OIOS
Office of Internal Oversight Services

INSPECTION AND EVALUATION DIVISION

United Nations Secretariat Evaluation Scorecards 2012-2013

17 November 2015

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INSPECTION AND EVALUATION DIVISION

FUNCTION

"The Office shall evaluate the efficiency and effectiveness of the implementation of the programmes and legislative mandates of the Organisation. It shall conduct programme evaluations with the purpose of establishing analytical and critical evaluations of the implementation of programmes and legislative mandates, examining whether changes therein require review of the methods of delivery, the continued relevance of administrative procedures and whether the activities correspond to the mandates as they may be reflected in the approved budgets and the medium-term plan of the Organisation;" (General Assembly [Resolution 48/218 B](#)).

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INTRODUCTION

1.   The Office of Internal Oversight Services (OIOS) is pleased to present the evaluation scorecard report for the 2012-2013 biennium, which is a companion report to the OIOS biennial report on "Strengthening the role of evaluation and the application of evaluation findings in programme design, delivery and policy directives" (A/70/72) ("Biennial Report"). The Biennial Report was completed in March 2015 and presented to the fifty-fifth session of the Committee for Programme and Coordination (CPC) in June 2015. While the Biennial Report provided an assessment of evaluation capacity at the Secretariat level, these scorecards provide the same assessment at the entity level. These evaluation scorecards were drafted and completed in consultation with all entities, and the final comments received from Heads of departments and offices were incorporated where appropriate given the definitions and measurements of the scorecard indicators and the data provided to OIOS by the entities.

About the Scorecards

2.   As with the first scorecards issued two years ago, these scorecards provide a candid assessment of evaluation capacity and practice of every Secretariat entity, this time for the 2012-2013 biennium. They can be used to identify where gaps exist and what improvements are needed to strengthen evaluation practice. The scorecards have been enhanced and refined from our first exercise, based on extensive consultation with, and feedback from, our colleagues in the Secretariat. We have very much appreciated the useful suggestions, open dialogue and innovative thinking that have all contributed to further improving how we think about and measure evaluation capacity and practice in the Secretariat. These scorecards will continue to be improved with even more time and experience.

3.   The scorecards are based on 17 indicators of evaluation practice (a detailed explanation of all the indicators and benchmarks is presented in Annex 1). These are:

1. Whether the entity has a dedicated and discrete evaluation function

2. If there is an evaluation function, the extent to which the reporting line for evaluation is independent

3. If staff are designated for evaluation, the background of staff conducting evaluation

4. If an evaluation policy exists, the extent to which the evaluation policy adheres to UNEG norms and standards

5. If an evaluation plan exists, the extent to which the evaluation plan adheres to UNEG norms and standards

6. If evaluation reports were produced, the overall quality of evaluation reports

7. If there is some evaluation activity, whether the entity has a quality assurance system

8. If evaluation reports were produced, the extent to which evaluation reports were reviewed by an intergovernmental body and/or head of entity

9. If there is some evaluation activity, the extent to which evaluation is used for accountability

10. If there is some evaluation activity, the extent to which evaluation is used for learning

11. If evaluation reports were produced, whether the entity has a follow-up mechanism in place for evaluation reports

12. If there is some evaluation activity, the extent to which gender equality is integrated into evaluation

13. If there is some evaluation activity, the extent to which human rights are integrated into evaluation

14. If evaluation reports were produced, the extent to which evaluation results were disseminated

15. If there is some evaluation activity, the extent of evaluation programme coverage

16. Evaluation resources

17. Overall net changes in scores from 2010-2011 to 2012-2013

4.　　These indicators are based on the United Nations norms and standards for evaluation in the United Nations system developed by the United Nations Evaluation Group (UNEG) and supported by Member States in General Assembly resolution 67/226, as well as global good practice within the evaluation profession.

5.　　The scorecards are presented in three parts. Part 1 provides the overall scorecard table. Part 2 provides information on evaluation functions that are embedded within the Secretariat entities themselves. Part 3 provides information on OIOS evaluation, which is independent of the other Secretariat entities.

Some Changes

6.　　This year we are using bar charts to illustrate the scores for each indicator at the entity level, with a fully filled bar meaning standards have been fully met, a partially filled bar meaning

standards have been partially met, and an empty bar meaning standards have not been met. A N/A is also used for those indicators that are not relevant to the entity being assessed, and there is no bar chart for the indicators that were not scored. Binary indicators with a "yes" or "no" are illustrated by an empty or fully filled bar. We have also added a column to show overall net changes since 2010-2011 for comparable indicators. For the overall scorecard level, we are once again using a colour coding scheme to identify those benchmarks that meet standards (green), those that are in progress (yellow), and those that do not meet standards (red). Similar to the prior scorecards, some indicators have not been scored due to the lack of credible, comparable and/or clear data, and also to account for different organizational requirements with regard to evaluation structure and practice.

7.   Furthermore, in order to account for programmatic differences, each Secretariat entity has been categorized into one of six broad functional areas (peace and security; human rights and humanitarian; regional cooperation; normative and development; management and support; and oversight).

8.   An area of particular challenge is with regards to indicator 16 on evaluation resources. The figures for these have been drawn from each Secretariat entity's "Form 12" of the biennium budget preparation documents provided by the Office of Programme Planning, Budget and Accounts (OPPBA). Unfortunately, the consistency and rigor of the methodology used in estimating these "monitoring and evaluation" budget figures are questionable, and there are, in some cases, stark inaccuracies, partly due to lack of consultation between those who prepare and submit the Form 12 to OPPBA, and those who are responsible for evaluation. OIOS recognizes this problem, and has made the recommendation, which has been endorsed by the CPC, that "the Department of Management, in consultation with OIOS, should improve the existing guidelines for planning and formulating the estimated resources (regular budget and extrabudgetary) for monitoring and evaluation activities in the programme budgets. The revised guidelines should be provided to all Secretariat entities in time for consideration in formulating the 2018-2019 budget."

Follow-up to the Biennial Report

9.   The Biennial Report noted some positive developments in 2012-2013 regarding the Secretariat's evaluation function, specifically stronger evaluation processes and procedures, including the development of more evaluation policies and more systematic follow-up to evaluation recommendations. It also noted, however, that the overall quality of evaluation reports had not improved, and that gaps with regard to insufficient resources, inadequate staff competencies and limited senior management buy-in continued to exist. OIOS made two recommendations to address these shortcomings:

> 1. Entities that do not currently have an evaluation policy (the Department for General Assembly and Conference Management, the Department of Public Information, the Department of Safety and Security, the Office of Legal Affairs, the Office of the

Special Adviser on Africa, the United Nations Office at Geneva, the United Nations Office at Nairobi and the United Nations Office at Vienna) should develop one.

2. All Secretariat entities should ensure that each of the following procedures is in place:

- Developing an evaluation workplan
- Developing action plans for implementing evaluation recommendations
- Tracking and/or monitoring the implementation of evaluation recommendations
- Sharing and/or disseminating evaluation reports
- Sharing and/or disseminating lessons learned from evaluation
- Feeding evaluation results back into programme planning and implementation

10.   The CPC has endorsed fully these recommendations at its June 2015 session, and we look forward to working with the Secretariat entities towards their implementation over the next two years. (See Conclusions and Recommendations; paragraphs 95-109 in A/70/16.)

11.   In addition to endorsing these two recommendations, the CPC "emphasized that a strong evaluation function continued to be a critical tool for assessing the Organization's performance, through which accountability could be enhanced and lessons could be learned to achieve stronger results." Expressing concern that there continued to exist major obstacles to strengthening the evaluation functions, the CPC "emphasized the need for Secretariat entities to allocate appropriate resources to evaluation activity and to ensure that staff working on evaluations possessed the necessary competencies." It further recommended that the General Assembly should request the Secretary-General to:

1. Intensify his efforts to develop a more robust culture for evaluation throughout the Organization by strengthening senior management support and staff buy-in.
2. Take further, concrete measures to develop capacity for evaluation within the Secretariat programmes, with support provided by OIOS and external oversight bodies in terms of guidance and methodological advice.
3. Continue to ensure that senior managers' compacts presented adequate programme objectives and performance measures in order to fulfil given mandates in accordance with relevant rules and regulations and that the evaluation function received due consideration in the performance appraisal of senior managers.
4. Take concrete measures at the appropriate levels to ensure that the existing significant gaps in evaluation coverage and the lack of evaluative evidence on performance were addressed.

12.   While Secretariat entities differ with regard to mandates, objectives, activities, and size, they all share the same requirement for assessing their own performance in order to improve their results. For this to occur, basic elements need to be in place, including institutional

arrangements for the conduct of evaluation, dedicated resources, appropriate evaluation processes and procedures, and senior management support.

13.   The General Assembly, in its resolution 69/237, expressed its cognizance of the fact that the United Nations Evaluation Group and its relevant partners had designated 2015 as the International Year of Evaluation. These scorecards will hopefully contribute to the continued dialogue and strategy around how to make this critical function of the Organization even stronger.

Part I
Overall scorecard table

UNITED NATIONS SECRETARIAT EVALUATION SCORECARDS 2012-2013
OVERALL SCORECARD TABLE

SCORECARD GROUP	ENTITY	STRUCTURE			PRACTICE										QUALITY		GENDER & HUMAN RIGHTS						COVERAGE		RESOURCES		CHANGES SINCE 2010-2011
		Type of function	Reporting line	Staff background	Policy	Plan	Review of reports	Accountability in policy	Accountability in practice	Learning in policy	Learning in practice	Follow-up mechanism	Dissemination strategy	Reports disclosure	Quality of reports	QA system	Gender in policy	Gender in process	Gender in reports	HR in policy	HR in process	HR in reports	Subprogramme	Cross-cutting	Monitoring & evaluation	Evaluation	Overall net changes
		1	2	3	4	5	8	9a	9b	10a	10b	11	14a	14b	6	7	12a	12b	12c	13a	13b	13c	15a	15b	16a	16b	17
Peace & security	DPKO/DFS	3													3								5/6	4/8	0.01%	0.00%	
	DPA	1	N/A	N/A											3								4/9	7/7	0.02%	0.00%	
	ODA	0	N/A	N/A			N/A							N/A	0	N/A			N/A			N/A	0/5	N/A	0.64%	0.37%	
Human rights & humanitarian	OCHA	3													4								5/5	11/11	not available	see scorecard	
	OHCHR	2		N/A											4								1/4	1/1	0.33%	0.14%	
	UNHCR	2													4								5/5	7/23	0.04%	0.02%	
	UNRWA	3													3								3/3	4/8	not available	see scorecard	
Regional cooperation	ECA	3													4								4/10	1/1	1.65%	0.88%	
	ECE	1	N/A	N/A											3								5/8	1/7	0.80%	0.27%	
	ECLAC	2													4								13/13	3/4	0.60%	0.24%	
	ESCAP	3													3								8/8	1/7	2.51%	0.29%	
	ESCWA	2		N/A											3								2/7	0/4	1.01%	0.65%	
Norm setting & development	DESA	1	N/A	N/A											3								9/9	1/14	0.19%	0.04%	
	ITC	2													3								4/4	6/6	not available	see scorecard	
	OHRLLS	1	N/A	N/A											3								1/3	1/1	1.08%	0.00%	
	OOSA	0	N/A	N/A											3	N/A							1/1	0/1	4.39%	2.06%	
	OSAA	1	N/A	N/A			N/A	N/A		N/A		N/A		N/A	0			N/A		N/A		N/A	0/2	N/A	1.18%	0.00%	
	UNCTAD	2													3								4/5	1/7	0.60%	0.22%	
	UNEP	4													4								6/6	3/72	0.31%	0.31%	
	UN-Habitat	4		not available			not available							not available	4								not available	not available	0.79%	0.50%	
	UNODC	4													4								5/7	4/36	0.56%	0.00%	
	UN Women	4													3								3/3	18/52	not available	see scorecard	
Management & support	DGACM	2		N/A				N/A		N/A					3		N/A			N/A			4/4	1/1	0.43%	0.11%	
	DM	1	N/A	N/A											3								2/6	3/3	0.92%	0.50%	
	DPI	2					N/A		N/A						3		N/A			N/A			1/3	0/1	1.43%	0.76%	
	DSS	0	N/A	N/A			N/A	N/A		N/A		N/A		N/A	0		N/A		N/A	N/A		N/A	0/2	N/A	0.97%	0.00%	
	OLA	0	N/A	N/A			N/A	N/A		N/A		N/A		N/A	0		N/A		N/A	N/A		N/A	0/6	N/A	1.78%	0.82%	
	UNOG	0	N/A	N/A			N/A	N/A		N/A		N/A		N/A	0	N/A			N/A	N/A		N/A	0/4	N/A	0.68%	0.48%	
	UNON	0	N/A	N/A			N/A	N/A		N/A		N/A		N/A	0				N/A	N/A		N/A	0/4	N/A	0.42%	0.23%	
	UNOV	0	N/A	N/A			N/A	N/A		N/A		N/A		N/A	0				N/A	N/A		N/A	0/4	N/A	0.93%	0.61%	
Oversight	OIOS	4													4								5/32	1/11	0.03%	0.03%	

Color legend: green = standard met; yellow = in progress; red = standard not met

Part II
Embedded evaluation scorecards

Department of Peacekeeping Operations (DPKO)/Department of Field Support (DFS)
Scorecard group: Peace and security
2012-2013

I. Entity objectives: The overall objective of the Department of Peacekeeping Operations and the Department of Field Support is to support the maintenance of peace and security through the deployment of peacekeeping operations in accordance with and by authority derived from the principles and purposes of the Charter of the United Nations (A/65/6/Rev. 1, para. 4.1).

II. Key features of evaluation function in 2012-2013:
• Dedicated evaluation unit within a multifunctional division
• Evaluation policy in place
• Evaluation plan in place
• Overall quality of sampled evaluation reports – fair
• Reports not disclosed publicly
• Follow-up mechanism in place

III. Key enhancements made since 2012-2013:
• Evaluation policy scheduled to be reviewed in 2015-2016

Department of Peacekeeping Operations (DPKO)/Department of Field Support (DFS)
Scorecard group: Peace and security
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	3/4	---
2 Independence of reporting line	3/3	---
3 Relevant background of staff conducting evaluation	1/2	

PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	3/3	---
5 Evaluation plan	3/3	
8 Review of evaluation reports	2/2	
9 Accountability		
(a) Evaluation policy	1/1	---
(b) Reported use for accountability	2/2	---
10 Learning		
(a) Evaluation policy	1/1	---
(b) Reported use for learning	2/2	---
11 Implementation of evaluation recommendations	1/1	⬆
14 Dissemination of evaluation results		
(a) Dissemination strategy	1/1	---
(b) Disclosure of reports	2/4	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports	3/5	---
7 Quality assurance	1/1	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	1/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	1/2	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	0/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	1/2	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	5/6	
(b) Cross-cutting evaluations	4/8	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget*		
(a) Monitoring and evaluation budget	0.01%	
(b) Evaluation budget	0.00%	

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	2/2	⬆

* Peacekeeping missions (excluded in the 2010-2011 Scorecards) were included in the calculation of the Departments' total planned budget for 2012-2013 biennium.

