Evaluation Study

Inspection and Evaluation Division

United Nations Evaluation Dashboard 2020-2021

18 May 2023

Assignment No: IED-23-006

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.

#	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	Economic and Social Commission for Asia and the Pacific	ESCAP
15	Economic and Social Commission for Western Asia	ESCWA
16	United Nations Global Compact	GCO
17	International Residual Mechanism for the Criminal Tribunals	IRMCT
18	International Trade Centre	ITC
19	United Nations Mission for the Referendum in Western Sahara	MINURSO
20	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic	MINUSCA
21	United Nations Multidimensional Integrated Stabilization Mission in Mali	MINUSMA
22	United Nations Stabilization Mission in the Democratic Republic of the Congo	MONUSCO
23	Office for the Coordination of Humanitarian Affairs	OCHA
24	Office for Disarmament Affairs	ODA
25	Office of the High Commissioner for Human Rights	OHCHR
26	Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States	OHRLLS
27	Office of Information and Communications Technology	OICT
28	Office of Legal Affairs	OLA
29	Office for Outer Space Affairs	OOSA
30	Office of the Special Adviser on Africa	OSAA
31	Office of the Special Adviser to the Secretary-General on Cyprus	OSASG Cyprus
32	Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse	OSCSEA
33	Office of the Special Envoy of the Secretary-General for the Great Lakes Region	OSESG GL
34	Office of the Special Envoy of the Secretary-General for the Horn of Africa	OSESG HoA
35	Office of the Special Envoy of the Secretary-General on Myanmar	OSESG Myanmar
36	Office of the Special Envoy of the Secretary-General for Syria	OSESG Syria
37	Office of the Special Envoy of the Secretary-General for Yemen	OSESG Yemen
38	Office of the Victims' Rights Advocate for the United Nations	OVRA
39	Peacebuilding Support Office	PBSO

40	Special Representative of the Secretary-General for Children and Armed Conflict	SRSG CAAC
41	Special Representative of the Secretary-General on Sexual Violence in Conflict	SRSG SVC
42	Special Representative of the Secretary-General on Violence against Children	SRSG VAC
43	United Nations Assistance Mission in Afghanistan	UNAMA
44	United Nations Assistance Mission for Iraq	UNAMI
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 Human Settlements Programme	UN-Habitat
51	United Nations Interim Force in Lebanon	UNIFIL
52	United Nations Interim Security Force for Abyei	UNISFA
53	United Nations Investigative Team for Accountability of Da'esh/ISIL	UNITAD
54	United Nations Integrated Transitional Assistance Mission in Sudan	UNITAMS
55	Un Mission to Support the Hudaydah Agreement	UNMHA
56	United Nations Mission in Kosovo	UNMIK
57	United Nations Mission in South Sudan	UNMISS
58	United Nations Military Observer Group in India and Pakistan	UNMOGIP
59	United Nations Office to the African Union	UNOAU
60	United Nations Regional Office for Central Africa	UNOCA
61	United Nations Office of Counter-Terrorism	UNOCT
62	United Nations Office for Drugs and Crime	UNODC
63	United Nations Office at Geneva	UNOG
64	United Nations Office at Nairobi	UNON
65	United Nations Office for Partnerships	UNOP
66	United Nations Office at Vienna	UNOV
67	United Nations Office for West Africa and the Sahel	UNOWAS
68	United Nations Regional Centre for Preventive Diplomacy for Central Asia	UNRCCA
69	United Nations Representative to the Geneva International Discussions	UNRGID
70	Office of the Special Coordinator for the Middle East Peace Process	UNSCO
71	Office of the United Nations Special Coordinator for Lebanon	UNSCOL
72	United Nations Support Mission in Libya	UNSMIL
73	United Nations Assistance Mission in Somalia	UNSOM
74	United Nations Support Office in Somalia	UNSOS
75	United Nations Truce Supervision Organization	UNTSO
76	United Nations Verification Mission in Colombia	UNVMC

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 2020-2021 biennium. This report is the sixth 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/78/70), which was completed in March 2023 and will be considered by the Committee for Programme and Coordination of the General Assembly in June 2023.

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 on the draft dashboards. Their inputs have helped strengthen the evidence-base for improving evaluation capacity in the Secretariat.

The scope of this report includes 76 Secretariat entities. While the Biennial Review presents an aggregate assessment of evaluation capacity and practice, this companion report breaks the assessment 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.

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 scope of this report includes 76 Secretariat entities. While the Biennial Review presents an aggregate assessment of evaluation capacity and practice, this companion report breaks the assessment 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.

For the purpose of analysis and presentation, the 76 entities were classified in five groups based on their mandate and size as:

- Group LO – Large operational (14 entities);[1]
- Group SO – Small operational (13 entities);
- Group PKO – Peacekeeping Operations (14 entities);
- Group POL – Political Affairs (24 entities); and
- Group MS – Predominantly management and support (11 entities).

[1] Large operational entities, on average, had an annual budget of USD 190 million. In comparison, average annual budget of a small operational entity was approximately USD 13 million.

The report first presents the aggregate summary of the Secretariat Evaluation Dashboard results. It provides statistics for each indicator 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 the entity. This includes a snapshot of entity objectives during the 2020-2021 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 dashboards) were considered in the final report and included in Annex I of A/78/70.

Approach

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. Table 1 below presents the categories, indicators and data source that comprise the dashboard.

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

The Evaluation Dashboard presents data in four areas: (1) framework; (2) resources; (3) outputs and coverage; and (4) report quality. Indicators were defined in alignment with the UN Evaluation Group (UNEG) norms and standards. [2]

The presentation of certain indicators is color-coded according to predefined thresholds for low, medium and high capacity. 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 389 reports submitted by 51 entities for consideration as evaluations based on predetermined screening criteria, of which[3] 210 met these criteria.
- Quality assessment (QA) of 127 sampled evaluation reports from 29 entities[4] as based on UNEG norms and standards;
- Document review of entity policies and workplans against respective quality criteria for each of these[5] ;
- Focal point survey related to structural, financial, and operational aspects of evaluation functions; and
- Financial resource analysis based on budget fascicles and self-reported data on evaluation reports and other evaluation-related activities.

For the first time, OIOS included indicators on integration of the environment and disability inclusion, but due to the recency of guidance on these issues, the indicators are not presented in the entities' dashboards in the present biennium. Reference to the entities' performance on these issues is made on the introductory page for each entity.

[2] See UNEG Norms and Standards (2016)
[3] See annex III.
[4] 3 reports by 2 entities were submitted after the completion of the quality assessment and therefore those entities could not be included.
[5] See annex I.

Since the prior biennium dashboard OIOS revised underlying data collection and analysis approaches for the following Evaluation Dashboard indicators:

- Indicator #4 on Evaluation Policy: Dashboard indicates Draft Evaluation Policy if a draft had been submitted before 31 August 2022.
- Indicator #7a-7d on evaluation expenditure: The costing of evaluation report expenditures was broken down into costs for reports only and costs for all evaluation activities, including reports; these expenditures were calculated using self-reported work-month allocations of staff, consultancy costs, and other related costs, such as for travel and training. This source of data provided the only available source of resources used for evaluation across entities in scope, and therefore comprises the basis for indicators #7a-d.
- Indicator #8 on submitted reports: Indicator reflects the number of reports received from an entity in their document submission (before screening).
- Indicator #13 on Gender: Indicator reflects the UN-SWAP score/rating[6] as well as the number of reports that have fully met requirements.
- Indicator #14 on Human Rights: Indicator reflects score/rating as well as number of reports that have fully met requirements.
- An indicator that was used in the 2018-2019 review presenting the percentage of reports that contain references to the sustainable development goals (SDGs) was not included in this 2020-2021 review due to inconsistency of tagging across entities, which did not give a comprehensive picture of contribution to SDGs.

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

[6] UN SWAP score and rating are in line with the UN-SWAP Evaluation Performance Indicator Technical Note (2018).

Table 1. **Evaluation Dashboard composition**			
Category	**Indicator** (unit of measurement)		**Data 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	Estimated expenditure on evaluation reports only ($)	Budget submission and Expenditure survey
	7b	Estimated expenditure on evaluation reports only as % of total programme budget (%)	
	7c	Estimated expenditure on all evaluation-related activities, including reports	
	7d	Estimated expenditure on all evaluation-related activities, including reports, as % of total programme budget (%)	
Output and coverage	8	Submitted reports (#)	Document review and Expenditure form
	9	Evaluation reports (#)	
	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)	

