

Evaluation Study

Inspection and Evaluation Division

United Nations Evaluation Dashboard 2018-2019

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Office of Internal Oversight Services

Inspection and Evaluation Division

FUNCTION

“The Office shall evaluate the efficiency and effectiveness of the implementation of the programmes and legislative mandates of the Organization. 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 Organization” (General Assembly Resolution 48/218 B).

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List of acronyms of entities in scope

Entities included in the study's scope are provided in the list below (see footnotes for names of those renamed and/or reorganized as part of the Secretary-General's reform since 2018-2019).

#	Entity name	Acronym
1	United Nations Integrated Office in Haiti	BINUH
2	United Nations Development Coordination Office	DCO
3	Department of Economic and Social Affairs	DESA
4	Department for General Assembly and Conference Management	DGACM
5	Department of Global Communications	DGC
6	Department of Management Strategy, Policy and Compliance	DMSPC
7	Department of Operational Support	DOS
8	Department of Peace Operations	DPO
9	Department of Political and Peacebuilding Affairs	DPPA
10	Department of Safety and Security	DSS
11	Economic Commission for Africa	ECA
12	Economic Commission for Europe	ECE
13	Economic Commission for Latin America and the Caribbean	ECLAC
14	Executive Office of the Secretary-General ¹	EOSG
15	Economic and Social Commission for Asia and the Pacific	ESCAP
16	Economic and Social Commission for Western Asia	ESCWA
17	International Trade Centre	ITC
18	United Nations Mission for the Referendum in Western Sahara	MINURSO
19	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic	MINUSCA
20	United Nations Multidimensional Integrated Stabilization Mission in Mali	MINUSMA
21	United Nations Stabilization Mission in the Democratic Republic of the Congo	MONUSCO
22	Office for the Coordination of Humanitarian Affairs	OCHA
23	Office for Disarmament Affairs	ODA
24	Office of the High Commissioner for Human Rights	OHCHR
25	Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States	OHRLLS
26	Office of Legal Affairs	OLA
27	Office for Outer Space Affairs	OOSA
28	Office of the Special Adviser on Africa	OSAA
29	Office of the Special Adviser to the Secretary-General on Cyprus	OSA Cyprus
30	Special Coordinator on improving the United Nations response to sexual exploitation and abuse	OSC SEA
31	Office of the Special Envoy of the Secretary-General in Burundi	OSE Burundi
32	Office of the Special Envoy of the Secretary-General for the Horn of Africa	OSE Horn of Africa
33	Office of the Special Envoy of the Secretary-General on Myanmar	OSE Myanmar
34	Office of the Special Envoy of the Secretary-General for Syria	OSE Syria

¹ EOSG was excluded from the focal point survey and Evaluation Dashboard analytics.

35	Office of the Special Envoy of the Secretary-General for Yemen	OSESGY
36	Office of the Victims' Rights Advocate for the United Nations	OVRA
37	Peacebuilding Support Office	PBSO
38	Office of the Special Envoy of the Secretary-General for the Great Lakes Region	SESG GL
39	Special Representative of the Secretary-General for Children and Armed Conflict	SRSR CAAC
40	Special Representative of the Secretary-General on Sexual Violence in Conflict	SRSR SVC
41	Special Representative of the Secretary-General on Violence against Children	SRSR VAC
42	United Nations Assistance Mission in Afghanistan	UNAMA
43	United Nations Assistance Mission for Iraq	UNAMI
44	United Nations - African Union Hybrid Operation in Darfur	UNAMID
45	United Nations Conference on Trade and Development	UNCTAD
46	United Nations Disengagement Observer Force	UNDOF
47	United Nations Office for Disaster Risk Reduction	UNDRR
48	United Nations Environment Programme	UNEP
49	United Nations Peacekeeping Force in Cyprus	UNFICYP
50	United Nations Global Compact	UNGCO
51	United Nations Human Settlements Programme	UN-Habitat
52	United Nations Interim Force in Lebanon	UNIFIL
53	United Nations Integrated Peacebuilding Office in Guinea-Bissau	UNIOGBIS
54	United Nations Interim Security Force for Abyei	UNISFA
55	United Nations Mission in Kosovo	UNMIK
56	United Nations Mission in South Sudan	UNMISS
57	United Nations Military Observer Group in India and Pakistan	UNMOGIP
58	United Nations Office to the African Union	UNOAU
59	United Nations Regional Office for Central Africa	UNOCA
60	United Nations Office of Counter-Terrorism	UNOCT
61	United Nations Office for Drugs and Crime	UNODC
62	United Nations Office at Geneva	UNOG
63	United Nations Office at Nairobi	UNON
64	United Nations Office for Partnerships	UNOP
65	United Nations Office at Vienna	UNOV
66	United Nations Office for West Africa and the Sahel	UNOWAS
67	United Nations Regional Centre for Preventive Diplomacy for Central Asia	UNRCCA
68	United Nations Representative to the Geneva International Discussions	UNRGID
69	Office of the Special Coordinator for the Middle East Peace Process	UNSCO
70	Office of the United Nations Special Coordinator for Lebanon	UNSCOL
71	United Nations Support Mission in Libya	UNSMIL
72	United Nations Assistance Mission in Somalia	UNSOM
73	United Nations Support Office in Somalia	UNSO
74	United Nations Truce Supervision Organization	UNTSO
75	United Nations Verification Mission in Colombia	UNVMC

1 Introduction

Background

The Inspection and Evaluation Division of the Office of Internal Oversight Services (OIOS) is pleased to present the United Nations (UN) Secretariat Evaluation Dashboard for the 2018-2019 biennium. This report is the fifth in a series that accompanies the respective OIOS Biennial Study entitled 'Strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives' (A/76/69), which was completed in March 2021 and considered by the Committee for Programme and Coordination of the General Assembly in June 2021.

The preparation of this Evaluation Dashboard was enabled by the active participation of stakeholders from across the UN Secretariat. The focal points from the entities participating in this study provided critical inputs through a survey, interviews, and feedback. They have helped strengthen the evidence-base to provide a constructive reference point for strengthening evaluation capacity in the Secretariat.

The scope of this report includes 75 Secretariat entities. While the Biennial Study presents an aggregate assessment of evaluation capacity and practice, this companion report breaks it down into entity-level assessments. The data and analytical methodology employed in the preparation of this Evaluation Dashboard report correspond with those of the Biennial Study.

² Large operational entities, on average, had a biennium budget of USD 330 million and were included in past reviews, except for the newly established DCO. In comparison, average biennium

For the purpose of analysis and presentation, the 75 entities were classified in five groups based on their mandate and size as:

- Group A – Large operational (14 entities);²
- Group B – Small operational (14 entities);
- Group C – Peacekeeping Operations (15 entities);
- Group D – Political Affairs (23 entities); and
- Group E – Predominantly management and support (9 entities).

The report first presents the aggregate summary of the Secretariat Evaluation Dashboard results. It provides statistics for each area for an overarching view of the state of evaluation and as a point of comparison across entities. Next, it presents group summaries and individual entity dashboards within each group with a description of the status of the indicators for that entity. This includes a snapshot of entity objectives during the 2018-2019 biennium under assessment, key features of evaluation functions, areas for strengthening evaluation capacity, and other evaluation activities that did not result in evaluation reports (e.g. guidance, training, and norm-setting).

Comments from entities on the draft biennial report (including entity-specific

budget of a small operational entity was approximately USD 24 million and ten of them are newly included in this review.

dashboards) were considered in the final report and included in Annex II of A/76/69.

Purpose





The purpose of this Dashboard is to support the strengthening of UN evaluation functions through a systematic assessment against objective indicators regarding evaluation capacity. Through a visual presentation of the assessment of the evaluation function of each entity included in the Biennial Study, it aims to support senior managers, staff and Member States in identifying trends and areas for improvement. Evaluation professionals may also use the Dashboard to understand the context within which they operate, and the quality and quantity of outputs they produce.

The approach used in this report acknowledges the inherent diversity of evaluation activity as well as the distinct constraints and challenges of the various Secretariat entities, including related to funding and mandates.

Approach

The Evaluation Dashboard presents data in four areas: (1) framework; (2) resources; (3) evaluation expenditure, outputs and coverage; and (4) report quality. Indicators were defined in alignment with the UN Evaluation Group (UNEG) norms and standards.³ **Table 1** provides an overview of this composition. The participating entities are clustered into five groups according to mandates and sizes to allow for

Table 1. Evaluation Dashboard composition

Category	Indicator (unit of measurement)	Source
 Framework	1 Type of function (#)	Document review and focal point survey
	2 Reporting line (#)	
	3 Seniority (#)	
	4 Policy score (#)	
	5 Procedures in use (#)	
	6 Plan score (#)	
 Resources	7a Monitoring and evaluation budget (\$)	Budget submission and Expenditure form
	7b Monitoring and evaluation as % of programme budget (%)	
 Evaluation expenditure, output and coverage	8a Estimated expenditure on evaluation reports (\$)	Expenditure form
	8b Estimated expenditure on evaluation reports as % of total programme budget (%)	
	9 Evaluation reports (#)	Document review
	10 Subprogramme Coverage (#)	
 Report quality	11 Report quality (% good/very good)	Evaluation quality assessment
	12 Recommendations (% good/very good)	
	13 Gender (% meets UN System-wide Action Plan criteria)	
	14 Human rights (% satisfactorily/fully integrated)	
	15 Sustainable Development Goals (% referencing SDGs)	

³ See [UNEG Norms and Standards](#) (2016)

analysing trends in evaluation capacity within each group.



See **Annex II** for Dashboard indicator definitions and sources

The presentation of certain indicators is color-coded according to predefined thresholds for low, medium and high capacity, relative to each other. Entity Dashboards depict indicator changes since the last biennium, regardless of the magnitude of change. For certain financial indicators, organizational standards are indicated.

Methods and sources for data collection included:

- Screening of 448 reports submitted by 54 entities for consideration as evaluations based on predetermined screening criteria;⁴
- Quality assessment (QA) of 111 sampled evaluation reports of the 261 that met screening criteria from 31 entities in line with UNEG norms and standards;
- Document review of entity policies, workplans and evaluation procedure documentation across quality criteria;
- Focal point survey related to structural, financial, and practical aspects of evaluation functions; and
- Financial resource analysis based on budget fascicles and monitoring and evaluation (M&E) data.⁵

The costing of evaluation report expenditures used work-month allocations of staff, consultancy costs, and other costs. This source of data provided the only available source of resources used for evaluation

⁴ See annex III.

⁵ DMSPC provided Form 12 data comprising of entities' self-reported M&E budget as part of the budget submissions. Where Form 12 data was unavailable (e.g. special political missions and peacekeeping operations), entities were requested to

across entities in scope, and therefore comprises the basis for indicators #8a-b.

For the first time, OIOS included indicator #15, which presents the percentage of reports that contain references to the sustainable development goals (SDGs) as the overarching framework of the UN 2030 Agenda.

Compared to the last biennium, OIOS revised underlying data collection and analysis approaches that feed into the following Evaluation Dashboard indicators:

- Indicator #4 on Evaluation Policy: the criteria were streamlined resulting in 18 quality criteria (previously 19).
- Indicator #13 on Gender: reports obtaining between 6-9 points are now included (previously 7-9 points).



See **Annex III** for the QA methodology, and **Annex IV** for QA results by quality standard

Limitations

The Evaluation Dashboard faced limitations in two main areas. First, some data sources could not be independently verified. Entities provided self-reported data through the focal point survey and emails. For indicators #1-3, OIOS reviewed and compared this self-reported information with the previous biennial period and followed up for accuracy. However, self-reported data on evaluation expenditure for indicators #8a-b could not be verified by OIOS, and therefore provide estimated rather than audited figures. M&E financial data for indicators #7a-b were collected

provide an estimate. M&E figures are inclusive of all estimated budget for monitoring, performance assessment and reporting whereas evaluation expenditure figures relate only to actual evaluation reports.

from UN Secretariat budgeting processes in which entities estimate their resource allocation for the period under review. Some resources for evaluation (e.g. support account or extra-budgetary project funding) were not reported and published in this process, and therefore M&E budgets for entities heavily funded through non-regular budget sources may not accurately reflect actual resources spent on evaluation. Similarly, self-reported inputs for sections IV-V of each accompanying descriptive

section of the Dashboards contain information that were not verified by OIOS, and in some instances may constitute monitoring rather than evaluation activities.

Second, the QA results shown in indicators #11-15 provide an estimation of overall evaluation report quality of the entity, as only 42% of the total number of reports were sampled. A more detailed discussion of limitations in the QA methodology is provided in **Annex III**.

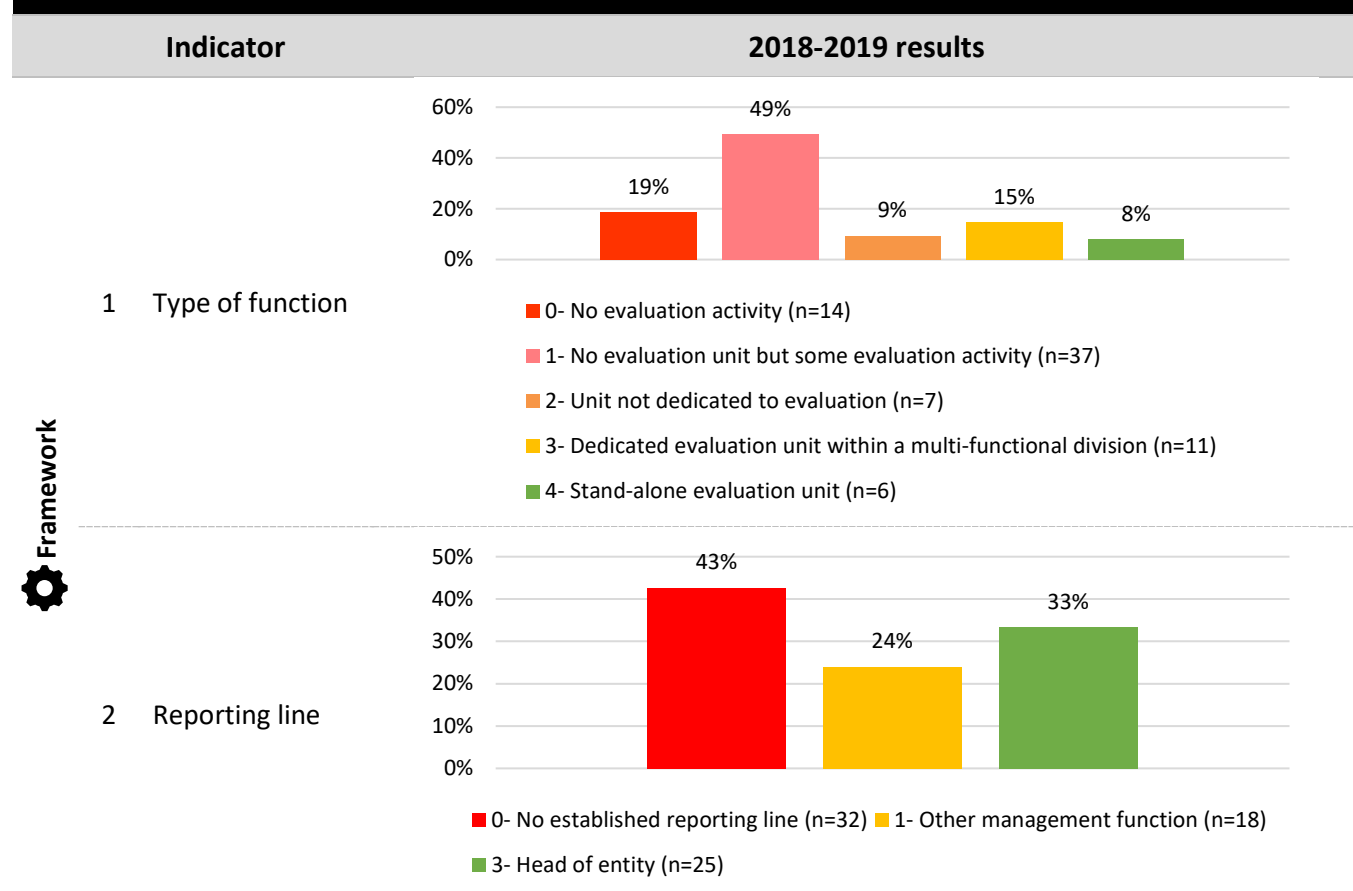
2 United Nations Evaluation Dashboard

Summary of overall results

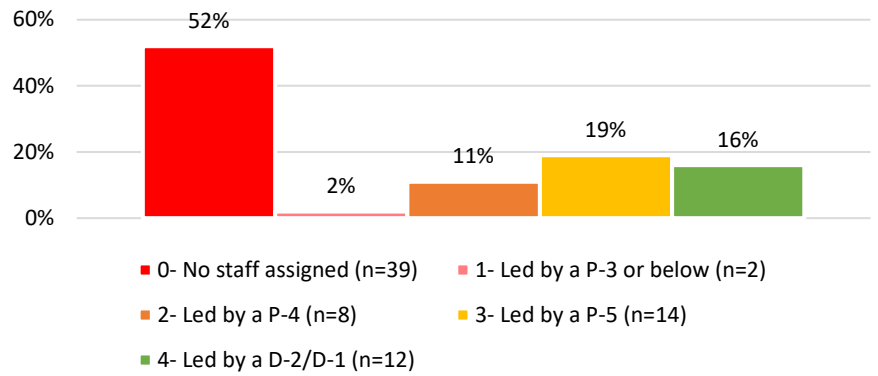
The Biennial Study for 2018-2019 (A/76/69) noted that evaluation practice remained highly uneven across the Secretariat with most evaluations conducted by less than half of entities, most of which were under the development and human rights pillars, and largely project-focused and donor driven. There was marginal or non-existent evaluation practice in most entities in the peace and security pillar and management and support areas. Subprogramme evaluation by programme

managers, as provided in ST/SGB/2018/3, was limited across the Organization. In line with the Secretary General’s 2017 reform initiatives, including the delegation of authority to heads of entity, this is the first review that covers all 75 Secretariat entities, including field missions. Individual dashboards from the newly included entities are therefore considered to be a baseline. **Table 2** below presents a summary of Secretariat-level results for each Evaluation Dashboard indicator.

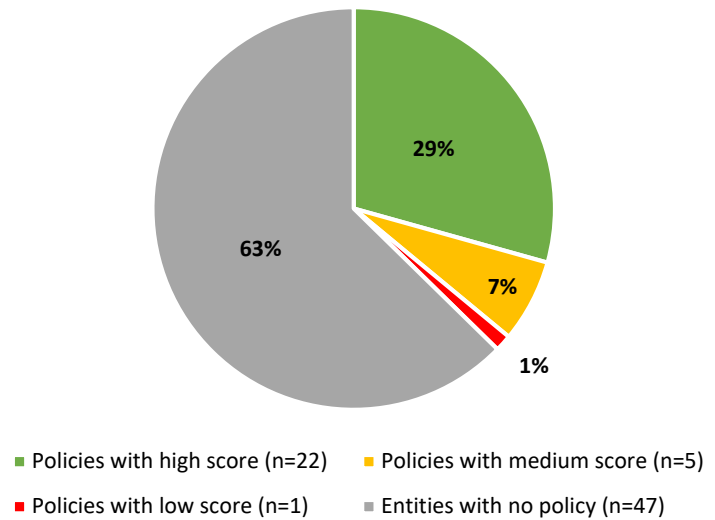
Table 2. Summary of UN Evaluation Dashboard results



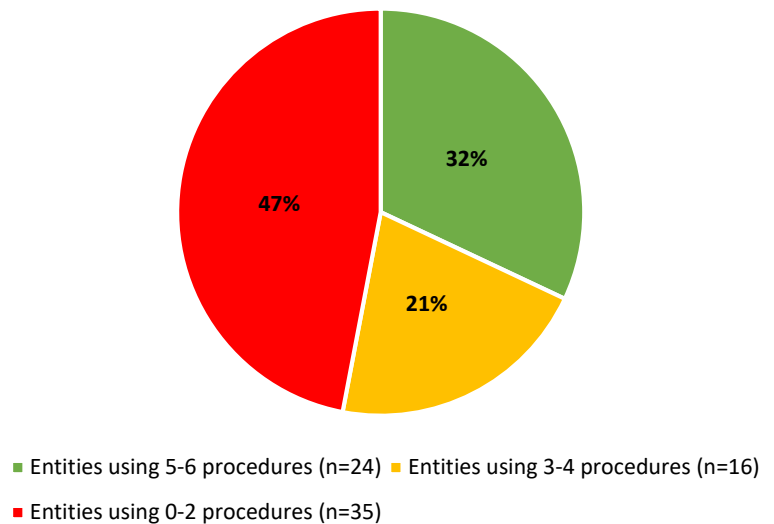
3 Level of senior-most dedicated evaluation professional



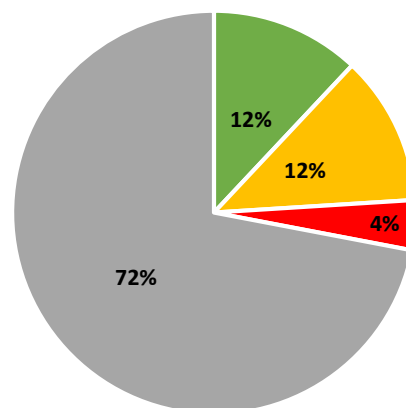
4 Policy score






5 Procedures in use



6 Plan score



■ Plans with high score (n=9) ■ Plans with medium score (n=9)
■ Plans with low score (n=3) ■ Entities with no plans (n=54)

Resources 	7a	M&E budget	33 entities (44%) reported an M&E budget estimated to be approximately \$52.42 million.
	7b	M&E as % of total programme budget	0.4% of the total programme budget is devoted to M&E activities (considering the 33 entities that reported an M&E budget). Range: 0.02% (DPPA) to 12.22% (PBSO).
Expenditures 	8a	Estimated expenditure on evaluation reports	28 entities (37%) reported expenditures on evaluation reports estimated to be approximately \$17 million.
	8b	Estimated expenditure on reports as % of total programme budget	0.17% of the total programme budget is spent on evaluation reports (considering 28 entities that reported expenditures). Range: 0.003% (DSS) to 4.62% (PBSO).
	9	Evaluation reports	261 reports by 31 entities (41%).
Report Quality 	10	Subprogramme Coverage	10 entities (13%) had full coverage, and 46 (61%) had partial coverage.
	11	Report quality	22 entities (29%) had a high overall quality score of their reports.
	12	Recommendations	29 entities (38%) had a high overall score the quality of the recommendations.
	13	Gender	16 entities (21%) had a high score for their gender integration.
	14	Human rights	15 entities (20%) had a high score for their human rights integration.
	15	Sustainable Development Goals	23 entities (30%) referenced the SDGs in their reports.

The UN Evaluation Dashboard below in **Table 3** visualizes these aggregated results and demonstrates a divergence between entities that further consolidated evaluation capacity compared to others that either did not improve or fell further behind. This was driven largely by several key factors related to the nature of entity mandates, funding and governance structures, and leadership commitment to an evaluation culture.

Those with more robust and established evaluation functions comprised about one-third of entities. They were largely programmatic in nature, spent an estimated range of \$300,000 to \$2.8 million on evaluation, and performed well across the assessed evaluation report quality dimensions.

Other entities with lower quality evaluation outputs comprised mostly smaller operational (Group B) or newly included entities, mostly under peacekeeping (Group C) and political affairs (Group D) and those in the management and support area (Group E).

Table 3. UN Evaluation Dashboard 2018-2019

DASHBOARD THEMATIC GROUP	ENTITY	EVALUATION FRAMEWORK						M&E RESOURCES		REPORT SPENDING, OUTPUTS, COVERAGE				REPORT QUALITY				
		1	2	3	4	5	6	7a	7b	8a	8b	9	10	11	12	13	14	15
		Type of function	Reporting line	Seniority	Policy score	Procedures in use	Plan score	M&E budget	M&E as % of total programme budget	Expenditure on reports	Expenditure on reports as % of total programme budget	Evaluation reports	Subprogrammes referenced by reports	Report quality (% good/very good)	Recommendations (% good/very good)	Gender (% meets UN-SWAP criteria)	Human rights (% satisfactory/fully integrated)	Percent of reports referencing SDG's
Large Operational	DCO	2	1	P5	0	6	0	\$550,000.00	0.196%	\$0.00	0.000%	0	0/3	NA	NA	NA	NA	NA
	DESA	3	3	D1 or D2	27	5	10	\$584,800.00	0.337%	\$303,465.15	0.175%	14	9/9	0%	20%	0%	0%	80%
	ECA	3	1	P5	31	6	3	\$1,822,300.00	0.869%	\$1,037,970.28	0.495%	9	5/9	50%	25%	75%	50%	100%
	ECE	2	3	P5	26	6	13	\$1,463,600.00	1.454%	\$817,580.00	0.812%	26	7/8	33%	22%	33%	22%	100%
	ECLAC	2	1	P5	35	5	8	\$891,400.00	0.656%	\$420,589.67	0.310%	6	6/13	100%	100%	100%	67%	100%
	ESCAP	3	1	P4	35	6	11	\$2,787,700.00	2.138%	\$1,043,519.13	0.800%	10	8/9	100%	100%	60%	40%	100%
	ESCWA	3	3	P5	36	6	14	\$1,392,900.00	1.641%	\$606,716.64	0.715%	10	5/7	100%	50%	100%	75%	100%
	ITC	3	1	P4	33	6	15	\$1,647,500.00	0.929%	\$724,384.97	0.408%	6	3/3	100%	100%	67%	0%	67%
	OCHA	3	3	P5	35	6	5	\$2,413,100.00	0.325%	\$2,002,855.98	0.270%	8	3/5	100%	100%	67%	0%	33%
	ODC	4	3	P5	33	6	9	\$4,194,300.00	0.690%	\$2,139,577.00	0.353%	26	7/9	60%	90%	60%	70%	90%
	OHCHR	3	3	D1 or D2	28	6	11	\$1,652,300.00	0.351%	\$656,850.00	0.139%	6	2/4	75%	100%	75%	100%	25%
	UNCTAD	4	3	P4	31	6	12	\$1,655,800.00	0.748%	\$513,597.00	0.232%	12	5/5	80%	40%	60%	40%	100%
UNEP	4	3	D1 or D2	32	6	9	\$1,640,300.00	0.208%	\$2,843,864.78	0.360%	58	7/7	64%	45%	18%	9%	45%	
UN-HABITAT	4	3	P5	33	6	9	\$3,200,000.00	0.638%	\$1,757,776.60	0.350%	15	7/7	83%	67%	67%	50%	100%	
Small Operational	GCO	1	0	None	0	0	0	\$0.00	0.000%	\$0.00	0.000%	0	0/1	NA	NA	NA	NA	NA
	OCT	2	1	P3 or below	34	4	0	\$0.00	0.000%	\$0.00	0.000%	0	0/1	NA	NA	NA	NA	NA
	ODA	0	0	None	18	1	0	\$124,700.00	0.243%	\$0.00	0.000%	0	0/5	NA	NA	NA	NA	NA
	OHRLLS	1	1	D1 or D2	11	6	8	\$280,400.00	2.006%	\$28,666.49	0.205%	1	1/3	100%	100%	0%	0%	100%
	OOSA	1	0	None	22	5	0	\$224,100.00	2.380%	\$25,210.92	0.268%	1	1/1	0%	0%	0%	0%	0%
	OSAA	1	3	None	27	4	0	\$107,400.00	0.625%	\$83,000.00	0.483%	2	1/3	0%	50%	0%	0%	100%
	OSC SEA	1	3	None	0	5	0	\$0.00	0.000%	\$0.00	0.000%	0	0/1	NA	NA	NA	NA	NA
	OVRA	0	0	None	0	0	0	\$0.00	0.000%	\$0.00	0.000%	0	0/1	NA	NA	NA	NA	NA
	SRSR CAAC	1	0	None	0	1	0	\$0.00	0.000%	\$0.00	0.000%	0	0/1	NA	NA	NA	NA	NA
	SRSR SVC	1	3	D1 or D2	0	4	11	\$0.00	0.000%	\$87,686.66	1.273%	2	1/1	100%	100%	0%	100%	50%
	SRSR VAC	1	0	None	0	0	0	\$0.00	0.000%	\$0.00	0.000%	0	0/1	NA	NA	NA	NA	NA
	UNDRR	1	3	P5	29	4	0	\$0.00	0.000%	\$0.00	0.000%	0	0/1	NA	NA	NA	NA	NA
UNOP	1	0	None	16	3	0	\$0.00	0.000%	\$0.00	0.000%	13	1/2	100%	100%	80%	60%	0%	
Peacekeeping Operations	DPO	3	1	P5	23	5	0	\$2,021,600.00	0.616%	\$294,025.39	0.090%	3	1/4	67%	100%	0%	0%	33%
	MINURSO	1	1	None	0	0	0	\$0.00	0.000%	\$0.00	0.000%	0	0/3	NA	NA	NA	NA	NA
	MINUSCA	1	0	None	0	0	0	\$0.00	0.000%	\$0.00	0.000%	0	0/4	NA	NA	NA	NA	NA
	MINUSMA	0	0	None	0	0	0	\$8,340,368.00	0.376%	\$0.00	0.000%	0	0/5	NA	NA	NA	NA	NA
	MONUSCO	1	1	None	0	4	0	\$0.00	0.000%	\$0.00	0.000%	2	1/3	0%	50%	0%	0%	50%
	UNAMID	0	0	None	0	0	0	\$0.00	0.000%	\$0.00	0.000%	0	0/4	NA	NA	NA	NA	NA
	UNDOF	1	0	P4	0	4	0	\$0.00	0.000%	\$50,753.00	0.041%	4	1/2	0%	100%	0%	0%	0%
	UNFICYP	1	3	D1 or D2	0	4	0	\$0.00	0.000%	\$0.00	0.000%	0	0/4	NA	NA	NA	NA	NA
	UNIFIL	2	0	D1 or D2	0	0	0	\$0.00	0.000%	\$0.00	0.000%	0	0/2	NA	NA	NA	NA	NA
	UNISFA	0	0	None	0	0	0	\$0.00	0.000%	\$0.00	0.000%	0	0/2	NA	NA	NA	NA	NA
	UNMIK	1	0	None	0	2	0	\$0.00	0.000%	\$0.00	0.000%	1	1/2	100%	100%	100%	100%	0%
	UNMISS	1	1	P3 or below	0	4	0	\$5,847,075.00	0.255%	\$75,352.15	0.003%	1	1/5	100%	100%	0%	0%	0%
	UNMOGIP	0	0	None	0	0	0	\$0.00	0.000%	\$0.00	0.000%	0	0/2	NA	NA	NA	NA	NA
	UNSO	2	1	None	0	0	0	\$0.00	0.000%	\$0.00	0.000%	0	0/1	NA	NA	NA	NA	NA
	UNTSO	1	3	None	0	4	0	\$0.00	0.000%	\$0.00	0.000%	0	0/1	NA	NA	NA	NA	NA