Department of Political Affairs (DPA)
Scorecard group: Peace and security
2012-2013

I. Entity objectives: The overall objective of the Department of Political Affairs is to maintain international peace and security by assisting Member States and other international and regional organizations to resolve potentially violent disputes or conflict peacefully, in accordance with the principles of the Charter of the United Nations and the resolutions emanating from the General Assembly and the Security Council. This objective is achieved by preventing violent conflicts from arising through preventive diplomacy and peacemaking, through expansion of the United Nations range of partnerships with other international, regional and subregional organizations. (A/65/6/Rev. 1, para. 2.1)

II. Key features of evaluation function in 2012-2013:
• No evaluation unit but evaluation activity
• Evaluation policy in place
• Evaluation plan in place
• Overall quality of sampled evaluation reports - fair
• Follow-up mechanism in place
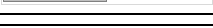
III. Key enhancements made since 2012-2013:
• In process of updating evaluation policy
• Developed a Learning and Evaluation Framework that sets out different tools
• The Learning and Evaluation Framework has set up a Board, which will develop an annual learning and evaluation plan

Department of Political Affairs (DPA)
Scorecard group: Peace and security
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	1/4	---
2 Independence of reporting line	N/A	---
3 Relevant background of staff conducting evaluation	N/A	

PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	3/3	⬆
5 Evaluation plan	3/3	
8 Review of evaluation reports	2/2	
9 Accountability		
(a) Evaluation policy	1/1	⬆
(b) Reported use for accountability	1/2	---
10 Learning		
(a) Evaluation policy	1/1	⬆
(b) Reported use for learning	2/2	---
11 Implementation of evaluation recommendations	1/1	⬆
14 Dissemination of evaluation results		
(a) Dissemination strategy	1/1	---
(b) Disclosure of reports	4/4	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports	3/5	⬆
7 Quality assurance	1/1	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	0/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	0/2	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	1/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	1/2	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	4/9	
(b) Cross-cutting evaluations	7/7	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget		
(a) Monitoring and evaluation budget	0.02%	⬆
(b) Evaluation budget	0.00%	---

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	2/2	⬆

Office for Disarmament Affairs (ODA)
Scorecard group: Peace and security
2012-2013

I. Entity objectives: The overall objective of the Office of Disarmament Affairs is general and complete disarmament under strict and effective international control (A/65/6/Rev. 1, para. 3.1).

II. Key features of evaluation function in 2012-2013:
• Minimal or no evaluation activity
• Evaluation policy in place
• No evaluation plan
• Overall quality of sampled evaluation reports – no evaluation reports produced
• Follow-up mechanism in place

III. Key enhancements made since 2012-2013
• Conducted major self-evaluation exercise in 2014

Office for Disarmament Affairs (ODA)
Scorecard group: Peace and security
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	0/4	---
2 Independence of reporting line	N/A	---
3 Relevant background of staff conducting evaluation	N/A	

PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	2/3	---
5 Evaluation plan	0/3	
8 Review of evaluation reports	N/A	
9 Accountability		
(a) Evaluation policy	1/1	---
(b) Reported use for accountability	1/2	---
10 Learning		
(a) Evaluation policy	1/1	---
(b) Reported use for learning	2/2	⬆
11 Implementation of evaluation recommendations	1/1	---
14 Dissemination of evaluation results		
(a) Dissemination strategy	1/1	---
(b) Disclosure of reports	N/A	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports	0/5	---
7 Quality assurance	N/A	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	0/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	N/A	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	0/1	
(b) Integration into evaluation design and process	0/1	
(c) Integration into evaluation reports	N/A	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	0/5	
(b) Cross-cutting evaluations	N/A	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget		
(a) Monitoring and evaluation budget	0.64%	⬇
(b) Evaluation budget	0.37%	⬇

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	1/2	---

Office for the Coordination of Humanitarian Affairs (OCHA)
Scorecard group: Human rights and humanitarian
2012-2013
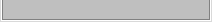
I. Entity objectives: The overall objectives of the Office for the Coordination of Humanitarian Affairs are to ensure the timely, coherent and coordinated response of the international community to disasters and emergencies and to facilitate the smooth transition from emergency relief to rehabilitation and development (A/65/6/Rev. 1, para. 22.1).
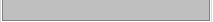
II. Key features of evaluation function in 2012-2013:
• Dedicated evaluation unit with a multifunctional division
• Evaluation policy in place
• Evaluation plan in place
• Overall quality of sampled evaluation reports – good
• Follow-up mechanism in place

III. Key enhancements made since 2012-2013:

Office for the Coordination of Humanitarian Affairs (OCHA)
Scorecard group: Human rights and humanitarian
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	3/4	---
2 Independence of reporting line	1/3	---
3 Relevant background of staff conducting evaluation	2/2	

PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	3/3	---
5 Evaluation plan	2/3	
8 Review of evaluation reports	2/2	
9 Accountability		
(a) Evaluation policy	1/1	---
(b) Reported use for accountability	2/2	---
10 Learning		
(a) Evaluation policy	1/1	---
(b) Reported use for learning	2/2	⬆
11 Implementation of evaluation recommendations	1/1	---
14 Dissemination of evaluation results		
(a) Dissemination strategy	1/1	---
(b) Disclosure of reports	3/4	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports	4/5	---
7 Quality assurance	1/1	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	1/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	2/2	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	1/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	1/2	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	**5/5**	
(b) Cross-cutting evaluations	**11/11**	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget		
(a) Monitoring and evaluation budget	**not available**	
(b) Evaluation budget*	**1.05% (2012); 0.49% (2013)**	

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	1/2	---

* According to OCHA, its total expenditure in evaluation was 1.05% of overall expenditure in 2012 and 0.49% in 2013

Office of the United Nations High Commissioner for Human Rights (OHCHR)
Scorecard group: Human rights and humanitarian
2012-2013

I. Entity objectives: The overall objective of the Office of the High Commissioner for Human Rights is to promote and protect the effective enjoyment by all of all human rights (A/65/6/Rev. 1, para. 19.1).

II. Key features of evaluation function in 2012-2013:
• Unit not dedicated to evaluation (includes other activities within a multifunctional division)
• Evaluation policy in place
• Evaluation plan in place
• Overall quality of sampled evaluation reports – good
• Follow-up mechanism in place

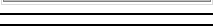**III. Key enhancements made since 2012-2013**
• Increased number of evaluation staff
• Applied guidance on "Integrating Human Rights and Gender Equality in Evaluations" to evaluations

Office of the United Nations High Commissioner for Human Rights (OHCHR)
Scorecard group: Human rights and humanitarian
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	2/4	---
2 Independence of reporting line	3/3	---
3 Relevant background of staff conducting evaluation	N/A	

PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	3/3	⬆
5 Evaluation plan	3/3	
8 Review of evaluation reports	2/2	
9 Accountability		
(a) Evaluation policy	1/1	---
(b) Reported use for accountability	0/2	⬇
10 Learning		
(a) Evaluation policy	1/1	---
(b) Reported use for learning	1/2	⬇
11 Implementation of evaluation recommendations	1/1	---
14 Dissemination of evaluation results		
(a) Dissemination strategy	1/1	---
(b) Disclosure of reports	2/4	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports	4/5	⬆
7 Quality assurance	0/1	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	1/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	0/2	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	1/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	2/2	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	1/4	
(b) Cross-cutting evaluations	1/1	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget		
(a) Monitoring and evaluation budget	0.33%	⬇
(b) Evaluation budget	0.14%	⬇

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	2/2	⬆

Office of the United Nations High Commissioner for Refugees (UNHCR)
Scorecard group: Human rights and humanitarian
2012-2013

I. Entity objectives: The overall objective of the United Nations High Commissioner for Refugees is to ensure international protection to refugees and others of concern and to seek durable solutions to their problems in cooperation with States and other organizations, including through the provision of humanitarian assistance (A/65/6/Rev. 1, para. 20.1).

II. Key features of evaluation function in 2012-2013:
• Unit not dedicated to evaluation (includes other activities within a multifunctional division)
• Evaluation policy in place
• Evaluation plan in place
• Overall quality of sampled evaluation reports - good
• Follow-up mechanism in place

III. Key enhancements made since 2012-2013:
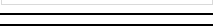• Revised evaluation policy
• Increased number of evaluation staff
• Increased budget available for evaluation
• Developed evaluation tools, methodologies and procedures
• Strengthened quality assurance function
• Reviewed options for decentralized evaluations

Office of the United Nations High Commissioner for Refugees (UNHCR)
Scorecard group: Human rights and humanitarian
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	2/4	---
2 Independence of reporting line	3/3	---
3 Relevant background of staff conducting evaluation	0/2	

PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	3/3	---
5 Evaluation plan	2/3	
8 Review of evaluation reports	2/2	
9 Accountability		
(a) Evaluation policy	1/1	---
(b) Reported use for accountability	2/2	---
10 Learning		
(a) Evaluation policy	1/1	---
(b) Reported use for learning	2/2	---
11 Implementation of evaluation recommendations	1/1	⬆
14 Dissemination of evaluation results		
(a) Dissemination strategy	1/1	---
(b) Disclosure of reports	4/4	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports	4/5	⬆
7 Quality assurance	0/1	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	1/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	1/2	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	1/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	0/2	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	5/5	
(b) Cross-cutting evaluations	7/23	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget		
(a) Monitoring and evaluation budget	0.04%	⬇
(b) Evaluation budget	0.02%	⬇

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	2/2	⬆

United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)
Scorecard group: Human rights and humanitarian
2012-2013

I. Entity objectives: The overall objective of the United Nations Relief and Works Agency for Palestine Refugees in the Near East is to provide continued assistance to Palestine refugees. This objective is achieved through maintaining and improving the provision of education and health services, relief and social support, and micro financed loans to registered Palestinian refugees in Jordan, Lebanon, the Syrian Arab Republic, the West Bank and the Gaza Strip (A/65/6/Rev. 1, para. 21.3).
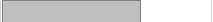
II. Key features of evaluation function in 2012-2013:
• Dedicated evaluation unit within a multifunctional division
• Evaluation policy in place
• Evaluation plan in place
• Overall quality of sampled evaluation reports - fair
• Follow-up mechanism in place

III. Key enhancements made since 2012-2013:
• Developed quality assurance system

United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)
Scorecard group: Human rights and humanitarian
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	3/4	---
2 Independence of reporting line	2/3	---
3 Relevant background of staff conducting evaluation	1/2	

PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	3/3	---
5 Evaluation plan	2/3	
8 Review of evaluation reports	0/2	
9 Accountability		
(a) Evaluation policy	1/1	---
(b) Reported use for accountability	1/2	---
10 Learning		
(a) Evaluation policy	1/1	---
(b) Reported use for learning	1/2	⬇
11 Implementation of evaluation recommendations	1/1	---
14 Dissemination of evaluation results		
(a) Dissemination strategy	1/1	---
(b) Disclosure of reports	1/4	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports	3/5	---
7 Quality assurance	0/1	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	1/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	2/2	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	0/1	
(b) Integration into evaluation design and process	0/1	
(c) Integration into evaluation reports	0/2	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	3/3	
(b) Cross-cutting evaluations	4/8	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget		
(a) Monitoring and evaluation budget	not available	
(b) Evaluation budget*	0.05%	

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	0/2	⬇

* According to UNRWA, its total expenditure in evaluation was approximately 0.05% of overall expenditure in 2012-2013

Economic Commission for Africa (ECA)
Scorecard group: Regional cooperation
2012-2013

I. Entity objectives: The overall objective of the Economic Commission for Africa is to assist African countries in formulating and implementing the policies and programmes that will lead to sustainable economic growth and social development, with particular emphasis on poverty reduction, as envisaged in the New Partnership for Africa's Development (NEPAD), and in the internationally agreed development goals, including those contained in the United Nations Millennium Declaration, and in the outcomes of other major United Nations conferences and international agreements (A/65/6/Rev. 1, para. 14.1).

II. Key features of evaluation function in 2012-2013:
• Dedicated evaluation unit within a multifunctional division
• Evaluation policy in place
• Evaluation plan in place
• Overall quality of sampled evaluation reports - good
• Follow-up mechanism in place

III. Key enhancements made since 2012-2013:
• New evaluation policy approved in December 2014 by Executive Secretary
• 2015-2017 Result based evaluation plan approved by Executive Secretary
• 3 per cent of budget dedicated for evaluation of all programmes and projects
• Annual survey administered to more than 900 ECA stakeholders

Economic Commission for Africa (ECA)
Scorecard group: Regional cooperation
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	3/4	⬆
2 Independence of reporting line	1/3	⬆
3 Relevant background of staff conducting evaluation	2/2	

PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	3/3	⬆
5 Evaluation plan	1/3	
8 Review of evaluation reports	2/2	
9 Accountability		
(a) Evaluation policy	1/1	⬆
(b) Reported use for accountability	2/2	⬆
10 Learning		
(a) Evaluation policy	1/1	⬆
(b) Reported use for learning	2/2	---
11 Implementation of evaluation recommendations	1/1	---
14 Dissemination of evaluation results		
(a) Dissemination strategy	1/1	⬆
(b) Disclosure of reports	4/4	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports	4/5	⬆
7 Quality assurance	1/1	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	1/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	2/2	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	1/1	
(b) Integration into evaluation design and process	0/1	
(c) Integration into evaluation reports	2/2	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	4/10	
(b) Cross-cutting evaluations	1/1	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget		
(a) Monitoring and evaluation budget	1.65%	⬆
(b) Evaluation budget	0.88%	⬆

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	2/2	⬆

Economic Commission for Europe (ECE)
Scorecard group: Regional cooperation
2012-2013

I. Entity objectives: The overall objective of the Economic Commission for Europe is to foster economic integration at the subregional and regional levels, to promote the regional implementation of the internationally agreed development goals and to support regional sustainable development by contributing to bridging economic, social and environmental gaps among their member countries and subregions. This objective is achieved through: (a) supporting the integration of countries of Eastern Europe, the Caucasus and Central Asia as well as South-East Europe into the pan-European economy; (b) improving the quality of life and contributing to the sustainable development of the region; and (c) enhancing competitiveness, in particular in the emerging market economies and low income countries of the region (A/65/6/Rev. 1, para. 16.3).