Limitations

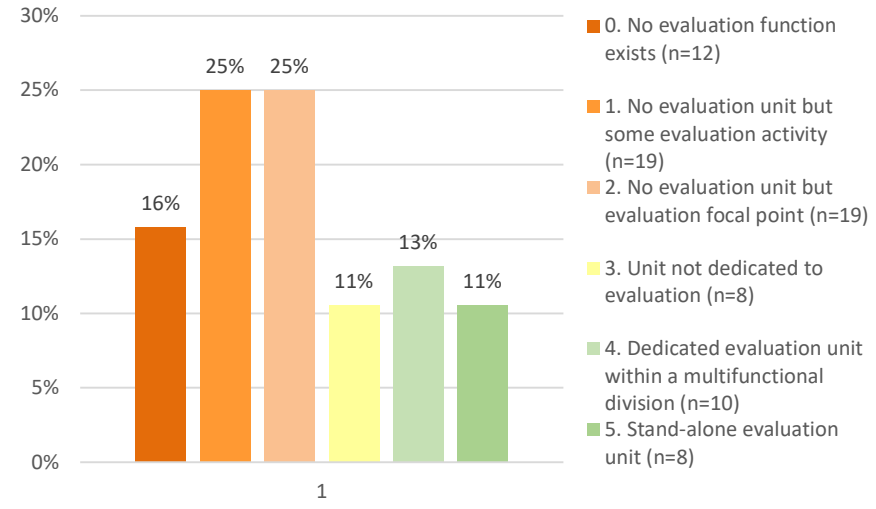
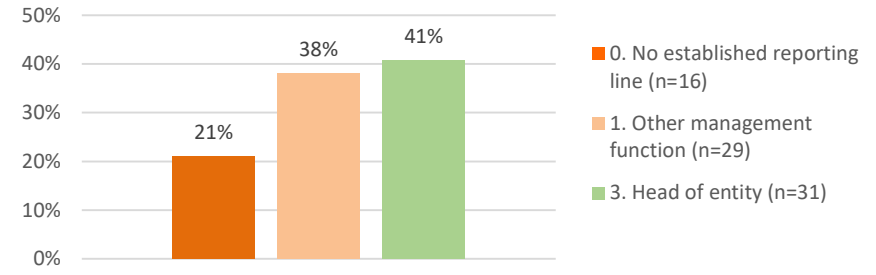
The Evaluation Dashboard has two main limitations. First, some data sources could not be independently verified. Entities provided self-reported data through the focal point survey and emails. For indicators #1-3, #5 and #10, OIOS reviewed and compared this self-reported information with the previous biennial period and followed up for accuracy. However, self-reported data on evaluation expenditure for indicators #7a-d could not be verified by OIOS, and therefore provide estimated rather than audited figures. Similarly, self-reported inputs from the Focal Point Survey and/or Evaluation Expenditure Survey were used for section IV on evaluation-related activities and section V on key accomplishments and challenges related to evaluation of each accompanying descriptive section of the Dashboards. This information was not verified by OIOS. Where entities have provided responses to the survey, but have not provided information on evaluation-related activities and/or the key achievements and challenges related to evaluation, sections IV and V will state that no such information was reported. If no responses were received from an entity, the sections will state that no information was provided. Second, the QA results shown in indicators #11-14 provide an estimate of overall evaluation report quality for each entity, as only 61% of the total number of reports were sampled. A more detailed discussion of limitations in the QA methodology is provided in **Annex II**.

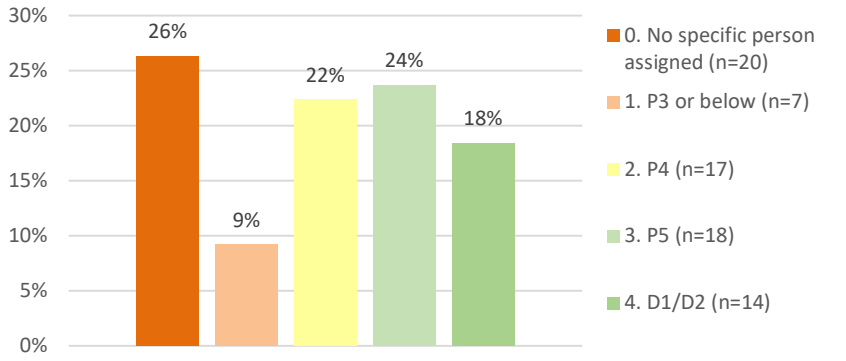
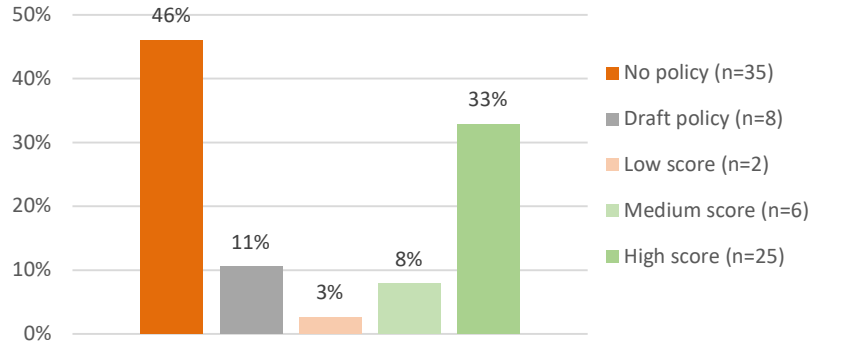
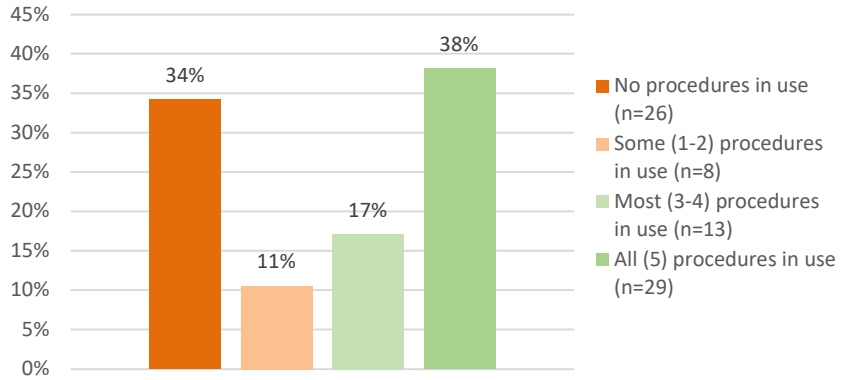
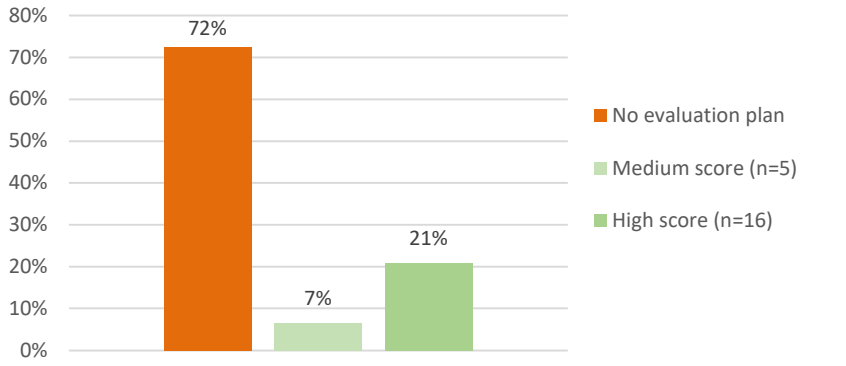
1 United Nations Evaluation Dashboard

Summary of overall results

The Biennial Review for 2020-2021 (A/78/70) noted that evaluation practice remained highly uneven across the Secretariat. Most evaluations were conducted by less than half of all Secretariat entities, and most of these 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 with some improvements in the management and support areas. Sub-programme evaluation by programme managers, as called for 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 second review that covers all 76 Secretariat entities, including field missions. Individual dashboards from some newly included entities are 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**

Framework	Indicator	2020-2021 results
	1 Type of function	
	2 Reporting line	

3	Seniority of the professional leading the evaluation function	
4	Policy score	
5	Procedures in use	
6	Plan score	

Resources	7a	Estimated expenditure on evaluation reports only ($)	26 entities (34%) reported expenditure on evaluation reports only to be approximately $18.31 million.
	7b	Estimated expenditure on evaluation reports only as % of total entities' budget (%)	0.14% of the total entities' budget is spent on evaluation reports only[7] Range: 0.001% (UNMISS) to 1.50% (PBSO).
	7c	Estimated expenditure on all evaluation-related activities, including reports	37 entities (49%) reported expenditure on all evaluation-related activities, including evaluation reports, to be approximately $25.23 million.
	7d	Estimated expenditure on all evaluation-related activities, including reports, as % of total entities' budget (%)	0.17% of the total entities' budget is spent on all evaluation-related activities, including reports[8]. Range: 0.001% (MONUSCO) to 2.97% (PBSO).
Output and coverage	8	Number of submitted reports	389 reports by 51 entities (67%).
	9	Evaluation reports	210 reports by 31 entities (41%).
	10	Subprogramme Coverage	103 out of 240 sub-programmes were covered by evaluations. 16 entities had full coverage, 13 had partial coverage and 47 had no coverage.
Report Quality	11	Report quality	22 entities had at least one report that was rated "good" or "very good"
	12	Recommendations	22 entities had at least one report that had recommendations that were rated "good" or "very good"
	13	Gender	6 entities had met UN-SWAP requirements and 13 entities were approaching them. The overall UN-SWAP score was 5.17, which was an improvement from 4.87 in the past biennium.
	14	Human rights	7 entities had a high score for their human rights integration.
	15	Disability inclusion and environmental considerations	2 entities had a high score for the integration of disability issues. 6 entities had a high score for the integration of environmental issues.

[7] OIOS budget and expenditure on evaluation reports are included in this figure. Without the OIOS, the expenditure equals 0.08% of the overall entities' budget.

[8] OIOS budget and expenditure on evaluation reports are included in this figure. Without the OIOS, the expenditure equals 0.12% of the overall entities' budget.

