

## Implementation framework of the WHO evaluation policy

22 November 2022

### Background and purpose

1. Independent evaluation in WHO is defined in the 2018 [evaluation policy](#),<sup>1</sup> as an assessment, “conducted as systematically and impartially as possible, of an activity, project, programme, strategy, policy, topic, theme, sector, operational area or institutional performance”. Evaluations analyze “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 organizations and stakeholders.”
2. Evaluation therefore differs from other types of reviews, self-assessments and audits conducted across WHO and is characterized by professional principles and practices recognized by the Organization for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC)<sup>2</sup> and the United Nations Evaluation Group (UNEG)<sup>3</sup> such as impartiality, independence, utility, quality, transparency, credibility, ethics, human rights and gender equality.<sup>4</sup>
3. Recent global developments, especially the [2030 Agenda](#)<sup>5</sup> and the drive towards achieving [SDGs](#),<sup>6</sup> have increased attention to results at all levels, sharpening the role of evaluation in assessing progress towards the development agenda, particularly at the country level. This calls for expanded coverage of high-quality evaluations and strengthened partnership with national and other development actors working towards the same goals.
4. In WHO, the Thirteenth General Programme of Work 2019-2023 ([GPW13](#)),<sup>7</sup> the Transformation<sup>8</sup> process as well as regional strategic plans have reiterated the importance of achieving results at country level and enhancing accountability and organizational learning. This emphasis has direct implications for WHO’s evaluation function and a robust framework is needed to increase coverage of evaluation across all levels of the Organization, and enhance evaluation contribution to organizational learning and accountability needs.
5. This document complements the WHO Evaluation Policy ([para 36](#)) and presents mechanisms and support systems for the conduct of evaluation across WHO offices: i.e. headquarters (HQ) departments/divisions, regional offices (ROs) and country offices (WCOs).
6. To this end, and based on a comparative review of UN best practice and internal consultations within WHO, this framework has the following objectives:
  - to establish [mechanisms for the commissioning and management of evaluations](#) across WHO;
  - to delineate [roles and responsibilities](#) for the commissioning and management of evaluation;
  - to enhance coherence of [planning and funding](#) of evaluation;

<sup>1</sup> Evaluation Policy (2018): WHO; 2018 [https://apps.who.int/gb/ebwha/pdf\\_files/EB143/B143\(9\)-en.pdf](https://apps.who.int/gb/ebwha/pdf_files/EB143/B143(9)-en.pdf).

<sup>2</sup> <https://www.oecd.org/dac/>

<sup>3</sup> [UNEG Norms and Standards](#); 2016 <http://www.unevaluation.org/document/detail/1914>

<sup>4</sup> Ibid

<sup>5</sup> Resolution A/RES/70/1 October 2015 [Microsoft Word - 1516301E.docx \(un.org\)](#).

<sup>6</sup> <https://sustainabledevelopment.un.org/?menu=1300>.

<sup>7</sup> Based on the 2030 Agenda and SDGs (specifically SDG 3: “Ensure healthy lives and promote well-being for all at all ages”), the GPW13 focusses on three interconnected strategic priorities (the “triple billion”): (1) achieving universal health coverage; (2) addressing health emergencies; and (3) promoting healthier populations.

<sup>8</sup> The WHO Transformation process aims to reorient the Organization at all three levels to achieve the GPW13 goals. The objective is to: (a) measure impact to be accountable and manage for results; (b) reshape the operating model to drive country, regional and global impacts; (c) transform partnerships, communications and financing to resource the strategic priorities; (d) build critical processes and tools to optimize organizational performance; and (e) foster culture change to ensure a seamless high-performing WHO. The commitment to strengthen impact measurement for accountability as well as organizational learning is reaffirmed as an institutional priority.

- to maximize consistent [use of evaluation](#); and
  - to operationalize [support systems](#) available across WHO from the central evaluation function (EVL).
7. This framework is an internal working document designed to complement the WHO evaluation policy with operational ways of working to extend evaluation coverage and create synergies among evaluations conducted across WHO. It provides guidance on tools and mechanisms to connect and support evaluation across the Organization to be implemented within the structures and frameworks in place in the different major offices to support evaluation. Further details on conducting evaluations are available in WHO Evaluation Practice Handbook and the forthcoming practical guide on evaluation for programme managers and evaluation staff. A flexible document designed to evolve over time, this framework will be updated by EVL as necessary with inputs from across the Organization.