II. Key features of evaluation function in 2012-2013:
• No evaluation unit but evaluation activity
• Evaluation policy in place
• Evaluation plan in place
• Overall quality of sampled evaluation reports - fair
• Follow-up mechanism in place
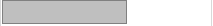
III. Key enhancements made since 2012-2013:
• Pursuant to the new evaluation policy, carried out one programme level evaluation in 2014, which was shared with Member States
• Implementation of management response monitored on a quarterly basis
• Subprogramme level evaluations planned for 2015

Economic Commission for Europe (ECE)
Scorecard group: Regional cooperation
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	1/4	---
2 Independence of reporting line	N/A	---
3 Relevant background of staff conducting evaluation	N/A	

PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	3/3	---
5 Evaluation plan	2/3	
8 Review of evaluation reports	1/2	
9 Accountability		
(a) Evaluation policy	1/1	---
(b) Reported use for accountability	2/2	---
10 Learning		
(a) Evaluation policy	1/1	---
(b) Reported use for learning	1/2	---
11 Implementation of evaluation recommendations	1/1	---
14 Dissemination of evaluation results		
(a) Dissemination strategy	1/1	---
(b) Disclosure of reports	3/4	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports	3/5	⬆
7 Quality assurance	1/1	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	0/1	
(b) Integration into evaluation design and process	0/1	
(c) Integration into evaluation reports	0/2	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	0/1	
(b) Integration into evaluation design and process	0/1	
(c) Integration into evaluation reports	0/2	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	5/8	
(b) Cross-cutting evaluations	1/7	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget		
(a) Monitoring and evaluation budget	0.80%	⬇
(b) Evaluation budget	0.27%	⬇

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	2/2	⬆

Economic Commission for Latin America and the Caribbean (ECLAC)
Scorecard group: Regional cooperation and humanitarian
2012-2013

I. Entity objectives: The overall objectives of the Economic Commission for Latin America and the Caribbean are to foster economic integration at the subregional and regional levels; promote implementation of internationally agreed development goals, including the Millennium Development Goals and to support sustainable development by helping to bridge economic, social and environmental gaps between its member countries and subregions (A/65/6/Rev. 1, para. 17.3).
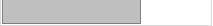
II. Key features of evaluation function in 2012-2013:
• Unit not dedicated to evaluation (includes other activities within a multifunctional division)
• Evaluation policy in place
• Evaluation plan in place
• Overall quality of sampled evaluation reports - good
• Follow-up mechanism in place
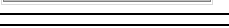
III. Key enhancements made since 2012-2013:
• Evaluation policy and strategy revised in 2014
• Improved system to implement and follow-up on evaluation recommendations
• Developed more comprehensive annual evaluation plans and monitoring system
• Gender and human rights perspectives incorporated in all evaluations
• Standardized terms of reference and evaluation report formats
• Revised evaluation and selection process of consultants

Economic Commission for Latin America and the Caribbean (ECLAC)
Scorecard group: Regional cooperation and humanitarian
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	2/4	---
2 Independence of reporting line	1/3	---
3 Relevant background of staff conducting evaluation	1/2	

PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	3/3	---
5 Evaluation plan	3/3	
8 Review of evaluation reports	2/2	
9 Accountability		
(a) Evaluation policy	1/1	---
(b) Reported use for accountability	2/2	⬆
10 Learning		
(a) Evaluation policy	1/1	---
(b) Reported use for learning	2/2	⬆
11 Implementation of evaluation recommendations	1/1	---
14 Dissemination of evaluation results		
(a) Dissemination strategy	1/1	---
(b) Disclosure of reports	4/4	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports	4/5	⬆
7 Quality assurance	1/1	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	1/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	1/2	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	1/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	2/2	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	13/13	
(b) Cross-cutting evaluations	3/4	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget		
(a) Monitoring and evaluation budget	0.60%	⬇
(b) Evaluation budget	0.24%	⬇

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	2/2	⬆

Economic and Social Commission for Asia and the Pacific (ESCAP)
Scorecard group: Regional cooperation
2012-2013

I. Entity objectives: The overall objective of the Economic and Social Commission for Asia and the Pacific is to foster economic integration at the sub-regional and regional levels; promote the regional implementation of the internationally agreed development goals, including the Millennium Development Goals; and support regional sustainable development (A/65/6/Rev. 1, para. 15.5).

II. Key features of evaluation function in 2012-2013:
• Dedicated evaluation unit within a multifunctional division
• Evaluation policy in place
• Evaluation plan in place
• Overall quality of sampled evaluation reports - fair
• Follow-up mechanism in place
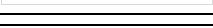
III. Key enhancements made since 2012-2013:

Economic and Social Commission for Asia and the Pacific (ESCAP)
Scorecard group: Regional cooperation
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	3/4	---
2 Independence of reporting line	1/3	---
3 Relevant background of staff conducting evaluation	1/2	

PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	3/3	---
5 Evaluation plan	3/3	
8 Review of evaluation reports	2/2	
9 Accountability		
(a) Evaluation policy	1/1	---
(b) Reported use for accountability	1/2	---
10 Learning		
(a) Evaluation policy	1/1	---
(b) Reported use for learning	1/2	---
11 Implementation of evaluation recommendations	1/1	---
14 Dissemination of evaluation results		
(a) Dissemination strategy	1/1	---
(b) Disclosure of reports	4/4	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports	3/5	⬇
7 Quality assurance	0/1	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	1/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	0/2	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	1/1	
(b) Integration into evaluation design and process	0/1	
(c) Integration into evaluation reports	0/2	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	8/8	
(b) Cross-cutting evaluations	1/7	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget		
(a) Monitoring and evaluation budget	2.51%	⬇
(b) Evaluation budget	0.29%	⬇

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	1/2	---

Economic and Social Commission for Western Asia (ESCWA)
Scorecard group: Regional cooperation
2012-2013

I. Entity objectives: The overall objective of the Economic and Social Commission for Western Asia is to foster comprehensive, equitable, integrated and sustainable development and economic and social cooperation in the region, and maintain and strengthen economic relations between member countries and other countries of the world. This objective is achieved through: a) fostering economic integration at the sub regional and regional levels; b) promoting the regional implementation of internationally agreed development goals, including the Millennium Development Goals; and c) supporting regional sustainable development by contributing to bridging economic, social and environmental gaps in their respective member countries and sub regions (A/65/6/Rev. 1, para. 18.3).

II. Key features of evaluation function in 2012-2013:
• Unit not dedicated to evaluation (includes other activities within a multifunctional division)
• Evaluation policy in place
• Evaluation plan in place
• Overall quality of sampled evaluation reports - fair
• Follow-up mechanism in place

III. Key enhancements made since 2012-2013:
• Adopted new evaluation policy in 2014
• Developed template for evaluation plans in 2014
• Consolidated results and recommendations from 2012-2013 evaluations presented to ESCWA's Ministerial Session in 2014
• Increased number of evaluation staff

Economic and Social Commission for Western Asia (ESCWA)
Scorecard group: Regional cooperation
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	2/4	---
2 Independence of reporting line	1/3	---
3 Relevant background of staff conducting evaluation	N/A	

PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	3/3	---
5 Evaluation plan	2/3	
8 Review of evaluation reports	1/2	
9 Accountability		
(a) Evaluation policy	1/1	---
(b) Reported use for accountability	2/2	⬆
10 Learning		
(a) Evaluation policy	1/1	---
(b) Reported use for learning	2/2	⬆
11 Implementation of evaluation recommendations	1/1	---
14 Dissemination of evaluation results		
(a) Dissemination strategy	1/1	---
(b) Disclosure of reports	3/4	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports	3/5	---
7 Quality assurance	1/1	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	1/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	2/2	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	1/1	
(b) Integration into evaluation design and process	0/1	
(c) Integration into evaluation reports	1/2	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	2/7	
(b) Cross-cutting evaluations	0/4	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget		
(a) Monitoring and evaluation budget	1.01%	⬇
(b) Evaluation budget	0.65%	⬇

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	2/2	⬆

**Department of Economic and Social Affairs (DESA)
Scorecard group: Norm setting and development
2012-2013**

I. Entity objectives: The overall objective of the Department of Economic and Social Affairs is to promote and support international cooperation in the pursuit of sustained economic growth, the eradication of poverty and hunger, and sustainable development for all (A/65/6/Rev. 1, para. 7.1).

II. Key features of evaluation function in 2012-2013:
• No evaluation unit but evaluation activity
• Evaluation policy in place
• Evaluation plan in place
• Overall quality of sampled evaluation reports - fair
• Follow-up mechanism in place

III. Key enhancements made since 2012-2013:

Department of Economic and Social Affairs (DESA)
Scorecard group: Norm setting and development
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	1/4	---
2 Independence of reporting line	N/A	---
3 Relevant background of staff conducting evaluation	N/A	

PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	3/3	⬆
5 Evaluation plan	3/3	
8 Review of evaluation reports	1/2	
9 Accountability		
(a) Evaluation policy	1/1	⬆
(b) Reported use for accountability	2/2	⬆
10 Learning		
(a) Evaluation policy	1/1	⬆
(b) Reported use for learning	2/2	---
11 Implementation of evaluation recommendations	1/1	---
14 Dissemination of evaluation results		
(a) Dissemination strategy	1/1	---
(b) Disclosure of reports	3/4	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports	3/5	---
7 Quality assurance	0/1	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	0/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	0/2	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	0/1	
(b) Integration into evaluation design and process	0/1	
(c) Integration into evaluation reports	0/2	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	9/9	
(b) Cross-cutting evaluations	1/14	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget		
(a) Monitoring and evaluation budget	0.19%	---
(b) Evaluation budget	0.04%	⬆

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	2/2	⬆

I. Entity objectives: The overall objective of the International Trade Centre is to foster sustainable economic development and contribute to achieving the Millennium Development Goals in developing and transition economies through trade and international business development. This objective is achieved by helping developing countries and countries with economies in transition to enhance their international competitiveness, increase exports and improve import operations, with a corresponding impact on employment and poverty reduction (A/65/6/Rev. 1, para. 10.20).

II. Key features of evaluation function in 2012-2013:
• Unit not dedicated to evaluation (includes other activities within a multifunctional division)
• Evaluation policy in place
• Evaluation plan in place
• Overall quality of sampled evaluation reports - fair
• Follow-up mechanism in place
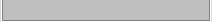
III. Key enhancements made since 2012-2013:
• Revised evaluation policy in 2015

International Trade Centre (ITC)
Scorecard group: Norm setting and development
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	2/4	---
2 Independence of reporting line	1/3	⬇
3 Relevant background of staff conducting evaluation	2/2	

PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	3/3	---
5 Evaluation plan	1/3	
8 Review of evaluation reports	2/2	
9 Accountability		
(a) Evaluation policy	1/1	---
(b) Reported use for accountability	2/2	⬆
10 Learning		
(a) Evaluation policy	1/1	---
(b) Reported use for learning	2/2	---
11 Implementation of evaluation recommendations	1/1	---
14 Dissemination of evaluation results		
(a) Dissemination strategy	1/1	---
(b) Disclosure of reports	4/4	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports	3/5	---
7 Quality assurance	1/1	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	1/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	1/2	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	1/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	0/2	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	4/4	
(b) Cross-cutting evaluations	6/6	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget		
(a) Monitoring and evaluation budget	not available	
(b) Evaluation budget*	0.47% (2012); 0.54% (2013)	

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	0/2	⬇

According to ITC, evaluation resources amounted to 0.47% in 2012 and 0.54% in 2013 of the total 2012-2013 budget of 158,643,000 USD

Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (OHRLLS)
Scorecard group: Norm setting and development
2012-2013

I. Entity objectives: The overall objectives of the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States are to mobilize and coordinate international support and resources for the effective implementation of the international framework for least developed countries, landlocked developing countries and small island developing countries; enhance monitoring and follow-up to the three programmes of action; raise awareness and advocacy with respect to the three groups of countries and their respective programmes of action; and report on the implementation of the Brussels and Almaty Programmes of Action as effective tools for reaching the international development goals for the concerned countries (A/65/6/Rev. 1, para. 8.2).

II. Key features of evaluation function in 2012-2013:
• No evaluation unit but evaluation activity
• Evaluation policy in place
• No evaluation plan
• Overall quality of sampled evaluation reports - fair
• Follow-up mechanism in place

III. Key enhancements made since 2012-2013:

Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (OHRLLS)
Scorecard group: Norm setting and development
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	1/4	---
2 Independence of reporting line	N/A	---
3 Relevant background of staff conducting evaluation	N/A	

PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	2/3	⬆
5 Evaluation plan	0/3	
8 Review of evaluation reports	2/2	
9 Accountability		
(a) Evaluation policy	0/1	---
(b) Reported use for accountability	1/2	---
10 Learning		
(a) Evaluation policy	1/1	⬆
(b) Reported use for learning	1/2	⬆
11 Implementation of evaluation recommendations	1/1	⬆
14 Dissemination of evaluation results		
(a) Dissemination strategy	1/1	---
(b) Disclosure of reports	4/4	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports	3/5	⬆
7 Quality assurance	0/1	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	0/1	
(b) Integration into evaluation design and process	0/1	
(c) Integration into evaluation reports	0/2	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	0/1	
(b) Integration into evaluation design and process	0/1	
(c) Integration into evaluation reports	0/2	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	1/3	
(b) Cross-cutting evaluations	1/1	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget		
(a) Monitoring and evaluation budget	1.08%	⬆
(b) Evaluation budget	0.00%	---

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	2/2	⬆

United Nations Office for Outer Space Affairs (OOSA)
Scorecard group: Norm setting and development
2012-2013

I. Entity objectives: The overall objective of the Office for Outer Space Affairs is to promote international cooperation in the peaceful uses of outer space for economic, social and scientific development, in particular for the benefit of developing countries (A/65/6/Rev. 1, para. 5.1).