Political Affairs	BINUH	0	0	None	0	0	0	\$0.00	0.000%	\$0.00	0.000%	0	0/1	NA	NA	NA	NA	NA
	DPPA	3	3	P4	25	6	13	\$316,400.00	0.023%	\$344,514.53	0.026%	8	6/6	33%	83%	0%	0%	17%
	OSASG Cyprus	1	0	None	0	3	0	\$0.00	0.000%	\$0.00	0.000%	0	0/1	NA	NA	NA	NA	NA
	OSESG Burundi	1	0	None	0	0	0	\$0.00	0.000%	\$0.00	0.000%	0	0/1	NA	NA	NA	NA	NA
	OSESG Great Lakes	1	1	P5	0	4	6	\$0.00	0.000%	\$0.00	0.000%	0	0/1	NA	NA	NA	NA	NA
	OSESG Horn of Africa	1	3	D1 or D2	0	1	0	\$12,700.00	0.428%	\$0.00	0.000%	0	0/1	NA	NA	NA	NA	NA
	OSESG Myanmar	0	0	None	0	0	0	\$0.00	0.000%	\$0.00	0.000%	0	0/1	NA	NA	NA	NA	NA
	OSESG Syria	0	0	None	0	0	0	\$0.00	0.000%	\$0.00	0.000%	0	0/1	NA	NA	NA	NA	NA
	OSESGY	1	0	None	0	1	0	\$0.00	0.000%	\$0.00	0.000%	0	0/1	NA	NA	NA	NA	NA
	PBSO	1	1	P5	7	6	6	\$1,300,000.00	12.222%	\$491,796.18	4.623%	4	0/1	100%	67%	100%	33%	0%
	UNAMA	1	1	P5	0	0	0	\$0.00	0.000%	\$0.00	0.000%	0	0/1	NA	NA	NA	NA	NA
	UNAMI	1	1	P5	0	3	0	\$0.00	0.000%	\$0.00	0.000%	0	0/1	NA	NA	NA	NA	NA
	UNIOGBIS	1	0	None	0	0	0	\$0.00	0.000%	\$0.00	0.000%	1	0/1	0%	100%	0%	0%	100%
	UNOAU	0	0	None	0	0	0	\$0.00	0.000%	\$28,333.82	0.152%	0	0/1	NA	NA	NA	NA	NA
	UNOCA	1	0	None	0	0	0	\$0.00	0.000%	\$0.00	0.000%	0	0/1	NA	NA	NA	NA	NA
	UNOWAS	0	0	None	0	0	0	\$0.00	0.000%	\$0.00	0.000%	0	0/1	NA	NA	NA	NA	NA
	UNRCCA	0	0	None	0	0	0	\$0.00	0.000%	\$0.00	0.000%	0	0/1	NA	NA	NA	NA	NA
	UNRGID	0	0	None	0	0	0	\$0.00	0.000%	\$0.00	0.000%	0	0/1	NA	NA	NA	NA	NA
	UNSCO	1	0	None	0	0	0	\$0.00	0.000%	\$0.00	0.000%	0	0/1	NA	NA	NA	NA	NA
	UNSCOL	1	3	D1 or D2	0	4	0	\$0.00	0.000%	\$8,651.49	0.046%	2	0/1	100%	100%	0%	0%	50%
UNSMIL	1	3	None	0	2	0	\$0.00	0.000%	\$0.00	0.000%	0	0/1	NA	NA	NA	NA	NA	
UNSOM	1	0	None	0	0	0	\$296,150.00	0.143%	\$0.00	0.000%	0	0/1	NA	NA	NA	NA	NA	
UNVMC	1	1	None	0	1	0	\$0.00	0.000%	\$0.00	0.000%	0	0/1	NA	NA	NA	NA	NA	
Predominantly Management & support	DGACM	3	1	P4	30	6	9	\$3,630,900.00	0.533%	\$386,019.76	0.057%	7	3/4	0%	67%	0%	0%	0%
	DGC	4	3	P4	30	5	2	\$919,400.00	0.460%	\$121,614.22	0.061%	1	3/3	100%	100%	100%	100%	100%
	DMSPC	2	3	D1 or D2	0	0	0	\$0.00	0.000%	\$0.00	0.000%	0	0/4	NA	NA	NA	NA	NA
	DOS	1	3	None	0	0	0	\$245,000.00	0.079%	\$0.00	0.000%	0	0/4	NA	NA	NA	NA	NA
	DSS	3	3	D1 or D2	35	6	12	\$1,451,600.00	0.542%	\$56,774.70	0.021%	1	2/3	0%	100%	0%	0%	0%
	OLA	4	3	P4	30	6	0	\$935,700.00	1.338%	\$58,108.03	0.083%	1	1/6	0%	0%	0%	0%	100%
	UNOG	1	0	None	24	4	0	\$987,300.00	0.481%	\$0.00	0.000%	0	0/5	NA	NA	NA	NA	NA
	UNON	1	3	D1 or D2	0	3	0	\$487,100.00	0.660%	\$0.00	0.000%	0	0/4	NA	NA	NA	NA	NA
	UNOV	1	0	None	0	1	0	\$482,300.00	0.667%	\$0.00	0.000%	0	0/4	NA	NA	NA	NA	NA





See **Annex II** for detailed Dashboard indicator scale definitions, as well as color-coding. Indicator #1 is coloured red only for those with no evaluation activity. Note that blank cells indicate a lack of data.

Threshold	Indicator #					
	#2	#4	#5	#6	#8b	#11-14
High	3	24-36	5-6	11-16	> 0.5%	67-100%
Medium	2	11-23	3-4	6-10	0.1-0.5%	33-66%
Low	0-1	0-10	0-2	0-5	< 0.1%	0-32%

3 Entity Evaluation Dashboards

The following example provides guidance on how to read the Evaluation Dashboards.

Indicator status for the assessed categorical or numerical variable

Category	Indicator	Status	Change since 2016-2017
 Framework	1. Type of Function	3. Dedicated evaluation unit within a multifunctional division	■
	2. Reporting Line	3. Reports to governing body or head of entity	▲
	3. Seniority	4. D-1 or D-2	▲
	4. Policy Score	High (34/36)	■
	5. Procedures in Use	High (6/6)	▲
	6. Plan Score	High (13/16)	■
 Resources	7a. M&E Budget	\$2,389,700	■
	7b. M&E Budget as a % of Total Programme Budget	1.88%	■
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$1,342,850	▼
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	1.05%	▼
	9. Number of Evaluation Reports	12	▼
	10. Subprogramme Coverage	8/8	■
 Report Quality	11. Report Quality (% good/very good)	60%	■
	12. Recommendations (% good/very good)	60%	▲
	13. Gender (% that meets UNSWAP criteria)	40%	▲
	14. Human Rights (% satisfactorily/fully integrated)	20%	▼
	15. SDG's (% referencing SDGs)	80%	NA



Annex II provides detailed indicator definitions, including criteria, ranges, and color thresholds

Icons of change in indicators relative to the previous biennium:

- ▲ = increase
- = no change
- ▼ = decrease

4 Group A: Large Operational


Summary of results

Entities in Group A had relatively more developed evaluation functions, frameworks, the highest report output, and performed well across the assessed evaluation report quality dimensions. The resources dedicated to M&E, and specifically to evaluation activities, were higher than in other groups in the dashboard. However, overall, they still did not meet the minimum organizational benchmark for evaluation spending.⁶ Evaluation planning was relatively weak compared to other indicators in the dashboard, indicating the need of clearer procedures to assign resources and establish priorities in the type of evaluations to

be undertaken. As most evaluation reports in this group were project focused and donor-driven, evaluation planning can help to shift this trend to plan for more strategic (i.e. programme or subprogramme level) evaluations.



Group A	
Number of entities	14
Total budget (2018-2019)	\$4.6 billion
Percentage of Secretariat budget	20%
Total evaluation reports	206
Percentage of all Secretariat reports	79%

Table 4. Summary of UN Evaluation Dashboard Results for Large Operational Entities

Category	Indicator	2018-2019 results
 Framework	1 Type of function	79% of entities (11/14) had units with dedicated evaluation functions including four with stand-alone evaluation units and seven with dedicated evaluation units within multifunctional divisions. The remaining 21% (3/14) of entities had units that were not only dedicated to evaluation but had other M&E functions. Compared to the last biennium, while most entities remained at the same level of organizational independence, two reported an enhancement in 2018-2019 (DESA and ESCWA).
	2 Reporting line	Reporting lines for evaluation were higher relative to other groups. This included 64% (9/14) of entities with a direct reporting line to the entity head, and 36% (5/14) entities with a reporting line to another management function.
	3 Level of senior-most dedicated evaluation professional	Most evaluation functions were headed by the P-5 level (8) followed by P-4 (3) and D-1 (3). Since the last biennium, four entities

⁶ The Joint Inspection Unit reported a range from 0.5% to 3% of organizational expenditure for

evaluation to be considered as a benchmark (see JIU/REP/2014/6, para 77).

		reported increased seniority in their evaluation unit management (DESA, ECLAC, ESCWA, OHCHR).	
	4	Policy score	The average evaluation policy score was 32 out of 36 points suggesting strong evaluation frameworks in place. Only one entity in this group (DCO), established in 2019, did not yet have an evaluation policy. One entity updated its evaluation policy (DESA), while several indicated revisions of their policies were pending issuance of the Secretariat policy.
	5	Procedures in use	All entities reported continued use of most key evaluation procedures.
	6	Plan score	The average evaluation plan score was 10 out of 16 points suggesting some room for improvement in evaluation planning. DCO did not yet have an evaluation plan in place.
 Resources	7a	M&E budget	According to self-reported data, budgeted resources for M&E across entities decreased to \$24.4 million in 2018-19 from \$31 million in the previous biennium.
	7b	M&E as % of total programme budget	M&E as a percentage of total programme budget ranged between 0.20 - 2.14%.
 Report expenditure, output and coverage	8a	Estimated expenditure on evaluation reports	Resources dedicated to evaluation reports was estimated at \$14.86 million in 2018-2019; a decrease from \$16.4 million in the previous biennium.
	8b	Estimated expenditure on reports as % of total programme budget	On average 0.32% of total entity budget was spent on evaluation reports. Only three entities met the minimum organizational benchmark for evaluation expenditure of 0.5% of respective programme budgets (ESCWA, ESCAP and ECE).
	9	Evaluation reports	Report output remained almost the same with 206 reports produced in 2018-2019, compared to 203 in 2016-2017.
	10	Subprogrammes referenced by reports	36% (5/14) of entities had full subprogramme coverage (DESA, ESCWA, UNCTAD, UNEP and UN-Habitat).
	11	Report quality	71% (10/14) of entities had high report quality scores, while reports from three entities (DESA, ECA and ECE) had lower scores. DCO did not produce any evaluation reports.
	12	Recommendations	50% (7/14) of entities had higher scores for the quality of recommendations (ECLAC, ESCAP, ITC, OCHA, UNODC, OHCHR, UN-Habitat), while six still had room for improvement to make their recommendations more actionable and targeted.*



**Report
quality**

13	Gender	71% (10/14) of entities integrated gender considerations satisfactorily in their evaluations, while three needed improvement (DESA, ECE and UNEP).*
14	Human rights	Human rights was the lowest assessed parameter in this group of entities, with 43% (6/14) of entities satisfactorily integrating these considerations (ECA, ECLAC, ESCWA, UNODC, OHCHR, UN-Habitat).*
15	Sustainable Development Goals	Most reports from 71% (10/14) of entities had references to the SDGs. The reports from 3 entities (OCHA, OHCHR and UNEP) needed improvement in integrating the SDGs into their evaluations.*

*DCO did not produce any evaluation report.

Development Coordination Office (DCO)

Dashboard group: Large Operational

I. Entity objective

The Development Coordination Office is responsible for managing and providing oversight to the Resident Coordinator (RC) system. The reinvigorated United Nations RC system will harness capacities throughout the United Nations and its partners to increase the quality, coherence, predictability and scale of support provided to countries in order to rise to today's challenges, providing concrete solutions to pressing needs.⁷

II. Key features of evaluation in 2018-2019

- **Framework:** Established in 2019, DCO was still setting up its evaluation framework and function. Its function was part of a unit that was not solely dedicated to evaluation, and its most senior evaluation professional was at P-5 level. Evaluation policy and planning was yet to be put in place.
- **Report spending, output and coverage:** As a new entity, no evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for expenditure on evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened, including through the establishment of a policy and plan.
- **Report spending, output and coverage:** Expenditure on evaluation should attain a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Expenditure on other evaluation activities was estimated at \$22,280 and included:
 - UN Sustainable Development Cooperation Framework (UNSDCF) Guidance development: Development of and UN Country Team capacity development on UNSDCF Guidance, which includes guidance on country-level evaluations of UN operational activities for development. The latter was done in collaboration with UNEG.
 - Contribution to formulation of System-Wide Evaluation Policy: Contributions to the formulation of the System-Wide Evaluations Policy, with a specific focus on country-level evaluations.

V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- The establishment of DCO in January 2019, and the UNSDCF guidance issued in May 2019 significantly lifted ambitions and expectations of evaluations. This required a behavioural change process, and there is now an opportunity to track evaluations and use their findings systematically.





⁷ [A/74/6 \(Sect. 1\)](#), Part XI, para. 1.181

- UNSDCF evaluations have been made mandatory, as have been the management responses by the RC/UN country teams. DCO has established an Evaluation position, to work closely with UNEG and on the System-Wide Evaluation Policy.

VI. Effects of the COVID-19 pandemic on the evaluation function (self-reported)

- The evaluation function was highly affected by the pandemic. Evaluations of the ongoing programme cycle (UNDAF) were delayed in several cases.

DCO Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	2. Unit not dedicated to evaluation
	2. Reporting Line	1. Reports to another management function
	3. Seniority	3. P-5
	4. Policy Score	Low (0)
	5. Procedures in Use	High (6)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$550,000.00
	7b. M&E Budget as a % of Total Programme Budget	0.196%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.00%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/3
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

Department of Economic and Social Affairs (DESA)

Dashboard Group: Large Operational

I. Entity objective

The overall objective of DESA is to promote and support international cooperation in the pursuit of sustainable development for all. While focused on tackling interlinked challenges in the social, economic and environmental fields, the programme also seeks to contribute to a mutually reinforcing relationship among the three pillars of the United Nations work: peace and security, development and human rights.⁸

II. Key features of evaluation in 2018-2019

- **Framework:** DESA made improvements to strengthen its evaluation system. Its function was reorganized into a dedicated evaluation unit within a multifunctional division, and its most senior evaluation professional was at the D-1/D-2 level. Evaluation policy, procedures and planning were in place, but planning could be further improved. Evaluation activities were largely focused on Development Account projects, which accounted for 86% of DESA evaluation reports during the period (12 out of 14) indicating the need for expanding evaluation coverage of DESA subprogrammes.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports was estimated at 0.17% of total programme budget, which missed the minimum benchmark of 0.5% for evaluation expenditure.
- **Report quality:** None of the sampled reports (0 of 14) were rated as good or very good for their overall quality, suggesting significant room for improvement for evaluation report quality. Most of the reports contain references to the SDGs which indicates awareness of the UN overarching framework for the 2030 sustainable development agenda.

III. Areas for strengthening evaluation

- **Framework:** The evaluation plan can be further strengthened, including articulation of resources for planned evaluations, and a formal procedure for developing evaluation plans.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure.
- **Report quality:** Evaluation reports can more fully meet UNEG quality standards, including through greater integration of gender and human rights considerations. Recommendations of reports should be actionable and targeted.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Expenditure on other evaluation activities was estimated at \$581,016. No further information was provided.

V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- DESA is currently updating its evaluation policy and guidelines to enhance its performance through monitoring and self-evaluation.





⁸ [A/72/6 \(Sect. 9\)](#), para. 9.1

- DESA monitoring and evaluation practice and procedures to assess capacity development activities will need to be strengthened to ensure that such activities are assessed based on progress made towards the adoption of more strategic and integrated planning, programming and delivering of capacity development work. Current evaluation practices and procedures mainly focused on assessing the performance of discrete activities/ projects should be strengthened and complemented to enable DESA to assess its overall performance towards the achievement of the departmental goals and objectives for capacity development and to learn how it can best improve such performance individually and collectively.
- Communication of evaluation results should also be strengthened as the evaluation is only useful to the extent to which its findings are disseminated and used.
- More capacity building is needed for a stronger internal evaluation function.

VI. Effects of the COVID-19 pandemic on the evaluation function (self-reported)

- The evaluation function was highly affected by the pandemic. Evaluation planning had to be revised as project activities planned for early to mid-2020 had to be postponed or cancelled due to the travel restrictions, resulting in delays of project completions.
- The Office's response to the challenges posed by the pandemic included: build sufficient flexibility into the evaluation plan, including the timelines of the planned evaluations; and maintain the focus on the utility of the evaluation by taking into account the potentially reduced capacity of the evaluation's intended users to make use of its findings in the time of COVID-19.

DESA Evaluation Dashboard, 2018-2019

Category	Indicator	Status	Change since 2016-2017
 Framework	1. Type of Function	3. Dedicated evaluation unit within a multifunctional division	■
	2. Reporting Line	3. Reports to governing body or head of entity	■
	3. Seniority	4. D-1 or D-2	▲
	4. Policy Score	High (27)	■
	5. Procedures in Use	High (5)	■
	6. Plan Score	Medium (10)	■
 Resources	7a. M&E Budget	\$584,800.00	▼
	7b. M&E Budget as a % of Total Programme Budget	0.337%	▼
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$303,465.15	▼
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.175%	■
	9. Number of Evaluation Reports	14	▲
	10. Subprogramme Coverage	9/9	■
 Report Quality	11. Report Quality (% good/very good)	0%	▼
	12. Recommendations (% good/very good)	20%	▼
	13. Gender (% that meets UN-SWAP criteria)	0%	■
	14. Human Rights (% satisfactorily/integrated)	0%	■
	15. SDG's (% referencing SDGs)	80%	NA

Economic Commission for Africa (ECA)

Dashboard Group: Large Operational

I. Entity objective

The overall purpose of ECA is to promote inclusive and sustainable economic and social development in support of accelerating Africa's structural transformation. This is in line with the priorities and vision articulated in the African Union's Agenda 2063: The Africa We Want, the New Partnership for Africa's Development (NEPAD) programme and the internationally agreed development goals, including those contained in the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda of the Third International Conference on Financing for Development and the outcomes of other major United Nations conferences and international agreements concluded since 1992.⁹

II. Key features of evaluation in 2018-2019

- **Framework:** ECA maintained a relatively strong evaluation system, but there was room for improvement in several areas. Its function continued to be organized into a dedicated evaluation unit within a multifunctional division, and its most senior evaluation professional was at the P-5 level. Robust evaluation policy and procedures were in place, but its planning continued to be comparatively weaker.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports decreased to 0.49% of total programme budget, almost reaching the minimum benchmark of 0.5% for evaluation expenditure.
- **Report quality:** 50% of the sampled reports (2 of 4) were rated good or very good for overall quality, suggesting room for improvement for evaluation report quality. All the reports contain references to the SDGs which indicates awareness of the UN overarching framework for the 2030 sustainable development agenda.

III. Areas for strengthening evaluation

- **Framework:** Evaluation plans can be further strengthened including articulation of the types of planned evaluations, the purpose of evaluations, who conducts evaluations, target dates for evaluations, a formal procedure for developing evaluation plans, and a procedure for submission to the head of the entity or governing body for review/approval.
- **Report spending, output and coverage:** Evaluation activity can achieve greater programmatic coverage.
- **Report quality:** Evaluation reports can more fully meet UNEG quality standards, including greater integration human rights considerations. Recommendations of reports should be actionable and targeted.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Expenditure on other evaluation activities was estimated at \$240,409 and included:
 - Evaluation Conference of Ministers (CoM): ECA implements a satisfaction survey to guide future CoMs.
 - Partner survey: A perception survey of ECA partners undertaken by an external service provider for ECA to better serve its constituency.

⁹ [A/72/6 \(Sect.18\)](#), para. 18A.2

- Review of intergovernmental structure: The review sought to determine how the intergovernmental structure could be strengthened to be fit for purpose and efficient; as well as to provide recommendations and assess the organizational, programmatic and financial implications of renewing such structure.





V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- ECA now pools funds from all substantive offices dedicated for evaluations, these funds are controlled by the evaluation section to minimise risk of it being spent on other activities
- ECA is proactively engaging with UNEG and other UN agencies to commission joint evaluations

VI. Effects of the COVID-19 pandemic on the evaluation function (self-reported)

- The evaluation function was somewhat affected by the pandemic. Evaluations that required field missions were delayed.

ECA Evaluation Dashboard, 2018-2019

Category	Indicator	Status	Change since 2016-2017
 Framework	1. Type of Function	3. Dedicated evaluation unit within a multifunctional division	■
	2. Reporting Line	1. Reports to another management function	■
	3. Seniority	3. P-5	■
	4. Policy Score	High (31)	■
	5. Procedures in Use	High (6)	■
	6. Plan Score	Low (3)	▼
 Resources	7a. M&E Budget	\$1,822,300.00	▲
	7b. M&E Budget as a % of Total Programme Budget	0.869%	▲
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$1,037,970.28	▼
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.495%	▼
	9. Number of Evaluation Reports	9	■
	10. Subprogramme Coverage	5/9	▼
 Report Quality	11. Report Quality (% good/very good)	50%	▲
	12. Recommendations (% good/very good)	25%	▼
	13. Gender (% that meets UN-SWAP criteria)	75%	■
	14. Human Rights (% satisfactorily/fully integrated)	50%	■
	15. SDG's (% referencing SDGs)	100%	NA

Economic Commission for Europe (ECE)

Dashboard Group: Large Operational

I. Entity objective

ECE aims to promote regional cooperation and integration as a means of achieving sustainable development in the region. To ensure an integrated approach to sustainable development and the effective implementation of the 2030 Agenda for Sustainable Development, the programme will enhance existing synergies and linkages between its eight subprogrammes: (a) environment; (b) transport; (c) statistics; (d) economic cooperation and integration; (e) sustainable energy; (f) trade; (g) forestry and timber; and (h) housing, land management and population. Furthermore, it will align all subprogrammes with their specific Sustainable Development Goals and related targets, with due consideration to climate change mitigation and adaptation measures.¹⁰

II. Key features of evaluation in 2018-2019

- **Framework:** ECE maintained a robust evaluation system. Its function was part of a unit that was not solely dedicated to evaluation, and its most senior evaluation professional was at the P-5 level. A strong evaluation policy, plan and procedures were in place.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports increased to 0.81% of total programme budget, exceeding the minimum benchmark of 0.5% for evaluation expenditure and indicated a higher level of organizational commitment for learning and accountability.
- **Report quality:** 33% of sampled reports (3 of 9) were rated good or very good for their overall quality, suggesting room for improvement for evaluation report quality. All the reports contain references to the SDGs which indicates awareness of the UN overarching framework for the 2030 sustainable development agenda.

III. Areas for strengthening evaluation

- **Report quality:** Evaluation reports can more fully meet UNEG quality standards, including greater integration of gender and human rights considerations. Recommendations of reports should be actionable and targeted.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Expenditure on other evaluation activities was estimated at \$2,000 and represent ECE's annual contribution to UNEG.
- Other evaluation activities included: ECE reported on the key results of evaluations annually to the Executive Committee in 2019 and 2020. The Programme Management Unit undertook two annual (2019 and 2020) lessons learned exercises with all staff involved in evaluations. In 2019, an evaluation workshop was organized for project managers.

V. Key enhancements made, and challenges since the end of the 2018-2019 biennium (self-reported)





¹⁰ [A/72/6 \(Sect.20\)](#), para. 20.2

- A P-4 post was proposed in the 2018-2019 Proposed programme budget under Executive Direction and Management to perform programme evaluation and audit. This post was approved by the General Assembly in its resolution 72/261.
- The main challenges were related to mainstreaming human rights due diligence into evaluations, and to limited funding of evaluations from the regular budget.

VI. Effects of the COVID-19 pandemic on the evaluation function (self-reported)

- The evaluation function was somewhat affected. Most of the evaluations were conducted fully remotely, a practice that was already in place, but that was reinforced during the pandemic. As some UNDA (Development Account) projects were reprioritized towards new activities designed to mitigate the impact of Covid-19, the evaluations Terms of reference were amended in consultation with UNDA and in line with UNEG guidance.

ECE Evaluation Dashboard, 2018-2019

Category	Indicator	Status	Change since 2016-2017
 Framework	1. Type of Function	2. Unit not dedicated to evaluation	■
	2. Reporting Line	3. Reports to governing body or head of entity	■
	3. Seniority	3. P-5	■
	4. Policy Score	High (26)	■
	5. Procedures in Use	High (6)	■
	6. Plan Score	High (13)	■
 Resources	7a. M&E Budget	\$1,463,600.00	■
	7b. M&E Budget as a % of Total Programme Budget	1.454%	■
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$817,580.00	▲
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.812%	▲
	9. Number of Evaluation Reports	26	▲
	10. Subprogramme Coverage	7/8	■
 Report Quality	11. Report Quality (% good/very good)	33%	■
	12. Recommendations (% good/very good)	22%	▼
	13. Gender (% that meets UNSWAP criteria)	33%	▲
	14. Human Rights (% satisfactorily/fully integrated)	22%	■
	15. SDG's (% referencing SDGs)	100%	NA

Economic Commission for Latin America and the Caribbean (ECLAC)

Dashboard Group: Large Operational

I. Entity objective

The overall objectives of ECLAC are to promote the economic, social and environmentally sustainable development of Latin America and the Caribbean through international cooperation by undertaking applied research and comparative analysis of development processes and providing the relevant normative, operational and technical cooperation services in support of regional development efforts.¹¹

II. Key features of evaluation in 2018-2019

- **Framework:** ECLAC had a relatively strong evaluation system in place. Its function was part of a unit that was not solely dedicated to evaluation, and its most senior evaluation professional was at P-5 level. Strong evaluation policy and procedures were in place, but its evaluation work planning was comparatively weaker.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports remained at 0.31% of total programme budget, which continued to miss the minimum benchmark of 0.5% for evaluation expenditure.
- **Report quality:** 100% of sampled reports (3 of 3) were rated good or very good for their overall quality, suggesting a very strong evaluation practice in place across all relevant UN standards for evaluation report quality. All the reports contain references to the SDGs which indicates awareness of the UN overarching framework for the 2030 Sustainable Development Agenda.

III. Areas for strengthening evaluation

- **Framework:** Evaluation plans can be further strengthened, including evaluation target dates, and a formal procedure for developing evaluation plans.
- **Report spending, output and coverage:** Evaluation activity can achieve greater programmatic coverage.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Expenditure on other evaluation activities was estimated at \$369,875 and included:
 - Preparing evaluation follow-up plans in coordination with substantive divisions;
 - Coordinating with substantive divisions to track the status of implementation of all ongoing recommendations;
 - Finalizing lessons learned and recommendations knowledge management document;
 - Preparing a project briefing note for each completed project evaluation;
 - Preparing the annual evaluation work plan;
 - Participating in UNEG seminars and uploading all evaluations to UNEG database; and
 - Reviewing and providing feedback to new guidelines on UN Development Account evaluation.

¹¹ [A/72/6 \(Sect.21\)](#), para. 21.1





V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- Main challenge is the shortage of resources to undertake more strategic and cross-cutting evaluations in addition to project-level evaluations. Limited access to training for evaluation staff is also a challenge.

VI. Effects of the COVID-19 pandemic on the evaluation function (self-reported)

- The evaluation function was somewhat affected. Evaluations were conducted remotely as they had always been given the limited funds available. The TORs for upcoming evaluations were modified by adding a question on the impact of COVID-19.

ECLAC Evaluation Dashboard, 2018-2019

Category	Indicator	Status	Change since 2016-2017
 Framework	1. Type of Function	2. Unit not dedicated to evaluation	■
	2. Reporting Line	1. Reports to another management function	■
	3. Seniority	3. P-5	▲
	4. Policy Score	High (35)	■
	5. Procedures in Use	High (5)	■
	6. Plan Score	Medium (8)	■
 Resources	7a. M&E Budget	\$891,400.00	▲
	7b. M&E Budget as a % of Total Programme Budget	0.656%	▲
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$420,589.67	▲
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.310%	■
	9. Number of Evaluation Reports	6	▼
	10. Subprogramme Coverage	6/13	▼
 Report Quality	11. Report Quality (% good/very good)	100%	■
	12. Recommendations (% good/very good)	100%	■
	13. Gender (% that meets UN-SWAP criteria)	100%	■
	14. Human Rights (% satisfactorily/fully integrated)	67%	■
	15. SDG's (% referencing SDGs)	100%	NA

Economic and Social Commission for Asia and the Pacific (ESCAP)

Dashboard Group: Large Operational

I. Entity objective

The overall objective of ESCAP is to facilitate concerted action among countries of Asia and the Pacific for balanced integration of the economic, social and environmental dimensions of sustainable development, in line with internationally agreed development goals, in particular those contained in the 2030 Agenda for Sustainable Development.¹²

II. Key features of evaluation in 2018-2019

- **Framework:** ESCAP retained a robust evaluation system. Its function was organized into a dedicated evaluation unit within a multifunctional division, and its most senior centralized evaluation staff was at the P-4 level. A strong evaluation policy, plan and procedures were in place.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports was 0.8% of total programme budget, which exceeded the minimum benchmark of 0.5% for evaluation expenditure and indicated a higher level of organizational commitment for learning and accountability.
- **Report quality:** 100% of sampled reports (5 of 5) were rated good or very good for their overall quality, suggesting a very strong evaluation practice in place across relevant UN standards for evaluation report quality. All the reports contain references to the SDGs which indicates awareness of the UN overarching framework for the 2030 Sustainable Development Agenda.

III. Areas for strengthening evaluation

- **Framework:** The evaluation plan can be further strengthened, including articulation of resources for planned evaluations and a formal procedure for developing evaluation plans.
- **Report quality:** Evaluation reports can more fully integrate gender and human rights considerations.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Expenditure on other evaluation activities was estimated at \$40,047 and included:
 - Support for external evaluations/audits;
 - Formulation of management responses and follow-up actions;
 - Monitoring and reporting of follow-up actions;
 - Developing evaluation knowledge products and synthesis reports;
 - Developing guidelines on evaluation and assessment of meetings;
 - Support to assessing intergovernmental meetings and capacity building activities;
 - Evaluation networking and capacity building (UNEG, UNEDAP, RC Evaluation Focal Points Networks);
 - Support to risk management initiatives;
 - Review of project proposals and documents; and
 - Design and facilitate RBM, theory of change and M&E trainings.

