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**Summary:** The Charter of the Central Evaluation Unit (EVA) sets out the mandate, authority and accountabilities of EVA, which is the designated entity in charge of evaluation in IOM. It sets out the principles and procedures of IOM evaluation and for engagement with IOM departments and offices that are subject to evaluations. The Charter complements the Evaluation Policy (IN/266, as may be revised).

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## Charter of the Central Evaluation Unit

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### 1. OVERVIEW

#### 1.1. The Central Evaluation Unit mandate

- 1.1.1 The **Central Evaluation Unit (EVA)** is established within the Department of Strategic Planning and Organisational Performance (“the Department” or “DPP”). EVA contributes actively to the oversight, accountability, transparency, strategic guidance and organizational leadership and learning of the Organization through its oversight and managerial function of evaluation. EVA also seeks to benefit from increased synergies in coordinating its activities with the Department’s Results-Based Management, Risk Management, Operational Compliance, Internal Governance Framework (IGF) and the Project Information and Management Application (PRIMA) units.
- 1.1.2 EVA sets the norms and standards of the evaluation function (both central and decentralised), prepares relevant institutional policies and instructions, harmonizes procedures, provides technical guidance and support to IOM departments and offices, guarantees the quality of decentralized evaluation, conducts central and corporate evaluations as well as specific evidence-based assessments and independent reviews, and contributes to policy and decision-making of IOM departments and offices.
- 1.1.3 EVA reports its findings, recommendations, lessons learned and achievements to the Director General and formulates proposals and advice for promoting a strong evaluation culture and an effective use of the function for decision-making within IOM.
- 1.1.4 EVA is also responsible for preparing reports to the Director General, who will update the IOM Standing Committee on Programmes and Finance (SCPF) on its work and performance, and for presenting its central evaluation reports whenever relevant.
- 1.1.5 EVA supervises relevant systems to support an effective use and exchange of evaluation lessons learned and acquired knowledge within and outside IOM, including for the promotion of effective and innovative approaches in the management of migration. EVA ensures effective management of IOM decentralised evaluation approaches by closely working with the Regional Monitoring and Evaluation (M&E) Officers.

#### 1.2. Definitions

- 1.2.1 Evaluation is an assessment, conducted as systematically and impartially as possible, of an activity, project, programme, strategy, policy, topic, theme, sector, operational area or institutional performance. It analyses the level of achievement

of both expected and unexpected results by examining the results chain, processes, contextual factors and causality using appropriate criteria such as relevance, coherence, effectiveness, efficiency, impact 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.

1.2.2 The broad objectives that Evaluation is pursuing are to:

- *Satisfy accountability obligations* by informing member states, donors, beneficiaries, affected populations, and other stakeholders on the performance and achievement of organisational results, as well as on the effective functioning of processes.
- *Assess changes in the implementation context, risks and assumptions* to propose programme, project, policy or strategy adjustments for effective delivery.
- *Inform decision making* by providing feedback to management on progress made, on overall performance and on achievements to enable the identification of remedial measures and to ensure that resources are utilized efficiently and effectively.
- *Draw lessons learned* to replicate best practices across the Organisation and to provide institutional perspective into the design and implementation of future interventions, strategies and processes.
- *Contribute to the development of an evaluation culture* for underlining the importance of the function as a management and oversight tool, and for showing openness to self-criticism.
- *Promote inclusion* into activities of cross-cutting issues such as gender, environment and accountability to affected populations.

## **2. GUIDING PRINCIPLES**

### **2.1. Norms and Standards**

2.1.1 As a member of the United Nations Evaluation Group (UNEG), EVA uses the guidance produced by UNEG to frame its work and policy, such as the UNEG Norms and Standards and the UNEG Ethical Guidelines for Evaluation, as well as to develop evaluation policies and guidance for the Organisation. In particular, EVA adheres to the evaluation norms, standards and principles of Utility, Independence, Impartiality, Ethics, Transparency, Credibility, Intentionality, and Quality.

2.1.2 EVA is also responsible to guarantee that the norms and standards are adhered to in the other policies and guidance produced by the Organisation regarding evaluation, including when discussed through the concept of Monitoring and Evaluation (M&E), as well as in the conduct of decentralised evaluation activities.

## **2.2. Independence**

- 2.2.1 The independence of EVA is enshrined through the establishment of the present Charter. EVA is led by a Chief of Evaluation who is responsible for ensuring its independence and upholding the impartiality and credibility of its work. Through a multi-year central evaluation plan and costed annual programme of work, EVA is allocated resources to implement its agreed programme of work independently.
- 2.2.2 The Chief of Evaluation is appointed by the Director General, who shall consult with the IOM Audit and Oversight Advisory Committee (AOAC) on the qualifications of the candidate.
- 2.2.3 The Chief of Evaluation and the IOM staff members and other personnel assigned to EVA shall be independent of all IOM programmes, operations and activities, to ensure the impartiality and credibility of the work undertaken.
- 2.2.4 In the performance of its work, in determining its multi-year and annual work plans, and in deciding the scope of central evaluations, EVA shall be free from managerial interference. The Chief of Evaluation has the final say on the content and release and publication of central evaluations carried out by EVA.