II. Key features of evaluation function in 2012-2013:
• Minimal or no evaluation activity
• Evaluation policy in place
• Evaluation plan in place
• Overall quality of sampled evaluation reports – fair
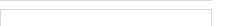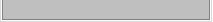• Follow-up mechanism in place

III. Key enhancements made since 2012-2013:

United Nations Office for Outer Space Affairs (OOSA)
Scorecard group: Norm setting and development
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	**0/4**	---
2 Independence of reporting line	N/A	---
3 Relevant background of staff conducting evaluation	N/A	

PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	**2/3**	---
5 Evaluation plan	**2/3**	
8 Review of evaluation reports	**2/2**	
9 Accountability		
(a) Evaluation policy	**1/1**	---
(b) Reported use for accountability	**1/2**	⬆
10 Learning		
(a) Evaluation policy	**1/1**	---
(b) Reported use for learning	**2/2**	⬆
11 Implementation of evaluation recommendations	**1/1**	⬆
14 Dissemination of evaluation results		
(a) Dissemination strategy	**1/1**	---
(b) Disclosure of reports	**2/4**	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports	**3/5**	⬆
7 Quality assurance	N/A	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	**0/1**	
(b) Integration into evaluation design and process	**0/1**	
(c) Integration into evaluation reports	**0/2**	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	**0/1**	
(b) Integration into evaluation design and process	**0/1**	
(c) Integration into evaluation reports	**0/2**	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	**1/1**	
(b) Cross-cutting evaluations	**0/1**	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget		
(a) Monitoring and evaluation budget	**4.39%**	⬇
(b) Evaluation budget	**2.06%**	⬇

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	**2/2**	⬆

Office of the Special Adviser on Africa (OSAA)
Scorecard group: Norm setting and development
2012-2013

I. Entity objectives: The overall objectives of the Office of the Special Advisor on Africa are to mobilize support and galvanize the efforts of the international community for peace and development in Africa; ensure that the development of Africa remains one of the main priorities of the international community; promote a supportive international framework for African development efforts; encourage a coordinated and effective response by the United Nations system at the policy and operational levels in support of African development; and strengthen and enhance South-South cooperation in support of Africa's advancement (A/65/6/Rev. 1, para. 9.4).

II. Key features of evaluation function in 2012-2013:
• No evaluation unit but evaluation activity
• No evaluation policy
• No evaluation plan
• Overall quality of sampled evaluation reports – no reports produced
• No follow-up mechanism

III. Key enhancements made since 2012-2013:
• Evaluation policy in process of being developed

Office of the Special Adviser on Africa (OSAA)
Scorecard group: Norm setting and development
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	1/4	⬆
2 Independence of reporting line	N/A	---
3 Relevant background of staff conducting evaluation	N/A	

PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	0/3	---
5 Evaluation plan	0/3	
8 Review of evaluation reports	N/A	
9 Accountability		
(a) Evaluation policy	N/A	---
(b) Reported use for accountability	0/2	---
10 Learning		
(a) Evaluation policy	N/A	---
(b) Reported use for learning	0/2	---
11 Implementation of evaluation recommendations	N/A	---
14 Dissemination of evaluation results		
(a) Dissemination strategy	0/1	---
(b) Disclosure of reports	N/A	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports*	0/5	---
7 Quality assurance	0/1	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	N/A	
(b) Integration into evaluation design and process	0/1	
(c) Integration into evaluation reports	N/A	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	N/A	
(b) Integration into evaluation design and process	0/1	
(c) Integration into evaluation reports	N/A	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	0/2	
(b) Cross-cutting evaluations	N/A	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget		
(a) Monitoring and evaluation budget	1.18%	⬇
(b) Evaluation budget	0.00%	---

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	1/2	---

* OIOS notes that the report submitted by OSAA to OIOS (A/68/506), when considered in conjunction with other supporting documentation, did illustrate some evaluative activity, even though the report itself did not fully pass the OIOS screening to be considered as an evaluation report

United Nations Conference on Trade and Development (UNCTAD)
Scorecard group: Norm setting and development
2012-2013
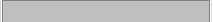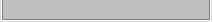
I. Entity objectives: The overall objective of the United Nations Conference on Trade and Development is to assist developing countries, especially least developed countries, and countries with economies in transition in integrating beneficially into the global economy (A/65/6/Rev. 1, para. 10.1).

II. Key features of evaluation function in 2012-2013:
• Unit not dedicated to evaluation (includes other activities within a multifunctional division)
• Evaluation policy in place
• Evaluation plan in place
• Overall quality of sampled evaluation reports - fair
• Follow-up mechanism in place

III. Key enhancements made since 2012-2013:

United Nations Conference on Trade and Development (UNCTAD)
Scorecard group: Norm setting and development
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	2/4	---
2 Independence of reporting line	3/3	---
3 Relevant background of staff conducting evaluation	2/2	

PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	3/3	---
5 Evaluation plan	3/3	
8 Review of evaluation reports	2/2	
9 Accountability		
(a) Evaluation policy	1/1	---
(b) Reported use for accountability	2/2	⬆
10 Learning		
(a) Evaluation policy	1/1	---
(b) Reported use for learning	1/2	---
11 Implementation of evaluation recommendations	1/1	⬆
14 Dissemination of evaluation results		
(a) Dissemination strategy	1/1	---
(b) Disclosure of reports	4/4	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports	3/5	---
7 Quality assurance	1/1	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	1/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	1/2	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	0/1	
(b) Integration into evaluation design and process	0/1	
(c) Integration into evaluation reports	0/2	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	4/5	
(b) Cross-cutting evaluations	1/7	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget		
(a) Monitoring and evaluation budget	0.60%	⬆
(b) Evaluation budget	0.22%	⬆

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	2/2	⬆

United Nations Environment Programme (UNEP)
Scorecard group: Norm setting and development
2012-2013

I. Entity objectives: The overall objectives of the United Nations Environment Programme are to provide general policy guidance for the direction and coordination of the environmental programmes within the United Nations system; provide capacity-building and technology support to developing countries and countries with economies in transition; improve coordination of multilateral environmental agreements; and enhance United Nations system-wide coordination and cooperation (A/65/6/Rev. 1, para. 11.2).

II. Key features of evaluation function in 2012-2013:
• Stand-alone evaluation unit
• Evaluation policy in place
• Evaluation plan in place
• Overall quality of sampled evaluation reports – good
• Follow-up mechanism in place

III. Key enhancements made since 2012-2013:
• Increased number of evaluation staff
• Enhanced evaluation terms of reference
• Increased balance in types of project level evaluations
• Collated evidence on use of evaluation in high level decision-making and strategic planning
• Evaluation staff published peer reviewed journal articles and book chapters on evaluation

United Nations Environment Programme (UNEP)
Scorecard group: Norm setting and development
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	4/4	---
2 Independence of reporting line	3/3	---
3 Relevant background of staff conducting evaluation	2/2	

PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	3/3	---
5 Evaluation plan	3/3	
8 Review of evaluation reports	0/2	
9 Accountability		
(a) Evaluation policy	1/1	---
(b) Reported use for accountability	2/2	---
10 Learning		
(a) Evaluation policy	1/1	---
(b) Reported use for learning	2/2	---
11 Implementation of evaluation recommendations	1/1	---
14 Dissemination of evaluation results		
(a) Dissemination strategy	1/1	---
(b) Disclosure of reports	4/4	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports	4/5	⬆
7 Quality assurance	1/1	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	1/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	2/2	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	0/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	0/2	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	6/6	
(b) Cross-cutting evaluations	3/72	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget		
(a) Monitoring and evaluation budget	0.31%	⬇
(b) Evaluation budget	0.31%	⬇

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	1/2	---

**United Nations Human Settlements Programme (UN-Habitat)
Scorecard group: Norm setting and development
2012-2013**

I. Entity objectives: The overall objective of the United Nations Human Settlements Programme (UN-Habitat) is to set the necessary conditions for concerted international and national efforts to stabilize the growth of slums and to set the stage for a subsequent reduction in and reversal of the number of slum dwellers (A/65/6/Rev. 1, para. 12.9).

II. Key features of evaluation function in 2012-2013:
• Stand-alone evaluation unit
• Evaluation policy in place
• Evaluation plan in place
• Overall quality of sampled evaluation reports - good
• Follow-up mechanism in place

III. Key enhancements made since 2012-2013:

United Nations Human Settlements Programme (UN-Habitat)
Scorecard group: Norm setting and development
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	4/4	⬆
2 Independence of reporting line	3/3	⬆
3 Relevant background of staff conducting evaluation	not available	

PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	3/3	⬆
5 Evaluation plan	3/3	
8 Review of evaluation reports	not available	
9 Accountability		
(a) Evaluation policy	1/1	⬆
(b) Reported use for accountability	2/2	⬆
10 Learning		
(a) Evaluation policy	1/1	⬆
(b) Reported use for learning	2/2	⬆
11 Implementation of evaluation recommendations	1/1	---
14 Dissemination of evaluation results		
(a) Dissemination strategy	1/1	---
(b) Disclosure of reports	not available	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports	4/5	⬆
7 Quality assurance	1/1	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	1/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	2/2	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	1/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	1/2	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	**not available**	
(b) Cross-cutting evaluations	**not available**	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget		
(a) Monitoring and evaluation budget	**0.79%**	⬆
(b) Evaluation budget	**0.50%**	⬆

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	2/2	⬆

United Nations Office on Drugs and Crime (UNODC)
Scorecard group: Norm setting and development
2012-2013
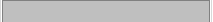
I. Entity objectives: The overall objectives of the United Nations Office on Drugs and Crime are to enhance the response of Member States to the intertwined problems of drug use, trafficking, global crime and terrorism by helping create and strengthen legislative, judicial and health systems to safeguard the most vulnerable persons in our society (A/65/6/Rev. 1, para. 13.1).

II. Key features of evaluation function in 2012-2013:
• Stand-alone evaluation unit
• Evaluation policy in place
• Evaluation plan in place
• Overall quality of sampled evaluation reports – good
• Follow-up mechanism in place

III. Key enhancements made since 2012-2013:

United Nations Office on Drugs and Crime (UNODC)
Scorecard group: Norm setting and development
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	4/4	---
2 Independence of reporting line	3/3	---
3 Relevant background of staff conducting evaluation	1/2	

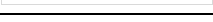| PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	3/3	---
5 Evaluation plan	2/3	
8 Review of evaluation reports	2/2	
9 Accountability		
(a) Evaluation policy	1/1	---
(b) Reported use for accountability	2/2	⬆
10 Learning		
(a) Evaluation policy	1/1	---
(b) Reported use for learning	1/2	---
11 Implementation of evaluation recommendations	1/1	---
14 Dissemination of evaluation results		
(a) Dissemination strategy	1/1	---
(b) Disclosure of reports	4/4	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports	4/5	---
7 Quality assurance	1/1	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	0/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	0/2	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	0/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	1/2	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	5/7	
(b) Cross-cutting evaluations	4/36	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget		
(a) Monitoring and evaluation budget	0.56%	---
(b) Evaluation budget	0.00%	---

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	1/2	---

**United Nations Entity for Gender Equality and
the Empowerment of Women (UN-Women)
Scorecard group: Norm setting and development
2012-2013**

I. Entity objectives: The overall objective of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) is to strengthen the achievement of gender equality and the advancement of women, including women's full enjoyment of their human rights (A/65/6/Rev. 1, para. 7.8).

II. Key features of evaluation function in 2012-2013:
• Stand-alone evaluation unit
• Evaluation policy in place
• Evaluation plan in place
• Overall quality of sampled evaluation reports - fair
• Follow-up mechanism in place
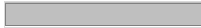
III. Key enhancements made since 2012-2013:
• Established new quality assurance mechanisms, including the Global Evaluation Oversight System, and Global Evaluation Report Assessment and Analysis System
• Set to launch in 2015 an e-learning professionalization programme that will draw on the UN-Women Evaluation Handbook
• Launched Transform - an evaluation magazine focused on gender responsive evaluation

United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)
Scorecard group: Norm setting and development
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	4/4	---
2 Independence of reporting line	3/3	---
3 Relevant background of staff conducting evaluation	2/2	

PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	3/3	⬆
5 Evaluation plan	3/3	
8 Review of evaluation reports	0/2	
9 Accountability		
(a) Evaluation policy	1/1	---
(b) Reported use for accountability	2/2	---
10 Learning		
(a) Evaluation policy	1/1	---
(b) Reported use for learning	2/2	---
11 Implementation of evaluation recommendations	1/1	---
14 Dissemination of evaluation results		
(a) Dissemination strategy	1/1	---
(b) Disclosure of reports	4/4	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports	3/5	---
7 Quality assurance	1/1	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	1/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	2/2	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	1/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	1/2	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	3/3	
(b) Cross-cutting evaluations	18/52	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget		
(a) Monitoring and evaluation budget	**not available**	
(b) Evaluation budget*	**1.6% (2012); 1.3% (2013)**	

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	1/2	---

According to UN-Women, its total expenditure in evaluation was 1.6% of overall expenditure in 2012 and 1.3% in 2013

Department for General Assembly and Conference Management (DGACM)
Scorecard group: Management and support
2012-2013

I. Entity objectives: The overall objectives of the Department for General Assembly and Conference Management (DGACM) are to facilitate the orderly and effective conduct of the deliberations and follow-up actions of intergovernmental bodies and conferences; to provide substantive and technical secretariat servicing to the Committee on Conferences; to ensure the provision of high-quality conference-servicing support; to provide protocol, liaison and representational functions for the Secretary-General; and to ensure the uninterrupted delivery of services during the implementation of the capital master plan at Headquarters (A/65/6/Rev. 1, para. 1.1).

II. Key features of evaluation function in 2012-2013:
• Unit not dedicated to evaluation (includes other activities within a multifunctional division)
• No evaluation policy
• No evaluation plan
• Overall quality of sampled evaluation reports - fair
• Follow-up mechanism in place

III. Key enhancements made since 2012-2013:

Department for General Assembly and Conference Management (DGACM)
Scorecard group: Management and support
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	2/4	---
2 Independence of reporting line	1/3	---
3 Relevant background of staff conducting evaluation	N/A	

PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	0/3	---
5 Evaluation plan	0/3	
8 Review of evaluation reports	1/2	
9 Accountability		
(a) Evaluation policy	N/A	---
(b) Reported use for accountability	2/2	---
10 Learning		
(a) Evaluation policy	N/A	---
(b) Reported use for learning	1/2	⬇
11 Implementation of evaluation recommendations	1/1	⬆
14 Dissemination of evaluation results		
(a) Dissemination strategy	0/1	---
(b) Disclosure of reports	2/4	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports	3/5	⬆
7 Quality assurance	1/1	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	N/A	
(b) Integration into evaluation design and process	0/1	
(c) Integration into evaluation reports	0/2	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	N/A	
(b) Integration into evaluation design and process	0/1	
(c) Integration into evaluation reports	0/2	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	4/4	
(b) Cross-cutting evaluations	1/1	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget		
(a) Monitoring and evaluation budget	0.43%	⬇
(b) Evaluation budget	0.11%	⬇

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	2/2	⬆

I. Entity objectives: The overall objectives of the Department of Management (DM) are to enhance the accountability and the efficiency and effectiveness of the Organization in managing its resources; provide support services to the intergovernmental processes of the Organization; to secure financing for the mandated programmes and activities of the Secretariat; and to support the implementation of those programmes and activities (A/65/6/Rev. 1, para. 24.1).