The UN Evaluation Dashboard below in **Table 3** visualizes these aggregated results and illustrates the uneven progress made in the Secretariat with building evaluation practice, with some entities improving and others remaining the same or declining. 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. When an entity did not have an evaluation policy or plan and/or has not submitted any evaluation reports, the dashboard will indicate that these were not available (N/A). In a few cases, evaluation reports have been submitted after the quality assessment has been completed; in these cases, the dashboard will state that these were not rated (NR).

Table 3. UN Evaluation Dashboard 2020-2021

DASHBOARD THEMATIC GROUP	ENTITY	EVALUATION FRAMEWORK						RESOURCES				OUTPUT & COVERAGE			REPORT QUALITY			
		1	2	3	4	5	6	7a	7b	7c	7d	8	9	10	11	12	13	14
		Type of Function	Reporting Line	Seniority	Evaluation Policy Score	Number of Proce-dures in Use	Evaluation Plan Score	Estimated expendi-ture on evaluation reports	Estimated expendi-ture on evaluation reports as % of Total Programme Budget	Estimated expendi-ture on evaluation-related activities, incl. reports	Estimated expendi-ture on evaluation activities as % of To-tal programme budget	Number of reports submitted	Number of Evalua-tion Reports	Subprogramme Cov-erage	Report Quality (% good/very good)	Recommendations (% good/very good)	UN SWAP 2020-21	Human rights indica-tor
Large Operational	DCO	4	1	P5	N/A*	5	10	$900,776	0.30%	$1,153,865	0.39%	22	17	1/3	50%	38%	6.38	1.63
	DESA	5	3	D1 or D2	32	5	14	$794,012	0.22%	$1,021,641	0.28%	35	17	9/9	25%	25%	3.5	0.63
	ECA	4	1	P4	29	4	N/A	$222,420	0.10%	$463,685	0.22%	4	4	4/9	75%	50%	4.3	1.25
	ECE	3	3	D1 or D2	36	5	14	$480,334	0.44%	$480,334	0.44%	10	10	7/8	83%	33%	7.5	1.5
	ECLAC	3	1	P5	34	5	11	$445,815	0.33%	$656,149	0.49%	5	5	7/13	100%	60%	6.2	1.6
	ESCAP	4	1	P4	35	5	12	$1,830,266	1.21%	$1,895,250	1.25%	14	14	8/9	80%	80%	6	0.8
	ESCWA	4	3	P5	36	5	14	$740,640	0.84%	$940,461	1.07%	5	5	4/6	25%	25%	6.25	0.5
	ITC	4	3	P4	33	5	13	$600,625	0.24%	$1,236,582	0.50%	6	6	1/1	75%	75%	5.3	0
	OCHA	4	1	P5	35	5	10	$880,460	0.12%	$919,418	0.13%	2	2	0/4	100%	100%	9	1.5
	OHCHR	4	3	D1 or D2	26	5	9	$1,123,075	0.20%	$1,123,075	0.20%	7	7	2/4	60%	40%	7.4	2.8
	UNCTAD	5	3	P4	31	5	7	$602,122	0.27%	$688,371	0.31%	10	10	5/5	83%	50%	7.33	2.17
	UNEP	5	3	D1 or D2	33	5	12	$3,099,386	0.34%	$3,308,967	0.36%	42	41	7/7	81%	76%	3.71	1.05
	UN-HABITAT	5	3	P5	33	5	11	$2,443,286	0.48%	$2,443,286	0.48%	14	14	4/4	86%	29%	6.29	2
	UNODC	5	3	P5	36	5	11	$2,300,388	0.29%	$3,808,224	0.48%	26	26	6/6	92%	85%	8.08	2.08
Small Operational	GCO	0	0	None	Draft	0	N/A	$0	0.00%	$21,200	0.13%	2	0	0/1	N/A	N/A	N/A	N/A
	ODA	1	1	P4	18	5	N/A	$0	0.00%	$106,737	0.17%	6	0	0/5	N/A	N/A	N/A	N/A
	OHRLLS	2	3	D1 or D2	10	5	N/A	$0	0.00%	$86,286	0.56%	1	1	3/5	NR*	NR	NR	NR
	OOSA	1	0	None	Draft	5	N/A	$0	0.00%	$0	0.00%	1	1	1/1	0%	0%	1	0
	OSAA	3	3	None	27	4	N/A	$0	0.00%	$193,732	0.99%	9	0	0/3	N/A	N/A	N/A	N/A
	OSCSEA	0	0	None	N/A	0	N/A	$0	0.00%	$0	0.00%	2	0	0/1	N/A	N/A	N/A	N/A
	OVRA	2	3	P3 or below	N/A	0	N/A	$0	0.00%	$14,989	0.78%	1	0	0/1	N/A	N/A	N/A	N/A
	SRSG CAAC	2	3	P3 or below	9	4	N/A	$0	0.00%	$22,670	0.31%	2	0	0/1	N/A	N/A	N/A	N/A
	SRSG SVC	1	3	D1 or D2	N/A	0	N/A	$40,000	0.47%	$40,000	0.47%	2	2	1/1	NR	NR	NR	NR
	SRSG VAC	2	3	P5	N/A	1	N/A	$0	0.00%	$0	0.00%	0	0	0/1	N/A	N/A	N/A	N/A
	UNDRR	1	3	P5	29	1	N/A	$39,000	0.04%	$90,563	0.10%	1	1	1/1	0%	0%	5	0
	UNOCT	4	3	P3 or below	34	5	14	$379,157	0.41%	$813,157	0.78%	2	2	1/1	100%	100%	5	3
	UNOP	1	3	None	N/A	5	N/A	$0	0.00%	$0	0.00%	0	0	0/1	N/A	N/A	N/A	N/A
Peacekeeping Operations	DPO	4	1	P5	23	0	N/A	$0	0.00%	$0	0.00%	0	0	0/4	N/A	N/A	N/A	N/A
	MINURSO	2	1	D1 or D2	Draft	0	N/A	$0	0.00%	$0	0.00%	1	0	0/3	N/A	N/A	N/A	N/A
	MINUSCA	0	0	None	N/A	0	N/A	$0	0.00%	$0	0.00%	3	2	1/4	0%	0%	1	0
	MINUSMA	0	0	None	N/A	0	N/A	$0	0.00%	$0	0.00%	1	0	0/5	N/A	N/A	N/A	N/A
	MONUSCO	1	1	P5	N/A	5	N/A	$0	0.00%	$25,986	0.001%	6	0	0/3	N/A	N/A	N/A	N/A
	UNDOF	2	3	P4	N/A	5	9	$0	0.00%	$0	0.00%	4	0	0/2	N/A	N/A	N/A	N/A
	UNFICYP	1	3	D1 or D2	N/A	4	N/A	$0	0.00%	$0	0.00%	0	0	0/4	N/A	N/A	N/A	N/A
	UNIFIL	3	0	D1 or D2	N/A	0	N/A	$0	0.00%	$0	0.00%	0	0	0/2	N/A	N/A	N/A	N/A
	UNISFA	1	0	None	N/A	0	N/A	$0	0.00%	$0	0.00%	0	0	0/2	N/A	N/A	N/A	N/A
	UNMIK	2	1	None	N/A	2	N/A	$0	0.00%	$0	0.00%	1	0	0/2	N/A	N/A	N/A	N/A
	UNMISS	2	1	P3 or below	N/A	5	N/A	$30,368	0.001%	$30,368	0.001%	2	2	3/5	0%	0%	3	0.5
	UNMOGIP	0	0	None	N/A	0	N/A	$0	0.00%	$0	0.00%	1	0	0/2	N/A	N/A	N/A	N/A
	UNSOS	0	0	None	N/A	0	N/A	$0	0.00%	$0	0.00%	0	0	0/3	N/A	N/A	N/A	N/A
	UNTSO	2	3	D1 or D2	11	0	N/A	$0	0.00%	$0	0.00%	3	0	0/2	N/A	N/A	N/A	N/A