## I. Mechanisms to commission and manage evaluations

8. Three mechanisms support the conduct of the different types of evaluations set forth in the WHO evaluation policy:<sup>9</sup> “decentralized” evaluations, i.e. led by HQ departments/divisions, ROs or WCOs; Organization-wide thematic evaluations, which are commissioned jointly by EVL and relevant office(s); and Independent Evaluations of WHO’s Contribution at Country Level, commissioned jointly by EVL and regional offices.

### *A. Evaluations led by HQ departments/divisions/ROs/WCOs*

9. Evaluations commissioned and managed by HQ departments/divisions, ROs or WCOs are referred to as “decentralized” in this framework. These evaluations cover a diversity of subjects including programmes and projects with various funding sources.
10. Decentralized evaluations are conducted mostly by external evaluators under the leadership of the commissioning office and are guided by the principles set forth in this framework, the [WHO evaluation policy](#), [the UNEG Norms and Standards for Evaluation](#), and other applicable technical guidance.<sup>10</sup> EVL can provide technical support including, for example, through the [Quality Assurance Advisors](#) to review terms of reference, inception report and draft evaluation reports.

### *B. Organization-wide thematic evaluations*

11. Organization-wide thematic evaluations are led by EVL which commissions and manages evaluations jointly with ROs depending on the geographical coverage of the evaluation, and/or with Budget centres across the Organization depending on the subject matter of the evaluation.
12. Evaluations are considered Organization-wide if one or more of the following criteria are met:
- strategic importance of the subject of the evaluation for the whole of the Organization;
  - sufficient coverage to provide adequate results accountability for the whole of the Organization;
  - sufficient coverage to build broad evidence base to be used in higher-level evaluations (thematic, sectoral, programmatic), creating synergies among different levels of evaluation, and pursuing maximum efficiency by avoiding duplication of data collection and analyses.
13. Such joint Organization-wide thematic evaluations may be undertaken as a part of the Biennial Evaluation Workplan approved by the Executive Board, or at the request of the Major Office or Budget Centre responsible for the subject matter.

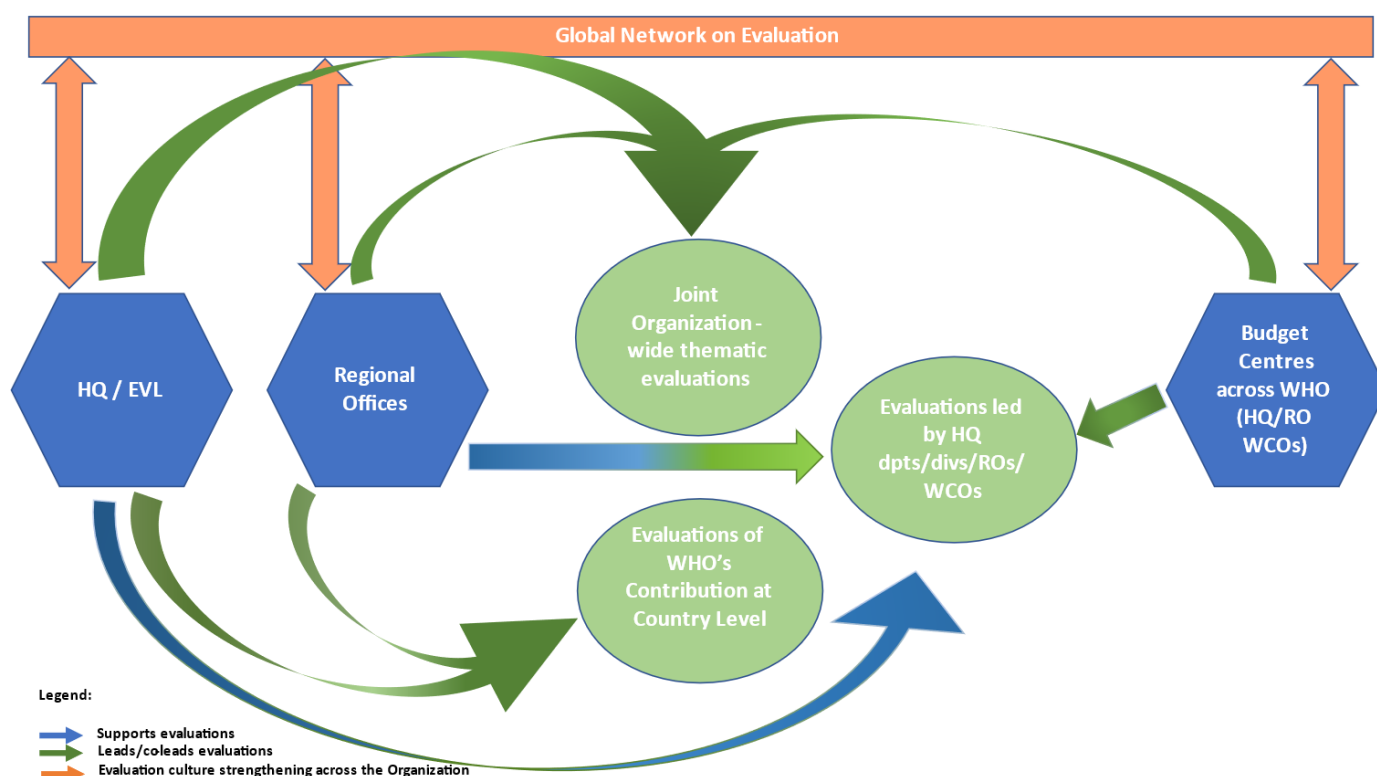
<sup>9</sup> This framework defines mechanisms to conduct evaluations for the various types of evaluations covered in the evaluation policy.