II. Key features of evaluation function in 2012-2013:
• No evaluation unit but evaluation activity
• Evaluation policy in place
• Evaluation plan in place
• Overall quality of sampled evaluation reports - good
• Follow-up mechanism in place
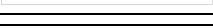
III. Key enhancements made since 2012-2013:
• In 2014, organized a training on using evaluation to meet performance expectations
• Formed evaluation groups from trained personnel to conduct evaluation activities
• Enhanced evaluation plans by committing to conduct one cross-cutting self-evaluation every year

Department of Management (DM)
Scorecard group: Management and support
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	1/4	---
2 Independence of reporting line	N/A	---
3 Relevant background of staff conducting evaluation	N/A	

PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	3/3	⬆
5 Evaluation plan	3/3	
8 Review of evaluation reports	2/2	
9 Accountability		
(a) Evaluation policy	1/1	⬆
(b) Reported use for accountability	1/2	---
10 Learning		
(a) Evaluation policy	1/1	⬆
(b) Reported use for learning	2/2	⬆
11 Implementation of evaluation recommendations	1/1	⬆
14 Dissemination of evaluation results		
(a) Dissemination strategy	1/1	⬆
(b) Disclosure of reports	2/4	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports	3/5	---
7 Quality assurance	0/1	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	0/1	
(b) Integration into evaluation design and process	0/1	
(c) Integration into evaluation reports	0/2	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	1/1	
(b) Integration into evaluation design and process	0/1	
(c) Integration into evaluation reports	0/2	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	2/6	
(b) Cross-cutting evaluations	3/3	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget		
(a) Monitoring and evaluation budget	0.92%	⬆
(b) Evaluation budget	0.50%	⬆

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	2/2	⬆

Department of Public Information (DPI)
Scorecard group: Management and support
2012-2013

I. Entity objectives: The overall objective of the Department of Public Information is to promote global awareness and enhanced understanding of the work and issues of the United Nations by providing accurate, impartial, comprehensive, balanced, coherent, timely and relevant information (A/65/6/Rev. 1, para. 23.2).

II. Key features of evaluation function in 2012-2013:
• Unit not dedicated to evaluation (includes other activities within a multifunctional division)
• No evaluation policy
• Evaluation plan in place
• Overall quality of sampled evaluation reports - fair
• No follow-up mechanism

III. Key enhancements made since 2012-2013:
• Evaluation policy in process of being approved, which will provide a formal framework for DPI's ongoing evaluation function

Department of Public Information (DPI)
Scorecard group: Management and support
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	2/4	---
2 Independence of reporting line	3/3	---
3 Relevant background of staff conducting evaluation	2/2	

PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	0/3	---
5 Evaluation plan	2/3	
8 Review of evaluation reports	2/2	
9 Accountability		
(a) Evaluation policy	N/A	---
(b) Reported use for accountability	1/2	⬇
10 Learning		
(a) Evaluation policy	N/A	---
(b) Reported use for learning	1/2	⬆
11 Implementation of evaluation recommendations	0/1	⬇
14 Dissemination of evaluation results		
(a) Dissemination strategy	0/1	⬇
(b) Disclosure of reports	4/4	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports	3/5	⬆
7 Quality assurance	0/1	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	N/A	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	0/2	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	N/A	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	0/2	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	1/3	
(b) Cross-cutting evaluations	0/1	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget		
(a) Monitoring and evaluation budget	1.43%	⬆
(b) Evaluation budget	0.76%	⬆

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	1/2	---

Department of Safety and Security (DSS)
Scorecard group: Management and support
2012-2013

I. Entity objectives: The overall objectives of the Department of Safety and Security is: to enable the effective conduct of United Nations activities by ensuring a coherent, effective and timely response to all security-related threats and other emergencies; to ensure effective risk mitigation through the establishment of a coordinated security threat and risk assessment mechanism in the framework of a common system wide methodology; and to develop high-quality best-practice security policies, standards and operational procedures across the United Nations system and to support their implementation and monitor compliance (A/65/6/Rev. 1, para. 27.2).

II. Key features of evaluation function in 2012-2013:
• Minimal or no evaluation activity
• No evaluation policy
• No evaluation plan
• Overall quality of sampled evaluation reports – no reports produced
• Follow-up mechanism in place

III. Key enhancements made since 2012-2013:
• Realignment of staff functions to establish dedicated evaluation capacity within a multifunctional section, and within a new Service, completed in 2015
• Development of a framework for conducting evaluations of security programmes approved by USG in August 2015
• Development and drafting of evaluation tools, methodologies and procedures
• First evaluation of a country security programme launched in November 2015
• Further development of frameworks for strategic, policy and thematic evaluations for 2016 and beyond

Department of Safety and Security (DSS)
Scorecard group: Management and support
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	0/4	---
2 Independence of reporting line	N/A	---
3 Relevant background of staff conducting evaluation	N/A	

PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	0/3	---
5 Evaluation plan	0/3	
8 Review of evaluation reports	N/A	
9 Accountability		
(a) Evaluation policy	N/A	---
(b) Reported use for accountability	0/2	⬇
10 Learning		
(a) Evaluation policy	N/A	---
(b) Reported use for learning	0/2	⬇
11 Implementation of evaluation recommendations	1/1	⬆
14 Dissemination of evaluation results		
(a) Dissemination strategy	0/1	---
(b) Disclosure of reports	N/A	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports	0/5	---
7 Quality assurance	0/1	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	N/A	
(b) Integration into evaluation design and process	0/1	
(c) Integration into evaluation reports	N/A	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	N/A	
(b) Integration into evaluation design and process	0/1	
(c) Integration into evaluation reports	N/A	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	0/2	
(b) Cross-cutting evaluations	N/A	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget		
(a) Monitoring and evaluation budget	0.97%	⬇
(b) Evaluation budget	0.00%	---

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	1/2	---

60

**Office of Legal Affairs (OLA)
Scorecard group: Management and support
2012-2013**

I. Entity objectives: The overall objective of the Office of Legal Affairs is to support the accomplishment of the objectives of the United Nations by providing advice to the principal and subsidiary organs of the United Nations and by promoting among Member States a better understanding of and respect for the principles and norms of international law (A/65/6/Rev. 1, para. 6.1).

II. Key features of evaluation function in 2012-2013:
• Minimal or no evaluation activity
• No evaluation policy
• No evaluation plan
• Overall quality of sampled evaluation reports – no reports produced
• No follow-up mechanism in place

III. Key enhancements made since 2012-2013:

Office of Legal Affairs (OLA)
Scorecard group: Management and support
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	0/4	---
2 Independence of reporting line	N/A	---
3 Relevant background of staff conducting evaluation	N/A	

PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	0/3	---
5 Evaluation plan	0/3	
8 Review of evaluation reports	N/A	
9 Accountability		
(a) Evaluation policy	N/A	---
(b) Reported use for accountability	1/2	---
10 Learning		
(a) Evaluation policy	N/A	---
(b) Reported use for learning	1/2	---
11 Implementation of evaluation recommendations	N/A	---
14 Dissemination of evaluation results		
(a) Dissemination strategy	0/1	---
(b) Disclosure of reports	N/A	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports	0/5	---
7 Quality assurance	0/1	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	N/A	
(b) Integration into evaluation design and process	0/1	
(c) Integration into evaluation reports	N/A	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	N/A	
(b) Integration into evaluation design and process	0/1	
(c) Integration into evaluation reports	N/A	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	0/6	
(b) Cross-cutting evaluations	N/A	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget		
(a) Monitoring and evaluation budget	1.78%	⬆
(b) Evaluation budget	0.82%	⬆

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	1/2	---

United Nations Office at Geneva (UNOG)
Scorecard group: Management and support
2012-2013

I. Entity objectives: The overall objectives of the United Nations Office at Geneva are to: ensure sound, effective and efficient financial management of United Nations assets; promote organizational culture change in order to address new requirements and needs; enable the effective and efficient functioning of the United Nations Office at Geneva with regard to office and conference facilities management, asset management, travel and transportation, and mail and pouch services; ensure efficient, cost-effective, transparent, timely and high-quality procurement; and facilitate the achievement of the operational goals of the Organization through information and communications technology (A/65/6/Rev. 1, p. 527).

II. Key features of evaluation function in 2012-2013:
• Minimal or no evaluation activity
• No evaluation policy
• No evaluation plan
• Overall quality of sampled evaluation reports – no reports produced
• No follow-up mechanism in place

III. Key enhancements made since 2012-2013:

United Nations Office at Geneva (UNOG)
Scorecard group: Management and support
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	0/4	---
2 Independence of reporting line	N/A	---
3 Relevant background of staff conducting evaluation	N/A	

PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	0/3	---
5 Evaluation plan	0/3	
8 Review of evaluation reports	N/A	
9 Accountability		
(a) Evaluation policy	N/A	---
(b) Reported use for accountability	0/2	⬇
10 Learning		
(a) Evaluation policy	N/A	---
(b) Reported use for learning	1/2	---
11 Implementation of evaluation recommendations	N/A	---
14 Dissemination of evaluation results		
(a) Dissemination strategy	0/1	---
(b) Disclosure of reports	N/A	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports	0/5	---
7 Quality assurance	N/A	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	N/A	
(b) Integration into evaluation design and process	0/1	
(c) Integration into evaluation reports	N/A	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	N/A	
(b) Integration into evaluation design and process	0/1	
(c) Integration into evaluation reports	N/A	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	0/4	
(b) Cross-cutting evaluations	N/A	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget		
(a) Monitoring and evaluation budget	0.68%	⬇
(b) Evaluation budget	0.48%	⬇

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	0/2	⬇

United Nations Office at Nairobi (UNON)
Scorecard group: Management and support
2012-2013

I. Entity objectives: The overall objectives of the United Nations Office at Nairobi (UNON) are to: ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Nairobi, promote organizational culture change at the United Nations Office at Nairobi in order to address new requirements and needs; enable the effective and efficient functioning of the United Nations Office at Nairobi with regard to office and conference facilities management, asset management, travel and transportation, archives and records management, mail and pouch services, and commercial activities; and facilitate the achievement of the operational goals of the Organization through information and communications technology (A/65/6/Rev. 1, p. 536).

II. Key features of evaluation function in 2012-2013:
• Minimal or no evaluation activity
• No evaluation policy
• No evaluation plan
• Overall quality of sampled evaluation reports – no reports produced
• No follow-up mechanism in place

III. Key enhancements made since 2012-2013:

United Nations Office at Nairobi (UNON)
Scorecard group: Management and support
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	0/4	---
2 Independence of reporting line	N/A	---
3 Relevant background of staff conducting evaluation	N/A	

PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	0/3	---
5 Evaluation plan	0/3	
8 Review of evaluation reports	N/A	
9 Accountability		
(a) Evaluation policy	N/A	---
(b) Reported use for accountability	2/2	⬆
10 Learning		
(a) Evaluation policy	N/A	---
(b) Reported use for learning	1/2	⬇
11 Implementation of evaluation recommendations	N/A	---
14 Dissemination of evaluation results		
(a) Dissemination strategy	0/1	⬇
(b) Disclosure of reports	N/A	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports	0/5	---
7 Quality assurance	0/1	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	N/A	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	N/A	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	N/A	
(b) Integration into evaluation design and process	0/1	
(c) Integration into evaluation reports	N/A	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	0/4	
(b) Cross-cutting evaluations	N/A	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget		
(a) Monitoring and evaluation budget	0.42%	⬇
(b) Evaluation budget	0.23%	⬇

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	0/2	⬇

United Nations Office at Vienna (UNOV)
Scorecard group: Management and support
2012-2013

I. Entity objectives: The overall objectives of the United Nations Office at Vienna are to: ensure sound, effective and efficient financial management of United Nations assets; promote organizational culture change in order to address new requirements and needs; enable the effective and efficient functioning of the United Nations Office at Vienna, the United Nations Office on Drugs and Crime, and affiliated entities with regard to office and conference facilities management, asset management, travel and transportation, archives and records management, mail and pouch services, and commercial activities; ensure efficient, cost-effective, transparent, timely and high-quality procurement; and facilitate the achievement of the operational goals of the Organization through information and communications technology (A/65/6/Rev. 1, p. 532).

II. Key features of evaluation function in 2012-2013:
• Minimal or no evaluation activity
• No evaluation policy
• No evaluation plan
• Overall quality of sampled evaluation reports – no reports produced
• No follow-up mechanism in place
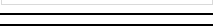
III. Key enhancements made since 2012-2013:

United Nations Office at Vienna (UNOV)
Scorecard group: Management and support
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	0/4	---
2 Independence of reporting line	N/A	---
3 Relevant background of staff conducting evaluation	N/A	

PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	0/3	---
5 Evaluation plan	0/3	
8 Review of evaluation reports	N/A	
9 Accountability		
(a) Evaluation policy	N/A	---
(b) Reported use for accountability	0/2	⬇
10 Learning		
(a) Evaluation policy	N/A	---
(b) Reported use for learning	0/2	---
11 Implementation of evaluation recommendations	N/A	---
14 Dissemination of evaluation results		
(a) Dissemination strategy	0/1	---
(b) Disclosure of reports	N/A	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports	0/5	---
7 Quality assurance	0/1	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	N/A	
(b) Integration into evaluation design and process	0/1	
(c) Integration into evaluation reports	N/A	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	N/A	
(b) Integration into evaluation design and process	0/1	
(c) Integration into evaluation reports	N/A	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	0/4	
(b) Cross-cutting evaluations	N/A	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget		
(a) Monitoring and evaluation budget	0.93%	⬇
(b) Evaluation budget	0.61%	⬇

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	0/2	⬇

Part III
Office of Internal Oversight Services evaluation scorecard

Office of Internal Oversight Services (OIOS)
Scorecard group: Oversight
2012-2013

I. Entity objectives: The overall objective of the Office of Internal Oversight Services (OIOS) is to enhance transparency and accountability and contribute to high efficiency, effectiveness and goal fulfilment in the Organization (A/65/6/Rev. 1, para. 25.1).

