation and incorporate the views of stakeholders, in particular Article 5 countries and the international implementing agencies, in order to ensure the objectivity and authenticity of the evaluation reports.

2. Also in Part III, on the principle of transparency, it states that evaluation products should be publicly accessible. In view of the fact that the evaluation reports cover projects and activities carried out by countries and may involve relevant trade secrets or sensitive data and information, it is suggested that the principle of transparency explicitly states that the evaluation reports should avoid involving relevant trade secrets or sensitive data and information.

3. The Types of Evaluations in Part IV include two existing types of evaluations (independent evaluations, desk studies) and two new types of evaluations proposed to be added (semi-independent evaluation and joint evaluation with implementing agencies' evaluation units). It is suggested that SMEO, in its report to the 96th Executive Committee, provide additional analysis of the characteristics of the above four types of evaluations and the circumstances in which they are applicable, and the necessity for adding semi-independent evaluation and joint evaluation with implementing agencies' evaluation units, for further consideration by the Executive Committee.

II. COMMENTS ON RECOMMENDATIONS FOR A ROADMAP TO STRENGTHEN THE MLF EVALUATION FUNCTION

Recommendation 5 proposes more innovative evaluation approaches and would support assessment of gender, human rights and SDGs as newer priorities for the Multilateral Fund and central to the Norms and Standards of the UNEG. It is suggested that the evaluation should be carried out within the policies of the Multilateral Fund, and that the scope of the evaluation should not be expanded arbitrarily. It's suggested that the texts "This would support assessment of gender, human rights and the SDGs which are newer priorities for the Multilateral Fund and central to the Norms and Standards of the UNEG" should be deleted.

Annex III

VIEWS OF THE SENIOR MONITORING AND EVALUATION OFFICER ON THE RESULTS AND RECOMMENDATIONS OF THE ASSESSMENT AND DRAFT TENTATIVE PLAN OF FOLLOW-UP ACTIONS

1. The independent assessment of the evaluation function constitutes a landmark report which can ignite a transformative approach to achieve enhanced utility and relevance for the MLF evaluation function, which was sought in the terms of reference (TOR) for the assessment.¹ In my capacity as the head of the evaluation unit, I will provide the SMEO's views on the recommendations of the assessment,² keeping in mind the discussions held at the 95th meeting, as reflected in paragraphs 44 to 51 of the final report of the 95th meeting,³ and the submissions provided by the Executive Committee members' constituencies, as per decision 98/5(c).
2. The below SMEO views on recommendations are followed by a summary table for a draft tentative plan of action, which could provide some indication on timeline for the implementation of some actions, should the Committee be interested and request them as part of its consideration and adoption of the Potential Management Response. The draft tentative plan of action is a pro-active initiative which is meant to facilitate the discussions for the next steps towards a more relevant and useful evaluation function. It is presented for information purposes.
3. **Recommendation 1:** It refers to the *definition of an evaluation policy* for the Multilateral Fund, the separation of the monitoring and evaluation functions, and the reframing of the role of the SMEO as a Senior Evaluation Officer (SEO). With its endorsement, the Executive Committee would also provide the framework for the updated role of the evaluation function, including the adoption of an evaluation policy and updated TOR for the head of the evaluation unit, transferring the monitoring function of project-related work fully to the Secretariat, from a date to be decided by the Executive Committee. During the discussions at the 95th meeting, there was agreement that monitoring should be removed from the person's [SMEO's] responsibilities, reframing the position to Senior Evaluation Officer.
4. The formalization of an evaluation policy for the Fund is a necessary step to provide an operational framework for the development of the evaluation function, defining the institutional set-up for it and the roles of the different stakeholders in contributing to evaluation processes and outputs. In response to this recommendation and as requested in decision 95/8, a draft evaluation policy is proposed in annex I of the present document, for adoption at the 96th meeting. After the approval of an evaluation policy, the Executive Committee may revise the job description for the head of the evaluation unit, to be reframed as Senior Evaluation Officer, to update the responsibilities of the position in line with the recommendations of the assessment and the updated evaluation policy. The Committee could request to the SMEO and the Secretariat to prepare and present a proposed revision of the job description for the SEO at the 97th meeting, for its consideration.
5. Regarding the transfer of responsibilities for project completion reports (PCRs), in my view the process should be completed by the 98th meeting, after the full integration of the universal PCR format in the knowledge management system (KMS). The evaluation unit and the Secretariat could coordinate the transfer for a smooth transition. From there, the Secretariat could take responsibility for the collection and management of PCRs, owning the entire monitoring function to cover the full life cycle of Multilateral Fund projects.