<sup>10</sup> Including regional guidelines such as WHO AFRO Guidelines on Evaluation, Brazzaville, 2019, PAHO Evaluation policy (2021), and [the WHO South-East Asia Regional Framework for Strengthening Evaluation for Learning and Development, 2022](#).

### C. Independent Evaluations of WHO's Contribution at Country Level

14. The objective of these evaluations is to assess the work of the Organization at country level in respect of WHO's objectives and commitments. Evaluations of WHO's contribution at country level accordingly assess WHO contributions against the public health needs of the country and the objectives formulated in WHO general programmes of work and key country-level strategic instruments, including Country Cooperation Strategies, biennial country office workplans and national health strategies.
15. In principle, they are commissioned and managed jointly by respective ROs and EVL in close collaboration with the WCO including the Country Support Unit (CSU) Network and relevant regional networks. The ROs and EVL establish a joint Evaluation Management Group, in which the RO evaluation manager normally takes a lead role however EVL also can take lead role upon request from the RO. The conduct of evaluations of WHO's contribution at country level is guided by a separate detailed framework.
16. Figure 1 shows the interconnections and support tools available for the conduct of evaluations at WHO.

**Figure 1: Evaluations in WHO and interconnections**



## II. Roles and responsibilities

17. In generic terms, decentralized and joint Organization-wide thematic evaluations are normally conducted by an external evaluation team under the leadership of the commissioning office which owns the evaluation report and appoints an evaluation manager responsible for overseeing and facilitating the process. Different entities can take on the role of the commissioning office and evaluation manager in various WHO Major Offices depending on their structure and the mechanisms in place to implement applicable evaluation frameworks.

### A. The Evaluation Commissioner

18. The Evaluation Commissioner is the evaluation owner, who commissions the evaluation to an external evaluation team and receives the final evaluation report. The Evaluation Commissioner appoints an Evaluation

Manager to oversee the proper conduct, completion and use of evaluations. Joint evaluations are commissioned jointly by different offices, or by a lead office which provides the Lead Evaluation Manager, with other offices providing Co-Evaluation Managers.

19. The Evaluation Commissioner is normally the responsible officer in the office that oversees the programme, the function or the strategy to be evaluated (the subject of evaluation), who has the budgetary and management authority over the evaluation subject and is accountable for implementation and performance of the subject matter. The office(s) responsible for implementation of the evaluation subject is considered as the management counterpart to the evaluation team and will produce a management response to the final evaluation report.