II. Key features of evaluation function in 2012-2013:
• Stand-alone evaluation unit
• Evaluation policy in place
• Evaluation plan in place
• Overall quality of sampled evaluation reports – good
• Follow-up mechanism in place

III. Key enhancements made since 2012-2013:
• Enhanced risk assessment work planning methodology
• Strengthened evaluation report feedback mechanisms
• Revised Inspection and Evaluation Division Manual

Office of Internal Oversight Services (OIOS)
Scorecard group: Oversight
2012-2013

STRUCTURE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
1 Dedicated and discrete evaluation function	4/4	---
2 Independence of reporting line	3/3	---
3 Relevant background of staff conducting evaluation	2/2	

PRACTICE		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
4 Evaluation policy	2/3	---
5 Evaluation plan	3/3	
8 Review of evaluation reports	2/2	
9 Accountability		
(a) Evaluation policy	1/1	---
(b) Reported use for accountability	2/2	---
10 Learning		
(a) Evaluation policy	1/1	---
(b) Reported use for learning	2/2	---
11 Implementation of evaluation recommendations	1/1	---
14 Dissemination of evaluation results		
(a) Dissemination strategy	1/1	⬆
(b) Disclosure of reports	3/4	

QUALITY		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
6 Evaluation reports	4/5	⬆
7 Quality assurance	1/1	**NEW**

GENDER & HUMAN RIGHTS		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
12 Integrating gender equality into evaluation		**NEW**
(a) Incorporation into evaluation policy	0/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	1/2	
13 Integrating human rights into evaluation		**NEW**
(a) Incorporation into evaluation policy	0/1	
(b) Integration into evaluation design and process	1/1	
(c) Integration into evaluation reports	1/2	

COVERAGE		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
15 Evaluation coverage		
(a) Subprogramme evaluations	5/32	
(b) Cross-cutting evaluations	1/11	

RESOURCES		
INDICATOR	**PROPORTION**	**CHANGES SINCE 2010-2011**
16 Proportion of total budget*		
(a) Monitoring and evaluation budget	0.03%	
(b) Evaluation budget	0.03%	

CHANGES SINCE 2010-2011		
INDICATOR	**SCORE**	**CHANGES SINCE 2010-2011**
17 Overall net changes in scores	2/2	⬆

* Peacekeeping missions were included in the calculation of the Secretariat's total planned budget for the 2012-2013 biennium.

Part IV
Annexes

Annex 1: Description of indicators and their measurement

A total of 17 indicators were used to measure overall evaluation capacity in each of the Secretariat entities. These indicators and their measurement are described below.

A. Structure

1. Dedicated and discrete evaluation function

The UNEG norm for responsibility for evaluation (N2) states the importance of "ensuring that the role and function of evaluation are clearly stated", and the UNEG norm for independence (N6) states that "the evaluation function has to be located independently from the other management functions so that it is free from undue influence and that unbiased and transparent reporting is ensured." As such, the establishment of a dedicated and discrete evaluation function is desirable in support and adherence to these and other UNEG norms and standards, assuring the quality and utility of evaluation outputs.

What type of evaluation function the entity has:

4 – stand-alone evaluation unit
3 – dedicated evaluation unit within a multifunctional division
2 – unit not dedicated to evaluation (includes other activities within a multifunctional division)
1 – no evaluation unit but evaluation activity
0 – minimal or no evaluation activity

Scores assigned based on OIOS survey and interviews conducted for OIOS report on *Strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives* (A/70/72, Table 1, para 8).

2. Independence of reporting line

The UNEG norm for independence (N6) states that "the Head of evaluation must have the independence to supervise and report on evaluations as well as to track follow-up of management's response resulting from evaluation." More specifically, the UNEG standard for institutional framework (Standard 1.1) states the need to "facilitate an independent and impartial evaluation process by ensuring that the evaluation function is independent of other management functions. The Head of evaluation should report directly to the Governing Body of the organization or the Head of the organization."

The extent to which the evaluation function reporting line is independent (applies to those entities that receive a rating of 4, 3, or 2 in indicator 1):

3 – evaluation function reports to the governing body and/or the head of the entity
2 – evaluation function reports to an independent oversight function
1 – evaluation function reports to another management function
0 – evaluation function has no clear reporting line
N/A – no evaluation function

Scores assigned based on OIOS survey and interviews conducted for OIOS report (A/70/72).

3. **Relevant background of staff conducting evaluation**

Further to UNEG norm for responsibility (N2) requiring adequate resources and staffing, the UNEG standards for competencies (Standard 2.1-2.4) indicate: "persons engaged in designing, conducting and managing evaluation activities should possess core evaluation competencies; evaluators should have relevant educational background, qualification and training in evaluation; evaluators should have professional work experience relevant to evaluation; and evaluators need to have specific technical knowledge of, and be familiar with, the methodology or approach that will be needed for the specific evaluation to be undertaken, as well as certain managerial and personal skills."

Whether the professional staff dedicated to evaluation have the required number of years of evaluation experience, based on UNEG benchmarks for each post level.

2 – all or most professional staff dedicated to evaluation have UNEG required number of years of experience
1 – some professional staff dedicated to evaluation have UNEG required number of years of experience
0 – few or no professional staff dedicated to evaluation have UNEG required number of years of experience
N/A – entity has no professional staff dedicated to evaluation

Scores assigned based on information provided by focal points as measured against UNEG benchmarks for number of years of experience by post level.

B. **Practice**

4. **Evaluation policy**

The UNEG norm on policy (N3) states that "each organization should develop an explicit policy statement on evaluation. The policy should provide a clear explanation of the concept, role and use of evaluation within the organization, including the institutional framework and definition of roles and responsibilities; an explanation of how the evaluation function and evaluations are planned, managed and budgeted; and a clear statement on disclosure and dissemination." The UNEG standard for institutional framework (Standard 1.2) indicates that "UN Organizations should develop and [sic] evaluation policy and regularly update it, taking into account the Norms and Standards for Evaluation in the UN system."

Evaluation policy adherence to 19 criteria[i] (based on the UNEG Norms and Standards for Evaluation in the UN System):

3 – high adherence to criteria (13-19 criteria met)
2 – medium adherence to criteria (6-12 criteria met)
1 – low adherence to criteria (0-5 criteria met)
0 – no evaluation policy in place

Scores assigned based on a 2-point scale – 0 (no); 1 (somewhat); 2 (yes). A criterion was considered met if entities received either a 1 (somewhat) or 2 (yes).

5. Evaluation plan

The UNEG norm for intentionality (N4) states that "evaluations must be chosen and undertaken in a timely manner so that they can and do inform decision-making with relevant and timely information. Planning for evaluation must be an explicit part of planning and budgeting of the evaluation function and/or the organization as a whole. Annual or multi-year evaluation work programmes should be made public. The evaluation plan can be the result of a cyclical or purposive selection of evaluation topics. The purpose, nature and scope of evaluation must be clear to evaluators and stakeholders. The plan for conducting each evaluation must ensure due process to ascertain the timely completion of the mandate, and consideration of the most cost-effective way to obtain and analyze the necessary information." The UNEG standard for institutional framework (Standard 1.3) indicates that "UN Organizations should ensure that evaluation plans of evaluation activities are submitted to their Governing Bodies and/ or Heads of organizations for review and/ or approval." Furthermore, Rule 107.2(a) of the PPBME states that "all programmes shall be evaluated on a regular, periodic basis. At the programme and subprogramme level, evaluation plans shall be linked to the medium-term plan, and they shall be integrated with the programme budget cycle."

Evaluation plan adherence to eight criteria[ii] (based on the UNEG Norms and Standards for Evaluation in the UN System):

3 – high adherence to criteria (6-8 criteria met)
2 – medium adherence to criteria (3-5 criteria met)
1 – low adherence to criteria (0-2 criteria met)
0 – no evaluation plan in place

Scores assigned based on assessment of evaluation plans submitted to OIOS and survey conducted for OIOS report (A/70/72).

6. Evaluation reports

The UNEG norm for quality of evaluation (N8) states "evaluation reports must present in a complete and balanced way the evidence, findings, conclusions and recommendations. They must be brief and to the point and easy to understand. They must explain the methodology followed, highlight the methodological limitations of the evaluation, key concerns and evidenced-based findings, dissident views and consequent conclusions, recommendations and lessons. They must have an executive summary that encapsulates the essence of the information contained in the report, and facilitate dissemination and distillation of lessons."

The overall quality rating of 29 criteria[iii] (based on the UNEG Norms and Standards for Evaluation in the UN System and other international standards) for a sample of the entity's evaluation reports (see Annex 2 for assessment tool and sampling methodology):

4 or 5 – overall high quality rating (excellent or good)
3 – overall medium quality rating (fair)

1 or 2 – overall low quality rating (poor or very poor)
0 – no evaluation reports produced

7. Quality assurance

The UNEG standard for management of the evaluation function (Standard 1.5) states that "Within the comprehensive institutional framework, the management of the evaluation function, entrusted to the Head of evaluation, should ensure that the evaluations are conducted according to defined quality standards in a timely manner…"

Whether the entity had a quality assurance system in place for conducting evaluations:

1 – quality assurance system in place for conducting evaluations
0 – no quality assurance system in place for conducting evaluations
N/A – no evaluation activity

Scores assigned based on survey conducted for OIOS report (A/70/72).

8. Review of evaluation reports

The UNEG norm for responsibility (N2) states that "the Governing Bodies and/or Heads of organizations and of the evaluation functions are responsible for ensuring that evaluation contributes to decision making and management. They should ensure that a system is in place for explicit planning for evaluation and for systematic consideration of the findings, conclusions and recommendations contained in evaluations. They should ensure appropriate follow-up measures including an action plan, or equivalent appropriate tools, with clear accountability for the implementation of the approved recommendations." In addition, the UNEG norm for follow up to evaluation (N12) states that "evaluation requires an explicit response by the governing authorities and management addressed by its recommendations. This may take the form of a management response, action plan and/or agreement clearly stating responsibilities and accountabilities."

The extent to which the entity's evaluation reports were reviewed by an intergovernmental body and/or head of entity:

2 – all or most evaluation reports were reviewed by an intergovernmental body and/or head of entity
1 – some evaluation reports were reviewed by an intergovernmental body and/or head of entity
0 – few or no evaluation reports were reviewed by an intergovernmental body and/or head of entity
N/A – no evaluation reports produced

Scores assigned based on the number of reports reviewed by an intergovernmental body and/or head of entity, as reported by the focal point, out of the total number of screened reports for OIOS report (A/70/72).

9. **Accountability**

   a. **Evaluation policy**

   Whether the evaluation policy refers to accountability:

   1 – evaluation policy refers to accountability
   0 – evaluation policy does not refer to accountability
   N/A – no evaluation policy in place

   Scores assigned based on OIOS assessment of evaluation policies.

   b. **Reported use for accountability**

   Whether evaluation was used for accountability:

   2 – extensively used for accountability (3 or 4 positive responses)
   1 – somewhat used for accountability (1 or 2 positive responses)
   0 – not used for accountability (no positive responses)
   N/A – no evaluation activity

   Scores assigned based on responses to four questions asked as part of survey conducted for OIOS report (A/70/72).

10. **Learning**

   The UNEG norm for responsibility for evaluation (N2) states that "the Governing Bodies and/or Heads of organizations and of the evaluation functions are responsible for ensuring that there is a repository of evaluations and a mechanism for distilling and disseminating lessons to improve organizational learning and systemic improvement." Furthermore, the UNEG norm for contribution to knowledge building (N13) states that "evaluation contributes to knowledge building and organizational improvement… Evaluation findings and lessons drawn from evaluations should be accessible to target audiences in a user-friendly way. A repository of evaluation could be used to distil lessons that contribute to peer learning and the development of structured briefing material for the training of staff. This should be done in a way that facilitates the sharing of learning among stakeholders, including the organizations of the UN system, through a clear dissemination policy and contribution to knowledge networks."

   a. **Evaluation policy**

   Whether the evaluation policy refers to learning:

   1 – evaluation policy refers to learning
   0 – evaluation policy does not refer to learning
   N/A – no evaluation policy in place

   Scores assigned based on OIOS assessment of evaluation policies.

b. Reported use for learning

Whether evaluation was used for learning:

2 – extensively used for learning (4-6 positive responses)
1 – somewhat used for learning (1-3 positive responses)
0 – evaluation was not used for learning (no positive responses)
N/A – no evaluation activity

Scores assigned based on responses to six questions asked as part of survey conducted for OIOS report (A/70/72).

11. Implementation of evaluation recommendations

The UNEG norm for follow up to evaluation (N12) states that "evaluation requires an explicit response by the governing authorities and management addressed by its recommendations. This may take the form of a management response, action plan and/or agreement clearly stating responsibilities and accountabilities. There should be a systematic follow-up on the implementation of the evaluation recommendations that have been accepted by management and/or the Governing Bodies. There should be a periodic report on the status of the implementation of the evaluation recommendations. This report should be presented to the Governing Bodies and/or the Head of the organization."

Whether the entity has a follow-up mechanism in place for evaluation reports, such as action plans for implementing evaluation recommendations:

1 – follow-up mechanism in place for evaluation reports
0 – no follow-up mechanism in place for evaluation reports
N/A – no evaluation reports produced

Scores assigned based on responses to two questions asked as part of survey conducted for OIOS report (A/70/72) and on assessment of evaluation policy. To receive a score of "1", an entity needed a positive score for at least one of the three data sources.

12. Integrating gender equality into evaluation

The UNEG standard for evaluation reports (Standard 4.8) states that they should "indicate the extent to which gender issues and relevant human rights considerations were incorporated where applicable." See also A/RES/53/120 and A/RES/60/1.

a. Incorporation into evaluation policy

Whether the evaluation policy incorporates gender equality:

1 – evaluation policy incorporates gender equality
0 – evaluation policy does not incorporate gender equality
N/A – no evaluation policy in place

Scores assigned based on OIOS assessment of evaluation policies.

b. Integration into evaluation design and process

Whether gender considerations were integrated into the evaluation design and process:

1 – gender considerations were integrated into the evaluation design and process
0 – gender considerations were not integrated into the evaluation design and process
N/A – no evaluation activity

Scores assigned based on survey conducted for OIOS report (A/70/72).

c. Integration into evaluation reports

Whether gender was considered in the evaluation methodology and results in the sampled evaluation reports (see indicator 6):

2 – all or most sampled reports considered gender in the evaluation methodology and/or results
1 – some sampled reports considered gender in the evaluation methodology and/or results
0 – few or no sampled reports considered gender in the evaluation methodology and/or results
N/A – no evaluation reports produced

Scores assigned based on OIOS assessment of evaluation reports.