¹² [A/72/6 \(Sect.19\)](#), para. 19.1





V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- ESCAP has initiated a process of reform in line with the Secretary-General's reform initiatives, including a change in the supervision of the evaluation function from the Director of the Strategy and Programme Management Division (D-1) to the Deputy Executive Secretary for Programme Support and Partnership (D-2). This has been included in the proposed programme budget for 2021.
- Main challenges relate to increased staff mobility and competing priorities related to audit and risk management, assigned to evaluation staff.

VI. Effects of the COVID-19 pandemic on the evaluation function (self-reported)

- The evaluation function was somewhat affected. Except for one subprogramme evaluation, all planned evaluations for 2020 were implemented through virtual modality without major issues. In many cases, an increased engagement of government stakeholders and national partners in the evaluation was observed, through online interviews. Response to online questionnaires was also higher during this time.

ESCAP Evaluation Dashboard, 2018-2019

Category	Indicator	Status	Change since 2016-2017
 Framework	1. Type of Function	3. Dedicated evaluation unit within a multifunctional division	■
	2. Reporting Line	1. Reports to another management function	■
	3. Seniority	2. P-4	■
	4. Policy Score	High (35)	■
	5. Procedures in Use	High (6)	■
	6. Plan Score	High (11)	■
 Resources	7a. M&E Budget	\$2,787,700.00	■
	7b. M&E Budget as a % of Total Programme Budget	2.138%	■
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$1,043,519.13	▼
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.80%	■
	9. Number of Evaluation Reports	10	▼
	10. Subprogramme Coverage	8/9	■
 Report Quality	11. Report Quality (% good/very good)	100%	■
	12. Recommendations (% good/very good)	100%	■
	13. Gender (% that meets UN-SWAP criteria)	60%	▲
	14. Human Rights (% satisfactorily/fully integrated)	40%	▲
	15. SDG's (% referencing SDGs)	100%	NA

Economic and Social Commission for Western Asia (ESCWA)

Dashboard Group: Large Operational

I. Entity objective

The overall orientation of ESCWA is to foster sustainable development, social justice and regional integration among the regional member States, in particular for the least developed and conflict affected countries.¹³

II. Key features of evaluation in 2018-2019

- **Framework:** ESCWA had a robust evaluation system in place. Its function was reorganized into a dedicated evaluation unit within a multifunctional division, and its most senior professional responsible for evaluation was a P-5. A strong evaluation policy, plan and procedures were in place.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports was 0.715% of total programme budget, which exceeded the minimum benchmark of 0.5% for evaluation expenditure and indicated a higher level of organizational commitment for learning and accountability.
- **Report quality:** 100% of sampled reports (4 of 4) were rated good or very good for their overall quality. All the reports contain references to the SDGs which indicates awareness of the UN overarching framework for the 2030 Sustainable Development Agenda.

III. Areas for strengthening evaluation

- **Report quality:** Recommendations of reports should be actionable and targeted.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Expenditure on other evaluation activities was estimated at \$399,582.

V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)





- Main challenge relates to competing managing priorities in the context of the Organization's liquidity crisis. Understandably, funds are being directed towards programme implementation rather than to programme evaluation.

VI. Effects of the COVID-19 pandemic on the evaluation function (self-reported)

- The evaluation function was not affected.

¹³ [A/72/6 \(Sect.22\)](#), para. 22.1

ESCWA Evaluation Dashboard, 2018-2019

Category	Indicator	Status	Change since 2016-2017
 Framework	1. Type of Function	3. Dedicated evaluation unit within a multifunctional division	▲
	2. Reporting Line	3. Reports to governing body or head of entity	■
	3. Seniority	3. P-5	■
	4. Policy Score	High (36)	■
	5. Procedures in Use	High (6)	■
	6. Plan Score	High (14)	■
 Resources	7a. M&E Budget	\$1,392,900.00	▼
	7b. M&E Budget as a % of Total Programme Budget	1.641%	▼
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$606,716.64	■
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.715%	■
	9. Number of Evaluation Reports	10	■
	10. Subprogramme Coverage	5/7	▲
 Report Quality	11. Report Quality (% good/very good)	100%	■
	12. Recommendations (% good/very good)	50%	▼
	13. Gender (% that meets UNSWAP criteria)	100%	■
	14. Human Rights (% satisfactorily/fully integrated)	75%	■
	15. SDG's (% referencing SDGs)	100%	NA

International Trade Centre (ITC)

Dashboard Group: Large Operational

I. Entity objective

ITC is dedicated to improving the international competitiveness of micro, small and medium sized enterprises from developing countries and economies in transition. The Centre provides global public goods in the form of trade and market intelligence, technical support, linkages to markets and practical capacity building to policymakers, national and regional institutions and private sector and social enterprises to achieve “trade impact for good”.¹⁴

Key features of evaluation in 2018-2019

- **Framework:** ITC continued to have a robust evaluation system in place. Its function was organized into a dedicated evaluation unit within a multifunctional division, and its most senior evaluation professional was at the P-4 level. A strong evaluation policy, plan and procedures were in place.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports decreased to an estimated 0.4% of total programme budget, which missed the minimum benchmark of 0.5% for evaluation expenditure.
- **Report quality:** 100% of sampled reports (3 of 3) were rated good or very good for their overall quality. There were however gaps in the area of human rights as with most entities in scope. Most reports contain references to the SDGs which indicates awareness of the UN overarching framework for the 2030 Sustainable Development Agenda.

III. Areas for strengthening evaluation

- **Report quality:** Evaluation reports can more fully meet UNEG quality standards with greater integration of human rights considerations.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Expenditure on other evaluation activities was estimated at \$476,923, and included:
 - Annual Evaluation Synthesis Reports (AESRs) for 2018 and 2019;
 - Evaluation advisory services and support to two self-evaluations during 2018-2019;
 - Lessons learning from 37 Project Completion Reports (PCR);
 - Evaluation advisory services and support to 14 Funder-led Evaluations. Funder-led evaluations are those commissioned, managed and/or conducted by the project or programme funder;
 - ITC Staff training: Two training sessions on evaluation at ITC, and two sessions on PCRs. In addition, the IEU also contributed towards information sessions provided by other services in the Strategic Planning, Performance and Governance (SPPG) Section, particularly with reference to the use of the ITC Evaluation Guidelines;
 - Preparation of course content for four online e-learning modules covering evaluation at ITC; and
 - Joint Inspection Unit (JIU) focal point activities, OIOS evaluation focal point activities, UNEG activities, and reporting on UN-SWAP; and contributions to corporate reporting.

¹⁴ [A/72/6 \(Sect.13\)](#), para. 13.2





V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- Challenges faced include the lack of resources (both human and financial).

VI. Effects of the COVID-19 pandemic on the evaluation function (self-reported)

- The evaluation function was somewhat affected. Some activities were shifted to the latter half of the year and subsequently started some evaluations and reviews later than planned. In addition, missions in the field shifted to remote interviews.

ITC Evaluation Dashboard, 2018-2019

Category	Indicator	Status	Change since 2016-2017
 Framework	1. Type of Function	3. Dedicated evaluation unit within a multifunctional division	■
	2. Reporting Line	1. Reports to another management function	■
	3. Seniority	2. P-4	■
	4. Policy Score	High (33)	■
	5. Procedures in Use	High (6)	■
	6. Plan Score	High (15)	■
 Resources	7a. M&E Budget	\$1,647,500.00	■
	7b. M&E Budget as a % of Total Programme Budget	0.929%	■
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$724,384.97	▼
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.408%	▼
	9. Number of Evaluation Reports	6	▼
	10. Subprogramme Coverage	3/3	■
 Report Quality	11. Report Quality (% good/very good)	100%	■
	12. Recommendations (% good/very good)	100%	■
	13. Gender (% that meets UNSWAP criteria)	67%	▲
	14. Human Rights (% satisfactorily/fully integrated)	0%	▼
	15. SDG's (% referencing SDGs)	67%	NA

Office for the Coordination of Humanitarian Affairs (OCHA)

Dashboard Group: Large Operational

I. Entity objective

The overall objective of OCHA is to ensure the timely, coherent and coordinated and principled response of the international community to disasters and emergencies and to facilitate the transition from emergency relief to rehabilitation and sustainable development.¹⁵

II. Key features of evaluation in 2018-2019

- **Framework:** OCHA maintained a strong evaluation system in place. Its function was organized into a dedicated evaluation unit within a multifunctional section, and its most senior evaluation professional was at the P-5 level. Strong evaluation policy and procedures were in place, but the planning of its evaluation work continued to be comparatively weaker.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports was 0.27% of total programme budget, missing the minimum benchmark of 0.5% across the Secretariat. Additionally, OCHA's estimated expenditure was significantly lower than the stipulated 1% of total budget to be dedicated for evaluation as provided in the OCHA evaluation policy (para 9.5).
- **Report quality:** 100% of sampled reports (3 of 3) were rated good or very good for their overall quality. There were however gaps in integrating human rights considerations into the evaluation practice. Few reports contained references to the SDGs.

III. Areas for strengthening evaluation

- **Framework:** Evaluation plans can be further strengthened, including articulation of the purpose of evaluations and a formal procedure for development and approval of evaluation plans.
- **Report spending, output and coverage:** Expenditure on evaluation should be increased gradually to meet OCHA's stipulated 1% of total budget.
- **Report quality:** Need for greater integration of human rights considerations.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- [No information provided.]

V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

In 2020, OCHA placed all of its evaluation work under one manager, whereas previously the head of evaluation has held other functions, such as strategic planning. This unit remains co-located within a multi-functional division, but its head is now able to focus solely on evaluation representing an improvement. However, to be fully compliant with UNEG norms and standards, OCHA would need to:

- Put in place a standalone evaluation unit reporting to the USG directly.





¹⁵ [A/72/6 \(Sect.27\)](#), para. 27.1

- Adequately capacitate the Unit by dedicating 1% of total budget of OCHA as stipulated in its evaluation policy to enable the Unit fully to implement the Monitoring and Evaluation Plan of OCHA's 2018-2021 Strategic Plan and to evaluate all subprogrammes within a six-year period.
- Empower its Evaluation Chief to independently commission internal evaluations.

VI. Effects of the COVID-19 pandemic on the evaluation function (self-reported)

- The evaluation function was highly affected by the pandemic. Two evaluations had to be postponed, two major surveys and two country visits had to be cancelled. The evaluation team conducted remote case studies instead. Key informant interviews could be conducted remotely, but consultations with affected population were impossible. Remote interviews and validation workshops worked well in the absence of in-person options.

OCHA Evaluation Dashboard, 2018-2019

Category	Indicator	Status	Change since 2016-2017
 Framework	1. Type of Function	3. Dedicated evaluation unit within a multifunctional division	■
	2. Reporting Line	3. Reports to governing body or head of entity	■
	3. Seniority	3. P-5	■
	4. Policy Score	High (35)	■
	5. Procedures in Use	High (6)	■
	6. Plan Score	Low (5)	▼
 Resources	7a. M&E Budget	\$2,413,100.00	▼
	7b. M&E Budget as a % of Total Programme Budget	0.325%	▼
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$2,002,855.98	■
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.27%	■
	9. Number of Evaluation Reports	8	■
	10. Subprogramme Coverage	3/5	▼
 Report Quality	11. Report Quality (% good/very good)	100%	■
	12. Recommendations (% good/very good)	100%	■
	13. Gender (% that meets UN-SWAP criteria)	67%	■
	14. Human Rights (% satisfactorily/integrated)	0%	▼
	15. SDG's (% referencing SDGs)	33%	NA

United Nations Office on Drugs and Crime (UNODC)

Dashboard Group: Large Operational

I. Entity objective

UNODC works with Member States to enhance their responses to the interconnected problems of: drug abuse; transnational organized crime; illicit trafficking in drugs, human beings and firearms; corruption; cybercrime; piracy; terrorism; crimes that have an impact on the environment; and trafficking in cultural property.¹⁶

II. Key features of evaluation in 2018-2019

- **Framework:** UNODC had a robust evaluation system in place. Its function was organized into a stand-alone evaluation unit, and its most senior evaluation professional was at the P-5 level. Strong evaluation policy and procedures were in place, but its evaluation work planning was comparatively weaker.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports was 0.35% of total programme budget, missing the minimum benchmark of 0.5% for evaluation expenditure.
- **Report quality:** 60% of sampled reports (6 of 10) were rated good or very good for overall quality. Most reports contained references to the SDGs.

III. Areas for strengthening evaluation

- **Framework:** Evaluation plans can be further strengthened, including articulation of the purpose of evaluations, a formal procedure for developing evaluation plans, and procedures for submission to the head of the entity or governing body for review/approval.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure.
- **Report quality:** Evaluation reports can more fully meet UNEG quality standards, including greater integration of gender and human rights considerations.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Expenditure on other evaluation activities was estimated at \$580,572 and included:
 - Knowledge Products, communication & innovation: The Independent Evaluation Section (IES) produced the biennial UNODC Evaluation Meta-Synthesis. Numerous communication products were developed, and the website was fully re-launched. UNODC's evaluation reports were downloaded 55,000 times in 2019.
 - Gender equality & normative work: IES invested in further strengthening normative tools and guidelines for gender-responsive evaluations. Dedicated gender experts were hired for multiple In-Depth Evaluations. These initiatives led to an increase of female evaluators from 29% (2011-2014) to 52% in 2018/2019. This is also reflected in our Meta-Synthesis, where 15% of recommendations (2017-2018) refer to gender & human rights, compared to 2% in 2011-2014.
 - Evaluation Quality Assessment: IES commissioned independent evaluation quality assessments (EQAs) of evaluations since 2014. Following best practice from previous years and, continuing with the trend from the EQA of all 2018 evaluations, the EQA of

¹⁶ [A/72/6 \(Sect.16\)](#), para. 16.1

all evaluations in 2019 showed that 100% of independent evaluation reports were rated by the EQA as “Good” or “Very Good”.

- Unite Evaluations & Umoja Extension 2: IES is actively engaged in the development of Umoja Phase 2 through the internal working group as well as coordination and cooperation with other UN Secretariat Evaluation Functions.
- UN-wide, UNEG and cooperation with oversight bodies: IES consistently engaged with the UN Evaluation Group in system-wide work. Cooperation and coordination with OIOS Audit as well as Evaluation Division.
- Fundraising, management, reporting, administration & external relations: IES is maintaining a global project to fund a large portion of its work - including knowledge products, Unite Evaluations, capacity building, etc. IES also mainstreams evaluations findings in the organisation’s work and reports.
- Substantive engagement on counter-terrorism and EU-funded evaluation: The EU contracted IES to conduct a strategic evaluation of an EU-funded Internal Security Governance Mechanism in the Western Balkans (IISG).
- Project revisions and Programme Review Committee: As member of the Programme Review Committee, IES reviews project planning and provides analyses and reports to Senior Management for decision-making.
- Capacity building: Apart from ongoing UNODC-internal evaluation capacity building, IES was engaged - in close cooperation with the UNODC Regional Office in Cairo - in strengthening National Evaluation Capacity Building in the Kingdom of Morocco.





V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- Main challenges included the lack of resources for dedicated evaluation staff in field offices, which led to an uneven understanding of the role of evaluation. The development of Umoja took away a budget line for evaluation, therefore it became challenging to reserve appropriate funding. Many of the challenges that emerged, have been met through innovations developed by IES including: Unite Evaluations (web-based tool), External QAs, communication mechanisms with stakeholders (including with Member States), as well as strong support of the Executive Director.

VI. Effects of the COVID-19 pandemic on the evaluation function (self-reported)

- The evaluation function was highly affected by the pandemic. Due to a reprioritisation within IES, all evaluations continued and were implemented with none or only slight delays. IES invested in strengthening the utilization of new and innovative data collection tools and techniques (e.g. qualitative data assessment tools and big data), as well as increased its engagement with national evaluators to contribute to strengthening national evaluation capacities. IES published a guidance note for evaluation during COVID-19 and an internal concept paper on using new approaches and methodologies in evaluation during COVID-19 and crisis. IES also delivered 2 focused webinars to 70 participants (mainly in Field Offices) to present the guidance note and discuss the implications of COVID-19 on evaluation processes. Despite all of these efforts, IES continues to struggle with ensuring all stakeholders are reached and evaluations are fully participatory.

UNODC Evaluation Dashboard, 2018-2019

Category	Indicator	Status	Change since 2016-2017
 Framework	1. Type of Function	4. Stand-alone evaluation unit	■
	2. Reporting Line	3. Reports to governing body or head of entity	■
	3. Seniority	3. P-5	■
	4. Policy Score	High (33)	■
	5. Procedures in Use	High (6)	■
	6. Plan Score	Medium (9)	▼
 Resources	7a. M&E Budget	\$4,194,300.00	■
	7b. M&E Budget as a % of Total Programme Budget	0.690%	■
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$2,139,577.00	▲
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.353%	■
	9. Number of Evaluation Reports	26	▼
	10. Subprogramme Coverage	7/9	■
 Report Quality	11. Report Quality (% good/very good)	60%	■
	12. Recommendations (% good/very good)	90%	■
	13. Gender (% that meets UNSWAP criteria)	60%	▲
	14. Human Rights (% satisfactorily/fully integrated)	70%	▲
	15. SDG's (% referencing SDGs)	90%	NA

Office of the United Nations High Commissioner for Human Rights (OHCHR)

Dashboard Group: Large Operational

I. Entity objective

The overall objective of OHCHR is to promote and protect the effective enjoyment by all of all human rights.¹⁷

II. Key features of evaluation in 2018-2019

- **Framework:** OHCHR had a robust evaluation system in place. Its function was organized into a dedicated evaluation unit within a multifunctional division, and its most senior evaluation professional was increased to the D-1/D-2 level. A strong evaluation policy, plan and procedures were in place.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports was 0.13% of total programme budget and continued to fall short of the minimum benchmark of 0.5% for evaluation expenditure.
- **Report quality:** 75% of sampled reports (3 of 4) were rated good or very good for their overall quality. Few reports contained references to the SDGs.

III. Areas for strengthening evaluation

- **Framework:** The evaluation plan can be further strengthened, including the articulation of resources and target dates for the evaluations.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure.
- **Report quality:** Evaluation reports can more fully meet UNEG quality standards, including greater integration of gender. Recommendations of reports should be actionable and targeted.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Expenditure on other evaluation activities was estimated at \$158,400 and included:
 - Evaluation guidance: Preparation and/or update of evaluation guidance and templates;
 - Capacity building: Participation in internal training activities on evaluation and Results Based Management;
 - Follow up: Monitoring of the follow up to evaluation recommendations;
 - Learning products: Preparation of analysis, synthesis and reporting on evaluation results;
 - External evaluations: Support to evaluations conducted by external entities, including OIOS and MOPAN;
 - Networking: Work with UNEG, including co-convening the UNEG working group on gender and human rights in evaluations; and
 - Other types of assessments: Undertaking of internal management reviews, using evaluation tools and methodologies.

¹⁷ [A/72/6 \(Sect.24\)](#), para. 24.1





V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- Given the budgetary limitations, some thematic crosscutting evaluations included in the Office's evaluation plan 2018-2021 were postponed.

VI. Effects of the COVID-19 pandemic on the evaluation function (self-reported)

- The evaluation function was highly affected by the pandemic. The main change derived from the COVID-19 pandemic is the impossibility of conducting field trips for data collection purposes. To face this challenge, remote interviews using IT tools (WhatsApp, Skype) were organized, as well as other online data collection tools (electronic questionnaires, surveys) were used. More time was devoted to the data collection phases, as the arrangement of interviews and the preparation of tools became more complex. Special attention was devoted to the identification and selection of interviewees, in order to avoid leaving someone behind because of limitations in IT access.

OHCHR Evaluation Dashboard, 2018-2019

Category	Indicator	Status	Change since 2016-2017
 Framework	1. Type of Function	3. Dedicated evaluation unit within a multifunctional division	■
	2. Reporting Line	3. Reports to governing body or head of entity	■
	3. Seniority	4. D-1 or D-2	■
	4. Policy Score	High (28)	■
	5. Procedures in Use	High (6)	■
	6. Plan Score	High (11)	▲
 Resources	7a. M&E Budget	\$1,652,300.00	▲
	7b. M&E Budget as a % of Total Programme Budget	0.351%	▲
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$656,850.00	▼
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.139%	■
	9. Number of Evaluation Reports	6	■
	10. Subprogramme Coverage	2/4	▼
 Report Quality	11. Report Quality (% good/very good)	75%	▲
	12. Recommendations (% good/very good)	100%	▲
	13. Gender (% that meets UN-SWAP criteria)	75%	■
	14. Human Rights (% satisfactorily/integrated)	100%	■
	15. SDG's (% referencing SDGs)	25%	NA

United Nations Conference on Trade and Development (UNCTAD)

Dashboard Group: Large Operational

I. Entity objective

The overall objective of UNCTAD is to assist developing countries, especially the least developed countries, and countries with economies in transition, in integrating beneficially into the global economy in support of inclusive and sustainable growth and development.¹⁸

II. Key features of evaluation in 2018-2019

- **Framework:** UNCTAD had a robust evaluation system in place. Its function was organized into a stand-alone evaluation unit, and its most senior evaluation professional was at the P-4 level. Strong evaluation policy, procedures and planning were in place.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports was 0.23% of total programme budget and stayed below the minimum benchmark of 0.5% for evaluation expenditure.
- **Report quality:** 80% of sampled reports (4 of 5) were rated good or very good for their overall quality. There were however gaps integrating human rights and gender considerations into the evaluation practice and including more actionable recommendations in reports. All the reports contained references to the SDGs.

III. Areas for strengthening evaluation

- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure.
- **Report quality:** Evaluation reports can more fully meet UNEG quality standards, including greater integration of gender and human rights considerations. Recommendations of reports should be actionable and targeted.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Expenditure on other evaluation activities was estimated at \$73,000 and included:
 - Project clearance: Participate in the review of new project proposals with a view to ensure the inclusion of evaluation plans;
 - Other evaluation reports: Produced a synthesis of the 5 subprogramme evaluations in 2019 and produced an annual report of the UNCTAD SG on evaluation. These reports are produced for the annual meeting of UNCTAD's Working Party on technical cooperation and evaluation;
 - Backstopping of annual Working Party meeting on evaluation;
 - Advisory function to colleagues on evaluation matters and training on evaluation;
 - Follow-up and report on management responses to evaluations and the implementation of evaluation recommendations;
 - Continuous improvement of Evaluation Unit: Self-assessment of gaps and implementation of actions needed to strengthen the Unit; and
 - UNEG: Participated in the development of the SWE policy, among other activities.

¹⁸ [A/72/6 \(Sect.12\)](#), para. 12.1





V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- Main challenges are related to: i) Limited evaluation resources which poses a significant challenge to the implementation of the cycle of subprogramme evaluations that are mandated by the PPBME and the Trade and Development Board. ii) Limited appetite for uptake of evaluative knowledge.

VI. Effects of the COVID-19 pandemic on the evaluation function (self-reported)

- The evaluation function was affected by the pandemic in the following ways:
 - The evaluation plan was affected due to delays experienced in the conduct of activities; virtual communications were not always possible with stakeholders; and projects granted extensions.
 - UNCTAD was also involved in leading or co-leading several joint COVID-19 projects supported by the Development Account. The addition of these joint project evaluations to UNCTAD's evaluation plan posed a significant capacity challenge.
- Adapting to the new circumstances included: looking for opportunities to conduct joint evaluations as appropriate; working with consultants to find alternative means of data collection, such as surveys via WhatsApp or text message or Facebook, rather than relying on usual practices.

UNCTAD Evaluation Dashboard, 2018-2019

Category	Indicator	Status	Change since 2016-2017
 Framework	1. Type of Function	4. Stand-alone evaluation unit	■
	2. Reporting Line	3. Reports to governing body or head of entity	■
	3. Seniority	2. P-4	■
	4. Policy Score	High (31)	■
	5. Procedures in Use	High (6)	■
	6. Plan Score	High (12)	■
 Resources	7a. M&E Budget	\$1,655,800.00	■
	7b. M&E Budget as a % of Total Programme Budget	0.748%	▼
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$513,597.00	▼
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.232%	■
	9. Number of Evaluation Reports	12	▲
	10. Subprogramme Coverage	5/5	■
 Report Quality	11. Report Quality (% good/very good)	80%	■
	12. Recommendations (% good/very good)	40%	■
	13. Gender (% that meets UNSWAP criteria)	60%	▲
	14. Human Rights (% satisfactorily/fully integrated)	40%	▲
	15. SDG's (% referencing SDGs)	100%	NA

United Nations Environment Programme (UNEP)

Dashboard Group: Large Operational

I. Entity objective

The overall objectives of UNEP are to promote the coherent implementation of the environmental dimension of sustainable development within the United Nations system and serve as an authoritative advocate for the global environment. It will also meet the particular needs of regions and countries by tailoring its work to address their diverse environmental challenges, from varying vulnerability to climate change and disasters to improving ecosystem health, resource efficiency and air quality.¹⁹

II. Key features of evaluation in 2018-2019

- **Framework:** UNEP had a robust evaluation system in place. Its function was organized into a stand-alone evaluation unit, and its most senior evaluation professional was at D-1 level. Strong evaluation policy and procedures were in place, but its evaluation work planning was comparatively weaker.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports was at 0.36% of total programme budget, which missed the minimum financial benchmark of 0.5% for evaluation expenditure.
- **Report quality:** 64% of sampled reports (7 of 11) were rated good or very good for their overall quality. There were gaps in the areas of integrating human rights and gender standards. Recommendations could also be more target oriented. Some reports contained references to the SDGs.

III. Areas for strengthening evaluation

- **Framework:** The evaluation plan can be further strengthened including the purpose of evaluations, who conducts them and target dates for evaluations.
- **Report quality:** Greater integration of gender and human rights considerations in evaluations and more actionable and targeted recommendations.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Expenditure on other evaluation activities was estimated at \$697,020 and included:
 - Recommendation compliance;
 - Corporate results culture: Developed UNEPs results glossary of definitions with the Policy and Programme Division. Advice to enhance strategic planning and project design based on evaluation findings and lessons learned. Project approval processes enhanced in response to evaluation findings;
 - UNEG: Staff were active in UNEG Working Groups;
 - The Independent Evaluation Office (IEO) of the Global Environment Facility: The Evaluation Director was Panel Member in Professional Peer Review of GEF IEO;
 - Management of the Evaluation Office: Staff recruitment and performance assessment. Response to audit queries and requests, OIOS and BoA. Compliance with corporate reporting requirements to the governing body;

¹⁹ [A/72/6 \(Sect.14\)](#), para. 14.4

- Methods and tools development: Collaborative team efforts to revise and improve evaluation guidelines templates and tools; and
- Staff capacity building and mentoring: Many collective activities above provide opportunities for staff capacity development.





V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- The beginning of the biennium was a challenging time for the Evaluation Office under the tenure of the previous Executive Director. The Director of the Evaluation Office had no opportunity to formally meet the Executive Director. Evaluative findings were largely ignored. The Director of the Evaluation Office was not party to Senior Management meetings. Donors withheld contributions, leading to financial cuts to the Evaluation Office budget and causing delays to the implementation of subprogramme evaluations.
- The Executive Director and senior management are aware of the importance afforded to evaluations under the SG's reform initiatives.

VI. Effects of the COVID-19 pandemic on the evaluation function (self-reported)

- The evaluation function was highly affected by the pandemic. The pandemic affected the implementation of the workplan. The first step for all upcoming project evaluations is for the UNEP Evaluation Office to make a determination (an evaluability assessment) as to whether the evaluation can be completed with a sufficiently high level of credibility and quality as a desk-based exercise. Projects that are more normative in nature and do not have field sites per se are more likely to fall into this category. When a project cannot be credibly evaluated through a desk-based modality, the Evaluation Office is completing the inception phase and putting the evaluation on hold.

UNEP Evaluation Dashboard, 2018-2019

Category	Indicator	Status	Change since 2016-2017
 Framework	1. Type of Function	4. Stand-alone evaluation unit	■
	2. Reporting Line	3. Reports to governing body or head of entity	■
	3. Seniority	4. D-1 or D-2	■
	4. Policy Score	High (32)	■
	5. Procedures in Use	High (6)	■
	6. Plan Score	Medium (9)	▼
 Resources	7a. M&E Budget	\$1,640,300.00	▼
	7b. M&E Budget as a % of Total Programme Budget	0.208%	▼
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$2,843,864.78	▼
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.36%	▼
	9. Number of Evaluation Reports	58	▼
	10. Subprogramme Coverage	7/7	▲
 Report Quality	11. Report Quality (% good/very good)	64%	▼
	12. Recommendations (% good/very good)	45%	▼
	13. Gender (% that meets UN-SWAP criteria)	18%	■
	14. Human Rights (% satisfactorily/integrated)	9%	■
	15. SDG's (% referencing SDGs)	45%	NA

United Nations Human Settlements Programme (UN-Habitat)

Dashboard Group Large Operational

I. Entity objective:

UN-Habitat is the specialized programme for sustainable urbanization and human settlements in the United Nations system. UN-Habitat acts as a focal point for sustainable urbanization and human settlements, in collaboration with other United Nations system entities, recognizing the linkages between sustainable urbanization and, inter alia, sustainable development, disaster risk reduction and climate change.²⁰

II. Key features of evaluation in 2018-2019

- **Framework:** UN-Habitat had a robust evaluation system in place. Its function was organized into a stand-alone evaluation unit, and its most senior evaluation professional was at the P-5 level. Strong evaluation policy and procedures were in place, but its evaluation work planning was comparatively weaker.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports was 0.35% of total programme budget, missing the minimum benchmark of 0.5% for evaluation expenditure.
- **Report quality:** 83% of sampled reports (5 of 6) were rated good or very good for their overall quality. All the reports contained references to the SDGs.