#### *B. The Evaluation Manager*

20. The Evaluation Manager is designated by the Evaluation Commissioner to manage the entire evaluation process. The role of the Evaluation Manager is to:
- initiate and prepare for the evaluation, including the preparation of its terms of reference and ensure access to all relevant documents, stakeholders and secondary data;
  - oversee the recruitment and management of the evaluation team;
  - act as the link between the evaluation team and the Evaluation Management Group;<sup>11</sup>
  - ensure that adequate administrative and logistical support (such as the arrangement of travel, meetings and field visits) is provided to the evaluation team;
  - oversee the evaluation budget and expenditures;
  - ensure adherence to the WHO evaluation policy and framework, and UNEG evaluation Norms and Standards throughout the evaluation stages from inception to data collection and reporting.
  - review and clear inception reports and draft final reports;
  - manage the draft report review process by stakeholders, engaging stakeholders in a transparent manner to validate the final report, create an agreement and commitment on the way forward (e.g. discussing the management response), ideally through a stakeholder workshop;
  - follow up on the management response; and
  - finalize the evaluation report for issuance, publication and dissemination.
21. A Commissioning Office may seek help from the higher-level office to provide an Evaluation Manager (e.g. seeking evaluation management support by the Major Office). EVL may also provide an evaluation management service, at cost,<sup>12</sup> if requested by a HQ department/division or RO. The Evaluation Manager may be assisted by a Quality Assurance Advisor (QAA), appointed by EVL, to provide quality control functions for decentralized evaluations.
22. For joint evaluations, an Evaluation Management Group is formed with the leadership of the commissioning office (Lead Evaluation Manager) and the participation of other offices as co-Evaluation Managers.
23. Figure 2 provides a comparative illustration of roles and responsibilities in the conduct of evaluations at WHO.

---

<sup>11</sup> The Evaluation Management Group (EMG) serves as a reference team composed of the main parties to the evaluation. Regularly updated by the evaluation manager on the evaluation progress, the EMG reviews and provides input to the Terms of Reference of the evaluation, the inception report and draft final reports and provides comments for consideration by the evaluation team. The evaluation manager can seek advice from the EMG to ensure smooth implementation of the evaluation according to WHO evaluation policy and evaluation framework. The evaluation management group respects independence of the evaluation team at all times.

<sup>12</sup> While the cost depends on the scale of evaluation, typically, it should cover 2-3 work months of a mid-level evaluation officer or consultant.