¹ UNEP/OzL.Pro/ExCom/92/8

² For ease of reference, a literal extract of the seven recommendations of the assessment is in annex IV.

³ UNEP/OzL.Pro/ExCom/95/94 paragraphs 44 to 52.

6. **Recommendation 2:** This recommendation refers to the *development and use of evaluation guidelines* for awareness raising among stakeholders. These would be developed after the adoption of the new evaluation policy by the Executive Committee. In my view, the preparation of guidelines will help inform the different stakeholders about their expected role in contributing to the evaluations and will provide outreach tools for disseminating the results of the evaluation reports. As such, this component of recommendation 2 could be accepted, and the evaluation unit could undertake to prepare the guidelines and present them to the Executive Committee for information.

7. The evaluation products, tools and guidelines should be posted under the evaluation page of the Multilateral Fund website.⁴ The SMEO could be requested to report on progress made in the development of specific guidelines, in a dedicated section of the annual report on evaluation activities providing updates on the reform of the evaluation function.

8. Another element of the recommendation refers to the use of meetings of regional networks and the inter-agency coordination meetings (IACMs) to disseminate information about evaluation. As this has already been done on ad hoc basis depending on the needs of the function and the availability of new information to be shared, in my view this part of the recommendation does not require further action other than continuing with current practices. The regular IACM agenda already includes an evaluation item, and in average the SMEO attends two regional network meetings per year, either online or in person.

9. **Recommendation 3:** This recommendation refers to the preparation of standards for evaluation reports and the *establishment of a systematic follow-up system* to track the status of implementation of the approved evaluation recommendations. The SMEO would organize a procedure to collect the data on a regular basis to consolidate a report. Such a mechanism would help to better measure the impact and utility of the evaluation function's work. The proposed follow-up system would enhance the utility of the evaluation reports by increasing stakeholders' accountability with regard to reporting on the implementation of the approved recommendations.

10. The establishment of a follow-up system is also in line with United Nations Evaluation Group (UNEG) norms, which also refer to the need for periodic reporting to governing bodies or heads of organizations on the implementation of recommendations. Therefore, in my view this recommendation could be accepted.

11. **Recommendation 4:** This recommendation addresses different modalities for *engaging with stakeholders*, including forms of interaction with the governing body, the purpose and development of the evaluation work, and the involvement of different stakeholders. It is presented through five sub-recommendations that are not clearly interrelated, making it difficult to consider accepting recommendation 4 all at once. In my view, if the Executive Committee is interested in discussing the above-mentioned five sub-recommendations further, a more detailed analysis of this recommendation could be prepared for the 97th meeting to be included in the annual report, or for the first meeting in 2026.⁵

12. It is advisable that further consultation be undertaken to identify modalities of engagement with stakeholders that would increase the uptake of evaluation results. The approach of fewer but more strategic evaluations is welcome and merits further analysis on how to select the topics for such strategic evaluations. Involving the Executive Committee and the agencies in preparing the evaluation work programme, while incorporating consultations with the Secretariat, would pave the way for the work programme to become more strategic and relevant.

⁴ Replacing the current tab of monitoring and evaluation.

⁵ The Executive Committee may prefer to consider it at the first meeting of the year where there is a lesser workload than at the 2nd meeting, therefore at the 98th meeting.

13. Regarding the proposed streamlining of interaction with the Executive Committee, in my view the existing *status quo* of consultation works well. No change in the existing reporting mechanisms would be required for the governing body to exercise its oversight role on the evaluation function. Concerning the possibility of having consultants involved in briefing sessions, in my view this would be useful only in cases where the evaluation is commissioned by but independent from the evaluation unit, as was the case for the assessment of the evaluation function. Otherwise, unless it is needed for technical reasons requiring in-depth expertise beyond the SMEO's ability to report, it may not bring added value to the briefing session, while implying additional costs to fund the consultant's participation.

14. Regarding the evaluation as a standing item in the meetings of the Multilateral Fund, it is already the case for the meetings of the Executive Committee. Recalling that the document "Evaluation of the performance of implementing agencies against their business plans" is prepared and presented by the Secretariat, I would suggest that this report be presented under the agenda item eight⁶ which includes agencies' presentations of their business plans or annual reports. In such a way, the evaluation item six of the Executive Committee meeting would contain exclusively outputs prepared by the evaluation unit, while those items related to agencies, such as the performance document, would fall under item eight.