III. Areas for strengthening evaluation

- **Framework:** Evaluation plans can be further strengthened, including resources for planned evaluations and a procedure for submission to the head of the entity or governing body for review/approval.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure.
- **Report quality:** Evaluation reports can more fully meet UNEG quality standards, including through greater integration of gender and human rights considerations. Recommendations of reports should be actionable and targeted.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Expenditure on other evaluation activities was estimated at \$818,977 and included:
 - The Independent Evaluation Unit supported self-evaluation of closing projects conducted by project managements;
 - Promoted result-based management through Programme Advisory Group (PAG), by ensuring that all projects and programmes had approved monitoring and evaluation frameworks before they were approved for implementation;
 - Built internal evaluation capacity and shared evaluative knowledge as a good practice for promoting evaluation culture;
 - Updated the online Evaluation Recommendation Tracking System to facilitate follow-up of the implementation of the evaluation recommendations;
 - Developed evaluation guiding documents, manuals, tools and training materials to build the internal evaluation capacity of UN-Habitat;

²⁰ [A/72/6 \(Sect.15\)](#), para. 15.1 and 15.2

- Conducted UN-Habitat Annual Evaluation Surveys to determine use of evaluation in the organization; and
- Supported OIOS and JIU activities in the organization.





V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- Lack of the adequate resources for evaluation function has been a big challenge. Although two posts (a D-1 and a P-2) were approved in the 2020 work programme and budget, the source of funding for these posts was yet to be determined.

VI. Effects of the COVID-19 pandemic on the evaluation function (self-reported)

- The evaluation function was somewhat affected by the pandemic. Conduct of evaluation was done remotely, no physical interaction and field visits have been possible. Phones have been used for data collection.

UN-Habitat Evaluation Dashboard, 2018-2019

Category	Indicator	Status	Change since 2016-2017
 Framework	1. Type of Function	4. Stand-alone evaluation unit	■
	2. Reporting Line	3. Reports to governing body or head of entity	■
	3. Seniority	3. P-5	■
	4. Policy Score	High (33)	■
	5. Procedures in Use	High (6)	■
	6. Plan Score	Medium (9)	▼
 Resources	7a. M&E Budget	\$3,200,000.00	■
	7b. M&E Budget as a % of Total Programme Budget	0.638%	▼
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$1,757,776.60	▲
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.350%	■
	9. Number of Evaluation Reports	15	▲
	10. Subprogramme Coverage	7/7	■
 Report Quality	11. Report Quality (% good/very good)	83%	■
	12. Recommendations (% good/very good)	67%	■
	13. Gender (% that meets UN-SWAP criteria)	67%	▲
	14. Human Rights (% satisfactorily/fully integrated)	50%	▲
	15. SDG's (% referencing SDGs)	100%	NA

5 Group B: Small Operational


Summary of results




Entities in group B had less established evaluation functions with most lacking evaluation policies, plans and procedures. They produced very few reports during the biennium. Evaluation report quality was moderate compared to other groups, and there were gaps in the areas of integrating gender and human rights considerations. The resources dedicated to M&E, and specifically to evaluation activities, were very low when compared to the minimum organizational benchmark for evaluation spending of 0.5% of total programme budget. The most common challenges

faced by entities in group B were the lack of dedicated financial resources for evaluation, the lack of evaluation capacity and expertise among their already overstretched staff, and a lack of understanding regarding the relevance and necessity of evaluations.

Group B	
Number of entities	14
Total budget (2018-2019)	\$334.4 million
Percentage of Secretariat budget	1.4%
Total evaluation reports	19
Percentage of all Secretariat reports	7%

Table 5. Summary of UN Evaluation Dashboard Results for Small Operational Entities

Category	Indicator	2018-2019 results
 Framework	1 Type of function	79% of small operational entities (11/14) had some evaluation activity but no evaluation unit and 21% (3/14) had no evaluation activity.
	2 Reporting line	71% (10/14) of entities had no reporting line or reported to another management function while 29% (4/14) reported to the head of the entity.
	3 Level of senior-most dedicated evaluation professional	64% (9/14) of entities had no specific person responsible for evaluation activities, 14% (2/14) had a D-1 or D-2 leading the evaluation function, 14% (2/14) had a P-4 or P-5, and one had a P-3 or below.
	4 Policy score	50% (7/14) of entities had no evaluation policy in place, 21% (3/14) had strong evaluation policies that met most of the quality criteria, and 29% (4/14) had evaluation policies that met some of the quality criteria but needed improvement.
	5 Procedures in use	43% (6/14) of entities had less than 2 evaluation procedures in use, 36% (5/14) had between 3 and 4 evaluation procedures in use, and 21% (3/14) had between 5 and 6 procedures in use.

	6	Plan score	86% (12/14) of entities had no evaluation plan in place, one entity had a strong evaluation plan that met most of the quality criteria, and the other entity had an evaluation plan that met some of the criteria.
 Resources	7a	M&E budget	71% (10/14) of entities had no budgetary resources allocated for M&E, and 29% (4/10) allocated between \$107,400 and \$280,400 for M&E.
	7b	M&E as % of total programme budget	Among the four entities that did have M&E budgets, two entities allocated approximately 2% of their total programme budget to M&E and the other two entities allocated less than 1%.
 Report expenditure, output and coverage	8a	Estimated expenditure on evaluation reports	71% (10/14) of entities had no expenditures on evaluation reports, and 29% (4/10) spent between \$25,210 and \$87,686 on evaluation reports.
	8b	Estimated expenditure on reports as % of total programme budget	Among the four entities that did have expenditures on evaluation reports, only one met the 0.5% minimum benchmark for evaluation expenditure.
	9	Evaluation reports	64% (9/14) of entities produced no evaluation reports, 29% (4/14) produced between one and two reports, and one entity (7%) produced 13 reports.
	10	Subprogrammes referenced by reports	64% (9/14) of entities had no subprogramme coverage due to having no evaluation reports, 22% (3/14) had at least one subprogramme covered, and 14% (2/14) had full coverage of all their subprogrammes.
 Report quality	11	Report quality	73% (8/11) of sampled evaluation reports received 'Good' or 'Very Good' scores for their overall quality.
	12	Recommendations	82% (9/11) of sampled evaluation reports received 'Good' or 'Very Good' scores for the quality of their recommendations.
	13	Gender	36% (4/11) of sampled evaluation reports met the UN-SWAP criteria on gender equality and women's empowerment.
	14	Human rights	45% (5/11) of sampled evaluation reports satisfactorily integrated human rights considerations.
	15	Sustainable Development Goals	36% (4/11) of sampled evaluation reports referenced the SDGs.

United Nations Global Compact (UNGCO)

Dashboard group: Small Operational

I. Entity objective

The overall objective of UNGCO is to mobilize a global movement of sustainable companies and stakeholders. Businesses that join the initiative commit at the CEO-level to align their corporate strategies and operations with Ten Principles on human rights, labour, environment and anti-corruption, and take actions to support the SDGs. By providing authoritative guidance, training, tools and support, and connecting stakeholders across the globe, the UN Global Compact enables businesses of all sizes and from all sectors to achieve their sustainability objectives.²¹

II. Key features of evaluation in 2018-2019

- **Framework:** UNGCO lacked an evaluation system. It had some evaluation activity but no evaluation unit and no specific person responsible for evaluation activities. No evaluation policy, procedures or planning were in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation expenditure.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of a policy and plan, and the implementation of evaluation procedures.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)





- [No information provided.]

V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- UNGCO does not have a culture of systematically evaluating activities and learning from the process. The main tool for evaluating results, the Annual Management Report, is very broad and covers only top-level goals.

²¹ <https://www.unglobalcompact.org/library/5747>

UNGCO Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	0. Has no clear reporting line
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (0)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of the total programme budget	0.00%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.00%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/1
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

United Nations Office of Counter-Terrorism (UNOCT)

Dashboard group: Small Operational

I. Entity objective

The overall objective of UNOCT is to prevent and counter terrorism in all its forms and manifestations, as well as violent extremism as and when conducive to terrorism, in compliance with international law.²²

II. Key features of evaluation in 2018-2019

- **Framework:** UNOCT had an evaluation system in place but demonstrated room for improvement in several areas. Its function was part of a unit that was not solely dedicated to evaluation, and its most senior evaluation professional was at the P-3 level or below with a reporting line to another management function. A strong evaluation policy and some procedures were in place, but no evaluation planning was in place.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation expenditure.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be strengthened through the establishment of an evaluation plan and action plans for implementing recommendations. The evaluation policy can be improved by providing guidelines for its periodic review.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Mid-term self-evaluation of the “Prevention of Violent Extremism through Youth Empowerment in Jordan, Libya, Morocco and Tunisia” project finalized in February 2020.

V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)





- There is limited understanding of the value of evaluations in UNOCT and there is no specific budget allocated for evaluations.

VI. Effects of the COVID-19 pandemic on the evaluation function (self-reported)

- The evaluation function was very highly affected by the pandemic. The methodology for the evaluation of the UN Counter-Terrorism Centre 5-year programme had to be revised. The pandemic affected all data gathering activities that were not document-based. In particular, the evaluation team was unable to travel to the location of the four case studies (Pakistan, Nigeria, Indonesia and Central Asia). All interviews after 24 March 2020 were done online. The most significant effects were limited access to programme beneficiaries and implementing partners.

²² [A/75/6 \(Sect. 3\)](#), para 3.220

UNOCT Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	2. Unit not dedicated to evaluation
	2. Reporting Line	1. Reports to another management function
	3. Seniority	1. P-3 or below
	4. Policy Score	High (34)
	5. Procedures in Use	Medium (4)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of the total programme budget	0.00%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.00%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/1
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

Office of Disarmament Affairs (ODA)

Dashboard Group: Small Operational

I. Entity objective

The overall objective of ODA is general and complete disarmament under strict and effective international control.²³

II. Key features of evaluation in 2018-2019

- **Framework:** ODA lacked an evaluation system. It had no evaluation unit and no specific person responsible for evaluation activities. Evaluation policy and procedures were in place but weak, and no evaluation planning was in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for expenditure on evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of an evaluation plan, disseminating evaluation reports and/or lessons learned, developing action plans for implementing recommendations, tracking implementation of evaluation recommendations, and feeding results into programme planning and implementation. The evaluation policy can also be improved by: (1) providing guidelines for its periodic review; (2) describing the competencies required for evaluators; (3) applying measures to ensure the quality of evaluations (e.g. peer review and QA processes); (4) describing how participatory the evaluation process will be; (5) stating how evaluation resources are commensurate with the size and function of the organization; and (6) promoting gender equality and human rights.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- [No information provided.]





V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- Apart from certain donor funded lessons learned reports, ODA lacks financial and human resources to maintain a full-time evaluation function. Nonetheless, ODA fully understands the importance of evaluation and is making efforts to improve its capacity through the development of a strategic plan as well as seeking donor support for a post which would include a monitoring and evaluation component.
- The most visible effect of the COVID-19 pandemic on multilateral disarmament was the disruption of scheduled events and important meetings, impacting prospects for substantive work of disarmament bodies and conventions. ODA nonetheless continued its efforts

²³ [A/74/6 \(Sect. 4\)](#), para. 4.1

to develop a strategic plan for the period 2021–2025, to strengthen its internal accountability, as well as self-evaluation and monitoring capabilities.

ODA Evaluation Dashboard, 2018-2019

Category	Indicator	Status	Change since 2016-2017
 Framework	1. Type of Function	0. No evaluation activity	■
	2. Reporting Line	0. Has no clear reporting line	■
	3. Seniority	0. No specific person	■
	4. Policy Score	Medium (18)	■
	5. Procedures in Use	Low (1)	■
	6. Plan Score	Low (0)	■
 Resources	7a. M&E Budget	\$124,700.00	■
	7b. M&E Budget as a % of the total programme budget	0.243%	■
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00	■
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.00%	■
	9. Number of Evaluation Reports	0	■
	10. Subprogramme Coverage	0/5	■
 Report Quality	11. Report Quality (% good/very good)	NA	NA
	12. Recommendations (% good/very good)	NA	NA
	13. Gender (% that meets UN-SWAP criteria)	NA	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA	NA
	15. SDG's (% referencing SDGs)	NA	NA

Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (OHRLLS)

Dashboard Group: Small Operational

I. Entity objective

The overall objectives of OHRLLS are supporting, mobilizing, coordinating and reporting on the implementation of the programmes of action for the least developed countries, landlocked developing countries and small island developing States, as well as the achievement of other internationally agreed goals, including the Sustainable Development Goals.²⁴

II. Key features of evaluation in 2018-2019

- **Framework:** OHRLLS has taken steps to strengthen its evaluation system, but still needed improvement in several areas. It had some evaluation activity but no evaluation unit, and its most senior professional staff overseeing evaluation, among other functions, was at the D-1 or D-2 level with a reporting line to another management function. All evaluation procedures were in use, but its policy and planning required improvements.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports increased to 0.2% of the total programme budget but fell short of the minimum benchmark of 0.5%.
- **Report quality:** The sampled report was rated good for its overall quality and recommendations, however there were gaps in the areas of integrating gender and human rights considerations. The report contained references to the SDGs.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be strengthened through the following changes to the evaluation policy and plan:
 - The evaluation policy can be improved by: (1) providing guidelines for its periodic review; (2) describing the competencies required for evaluators; (3) applying measures to ensure the quality of evaluations (e.g. peer review and QA processes); (4) describing how participatory the evaluation process will be; (5) stating how evaluation resources are commensurate with the size and function of the organization; and (6) promoting gender equality and human rights.
 - The evaluation plan can be improved by: (1) clearly stating the types of planned evaluation; (2) specifying the resources available for the planned evaluations; (3) describing how the evaluation plan was developed; and (4) being submitted to the head of the entity or governing body for review/approval.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.
- **Report quality:** Evaluation reports can more fully meet UNEG quality standards by further integrating gender and human rights into the following areas: (1) the evaluation scope,

²⁴ [A/75/6 \(Sect. 10\)](#), para. 10.1

criteria and questions; (2) the methods and tools for data collection and analysis; and (3) the evaluation findings, conclusions and recommendations.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Expenditure on other evaluation activities was estimated at \$167,335.83 and included:
 - Implementation of evaluation recommendations (the Office's audit and integration of lessons learned in programme and budget formulation)





V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- Preparation of a template for self-evaluation of the Office's activities; use of on-line tools; establishments of internal tools for monitoring and follow up on recommendations of evaluation reports; and involvement of the evaluation focal point in the formulation of the programme budget.
- Along with integrating lessons from evaluation exercises to the regular budget and programme formulation, the senior management has also ensured that all extrabudgetary projects have evaluation activities and dedicated resources allocated to them.
- The biggest obstacle faced by the Office was the lack of resources dedicated to evaluation in the context of an already stretched staff in an environment of budget cuts and reduction of resources.

VI. Effects of the COVID-19 pandemic on the evaluation function (self-reported)

- The evaluation function was highly affected by the pandemic. The pandemic increased workload substantially. A major activity of the Office, the 5th UN Conference on the LDCs, was postponed, creating additional challenges in terms of planning and organization, including the need to reschedule the entire preparatory process and undertake planning under an entirely new set of circumstances requiring the use of online platforms and intensive use of technology. Under these circumstances, the Office continues engaging in self-evaluation activities, although difficulties arise due to the higher workload, but also of the difficulties of evaluating activities performed using a new set of tools and modalities.

OHRLLS Evaluation Dashboard, 2018-2019

Category	Indicator	Status	Change since 2016-2017
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity	■
	2. Reporting Line	1. Reports to another management function	▼
	3. Seniority	4. D-1 or D-2	▲
	4. Policy Score	Medium (11)	■
	5. Procedures in Use	High (6)	■
	6. Plan Score	Medium (8)	■
 Resources	7a. M&E Budget	\$280,400.00	▼
	7b. M&E Budget as a % of the total programme budget	2.006%	■
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$28,666.49	▲
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.205%	▲
	9. Number of Evaluation Reports	1	▲
	10. Subprogramme Coverage	1/3	■
 Report Quality	11. Report Quality (% good/very good)	100%	NA
	12. Recommendations (% good/very good)	100%	NA
	13. Gender (% that meets UN-SWAP criteria)	0%	NA
	14. Human Rights (% satisfactorily/fully integrated)	0%	NA
	15. SDG's (% referencing SDGs)	100%	NA

United Nations Office for Outer Space Affairs (OOSA)

Dashboard Group: Small Operational

I. Entity objective

The overall objective of OOSA is to strengthen international cooperation in the conduct of space activities for peaceful purposes and advance the use of space science and technology and their applications.²⁵

II. Key features of evaluation in 2018-2019

- **Framework:** OOSA has taken steps to strengthen its evaluation system, but still needs improvement in several areas. It had some evaluation activity, but no evaluation unit and no specific person responsible for evaluation activities. Several evaluation procedures were in use, but its evaluation policy remained weak and no evaluation planning was in place.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports increased to an estimated 0.26% of the total programme budget, but still did not meet the minimum benchmark of 0.5% for evaluation expenditure.
- **Report quality:** The sampled report was not rated good for its overall quality, suggesting need for improvement in the evaluation practice.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework needed strengthening through the establishment of an evaluation plan and developing action plans for implementing recommendations. The evaluation policy can also be improved by: (1) providing guidelines for its periodic review; (2) indicating the reporting lines; (3) describing the competencies required for evaluators; (4) stating how evaluation resources are commensurate with the size and function of the organization; and (5) promoting gender equality and human rights.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- [No information provided.]

V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)





- OOSA does not presently have a separate section or individuals assigned to undertake evaluation-related tasks, partially or fully. However, senior management and project officers, based on programmatic needs, do undertake actions that support monitoring, internal evaluations and other project assessments.
- Lack of resources prevent OOSA from assigning the evaluation function in a dedicated manner and, consequently, evaluation capacity is limited to the willingness of external donors to provide voluntary cash contributions to support needs arising during implementation of respective projects.

²⁵ [A/75/6 \(Sect. 6\)](#), para. 6.4

VI. Effects of the COVID-19 pandemic on the evaluation function (self-reported)

- The evaluation function was somewhat affected by the pandemic. The work of the Office requires the undertaking of in-person workshops, seminars, and meetings that were affected by COVID-19. During these meetings, contacts are established, joint solutions are proposed, internal evaluations of the activities are carried out, and feedback is provided, facilitating the development of plans and actions. With the shift to virtual or fully online activities, the parameters typically used for such assessments had to be reviewed, including the impact of the loss of in-person engagement and networking.

OOSA Evaluation Dashboard, 2018-2019

Category	Indicator	Status	Change since 2016-2017
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity	■
	2. Reporting Line	0. Has no clear reporting line	■
	3. Seniority	0. No specific person	■
	4. Policy Score	Medium (22)	■
	5. Procedures in Use	High (5)	▲
	6. Plan Score	Low (0)	■
 Resources	7a. M&E Budget	\$224,100.00	▼
	7b. M&E Budget as a % of the total programme budget	2.380%	▼
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$25,210.92	▲
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.268%	▲
	9. Number of Evaluation Reports	1	▲
	10. Subprogramme Coverage	1/1	NA
 Report Quality	11. Report Quality (% good/very good)	0%	NA
	12. Recommendations (% good/very good)	0%	NA
	13. Gender (% that meets UN-SWAP criteria)	0%	NA
	14. Human Rights (% satisfactorily/fully integrated)	0%	NA
	15. SDG's (% referencing SDGs)	0%	NA

Office of the Special Adviser on Africa (OSAA)

Dashboard Group: Small Operational

I. Entity objective

The overall objective of OSAA is to assist the Secretary-General in coordinating, integrating and aligning United Nations action on the interlinkages among peace, security, human rights and development in Africa, enhancing international support for Africa's development and security and facilitating intergovernmental deliberations on Africa at the global level, in particular those relating to the New Partnership for Africa's Development (NEPAD), which was recently transformed into the African Union Development Agency-NEPAD.²⁶

II. Key features of evaluation in 2018-2019

- **Framework:** OSAA had an evaluation system in place but needed improvement in several areas. It had some evaluation activity but no evaluation unit and no specific person responsible for evaluation activities. A strong evaluation policy and some procedures were in place, but no evaluation planning was in use.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports increased to an estimated 0.48% of the total programme budget, just shy of the minimum financial benchmark of 0.5% for evaluation expenditure.
- **Report quality:** Half of the sampled reports (1 of 2) were rated good or very good for the quality of their recommendations, and all sampled reports contained references to the SDGs. However, there were gaps in the areas of overall report quality and integration of gender and human rights considerations into the evaluation practice.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of an evaluation plan, applying quality assessment methods to evaluation reports and procedures, and developing action plans for implementing recommendations. The evaluation policy can also be improved by stating the competencies required for evaluators and applying measures to ensure the quality of evaluations (e.g. peer review and QA processes).
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Expenditure on other evaluation activities was estimated at \$17,123 and included:
 - Internal assessment of the 2018 Tokyo International Conference on Africa's Development (TICAD), since OSAA is one of co-organizers of TICAD. The assessment reviews the historical background of the process as well as challenges and opportunities for the Office, and provides recommendations.
 - Internal assessment of OSAA procedures including programme and budget planning processes that provides various recommendations on work programme planning and budget formulation.

²⁶ [A/75/6 \(Sect. 11\)](#), para. 11.1





V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- The Office is working with a consulting firm to examine the impact of its work and to re-position it within the global advocacy work on Africa. In addition, the Office hired an expert to conduct a review and suggest a way forward for the work of the UN Monitoring Mechanism.
- The challenges faced by the Office are very limited human and financial resources, and lack of staff capacities and expertise on evaluation.

VI. Effects of the COVID-19 pandemic on the evaluation function (self-reported)

- The evaluation function was somewhat affected.

OSAA Evaluation Dashboard, 2018-2019

Category	Indicator	Status	Change since 2016-2017
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity	■
	2. Reporting Line	3. Reports to governing body or head of entity	■
	3. Seniority	0. No specific person	■
	4. Policy Score	High (27)	■
	5. Procedures in Use	Medium (4)	▼
	6. Plan Score	Low (0)	■
 Resources	7a. M&E Budget	\$107,400.00	▼
	7b. M&E Budget as a % of the total programme budget	0.625%	▼
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$83,000.00	▲
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.483%	■
	9. Number of Evaluation Reports	2	▲
	10. Subprogramme Coverage	1/3	■
 Report Quality	11. Report Quality (% good/very good)	0%	NA
	12. Recommendations (% good/very good)	50%	NA
	13. Gender (% that meets UN-SWAP criteria)	0%	NA
	14. Human Rights (% satisfactorily/fully integrated)	0%	NA
	15. SDG's (% referencing SDGs)	100%	NA

Special Coordinator on improving the United Nations response to sexual exploitation and abuse (OSC SEA)

Dashboard group: Small Operational

I. Entity objective

The overall objective of OSC SEA is to improve the United Nations response to sexual exploitation and abuse.²⁷ It is a small office of four staff established in 2016 to coordinate System-wide efforts to address SEA funded entirely by extrabudgetary resources.

II. Key features of evaluation in 2018-2019

- **Framework:** OSC SEA lacked an evaluation system. It had some evaluation activity but no evaluation unit, and no specific person responsible for evaluation activities. Strong evaluation procedures were in place, but no evaluation policy or planning were in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of an evaluation policy, plan, and developing action plans for implementing recommendations.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)





- [No information provided.]

V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- [No information provided.]

²⁷ <https://www.un.org/preventing-sexual-exploitation-and-abuse/content/un-special-coordinator-0>

OSC SEA Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	3. Reports to governing body or head of entity
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	High (5)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of the total programme budget	0.00%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.00%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/1
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

Office of the Victims' Rights Advocate (OVRA)

Dashboard group: Small Operational

I. Entity objective

The overall objective of OVRA is to support the mandate of the Victims' Rights Advocate (VRA) and focuses on integrating a strategic and victim-centred approach to victim assistance in coordination with United Nations system actors with responsibility for assisting victims. The Secretary-General appointed the first VRA in September 2017.²⁸ OVRA was established temporarily for 2018 and regularized in December 2018 and accordingly has been in existence since 1 January 2019. The Office consists of the VRA and three other staff.

II. Key features of evaluation in 2018-2019

- **Framework:** OVRA lacked an evaluation system. It had no evaluation unit and no professional evaluation staff. No evaluation policy, procedures or planning were in use. Most of the dashboard indicators were not applicable for OVRA as the office was largely in the set-up phase during the biennium under review and no evaluation was conducted.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of an evaluation policy, plan, and procedures.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.





IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- [No information provided.]

V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- [No information provided.]

OVRA Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	0. No evaluation activity
	2. Reporting Line	0. Has no clear reporting line
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (0)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of the total programme budget	0.00%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.00%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/1
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

Special Representative of the Secretary-General for Children and Armed Conflict (SRSR CAAC)

Dashboard group: Small Operational

I. Entity objective

The overall objective of SRSR CAAC is to eradicate grave violations committed against children in situations of armed conflict through strengthened mechanisms for the protection of children used and abused by, for and in armed conflict, preventing these violations from occurring in the first place and improved measures to better protect children in situations of armed conflict, including ensuring that children are placed at the centre of peace negotiations and securing optimal conditions for the release and reintegration of children, avoiding re-recruitment.²⁹

II. Key features of evaluation in 2018-2019

- **Framework:** SRSR CAAC lacked an evaluation system. It had some evaluation activity, but no evaluation unit and no specific person responsible for evaluation activities. Only one evaluation procedure was in place and no evaluation policy or planning were in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of an evaluation policy and plan, applying quality assessment methods to evaluation reports and procedures, disseminating evaluation reports and/or lessons learned, developing action plans for implementing recommendations, and tracking implementation of evaluation recommendations.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)





- [No information provided.]

V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- [No information provided.]

²⁹ [A/75/6 \(Sect. 1\)](#), para 1.89

SRSB CAAC Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	0. Has no clear reporting line
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (1)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of the total programme budget	0.00%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.00%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/1
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

Special Representative of the Secretary-General on Sexual Violence in Conflict (SRSG SVC)

Dashboard group: Small Operational

I. Entity objective

The overall objective of SRSG SVC is to prevent and eradicate sexual violence as a tactic of war and terror and improve the provision of multisectoral services for survivors.³⁰

II. Key features of evaluation in 2018-2019

- **Framework:** SRSG SVC had an evaluation system in place but demonstrated room for improvement in several areas. It had some evaluation activity but no evaluation unit, and its most professional overseeing evaluation was at the D-1 or D-2 level with a direct reporting line to the head of the entity. Evaluation planning and some procedures were in use, but no evaluation policy was in place.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports represented 1.2% of the total programme budget, which fell within the range of the benchmark of 0.5% for evaluation expenditure.
- **Report quality:** 100% of sampled reports were rated good or very good for their overall quality, quality of recommendations and integration of human rights, and half of the reports contained references to the SDGs. However, there were gaps in the areas of explicitly integrating gender considerations into the evaluation practice.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be strengthened through the establishment of an evaluation policy, developing action plans for implementing recommendations, and tracking implementation of evaluation recommendations. The evaluation plan can be improved by specifying the resources available for the planned evaluations and describing how the evaluation plan was developed.
- **Report quality:** Evaluation reports can more fully meet UNEG quality standards by expanding the methodology section and further integrating gender into the following areas: (1) the evaluation scope, criteria and questions; (2) the methods and tools for data collection and analysis; and (3) the evaluation findings, conclusions and recommendations.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- [No information provided.]

V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)





- Ongoing strategic planning and evaluation of the programme of work is undertaken regularly (several consultations yearly). There is an annual evaluation of the UN Action strategic plan led by the Office with the involvement of the UN Action network. There is also an annual evaluation of the team of experts on rule of law and sexual violence in conflict (TOE) 5-year joint programme which is led by the Office and involves the three co-lead entities of the TOE (OHCHR, DPO and UNDP).

³⁰ [A/75/6 \(Sect. 1\)](#), para 1.120

VI. Effects of the COVID-19 pandemic on the evaluation function (self-reported)

- The evaluation function was highly affected by the pandemic. The Office was not able to undertake regular strategic planning, as well as some travel to the field, which is a central aspect of programme and project evaluation. However, it was able to leverage communications technologies to a far greater extent than before the pandemic.

SRSG SVC Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	3. Reports to governing body or head of entity
	3. Seniority	4. D-1 or D-2
	4. Policy Score	Low (0)
	5. Procedures in Use	Medium (4)
	6. Plan Score	High (11)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of the total programme budget	0.00%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$87,686.66
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	1.273%
	9. Number of Evaluation Reports	2
	10. Subprogramme Coverage	1/1
 Report Quality	11. Report Quality (% good/very good)	100%
	12. Recommendations (% good/very good)	100%
	13. Gender (% that meets UN-SWAP criteria)	0%
	14. Human Rights (% satisfactorily/fully integrated)	100%
	15. SDG's (% referencing SDGs)	50%

Special Representative of the Secretary-General on Violence against Children (SRSG VAC)

Dashboard group: Small Operational

I. Entity objective

The overall objective of SRSG VAC is to mobilize action and political support to prevent and eliminate all forms of violence against children.³¹

II. Key features of evaluation in 2018-2019

- **Framework:** SRSG VAC lacked an evaluation system. It had some evaluation activity, but no evaluation unit and no specific person oversaw evaluation activities. No evaluation policy, procedures or planning were in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of a policy, plan and procedures.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)





- [No information provided.]

V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- [No information provided.]

³¹ [A/75/6 \(Sect. 1\)](#), para 1.147

SRSB VAC Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	0. Has no clear reporting line
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (0)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of the total programme budget	0.00%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.00%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/1
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

United Nations Office for Disaster Risk Reduction (UNDRR)

Dashboard group: Small Operational

I. Entity objective

The overall objective of UNDRR is to lead and ensure synergies between the disaster reduction activities of the United Nations system and regional organizations and activities conducted to promote socioeconomic development and humanitarian response.³²

II. Key features of evaluation in 2018-2019

- **Framework:** UNDRR had an evaluation system in place but needed improvement in several areas. It had some evaluation activity but no evaluation unit, and its most senior evaluation professional was at the P-5 level with a direct reporting line to the head of the entity. A strong evaluation policy and some procedures were in place, but no evaluation planning was in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be strengthened through the establishment of an evaluation plan, applying quality assessment methods to evaluation reports and procedures, and developing action plans for implementing recommendations. The evaluation policy can be improved by stating how evaluation resources are commensurate with the size and function of the organization and promoting gender equality and human rights.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Expenditure on other evaluation activities was estimated at \$82,674 and included:
 - UNDRR contributed to the report of the Joint Inspection Unit on the "Review of the integration of disaster risk reduction in the work of the United Nations system in the context of the 2030 Agenda for Sustainable Development 2019."

V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)





- UNDRR is a small organisation implementing donor funding which has grown to the total value of \$30-\$40 million per year in more recent years. Until recently, the external evaluations required for key projects was considered sufficient but with the increase in discretionary resources, there is a plan to have a more structured form of evaluation that would feed into the programme planning.

VI. Effects of the COVID-19 pandemic on the evaluation function (self-reported)

³² [A/75/6 \(Sect. 27\)](#), para 27.2

- The evaluation function was very highly affected by the pandemic. The drafting of the evaluation policy got delayed as unexpected priorities emerged.