## **2.3. Authority and Accountability**

- 2.3.1 EVA shall have the freedom and unrestricted access to communicate and engage directly with internal and external stakeholders deemed necessary for the discharge of responsibilities under this Charter. This includes communicating directly with all levels of IOM staff and other personnel and external stakeholders for the conduct of the evaluation function, including at any stage of the evaluation process for the completion of its central evaluations. EVA staff and other personnel shall protect the rights of institutions and individuals to provide information in confidentiality and anonymity, and ensure that personal data are handled in accordance with IN/138: IOM Data Protection Principles and in confidentiality. EVA should have unrestricted, unlimited, direct and prompt access to all IOM records. EVA staff and other personnel shall respect the confidential nature of, and protect from unauthorized disclosure, any information gathered or received in the course of an evaluation and shall use such information only when necessary for the performance of their duties.
- 2.3.2 The Chief of Evaluation shall report regularly to the Director General who will provide updates to the SCPF on the status of the work of EVA.
- 2.3.3 The Director of the Department is responsible for the overall administrative management of EVA, including allocating proper financial and staffing resources to guarantee its functioning and independence. The Director shall also ensure a proper use of centrally conducted evaluations for learning and decision making and follow-up of related recommendations at the highest level of the Organisation. This includes the Director General, the Deputy Directors General, the Executive Committee, the Directors of Departments, the Regional Directors, and the Chiefs of Mission and Heads of Office.

- 2.3.4 The Director will also ensure adherence by the Department's staff and other personnel to policies, guidelines and instructions issued by EVA, as well as synergies between the units of the Department, in particular the Results Based Management and Risk Management units.
- 2.3.5 Senior management officials are responsible for the follow-up of EVA reports issued to them for action and where appropriate, providing timely responses to EVA and implementing agreed action plans.
- 2.3.6 The work of EVA shall be regularly reviewed by the IOM AOAC, which provides recommendations to the Director General on IOM oversight functions and reports annually to the IOM SCPF. The AOAC shall review the functioning, operational independence and effectiveness of EVA, including its work plans, priorities and financing.

### **3. SCOPE OF WORK, PLANNING AND REPORTING**

#### **3.1. EVA scope of work**

##### **3.1.1. Policy, strategy and technical guidance setting:**

- Set the vision for an effective governance of Evaluation and lead on all aspects of evaluation policy, strategy and practice through the establishment of guiding norms, standards and ethics, the proper application of technical methods and through quality assurance processes including for decentralized evaluation.
- Manage evaluation partnerships with key evaluation networks and organizations, as well as UN inter-agency collaboration through the UNEG and disseminate relevant information on UN Evaluation practices and trends.
- Set the role and strategy of EVA for an effective contribution to the institutionalization and reinforcement of the function throughout the Organization, and provide expert guidance for the establishment of policies, guidelines and training on evaluation.
- Advise on the development of benchmarking systems to track management performance over time, to assess results and to promote results-based management and reporting.
- Ensure that IOM evaluation institutional initiatives and strategies effectively contribute to strategic organizational frameworks and approaches, as well as to broader initiatives such as the 2030 Agenda for Sustainable Development.
- Coordinate implementation of relevant systems and tools for an effective use and exchange of knowledge acquired through EVA activities and promote best practices and innovative approaches in the management of migration.

##### **3.1.2. Organizational and programmatic contribution:**

- Establish effective, flexible and responsive working relationships with IOM Regional Offices, Country Offices and departments, and reinforce coordination and information sharing on evaluation matters through EVA managed networking.

- Contribute to the use and promotion of evaluation frameworks, tools and work plans, and encourage the utilization of findings, recommendations, results, lessons learned and acquired knowledge in the design and implementation of strategies, policies, projects/programmes and new initiatives.
- Provide information to and answer requests from IOM Member States, donors and partners on evaluation matters and on relevant institutional policies and approaches inside and outside IOM.
- Prepare EVA workplans for evaluations and other evidence-based assessments in close cooperation with the Executive Office and relevant IOM departments and offices, laying out strategic projects, programmes, policies and priorities, and identifying global thematic, strategic and process evaluations to be conducted.
- Conduct complex strategic and thematic corporate evaluations, evidence-based assessments and programme performance reviews, ensuring impartiality, independence, credibility and professional standards. In collaboration with EVA, the DPP Director is responsible for monitoring the implementation status of its recommendations.

3.1.3. Professionalization and quality setting:

- Develop and professionalize IOM evaluation function throughout the Organization by supporting the use of innovative approaches, methodologies and guidelines and by providing technical guidance, training and assistance to IOM offices and staff worldwide, including dissemination of best practices.
- Design capacity building strategies, implement specific EVA training packages, manage experiences sharing networks and contribute to other IOM training initiatives including evaluation modules.
- Ensure that cross-cutting themes are effectively integrated into all aspects of evaluation activities of the Organization, including by developing guidance notes and specific capacity building initiatives.
- Provide advice for effectively managing evaluation resources throughout the Organization, also with the objective to create a unified evaluation culture and to reach common goals.
- Organize and expand the use of decentralized evaluations and put in place quality standard systems and control on evaluation matters.

## **3.2 Planning**

- 3.2.1. EVA shall prepare a multi-year evaluation plan of the strategic and thematic central and corporate evaluations that EVA is expected to conduct. EVA shall consult the Director General, the Directors of Department and the Regional Directors in the identification and selection of themes, strategies, policies and programmes to be evaluated. EVA shall have the final say on such selection and has the authority to include its own selection of topics.
- 3.2.2. EVA is also responsible for organising decentralized evaluation planning together with the Regional M&E Officers.

### **3.3. Reporting**

- 3.3.1. EVA will prepare an annual report, which will be submitted to the Director General and published on the IOM Evaluation Website. The report shall summarize EVA oversight activities related to its work, corporate status of Evaluation in IOM, including on implementation of recommendations of EVA centrally conducted evaluations, capacity building activities in evaluation under its responsibility and future needs and prospects.