**Figure 2: Roles and responsibilities in the conduct of evaluations at WHO**

	Roles and responsibilities		
	Evaluations led by HQ departments/divisions/ROs/WCOs	Organization-wide thematic evaluations	Evaluations of WHO's Contribution at Country Level
<b>Evaluation commissioner</b>	Major Office ("MO") or Budget Centre ("BC") from HQ, RO or WCO	EVL Office, can be jointly with RO and/or a BC	Jointly EVL / RO, possibly CSS/Country Support teams and PRP network
<b>Authorship* of the evaluation report</b>	Evaluation Team Leader	Jointly among the Commissioning Offices	Jointly EVL / RO
<b>Ownership of the evaluation report</b>	The Commissioning Office	Jointly among the Commissioning Offices	Jointly EVL / RO
<b>Phase 1: Preparation</b>			
<b>Planning of the evaluation (formulate objectives, scope and identify available resources)</b>	MO or BC (HQ, RO or WCO), advice/support available from EVL	EVL Office, can be jointly with RO and/or a BC	Joint EVL / RO with inputs from WCO, CSS/Country Support teams and PRP network
<b>Appointing Evaluation Manager (EM)</b>	MO or BC (HQ, RO or WCO), advice/support available from EVL	EVL Office, can be jointly with RO and/or a BC. In the case of joint evaluation, there can be a Lead EM, and co-EMs	Jointly appointed by EVL / RO
<b>Evaluation Management Group (EMG)</b>	Appointed by Evaluation Commissioner, as applicable, and in accordance with applicable frameworks	Appointed by the respective Evaluation Commissioner(s), can include "technical" representative(s) from main stakeholder(s), and evaluation focal point(s) from RO or partner(s)	Appointed by respective Evaluation Commissioners, with participation from EVL, and RO, and working closely with WCO, CSS / Country Support teams and PRP network
<b>Drafting and finalizing the ToR</b>	EM, advice/support available from EVL, and QAA	EM with technical inputs from EMG	EM, in line with methodology and with inputs from WCO, CSS / Country Support teams and PRP network
<b>Selecting the evaluation team</b>	EM with support from EVL and possible participation to selection panel	EM and appointed recruitment panel/EMG	EM with recruitment panel and support from EMG
<b>Phase 2: Inception</b>			
<b>Preparing relevant documents and data compilation</b>	Evaluation Team Leader	EM	EM
<b>1st document review/preparation of data collection tools (ie KIs, surveys...)</b>	Evaluation Team Leader	Evaluation Team Leader	Evaluation Team Leader
<b>Drafting and finalizing the Inception Report</b>	Evaluation Team Leader	Evaluation Team Leader	Evaluation Team Leader
<b>Reviewing the inception report</b>	EM with inputs from EMG, support available from EVL	EM with inputs from EMG	EM with inputs from EMG
<b>Phase 3: Data collection and analysis</b>			
<b>Ensuring access to interviews, data, and overseeing organization of field missions</b>	EM	EM	EM
<b>Conducting evaluation</b>	Evaluation Team Leader	Evaluation Team Leader	Evaluation Team Leader
<b>Drafting the report</b>	Evaluation Team Leader	Evaluation Team Leader	Evaluation Team Leader
<b>Phase 4: Reporting</b>			
<b>Organizing stakeholders review of the draft report for validation</b>	EM, advice available from EVL, and QAA	EM with inputs from EMG	EM with inputs from EVL
<b>Integrating stakeholder comments</b>	Evaluation Team Leader	Evaluation Team Leader	Evaluation Team Leader
<b>Finalizing the evaluation report</b>	Evaluation team leader with clearance from EM, support available from EVL and QAA	Evaluation team leader with clearance from EM, advice from EMG	Evaluation team leader with clearance from EM, advice from EMG
<b>Phase 5: Dissemination and learning</b>			
<b>Requesting the Management Response</b>	EM	EM	EM
<b>Drafting the Management Response</b>	BC(s) responsible for the implementation of recommendations	BC(s) responsible for the implementation of recommendations	WCO
<b>Engaging the stakeholders (eg stakeholder workshop)</b>	Evaluation team leader and EM	Evaluation team leader and EM	Evaluation team leader and EM
<b>Dissemination via publication/Internet</b>	EVL Office	EVL Office	EVL Office
* = authorship refers to the authority to make final decisions on the contents of the evaluation.			

### III. Planning and funding

#### A. Planning

24. As mandated by the Evaluation Policy,<sup>13</sup> as part of WHO's planning and budgeting cycle, EVL prepares and manages a biennial organization-wide evaluation workplan submitted for approval by the Executive Board. The plan is updated every year based on information/updates on planned evaluations every third quarter of the year for the upcoming cycle.
25. The biennial Organization-wide evaluation workplan consolidates the ROs and HQ divisions evaluation plans, ensuring coherence of evaluations across the Organization. ROs evaluation plans should include their own evaluations and country office evaluation plans, while HQ divisions and other HQ-based entities' evaluation plans should include the plans of respective Budget Centres (i.e. divisions/ departments and offices). Budget Centres and entities that already have an evaluation plan are encouraged to keep their own planning process and share their respective plan with EVL for consolidation.
26. Budget Centres should plan for evaluations based on donor/project agreements or other formal requirement or interest, giving due consideration to the following elements:
  - review the donor/project agreements and see if there is an obligation to conduct evaluations;
  - consider strategic interests: for example, the evaluation would contribute to strategic decision-making or a major revision to a programme or a strategy;
  - from the public accountability perspective, larger and more significant programmes should be given more consideration for evaluation.
27. Evaluation plans should indicate the subject of the evaluation, the purpose/objectives of the evaluation, the envisaged time frame, the funding source, the office responsible for the evaluation to be conducted (i.e. commissioning office), and estimated cost/budget. EVL can provide advice to plan evaluations at an early stage.
28. The objectives of the Organization-wide evaluation planning process is to ensure synergies among evaluations conducted at different levels of the Organization, avoid duplication of evaluation work at different levels, and seek adequate coverage that reflect WHO contributions and achievements in a balanced manner.<sup>14</sup>

#### B. Funding and budgeting evaluations

29. In line with the [Evaluation policy](#) provisions concerning the resourcing of the evaluation function, the Director-General, Deputy Directors-General, Regional Directors, Executive Directors, Assistant Directors-General, Directors and Heads of WHO country offices must ensure the availability of adequate resources to implement respective components of the Organization-wide evaluation workplan and activities required to strengthen the culture of evaluation and the professionalization of evaluation across the Organization.