UNDRR Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	3. Reports to governing body or head of entity
	3. Seniority	3. P-5
	4. Policy Score	High (29)
	5. Procedures in Use	Medium (4)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of the total programme budget	0.00%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	0.00%
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0
	9. Number of Evaluation Reports	0/1
	10. Subprogramme Coverage	0/3
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

United Nations Office for Partnerships (UNOP)

Dashboard group: Small Operational

I. Entity objective

The overall objective of UNOP is to catalyse and build partnership initiatives between public and private sector stakeholders including civil society organizations, businesses, philanthropy, trade unions, academia and the United Nations in furtherance of the SDGs.³³ The office is comprised mainly of two separate funds - the United Nations Fund for International Partnerships (UNFIP) and the United Nations Democracy Fund (UNDEF) – both disbursing and managing project-based funds to external partners. While UNFIP delegated responsibilities for project evaluations to its implementing partners, UNDEF was involved in managing evaluations of projects it funded. The below discussions about report quality therefore pertain to UNDEF evaluations.

II. Key features of evaluation in 2018-2019

- **Framework:** UNOP had an evaluation system in place but needed improvement in several areas. It had some evaluation activity but no evaluation unit and no professional evaluation staff. Evaluation policy and procedures were in place but weak, and no evaluation planning was in use.
- **Report spending, output and coverage:** The expenditure on reports did not meet the minimum benchmark for evaluation.
- **Report quality:** 100% of sampled reports (5 of 5) were rated good or very good for their overall quality and quality of recommendations, 80% were rated good or very good for their integration of gender, and 60% were rated good or very good for their integration of human rights. None of the sampled reports contained references to the SDGs.

III. Areas for strengthening evaluation





- **Framework:** The evaluation framework can be strengthened through the establishment of an evaluation plan, developing action plans for implementing recommendations, and tracking implementation of evaluation recommendations. The evaluation policy can also be improved by: (1) clearly stating how the programme defines evaluations; (2) providing guidelines for its periodic review; (3) discussing the independence of the function; (4) indicating the reporting lines; (4) stating how evaluation resources are commensurate with the size and function of the organization; and (5) promoting gender equality and human rights.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure.
- **Report quality:** Evaluation reports can more fully meet UNEG quality standards by referencing the SDGs and further integrating gender and human rights into the following areas: (1) the evaluation scope, criteria and questions; (2) the methods and tools for data collection and analysis; and (3) the evaluation findings, conclusions and recommendations.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- [No information provided.]

³³ <https://www.un.org/partnerships/content/what-we-do-1>

UNOP Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	0. Has no clear reporting line
	3. Seniority	0. No specific person
	4. Policy Score	Medium (16)
	5. Procedures in Use	Medium (3)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of the total programme budget	0.00%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.00%
	9. Number of Evaluation Reports	13
	10. Subprogramme Coverage	1/2
 Report Quality	11. Report Quality (% good/very good)	100%
	12. Recommendations (% good/very good)	100%
	13. Gender (% that meets UN-SWAP criteria)	80%
	14. Human Rights (% satisfactorily/fully integrated)	60%
	15. SDG's (% referencing SDGs)	0%

6 Group C: Peacekeeping Operations


Summary of results




Entities in group C had less established evaluation functions. Almost all lacked evaluation policies, plans and procedures, and produced very few reports during the biennium. Evaluation report quality was good compared to other groups, but there were gaps in the areas of integrating gender and human rights considerations. The resources dedicated to M&E, and specifically to evaluation activities, were very low when compared to the minimum organizational benchmark for evaluation spending of 0.5% of the total programme budget. The most common challenges faced by

entities in group C were the lack of dedicated financial resources for evaluation, the lack of evaluation capacity and expertise among staff, and a lack of understanding regarding the relevance and necessity of evaluations.

Group C	
Number of entities	15
Total budget (2018-2019)	\$13.5 billion
Percentage of Secretariat budget	57%
Total evaluation reports	11
Percentage of all Secretariat reports	4%

Table 6. Summary of UN Evaluation Dashboard Results for Peacekeeping Operations

Category	Indicator	2018-2019 results
 Framework	1 Type of function	53% of peacekeeping operations (8/15) had some evaluation activity but no evaluation unit, 27% (4/15) had no evaluation activity, 13% (2/15) had a unit that is relevant but not dedicated to evaluation, and only one entity (DPO) had a dedicated evaluation unit within a multifunctional division.
	2 Reporting line	87% (13/15) of entities had no reporting line or reported to another management function, and 13% (2/15) reported to the head of the entity.
	3 Level of senior-most dedicated evaluation professional	67% (10/15) of entities had no specific person overseeing evaluation activities, 13% (2/15) had a P-5 or P-4 leading the evaluation function, 13% (2/15) had a D-1 or D-2, and one entity (7%) had a P-3 or below.
	4 Policy score	93% (14/15) of entities had no evaluation policy in place. Only one entity had an evaluation policy that met some of the quality criteria but was outdated.
	5 Procedures in use	60% (9/15) of entities had 2 or fewer evaluation procedures in use, 33% (5/15) had 4 evaluation procedures in use, and one entity (7%) had 5 procedures in use.

	6	Plan score	None of the entities had evaluation plans in place.
 Resources	7a	M&E budget	80% (12/15) of entities had no budgetary resources allocated for M&E, and 20% (3/15) estimated their allocation for M&E to be between \$2 to 8 million for M&E.
	7b	M&E as % of total programme budget	The three entities that had estimated M&E budgets allocated less than 1% of their total programme budget for M&E.
 Report expenditure, output and coverage	8a	Estimated expenditure on evaluation reports	80% (12/15) of entities had no expenditures on evaluation reports and 20% (4/15) spent between \$50,753 and \$294,025 on evaluation reports.
	8b	Estimated expenditure on reports as % of total programme budget	None of the entities that had expenditures on evaluation reports met the 0.5% minimum financial benchmark for evaluation expenditure.
	9	Evaluation reports	67% (10/15) of entities produced no evaluation reports, and 33% (5/15) produced between 1 and 4 reports.
	10	Subprogrammes referenced by reports	67% (10/15) of entities had no subprogramme coverage since they did not produce any evaluation reports, and 33% (5/15) had at least 1 subprogrammes covered.
 Report quality	11	Report quality	36% (4/11) of sampled evaluation reports received 'Good' or 'Very Good' scores for their overall quality.
	12	Recommendations	82% (9/11) of sampled evaluation reports received 'Good' or 'Very Good' scores for the quality of their recommendations.
	13	Gender	9% (1/11) of sampled evaluation reports met the UN-SWAP criteria on gender equality and women's empowerment.
	14	Human rights	9% (1/11) of sampled evaluation reports satisfactorily integrated human rights considerations.
	15	Sustainable Development Goals	18% (2/11) of sampled evaluation reports referenced the SDGs.

Department of Peacekeeping Operations (DPO)

Dashboard Group: Peacekeeping Operations

I. Entity objective

The overall objective of DPO is to direct, manage and provide policy guidance and strategic direction to all operations under its responsibility, which comprise all traditional and multidimensional peacekeeping operations with military and/or police components and which may include elements of sustaining peace and peacebuilding, as well as certain special political missions as approved by the relevant intergovernmental bodies. It also leads the integrated assessment and planning process for new and existing Department-led operations.³⁴

II. Key features of evaluation in 2016-2017

- **Framework:** DPO had an evaluation system in place with its evaluation function organized into a dedicated evaluation unit within a multifunctional division. Its most senior evaluation professional was at the P-5 level with a reporting line to another management function. Several evaluation procedures were also in place, but its evaluation policy was outdated and no evaluation planning was in place as the DPO evaluation unit was reassigned to implement its Comprehensive Planning and Performance Assessment System (CPAS) initiative resulting in minimum evaluation activity by the unit during the biennium.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports increased slightly to 0.09% of total programme budget (explained by the separation of the former Department of Field Support budget for 2019) but fell well below the minimum benchmark of 0.5%.
- **Report quality:** 67% of sampled reports were rated good or very good for their overall quality and 100% were rated good or very good for the quality of their recommendations. However, there were gaps in the areas of integrating gender and human rights considerations into the evaluation practice and 33% of sampled reports contained references to the SDGs.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of an evaluation plan and developing action plans for implementing recommendations. The evaluation policy needed updating and could be further improved by: (1) describing the competencies required for evaluators; (2) stating how evaluation resources are commensurate with the size and function of the organization; and (3) promoting gender equality and human rights.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.
- **Report quality:** Evaluation reports can more fully meet UNEG quality standards by referencing the SDGs and integrating gender and human rights into the following areas: (1) the evaluation scope, criteria and questions; (2) the methods and tools for data collection and analysis; and (3) the evaluation findings, conclusions and recommendations.

³⁴ [A/72/6 \(Sect. 5\)](#), para 5.3





IV. Other evaluation activities undertaken during 2016-2017 (self-reported)

- Expenditure on other evaluation activities was estimated at \$4,677 and included:
 - Involvement in UNEG annual general meeting and Working Groups related discussions.

V. Key enhancements made since the end of the 2016-2017 biennium (self-reported)

- DPO has developed the Integrated Peacekeeping Performance and Accountability Framework and the Comprehensive Performance and Planning Assessment System (CPAS) as priority initiatives to improve and measure performance and accountability.
- Evaluation as strictly defined in the PPBME was not prominently featured or utilized in the biennium 2018-2019. The limited resources available in the Evaluation Unit were redirected to the development of the CPAS, which arguably will have a greater impact in measuring and strengthening performance more broadly and widely than the very targeted and issue-specific evaluations that were previously carried out.
- Through its Office of Peacekeeping Strategic Partnerships (OPSP), DPO continues to investigate specific and systemic performance issues coming up in field operations and providing recommendations to address identified weaknesses. The use of the evaluation tool as strictly defined, is present in pocketed areas, for example in Rule of Law, largely due to the explicit requirements as associated with extrabudgetary funding.
- Since November 2017, the Office of Military Affairs (OMA/Military component) in Department of Peacekeeping Operations established the Military Performance Evaluation Taskforce which in line with the guidance of UNSCR 2436 (2018) develops and refines comprehensive and objective evaluation methodologies based on clear and well-defined benchmarks. The military performance evaluation system is designed to be used for the evaluation of individually deployed military officers, military HQs, and military units in UNPKOs. In parallel a military performance evaluation tool is developed to support the military component in the field schedule, prepare, conduct performance evaluations, create standardized reports and performance improvement plans (PIP), record collected data and facilitate the assessment of analysis of military performance data.

DPO Evaluation Dashboard, 2018-2019

Category	Indicator	Status	Change since 2016-2017
 Framework	1. Type of Function	3. Dedicated evaluation unit within a multifunctional division	■
	2. Reporting Line	1. Reports to another management function	■
	3. Seniority	3. P-5	■
	4. Policy Score	Medium (23)	▼
	5. Procedures in Use	High (5)	■
	6. Plan Score	Low (0)	▼
 Resources	7a. M&E Budget	\$2,021,600.00	▼
	7b. M&E Budget as a % of Total Programme Budget	0.616%	■
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$294,025.39	▼
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.090%	■
	9. Number of Evaluation Reports	3	▼
	10. Subprogramme Coverage	1/4	▼
 Report Quality	11. Report Quality (% good/very good)	67%	■
	12. Recommendations (% good/very good)	100%	■
	13. Gender (% that meets UNSWAP criteria)	0%	▼
	14. Human Rights (% satisfactorily/fully integrated)	0%	■
	15. SDG's (% referencing SDGs)	33%	NA

United Nations Mission for the Referendum in Western Sahara (MINURSO)

Dashboard group: Peacekeeping Operations

I. Entity objective

The overall objective of MINURSO is to achieve lasting and mutually acceptable political solution that will provide for the self-determination of the people of Western Sahara.³⁵

II. Key features of evaluation in 2018-2019





- **Framework:** MINURSO lacked an evaluation system. It had some evaluation activity but no evaluation unit. No specific person oversaw evaluation activities. No evaluation policy, procedures or planning were in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum financial benchmark.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of a policy, plan and procedures.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

³⁵ [A/74/708](#), para 2

MINURSO Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	1. Reports to another management function
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (0)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of Total Programme Budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.000%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/3
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA)

Dashboard group: Peacekeeping Operations

I. Entity objective

The overall objective of MINUSCA is to support the creation of the political, security and institutional conditions conducive to the sustainable reduction in the presence of and threat posed by armed groups through a comprehensive approach and proactive and robust posture without prejudice to the basic principles of peacekeeping in the Central African Republic.³⁶

II. Key features of evaluation in 2018-2019

- **Framework:** MINUSCA lacked an evaluation system. It had some evaluation activity but no evaluation unit. No specific person oversaw evaluation activities. No evaluation policy, procedures or planning were in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation





- **Framework:** The evaluation framework can be significantly strengthened through the establishment of a policy, plan and procedures.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Although there was no established evaluation function in MINUSCA, several units in the mission including the Justice and Corrections Section, Civil Affairs Division and the Strategic Planning Unit were involved in evaluation related activities. This included analysis, assessment and performance reporting on programmatic activities, as well as implementation of CPAS since early 2019.

³⁶ [A/74/756](#), para 2

MINUSCA Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	0. Has no clear reporting line
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (0)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of Total Programme Budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.000%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/4
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA)

Dashboard group: Peacekeeping Operations

I. Entity objective

The overall objective of MINUSMA is to help the Security Council achieve long-term peace and stability in Mali.³⁷

II. Key features of evaluation in 2018-2019

- **Framework:** MINUSMA lacked an evaluation system. It had no evaluation unit and no specific person oversaw evaluation activities. No evaluation policy, procedures or planning were in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum financial benchmark for evaluation.

III. Areas for strengthening evaluation





- **Framework:** The evaluation framework can be significantly strengthened through the establishment of a policy, plan and procedures.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- New monitoring positions were created with the strong support of the management of the mission.

³⁷ [A/74/745](#), para 2

MINUSMA Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	0. No evaluation activity
	2. Reporting Line	0. Has no clear reporting line
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (0)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$8,340,368.00
	7b. M&E Budget as a % of Total Programme Budget	0.376%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.000%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/5
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

United Nations Stabilization Mission in the Democratic Republic of the Congo (MONUSCO)

Dashboard group: Peacekeeping Operations

I. Entity objective

The overall objective of MONUSCO is to help the Security Council advance peace and security in the Democratic Republic of the Congo.³⁸

II. Key features of evaluation in 2018-2019

- **Framework:** MONUSCO lacked an evaluation system. It had some evaluation activity but no evaluation unit. No specific person oversaw evaluation activities. Some evaluation procedures were in use, but no evaluation policy or planning were in place.
- **Report spending, output and coverage:** The expenditure on reports did not meet the minimum benchmark for evaluation.
- **Report quality:** 50% of sampled reports were rated good or very good for the quality of their recommendations and 50% of sampled reports contained references to the SDGs. However, there were gaps in the areas of integrating gender and human rights considerations into the evaluation practice.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of a policy and plan, applying quality assessment methods to evaluation reports and procedures, and developing action plans for implementing recommendations.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.
- **Report quality:** Evaluation reports can more fully meet UNEG quality standards by referencing the SDGs and integrating gender and human rights into the following areas: (1) the evaluation scope, criteria and questions; (2) the methods and tools for data collection and analysis; and (3) the evaluation findings, conclusions and recommendations.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Expenditure on other evaluation activities was estimated at \$12,699 and included:
 - Stabilization Support Section training to M&E focal points.
 - MONUSCO's Strategic Planning Cell as the Audit and Evaluation Focal Point for OIOS and has facilitated evaluations during the biennium.
 - Several substantive sections including the Justice Support Section, Corrections Unit, Civil Affairs Office, and DDR Section carried out monitoring and performance reporting for their respective programmatic activities.

V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)





³⁸ [A/74/738](#), para 2

- Several Sections and Units in the Mission perform project-related evaluation activities, undertake progress reporting on programmatic funding, and lead the internal coordination and support of OIOS Evaluations.

VI. Effects of the COVID-19 pandemic on the evaluation function

- The evaluation function was highly affected by the pandemic. Evaluations of uniformed components, Quick Impact Projects (QIPS) and Community Violence Reduction evaluations were suspended.

MONUSCO Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	1. Reports to another management function
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (4)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of Total Programme Budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.000%
	9. Number of Evaluation Reports	2
	10. Subprogramme Coverage	1/3
 Report Quality	11. Report Quality (% good/very good)	0%
	12. Recommendations (% good/very good)	50%
	13. Gender (% that meets UN-SWAP criteria)	0%
	14. Human Rights (% satisfactorily/fully integrated)	0%
	15. SDG's (% referencing SDGs)	50%

United Nations African Union Hybrid Operation in Darfur (UNAMID)

Dashboard group: Peacekeeping Operations

I. Entity objective

The overall objective of UNAMID is to help the Security Council achieve a lasting political solution and sustained security in Darfur.³⁹ UNAMID completed its mandate on 31 December 2020.

II. Key features of evaluation in 2018-2019





- **Framework:** UNAMID lacked an evaluation system. It had no evaluation unit and no specific person oversaw evaluation activities. No evaluation policy, procedures or planning were in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of a policy, plan and procedures.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

³⁹ [A/74/562](#), para 7

UNAMID Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	0. No evaluation activity
	2. Reporting Line	0. Has no clear reporting line
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (0)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of Total Programme Budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.000%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/4
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

United Nations Disengagement Observer Force (UNDOF)

Dashboard group: Peacekeeping Operations

I. Entity objective

The overall objective of UNDOF is to help the Security Council maintain international peace and security.⁴⁰

II. Key features of evaluation in 2018-2019

- **Framework:** UNDOF lacked an evaluation system. It had some evaluation activity but no evaluation unit, and its most senior professional overseeing evaluation, along with other tasks, was at the P-4 level. Evaluation procedures were in use, but no evaluation policy or planning were in place.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports was 0.04% of total programme budget but fell well below the minimum financial benchmark of 0.5%.
- **Report quality:** 100% of sampled reports were rated good or very good for the quality of their recommendations. However, there were gaps in the areas of referencing the SDGs and integrating gender and human rights considerations into the evaluation practice.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of a policy and plan, disseminating evaluation reports and/or lessons learned, and developing action plans for implementing recommendations.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.
- **Report quality:** Evaluation reports can more fully meet UNEG quality standards by referencing the SDGs and integrating gender and human rights into the following areas: (1) the evaluation scope, criteria and questions; (2) the methods and tools for data collection and analysis; and (3) the evaluation findings, conclusions and recommendations.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Expenditure on other evaluation activities was estimated at \$50,753.

V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)





- [No information provided.]

VI. Effects of the COVID-19 pandemic on the evaluation function

- The evaluation function was very highly affected by the pandemic. All evaluations were cancelled as all unnecessary travel within the mission was cancelled.

⁴⁰ [A/74/697](#), para 2

UNDOF Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	0. Has no clear reporting line
	3. Seniority	2. P-4
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (4)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of Total Programme Budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$50,753.00
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.041%
	9. Number of Evaluation Reports	4
	10. Subprogramme Coverage	1/2
 Report Quality	11. Report Quality (% good/very good)	0%
	12. Recommendations (% good/very good)	100%
	13. Gender (% that meets UN-SWAP criteria)	0%
	14. Human Rights (% satisfactorily/fully integrated)	0%
	15. SDG's (% referencing SDGs)	0%

United Nations Peacekeeping Force in Cyprus (UNFICYP)

Dashboard group: Peacekeeping Operations

I. Entity objective

The overall objective of UNFICYP is to help the Security Council ensure peace and security in Cyprus and a return to normal conditions.⁴¹

II. Key features of evaluation in 2018-2019

- **Framework:** UNFICYP lacked an evaluation system. It had some evaluation activity but no evaluation unit, and its most senior professional responsible for evaluation, along with other tasks, was at the D-1 or D-2 level with a direct reporting line to the head of the entity. Some evaluation procedures were in use, but no evaluation policy or planning were in place.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of a policy and plan, applying quality assessment methods to evaluation reports and procedures, and developing action plans for implementing recommendations.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- The DPO Office of Peacekeeping Strategic Partnership conducted an evaluation of the Mission's operation in November 2019.

V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)





- The Comprehensive Performance Assessment (CPAS).

VI. Effects of the COVID-19 pandemic on the evaluation function

- The evaluation function was not affected by the pandemic.

⁴¹ [A/74/693](#), para 2

UNFICYP Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	3. Reports to governing body or head of entity
	3. Seniority	4. D-1 or D-2
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (4)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of Total Programme Budget	0.00%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.00%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/4
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

United Nations Interim Force in Lebanon (UNIFIL)

Dashboard group: Peacekeeping Operations

I. Entity objective

The overall objective of UNIFIL is to restore international peace and security in southern Lebanon.⁴²

II. Key features of evaluation in 2018-2019

- **Framework:** UNIFIL lacked an evaluation system. Its function was part of a unit that was not solely dedicated to evaluation, and its most senior professional responsible for evaluation, among other tasks, was at the D-1 or D-2 level. No evaluation policy, procedures or planning were in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation





- **Framework:** The evaluation framework can be significantly strengthened through the establishment of a policy, plan and procedures.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Implementation of the Comprehensive Performance Assessment System (CPAS).

⁴² [A/74/713](#), para 2

UNIFIL Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	2. Unit not dedicated to evaluation
	2. Reporting Line	0. Has no clear reporting line
	3. Seniority	4. D-1 or D-2
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (0)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of Total Programme Budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.00%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/2
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

United Nations Interim Security Force for Abyei (UNISFA)

Dashboard group: Peacekeeping Operations

I. Entity objective

The overall objective of UNISFA is to support the implementation of the Agreement of 20 June 2011 between the Government of the Republic of the Sudan and the Sudan People's Liberation Movement on Temporary Arrangements for the Administration and Security of the Abyei Area, allowing for returns and ensuring the protection of civilians and support for the peaceful administration of the Abyei Area, as well as the support for the Joint Border Verification and Monitoring Mechanism in creating a safe and demilitarized border zone.⁴³

II. Key features of evaluation in 2018-2019





- **Framework:** UNISFA lacked an evaluation system. It had no evaluation unit and no specific person oversaw evaluation activities. No evaluation policy, procedures or planning were in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of a policy, plan and procedures.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

⁴³ [A/74/723](#), para 2

UNISFA Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	0. No evaluation activity
	2. Reporting Line	0. Has no clear reporting line
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (0)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of Total Programme Budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.00%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/2
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

United Nations Mission in Kosovo (UNMIK)

Dashboard group: Peacekeeping Operations

I. Entity objective

The overall objective of UNMIK is to ensure conditions for a peaceful and normal life for all inhabitants in Kosovo and advancing regional stability in the western Balkans.⁴⁴

II. Key features of evaluation in 2018-2019





- **Framework:** UNMIK lacked an evaluation system. It had some evaluation activity but no evaluation unit. No specific person oversaw evaluation activities. Some evaluation procedures were in use, but no evaluation policy or planning were in place.
- **Report spending, output and coverage:** The expenditure on reports did not meet the minimum benchmark for evaluation.
- **Report quality:** 100% of sampled reports were rated good or very good for their overall quality, the quality of their recommendations, and their integration of gender and human rights. However, none of the sampled reports contained references to the SDGs, indicating the need for increased awareness of the UN overarching framework for the 2030 Sustainable Development Agenda.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of a policy and plan, developing action plans for implementing recommendations, tracking implementation of evaluation recommendations, and feeding results into programme planning and implementation.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.
- **Report quality:** Evaluation reports can more fully meet UNEG quality standards by referencing the SDGs.

⁴⁴ [A/74/692](#), para 2

UNMIK Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	0. Has no clear reporting line
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (2)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of Total Programme Budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.000%
	9. Number of Evaluation Reports	1
	10. Subprogramme Coverage	1/2
 Report Quality	11. Report Quality (% good/very good)	100%
	12. Recommendations (% good/very good)	100%
	13. Gender (% that meets UN-SWAP criteria)	100%
	14. Human Rights (% satisfactorily/fully integrated)	100%
	15. SDG's (% referencing SDGs)	0%

United Nations Mission in South Sudan (UNMISS)

Dashboard group: Peacekeeping Operations

I. Entity objective

The overall objective of UNMISS during the period covered by the present report was to protect the civilian population and enable durable peace in the country.⁴⁵

II. Key features of evaluation in 2018-2019

- **Framework:** UNMISS lacked an evaluation system. It had some evaluation activity but no evaluation unit, and its most senior evaluation professional was at the P-3 level or below with a reporting line to another management function. Some evaluation procedures were in use, but no evaluation policy or planning were in place.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports was 0.003% of total programme budget but fell well below the minimum benchmark of 0.5% for evaluation expenditure.
- **Report quality:** 100% of sampled reports were rated good or very good for their overall quality and the quality of their recommendations. However, there were gaps in the areas of referencing the SDGs and integrating gender and human rights considerations into the evaluation practice.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of a policy and plan, developing action plans for implementing recommendations, and tracking implementation of evaluation recommendations.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.
- **Report quality:** Evaluation reports can more fully meet UNEG quality standards by referencing the SDGs and integrating gender and human rights into the following areas: (1) the evaluation scope, criteria and questions; (2) the methods and tools for data collection and analysis; and (3) the evaluation findings, conclusions and recommendations.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Expenditure on other evaluation activities was estimated at \$11,565 and included:
 - End of cycle assessment of quick impact projects: This assessment was an in-house evaluation that was finalized in 2020. The report was submitted to OIOS.
 - The Best Practices Unit in the Office of the Mission Chief of Staff is responsible, among other things, for supporting the Mission leadership through needs assessments, evaluations, lessons learned studies, etc. and developing guidance where needed based on identified gaps.

V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)





⁴⁵ [A/74/742](#), para 2

- There is no specific mandate for the Mission to undertake evaluations (beyond the limited reference to evaluations in the job description of the Policy and Best Practice Officer, and in some projects by implementing partners) and the conduct of evaluations is not integrated into the planning, budgeting, monitoring and reporting cycles.

VI. Effects of the COVID-19 pandemic on the evaluation function

The evaluation function was somewhat affected by the pandemic. In-person visits to field locations were not possible for several months. This included visits for assessments, inspections, evaluations, etc. Resources have been re-assigned to the COVID-19 response, which has slowed down other activities, including those related to evaluation.

UNMISS Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	1. Reports to another management function
	3. Seniority	1. P-3 or below
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (4)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$5,847,075.00 ⁴⁶
	7b. M&E Budget as a % of Total Programme Budget	0.255%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$63,787
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.003%
	9. Number of Evaluation Reports	1
	10. Subprogramme Coverage	1/5
 Report Quality	11. Report Quality (% good/very good)	100%
	12. Recommendations (% good/very good)	100%
	13. Gender (% that meets UN-SWAP criteria)	0%
	14. Human Rights (% satisfactorily/fully integrated)	0%
	15. SDG's (% referencing SDGs)	0%

⁴⁶ This estimated amount includes both monitoring and evaluation activities.

United Nations Military Observer Group in India and Pakistan (UNMOGIP)

Dashboard group: Peacekeeping Operations

I. Entity objective

The overall objective of UNMOGIP is to observe developments pertaining to the strict observance of the ceasefire of 17 December 1971 and to report thereon to the Secretary General.⁴⁷

II. Key features of evaluation in 2018-2019





- **Framework:** UNMOGIP lacked an evaluation system. It had no evaluation unit and no specific person oversaw evaluation activities. No evaluation policy, procedures or planning were in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of a policy, plan and procedures.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

⁴⁷ [A/72/6 \(Sect. 5\)](#), para 5.86

UNMOGIP Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	0. No evaluation activity
	2. Reporting Line	0. Has no clear reporting line
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (0)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of Total Programme Budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.000%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/2
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

United Nations Support Office in Somalia (UNSOS)

Dashboard group: Peacekeeping Operations

I. Entity objective

The overall objective of UNSOS is to help the Security Council provide a logistical support package for the African Union Mission in Somalia (AMISOM).⁴⁸

II. Key features of evaluation in 2018-2019

- **Framework:** UNSOS lacked an evaluation system. Its function was part of a unit that was not solely dedicated to evaluation, but no specific person oversaw evaluation activities. An evaluation policy and some procedures were in place, but no evaluation planning was in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of a policy, plan and procedures.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Partnership with UNOPS to establish a Business Intelligence and quality audit framework, develop and roll out tools, and strengthen the effectiveness and efficiency of mission support operations.
- Data collection to produce performance reports for compact with AMISOM and with UNSOM.
- Review of all results-based budgeting outputs and indicators of achievement with the aim of centralizing data collection and supporting analysis to generate insight for decision making.





V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- The Performance Management Section has a Business Intelligence Unit dedicated to data collection, modelling and visualization for mission wide (UNSOS/UNSOM) business intelligence and analytics with a focus on monitoring and control.

Senior Management has established a vision of data driven decision making culture.

⁴⁸ [A/74/722](#), para 2

UNSOS Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	2. Unit not dedicated to evaluation
	2. Reporting Line	1. Reports to another management function
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (0)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of Total Programme Budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.00%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/1
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

United Nations Truce Supervision Organization (UNTSO)

Dashboard group: Peacekeeping Operations

I. Entity objective

The overall objective of UNTSO is to observe and maintain the unconditional ceasefire and assist the parties to the 1949 Armistice Agreements in the supervision of the application and observance of the terms of those Agreements.⁴⁹

II. Key features of evaluation in 2018-2019

- **Framework:** UNTSO lacked an evaluation system. It had some evaluation activity but no evaluation unit. No specific person oversaw evaluation activities. Some evaluation procedures were in use, but no evaluation policy or planning were in place.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of a policy and plan, disseminating evaluation reports and/or lessons learned, and developing action plans for implementing recommendations.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)





- UNTSO systematically review its operations, including through an internal Inspector General function.

VI. Effects of the COVID-19 pandemic on the evaluation function

- The evaluation function was highly affected by the pandemic. COVID-19 has prevented movement within the mission area.

⁴⁹ [A/74/6 \(Sect. 5\)](#), para 5.65

UNTSO Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	3. Reports to governing body or head of entity
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (4)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of Total Programme Budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.00%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/1
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

7 Group D: Political Affairs


Summary of results




Entities in group D had less established evaluation functions, most lacked evaluation policies, plans and procedures, and produced very few reports during the biennium. Evaluation report quality was good compared to other groups, but there were gaps in the areas of integrating gender and human rights considerations. The resources dedicated to M&E, and specifically to evaluation activities, were very low when compared to the minimum organizational benchmark for evaluation spending of 0.5% of the total programme budget.

The most common challenges faced by entities in group D were the lack of dedicated financial resources for evaluation, the lack of evaluation capacity and expertise among staff, and a lack of understanding regarding the relevance and necessity of evaluations.

