

B6. Report

1. Reporting is an important accountability function. It draws on data and analysis collected through monitoring and communicates updates on results, risks, quality, learning and operational performance to oversight mechanisms, funding partners and other stakeholders. Reporting is a key input to decision-making at all levels as it provides information required to adjust programming to ensure results are achieved. To this end, reports must capture lessons learned on what worked and what didn't work and explain how data and learning were used to adjust course or inform other interventions.
2. Through the Results-Oriented Analysis Report, UNDP reports annually to the UNDP Executive Board on performance and results against the corporate Strategic Plan. All units are required to contribute to the report, and update progress data for linked IRRF indicators. For country programmes, reporting should be aligned with UNDP's inputs to the One UN country results report and the mandatory Cooperation Framework review process with government and other partners.
3. All available evidence is considered in annual reporting, including data from monitoring and any evaluations undertaken during the year. Progress updates on outcome and output indicators in programming results frameworks must be entered in Quantum whenever new data are available. Data will be made publicly available through UNDP's commitment under the International Aid Transparency Initiative, so information on the status of outcome and output indicators must be credible and based on independent and verifiable sources wherever possible.

Project Reporting

4. The project manager must submit project progress reports to the project board and/or other oversight mechanism (such as a UN joint results group or sector coordination body) at the agreed frequency stated in the project document, at least once per year. Additional donor, UN pooled fund or vertical fund reporting may be required, according to policies and guidance agreed with partners/funds. Financial reports are prepared by the project manager on a quarterly basis and submitted to UNDP to record expenditures and request new advances, if needed.
5. As long as Quantum is updated with current data on financial delivery, mobilized resources, results achieved against pre-defined milestones or targets in the results framework, lessons learned, action taken to respond to evaluation, quality and risks, the standard project report in the Executive Snapshot may be used as the basis for the project progress report. A more detailed standard donor report, vertical fund report format or other donor report format should be completed when required. More information may be included if requested by the project board. If the project manager does not have access to Quantum, this information must be provided to UNDP and entered into UNDP's systems.
6. If it becomes clear that the delivery of project outputs will not contribute to the desired outcome as planned, the project report should advise the governing board on needed changes. If revisions are required, a results framework with new cost estimates and annual targets should be drafted to facilitate decision-making at higher levels. Restrictions apply for GEF- or GCF-financed projects.
7. Donor reports are prepared according to the financing agreement. UNDP is accountable for ensuring that donor reports are prepared per expected quality, frequency and timeliness. If information in the project progress report is not detailed or sufficient enough, then a reporting format should be agreed

at the time of signing the contribution agreement. UNDP's [standard donor report](#) should be used if no donor-specific format is required. External reports always need to follow UNDP's branding standards and should be uploaded on the project website.

8. It is important to communicate the content of project reports effectively with external audiences, such as through social media, blogs, interviews, photos or video. This helps to show that resources, including taxpayer funds, are well spent, investment in sustainable development is effective, and UNDP interventions are visible and have an impact. Due credit should be given to project partners, including donors and other UN organizations participating in a UN pooled fund.
9. Once cleared by the governing board, key elements of project reports shall feed directly into outcome-level reviews and reports, including the Cooperation Framework annual review process and Results-Oriented Analysis Report.
10. Based on the financial reports received and recorded in Quantum, UNDP prepares the combined delivery report, which is sent to the implementing partner for certification and the project board for review. This constitutes the official report of expenditures and obligations of the project for a given period. Refer to the [combined delivery report](#) for further guidance.

Evaluation Report

11. **Inception Report:** Evaluators will commence the evaluation process with a desk review and preliminary analysis of the available information supplied by the implementing agency. Based on the TOR, initial meetings with the UNDP programme unit/evaluation manager, and the desk review, evaluators should develop an inception report [Evaluation Inception Report](#). The inception report provides an opportunity to clarify issues and understanding the objective and scope of an evaluation, such as resource requirements and delivery schedules. Any identified issues or misunderstandings should be addressed at this stage and prior to any data collection or field missions.
12. **Evaluation Report:** The evaluation manager is ultimately responsible for the quality of the evaluation and should plan to review the relevance and accuracy of any reports and their compliance with the TOR. Once the first draft of the evaluation report has been submitted, the evaluation manager with the evaluation reference group should assure the quality of the report and provide comments. The evaluation report should be logically structured; contain evidence-based findings, conclusions, lessons and recommendations; and be presented in a way that makes the information accessible and comprehensible [UNDP Evaluation Report](#).
13. **Evaluation review process:** The evaluation manager should coordinate the collection of all comments, questions and requests for clarification into one document, which should be shared with the evaluation team within the agreed time schedule. This should include inputs, contributions and comments from UNDP, the evaluation reference group and external stakeholders. Comments, questions, suggestions and requests for clarification on the evaluation draft should be provided on an evaluation "audit trail" document and not directly on the draft report. The evaluator/evaluation team should reply to the comments through the evaluation audit trail document [Audit Trail Form](#).
14. If there is disagreement in findings, these should be documented through the evaluation audit trail and effort made to come to an agreement. If UNDP continues to disagree with findings, conclusions and recommendations in an evaluation report, this should be clearly stated in the management response, with supporting reasons for the disagreement. The evaluation audit trail is not part of the

evaluation report and is not a public document but is part of the process of completion of the evaluation report.

15. **Evaluation Management Response:** In order to ensure effective use of an evaluation's findings and recommendations and ensure that there are considered follow-up actions, all UNDP evaluations have to develop management responses for all recommendations. Management responses should include detailed key actions that highlight which agency or unit is responsible for the key action and the deadline for its completion. Management responses and key follow-up actions to evaluation recommendations need to be discussed and agreed within the project boards (where relevant). If UNDP or its implementing partner disagrees with a recommendation, they can so state in the management response and no key followup actions need to be added. Management responses and key actions need to be agreed and entered into the ERC within six weeks of completion of an evaluation report. [Management Response Template](#)