Political Affairs	**BINUH**	2	1	D1 or D2	Draft	0	N/A	$0	0.00%	$0	0.00%	1	0	0/1	N/A	N/A	N/A	N/A
	DPPA	4	3	P4	25	5	13	$191,116	0.11%	$235,626	0.14%	7	4	7/7	25%	50%	2	0.75
	OSASG Cyprus	0	0	None	Draft	0	N/A	$0	0.00%	$0	0.00%	0	0	0/1	N/A	N/A	N/A	N/A
	OSESG Great Lakes	1	3	P5	N/A	0	N/A	$0	0.00%	$0	0.00%	5	0	0/1	N/A	N/A	N/A	N/A
	OSESG Horn of Africa	1	1	P5	N/A	0	N/A	$0	0.00%	$0	0.00%	0	0	0/1	N/A	N/A	N/A	N/A
	OSESG Syria	0	0	None	N/A	0	N/A	$0	0.00%	$0	0.00%	0	0	0/1	N/A	N/A	N/A	N/A
	OSESG Myanmar	1	3	D1 or D2	N/A	5	N/A	$0	0.00%	$0	0.00%	1	0	0/1	N/A	N/A	N/A	N/A
	OSESG Yemen	1	1	None	Draft	3	N/A	$0	0.00%	$6,500	0.02%	1	0	0/1	N/A	N/A	N/A	N/A
	PBSO	3	3	P5	19	5	5	$255,000	1.50%	$503,238	2.97%	85	3	1/1	100%	67%	6.67	2
	UNAMA	2	1	P5	31	5	N/A	$0	0.00%	$0	0.00%	6	0	0/1	N/A	N/A	N/A	N/A
	UNAMI	2	1	P5	N/A	2	N/A	$0	0.00%	$0	0.00%	0	0	0/1	N/A	N/A	N/A	N/A
	UNITAD	3	1	P4	N/A	1	N/A	$0	0.00%	$0	0.00%	0	0	0/1	N/A	N/A	N/A	N/A
	UNITAMS	0	0	None	N/A	0	N/A	$0	0.00%	$0	0.00%	0	0	0/1	N/A	N/A	N/A	N/A
	UNMHA	2	3	P5	15	0	7	$0	0.00%	$0	0.00%	0	0	0/1	N/A	N/A	N/A	N/A
	UNOAU	2	3	P4	N/A	0	N/A	$0	0.00%	$0	0.00%	1	1	1/1	0%	0%	3	1
	UNOCA	1	3	P4	N/A	5	N/A	$0	0.00%	$116,914	0.73%	0	0	0/1	N/A	N/A	N/A	N/A
	UNOWAS/CNMC	2	1	P4	Draft	4	N/A	$0	0.00%	$9,308	0.03%	0	0	0/4	N/A	N/A	N/A	N/A
	UNRCCA	2	1	P3 or below	N/A	0	N/A	$0	0.00%	$0	0.00%	0	0	0/1	N/A	N/A	N/A	N/A
	UNRGID	1	1	P4	N/A	4	N/A	$0	0.00%	$4,876	0.12%	0	0	0/1	N/A	N/A	N/A	N/A
	UNSCO	2	1	P3 or below	N/A	2	N/A	$52,999	0.29%	$52,999	0.29%	1	1	1/1	0%	0%	0	0
	UNSCOL	0	0	P5	N/A	0	N/A	$0	0.00%	$0	0.00%	3	0	0/1	N/A	N/A	N/A	N/A
	UNSMIL	2	1	P3 or below	N/A	3	N/A	$0	0.00%	$0	0.00%	1	1	0/6	100%	100%	4	2
	UNSOM	1	1	P4	Draft	4	N/A	$0	0.00%	$56,349	0.03%	1	0	0/1	N/A	N/A	N/A	N/A
	UNVMC	1	1	P5	N/A	1	N/A	$0	0.00%	$0	0.00%	1	0	0/1	N/A	N/A	N/A	N/A
Predominantly Management & Support	**DGACM**	4	1	P4	31	5	10	$375,136	0.05%	$714,418	0.10%	7	4	4/4	50%	75%	0.25	0
	DGC	5	3	P4	29	4	N/A	$0	0.00%	$62,371	0.03%	0	0	0/3	N/A	N/A	N/A	N/A
	DMSPC	3	3	D1 or D2	33	4	N/A	$0	0.00%	$0	0.00%	0	0	0/4	N/A	N/A	N/A	N/A
	DOS	1	1	None	30	5	N/A	$36,176	0.01%	$229,609	0.05%	3	1	7/7	0%	0%	0	0
	DSS	1	1	P4	35	1	13	$274,197	0.10%	$274,197	0.10%	3	2	2/4	100%	100%	5.5	0.5
	IRMCT	0	0	None	N/A	0	N/A	$0	0.00%	$0	0.00%	0	0	0/5	N/A	N/A	N/A	N/A
	OICT	0	0	None	N/A	0	N/A	$0	0.00%	$0	0.00%	0	0	0/3	N/A	N/A	N/A	N/A
	OLA	5	3	P4	26	5	N/A	$114,349	0.15%	$167,776	0.22%	4	3	3/5	33%	33%	3.33	1.33
	UNOG	2	1	P5	24	4	11	$55,564	0.03%	$870,071	0.42%	3	1	1/5	100%	100%	1	0
	UNON	2	3	D1 or D2	N/A	3	N/A	$0	0.00%	$29,475	0.04%	3	0	0/4	N/A	N/A	N/A	N/A
	UNOV	2	0	None	N/A	0	N/A	$0	0.00%	$0	0.00%	0	0	0/4	N/A	N/A	N/A	N/A

* N/A – not available
** NR – not rated

See **Annex I** for detailed Dashboard indicator scale definitions, as well as color-coding.
Indicator #1 is coloured orange only for those with no evaluation activity.

	Indicator #							
Threshhold	#2	#4	#5	#6	#7b	#11-12	#13	#14
High	3	24-36	5	10-14	> 0.5%	67-100%	> 6.5	> 2.5
Medium	2	11-23	3-4	5-9	0.1-0.5%	33-66%	3.5-6.49	1.5-2.49
Low	1	1-10	1-2	1-4	0.001-0.099%	0-32%	0.1-3.49	0.5-1.49
None	0	N/A	0	N/A	0%	N/A	0	0-0.49
		Draft						

2 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 2018-2019
Framework	1. Type of function (#)	4. 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 (#)	All (5/5)	▲
	6. Plan score (#)	High (13/16)	■
Resources	7a. Estimated expenditure on evaluation reports only ($)	$2,389,700	■
	7b. Estimated expenditure on evaluation reports only, as % of total entity budget (%)	1.88%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports ($)	$1,342,850	
	7d. Estimated expenditure on all evaluation-related activities as % of total entity budget (%)	1.05%	
Output and Coverage	8. Submitted reports (#)	12	
	9. Evaluation reports (#)	8/8	■
	10. Subprogramme Coverage (#)	60%	■
Report Quality	11. Report quality (% good/very good)	60%	▲
	12. Recommendations (% good/very good)	40%	▲
	13. Gender (% meets UN System-wide Action Plan criteria)	20%	▼
	14. Human rights (% satisfactorily/fully integrated)	80%	■

These cells will remain empty as indicators are **new** and no comparison was possible

Icons of change in indicators relative to the previous biennium:

▲ = increase
■ = no change
▼ = decrease

Annex I provides detailed indicator definitions, including criteria, ranges, and colour thresholds

3 Group LO: Large Operational

Summary of results

Entities in Group LO 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 evaluation were higher than in other groups in the dashboard, with six entities meeting the minimum organizational benchmark for evaluation spending.[9] Evaluation planning was improved from the past biennium with only one entity lacking an evaluation plan.

Group LO	
Number of entities	14
Total budget (2020-2021)	$5.3 billion
Percentage of total budget of all included entities	24%
Total evaluation reports	178
Percentage of total number of reports	85%

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

Category	Indicator	2020-2021 results
Framework	1 Type of function	86% of entities (12/14) had units with dedicated evaluation functions including five with stand-alone evaluation units and seven with dedicated evaluation units within multifunctional divisions. The remaining 14% of entities (2/14) had units that were dedicated not only to evaluation but had other functions. Compared to the last biennium, while most entities remained at the same level of organizational independence, two reported an enhancement in 2020-2021 (DCO and DESA).
	2 Reporting line	Reporting lines for evaluation were same as in the last biennium and higher relative to other groups. This included 64% of entities (9/14) with a direct reporting line to the entity head, and 36% of entities (5/14) with a reporting line to another management function.
	3 Level of senior-most dedicated evaluation professional	Six evaluation functions were headed at the P-5 level followed by D-1/D2 (4) and P-4 (4), meaning that, since the last biennium, one entity (ECE) reported increased seniority in their evaluation unit management and one entity decreased seniority (ECA).
	4 Policy score	The average evaluation policy score was 33 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. Several entities have or were in the process of

[9] 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).

			updating their evaluation policies after the issuance of the ST/AI on evaluation.
	5	Procedures in use	All entities reported continued use of most or all key evaluation procedures.
	6	Plan score	The average evaluation plan score was 11 out of 14 points with two entities reaching only medium score (OHCHR, UNCTAD) suggesting some room for improvement in evaluation planning. One entity (ECA) did not submit an evaluation plan.
Resources	7a	Estimated expenditure on evaluation reports only ($)	Resources dedicated to evaluation reports were estimated at $16.46 million in 2020-2021, an increase from $14.86 million in the previous biennium[10].
	7b	Estimated expenditure on reports only as % of total entities' budget (%)	On average 0.47% of total entity budget was spent on evaluation reports. Three entities met the minimum organizational benchmark for evaluation expenditure of 0.5% of respective programme budgets (ESCWA, ESCAP and ITC) and three other entities approached it very closely (ECLAC, UN-Habitat and UNODC).
	7c	Estimated expenditure on all evaluation-related activities, including reports ($)	Resources spent on all evaluation-related activities, including reports were estimated at $20.14 million.
	7d	Estimated expenditure on all evaluation-related activities as % of total entities' budget (%)	Resources spent on all evaluation-related activities, including reports as a percentage of total programme budget ranged between 0.13 – 1.25%.
Output and coverage	8	Submitted reports	Overall, the number of reports received was 202, of which 88% were screened in as internal evaluation reports.
	9	Evaluation reports	Report output decreased somewhat with 178 reports produced in 2020-2021 compared to 206 reports in 2018-2019.
	10	Coverage of sub-programmes	73% of sub-programmes (66/84) were covered by evaluation reports in 2020-2021. 43% of entities (6/14) had full subprogramme coverage (DESA, ITC, UNCTAD, UNEP and UN-Habitat, UNODC). Only one entity (OCHA) reported not having covered any of its four sub-programmes.
	11	Report quality	71% of entities (10/14) had high report quality scores, while reports from four entities (DCO, DESA, ESCWA and OHCHR) had lower scores.
	12	Recommendations	Only 29% of entities (4/14) had higher scores for the quality of recommendations (ITC, OCHA, UNEP, UNODC), while other entities still had room for improvement to make their recommendations more actionable and targeted.