Group D	
Number of entities	23
Total budget (2018-2019)	\$2.6 billion
Percentage of Secretariat budget	11%
Total evaluation reports	15
Percentage of all Secretariat reports	6%

Table 7. Summary of UN Evaluation Dashboard Results for Political Affairs Entities

Category	Indicator	2018-2019 results
 Framework	1 Type of function	65% of political affairs entities (15/23) had some evaluation activity but no evaluation unit, 30% (7/23) had no evaluation activity, and only one entity (DPPA) had a dedicated evaluation unit within a multifunctional division.
	2 Reporting line	83% (19/23) of entities had no reporting line or reported to another management function, and 17% (4/23) reported their evaluation activity to the head of the entity.
	3 Level of senior-most dedicated evaluation professional	70% (16/23) of entities had no specific person overseeing evaluation activities, 17% (4/23) had a P-5 responsible for the evaluation function among others, 9% (2/23) had a D-1 or D-2, and one entity had a P-4.
	4 Policy score	91% (21/23) of entities had no evaluation policy in place, one entity had a strong evaluation policy that met most of the quality criteria, and the other had a weak evaluation policy that met very few of the quality criteria.
	5 Procedures in use	74% (17/23) of entities had 2 or fewer evaluation procedures in use, 17% (4/23) had between 3 and 4 evaluation procedures in

		use, and 9% (2/23) had all 6 procedures in use.
	6 Plan score	87% (20/23) of entities had no evaluation plan in place, 9% (2/23) had evaluation plans that met some of the quality criteria, and one entity had a strong evaluation plan that met most of the quality criteria.
 Resources	7a M&E budget	83% (19/23) of entities had no budgetary resources allocated for M&E, and 17% (4/23) allocated between \$12,700 and \$1,300,000 for M&E.
	7b M&E as % of total programme budget	Among the four entities that had estimated M&E budgets, three entities allocated less than 1% of their total programme budget, and one entity allocated 12%.
 Report expenditure, output and coverage	8a Estimated expenditure on evaluation reports	83% (19/23) of entities had no expenditures on evaluation reports and 17% (4/23) spent between \$8,651 and \$491,796 on evaluation reports.
	8b Estimated expenditure on reports as % of total programme budget	Among the four entities that had expenditures on evaluation reports, only one met the 0.5% minimum benchmark for evaluation expenditure.
	9 Evaluation reports	83% (19/23) of entities produced no evaluation reports, 13% (3/23) produced between 1 and 4 reports, and one entity produced 8 reports.
	10 Subprogrammes referenced by reports	96% (22/23) of entities had no subprogramme coverage and one entity had all of its (6 out of 6) subprogrammes covered.
 Report quality	11 Report quality	58% (7/12) of sampled evaluation reports received 'Good' or 'Very Good' scores for their overall quality.
	12 Recommendations	83% (10/12) of sampled evaluation reports received 'Good' or 'Very Good' scores for the quality of their recommendations.
	13 Gender	25% (3/12) of sampled evaluation reports met the UN-SWAP criteria on gender equality and women's empowerment.
	14 Human rights	8% (1/12) of sampled evaluation reports satisfactorily integrated human rights considerations.
	15 Sustainable Development Goals	25% (3/12) of sampled evaluation reports referenced the SDGs.

United Nations Integrated Office in Haiti (BINUH)

Dashboard group: Political Affairs

I. Entity objective

The overall objective of BINUH is to strengthen political stability and good governance, including the rule of law; advance a peaceful and stable environment; and protect and promote human rights and strengthen gender equality in Haiti.⁵⁰

II. Key features of evaluation in 2018-2019





- **Framework:** As a newly created entity established in October 2019, BINUH had yet to establish its evaluation function. It had no evaluation unit and no professional evaluation staff. No evaluation policy, procedures or planning were in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be developed through the establishment of an evaluation policy, plan, and procedures.
Report spending, output and coverage: Expenditure on evaluation can be established to meet a minimum of 0.5% of programme expenditure.

⁵⁰ [A/75/6 \(Sect. 3\)](#), para 347

BINUH Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	0. No evaluation activity
	2. Reporting Line	0. Has no clear reporting line
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (0)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of the total programme budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.00%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/1
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

Department of Political Affairs (DPPA)

Dashboard Group: Political Affairs

I. Entity objective

The overall objective of DPPA is to prevent, manage and resolve conflicts at the global level.⁵¹

II. Key features of evaluation in 2018-2019

- **Framework:** DPPA had a strong evaluation system. Its evaluation function was organized into a dedicated evaluation unit within a multifunctional division and its most senior evaluation professional was at the P-4 level with a reporting line to another management function within the Office of the Under-Secretary-General. Strong evaluation policy, procedures and planning were in place.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports was 0.02% of total programme budget, which continued to stay well below the minimum benchmark of 0.5% for evaluation expenditure.
- **Report quality:** 33% of sampled reports (4 of 6) were rated good or very good for their overall report quality. Recommendations were for the most part actionable and targeted. There were gaps in the areas of integrating gender and human rights considerations into the evaluation practice. Few reports contained references to the SDGs.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be strengthened through the following enhancements to the evaluation policy and plan:
 - The evaluation policy needed to be updated and can be improved by: (1) stating the competencies required for evaluators; (2) applying measures to ensure the quality of evaluations (e.g. peer review and QA processes); (3) indicating the disclosure parameters; and (4) describing how the evaluations will be disseminated.
 - The evaluation plan can be improved by providing the target dates for the planned evaluations and describing how the evaluation plan was developed in more detail.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.
- **Report quality:** Evaluation reports can more fully meet UNEG quality standards by referencing the SDGs, expanding the methodology section, and further integrating gender and human rights into the following areas: (1) the evaluation scope, criteria and questions; (2) the methods and tools for data collection and analysis; and (3) the evaluation findings, conclusions and recommendations.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Related exercises such as lessons learned studies and after-action reviews by the Policy and Mediation Division complemented evaluation in DPPA.
- Starting in 2018, the Department made several significant improvements to evaluation procedures, some of which include: (1) tracking evaluation recommendations; (2) ensuring gender and human rights issues are incorporated from the start in the Terms of

⁵¹ [A/75/6 \(Sect.3\)](#), para. 3.1

Reference, and are adequately covered in the design of evaluations and in the report findings; and (3) producing and disseminating annual evaluation reports of all DPPA-led evaluations.

- DPPA graduated from observer status to full membership of the UN Evaluation Group (UNEG) in 2018. This is an important recognition of the Department's commitment to learning and accountability through evaluation.
- In 2019, DPPA prepared and disseminated its first-ever report summarizing the evaluations and lessons learned studies related to the work of the Department. Going forward, DPPA will continue with this good practice to leverage knowledge and promote transparency. It will make executive summaries of all DPPA-led evaluative exercises widely available if sharing full reports is not feasible.
- In 2019, a joint DPPA-DPO Guidance Development and Learning Steering Committee (GDLSC) was created to increase pillar-wide coherence and cooperation on institutional learning and guidance development. For DPPA, the Committee also serves as the governing mechanism to implement the Department's evaluation work, replacing DPA's former Learning and Evaluation Board.





V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- Senior management, policies and processes have increasingly become more supportive of learning and evaluation functions in the Department. However, as a Department with a global mandate on political horizon scanning, resources are overstretched. As such, evaluation functions risk being crowded out by day-to-day urgent demand on staff time. Additionally, DPPA's work requires sensitivity and discretion. Hence, there are inherent challenges in assessing results and evaluating impact of conflict prevention and preventive diplomacy efforts. Finally, all DPPA's evaluations are carried out using extrabudgetary funds as no regular budget is available for these exercises and functions.

VI. Effects of the COVID-19 pandemic on the evaluation function (self-reported)

- The evaluation function was highly affected by the pandemic. Due to COVID-19, a planned self-evaluation of DPPA's electoral assistance had to be postponed.

DPPA Evaluation Dashboard, 2018-2019

Category	Indicator	Status	Change since 2016-2017
 Framework	1. Type of Function	3. Dedicated evaluation unit within a multifunctional division	■
	2. Reporting Line	3. Reports to governing body or head of entity	■
	3. Seniority	2. P-4	■
	4. Policy Score	High (25)	■
	5. Procedures in Use	High (6)	■
	6. Plan Score	High (13)	■
 Resources	7a. M&E Budget	\$316,400.00	▼
	7b. M&E Budget as a % of the total programme budget	0.023%	▼
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$344,514.53	▼
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.026%	■
	9. Number of Evaluation Reports	8	▼
	10. Subprogramme Coverage	6/6	■
 Report Quality	11. Report Quality (% good/very good)	33%	▼
	12. Recommendations (% good/very good)	83%	▲
	13. Gender (% that meets UNSWAP criteria)	0%	▼
	14. Human Rights (% satisfactorily/fully integrated)	0%	▼
	15. SDG's (% referencing SDGs)	17%	NA

Office of the Special Adviser to the Secretary-General on Cyprus (OSASG-Cyprus)

Dashboard group: Political Affairs

I. Entity objective

The overall objective of OSASG Cyprus is to achieve a comprehensive settlement of the Cyprus problem.⁵²

II. Key features of evaluation in 2018-2019

- **Framework:** OSASG Cyprus lacked an evaluation system. It had some evaluation activity but no evaluation unit and no professional evaluation staff. Some evaluation procedures were in use, but no evaluation policy or planning were in place.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation





- **Framework:** The evaluation framework can be significantly strengthened through the establishment of an evaluation policy and plan, developing action plans for implementing recommendations, and tracking implementation of evaluation recommendations.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- Although internal evaluation was ongoing throughout 2018-2019, the absence of a Special Adviser to the Secretary-General on Cyprus (SASG) presented an obstacle to conducting external evaluation of the Office's functions. Uncertainty of the political process and peace-talks also impacted the OSASG-Cyprus' ability to discharge and thus subsequently evaluate all its mandated activities.

⁵² [A/75/6 \(Sect.3\)/Add. 2](#), para. 7

OSASG Cyprus Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	0. Has no clear reporting line
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Medium (3)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of the total programme budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.000%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/1
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

Office of the Special Envoy of the Secretary-General in Burundi (OESG Burundi)

Dashboard group: Political Affairs

I. Entity objective

The overall objective of OESG Burundi to support efforts by the Government of Burundi and relevant stakeholders for a genuine national dialogue process, national reconciliation and sustainable peace.⁵³

II. Key features of evaluation in 2018-2019





- **Framework:** OESG Burundi lacked an evaluation system. It had some evaluation activity but no evaluation unit and no professional evaluation staff. No evaluation policy, procedures or planning were in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of a policy, plan and procedures.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

⁵³ [A/75/6 \(Sect.3\)/Add. 2](#), para. 254

OESG Burundi Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	0. Has no clear reporting line
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (0)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of the total programme budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.000%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/1
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

Office of the Special Envoy of the Secretary-General for the Great Lakes Region (OSES Great Lakes)

Dashboard group: Political Affairs

I. Entity objective

The overall objective of OSES Great Lakes is to advance the effective implementation of the Peace, Security and Cooperation Framework for the Democratic Republic of the Congo and the Region by supporting and facilitating political, security and economic interactions and engagements among and between the signatory countries and ensuring coherent and coordinated support from regional and international organizations and other partners.⁵⁴

II. Key features of evaluation in 2018-2019

- **Framework:** OSES Great Lakes had some evaluation activity but no evaluation unit, and its most senior professional responsible for evaluation, among other tasks, was at the P-5 level with a reporting line to another management function. An evaluation plan and some evaluation procedures were in use, but no evaluation policy was in place.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation





- **Framework:** The evaluation framework can be strengthened through the establishment of an evaluation policy, developing action plans for implementing recommendations, and tracking implementation of evaluation recommendations. The evaluation plan can be improved by clearly stating the types and purpose of planned evaluations and describing how the evaluation plan was developed.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- After Action Reviews of Trust Fund projects: external partners, substantive and administrative staff come together after completion of Trust Fund supported projects and review all aspects of planning, design and implementation, summarize lessons learned, as well as follow-up if needed.

⁵⁴ [A/75/6 \(Sect.3\)/Add. 2](#), para 196

OSESG Great Lakes Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	1. Reports to another management function
	3. Seniority	3. P-5
	4. Policy Score	Low (0)
	5. Procedures in Use	Medium (4)
	6. Plan Score	Medium (6)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of the total programme budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.00%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/1
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

Office of the Special Envoy of the Secretary-General for the Horn of Africa (OESG Horn of Africa)

Dashboard group: Political Affairs

I. Entity objective

The overall objective of OESG Horn of Africa is to establish and maintain good and peaceful neighbourly relations between the countries of the Horn of Africa region, encompassing Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, the Sudan and Uganda, with a view to consolidating and sustaining recent gains in peace and security and enhancing regional conflict prevention.⁵⁵

II. Key features of evaluation in 2018-2019

- **Framework:** OESG Horn of Africa lacked an evaluation system. It had some evaluation activity but no evaluation unit, its most senior professional, responsible for evaluation, among other tasks, was at the D-1 or D-2 level with a direct reporting line to the head of the entity. One evaluation procedure was in use, but no evaluation policy or planning were in place.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation





- **Framework:** The evaluation framework can be significantly strengthened through the establishment of an evaluation policy and plan, applying quality assessment methods to evaluation reports and procedures, disseminating evaluation reports and/or lessons learned, developing action plans for implementing recommendations, and tracking implementation of evaluation recommendations.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Workshop report: Report of the workshop on the implementation of the Comprehensive Regional Prevention Strategy for the Horn of Africa, July 2019.
- Bi-annual report on the Comprehensive Regional Prevention Strategy for the Horn of Africa: Reviewed progress made in the implementation of the agreed upon action plans from July to November 2019.

⁵⁵ [A/75/6 \(Sect.3\)/Add. 2](#), para 173

OESG Horn of Africa Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	3. Reports to governing body or head of entity
	3. Seniority	4. D-1 or D-2
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (1)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$12,309.30
	7b. M&E Budget as a % of the total programme budget	0.428%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.00%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/1
 Report Quality	16. Report Quality (% good/very good)	NA
	17. Recommendations (% good/very good)	NA
	18. Gender (% that meets UN-SWAP criteria)	NA
	19. Human Rights (% satisfactorily/fully integrated)	NA
	20. SDG's (% referencing SDGs)	NA

Office of the Special Envoy of the Secretary-General on Myanmar (OESG Myanmar)

Dashboard group: Political Affairs

I. Entity objective

The overall objective of OESG Myanmar to advance national reconciliation and the democratic transition process in Myanmar.⁵⁶

II. Key features of evaluation in 2018-2019





- **Framework:** As a newly created entity, OESG Myanmar lacked an evaluation system. It had no evaluation unit and no professional evaluation staff. No evaluation policy, procedures or planning were in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation expenditure.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of an evaluation policy, plan, and procedures.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

⁵⁶ [A/75/6 \(Sect.3\)/Add. 2](#), para. 283

OESG Myanmar Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	0. No evaluation activity
	2. Reporting Line	0. Has no clear reporting line
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (0)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of the total programme budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.00%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/1
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

Office of the Special Envoy of the Secretary-General for Syria (OSES-G-Syria)

Dashboard group: Political Affairs

I. Entity objective

The overall objective of OSES-G Syria is to facilitate an inclusive, comprehensive and credible Syrian-owned and Syrian-led political solution to the conflict in the Syrian Arab Republic that will meet the legitimate aspirations of the Syrian people for dignity, freedom and justice based on the principles of equality and non-discrimination.⁵⁷

II. Key features of evaluation in 2018-2019





- **Framework:** OSES-G Syria lacked an evaluation system. It had no evaluation unit and no professional evaluation staff. No evaluation policy, procedures or planning were in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of an evaluation policy, plan, and procedures.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

⁵⁷ [A/75/6 \(Sect.3\)/Add. 2](#), para 144

OESG Syria Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	0. No evaluation activity
	2. Reporting Line	0. Has no clear reporting line
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (0)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of the total programme budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.00%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/1
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

Office of the Special Envoy of the Secretary-General for Yemen (OESGY)

Dashboard group: Political Affairs

I. Entity objective

The overall objective of OESGY is to achieve an agreement between the parties to end the conflict in Yemen and enable the resumption of a peaceful, inclusive, orderly and Yemeni-led political transition.⁵⁸

II. Key features of evaluation in 2018-2019

- **Framework:** OESGY lacked an evaluation system. It had some evaluation activity but no evaluation unit and no professional evaluation staff. One evaluation procedure was in use, but no evaluation policy or planning were in place.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation





- **Framework:** The evaluation framework can be significantly strengthened through the establishment of an evaluation policy and plan, applying quality assessment methods to evaluation reports and procedures), disseminating evaluation reports and/or lessons learned, developing action plans for implementing recommendations, and feeding results into programme planning and implementations.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- The main challenges are lack of capacity and lack of funds available in the regular budget for evaluation positions or contractors.

⁵⁸ [A/75/6 \(Sect.3\)/Add. 2](#), para 228

OESGY Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	0. Has no clear reporting line
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (1)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of the total programme budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.000%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/1
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

Peacebuilding Support Office (PBSO)

Dashboard group: Political Affairs

I. Entity objective

The overall objective of PBSO is to assist and support the Peacebuilding Commission (PBC) with strategic advice and policy guidance, administer the Peacebuilding Fund (PBF) and to support the Secretary-General in coordinating United Nations agencies in their peacebuilding efforts.⁵⁹

II. Key features of evaluation in 2018-2019

- **Framework:** PBSO had an evaluation system in place. It had some evaluation activity but no evaluation unit, and its most senior evaluation professional was at the P-5 level with a reporting line to another management function. Strong evaluation procedures were in use, but its evaluation policy and plan were comparatively weaker.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports represented 4.6% of the total programme budget, which exceeded the minimum benchmark of 0.5% for evaluation expenditure and indicated a higher level of organizational commitment for learning and accountability.
- **Report quality:** 100% of sampled reports were rated good or very good for their overall quality and integration of gender, and 67% were rated good or very good for the quality of their recommendations. However, there were gaps in the areas of referencing the SDGs and integrating human rights.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be strengthened through the following changes to the evaluation policy and plan:
 - The evaluation policy can be improved by: (1) clearly describing how the programme defines evaluations; (2) providing guidelines for periodic review of the policy; (3) discussing evaluation standards such as utility and credibility; (4) discussing the independence of the evaluation function; (5) indicating the reporting lines; (6) describing the competencies required for evaluators; (7) explaining how evaluations are prioritized and planned; (8) describing how participatory the evaluation process will be; (9) stating how evaluation resources are commensurate with the size and function of the organization; (10) describing the disclosure parameters and disseminating strategy; and (11) promoting gender equality and human rights.
 - The evaluation plan can be improved by: (1) clearly describing the purpose of planned evaluations; (2) stating who will conduct the evaluations; (3) providing the target dates for planned evaluations; (4) describing how the evaluation plan was developed; and (5) being submitted to the head of the entity or governing body for review/approval.
- **Report quality:** Evaluation reports can more fully meet UNEG quality standards by referencing the SDGs and integrating human rights into the following areas: (1) the evaluation scope, criteria and questions; (2) the methods and tools for data collection and analysis; and (3) the evaluation findings, conclusions and recommendations.

⁵⁹ <https://www.un.org/peacebuilding/supportOffice/about>

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Expenditure on other evaluation activities or evaluations conducted by non-Secretariat implementing partners was estimated at \$351,029 and included:
 - Independent assessment of PBF's country portfolio in Gambia.
 - Independent assessment of PBF's country portfolio in Madagascar.
 - Guidance Note for PBF recipients on peacebuilding evaluation.





V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- PBSO established a more dedicated unit of two evaluation experts.
- Both the Synthesis Review 2017-2019 as well as an Evaluation of the PBF Portfolio in Guatemala included a strong recommendation to PBF to establish strategic frameworks to guide programming and ensure coherence across the five-year eligibility cycles. PBF has since developed a process and a document for identifying high-level strategic outcomes, theories of change and indicators in newly eligible countries.
- Securing an adequate budget and staffing for evaluation is a challenge. Given that staff who were responsible for managing evaluations within PBF were also burdened with other responsibilities, dedicating sufficient time for quality assurance and following up on recommendations has been a persistent challenge. Further, as a Fund, it has proven difficult to argue for sufficient resources to conduct evaluations given that the perception of funding these activities is considered a zero-sum game against funding programmatic activities.

VI. Effects of the COVID-19 pandemic on the evaluation function (self-reported)

- The evaluation function was highly affected by the pandemic. As with other evaluation offices, evaluations were largely conducted remotely since April 2020. This has limited the data collection at the impact and outcome levels, which has negatively affected evaluators' ability to generate findings on higher order effects. "Hybrid" evaluations were launched with a team leader working remotely and national evaluators who travel to project locations or conduct other data collection wherever possible without doing harm. In addition, where even this was not possible, final evaluations were shifted to remotely-led participatory lessons learning exercises that are conducted with a dual purpose of training and capacity building of fund users to raise awareness and skill about how to implement and monitor peacebuilding initiatives using a context-adaptive approach.

PBSO Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	1. Reports to another management function
	3. Seniority	3. P-5
	4. Policy Score	Low (7)
	5. Procedures in Use	High (6)
	6. Plan Score	Medium (6)
 Resources	7a. M&E Budget	\$1,300,000.00
	7b. M&E Budget as a % of the total programme budget	12.222%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$491,796.18
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	4.623%
	9. Number of Evaluation Reports	4
	10. Subprogramme Coverage	0/1
 Report Quality	11. Report Quality (% good/very good)	100%
	12. Recommendations (% good/very good)	67%
	13. Gender (% that meets UN-SWAP criteria)	100%
	14. Human Rights (% satisfactorily/fully integrated)	33%
	15. SDG's (% referencing SDGs)	0%

United Nations Assistance Mission in Afghanistan (UNAMA)

Dashboard group: Political Affairs

I. Entity objective

The overall objective of UNAMA is to support the people and Government of Afghanistan in achieving peace and stability.⁶⁰

II. Key features of evaluation in 2018-2019

- **Framework:** UNAMA lacked an evaluation system. It had some evaluation activity but no evaluation unit and its most senior professional, responsible for evaluation, among other tasks, was at the P-5 level with a reporting line to another management function. No evaluation policy, procedures or planning were in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation





- **Framework:** The evaluation framework can be significantly strengthened through the establishment of an evaluation policy, plan, and procedures.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- Challenges include the lack of a published self-evaluation policy and the lack of qualified evaluation personnel.

⁶⁰ [A/74/6 \(Sect.3\)/Add. 5](#), para 1

UNAMA Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	1. Reports to another management function
	3. Seniority	3. P-5
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (0)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of the total programme budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.00%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/1
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

United Nations Assistance Mission for Iraq (UNAMI)

Dashboard group: Political Affairs

I. Entity objective

The overall objective of UNAMI is to provide outreach and good offices to promote an inclusive and non-sectarian political system; provide support to the Government on the constitutional review and the development of acceptable processes to resolve disputed internal boundaries; encourage regional dialogue and cooperation, including on issues of border security, energy, environment, water and refugees; support the Government and people of Iraq in advancing community and national reconciliation, including issues related to minorities; implement the women, peace and security agenda and gender mainstreaming; assist with the development of processes for holding elections; promote human rights and the rule of law, including support to the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/ISIL, pursuant to Security Council resolution 2379 (2017); strengthen child protection, including the rehabilitation and reintegration of children; combat terrorism, including by preventing radicalization; and reform the security sector.⁶¹

II. Key features of evaluation in 2018-2019





- **Framework:** UNAMI lacked an evaluation system. It had some evaluation activity but no evaluation unit and its most senior professional, responsible for evaluation, among other tasks, was at the P-5 level with a reporting line to another management function. Some evaluation procedures were in use, but no evaluation policy or planning were in place.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of an evaluation policy and plan, applying quality assessment methods to evaluation reports and procedures), and developing action plans for implementing recommendations.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

⁶¹ [A/74/6 \(Sect. 3\), Add. 6](#), para 1

UNAMI Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	1. Reports to another management function
	3. Seniority	3. P-5
	4. Policy Score	Low (0)
	5. Procedures in Use	Medium (3)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of the total programme budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.00%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/1
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

United Nations Integrated Peacebuilding Office in Guinea-Bissau (UNIOGBIS)

Dashboard group: Political Affairs

I. Entity objective

The overall objective of UNIOGBIS is to consolidate peace and security in Guinea-Bissau.⁶²

II. Key features of evaluation in 2018-2019





- **Framework:** UNIOGBIS lacked an evaluation system. It had some evaluation activity but no evaluation unit and no professional evaluation staff. No evaluation policy, procedures or planning were in use.
- **Report spending, output and coverage:** The expenditure on reports did not meet the minimum benchmark for evaluation.
- **Report quality:** 100% of sampled reports were rated good or very good for their quality of recommendations. All sampled reports contained references to the SDGs. However, there were gaps in the areas of overall report quality and integrating gender and human rights considerations into the evaluation practice.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of an evaluation policy, plan and procedures.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.
- **Report quality:** Evaluation reports can more fully meet UNEG quality standards by expanding the methodology section and further integrating gender and human rights into the following areas: (1) the evaluation scope, criteria and questions; (2) the methods and tools for data collection and analysis; and (3) the evaluation findings, conclusions and recommendations.

⁶² [A/75/6 \(Sect. 3\)](#), para 39

UNIOGBIS Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	0. Has no clear reporting line
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (0)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of the total programme budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.000%
	9. Number of Evaluation Reports	1
	10. Subprogramme Coverage	0/1
 Report Quality	11. Report Quality (% good/very good)	0%
	12. Recommendations (% good/very good)	100%
	13. Gender (% that meets UN-SWAP criteria)	0%
	14. Human Rights (% satisfactorily/fully integrated)	0%
	15. SDG's (% referencing SDGs)	100%

United Nations Office to the African Union (UNOAU)

Dashboard group: Political Affairs

I. Entity objective

The overall objective of UNOAU is to strengthen the United Nations-African Union partnership for peace and security in Africa.⁶³

II. Key features of evaluation in 2018-2019





- **Framework:** UNOAU lacked an evaluation system. It had no evaluation unit and no professional evaluation staff. No evaluation policy, procedures or planning were in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of an evaluation policy, plan, and procedures.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

⁶³ [A/75/6 \(Sect. 3\)](#), para 3.188

UNOAU Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	0. No evaluation activity
	2. Reporting Line	0. Has no clear reporting line
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (0)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of the total programme budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$28,333.82
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.152%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/1
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

United Nations Regional Office for Central Africa (UNOCA)

Dashboard group: Political Affairs

I. Entity objective

The overall objective of UNOCA is to prevent conflict and consolidate peace and security in the Central African subregion.⁶⁴

II. Key features of evaluation in 2018-2019

- **Framework:** UNOCA lacked an evaluation system. It had some evaluation activity but no evaluation unit and no professional evaluation staff. No evaluation policy, procedures or planning were in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of a policy, plan and procedures.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)





- UNOCA finalizing its After Action Review and Evaluation of Projects funded with extrabudgetary resources for 2019.

V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- The main challenge is human resources and expertise. In a situation where the Mission does not have a dedicated evaluation unit, its staff are overwhelmed with their respective regular activities and there is hardly time available for evaluation work.

⁶⁴ [A/75/6 \(Sect. 3\)](#), para 203

UNOCA Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	0. Has no clear reporting line
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (0)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of the total programme budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.000%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/1
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

Dashboard group: Political Affairs

I. Entity objective

The overall objective of UNOWAS is to achieve peace and security in West Africa and the Sahel.⁶⁵

II. Key features of evaluation in 2018-2019





- **Framework:** UNOWAS lacked an evaluation system. It had no evaluation unit and no professional evaluation staff. No evaluation policy, procedures or planning were in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of an evaluation policy, plan, and procedures.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

⁶⁵ [A/75/6/Sect. 3](#), para 4

UNOWAS Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	0. No evaluation activity
	2. Reporting Line	0. Has no clear reporting line
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (0)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of the total programme budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.00%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/1
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

United Nations Regional Centre for Preventive Diplomacy for Central Asia (UNRCCA)

Dashboard group: Political Affairs

I. Entity objective

The overall objective of UNRCCA is to enhance regional security and stability in Central Asia.⁶⁶

II. Key features of evaluation in 2018-2019





- **Framework:** UNRCCA lacked an evaluation system. It had no evaluation unit and no professional evaluation staff. No evaluation policy, procedures or planning were in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation expenditure.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of an evaluation policy, plan, and procedures.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

⁶⁶ [A/75/6 \(Sect. 3\)](#), para 112

UNRCCA Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	0. No evaluation activity
	2. Reporting Line	0. Has no clear reporting line
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (0)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of the total programme budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.00%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/1
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

United Nations Representative to the Geneva International Discussions (UNRGID)

Dashboard group: Political Affairs

I. Entity objective

The overall objective of UNRGID is to advance the main agenda items of the Geneva International Discussions, including the non-use of force/international security arrangements and addressing the issue of internally displaced persons and refugees, in the context of the Discussions and the Gali Incident Prevention and Response Mechanism.⁶⁷

II. Key features of evaluation in 2018-2019





- **Framework:** UNRGID lacked an evaluation system. It had no evaluation unit and no professional evaluation staff. No evaluation policy, procedures or planning were in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of an evaluation policy, plan and procedures.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

⁶⁷ [A/75/6 \(Sect. 3\)/Add. 2](#), para 118

UNRGID Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	0. No evaluation activity
	2. Reporting Line	0. Has no clear reporting line
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (0)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of the total programme budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.00%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/1
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

Office of the Special Coordinator for the Middle East Peace Process (UNSCO)

Dashboard group: Political Affairs

I. Entity objective

The overall objective of UNSCO is to achieve a comprehensive, just and lasting resolution to the Israeli-Palestinian conflict based on the two-State solution and to improve the socio-economic conditions of the Palestinian people.⁶⁸

II. Key features of evaluation in 2018-2019

- **Framework:** UNSCO lacked an evaluation system. It had some evaluation activity but no evaluation unit and no professional evaluation staff. No evaluation policy, procedures or planning were in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation expenditure.

III. Areas for strengthening evaluation





- **Framework:** The evaluation framework can be significantly strengthened through the establishment of a policy, plan and procedures.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- A self-evaluation activity was included within the framework of the 2021 budget to evaluate the relevance and effectiveness of UNSCO advocacy and communication tools.