15. **Recommendation 5:** While the overall reference to the UNEG norms and standards is the broadly accepted professional set-up for the work of evaluation offices within the United Nations, I would like to explicitly mention that these would always be applied within the realm of the approved mandate of the Multilateral Fund and its evaluation function, in alignment with policies approved by the Executive Committee. For example, gender can be addressed as part of norm 8,⁷ noting that there is an approved gender mainstreaming policy for the Multilateral Fund.

16. Thus, in my view, this recommendation can be partially accepted, with the caveat of preserving the boundaries of the Multilateral Fund mandate. This will avoid that the observance of UNEG norms and standards might broaden the scope of evaluations beyond the core Multilateral Fund mandate. The nuance has already been included in the proposed draft evaluation policy in annex I.

17. **Recommendation 6:** This recommendation proposes the *introduction of quality-assurance mechanisms* through internal peer reviews in the Secretariat or with the help of a reference group that could help review the technical aspects of evaluation reports. The SMEO has the required skills and knowledge to exercise quality assurance in relation to undertaking evaluations and applying the professional standards for evaluation. The additional quality-assurance mechanisms are intended to address review mechanisms for specific content related to the technical dimension of the projects under evaluation, which can require expert knowledge not covered by the generic competencies of an evaluator.

18. In my view, based on my experience at the Multilateral Fund, staff from the implementing agencies and the Secretariat should engage through technical review when requested, contributing with their expertise to assess the technical accuracy of evaluation products at an advanced stage of finalizing the draft evaluation report.

19. **Recommendation 7:** This recommendation refers to the *possibility of adding an additional resource with the recruitment of a Junior Professional Officer (JPO)* to assist the evaluation unit in completing the PCR review. This recommendation was crafted at a time when the work on the PCR reform was just being initiated. Since then, most of the work has been completed. The remaining efforts would not require an additional staff member for the evaluation unit.

⁶ Document "Evaluation of the performance of implementing agencies against their business plans" could be considered in the future meetings under regular agenda item 8, "business planning".

⁷ Human rights and gender equality, norm 8, United Nations Evaluation Group – Norms and Standards 2016.

20. However, the Executive Committee may wish to consider whether a temporary additional resource, such as the use of the JPO programme,⁸ could be envisaged. A junior professional could provide support both to the Secretariat and the evaluation unit, facilitating the flow of information between the two without adding to the project review team's workload. A junior professional position would alleviate the burden of work for the SMEO who is currently assisted by one general service staff only for all the duties related to the position.

21. Based on the above SMEO's review of recommendations, a draft tentative plan of proposed follow-up actions is shared below in table 1. It could inspire the Executive Committee in the coming years, should it wish to request any of these actions to be implemented. This is presented for information purpose to share the results the SMEO's own reflection about the scope and transformative potential for the evaluation function, based on the thoughtful assessment prepared by the consultant. It provides a tentative timeline for different actions, which could be developed if so requested.

Table 1: Draft tentative plan of follow-up actions proposed by the Senior Monitoring Evaluation Officer

# Rec	Scope of the recommendation	Proposed follow-up action plan by the SMEO
1.	Establish an evaluation policy without the monitoring function	Recommendation 1: Suggest to be agreed The Executive Committee accepts <i>recommendation 1</i> and: (a) Approves the evaluation policy, included as annex I to the present document presented by the SMEO When: At the 96th meeting (b) Requests the SMEO and the Secretariat: (c) (i) to coordinate the transition of the monitoring function and the streamlining of reporting, including on PCRs; (ii) to prepare a draft revised job description aligned to the updated role and responsibilities of the Head of the Evaluation Unit to be renamed Senior Evaluation Officer (SEO); When: To be completed at the latest by the 98th meeting
2.	Prepare evaluation guidelines and standard operating procedures for the preparation of evaluations and disseminate on a regular basis at meetings	Recommendation 2: Suggest to be partially agreed No need to include formally an evaluation item in the agenda of regular IACMs and regional network meetings. It would be useful to develop evaluation guidelines, templates and standard operating procedures to be disseminated for use by consultants, agencies and other relevant stakeholders, to be posted under the evaluation section of the Multilateral Fund website. When: After formal adoption of the evaluation policy, the evaluation unit should prepare guidelines, templates and other evaluation support documents for dissemination and awareness-raising, from the 97th meeting onwards, as a continuous process, to be presented to the successive meetings of the Executive Committee to report on progress.
3.	Introduce a follow-up system for recommendations and prepare guidance for consultants on formats for evaluations, findings and recommendations	Recommendation 3: Suggest to be agreed The Executive Committee accepts <i>recommendation 3</i> and: Requests the SMEO: (a) To prepare and present a concept note on Multilateral Fund evaluation processes and tools, including the use of digital tools, proposing a procedure and system to follow-up on the uptake and status of implementation of recommendations from the evaluation reports. When: To be presented at the 98th meeting (b) To present a consolidated report on follow-up to recommendations on a regular basis to the Executive Committee (e.g., every two years)