[10] Largely due to the reported expenditure on evaluation reports by DCO.

Report quality	13	Gender	All entities have at least partially integrated gender considerations in their evaluation reports with an average UN-SWAP score of 6.23 (approaching requirements). 36% of entities (5/14) met the UN-SWAP requirements by integrating gender considerations satisfactorily in their evaluations. Five other entities were very close to meeting the requirements while four needed improvements (DESA, ECA, ITC and UNEP).
	14	Human rights	The average score for the human rights parameter of the group was 1.42 (partially integrated). Human rights considerations were satisfactorily or fully integrated in 46% of reports. Eight out of 14 entities have on average integrated human rights fully or satisfactorily while other entities have only done so partially or not at all.
	15	Disability inclusion and environmental considerations	Four out of 14 entities have addressed disability concerns fully or satisfactorily in at least 50% of their reports (DCO, ECE, OCHA and OHCHR), however six entities have not done so at all, and the remaining entities have done so in less than half of their reports. Six entities have addressed environmental concerns fully or satisfactorily in at least 50% of their reports (DCO, ECA, ECE, ESCAP, UNEP and UN-Habitat), while other entities have done so in less than half or none.

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 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.[11]

II. Key features of evaluation in 2020-2021

- **Framework:** DCO has shown significant progress in the establishment of its evaluation function by setting up a dedicated evaluation unit within a multifunctional division headed by a P5 level staff. DCO's evaluation policy was yet to be put in place, but an evaluation plan was of a good quality and all evaluation procedures were in use.
- **Report spending, output and coverage:** Expenditure on evaluation reports was reported at 0.30%, thus did not yet meet the minimum benchmark for expenditure on evaluation.
- **Report quality:** Half of the sampled reports were rated as "good" or "very good" on their overall quality with somewhat lower ratings on the quality of recommendations. Gender considerations were integrated in 6 out of 8 sampled reports. 4 out of 8 reports satisfactorily addressed human rights considerations, while the remaining 4 did so partially. Disability considerations were satisfactorily addressed in 4 reports and partially in 1 report. Environmental concerns were integrated in 6 out of 8 sampled reports.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be strengthened through the establishment an evaluation policy. The evaluation plan can be further improved by providing more specific information on target dates and resources for evaluations.
- **Report spending, output and coverage:** Programmatic coverage of evaluations should be increased.
- **Report quality:** Evaluation reports can more fully meet UNEG standards on quality, in particular, the quality of recommendations by ensuring that these are logically derived from findings and conclusions, actionable and targeted.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

- Expenditure on other evaluation activities was estimated at $253,290 and included:
  - Development of the UNSDCF evaluation guidelines in collaboration with UNEG to guide the planning and implementation of evaluations
  - Development of the quadrennial evaluation plan 2021-2024 to have a clear understanding of evaluation planning and boost compliance rate
  - Global UNDAF/CF evaluation training of UN teams and evaluation managers on the CF evaluation guidelines

[11] A/74/6(Sect.1, Part XI, para. 1.181

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- The UNSDCF evaluation quality assurance and assessment system is under development.
- Human resources for evaluation at DCO are extremely insufficient and there is no stand-alone evaluation budget. For country evaluations, a flat amount of $50,000 is allocated to all countries independent of their size, complexity etc.
- Leadership support and political will are needed to ensure and further strengthen the independence, credibility, and effectiveness of evaluations.
- There is also a need to strengthen evaluation follow up by implementing a sound monitoring and reporting on management responses.

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

- The evaluation function was highly affected by the pandemic. Most evaluations were conducted virtually with no field presence.

DCO Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	Dedicated evaluation unit within a multifunctional division (4/5)	▲
	2. Reporting line	Evaluation function reports to another management function (1/3)	■
	3. Seniority of the professional leading the function	P5 (3/4)	■
	4. Evaluation policy / score	No	■
	5. Evaluation procedures in use	All (5/5)	■
	6. Evaluation plan / score	Yes / High (10/14)	▲
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$900,775 0.30%	▲
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$1,153,866 0.39%	
Output & Coverage	8. Number of reports submitted	22	
	9. Number of evaluation reports	17	▲
	10. Subprogramme coverage	1/3	▲
Report Quality	11. % (number) of sampled (very) good quality reports	50% (4/8)	
	12. % (number) of sampled reports with (very) good recommendations	37.50% (3/8)	
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	6.38 (approaching requirements) / (6/8)	
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	1.63 (satisfactorily integrated) / (4/8)	

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. The responsibilities of DESA include leading initiatives to advance economic and social development issues, monitoring and analysing global development trends and providing support for capacity development in policy formulation and implementation.[12]

II. Key features of evaluation in 2020-2021

- **Framework:** DESA made improvements to strengthen its evaluation system. Its function was reorganized from a dedicated evaluation unit within a multifunctional division into a stand-alone unit, and its most senior evaluation professional was at the D-1/D-2 level. Evaluation policy, procedures and planning were in place and the policy and plan had high scores. Out of 17 submitted evaluations, only three (18%) were focused on Development Account (DA) projects, while DA evaluations accounted for 86% of DESA evaluation reports during the previous biennium.
- **Report spending, output and coverage:** Full sub-programme coverage has been reported for this biennium. Estimated expenditure on evaluation reports was estimated at 0.22% of total programme budget, which was somewhat higher than in the previous biennium but still missed the minimum benchmark of 0.5% for evaluation expenditure.
- **Report quality:** Two of the sampled reports (2 of 8) were rated as good or very good for their overall quality, suggesting that while report quality has somewhat improved compared to the past biennium, there is room for further enhancements. Two out of 8 reports met the UN-SWAP criteria, and one report was rated as "approaching requirements". Only one report satisfactorily integrated human rights considerations and three reports have done so partially. One report satisfactorily included disability issues and another one did it partially. Environmental considerations were addressed in two reports.

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 through greater integration of gender and human rights considerations. Report structure should be logical, clear and complete and recommendations of reports should be actionable and targeted.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

- Expenditure on other evaluation activities was estimated at $227,628. Evaluation-related activities included, for example, an internal review on the impact of DESA's publications to assess ways in which its publications' collective impact can be identified and monitored.

[12] A/74/6 (Sect. 9), para. 9.1-9.2.

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- DESA updated its evaluation policy in March 2022 and created the Programme Monitoring and Evaluation Unit, a stand-alone unit with a reporting line to the governing body.
- The updated DESA evaluation policy provided the framework for the drafting of an evaluation plan for the Department and guided the drafting of an evaluation report on a current internal evaluation. It has also provided guidelines in the follow-up and implementation of recommendations for recently conducted internal evaluations. The recruitment of an evaluation officer at P4 level in the Capacity Development Programme Management Office contributed to the strengthening of evaluation practice.
- DESA internal methods and resources for managing and supporting capacity development evaluations need to be further strengthened.
- There is room for improvement and to further strengthen internal methods and resources for the implementation and follow up to recommendations. These recommendations are sometimes delayed or on an occasional basis not feasible at all to implement. In addition, knowledge management and tracking of evaluation recommendations, including the status of implementation, could be enhanced.
- The collection of data for real-time project insights should be considered in the early planning phases and throughout project implementation, so that drawing insights, integrating feedback and performance data can be translated into meaningful changes throughout. This will also naturally improve the availability of data for final evaluations.

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

- The evaluation function was somewhat affected by the pandemic, but all planned evaluation activities continued to be undertaken.
- In-person meetings, workshops and direct observations were not feasible, and all meetings had to take place online which may have had a negative impact on the evaluation findings and recommendations. However, virtual activities also provided the opportunity to record participants, administer surveys and monitor engagement with standardized and proven tools.

DESA Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	Stand-alone evaluation unit (5/5)	▲
	2. Reporting Line	Evaluation function reports to head of entity and/or governing body (3/3)	■
	3. Seniority of the professional leading the function	D1/D2 (4/4)	■
	4. Evaluation policy	High (32/36)	■
	5. Evaluation procedures in use	All (5/5)	■
	6. Evaluation plan score	High (14/14)	▲
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$794,012.27 0.22%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$1,021,640.90 0.28%	
Output & Coverage	8. Number of reports submitted	35	
	9. Number of evaluation reports	17	▲
	10. Subprogramme coverage	9/9	■
Report Quality	11. % (number) of sampled (very) good quality reports	25% (2/8)	▲
	12. % (number) of sampled reports with (very) good recommendations	25% (2/8)	▲
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	3.5 (approaching requirements) / (2/8)	▲
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	0.63 (partially integrated) / (1/8)	▲

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.[13]

II. Key features of evaluation in 2020-2021

- **Framework:** ECA maintained a relatively strong evaluation system with a robust evaluation policy revised in 2020 but could benefit from improvements. Its function continued to be organized into a dedicated evaluation unit within a multifunctional division with a reporting line to another management function, and its most senior evaluation professional was at the P-4 level (P-5 in 2018-2019). Most procedures were in place, but there was no evaluation plan.
- **Report spending, output, and coverage:** Estimated expenditure on evaluation reports decreased significantly from 0.49% of total programme budget to 0.10%, therefore not reaching the minimum benchmark of 0.5% for evaluation expenditure.
- **Report quality:** 75% of the sampled reports (3 of 4) were rated good or very good for overall quality, representing an improvement in evaluation report quality. The integration of gender was rated as "approaching requirements" and the integration of human rights was partial, on average. Two out of four reports included environmental considerations and one report addressed disability issues.