---

<sup>13</sup> WHO Evaluation Policy (2018) "32. WHO will develop a biennial, Organization-wide evaluation workplan as part of the Organization's planning and budgeting cycle"

<sup>14</sup> For instance, the UN Sustainable Development Cooperation Framework evaluation will rely on agency evaluations to represent agency contributions to system-wide outcomes. WHO contributions identified by decentralized evaluations will also feed into higher-level thematic evaluations and synthesis conducted jointly with external partners.

30. In principle, the cost of specific evaluations<sup>15</sup> should be financed by the source funding:

- If the source funding is a specified voluntary contribution for a specific programme or project, an evaluation budget should be included in the project budget from the outset. It is recommended to include evaluation as a project activity rather than an overhead item.
- If the source funding is not a specified voluntary contribution, the Budget Centre manager should allocate appropriate funding to the evaluation, drawing from available flexible and/or thematic voluntary contributions.

31. EVL promotes the inclusion of a clause for evaluation, together with the requisite budget and necessary clarifications on responsibilities to conduct the evaluation, in programme or project documents. Some donor agreements already contain a clause on the conduct of an evaluation and adequate funding should be planned to cover related costs. The suggested standard clause is:

*Keeping in mind the commitment of both parties to the effective and efficient operation of the Agreement, and based on relevant funding provisions foreseen by the agreement, any interim or final evaluation of the project/programme [at minimum a final evaluation of the project/programme should be conducted] shall either be jointly commissioned by the parties or, commissioned by WHO, inviting representatives of the donor to participate in any evaluation management arrangement formed for the purpose of any evaluation exercises at the donor's own expense. The evaluation shall be conducted in accordance with the provisions of the WHO Evaluation Policy and other applicable documents. WHO shall request and consider comments from the donor on the terms of reference before the evaluation exercise takes place. Furthermore, the donor's comments shall also be requested on the different deliverables prior to final approval (as a minimum, on the draft evaluation report). As with other evaluations undertaken in WHO, once completed, it will be published on the webpage of the Evaluation Office and included in the annual evaluation report to WHO's Executive Board.*

32. The budget of individual evaluation exercises should cover two elements:

- The cost to actually conduct evaluations (i.e. the expert fees of the evaluation team and the logistics costs such as travel, meetings, or printing). It should be expended by the commissioning office; and
- The cost to plan, design, manage and follow up on the evaluation (i.e., the cost of evaluation management, used to fund the work of the EM, who could be a project-funded staff or an external expert). If the office that hires the EM is different from the commissioning office, the funds should be transferred from the latter to the former to cover the evaluation management cost.<sup>16</sup>

## IV. Maximizing the use of evaluation

### A. Reporting and dissemination

33. As stipulated in the [Evaluation Policy](#), evaluation reports should be widely disseminated, including to relevant partners, such as government counterparts, funding partners, steering committees and other stakeholders. Major Offices and Budget Centres which commission evaluations mandated by donor

---

<sup>15</sup> Evaluations as individual activities

<sup>16</sup> While the cost depends on the scale of evaluation, typically, it should cover 2-3 work months of a mid-level evaluation officer or consultant.



agreements or project documents should transmit completed evaluation reports to respective donors or funding partners as appropriate.

34. The Budget Centre(s) responsible for the implementation of evaluation recommendations will prepare a Management Response to the evaluation report. The Management Response should contain general comments on the report, and specific actions to be taken to address each recommendation.
35. Engaging with stakeholders, ideally through a stakeholder workshop, maximizes the utility of evaluation findings, recommendations and management response by creating an opportunity to discuss and promoting ownership. Main evaluation findings and conclusions can be disseminated widely through evaluation networks and communities through conferences and seminars.