⁸ For more information on the JPO programme, see [UNITED NATIONS | Junior Professional Officer Programme](#).

# Rec	Scope of the recommendation	Proposed follow-up action plan by the SMEO
		When: Once the follow-up system, as requested in (a), is in place, from the 99th meeting onwards.
4.	Ensure engagement of key stakeholders in the work process of evaluations	Recommendation 4: Suggest to be partially agreed There are five sub-recommendations, some of which are generally accepted while others have not reached consensus. There seems to be interest in undertaking fewer but more strategic evaluations, while not replacing the more content-based evaluations undertaken at present. Exploring the possibility of joint evaluations and/or semi-independent evaluations could also be considered but requires further analysis to be presented to the Executive Committee. There is interest in introducing the practice of preparing inception papers. The Executive Committee could request the SMEO to prepare a more detailed analysis of the issues covered under recommendation four, excepting the interaction modality with the Executive Committee, which is to continue unchanged. When: To be included in the same <i>concept note on Multilateral Fund processes and tools</i> requested for recommendation three, to be presented at the 98th meeting.
5.	Create an evaluation framework for the MLF and use UNEG standards	Recommendation 5: Suggest to be partially agreed The professionalization of the evaluation function is agreed, using UNEG norms and standards. Nuances are introduced to indicate that not all UNEG norms and standards would be applied, only those that are in line with the policies approved by the Executive Committee. The Executive Committee requests the SMEO to ensure that the evaluation work uses UNEG norms and standards in conformity with the core mandate of the Multilateral Fund, aligned to its approved policies, without expanding beyond them (as reflected in the draft evaluation policy). When: To be applied on a continuous basis, after formal adoption of the evaluation policy, from the 97th meeting onwards, in preparing evaluations.
6.	Introduce enhanced quality-assurance mechanisms, to ensure the credibility and utility of the final evaluation reports	Recommendation 6: Suggest to be partially agreed The Executive Committee understands the usefulness of internal peer review mechanisms to ensure technical accuracy in evaluation reports. There is value in Secretariat staff providing comments on advanced evaluation outcomes, provided this does not occur during project review periods. Quality assurance checks should not add to the workload of the Secretariat and/or the agencies at the peak time of project review prior to the meetings of the Executive Committee. It requests: The SMEO to implement quality-assurance mechanisms while avoiding any unnecessary burden on agencies and Secretariat staff; and The Secretariat and the agencies' staff to contribute, when applicable, to review the technical contents of evaluation reports regarding specific Multilateral Fund-related specialised expertise of the reports. When: From the 97th meeting onwards, as a continuous process.
7.	Obtain additional temporary expertise to support PCR reform, such as a Junior Professional Officer	Recommendation 7: Suggest to be partially agreed Most of the PCR review work has been completed. It does not require additional support. Some members could support the request for a JPO, if the workload of the evaluation function were to justify it in the future. The Executive Committee requests the SMEO to assess the needs of the evaluation unit to deliver its evaluation work programme, and to provide justification for any request for additional human resources, such as for a JPO. When: At the 98th meeting as part of an evaluation concept note.

22. The above table 1 may inspire further requests to be made to the SMEO, the results of which could be presented either as part of the annual reports or in ad hoc evaluation concept notes, to elaborate further on specific areas of interest proposed in the recommendations of the assessment, for more detailed analysis of their potential implications.