III. Areas for strengthening evaluation

- **Framework:** Evaluation plan should be re-established 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. Allocation of resources for evaluation should be pursued with the minimum benchmark of 0.5% in mind.
- **Report quality:** Evaluation reports can more fully meet UNEG standards on integration of gender and human rights considerations. Quality of recommendations could be strengthened by ensuring that they are actionable and targeted.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

[13] A/74/6 (Sect.18), para. 18A.2

- Expenditure on other evaluation activities was estimated at $241,4264 and covered the work on the revision of the ECA Evaluation policy.

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- The inclusion of disability considerations in evaluation designs has been reported as the most significant change.
- The main challenge reported was the turnover of staff and the associated long recruitment and onboarding processes. With the evaluation portfolio fully staffed as of mid-2022, ECA has initiated a review of its 2020 evaluation policy to align it with the SG's AI on Evaluation in the Secretariat.
- Further improvements to the function can be achieved through stronger buy-in and evaluation culture at all levels, including senior management. And through stronger prioritization of the learning purpose of evaluation rather than accountability. In addition, more strategic, thematic and corporate evaluations should be planned, and adequate budgets set side to recruit qualified evaluators.

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

- The evaluation function was highly affected by the pandemic. Visits to project sites/countries and collection of in-depth primary data were impossible due to travel bans. This led to delayed evaluation reports on evaluations that required field missions.
- Remote data collection activities presented their own challenges, including the availability of stakeholders for interviews

ECA Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	Dedicated evaluation unit within a multifunctional division (4/5)	■
	2. Reporting Line	Evaluation function reports to another management function (1/3)	■
	3. Seniority of the professional leading the function	P4 (2/4)	▼
	4. Evaluation policy	High (29/36)	■
	5. Evaluation procedures in use	Most (4/5)	▼
	6. Evaluation plan score	No	▼
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$222,420.00 0.10%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$463,684.88 0.22%	
Output & Coverage	8. Number of reports submitted	4	
	9. Number of evaluation reports	4	▼
	10. Subprogramme coverage	4/9	▼
Report Quality	11. % (number) of sampled (very) good quality reports	75% (3/4)	▲
	12. % (number) of sampled reports with (very) good recommendations	50% (2/4)	▲
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	4.3 (approaching requirements) / (0/4)	▼
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	1.25 (partially integrated) / (2/4)	■

Economic Commission for Europe (ECE)

Dashboard Group: Large Operational

I. Entity objective

The Economic Commission for Europe (ECE) is responsible for facilitating economic integration and cooperation among its member States and promoting sustainable development and economic prosperity in the ECE region. ECE provides a regional intergovernmental platform from which to address economic and environmental challenges that remain a source of primary concern to member States, such as promoting sustained economic growth and sustainable mobility in the region, facilitating trade and economic integration, protecting the environment, ensuring a flexible and efficient energy supply, strengthening capacity for measuring sustainable development and addressing the implications of demographic trends.[14]

II. Key features of evaluation in 2020-2021

- **Framework:** ECE maintained a robust evaluation system. Its function was part of a unit that was not solely dedicated to evaluation with the level of the most senior evaluation professional raised to D1/D2 level. The evaluation policy was revised in December 2021 and was assessed as meeting all the quality criteria fully. A strong evaluation plan was in place and all evaluation procedures were in use.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports decreased to 0.44% of total programme budget from 0.81%, thus approaching but not meeting 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, however only two reports received good or very good scores for the quality of recommendations suggesting room for improvement on this parameter. The reports on average met the UN-SWAP requirements and half of the sampled reports satisfactorily integrated human rights, environmental concerns, and disability issues.

III. Areas for strengthening evaluation

- **Report quality:** Evaluation reports can more fully meet UNEG quality standards for recommendations ensuring that these are targeted and actionable. A greater integration of human rights considerations, as well as environmental and disability issues would further improve report quality.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

- Other evaluation activities included ECE's participation in UNEG, production of two annual reports and conduct of two annual exchanges of experience on evaluations in 2020 and 2021 for ECE staff.

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- ECE was among the first UN secretariat entities to revise its evaluation policy following issuance of ST/AI/2021/3. ECE also continues to strengthen the mainstreaming of gender

[14] para. 20.1-20.2

equality, disability, leaving no one behind considerations in programme design, implementation, and evaluation.

- One of the main challenges faced was the limited resources to conduct evaluations of RB-funded activities, which resulted in difficulties in identifying senior evaluators to conduct the reviews. Other resource-related challenges were also faced due to the limited non-post resources available in ECE. Increased staff / consultant resources would allow better follow-up and engagement on evaluation results (e.g. preparing meta evaluation reports, preparing more materials to disseminate evaluation findings, conducting more capacity building activities, etc.)
- Another challenge related to time constraints limiting capacity of programme managers to improve programme design and implementation based on evaluation recommendations, for example, by studying and implementing UNHQ guidance on how to integrate mainstreaming of gender and leaving no one behind principles into ECE projects at the sectoral level.

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

- The evaluation function was somewhat affected.
- In 2020, UNECE contributed to the discussions with UN Secretariat entities and UNEG how to best adapt evaluation to assess early responses from the Secretariat to the COVID-19 pandemic and capture best practices.

ECE Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	Unit not dedicated to evaluation (3/5)	■
	2. Reporting Line	Evaluation function reports to the governing body and/or the head of the entity (3/3)	■
	3. Seniority of the professional leading the function	D1-D2 (4/4)	▲
	4. Evaluation policy	High (36/36)	■
	5. Evaluation procedures in use	All (5/5)	■
	6. Evaluation plan score	High (14/14)	■
Resources	7a. Estimated expenditure on evaluation reports 7b. % of total programme budget	$480,333.75 0.44%	▼
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$480,333.75 0.44%	
Output & Coverage	8. Number of reports submitted	10	
	9. Number of evaluation reports	10	▼
	10. Subprogramme coverage	7/8	■
Report Quality	11. % (number) of sampled (very) good quality reports	83.33% (5/6)	▲
	12. % (number) of sampled reports with (very) good recommendations	33.33% (2/6)	▲
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	7.5 (meeting requirements) / (5/6)	▲
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	1.5 (satisfactorily integrated) / (3/6)	▲

Economic Commission for Latin America and the Caribbean (ECLAC)

Dashboard Group: Large Operational

I. Entity objective

The Economic Commission for Latin America and the Caribbean (ECLAC) is responsible for promoting the economic, social and environmentally sustainable development of the Latin American and Caribbean region through international cooperation and by undertaking applied research and comparative analysis of development processes and providing relevant normative, operational capacity development and technical cooperation services, as well as advisory services, in support of regional development efforts.[15]

II. Key features of evaluation in 2020-2021

- **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. A strong evaluation policy and an evaluation work plan were in place and all procedures were in use.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports remained approximately the same at 0.33% of total programme budget, which continued to miss the minimum benchmark of 0.5% for evaluation expenditure.
- **Report quality:** 100% of sampled reports (5 of 5) were rated good or very good for their overall quality, suggesting a strong evaluation practice in place. Good or very good ratings for the recommendations are given in the case of three reports suggesting that further slight improvements in this area are possible. Gender and human rights were also addressed satisfactorily in three out of five reports, showing a decrease compared to the previous biennium. One report addressed environmental concerns while disability issues were not yet included in the reports.

III. Areas for strengthening evaluation

- **Framework:** Evaluation plan can be further strengthened by providing information on the type and purpose of planned evaluations.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

- Expenditure on other evaluation activities was estimated at $210,334 and included:
  - Follow up to implementation of recommendations
  - Knowledge management activities, such as preparation of lessons learnt and recommendations knowledge management documents
  - Preparation of an annual evaluation work plan
  - Participation to UN evaluation communities of practice
  - Support to external evaluations

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

[15] A/74/6 (Sect.21), para. 21.1

- In line with the ST/AI, ECLAC has developed a tool to map coverage of evaluations across subprogrammes, to ensure that all subprogrammes are covered within 6 years.
- In 2021, the ECLAC disability inclusion strategy (CEPALDIS) was approved, in line with the UNDIS. Disability inclusion questions are being added to evaluation TORs starting in 2022. In 2022, ECLAC was in the process of revising its evaluation policy to incorporate additional OECD-DAC criteria, mention disability inclusion, and otherwise ensure that its evaluation practice remains in line with ST/AI/2021/3 requirements.
- Over the past biennium and so far in 2022, ECLAC has strengthened its participation in evaluation networks such as the BTAD community of practice and the Development Account evaluation network.
- Main challenge continues to be the shortage of resources to carry out more strategic and cross-cutting evaluations, in addition to project evaluations. Increased access to training for staff would also be beneficial.

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

- The evaluation function was somewhat affected. ECLAC has conducted all evaluations remotely, when in the past there was a mix of remote evaluations and evaluations involving field work. More time has been given to consultants to conduct data collection and report writing to acknowledge disruptions caused by the pandemic. Since the remote evaluation modality was used also before the pandemic due to limited funds available and cost of travel in the region, it has not negatively affected the evaluation process.