#### *B. The global repository of evaluations*

36. In accordance with the principles of transparency and utility,<sup>17</sup> a global repository of evaluations will be established to provide information on evaluations conducted across the Organization (i.e. terms of reference, evaluation reports and management responses). The global evaluation repository, managed by EVL, will be publicly accessible. Based on the information collected in the repository, a status update on the implementation of evaluation plans of Major Offices will be included in the annual evaluation report submitted to the Executive Board.
37. To enhance the synergies and maximize utility of evaluations, the global evaluation repository will be used as a source of information for other evaluations, such as evaluations of WHO's contribution at country level, or thematic and sector-based evaluations, as well as for meta-analyses on selected topics. It will also be a source of knowledge that the Organization's partners could refer to, for example, in preparing a report to a global forum on health sector response. It will also feed into the UN system-wide repository,<sup>18</sup> established by United Nations Evaluation Group (UNEG), as well as system-wide country-based analyses led by United Nations Development Cooperation Office (UNDCO) and UN Country Teams.

### **V. Support systems for evaluations across WHO**

38. Evaluations conducted by HQ divisions/departments, ROs and WCOs are supported by systems managed by EVL. As the custodian of the evaluation policy, EVL promotes professional conduct of evaluations as a tool for accountability and learning across the Organization. The support is extended in different ways:

#### *A. Technical guidance, tools and assistance*

39. EVL issues guidance for all evaluations, such as the [Evaluation Practice Handbook](#),<sup>19</sup> the framework for evaluations of WHO's contribution at country level and this framework. A number of technical guidance materials is available from UNEG such as the [Ethical Guidelines for Evaluations](#),<sup>20</sup> the [Guidelines for the Evaluation of the United Nations Sustainable Development Cooperation Framework](#),<sup>21</sup> the [Handbook for Conducting Evaluations of Normative Work in the UN System](#),<sup>22</sup> and the [Guidance of UN Agencies in Support of Evaluation of Social and Environmental Considerations](#).<sup>23</sup>
40. A roster of pre-qualified evaluation consultants and companies can be made available by EVL to decentralized evaluation managers. The roster is updated periodically with a view to improving coverage

<sup>17</sup> See UNEG Norms and Standards for UN evaluations (2016), Norm 2: Utility, and Norm 7: Transparency.

<sup>18</sup> For UNEG system-wide evaluation repository, see <http://www.unevaluation.org/evaluation/reports>.

<sup>19</sup> [9789241548687\\_eng.pdf;jsessionid=09EBA469A70939C52AAE7A9545A1EBF6 \(who.int\)](#)

<sup>20</sup> [2020 Ethical Guidelines for Evaluation.pdf](#)

<sup>21</sup> [UNEG - DCO UNSDCF Evaluation Guidelines - September 2021 \(1\).pdf](#)

<sup>22</sup> [Evaluating UN Normative Work](#)

<sup>23</sup> [ESIA WG Stock-taking exercise\\_Vol1\\_July2020 \(4\).pdf](#)



of regions and sectors. EVL can also help Evaluation Managers advertise the call for consultants more widely through various evaluation networks, including the UNEG network, and global, regional and/or national evaluation associations.