Annex IV

**RECOMMENDATIONS FOR A TIME-BOUND ROADMAP TO STRENGTHEN THE
MULTILATERAL FUND EVALUATION FUNCTION
TEXT EXTRACTED FROM DOCUMENT UNEP/OzL.Pro/ExCom/95/10**

Recommendations of the external assessment of the evaluation function
Recommendation 1: Finalise a Multilateral Fund evaluation policy using a participatory process The annexed evaluation policy draft outline proposes a clear and separate identity for evaluation and monitoring, with the responsibilities of the post of Senior Monitoring and Evaluation Officer reframed as a <i>Senior Evaluation Officer, as the head of the evaluation unit</i>. In consultation with the Chief Officer, the SMEO should arrange for a consultative process to review the proposed evaluation policy outline with the intention of presenting a final draft that has been well vetted to the Executive Committee for consideration. The process should involve Multilateral Fund Secretariat staff and other stakeholders including the Independent Evaluation Office of UNEP given that the Fund is co-located with UNEP. The objective is to benefit from a cross-section of voices familiar with (a) Multilateral Fund programming and (b) expertise in United Nations system evaluation. This should be a brief, well organized brainstorming activity that leads to a polished final draft of the evaluation policy. In addition, the advanced draft should be shared with the heads of evaluation offices in the United Nations implementing agencies to solicit their views as well. These agencies have been approached as part of this assessment and have shown an interest to support Multilateral Fund evaluation.
Recommendation 2: Use evaluation guidelines as a tool for raising awareness. Once the evaluation policy has been endorsed, the SMEO should translate key elements of the policy into summary guidance targeting key stakeholders who will have roles to play in operationalizing this policy. Briefings should be organized at Inter-Agency Coordination Meeting (IACM) meetings and at Regional Network Meetings where the SMEO and the Chief Officer present the headlines of the new policy and encourage questions to be raised and address concerns. While these sessions would be preferable in person, they could be done on-line. The objective of these brief familiarization sessions would be to demystify what evaluation means in the context of the Fund and to emphasise that it is not an additional burden but an opportunity to communicate issues of importance that will be reflected in the evaluation reports that go to the Executive Committee. Once these briefings are completed, succinct guidelines should be circulated and made available on-line in the evaluation section of the Multilateral Fund website.
Recommendation 3: Upgrade and standardize the formats of evaluation reports and introduce a system of follow-up to track evaluation recommendations. Thus far evaluation reports have been available only as 'parliamentary' documentation presented to the Executive Committee. In addition, it is recommended that to demonstrate transparency, evaluation reports should be easily readable and publicly accessible as part of the evaluation section of the Multilateral Fund website. With this objective in mind, it is recommended that the SMEO should compile a simple annotated guide for evaluation consultants which standardizes the format and provides illustrative examples of how key sections such as the Executive Summary, Findings, Conclusions and Recommendations, should be presented. Recommendations should be specific, measurable, achievable, realistic and time-bound (SMART) and this guide should develop criteria for what constitutes a lesson learned, by providing specific examples of what does and does not constitute a 'lesson learned'.

Recommendation 4: Engaging key stakeholders in the work process of evaluation

Some stakeholders see the 'independence' of the evaluation mandate as a factor that inhibits candid exchange on draft reports and confine themselves to commenting on the factual accuracy of findings and not on the feasibility of suggestions for conclusions and the 'way forward'. Furthermore, to ensure that ground-level realities inform the findings of evaluations, stakeholders have requested more visits to the countries. Considering these views, the following suggestions are made for consideration to make evaluation more animated, active and immediate and less a function that operates in a silo within the Multilateral Fund Secretariat.

The SMEO should consult with the Chief Officer to consider their viability and a possible timeline for sub-recommendations (a) through (e):