ECLAC Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	Unit not dedicated to evaluation (3/5)	■
	2. Reporting Line	Evaluation function reports to another management function (1/3)	■
	3. Seniority of the professional leading the function	P5 (3/4)	■
	4. Evaluation policy	High (34/36)	■
	5. Evaluation procedures in use	All (5/5)	■
	6. Evaluation plan score	High (11/14)	▲
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$445,815.13 0.33%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$656,148.88 0.49%	
Output & Coverage	8. Number of reports submitted	5	
	9. Number of evaluation reports	5	▼
	10. Subprogramme coverage	7/13	▲
Report Quality	11. % (number) of sampled (very) good quality reports	100% (5/5)	■
	12. % (number) of sampled reports with (very) good recommendations	60% (3/5)	▼
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	6.2 (approaching requirements) / (2/5)	▼
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	1.6 (satisfactorily integrated) / (3/5)	▼

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

Dashboard Group: Large Operational

I. Entity objective

The overall objective of ESCAP is to assist members and associate members in integrating the economic, social and environmental dimensions of sustainable development in Asia and the Pacific. The Commission's research, intergovernmental and capacity building functions support its member States in the implementation of the 2030 Agenda for Sustainable Development, aiming, in particular at reducing rising inequalities within and across countries, exacerbated by transboundary factors such as climate change.[16]

II. Key features of evaluation in 2020-2021

- **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 revised strong evaluation policy is in place since January 2022, and plan and procedures were in place as well.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports was 1.21% of total programme budget, which exceeded the minimum benchmark of 0.5% for evaluation expenditure and indicated a high level of organizational commitment for learning and accountability.
- **Report quality:** 80% of sampled reports (4 of 5) were rated good for their overall quality, a slight decrease compared to the previous biennium, suggesting that some improvements could be made in the area of evaluation recommendations, where 60% were rated good and in the area of integration of gender (60% rated as good) and human rights (20% rated as good). All reports included environmental considerations and none of the reports addressed disability.

III. Areas for strengthening evaluation

- **Report quality:** Evaluation reports can more fully integrate gender and human rights considerations and present further improved conclusion and recommendations sections.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

- Expenditure on other evaluation activities was estimated at $64,984 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.

[16] A/74/6 (Sect.19), para. 19.1

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- ESCAP is in the process of updating its evaluation policy and guidelines to align with the Administrative Instruction on Evaluation in the UN secretariat, the change in the UN secretariat programme planning from biennial to an annual period, and the new requirement to integrate disability inclusion in the evaluation process. The new policy and guidelines take effect in 2022.
- The commitment of the senior management is critical to having a useful and credible evaluation. At ESCAP, both the Executive Secretary and the Deputy Executive Secretary are involved in the evaluation process, including supporting the evaluation design and assessing the utility of evaluation findings and recommendations. This is an important key element that needs to be maintained for a stronger internal evaluation function.
- The increased number of evaluations has put a strain on the limited evaluation capacities of secretariat entities, including ESCAP. It is therefore important to match the number of evaluations with the capacity to effectively manage those evaluations.
- There is a growing evaluation fatigue among government officials to effectively engage in the evaluation process in a meaningful manner. It is important for the UN to prioritize and limit the volume of evaluations.

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

- The evaluation function was highly affected. In general, it took longer to complete the evaluation process as key stakeholders were constrained from full engagement in the evaluation due to the pandemic.
- The disruption and travel restrictions brought on by the COVID-19 pandemic caused some delays and moved almost all data collection activities online. By making full use of available technologies and putting in place contingency plans (e.g. backing up data collection results as much as possible), it was possible to adapt and bring all planned evaluations to a satisfactory completion.

ESCAP Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	Dedicated evaluation unit within a multifunctional division (4/5)	■
	2. Reporting Line	Evaluation function reports to another management function (1/3)	■
	3. Seniority of the professional leading the function	P4 (2/4)	■
	4. Evaluation policy	High (35/36)	■
	5. Evaluation procedures in use	All (5/5)	■
	6. Evaluation plan score	High (12/14)	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$1,830,266.43 1.21%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$1,895,250.36 1.25%	
Output & Coverage	8. Number of reports submitted	14	
	9. Number of evaluation reports	14	▲
	10. Subprogramme coverage	8/9	■
Report Quality	11. % (number) of sampled (very) good quality reports	80% (4/5)	▼
	12. % (number) of sampled reports with (very) good recommendations	60% (3/5)	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	6 (approaching requirements) / (3/5)	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	0.8 (partially integrated) / (1/5)	▼

Economic and Social Commission for Western Asia (ESCWA)

Dashboard Group: Large Operational

I. Entity objective

The overall orientation of ESCWA is to foster a development trajectory for the Arab region that is inclusive, equitable, sustainable and respectful of the needs of future generations, in particular for the least developed and conflict affected countries. ESCWA support aimed at developing the capacity of Governments to formulate and implement policies for sustainable development is also provided through the implementation of the regular programme of technical cooperation and Development Account projects.[17]

II. Key features of evaluation in 2020-2021

- **Framework:** ESCWA had a robust evaluation system in place. Its function was organized 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 0.84% 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: O**nly 25% of sampled reports (1 of 4) were rated good or very good for their overall quality, a significant decrease compared to 2018-2019 (100%). Gender considerations were satisfactorily integrated in 50% of reports, and human rights were only partially integrated, also showing a decrease from the past biennium. One report addressed disability and one report integrated environmental considerations.

III. Areas for strengthening evaluation

- **Report quality:** Report quality can benefit from improvements, in particular, the background and recommendations sections, as well as the integration of human rights.

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

- Expenditure on other evaluation activities was estimated at $199,821 and covered a policy influence study.

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- Efforts have been made to ensure coherence of ESCWA's evaluations, in particular, in relation to the terms of reference and dedicated briefings to external evaluators on standards and expectations.
- Evaluation function could be further strengthened by having a stronger communications plan around evaluations, increased capacity-building for project staff and an improved suite of templates/resources.

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

[17] A/76/6 (Sect.22), para. 22.1-2

- The evaluation function was somewhat affected, but since ESCWA's evaluations do not require field visits, the pandemic did not affect collection of data for evaluations.

ESCWA Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	Dedicated evaluation unit within a multi-functional division (4/5)	■
	2. Reporting Line	Evaluation function reports to the governing body and/or the head of the entity (3/3)	■
	3. Seniority of the professional leading the function	P5 (3/4)	■
	4. Evaluation policy	High (36/36)	■
	5. Evaluation procedures in use	All (5/5)	■
	6. Evaluation plan score	High (14/14)	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$740,640.24 0.84%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$940,461.19 1.07%	
Output & Coverage	8. Number of reports submitted	5	
	9. Number of evaluation reports	5	▼
	10. Subprogramme coverage	4/6	■
Report Quality	11. % (number) of sampled (very) good quality reports	25% (1/4)	▼
	12. % (number) of sampled reports with (very) good recommendations	25% (1/4)	▼
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	6.25 (approaching requirements) / (1/4)	▼
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	0.5 (partially integrated) / (0/4)	▼

International Trade Centre (ITC)

Dashboard Group: Large Operational

I. Entity objective

ITC is responsible for the business aspects of trade development, as the joint technical cooperation agency of the United Nations and the World Trade Organization (WTO). Its objective is to promote Inclusive and sustainable trade and thus to contribute to accelerated growth and development, reduction of inequalities and enable the moving of the least developed countries towards the level of their more advanced counterparts.[18]

II. Key features of evaluation in 2020-2021

- **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. The reporting line of the evaluation function was directly to the governing body and/or head of entity representing an improvement from 2018-2019. A strong evaluation policy, plan and procedures were in place.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports decreased further to an estimated 0.24% of total programme budget, which missed 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, a slight decrease compared to the past biennium. There were gaps, in particular, in the area of report structure, as well as integration of gender and human rights. The reports have not addressed disability or environmental concerns, suggesting another possible area for improvement.

III. Areas for strengthening evaluation

- **Report spending, output and coverage:** Allocation of resources for evaluation should be pursued with the minimum benchmark of 0.5% in mind.
- **Report quality:** Evaluation reports can more fully meet UNEG quality standards with greater integration of gender and human rights considerations.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

- Expenditure on other evaluation activities was estimated at $635,957, and included:
  - Evaluation of ITC SheTrades Initiative
  - Reviews of RBM and Monitoring Systems of large projects,
  - Review of what "Impact" means for ITC
  - Development of ITC M&E system
  - Development Evaluation Review
  - Self-Evaluations / Decentralized Evaluations
  - Project Completion Reports (PCR)
  - PCR Synthesis Reviews (two separate reviews in 2020 and 2021)
  - Funder-led Evaluations
  - UN-SWAP Reporting

[18] A/74/6 (Sect.13), para. 13.1 and 13.3

- UNEG activities
- Training ITC Staff
- Participation in JIU 2020 and 2021 Programmes of Work
- Participation in reviews and evaluations conducted by the OIOS

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- No changes have taken place since the promulgation of the AI in 2021. The Independent Evaluation Unit continued to cooperate with OIOS in its role as the central evaluation unit to carry out an independent system-wide evaluation function.
- Areas which were reported as requiring strengthening include: an updated Evaluation Policy; revised Evaluation Guidelines; Structural and functional independence of the Unit (as identified in the 2016 OECD-DAC Peer Review of the ITC Evaluation Function); Evaluation coverage; and increased organizational learning and knowledge management.
- The main challenge faced by the Independent Evaluation Unit during this biennium included the onset of the COVID-19 pandemic and the necessary adjustments to evaluation approaches, particularly data collection methods due to travel restrictions and public health measures.