### *B. Quality Assurance*

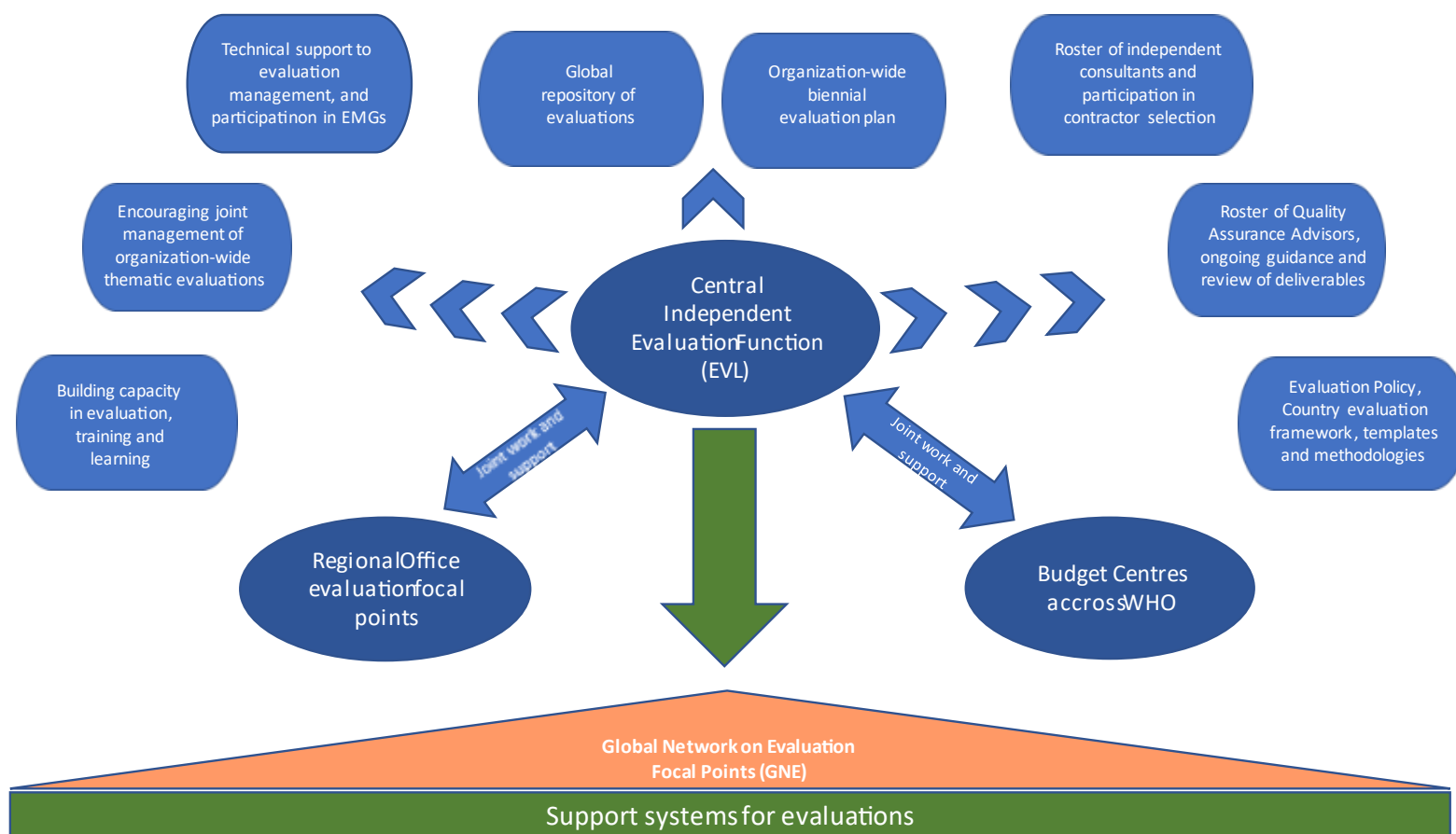
41. Ensuring quality of evaluations requires quality control not only of the draft report but throughout the evaluation process. To support evaluation managers, EVL can make available, as needed, a Quality Assurance Advisor (QAA). The QAA can intervene at key quality control points, and review:
  - The terms of reference
  - The consultant selection
  - The inception report that details the evaluation design and plan
  - The draft evaluation report before circulation for review by stakeholder(s), and
  - The final draft with the audit trail that contains stakeholder comments and the response from the evaluation team (i.e. whether the team adequately responded to the comments).
42. In addition, the Evaluation Manager may seek advice from QAA throughout the process, as may be needed.

### *C. Capacity development, the Global Network on Evaluation and joint evaluation activities*

43. Decentralized evaluation managers and focal points from across the Organization are invited to participate in the Global Network on Evaluation (GNE), which will be revitalized as an active community of practice. Also, those who are not currently engaged in evaluation but aspire to do so are invited to the community.
44. Through this network, EVL will make available technical notes and tools, and organize webinars for example on evaluation methodologies. Discussions will be organized, for instance, to exchange experiences on certain aspects of evaluation management. Network members will also receive information on external professional events and opportunities, such as conferences and learning programmes.
45. Activities undertaken in the context of joint evaluations between EVL and other offices within WHO, such as the Organization-wide thematic evaluations and evaluations of WHO's contribution at country level, also contribute to developing evaluation capacity of the offices that participate. EVL plans to conduct such joint evaluation activities more systematically and proactively, and the concerned offices are encouraged to engage positively in such opportunities.

46. Figure 3 illustrates the mechanisms available in WHO to support decentralized evaluations.

**Figure 3: Support systems and tools for evaluations**



= = =