- (a) **Revisit the purpose of desk studies and consider introducing inception reports:** While desk studies were originally conceived of as preparatory activities for country visits by evaluation teams, they often became self-contained studies which reviewed internal Multilateral Fund documentation and extracted conclusions and lessons learned. While desk studies should not be abandoned as a modality, criteria should be developed as to which projects lend themselves to this more limited appraisal. Inception reports should be introduced for evaluations that contain evaluation questions, data collection instruments, and involve evaluation team travel to regions and countries as the norm rather than the exception.
- (b) **Undertake fewer, deeper more strategic evaluations:** To ensure that evaluation topics meet the strategic needs of the Multilateral Fund, it is recommended that the Chief Officer lead senior Multilateral Fund staff in a brainstorming session once every 18 months to explore what issues require evaluation attention for the biennial work programme. It is also recommended that given the limited capacity of the evaluation unit; it should undertake fewer, deeper evaluations that should typically involve more than one external consultant. Furthermore, the possibility of joint evaluations with evaluation offices of the implementing agencies, should be explored. It is also strongly recommended to revive the practice of having Multilateral Fund Secretariat Staff members as part of the evaluation teams as resource persons. Implementing agency staff could also be encouraged to join teams in a similar capacity as was done in earlier Multilateral Fund evaluations.
- (c) **Streamline interaction with Executive Committee:** At present, evaluation planning involves four interactions with the Executive Committee: (i) work programme submission; (ii) terms of reference submission; (iii) a report on evaluation progress; followed by (iv) submission of the final report. It is recommended that this process be streamlined to two steps with (i) submission of a biennial work programme that provides sufficient information for Executive Committee approval of the content and number of evaluations, and (ii) the submission of the final evaluation report.
- (d) **Introduce briefing sessions with evaluation consultants:** As part of the finalization of draft reports, the SMEO should organize brief, informal face-to-face sessions with the evaluation consultants, the SMEO and with Multilateral Fund Secretariat staff to discuss draft reports. It would be optimal if the evaluation calendar is timed to ensure draft reports are available during the start of the calendar year, when programme staff are not as busy preparing as they usually are for the second meeting of the year of the Executive Committee. In addition, once the evaluation reports are finalized, the consultants should prepare PowerPoint presentations that they will present in brief on-line meetings, chaired by the SMEO, for interested implementing agency staff and Executive Committee members prior to the Executive Committee meetings.
- (e) **Request evaluation as standing agenda item at key Multilateral Fund meetings with stakeholders (e.g. IACM and Regional Networks Meetings):** To ensure visibility of evaluation as a corporate priority, it is recommended that a half-day session on evaluation is included in the IACM agenda, at the first meeting of the year. These sessions should be interactive and solicit ideas on issues that would merit independent assessment, share key highlights of

evaluation results and methods used for data collection ('most-significant-change', 'outcome mapping' for example) and include National Ozone Units (NOUs) as resources for feedback on topics such as evaluation plans, topical concerns and data collection strategies and suggestions. The objective is to make evaluation more recognized, familiar and participatory. It builds on Recommendation 4(a) above.
Recommendation 5: Reappraise the evaluation framework used at Multilateral Fund More innovative evaluation approaches should also be developed to assess the 'softer' activities in programming involving industry and private sector entities, manufacturers associations, etc. Since the start, evaluation topics have focused on assessments of the Multilateral Fund programming by type/sector such as Chlorofluorocarbon (CFCs), Hydrochlorofluorocarbon (HCFCs) and more recently Hydrofluorocarbon (HFCs) phase-out, ODS disposal and destruction, refrigeration projects, methyl bromide, halon banking to name a few. Interviewees suggested there may be other options for framing evaluations such as a focus on countries that had large programmes as a unit of analysis, as they often involve several implementing agencies. More innovative evaluation approaches should also be developed to assess the 'softer' activities in programming involving industry and private sector entities, manufacturers associations etc. This would support assessment of gender, human rights and the SDGs which are newer priorities for the Multilateral Fund and central to the Norms and Standards of the UNEG. The SMEO could invite a review group composed of a few of the former Multilateral Fund evaluation consultants who are technical experts as well as experienced in evaluation, to consider the options for reframing the evaluation practice. Including consultants who have evaluated similar programmes for other agencies (e.g. GEF), and representatives from implementing agencies could add value. This exercise could also be used to update and diversify the evaluation roster of consultants qualified to undertake Multilateral Fund evaluations.
Recommendation 6: Introduce enhanced quality assurance mechanisms for evaluation reports To ensure that evaluation reports are technically sound, credible and easily readable it is recommended that the SMEO consider recruiting a resource person(s) or set up a reference group as required to support framing of the Terms of Reference and quality assuring the final draft reports. It is also suggested that a member of the Programme Management team could act as internal peer reviewer and sounding board to provide quality assurance support as a report is being finalized. In larger offices, evaluation reports are customarily peer reviewed by other evaluation officers who have not been involved in the evaluation. External consultants to provide both technical and assessments of the clarity of report presentation have also been used, particularly when controversial evaluations are to be submitted to executive boards. Given that the Multilateral Fund evaluation unit is small, such expert and peer review support will help assure both the technical and evaluation quality of its reports without entailing costs for additional staff.
Recommendation 7: Supplementing evaluation expertise in the short to medium term – It is suggested that temporary measures should be explored for the next three years, such as recruiting a Junior Professional Officer or short-term professional/ consultant expertise with experience in evaluation, to support current PCR reform. Considering the ongoing PCR reform, the related work on lessons learned, and the preparation of the evaluation policy suggested in this assessment, the evaluation unit may require a boost in support for the SMEO, to address the additional work beyond the delivery of evaluations.