13. Integrating human rights into evaluation

The UNEG standard for evaluation reports (Standard 4.8) states that they should "indicate the extent to which gender issues and relevant human rights considerations were incorporated where applicable." See also A/RES/53/120 and A/RES/60/1.

a. Incorporation into evaluation policy

Whether the evaluation policy incorporates human rights:

1 – evaluation policy incorporates human rights
0 – evaluation policy does not incorporate human rights
N/A – no evaluation policy in place

Scores assigned based on OIOS assessment of evaluation policies.

b. Integration into evaluation design and process

Whether human rights considerations were integrated into the evaluation design and process:

1 – human rights considerations were integrated into the evaluation design and process

0 – human considerations were not integrated into the evaluation design and process
N/A – no evaluation activity

Scores assigned based on survey conducted for OIOS report (A/70/72).

c. **Integration into evaluation reports**

Whether human rights were considered in the evaluation methodology and results in the sampled evaluation reports (see indicator 6):

2 – all or most sampled reports considered human rights in the evaluation methodology and/or results
1 – some sampled reports considered human rights in the evaluation methodology and/or results
0 – few or no sampled reports considered human rights in the evaluation methodology and/or results
N/A – no evaluation reports produced

Scores assigned based on OIOS assessment of evaluation reports.

14. **Dissemination of evaluation results**

The UNEG norm for responsibility for evaluation (N2) states that "Governing Bodies and/or Heads of organizations and of the evaluation functions…should also make evaluation findings available to stakeholders and other organizations of the UN system as well as to the public." In addition, the UNEG norm for contribution to knowledge building (N13) requires "a clear dissemination policy and contribution to knowledge networks." Furthermore, the UNEG norm for transparency and consultation (N10) states that "Evaluation Terms of Reference and reports should be available to major stakeholders and be public documents."

a. **Dissemination strategy**

Whether the entity has a strategy in place for disseminating evaluation results:

1 – strategy in place for disseminating evaluation results
0 – no strategy in place for disseminating evaluation results
N/A – no evaluation activity

Scores assigned based on responses to one question asked as part of survey conducted for OIOS report (A/70/72) and on assessment of evaluation policy. To receive a score of "1", an entity needed a positive score for at least one of the two data sources.

b. **Disclosure of reports**

Whether evaluation reports are disclosed externally and/or internally:

4 – all evaluation reports disclosed externally and internally

3 – some evaluation reports disclosed externally and all evaluation reports disclosed internally
2 – all evaluation reports disclosed internally only
1 – some evaluation reports disclosed internally only
0 – no evaluation reports disclosed externally or internally
N/A – no evaluation reports produced

Scores assigned based on focal point's categorization of screened reports from OIOS report (A/70/72) and internet/intranet verification, where available.

15. Evaluation coverage

Rule 107.2(a) of the PPBME states that "all programmes shall be evaluated on a regular, periodic basis" and Rule 107.2(b) states that "programme managers shall, in collaboration with their staff, undertake self-evaluation of all subprogrammes under their responsibility…"

a. Subprogramme evaluations

Proportion of subprogrammes evaluated out of the total number of subprogrammes, according to the screened evaluation reports and information provided by the focal point.

Scores assigned based on focal point's categorization of screened reports from OIOS report (A/70/72).

b. Cross-cutting evaluations

Number of cross-cutting or thematic evaluations, according to the screened evaluation reports and information provided by the focal point.

Scores assigned based on focal point's categorization of screened reports from OIOS report (A/70/72).

C. Resources

16. Proportion of total budget

The UNEG norm for responsibility for evaluation (N2) states that "the Governing Bodies and/or the Heads of organizations are also responsible for ensuring that adequate resources are allocated to enable the evaluation function to operate effectively and with due independence."

a. Monitoring and evaluation budget

Unless otherwise noted, the planned share of resources for monitoring and evaluation out of the entity's total budget based on data from the proposed programme budget and Form 12.

b. **Evaluation budget**

       Unless otherwise noted, the planned share of resources for evaluation out of the entity's total budget based on data from the proposed programme budget and Form 12.

D. **Changes since 2010-2011**

   17. **Overall net changes in scores from 2010-2011 to 2012-2013**

       2 – overall net positive changes in scores from 2010-2011 to 2012-2013
       1 – overall no net changes in scores from 2010-2011 to 2012-2013
       0 – overall net negative changes in scores from 2010-2011 to 2012-2013

       Scores assigned based on a comparison of comparable indicators from 2010-2011 and 2012-2013 OIOS Evaluation Scorecards. Some indicators could not be compared due to significantly different scales between the two biennia or due to indicators for which OIOS did not collect information in 2010-2011.

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[i] The 19 criteria used in assessing the quality of evaluation policies were:
Explains concept and role of evaluation
   1. Does the policy state how the entity defines evaluation?
   2. Does the policy state the purpose of the evaluation function?
   3. Is the purpose stated for accountability?
   4. Is the purpose stated for learning?
Contains general evaluation standards
   5. Are evaluation standards such as utility, credibility and independence discussed?
Defines the institutional framework
   6. Is the function independent?
   7. Does the policy explain the reporting lines?
Explains how evaluations are prioritized and planned
   8. Does the policy state what are the competencies required for evaluators?
   9. Does the policy state the general criteria for selecting evaluations?
Describes how evaluations are organized, managed and budgeted
   10. Does the policy state how evaluations are to be planned?
   11. Does the policy state who will manage evaluations?
   12. Does the policy state how participatory the evaluation process will be?
Emphasizes mechanisms for the follow up of evaluations
   13. Does the policy state how evaluation results will be followed up on?
   14. Does the policy state how evaluation results will feed into organizational learning/knowledge management systems?
Clearly states the practice on disclosure and dissemination of evaluations
   15. Does the policy state who will decide if recommendations are accepted or not?
   16. Does the policy indicate what will be the disclosure parameters?
   17. Does the policy state how evaluations will be disseminated?
   18. Does the policy promote gender equality?
   19. Does the policy promote human rights?

[ii] The eight criteria used in assessing the quality of evaluation plans were:
   1. Does the plan indicate the types of evaluations to be conducted (i.e., programme, project, thematic, etc.)?

2. Does the plan state the purpose of the evaluations?
3. Does the plan state who will conduct the evaluations (i.e., external, evaluation unit, donor, programme officer, etc.)?
4. Does the plan specify who is responsible for the evaluations?
5. Does the plan specify the resources for the evaluations?
6. Does the plan state target dates for the evaluations?
7. Does the entity have a formal procedure for developing evaluation plans?
8. Is the plan submitted to the head of the entity or governing body for review and/or approval?

[iii] The 29 criteria used in assessing the quality of the reports were:

Executive summary
1. The executive summary contains the key elements of the report, in particular, subject and objectives of the evaluation, main results, conclusions and recommendations.

Introduction
2. The report states when the evaluation was conducted (period of the evaluation).
3. The report states by whom the evaluation was conducted (names of evaluators not a requirement).
4. The report specifies the subject of the evaluation.
5. The report specifies the purpose and the objectives of the evaluation.
6. The report specifies what the evaluation does and does not cover (scope of the evaluation).
7. The report specifies the key evaluation questions and criteria.

Methodology
8. The methodology describes data sources, data collection and analysis methods.
9. The methodology is adequately robust to answering the key evaluation questions.
10. The methodology addresses methodological challenges and/or limitations.

Background
11. The report provides sufficient (but not excessive) background information for understanding the context within which the subject of the evaluation operated.

Results
12. Results are easily identifiable.
13. Results clearly relate to the evaluation purpose and objectives, and evaluation questions/criteria.
14. Results are not formulated vaguely.
15. Results are supported by sufficient evidence.
16. Results are objective (free from evaluators' opinions).
17. Results uncover underlying causes for accomplishments/difficulties and opportunities to build on.

Conclusion
18. Conclusions are arrived at in separate chapter(s)/section(s) of the report (not convoluted with results).
19. Conclusions build on the results (logical link).
20. Conclusions reflect the evaluators' professional opinion based on the evidence.
21. Conclusions add value to the results (they are forward looking).
22. Conclusions answer the big questions of the evaluation and focus on significant issues.

Recommendations
23. Recommendations clearly and directly relate to the results and conclusions.
24. Recommendations are limited to a manageable number of key ones (avoid "laundry lists" of too prescriptive recommendations).
25. Recommendations are realistic (actionable).
26. The report specifies who should implement the recommendations.

Format
27. The report is easy to read and understand (avoids complex language and unexplained acronyms).
28. The overall flow of the report is cohesive and logical.
29. The report uses relevant tables and charts to illustrate important points and information.

Annex II: Assessment Sheet of Evaluation Reports of the UN Secretariat

Title of report: No. of pages: Year of report: **Date of assessment:**

Project Budget: #####

Programme:

Subprogramme(s) or organizational unit(s):

Priority areas of the UN Secretariat	☐ Promotion of sustained economic growth and sustainable development, in accordance with the relevant resolutions of the General Assembly and recent United Nations conferences
	☐ Maintenance of international peace and security
	☐ Development of Africa
	☐ Promotion of human rights
	☐ Effective coordination of humanitarian assistance efforts
	☐ Promotion of justice and international law
	☐ Disarmament
	☐ Drug control, crime prevention and combating international terrorism in all its forms and manifestations

1. Quality screening

Rating scale: 1 = excellent   2 = good   3 = fair   4 = poor   5 = very poor

No.	Quality standards	Ratings	Comments
	Executive summary		
1.	The executive summary contains the key elements of the report, in particular, subject and objectives of the evaluation, methodology, main results, conclusions and recommendations.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	#####
	Introduction overall:	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
2.	The report states when the evaluation was conducted (period of the evaluation).	☐ yes ☐ no	#####
3.	The report states by whom the evaluation was conducted (names of evaluators not a requirement).	☐ yes ☐ no	#####
4.	The report specifies the subject of the evaluation.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	#####
5.	The report specifies the purpose and the objectives of the evaluation.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	#####
6.	The report specifies what the evaluation does and does not	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	#####

	cover (scope of the evaluation).		
7.	The report specifies the key evaluation questions and criteria.	☐1 ☐2 ☐3 ☐4 ☐5	#####

	Methodology overall:	☐1 ☐2 ☐3 ☐4 ☐5	
8.	The methodology describes data sources, data collection and analysis methods.	☐1 ☐2 ☐3 ☐4 ☐5	#####
9.	The methodology is adequately robust to answering the key evaluation questions.	☐1 ☐2 ☐3 ☐4 ☐5	#####
10.	The methodology addresses methodological challenges and/or limitations.	☐1 ☐2 ☐3 ☐4 ☐5	#####
	Background		
11.	The report provides sufficient (but not too excessive) background information for understanding the context within which the subject of the evaluation operated.	☐1 ☐2 ☐3 ☐4 ☐5	#####

	Results overall:	☐1 ☐2 ☐3 ☐4 ☐5	
12.	Results are easily identifiable.	☐ yes ☐ no	#####
13.	Results clearly relate to the evaluation purpose and objectives, and evaluation questions/criteria.	☐1 ☐2 ☐3 ☐4 ☐5	#####
14.	Results are not formulated vaguely.	☐1 ☐2 ☐3 ☐4 ☐5	
15.	Results are supported by sufficient evidence.	☐1 ☐2 ☐3 ☐4 ☐5	#####
16.	Results are objective (free from evaluators' opinions).	☐1 ☐2 ☐3 ☐4 ☐5	#####
17.	Results uncover underlying causes for accomplishments/difficulties and opportunities to build on.	☐1 ☐2 ☐3 ☐4 ☐5	#####

	Conclusions overall:	☐1 ☐2 ☐3 ☐4 ☐5	
18.	Conclusions are arrived at in separate chapter(s)/section(s) of the report (not convoluted with results).	☐ yes ☐ no	
19.	Conclusions build on the results (logical link).	☐1 ☐2 ☐3 ☐4 ☐5	#####
20.	Conclusions reflect the evaluators' professional opinion based on the evidence.	☐1 ☐2 ☐3 ☐4 ☐5	#####
21.	Conclusions add value to the results (they are forward-looking).	☐1 ☐2 ☐3 ☐4 ☐5	#####
22.	Conclusions answer the big questions of the evaluation and focus on significant issues.	☐1 ☐2 ☐3 ☐4 ☐5	#####

	Recommendations overall:	☐1 ☐2 ☐3 ☐4 ☐5	

23.	Recommendations clearly and directly relate to the results and conclusions.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	#####
24.	Recommendations are limited to a manageable number of key ones (avoid "laundry lists" of too prescriptive recommendations).	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	#####
25.	Recommendations are realistic (actionable).	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	#####
26.	The report specifies who should implement the recommendations.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	#####
	Format overall:	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
27.	The report is easy to read and understand (avoids complex language and unexplained acronyms).	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	#####
28.	The overall flow of the report is cohesive and logical.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	#####
29.	The report uses relevant tables and charts to illustrate important points and information.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	#####
	Overall rating of report	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	

2. Overall focus of evaluation report

<table>
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1. Overall scope of evaluation: *Select only <u>one</u>*

☐ Thematic: cutting across more than one subprogramme or programme

☐ Country-level

☐ Programme-level (i.e., entity-level)

☐ Subprogramme-level

☐ Project-level

☐ Other (Specify): #####

</td>
<td>

2. Overall focus of evaluation: *Select <u>all that apply</u>*

☐ Policy directives

☐ Programme design

☐ Programme delivery/implementation

☐ Programme outcome or impact

☐ Programme outputs

☐ Other (Specify): #####

</td>
</tr>
</table>

3. Performance focus of evaluation: *Select <u>all that apply</u>*

Is the evaluation assessing/determining:

a. Relevance	☐	the extent to which the activities, strategies, or interventions of a programme/project are pertinent or significant for achieving the programme's/project's objective?
b. Effectiveness	☐	the extent to which a programme/project achieves its objectives/expected accomplishments and delivers planned outputs?
c. Efficiency:	☐	the measure of how well resources/inputs are converted into outputs?
d. Impact:	☐	the changes or effects produced in a situation as the result of an undertaken activity, strategy, or overall intervention?
e. Sustainability:	☐	the extent to which, or the probability that, the benefits from the intervention will continue after the intervention has been completed?