⁶⁸ [A/75/6 \(Sect. 3\)/Add. 3](#), para 3.137

UNSCO Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	0. Has no clear reporting line
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (0)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of the total programme budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.00%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/1
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

Office of the United Nations Special Coordinator for Lebanon (UNSCOL)

Dashboard group: Political Affairs

I. Entity objective

The overall objective of UNSCOL is to prevent and mitigate conflict between Israel and Lebanon in line with the current cessation of hostilities and towards an eventual permanent ceasefire, and to extend and consolidate State authority in support of the security, sovereignty, territorial integrity and economic and political stability of Lebanon.⁶⁹

II. Key features of evaluation in 2018-2019





- **Framework:** UNSCOL lacked an evaluation system. It had some evaluation activity but no evaluation unit, its most senior professional, responsible for evaluation, among other tasks, was at the D-1 or D-2 level with a direct reporting line to the head of the entity. Some evaluation procedures were in use, but no evaluation policy or planning were in place.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.
- **Report quality:** 100% of sampled reports were rated good or very good for their overall quality and recommendations and 50% of sampled reports made references to the SDGs. However, there were gaps in the areas of integrating gender and human rights considerations into the evaluation practice.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of an evaluation policy and plan, applying quality assessment methods to evaluation reports and procedures, disseminating evaluation reports and/or lessons learned, developing action plans for implementing recommendations, and tracking implementation of evaluation recommendations.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.
- **Report quality:** Evaluation reports can more fully meet UNEG quality standards by referencing the SDGs and integrating gender and human rights into the following areas: (1) the evaluation scope, criteria and questions; (2) the methods and tools for data collection and analysis; and (3) the evaluation findings, conclusions and recommendations.

⁶⁹ [A/75/6 \(Sect. 3\)](#), para 173

UNSCOL Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	3. Reports to governing body or head of entity
	3. Seniority	4. D-1 or D-2
	4. Policy Score	Low (0)
	5. Procedures in Use	Medium (4)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of the total programme budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$8,651.49
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.046%
	9. Number of Evaluation Reports	2
	10. Subprogramme Coverage	0/1
 Report Quality	11. Report Quality (% good/very good)	100%
	12. Recommendations (% good/very good)	100%
	13. Gender (% that meets UN-SWAP criteria)	0%
	14. Human Rights (% satisfactorily/fully integrated)	0%
	15. SDG's (% referencing SDGs)	50%

United Nations Support Mission in Libya (UNSMIL)

Dashboard group: Political Affairs

I. Entity objective

The overall objective of UNSMIL is to achieve a peaceful, orderly and democratic transition process to meet the aspirations of the Libyan people for a united Libyan State that enjoys stability, is governed by legitimate institutions and whose officials are accountable to the Libyan people.⁷⁰

II. Key features of evaluation in 2018-2019





- **Framework:** UNSMIL lacked an evaluation system. It had some evaluation activity but no evaluation unit and no professional evaluation staff. No evaluation policy, procedures or planning were in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of a policy, plan and procedures.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

⁷⁰ [A/75/6 \(Sect. 3\)](#), para 236

UNSMIL Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	3. Reports to governing body or head of entity
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (2)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of the total programme budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.00%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/1
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

United Nations Assistance Mission in Somalia (UNSOM)

Dashboard group: Political Affairs

I. Entity objective

The overall objective of UNSOM is to achieve peace, security, political stability and national reconciliation in Somalia through the delivery of the mandate established by the Security Council as described above and in line with the priorities of Federal Government of Somalia.⁷¹

II. Key features of evaluation in 2018-2019

- **Framework:** UNSOM lacked an evaluation system. It had some evaluation activity but no evaluation unit and no professional evaluation staff. No evaluation policy, procedures or planning were in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation





- **Framework:** The evaluation framework can be significantly strengthened through the establishment of a policy, plan and procedures.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Expenditure on other evaluation activities was estimated at \$160,631 and included:
 - 2018 Country Results Report: this was the first report of monitoring and evaluation of the UN Strategic framework (UNSF). It included UNSOM performance against the commitments made as a part of the UN family in Somalia.
 - 2018 & 2019 Annual Program Criticality Assessment: UNSOM programmatic activities were assessed and given ratings based on the assessment conducted by the Program Criticality Custodian Group for all UN entities in Somalia.
 - Contributions to the monitoring of UNSOM commitments against the Mutual Accountability Framework.
 - UN Multi Partner Trust Fund reporting.

⁷¹ [A/75/6 \(Sect. 3\)](#), para 60

UNSOM Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	0. Has no clear reporting line
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (0)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$296,150.00
	7b. M&E Budget as a % of the total programme budget	0.143%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.00%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/1
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

United Nations Verification Mission in Colombia (UNVMC)

Dashboard group: Political Affairs

I. Entity objective

The overall objective of UNVMC is to advance the effective implementation of the provisions of the Final Agreement for Ending the Conflict and Building a Stable and Lasting Peace concerning reintegration and security guarantees in Colombia.⁷²

II. Key features of evaluation in 2018-2019

- **Framework:** UNVMC lacked an evaluation system. It had some evaluation activity but no evaluation unit and no professional evaluation staff. One evaluation procedure was in use, but no evaluation policy or planning were in place.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of an evaluation policy and plan, applying quality assessment methods to evaluation reports and procedures, developing action plans for implementing recommendations, tracking implementation of evaluation recommendations, and feeding results into programme planning and implementation.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)





- The Verification Division conducted a lesson learned report of extrabudgetary projects in 2019. After completion of projects, a review of the different phases of planning, implementation and follow-up of extrabudgetary projects was conducted.
- The Verification Division and DPPA submitted 2019 evaluation reports to donors on un-earmarked and earmarked funds.

V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- In 2020, DPPA started a strategic lesson learned exercise together with the Mission. The aim is to identify case studies within each pillar and then share the outcome with other SPMs.
- It has been quite challenging to work with understaffed components due to the 2020 recruitment freeze.

⁷² [A/75/6 \(Sect. 3\)](#), para 272

UNVMC Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	1. Reports to another management function
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (1)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of the total programme budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of the total programme budget	0.000%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/1
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

8 Group E: Predominantly Management and Support


Summary of results

Entities in group E had less established evaluation functions, several lacked evaluation policy frameworks, and produced very few reports during the biennium. Evaluation report quality was also weaker compared to other groups. The resources dedicated to M&E, and specifically to evaluation activities, were very low when compared to the minimum organizational benchmark for evaluation spending of 0.5% of programme budget. Entities in group E have reiterated the continued lack of dedicated resources for evaluation and




a lack of clear understanding of how evaluations can add value to management and support operations in addition to other oversight through audits and internal performance monitoring.

Group E	
Number of entities	9
Total budget (2018-2019)	\$2.5 billion
Percentage of Secretariat budget	10%
Total evaluation reports	10
Percentage of all Secretariat reports	4%

Table 8. Summary of UN Evaluation Dashboard Results for Predominantly Management and Support Entities

Category	Indicator	2018-2019 results
 Framework	1 Type of function	44% (4/9) of entities had units with dedicated evaluation functions (DGACM, DGC, DSS, OLA). One entity had a unit not only dedicated to evaluation but with other M&E functions (DMSPC). The remaining four entities (44%) did not have an evaluation unit (DOS, UNOG, UNON and UNOV). Compared to the last biennium, while most entities remained at the same level of organizational independence, two entities reported an enhancement (OLA and DMSPC) ⁷³ .
	2 Reporting line	67% (6/9) of entities had a direct reporting line to the entity head, one entity had a reporting line to another management function, and two entities did not have a clear reporting line. Since the last biennium, one entity indicated that their reporting line had shifted towards a higher level (UNON).
	3 Level of senior-most dedicated evaluation professional	Most evaluation functions were headed by D-1 (3) and P-4 levels (3). One-third (3/9) of entities did not have staff assigned to the evaluation function (DOS, UNOG, UNOV).

⁷³ DMSPC: compared to DM as a predecessor entity

	4	Policy score	56% (5/9) of entities had an evaluation policy in place with an average score of 30 out of 36 (DGACM, DGC, DSS, OLA and UNOG). Four of those policies were recently established (2019 and 2020).
	5	Procedures in use	56% (5/9) of entities continued reporting the use of most (5 to 6) key evaluation procedures, while two entities did not have procedures in place (DMSPC, DOS).
	6	Plan score	33% (3/9) of entities had an evaluation plan in place, with scores ranging between 2 to 12 points (out of 16).
 Resources	7a	M&E budget	Self-reported budgeted resources for M&E across the entities was estimated at \$9.13 million.
	7b	M&E as % of total programme budget	M&E as a percentage of total programme budget ranged between 0 – 1.34%.
 Report expenditure, output and coverage	8a	Estimated expenditure on evaluation reports	Resources dedicated to evaluation reports was \$622,000.
	8b	Estimated expenditure on reports as % of total programme budget	The average budget spent in evaluation reports was 0.03%, below the minimum organizational benchmark for evaluation expenditure of 0.5%.
	9	Evaluation reports	10 evaluation reports were produced by four entities during the biennium (DGACM, DGC, DSS and OLA).
	10	Subprogrammes referenced by reports	One entity had full subprogramme coverage (DGC).
 Report quality	11	Report quality	Of the four entities that had evaluation reports, only DGC scored high quality.
	12	Recommendations	Three of the four entities scored good quality in their recommendations.
	13	Gender	One entity (DGC) integrated gender considerations satisfactorily in its evaluation.
	14	Human rights	One entity (DGC) integrated human rights satisfactorily in its evaluation.
	15	Sustainable Development Goals	DGC and OLA reports made references to the SDGs.

Department for General Assembly and Conference Management (DGACM)

Dashboard group: Predominantly Management and Support

I. Entity objective

The overall objectives of DGACM are: (a) to facilitate the orderly and effective conduct of the deliberations and follow-up actions of the General Assembly, the Economic and Social Council and most of its subsidiary bodies, as well as special UN conferences; (b) to service the Committee on Conferences; (c) to ensure the provision of high-quality conference-servicing support to all intergovernmental and expert bodies meeting at Headquarters and at the UN Offices at Geneva, Vienna and Nairobi, and other conferences and meetings held under the auspices of the UN; and (d) to provide protocol, liaison and representational functions for the Secretary-General, host Governments and Member States.⁷⁴

II. Key features of evaluation in 2018-2019

- **Framework:** DGACM maintained a strong evaluation system in place. Its evaluation function was organized into a dedicated unit within a multifunctional division, and the most senior centralized evaluation professional was at the P-4 level. Evaluation policy and procedures were updated, but planning needed further improvement.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports was 0.05% and stayed well below the minimum benchmark of 0.5% for evaluation expenditure.
- **Report quality:** None of the 3 sampled reports were rated good or very good for their overall quality. Recommendations in reports were for the most part targeted and actionable.

III. Areas for strengthening evaluation

- **Framework:** The evaluation plan can be further strengthened, including articulation of who conducts evaluations, resources for planned evaluations, and a formal procedure for developing evaluation plans.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output.
- **Report Quality:** Evaluation reports can more fully meet UNEG quality standards, including through greater explicit integration of gender and human rights considerations.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Expenditure on other evaluation activities was estimated at \$312,135 and included:
 - Updating DGACM Evaluation Policy, Evaluation Template and Standard Operating Procedures on Establishing a Plan for an Evaluation;
 - Enterprise Risk Management register;
 - Follow-up the implementation of recommendations from previous evaluations;
 - Preparation of responses to OIOS requests;
 - Preparation of future evaluations; and

⁷⁴ [A/72/6 \(Sect.2\)](#), para. 2.1

- Provision of data for other evaluation-related activities, including by other Services.





V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- Conducting evaluations is time-consuming and it is sometimes difficult to direct dedicated resources due to competing management priorities.

VI. Effects of the COVID-19 pandemic on the evaluation function (self-reported)

- The evaluation function was highly affected by the pandemic. DGACM's evaluation activities were delayed due to higher workload as a result of the COVID-19 pandemic and new ways of working.

DGACM Evaluation Dashboard, 2018-2019

Category	Indicator	Status	Change since 2016-2017
 Framework	1. Type of Function	3. Dedicated evaluation unit within a multifunctional division	■
	2. Reporting Line	1. Reports to another management function	■
	3. Seniority	2. P-4	■
	4. Policy Score	High (30)	▲
	5. Procedures in Use	High (6)	▲
	6. Plan Score	Medium (9)	■
 Resources	7a. M&E Budget	\$3,630,900.00	▼
	7b. M&E Budget as a % of Total Programme Budget	0.533%	▼
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$386,019.76	▲
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.057%	■
	9. Number of Evaluation Reports	7	▲
	10. Subprogramme Coverage	3/4	▲
 Report Quality	11. Report Quality (% good/very good)	0%	NA
	12. Recommendations (% good/very good)	67%	NA
	13. Gender (% that meets UNSWAP criteria)	0%	NA
	14. Human Rights (% satisfactorily/fully integrated)	0%	NA
	15. SDG's (% referencing SDGs)	0%	NA

Department of Global Communications (DGC)

Dashboard group: Predominantly Management and Support

I. Entity objective

The Department of Global Communications is responsible for communicating to the world the ideals and work of the United Nations; interacting and partnering with diverse audiences; and building support for the purposes and principles enshrined in the Charter of the United Nations.⁷⁵

II. Key features of evaluation in 2018-2019

- **Framework:** DGC had a robust evaluation system in place. Its function was organized into a stand-alone evaluation unit, and its most senior centralized evaluation professional was a P-4. A strong evaluation policy and procedures were in place, but planning could be further improved.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports decreased to an estimated 0.06% of total programme budget, remaining well below the minimum benchmark of 0.5% for evaluation expenditure.
- **Report Quality:** One evaluation report reviewed was rated good for its overall quality, meeting relevant UN standards for evaluation report quality, including gender and human rights considerations. The report also made references to the SDGs.

III. Areas for strengthening evaluation

- **Framework:** The evaluation plan can be further strengthened, including articulation of the purpose of evaluations, resources for planned evaluations, evaluation target dates, a formal procedure for developing evaluation plans, and procedures for submission to the head of the entity or governing body for review/approval.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Expenditure on other evaluation activities was estimated at \$55,428 and included:
 - An evaluation of climate change communications was initiated in 2019.
 - Evaluation of the "Service & Sacrifice" campaign: The evaluation was initiated but due to revised departmental priorities and limited resources, the evaluation workplan was subsequently revised.

V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)





- The most important support for communications measurement and evaluation in DGC has been the new global communications strategy, which specifies that impact measurement is one of the 7 core components of strategic communication.
- A chronic shortage of staff and high demand for communications measurement have impacted the Unit's ability to complete its evaluation activities.

⁷⁵ [A/74/6 \(Sect.28\)](#), para. 28.1

VI. Effects of the COVID-19 pandemic on the evaluation function (self-reported)

- The evaluation function was very highly affected by the pandemic. All formal evaluation activities were put on hold while the Unit worked full time on assessing the impact of the UN's communications work related to the pandemic. In addition, the Unit was requested to track and analyse misinformation.
- Data analysis requirements related to the communication response to COVID-19 have allowed the Unit to try new methodologies and tools, including using Artificial Intelligence (AI)-based tools for data collection and analysis purposes. These tools and techniques will continue to inform the evaluation work of the Department going forward.

DGC Evaluation Dashboard, 2018-2019

Category	Indicator	Status	Change since 2016-2017 ⁷⁶
 Framework	1. Type of Function	4. Stand-alone evaluation unit	■
	2. Reporting Line	3. Reports to governing body or head of entity	■
	3. Seniority	2. P-4	■
	4. Policy Score	High (30)	■
	5. Procedures in Use	High (5)	■
	6. Plan Score	Low (2)	▼
 Resources	7a. M&E Budget	\$919,400.00	▼
	7b. M&E Budget as a % of Total Programme Budget	0.46%	▼
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$121,614.22	▼
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.061%	▼
	9. Number of Evaluation Reports	1	■
	10. Subprogramme Coverage	3/3	▲
 Report Quality	11. Report Quality (% good/very good)	100%	■
	12. Recommendations (% good/very good)	100%	■
	13. Gender (% that meets UN-SWAP criteria)	100%	■
	14. Human Rights (% satisfactorily/fully integrated)	100%	▲
	15. SDG's (% referencing SDGs)	100%	▲

⁷⁶ Comparison with its predecessor entity, the Department of Public Information (DPI)

Department of Management Strategy, Policy and Compliance (DMSPC)

Dashboard group: Predominantly Management and Support

I. Entity objective

Driving the management paradigm shift, including supporting the new peace and security architecture and the development system reforms, the DMSPC is responsible for policy leadership in all management areas through the provision of a clear, integrated global management strategy and policy framework and through strengthened monitoring, evaluation and accountability mechanisms that oversee the exercise of delegated authorities in an environment of decentralized management.⁷⁷

II. Key features of evaluation in 2018-2019

- **Framework:** As a newly created entity established in 2019, DMSPC was yet to establish its evaluation function. Its function was part of a unit that was not solely dedicated to evaluation, and its most senior evaluation professional was at the D-1/D-2 level. No evaluation policy, planning and procedures were in use.
- **Report spending, output and coverage:** As a new entity, no evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened, including through the establishment of a policy and plan, and the implementation of evaluation procedures.
- **Report spending, output and coverage:** Expenditure on evaluation should attain a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Expenditure on other evaluation activities was estimated at \$266,682 and included:
 - Tasks from the newly established Evaluation Section and Analysis of OIOS evaluation reports.





V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- As the Department emerges from its first year of operation, an evaluation function in DMSPC will be institutionalized. It is envisioned that the Chief of the Evaluation Section will report directly to the Director, Office of the Under-Secretary General, to ensure independence. A dedicated evaluation function is expected to strengthen the evaluation capacity and the use of evaluation findings within DMSPC.
- The Evaluation Section in DMSPC worked closely with OIOS on the Secretariat Evaluation Policy. It also developed and maintains a roster of external evaluation experts that entities

⁷⁷ [A/74/6\(Sect.29A\)](#), para 29 A.1

could recruit, if needed. It also worked with the United Nations System Staff College to develop training materials on evaluation for Secretariat staff and managers.

DMSPC Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	2. Unit not dedicated to evaluation
	2. Reporting Line	3. Reports to governing body or head of entity
	3. Seniority	4. D-1 or D-2
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (0)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$0.00
	7b. M&E Budget as a % of Total Programme Budget	0.000%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.00%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/4
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

Department of Operational Support (DOS)

Dashboard group: Predominantly Management and Support

I. Entity objective

DOS is the operational arm of the Secretariat and the client-facing interface for operational support matters in the Secretariat's management structure, which exists to support the objective of effective mandate delivery in partnership with Secretariat entities and other clients.⁷⁸

II. Key features of evaluation in 2018-2019

- **Framework:** As a newly created entity established in 2019, DOS was yet to establish its evaluation function. DOS did not have an evaluation unit but had some evaluation activity. No specific person oversaw evaluation activities. No evaluation policy and planning were in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation





- **Framework:** The evaluation framework can be significantly strengthened, including through the establishment of a policy and plan, and the implementation of evaluation procedures.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- The Department was newly created in January 2019 without dedicated capacity or resources to conduct evaluations.

⁷⁸ [A/74/6 \(Sect.29B\)](#), para. 29B.1

DOS Evaluation Dashboard, 2018-2019

Category	Indicator	Status
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity
	2. Reporting Line	3. Reports to governing body or head of entity
	3. Seniority	0. No specific person
	4. Policy Score	Low (0)
	5. Procedures in Use	Low (0)
	6. Plan Score	Low (0)
 Resources	7a. M&E Budget	\$245,000.00
	7b. M&E Budget as a % of Total Programme Budget	0.079%
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.00%
	9. Number of Evaluation Reports	0
	10. Subprogramme Coverage	0/4
 Report Quality	11. Report Quality (% good/very good)	NA
	12. Recommendations (% good/very good)	NA
	13. Gender (% that meets UN-SWAP criteria)	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA
	15. SDG's (% referencing SDGs)	NA

Department of Safety and Security (DSS)

Dashboard Group: Predominantly Management and Support

I. Entity objective

The overall objectives of DSS are: (a) to enable UN activities by ensuring effective and timely responses to all security-related threats and emergencies; (b) to ensure effective risk mitigation through coordinated security risk management methodology, including a threat and risk assessment mechanism implemented in cooperation with authorities of host countries; and (c) to continue to develop best-practice security policies, standards and operational procedures across the UN system, including the appropriate degree of standardization, and to support their implementation and monitor compliance.⁷⁹

II. Key features of evaluation in 2018-2019

- **Framework:** DSS had a strong evaluation system. Its function was organized into a dedicated evaluation unit within a multifunctional division, and its most senior evaluation professional was at the D-1/D-2 level. Strong evaluation policy, plan and procedures were in place.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports decreased to 0.02% of total programme budget, well below the minimum benchmark of 0.5% for evaluation expenditure.
- **Report quality:** One evaluation report reviewed was not rated as good for its overall quality.

III. Areas for strengthening evaluation

- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output.
- **Report quality:** Evaluation reports can more fully meet UNEG quality standards, including through greater integration of gender and human rights considerations.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Expenditure on other evaluation activities was estimated at \$142,739 and included updating the Evaluation Framework documents and procedures.

V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)





- Challenges related to changes in priorities and realignment of resources within the multifunctional division in which the evaluation function resided.

VI. Effects of the COVID-19 pandemic on the evaluation function (self-reported)

- The evaluation function was highly affected by the pandemic. It prevented the implementation of evaluation capacity building initiatives aimed at strengthening decentralized evaluation activity.

⁷⁹ [A/72/6 \(Sect.34\)](#), para. 34.3

DSS Evaluation Dashboard, 2018-2019

Category	Indicator	Status	Change since 2016-2017
 Framework	1. Type of Function	3. Dedicated evaluation unit within a multifunctional division	■
	2. Reporting Line	3. Reports to governing body or head of entity	■
	3. Seniority	4. D-1 or D-2	■
	4. Policy Score	High (35)	■
	5. Procedures in Use	High (6)	■
	6. Plan Score	High (12)	■
 Resources	7a. M&E Budget	\$1,451,600.00	▼
	7b. M&E Budget as a % of Total Programme Budget	0.542%	▼
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$56,774.70	▼
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.021%	▼
	9. Number of Evaluation Reports	1	▼
	10. Subprogramme Coverage	2/3	▲
 Report Quality	11. Report Quality (% good/very good)	0%	▼
	12. Recommendations (% good/very good)	100%	▲
	13. Gender (% that meets UN-SWAP criteria)	0%	▼
	14. Human Rights (% satisfactorily/integrated)	0%	▼
	15. SDG's (% referencing SDGs)	0%	NA

Office of Legal Affairs (OLA)

Dashboard Group: Predominantly Management and Support

I. Entity objective

The overall objective OLA is to support the accomplishment of the objectives of the UN by providing legal advice to the principal and subsidiary organs of the UN and by promoting among Member States a better understanding of and respect for the principles and norms of international law.⁸⁰

II. Key features of evaluation in 2018-2019

- **Framework:** OLA continued strengthening its evaluation system across relevant Evaluation Dashboard indicators. Its function was organized into a stand-alone evaluation unit, and its most senior evaluation professional was at the P-4 level. Strong evaluation policy and procedures were in place, although planning remained weak.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports stayed at 0.08% of total programme budget and continued to miss the minimum benchmark of 0.5% for evaluation expenditure.
- **Report quality:** One evaluation report reviewed was not rated as good for its overall quality. The report made references to the SDGs.

III. Areas for strengthening evaluation

- **Framework:** Evaluation planning can be established including the following components:
 - Articulation of the types of planned evaluations, the purpose of evaluations, who conducts and who is responsible for evaluations, articulation of resources for planned evaluations, target dates for evaluations, a formal procedure for developing evaluation plans, and procedures for submission to the head of the entity for review/approval.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.
- **Report quality:** Evaluation reports can more fully meet UNEG quality standards, including greater integration of human rights considerations. Recommendations of reports should be actionable and targeted.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Technical Cooperation and Assistance Strategy (TCAS): TCAS seeks to record and systematize the delivery of Technical Cooperation and Assistance activities to support the use of UNCITRAL texts, and to facilitate their prioritization, reporting and evaluation including the thematic and regional priorities of its beneficiaries based on their needs and UNCITRAL mandate, the comparative advantages and value added and the dissemination strategies and fundraising needs to supplement and strengthen the delivery of its technical assistance.

⁸⁰ [A/72/6 \(Sect.8\)](#), para. 8.1





V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- The relatively new nature of M&E activities has been a challenge, as well as the lack of dedicated resources for M&E.

VI. Effects of the COVID-19 pandemic on the evaluation function (self-reported)

- The evaluation function was highly affected by the pandemic. The overall increased workload for the Office, made difficult to advance many of the new projects related to M&E, however, during this time both the new OLA evaluation policy and the first SOP were authorized, and there was increased participation in UNEG activities. However, the meetings of the SDG and Evaluation Groups were delayed so staff could face the urgent requirements of advice and legal support.

OLA Evaluation Dashboard, 2018-2019

Category	Indicator	Status	Change since 2016-2017
 Framework	1. Type of Function	4. Stand-alone evaluation unit	■
	2. Reporting Line	3. Reports to governing body or head of entity	■
	3. Seniority	2. P-4	▲
	4. Policy Score	High (30)	■
	5. Procedures in Use	High (6)	■
	6. Plan Score	Low (0)	▼
 Resources	7a. M&E Budget	\$935,700.00	■
	7b. M&E Budget as a % of Total Programme Budget	1.338%	■
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$58,108.03	▼
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.083%	■
	9. Number of Evaluation Reports	1	■
	10. Subprogramme Coverage	1/6	■
 Report Quality	11. Report Quality (% good/very good)	0%	■
	12. Recommendations (% good/very good)	0%	■
	13. Gender (% that meets UNSWAP criteria)	0%	▼
	14. Human Rights (% satisfactorily/fully integrated)	0%	■
	15. SDG's (% referencing SDGs)	100%	NA

United Nations Office at Geneva (UNOG)

Dashboard Group: Predominantly Management and Support

I. Entity objective

The overall objectives of UNOG are to provide administrative and other support services to Secretariat departments and offices and other entities of the UN common system located in Geneva; and to the UN funds and programmes, specialized agencies and other organizations of the UN common system on a reimbursable basis. A number of Geneva-based operations rely on the aforementioned services, in particular in the context of expanding humanitarian and human rights activities.⁸¹

II. Key features of evaluation in 2018-2019

- **Framework:** UNOG made progress in its evaluation system as it now has an evaluation policy, however most of the Dashboard indicators remained weak. It had no evaluation unit, and no specific person oversaw evaluation activities. Some evaluation procedures were in use, but evaluation planning was not established.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be strengthened through the establishment of evaluation planning. The evaluation policy can be further improved including guidelines for its periodic review, articulation of measures to ensure quality of evaluations, and discussion around how participatory the evaluation process will be.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Expenditure on other evaluation activities was estimated at \$600,920 and included:
 - End User Client Satisfaction Survey: The Client Satisfaction Survey was established in 2011 with a view to address the recommendation made by OIOS in its report IED-10-007 that 'UNOG should develop and implement systematic and robust tools for measuring UNOG's overall performance'. The survey is sent to all staff through a Broadcast message and it is anonymous. The questions relate to UNOG's Services and remain largely the same over the years with few adaptations when the services provided change or special projects are undertaken. The results of each survey are compiled, and each Service receives a report on ratings and comments made. An overall report is also put together showing general trends in client satisfaction.
 - End User Client Support Center Satisfaction Survey: The purpose of this Survey was to evaluate the client satisfaction of the newly established Client Support Center. The results of the survey were compiled, and the results were shared with the relevant services together with the clients' feedback.

⁸¹ [A/72/6 \(Sect.29F\)](#), para. 29F.3

- Self-evaluation of the Office's environmental impact: Full self-evaluation of the Office's environmental impact, including greenhouse gas emissions, which led to the establishment of the environmental steering group, an environmental policy, progressive implementation of the environmental management system, and the achievement of climate neutrality in 2018.
- Programme Performance Reporting (PPR): PPR is a management and accountability tool in the strategic framework planning process to monitor accomplishments by sub-programme, as measured by indicators of achievement and the delivery of outputs scheduled in the approved programme budget. Recently this process was replaced by the Performance Reporting in Strategic Management Application.





V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- During 2018-2019 biennium UNOG adopted an evaluation policy of the trust fund for local support services. The first evaluation under this policy was conducted in 2019 and finalized at the beginning of 2020.
- The lack of resources and lack of skilled and trained staff are the main challenges faced by UNOG. There are no dedicated resources available at UNOG for an evaluation unit. Furthermore, the evaluation function does not lend itself to administrative support services.

VI. Effects of the COVID-19 pandemic on the evaluation function (self-reported)

- The evaluation function was highly affected by the pandemic, which led to the closure of the client service and negatively affected the gathering of meaningful feedback from surveys.

UNOG Evaluation Dashboard, 2018-2019

Category	Indicator	Status	Change since 2016-2017
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity	■
	2. Reporting Line	0. Has no clear reporting line	■ ⁸²
	3. Seniority	0. No specific person	■
	4. Policy Score	High (24)	▲
	5. Procedures in Use	Medium (4)	■
	6. Plan Score	Low (0)	■
 Resources	7a. M&E Budget	\$987,300.00	▲
	7b. M&E Budget as a % of Total Programme Budget	0.481%	▲
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00	■
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.00%	■
	9. Number of Evaluation Reports	0	■
	10. Subprogramme Coverage	0/5	■
 Report Quality	11. Report Quality (% good/very good)	NA	NA
	12. Recommendations (% good/very good)	NA	NA
	13. Gender (% that meets UN-SWAP criteria)	NA	NA
	14. Human Rights (% satisfactorily/integrated)	NA	NA
	15. SDG's (% referencing SDGs)	NA	NA

⁸² The 2016-2017 data for Indicator 2. Reporting Line was incorrectly self-reported.

United Nations Office at Nairobi (UNON)

Dashboard Group: Predominantly Management and Support

I. Entity objective

The overall objectives of UNON are to provide UNEP and UN-Habitat with a full range of administrative and other support services; under various agreements with offices of other organizations of the UN system located in Nairobi to administer common support services for those offices and manage the UN facilities in Nairobi.⁸³

II. Key features of evaluation in 2018-2019

- **Framework:** UNON improved some Evaluation Dashboard indicators. It had no evaluation unit, but some evaluation activity, and its most senior professional, responsible for evaluation functions, among other tasks, was at the D-1/D-2 level. No evaluation policy and planning existed, but some procedures were in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened, including through the establishment of a policy, plan and more procedures.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)





- The Monitoring and Evaluation Working Group (M&E WG) finalised in 2018 the review of the Security Services client satisfaction survey. This survey targeted over 73 entities and about 600 staff members participated. In addition, the working group was instrumental in preparing the Terms of Reference for the ICT Services costs review being undertaken in collaboration with the Common Procurement, Budget & Finance and ICT working groups. The working group has consistently been challenged with lack of participation and need for M&E experts (including from UNON). This activity carried on through to 2019. The M&E working group is an ad-hoc one that convenes as the needs arise and as requested by the Common Services Management Team.

V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- There is need for Headquarters support and resources to allow for a well-resourced M&E unit and activities at UNON. At present there is no evaluation expertise at UNON to support this function.

⁸³ [A/72/6 \(Sect.29H\)](#), para. 29H.1

UNON Evaluation Dashboard, 2018-2019

Category	Indicator	Status	Change since 2016-2017
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity	▲
	2. Reporting Line	3. Reports to governing body or head of entity	■
	3. Seniority	4. D-1 or D-2	■
	4. Policy Score	Low (0)	■
	5. Procedures in Use	Medium (3)	■
	6. Plan Score	Low (0)	■
 Resources	7a. M&E Budget	\$487,100.00	▲
	7b. M&E Budget as a % of Total Programme Budget	0.660%	▲
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00	■
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.00%	■
	9. Number of Evaluation Reports	0	■
	10. Subprogramme Coverage	0/4	■
 Report Quality	11. Report Quality (% good/very good)	NA	NA
	12. Recommendations (% good/very good)	NA	NA
	13. Gender (% that meets UNSWAP criteria)	NA	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA	NA
	15. SDG's (% referencing SDGs)	NA	NA

United Nations Office at Vienna (UNOV)

Dashboard Group: Predominantly Management and Support

I. Entity objective

The overall objectives of UNOV are to provide administrative support to the UN Secretariat units located in Vienna, including: UNODC, OOSA, the International Trade Law Division of OLA, the secretariat of the United Nations Scientific Committee on the Effects of Atomic Radiation, the UN Information Service, OIOS, the ODA (Vienna), the Office of the Ombudsman (Vienna) and the UN Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory. In addition, it provides some administrative support on a common service basis to other international organizations based in the Vienna International Centre.⁸⁴

II. Key features of evaluation in 2018-2019

- **Framework:** UNOV lacked an evaluation system. It had no evaluation unit, but some evaluation activity, and no evaluation staff. No evaluation policy and planning existed, but some procedures were in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently its expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened, including through the establishment of a policy, plan and more procedures.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.

IV. Other evaluation activities undertaken during 2018-2019 (self-reported)

- Expenditure on other evaluation activities was estimated at \$335,600 and included:
 - Programme Performance Reporting: Periodic review and analysis of performance data.
 - Client survey: Survey on services and service feedback mechanisms to improve quality of administrative services to clients.





V. Key enhancements made and challenges experienced since the end of the 2018-2019 biennium (self-reported)

- Recurrent challenges related to the lack of dedicated resources for evaluation.
- Higher management priority on evaluation: Resources have been identified within the available capacity of the Division for Management for the conduct of monitoring and evaluation. Those resources relate to the activities associated with internal performance monitoring in the Division for Management. Each organizational unit of the Division establishes targets in specific service areas to gauge the effectiveness and efficiency of its performance. The performance assessments are based on periodic review and analysis of

⁸⁴ [A/72/6 \(Sect.29G\)](#), para. 29G2 and 29G3

performance data, client surveys conducted at regular intervals within the existing capacity and real-time feedback mechanisms on specific services. Reviews of the management effectiveness, efficiency and governance structures of the United Nations Office at Vienna have been conducted by the Board of Auditors, the Office of Internal Oversight Services and the Joint Inspection Unit. The United Nations Office at Vienna then directs resources to tracking and implementing recommendations to improve its administrative delivery. Annual surveys on services and service feedback mechanisms are in place to provide input to self-evaluation processes and performance statistics, to improve the quality of administrative services to clients.

UNOV Evaluation Dashboard, 2018-2019

Category	Indicator	Status	Change since 2016-2017
 Framework	1. Type of Function	1. No evaluation unit but some evaluation activity	▲
	2. Reporting Line	0. Has no clear reporting line	■
	3. Seniority	0. No specific person	■
	4. Policy Score	Low (0)	■
	5. Procedures in Use	Low (1)	■
	6. Plan Score	Low (0)	■
 Resources	7a. M&E Budget	\$482,300.00	▼
	7b. M&E Budget as a % of Total Programme Budget	0.667%	▼
 Expenditures, Output, and Coverage	8a. Estimated expenditure on evaluation reports	\$0.00	■
	8b. Estimated expenditure on evaluation reports as % of Total Programme Budget	0.00%	■
	9. Number of Evaluation Reports	0	■
	10. Subprogramme Coverage	0/4	■
 Report Quality	11. Report Quality (% good/very good)	NA	NA
	12. Recommendations (% good/very good)	NA	NA
	13. Gender (% that meets UN-SWAP criteria)	NA	NA
	14. Human Rights (% satisfactorily/fully integrated)	NA	NA
	15. SDG's (% referencing SDGs)	NA	NA

9 Annexes

Annex I. Evaluation Dashboard definitions and data sources framework

The following provides an overview of how Dashboards were scored and color-coded. It provides Dashboard indicator definitions, and is organized by the four overall areas of:

- (A) framework;
- (B) resources;
- (C) expenditures, output and coverage; and
- (D) report quality (including a detailed explanation of how the report quality assessment was conducted).

Below each entity Dashboard is a table of the thresholds for color-coding performance to show the range – either in points or percentage – that corresponds to the level of performance.

Thresholds were set for high, medium and low evaluation capacity for selected indicators #2, #4-6, #8b, and #11-14.

A. Framework

1. **Type of function (#):** Type of structure of the evaluation function.⁸⁵

- | |
|--|
| 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 some evaluation activity |
| 0 – No evaluation activity |

Source: Focal point survey

2. **Reporting line (#):** Extent to which the evaluation function reporting line is independent.

- | |
|--|
| High: 3 – Evaluation function reports to the governing body and/or the head of the entity |
| Medium: 2 – Evaluation function reports to an independent oversight function |
| Low: 1 – Evaluation function reports to another management function |
| 0 – Evaluation function has no clear reporting line, or no evaluation function exists |

Source: Focal point survey

3. **Seniority (#):** Level of the senior-most professional leading the evaluation function.

- | |
|--|
| 4 – Evaluation function is led by a D-1 or D-2 |
| 3 – Evaluation function is led by a P-5 |
| 2 – Evaluation function is led by a P-4 |
| 1 – Evaluation function is led by a P-3 or below |

Source: Focal point survey

⁸⁵ Indicator #1 only includes a low, red-colored threshold where there is minimal or no evaluation activity and is not included in the reference table under each Dashboard. This approach intends to highlight the need for minimal evaluation activity, while also recognizing the need for flexibility in structuring evaluation functions based on a number of entity-specific contextual factors (e.g. entity size and mandate).

4. Evaluation Policy Score (#): Total score across 18 quality criteria, scored individually on a 0-2 scale (0=not at all; 1=partially; 2=fully) across 7 dimensions, if in place during 2018-2019.

Policy score Dashboard thresholds
High: 24-36 points – Evaluation policy meets most/all of quality criteria
Medium: 11-23 points – Evaluation policy meets some quality criteria
Low: 0-10 points – Evaluation policy meets little/no quality criteria, or does not exist

Policy score dimensions and quality criteria
<i>Clear explanation of concept and role of evaluation</i>
1. Does the policy clearly state how the programme defines evaluation?
2. Is the purpose of the evaluation function (including accountability and learning) clearly stated? (Updated)
3. Does the policy provide guidelines for its periodic review? (New)
<i>Contains general evaluation standards</i>
4. Are standards such as utility and credibility discussed?
<i>Clearly defines the institutional framework</i>
5. Is the independence of the function discussed or defined?
6. Does the policy indicate what are the reporting lines?
7. Does the policy state what are the competencies required for evaluators?
<i>Describes how evaluations are organized, managed and budgeted</i>
8. Does the policy explain how evaluations are prioritized and planned? (Updated)
9. Does the policy state who will manage evaluations and clearly define their roles and responsibilities with regards to evaluation? (Updated)
10. Does the policy state the measures to ensure the quality of evaluations (e.g. peer review; QA processes)?
11. Does the policy state how participatory the evaluation process will be?
12. Does the policy state how evaluation function resources are commensurate with the size and function of the organization?
<i>Emphasizes the mechanisms for the follow up of evaluations</i>
13. Does the policy state how results will be followed up on?
14. Does the policy state how evaluation results will feed into org learning/KM systems?
<i>Clearly states the practice on disclosure and dissemination of evaluations</i>
15. Does the policy indicate the disclosure parameters?
16. Does the policy state how evaluations will be disseminated?
<i>Integrates gender equality and human rights</i>
17. Does the policy promote gender equality?
18. Does the policy promote human rights?

Source: Document review (based on focal point submission)

Updated or new from previous 2016-2017 dashboard

5. Evaluation Procedures in use (#): Total score across 6 procedural dimensions in use, scored individually on a 0-1 scale (0=no; 1=yes), if in place during 2018-2019.

Procedure score Dashboard thresholds
High: 5-6 points – Most/all of evaluation procedures in place
Medium: 3-4 points – Some of evaluation procedures in place
Low: 0-2 points – Little/no evaluation procedures in place

Procedure score dimensions

1. Developing an evaluation work plan
2. Applying quality assurance methods to evaluation reports and/or evaluation procedures
3. Sharing and/or disseminating evaluation reports and/or lessons learned
4. Developing action plans for implementing evaluation recommendations
5. Tracking and/or monitoring the implementation of evaluation recommendations
6. Feeding evaluation results back into programme planning and implementation

Source: Focal point survey

6. Evaluation Plan scores (#): Total score across 8 quality dimensions, scored individually on a 0-2 scale (0=not at all; 1=partially; 2=fully), if in place at during 2018-2019.

Plan score Dashboard thresholds
High: 11-16 points – Evaluation plan meets most/all of quality criteria
Medium: 6-10 points – Evaluation plan meets some quality criteria
Low: 0-5 points – Evaluation plan meets little/no quality criteria, or does not exist

Plan score dimensions
1. Are the types of planned evaluations clear?
2. Does the plan state the purpose of the evaluations?
3. Does the plan state who will conduct the evaluation?
4. Does the plan specify who is responsible for the evaluations?
5. Does the plan specify resources for the evaluations?
6. Does the plan state target dates for the evaluations?
7. Does the evaluation plan describe how it was developed?
8. Is the plan submitted to the head of the entity or governing body for review/approval?

Source: Document review (based on focal point submission)

B. M&E resources

7a. M&E budget (\$): M&E budget as reported in Proposed Programme Budget (Form 12) provided by the UN Office of Programme Planning, Budget and Accounts, where available; or self-reported reported by entities when Form 12 was not available.

7b. M&E budget as percentage of total programme budget (%): M&E budget as a percentage of total programme budget.

Source: When available, financial data analysed for indicators #7a-7b were obtained from the Proposed Programme Budget (A/70/6). When not available, data were self-reported by entities.

C. Evaluation spending, outputs and coverage

8a. Estimated expenditure on evaluation reports (\$): Reported amount spent on screened evaluation reports.

Source: Expenditure form

8b. Estimated expenditure on evaluation reports as percentage of overall programme budget (%): Estimated expenditure on evaluation reports as a proportion of total programme budget for 2018-2019.

Evaluation expenditure Dashboard thresholds
High: Greater than 0.5% of programme budget spent on evaluation reports

Medium: Between 0.1 and 0.5% of programme budget spent on evaluation reports

Low: Less than 0.1% of programme budget spent on evaluation reports

Source: Expenditure form

9. Evaluation reports (#): Number of reports screened as evaluations by OIOS.

Source: Document review (based on submission by focal points)

10. Subprogramme coverage (#): Number of subprogrammes covered by evaluation reports out of total number of subprogrammes.

Source: Document review (based on submission by focal points)

D. Report quality

Source: Indicators #11-14 indicators are sourced from the QA review of sampled evaluation reports, whose methodology is explained in the following section.

Evaluation report quality Dashboard thresholds

High: 67-100% of evaluation reports achieved the specified level of quality for indicators #11-14

Medium: 33-66% of evaluation reports achieved the specified level of quality for indicators #11-14

Low: 0-32% of evaluation reports achieved the specified level of quality for indicators #11-14

11. Report quality (%): Percentage of sampled evaluation reports which received ‘Good’ or ‘Very good’ for overall quality.

12. Recommendations in reports (%): Percentage of sampled evaluation reports which received ‘Good’ or ‘Very good’ for their recommendations.

13. Gender in reports (%): Percentage of sampled evaluation reports that received a score of 6-9 points following the UN-SWAP criteria on gender equality and women’s empowerment.⁸⁶

14. Human rights in reports (%): Percentage of sampled evaluation reports rated as having ‘Satisfactorily integrated’ or ‘Fully integrated’ human rights considerations into the report (including where applicable: scope/analysis; criteria/design; methods/tools; data analysis techniques; and/or findings, conclusions and recommendations).

15. Sustainable Development Goals (SDGs) in reports (%): Percentage of sampled evaluation reports that contain references to the SDGs.

⁸⁶ See UN-SWAP Evaluation Performance Indicator Technical Note, April 2018

Annex II. Methodology for quality assessment of evaluation reports

A. Screening and sampling

OIOS-IED carried out a sampling of evaluation reports to conduct its QA and meta-evaluation exercise. To achieve this objective, the study adopted a *stratified purposive sample* consisting of the below steps.

1. Screening and tagging of evaluation reports submitted by UN entities across criteria. In total 448 reports were screened, and 261 were considered evaluation reports. Screening criteria comprised whether the evaluation was conducted by an external body (e.g. OIOS and JIU) in which case it was excluded, and whether it met the following criteria for inclusion:

- finalised between January 2018 and 31 December 2019
- assessed an element of the programme's performance relative to its mandate or goals;
- articulated a set of evaluation questions to guide the assessment
- articulated a methodology (i.e. data sources, data collection and analysis methods and their limitations and underlying analytical assumptions);
- provided evidence to support findings and conclusions; and,
- provided findings and conclusions and where relevant, recommendations to further improve programme delivery.

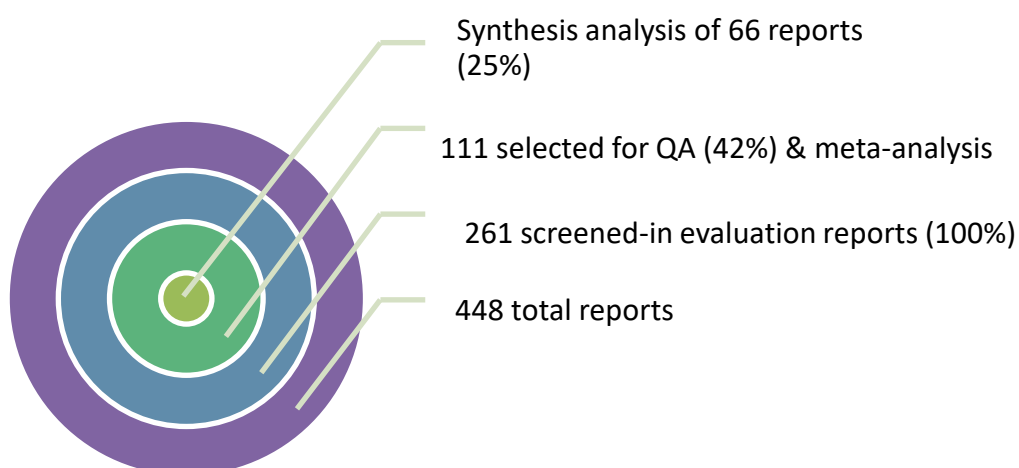
Meta-data and tagging were performed for managing the distribution of reports to reviewers, as well as used for the purposive sampling described below. This data comprised the following components: evaluation report title, language, type, scope, and geographic coverage. The screening was done by four evaluators. Approximately 10% of the screened-out 187 reports were randomly selected for review by separate team members than the original reviewer, but this did not change the result from the initial screening.

2. Establishment of thresholds for report inclusion per UN entity. Of those 261 reports, a stratified random sampling of 111 reports (See Graph 1) was drawn based on the total number of reports that met the initial set of criteria. The following strata were adopted:

- Entities producing 1 evaluation report: % selected= 100%
- Entities producing 2-5 evaluation reports: % selected= 75%
- Entities producing 6-15 evaluation reports: % selected= 40%
- Entities producing 16-30 evaluation reports: % selected= 33%
- Entities producing 31-75 evaluation reports: % selected= 16%

Additionally, efforts were made to ensure that the number of reports for a particular entity included in the meta-analysis was not less than the entity's reports included in the 2016-2017 biennial provided that the entity had enough screened-in reports. All entities with screened-in reports were represented in the meta-analysis.

Graph 1. Summary of report sampling



B. Quality assessment parameters and tool

- 1. The QA framework** comprised 7 parameters (background, methodology, findings, conclusions & lessons learned, recommendations, gender & human rights, and report structure) and 23 standards. Report background details were also included in the Excel-based rating sheet.
- 2.** The 111 reports were assessed by a team of five evaluators (two of them external). To maximize the independence of the review, half of the reports (57) were reviewed by the external evaluator. The QA tool was piloted among all ratters to ensure consistent definitions and protocols for the assessment. Further, in order to enhance consistency in scoring approaches and mitigate potential bias, OIOS-IED conducted an inter-rater reliability test of 10 reports representing approximately 20% of the 46 reports with overall rating of fair and poor. The test did not find a significant difference in scores between ratters.
- 3. Definitions** of each QA parameter and standard are provided below, including their respective weights.

QA parameter/standard (weight %)	
Parameter 1. Background (15%): Are the evaluation's subject, context, purpose, objectives and scope sufficiently clear to frame and guide the evaluation?	
1	The report clearly specifies the <u>subject</u> of the evaluation, and for programmes or projects: intervention logic or theory of change; budget; human resources; time frame; implementing partners, modalities and status. (25%)
2	The report provides sufficient information for understanding the <u>context</u> within which the subject of the evaluation operated (e.g. key social, political, economic, demographic and institutional factors) and describes the key stakeholders involved in the evaluation's subject. (25%)
3	The report clearly specifies the <u>purpose</u> and <u>objectives</u> of the evaluation. (25%)
4	The report specifies the <u>scope</u> of what the evaluation covers (e.g. time span, geographical coverage). (25%)
Parameter 2. Methodology (15%): Is the methodology used for the evaluation clearly described and is the rationale for the methodological choice justified?	

5	The report specifies and explains the chosen evaluation <u>questions</u> , <u>criteria</u> , performance standards or other criteria. (40%)
6	The methodology clearly describes the level of stakeholder participation, data sources, and data collection and analysis methods. (30%)
7	The chosen methodology is adequately robust/appropriate for answering the key evaluation questions, including adequate measures to ensure data quality/validity. (15%)
8	The methodology addresses methodological challenges and/or limitations. (15%) The report mentions ethical standards ⁸⁷ that were considered during the evaluation (e.g. to informed consent of participants, confidentiality, avoidance of harm, evaluator's ethical obligations). (*new)
	Parameter 3. Findings (25%): Are the findings clearly presented, relevant and based on evidence and sound analysis?
9	Findings are presented with <u>clarity</u> , <u>logic</u> , and <u>coherence</u> (e.g. avoid ambiguities). (20%)
10	Findings clearly relate to the evaluation <u>criteria</u> and <u>questions</u> defined in the scope in terms of report structure and substance. (30%)
11	Findings are <u>objective</u> and are supported by sufficient <u>evidence</u> reflecting systematic and appropriate analysis and interpretation of the data; they are free from subjective judgements made by the evaluators. (30%)
12	Findings uncover underlying <u>causes</u> for accomplishments/difficulties and <u>opportunities</u> to build on. (20%)
	Parameter 4. Conclusions and lessons learned (10%): Are the conclusions clearly presented based on findings and substantiated by evidence?
13	Conclusions are <u>clearly presented</u> and <u>logically linked</u> to the findings. (40%)
14	Conclusions reflect reasonable <u>judgments</u> of the evaluator(s) in relation to the main evaluation questions and <u>add value</u> to the findings (e.g. include lessons learned; focus on significant issues; answer the evaluation's big questions). (60%)
	Parameter 5. Recommendations (15%): Are the recommendations well-grounded in the evaluation and clear?
15	Recommendations are <u>logically derived</u> from the findings and/or conclusions. (33%)
16	Recommendations are <u>clear</u> , <u>realistic</u> (e.g. reflect an understanding of the subject's potential constraints to follow-up) and <u>manageable</u> (e.g. avoid providing a laundry list or being overly prescriptive). (33%)
17	Recommendations are <u>actionable</u> (e.g. specifies who should implement them) and formulated with their use in mind. (33%)
	Parameter 6. Gender and human rights (10%): Are gender and human rights perspectives integrated and well addressed in the process of the evaluation as well as in the evaluation report?
18	<u>Gender equality and women's empowerment</u> (GEWE) is integrated in the evaluation scope of analysis and evaluation criteria and questions are designed in a way that ensures GEWE related data will be collected. (16.67%)
19	A gender-responsive methodology, methods and tools, and data analysis techniques are selected. (16.67%)
20	The evaluation findings, conclusions and recommendations reflect a gender analysis. (16.67%)
21	<u>Human rights</u> considerations are integrated in the following, where applicable: evaluation scope of analysis; evaluation criteria and questions design; methods and tools, and data analysis techniques; evaluation findings, conclusions and recommendations (50%)
	Parameter 7. Report structure (10%): Is the report well structured, logical, clear and complete?

⁸⁷ The inclusion of ethical standards was not rated but captured as good evaluation practice in the assessment form.

22	The <u>executive summary</u> is a stand-alone section with a clear structure along the key elements of the report: subject, purpose and objectives of the evaluation; methodology; main results; conclusions; and recommendations. It is reasonably concise. (50%)
23	The report is <u>well-structured</u> (50%): -easily readable (i.e. concise, avoids complex language and unexplained acronyms); -cohesive and logical; -contains relevant graphics for illustrating key points (e.g. tables, charts and pictures); -includes <u>annexes</u> where applicable on methodology such as the Terms of Reference, evaluation matrix, bibliography, and a list of people consulted; and -states <u>when</u> the evaluation was conducted (<u>period</u> of the evaluation) and by <u>whom</u> the evaluation (evaluator names not required).

**Newly included from previous 2016-2017 dashboard*

4. **Scale and scoring** for each of the 23 standards was done individually on 5-point scale. Raw scores for standards were first weighted and aggregated into a percentage for their respective parameter scores. Then, parameter scores were weighted and aggregated into an overall report score. The thresholds for assigning the rating scale are provided in the tables below.

Rating*	Definition	Raw score	% threshold (parameter/overall rating) *
Very poor	Very weak; missing; fails to meet standard	0	<20%
Poor	Weak; hardly meets standard	1	≥ 20 and < 40%
Fair	Partly meets standard; acceptable	2	≥ 40 and < 60%
Good	Satisfactory; respectable	3	≥ 60 and < 80%
Very good	Strong; above average; best practice	4	≥ 80%

*Parameter ratings are aggregated from their corresponding weighted standard scores; the overall report score is aggregated from the parameter scores

Ratings for gender and human rights are given according to the UN-SWAP Evaluation Performance Indicator 4-point scale, and then in the same manner above weighted for the parameter score before being aggregated for integration into the overall score.

UN-SWAP scale	Definition	Raw score
Not at all integrated	Applies when none of the elements under a criterion are met.	0
Partially integrated	Applies when some minimal elements are met but further progress is needed and remedial action to meet the standard is required.	1
Satisfactorily integrated	Applies when a satisfactory level has been reached and many of the elements are met but still improvement could be done.	2
Fully integrated	Applies when all elements under a criterion are met, used and fully integrated in the evaluation and no remedial action is required.	3

Source: UNEG, UN-SWAP Evaluation Performance Indicator Technical Note, Apr 2018

C. Limitations

The QA methodology faced several challenges. First, OIOS was not able to achieve a fully representative sample across the total body of evaluation reports as efforts were made to ensure the maximum representation of entities within the sampled reports. This may have affected the overall quality score of all reports as reports of entities without established evaluation practice that barely met the screening criteria may have taken the place of potentially good quality reports produced by entities with established evaluation practice.

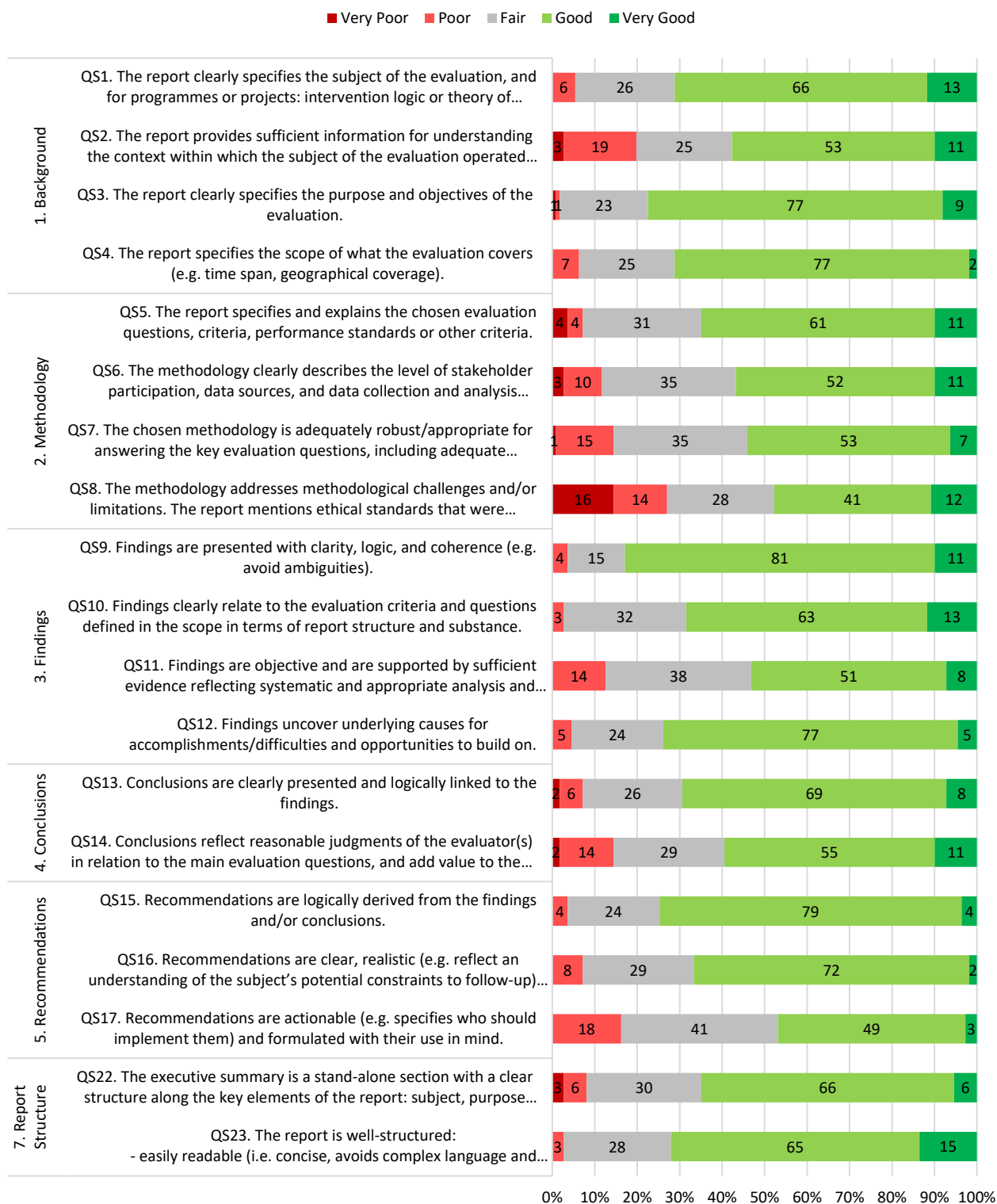
Second, the QA entailed subjective judgement that introduced potential bias. A team of five reviewers conducted the exercise, and reports of any one entity were assessed by a single reviewer. To enhance consistency in scoring approaches and mitigate potential bias, OIOS: (i) piloted the QA tool on five evaluation reports; (ii) compared pilot scores and identified potential areas for error or bias; (iii) held a conference call to discuss and address these findings; and (iv) shared revised guidance materials with the reviewers with consistent definitions, protocols and tools for conducting the QA exercise. In addition, an inter-rater reliability test was also conducted on 10% of the evaluation reports.

Finally, the QA instrument was created for the purposes of assessing evaluation quality across a diverse range of programmatic and operational contexts of the entities in scope. Its generic nature may therefore not capture the specificity of entity-level QA instruments with criteria tailored to their respective organizational priorities.

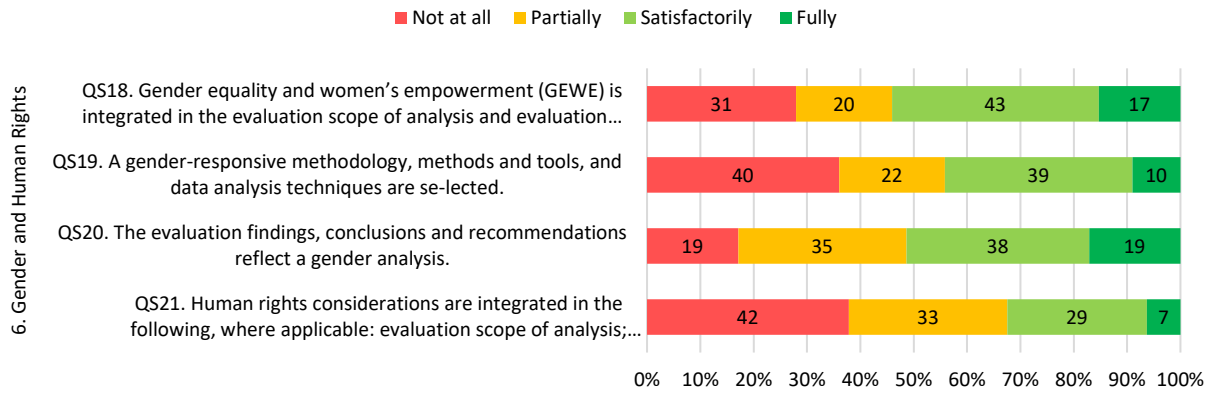
Annex III. Results of evaluation quality assessment

The distribution of scores across the 111 reports for each of the 23 quality standards (QS) is provided in detail below and organized by the 7 parameters. Gender and human rights received low scores relative to other categories.

Evaluation Report Rating by Quality Standard (n = 111 evaluation reports)



Evaluation Report Rating by Gender and Human Rights Standards
(n = 111 evaluation reports)



Source: OIOS quality assessment of 111 evaluation reports