4. Does the evaluation consider **human rights** (explicitly) in (<u>not</u> including gender equality/women's rights):

    a. Evaluation methodology (in how the evaluation was carried out)   ☐ Yes ☐ No ☐ Do not know

    b. Evaluation results, conclusions, and recommendations   ☐ Yes ☐ No ☐ Do not know

5. Does the evaluation include **gender considerations/sensitivities** (explicitly) in:

    a. Evaluation methodology (in how the evaluation was carried out)   ☐ Yes ☐ No ☐ Do not know

    b. Evaluation results, conclusions, and recommendations   ☐ Yes ☐ No ☐ Do not know

Continue here if above overall rating of the quality of report (results section) is "good" or "excellent":

3. Content analysis (of programmes and projects)

Overall assessment - made in the evaluation report - of programme/project in terms of attaining results (all results levels)	☐ Largely positive results reported ☐ Mixed results reported ☐ Largely negative results reported	#####
Key positive results	#####	
Key negative results (results not achieved)	#####	

Assessment sheet developed by King Zollinger & Co. Advisory Services in consultation with OIOS/IED, November 2010, revised September 2012 and August 2014.

Annex III: Methodology for the review of evaluation reports

In identifying evaluation reports, the Office of Internal Oversight Services (OIOS) requested all focal points to submit reports finalized in 2012 or 2013. OIOS received 379 documents, representing 26 Secretariat entities. The following did not submit reports: Office for Disarmament Affairs, Office of the Special Adviser on Africa, Office of Legal Affairs, United Nations Office at Geneva, United Nations Office at Nairobi and United Nations Office at Vienna.

OIOS, though consultants, reviewed the 379 documents to verify that they met the basic requirements of the Office in respect of evaluation reports. In total, 298 were screened as evaluation reports, which represented 25 entities. The Department of Safety and Security submitted one that was not considered to be an evaluation.

From among the 298 evaluation reports, a modified random sampling of 102 reports was conducted for further assessment (see table below).

Sampling methodology

Number of reports by entity	Percentage of reports included in sample
1 report	100
2-5 reports	75
6-15 reports	50
16 reports and over	20

All 102 reports in the sample were assessed to determine their quality, focus and scope. A total of 29 standards were used in the quality assessment. Several sections/aspects of the reports were assessed to ascertain quality, including the executive summary, introduction, methodology, background, results, conclusions, and recommendations and the format. In determining the overall rating, the results section was given double weight. In order to ensure that the quality assessment was as impartial as possible, OIOS contracted an independent evaluation expert for its conduct.

In addition, the 51 reports that received good or excellent ratings for the overall quality of their results section were categorized under the relevant strategic priority areas of the Organization and assessed to determine key results (see resolution 65/262).

Annex IV

Comments received from Secretariat entities on the draft report[*]

Department of Political Affairs

1. **Indicator 5** - Evaluation Plan: Currently we have a score of "1". As per the eight criteria listed on p.82-83 of the report, we believe that DPA should score "3" - high adherence to criteria (6-8 criteria met). With the establishment of the Learning and Evaluation Framework and its Board, DPA has a robust process to develop evaluation and lessons learning plans.

2. **Indicator 12 (a)** - While our *Evaluation Policy* does not specifically incorporate language on gender, our *Guidelines for Evaluation,* which goes hand-in-hand with the Evaluation Policy have reference to gender and human rights and make specific reference to evaluation tools such as the checklist "A manager's Guide to Gender Equality and Human Rights and Responsive Evaluation". **We would therefore like the score of 0/1 on integrating gender and human rights in the policy to be reconsidered upwards.**

3. **Indicator 12c** - Integrating gender equality into evaluation reports: Currently we have a score of "0". During the evaluation period (2012-13), the evaluations completed include the start-up of UNSMIL and the Multi-Year Appeal (MYA) process. Both considered gender in the reports. Also, the Department has put in a lot of efforts to incorporate gender in our work, e.g. the gender indicator is compulsory in our MYA submissions. Hence, we would like to propose that the score is raised to 2/2.

4. DPA also has a rigorous accountability system in place regarding its Gender, Women, Peace and Security (WPS) mandate. In 2011, a UN Strategic Framework was adopted to track the implementation of SCR 1325 (2000), with **quantitative WPS targets** set for relevant UN entities. DPA took on fifteen concrete deliverables to be realised by 2014 and 2020 respectively, in consultation with DPA HQ divisions and field missions. DPA annually reviews the progress on implementing these 15 WPS commitments and reports to the Security Council.

5. DPA is also systematically mainstreaming a gender perspective in its work to realize greater **gender equality and women's empowerment** in all our peacemaking efforts, e.g. through political analysis, conflict mediation and prevention, mission planning, recruitment, and monitoring and evaluation, in line with the UN System-Wide Action Plan on Gender Equality and Women's Empowerment (SWAP). To institutionalise these efforts, DPA has revised policies and guidelines, and put in place a gender focal point mechanism:

   · A department-wide **Gender Focal Point mechanism** was created in 2010, with dedicated Gender Focal Points in each HQ division. The Focal Points attend regular meetings to receive periodic updates and lessons-learned, and advise their colleagues on how to

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[*] In the present annex, the Office of Internal Oversight Services provides the full text of comments received from Secretariat entities. This practice has been instituted pursuant to General Assembly resolution 64/263, following the recommendation of the Independent Audit Advisory Committee.

gender mainstream their **work, including divisional work plans and personal E-performance.** As a result of all the various gender mainstreaming efforts, DPA's periodic reports to the Council all included gender/WPS information and analysis in 2014.

· Gender is also mainstreamed in our **field missions and good offices work**, with 28 Gender Advisors and 66 Gender Focal Points in 12 missions at the start of 2015. DPA has also made good progress in recent years in systematically providing gender expertise and regularly consulting with women and civil society groups as part of our conflict prevention and mediation efforts.

· The Department has developed dedicated training to build in-house capacity and expertise on gender mainstreaming/WPS issues at all levels. The Department conducts two **DPA Gender/Women, Peace and Security staff trainings** annually, so far attended by 184 staff members from HQ and the field, while 164 envoys, senior mediators and mediation experts have attended the DPA High-level Seminar on Gender and Inclusive Peace Processes; targeting senior mediation professionals representing the UN, regional organizations, Member States and relevant mediation organizations.

· Lastly, DPA's **electoral assistance** mandate, all electoral policies and guidelines were reviewed to include the women's political participation commitments. A Gender Checklist was created and annexed to the Needs Assessment Mission (NAM) Guidelines. As a result, all NAM reports now include gender analysis and most make recommendations on the desirability of temporary special measures to promote women's political participation, including quotas where relevant.

6. Finally, the evaluation of the 2012-2013 MYA states that " Over the last two years, the MYA was improved through: (i) the strengthening of the extrabudgetary Results Framework used to measure DPA's progress towards its outlined goals; (ii) **a stronger focus on the department's gender work** and partnerships with UN and non-UN actors and (iii) a revision to the Outcome Area structure. (page 12, 44)". Also, the Annex B.4 has the Results Framework (page 54) with at least 3 indicators on gender.

Department of Safety and Security

1. Your memorandum on this subject dated 2 November 2015 refers. The opportunity to provide feedback and comment before finalizing the report is appreciated.

2. UNDSS has since 2013 taken concrete steps to establish a formal evaluation programme in the Department. The development of the evaluation concept was placed on the Department's priority list for 2015, and as part of the realignment of functions, the Compliance, Evaluation and Monitoring Section (CEMS) was placed under a new Policy, Compliance and Coordination Service. The functions and personnel of the CEMS have been restructured to address evaluation as a discrete activity and in August this year I approved the new evaluation concept. The tools, methodologies and procedures for conducting formal and effective evaluations have been put in place and the first evaluation of a country security programme is currently underway in El Salvador. The evaluation plan for 2016 will be finalized by the end of the year, and the further enhancement of the evaluation function will be placed on the Department's priority list for 2016.

3. In view of the above, I request the consideration of the following bullet points to replace those under the heading "III. Key enhancements made since 2012-2013" on page 59 of the OIOS report:

   a. Realignment of staff functions to establish a dedicated evaluation capacity within a multifunctional section, and within a new Service, completed in 2015;

   b. Development of a framework for conducting evaluations of security programmes, approved by USG UNDSS in August 2015;

   c. OIOS guidance on "Integrating Human rights and Gender Equality in Evaluations" applied;

   d. Development and drafting of evaluation tools, methodologies and procedures;

   e. First evaluation of a security programme at a Designated Area (country security programme) launched in November 2015 for completion in 2015;

   f. Further development of frameworks for strategic, policy and thematic evaluations to be placed on the UNDSS Department priority list for 2016 and beyond.

4. To support this feedback and request for amendment to the draft OIOS report, I attach the approved evaluation of the security programme in Designated Areas concept, and the evaluation inception report for the evaluation of the security programme in El Salvador currently underway.

Office of the High Commissioner for Human Rights

Thank you very much for having shared the Report of OIOS on the United Nations Secretariat Evaluation Scorecards 2012 - 2013 and for the opportunity to provide additional comments on the issues raised. Please find below for your consideration, some additional inputs regarding the assessment of the indicators 7, 9b, 12c and 14 for OHCHR:

Indicator 7, **Quality Assurance**: The evaluation policy adopted in 2013 (attached) includes among its guiding principles and norms (chapter 4), the quality of evaluation. establishing that "each evaluation should employ design, planning and implementation processes that are inherently quality-oriented, covering appropriate methodologies for data-collection, analysis and interpretation." Furthermore, the policy establishes that "evaluations will follow internationally recognized norms, standards and guidelines, in particular those developed by the United Nations Evaluation Group" (chapter 6 of the policy). In practice, this quality assurance is under the responsibility of the Policy, Planning, Monitoring and Evaluation Service (PPMES) with support of the Network of Evaluation Focal Points (chapter 5 of the policy, "Institutional Framework") and the Reference Group of each evaluation, who supervises and reviews the preparation of the Terms of Reference, selection of consultants, undertaking of field missions and data collection activities, and drafting of reports. As an example of the

application of this quality assurance mechanism, the strategic evaluation on the follow up to recommendations from Human Rights Mechanisms conducted between 2012 and 2013 (attached) was only accepted by the Senior Management Team as an independent review, given the methodological limitations identified in the process followed by the external consultants in charge.

Indicator 9b, **Reported use for accountability**: As established in the evaluation policy, "evaluations provide a basis for accountability, they provide decision makers and the general public with professional documentation and evidence as to the results and use of resources". In line with that and following the institutional framework established in the policy, evaluation reports, management responses and recommendations follow-up plans are submitted to the Senior Management Team for its review and endorsement. This was the case of the Human Rights Mechanisms Review conducted in the period being assessed.

Indicator 12c, Integration of gender into evaluation reports: Following the guiding principle of gender equality and protection and promotion of women's human rights established in our evaluation policy, evaluations assess the criterion of gender. This is the case of the Terms of Reference of the evaluation of Human Rights Mechanisms (attached): "Additionally and throughout the evaluation, evaluators should look at how OHCHR has been able to integrate gender in its initiatives in the two focus areas" (item 3, "key evaluation issues"). Chapter V, section D of the report addresses the crosscutting issue of gender.

Indicator 14a, Dissemination strategy: The evaluation policy includes an entire chapter (number 7) dedicated to the follow up and dissemination of evaluations, establishing that "in compliance with UNEG norms, evaluation Terms of Reference and reports are made available to major stakeholders and are otherwise considered to be public documents."

Thank you very much in advance for the consideration of these inputs in the preparation of the final version of the report.

Office of the Special Adviser on Africa

1. The Office of the Special Adviser on Africa received with appreciation the formal drat of OIOS report on the draft of OIOS report of the Office of Internal Oversight Services (OIOS) on the United Nations Secretariat Evaluation Scorecard 2013-2013 (Assignment No.: IED-15-009).

2. OSAA confirmed that Office's scorecard on page 42 of the above-mentioned report indicates that "report submitted by OSAA to OIOS (A/68/506), when considered in conjunction with other supporting documents, <u>did illustrate some evaluation activity</u>."

3. On the other hand, OSAA noted three (3) indicators below are rated zero:

   1) The indicator 9 Accountability, (b) Reported use for accountability:
   2) The indicator 10 Learning, (b) Reported use for learning; and

3) The indicator 14a Dissemination strategy

4. As OSAA communicated with the OIOS through its interoffice memorandum, dated 4 March 2015 (Ref. number 021-03/2015/OSAA/KT) on the OIOS report (A/70/72), OSAA's evaluation activity was extensively used for both accountability and learning purposes.

5. This is evident from OSAA's above-mentioned memorandum. For instance, the memorandum indicates that "*The methodology for the comprehensive self-assessment exercise included desk review and assessment of the above-mentioned document and other related documentation, and consultation with member states, the 1DTFA and United Nations entities with field presence in Africa as well as Office of the Secretary-General.*" It is clear that this self-assessment activity contributed to learning.

6. OSAA's self-evaluation report "Strengthening the Office of Special Adviser on Africa" (A/68/506) was also submitted to the United Nations General Assembly in order to extensively increase accountability of this self-evaluation activity. Furthermore, this self-evaluation report is now on OSAA's website, allowing access from the public audience. Moreover, this wide dissemination of the results of OSAA's self-evaluation activities is based on OSAA's strategy to increase accountability.

7. Therefore, OSAA would be most grateful if OIOS revises these three (3) indicators from zero to the following:

1) The indicator 9 Accountability, (b) Reported use for accountability - 2 (extensively Used for accountability);
2) The indicator 10 Learning, (b) Reported use for learning - 2 (extensively used for learning); and
3) The indicator 14a Dissemination strategy - 1 (strategy in place for disseminating evaluation results).

8. Thank you for your kind attention on this matter.

United Nations Entity for Gender Equality and the Empowerment of Women

Thank you for the draft report on the "Secretariat Score Cards 2012-2013". UN Women appreciates the assessment of evaluation capacity and practice in the Secretariat entities as a way of monitoring and improving evaluation functions. I reaffirm that strengthening evaluation capacity and promoting gender-responsive evaluation in the UN System are important priorities of UN Women.

Furthermore, I believe that evaluation by providing evidence on what works for achieving gender equality is critical for implementing UN Women's mandate. I am particularly pleased to see that the evaluation function of UN Women is assessed as one of the best in the scorecard group of norm setting and development entities and is also at a very top range among Secretariat entities in meeting the overall assessment standards of structure, practice, quality, and integration of gender & human rights in evaluation.

In regards to indicator 8, UN Women would like to note that all corporate evaluations are presented and reviewed by the UN Women Executive Board. In addition, every year, a meta-analysis of all evaluations managed by field offices is presented to the Executive Board. The UN

Women Executive Board is in agreement with this modality. In view of this, we would consider that the principle of adequate review by the governing body has been met.

Once again, I would like to reiterate my appreciation for taking on board UN Women's comments for including gender and human rights criteria in the scorecard assessment. This is a very important improvement that will contribute to fostering learning and accountability for gender equality and human rights through evaluation in the UN System.