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

- The evaluation function was highly affected. A number of evaluations needed to be postponed, particularly due to international travel restrictions, implying necessary budget adjustments.

ITC Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	Dedicated evaluation unit within a multi-functional division (4/5)	■
	2. Reporting Line	Evaluation function reports to the governing body and/or the head of the entity (3/3)	▲
	3. Seniority of the professional leading the function	P4 (2/4)	■
	4. Evaluation policy	High (33/36)	■
	5. Evaluation procedures in use	All (5/5)	■
	6. Evaluation plan score	High (13/14)	■
Resources	7a. Estimated expenditure on evaluation reports only[19] 7b. % of total programme budget	$600,625.12 0.24%	▼
	7c. Estimated expenditure on all evaluation-related activities, including reports[20] 7d. % of total programme budget	$1,236,582.48 0.50%	
Output & Coverage	8. Number of reports submitted	6	
	9. Number of evaluation reports	6	■
	10. Subprogramme coverage	1/1	■
Report Quality	11. % (number) of sampled (very) good quality reports	75%	▼
	12. % (number) of sampled reports with (very) good recommendations	75%	▼
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	5.3 (approaching requirements) / (1/4)	▼
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	0 (not at all integrated) / (0/4)	■

[19] The UN exchange rates for 2020 and 2021 (published on 1 April and 29 March, respectively), were used to calculate the amount in $.
[20] See footnote 19.

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.[21]

II. Key features of evaluation in 2020-2021

- **Framework:** OCHA maintained elements of a strong evaluation system in place except for the downward trend in relation to the reporting line of the evaluation function. The 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, and improvements were made regarding the evaluation work plan.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports decreased again to 0.12% 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 45). None of OCHA's four sub-programmes were covered by the evaluation reports produced.
- **Report quality:** 100% of sampled reports (2 of 2) were rated good or very good for their overall quality. Both reports fully addressed gender issues and one report satisfactorily addressed human rights concerns while the other report has done so partially. Both reports fully addressed disability issues and have partially addressed environmental considerations.

III. Areas for strengthening evaluation

- **Framework:** Evaluation plans can be further strengthened, including, in particular, an indication of the resources for evaluations. Evaluation activity should achieve programmatic coverage.
- **Report spending, output and coverage:** Expenditure on evaluation should be increased gradually to meet OCHA's stipulated 1% of total budget. Evaluation activity should achieve programmatic coverage.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

- Expenditure on other evaluation activities was estimated at $38,958 and covered a review of progress on mainstreaming Gender Equality and the Empowerment of Women and Girls into the humanitarian, development and peace nexus agenda.

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- OCHA was not able to commission any internal evaluations due to a decision of the senior leadership to suspend all evaluation during the pandemic and the subsequent year, and

[21] A/74/6 (Sect.27), para. 27.1

due to year-on-year defunding of evaluation since 2016. The figures provided for the biennial study represented planned budget, but no funds were expended on internal evaluation during 2020-2021 for the reason above.

- Evaluations were postponed, cancelled, and delayed due to lack of funding and the burden of COVID on operations. For evaluations that did take place, some data collection methods, such as surveys and country visits, were cancelled or replaced by remote data collection.
- In 2020, OCHA placed all evaluation work under one manager, whereas previously the head of evaluation has held other functions, such as strategic planning. The evaluation unit remains 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:
    - A standalone evaluation unit with a direct reporting line to the head of entity and led by a director-level staff empowered to independently commission internal evaluations.
    - Increased capacity of the evaluation unit to be able to lead, manage and support evaluations throughout the organization.
    - Adequate funding for undertaking evaluation in line with OCHA's policy instruction and commensurate with OCHA's Strategic Framework Monitoring and Evaluation Plan.

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

- The evaluation function was highly affected by the pandemic. To counter the inability to travel, interviews with KIIs in case study countries had to be conducted remotely as well as validation workshop with the use of online breakout rooms.

OCHA Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	Dedicated evaluation unit within a multifunctional division (4/5)	■
	2. Reporting Line	Evaluation function reports to another management function (1/3)	▼
	3. Seniority of the professional leading the function	P5 (3/4)	■
	4. Evaluation policy	High (35/36)	■
	5. Evaluation procedures in use	All (5/5)	■
	6. Evaluation plan score	High (10/14)	▲
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$880,459.52 0.12%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$919,417.52 0.13%	
Output & Coverage	8. Number of reports submitted	2	
	9. Number of evaluation reports	2	▼
	10. Subprogramme coverage	0/4	▼
Report Quality	11. % (number) of sampled (very) good quality reports	100% (2/2)	■
	12. % (number) of sampled reports with (very) good recommendations	100% (2/2)	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	9 (meeting requirements) / (2/2)	▲
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	1.5 (satisfactorily integrated) / (1/2)	▲

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.[22]

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. UNODC's revised evaluation policy (published in 2022) was assessed as fully meeting all the quality criteria. All evaluation procedures were in place, and while the evaluation work planning was improved, a number of criteria remain to be met.
- **Report spending, output, and coverage:** Estimated expenditure on evaluation reports was 0.29% of total programme budget, representing a slight decrease from 2018-2019 and missing the minimum benchmark of 0.5% for evaluation expenditure.
- **Report quality:** 92% of sampled reports (12 of 13) were rated good or very good for overall quality representing a significant improvement from 2018-2019. All reports met UN-SWAP criteria and 70% integrated human rights. Three reports partially integrated disability concerns. As regards environmental considerations, these were addressed fully in one and partially in one report.

III. Areas for strengthening evaluation

- **Framework:** Evaluation plans can be further strengthened, by indicating more explicitly the purpose of evaluations, the target dates for the completion of evaluations, 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.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

- Expenditure on other evaluation activities was estimated at $1,507,836 and covered:
  - Maintenance and further development of the evaluation management application Unite Evaluations, including user manuals for project managers as well as Independent Evaluation Section (IES) staff
  - Project management, reporting, budget planning and reporting, monitoring, and fundraising for IES' global project GLOH92 to implement non-evaluation report-related work. This includes funding for Meta-Syntheses, capacity development, Unite Evaluations, communication, etc.
  - Implementation of annual external evaluation quality assessments of all UNODC evaluation reports to ensure an independent assessment of the quality as well as UN-SWAP indicators for Gender and Disability.

[22] A/74/6 (Sect.16), para. 16.1

- Review and revision of the UNODC Evaluation Policy, including through consultation with Senior Management, Member States, etc.
- Implementation of the first toolkit for evaluating interventions on preventing and countering crime and terrorism to guide independent evaluators in conducting evaluations.
- Update and further development of guidelines and templates for UNODC evaluations
- IES has led, together with UNOCT and UNICRI, the implementation of the first UN Global Counter-Terrorism Coordination Compact-wide Meta-Synthesis of evaluation and oversight reports, including over 118 reports for analysis.
- Development of guidance documents for COVID-19, including webinars, etc.
- Internal capacity development initiatives, including offering dedicated evaluation capacity development/strengthening to field offices and HQ
- Strengthening and implementing communication products and services linked to evaluation reports and other related products
- Strengthening gender equality in evaluation processes, including through hiring gender expert for evaluations, upgrading evaluation guidance, etc.
- Reporting to Member States and engaging with Senior Management, partners, etc. to further strengthen a culture of evaluation, innovation, and knowledge sharing.
- Meta-Syntheses, including e.g. the 2017-2018 UNODC Meta-Synthesis (published in 2020) as well as the 1 Meta-Synthesis on preventing crime and violent extremism.

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- UNODC has incorporated the ST/AI/2021/3 by revising its Evaluation Policy, published early 2022. However, as evaluation processes, structures and systems are very well developed in UNODC, also thanks to Unite Evaluations, numerous guidance documents, toolkits and templates, no major changes have occurred.
- A new line of evaluations, the Independent Strategic Evaluation, tailored for organizational and highly strategic topics was introduced. The first one focused on the work of UNOV/UNODC to promote Gender Equality and the Empowerment of Women
- To further support gender responsive evaluations, IES developed guidance for gender responsive evaluations for programme managers, evaluation teams and IES. These included and were based on an analysis of the inclusion and implementation of gender related evaluation recommendations. Moreover, disability considerations were included into UNODC evaluation templates and guidelines in 2021.
- Challenges reported included:
  - Difficulties to plan for evaluation in the long-term, as UNODC very often receives only annual pledges;
  - No resources for dedicated evaluation staff in field offices, which leads to an uneven understanding of the role of evaluation, given that there is high staff turn-over;
  - Development of Umoja led to not having a budget line for evaluation anymore, and it was therefore challenging to reserve appropriate funding. Also, IPMR does not offer sufficient evaluative information nor databases, which decreases the visibility of evaluation in project management systems across the Secretariat.
- To further strengthen the evaluation function, it would be necessary to:
  - Increase financial and human resources to ensure independent, useful and credible evaluation reports, including elevating the post of the head of evaluation;

- Introduce a direct reporting line of the evaluation function to governing bodies;
- Introduce dedicated budget lines for evaluation in Umoja as well as a strong evaluation module in IPMR
- Develop stronger linkages to institutional level RBM efforts.

- Due to the pandemic, the evaluation approach was revised to meet the needs of all stakeholders. This included a strong focus on a diverse set of data collection tools and methods; increasing the work with national evaluators, also in the context of efforts to strengthen national evaluation capacities.
- The engagement in joint evaluations and related work across the UN system has also been strengthened.

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

- The evaluation function was highly affected by the pandemic. COVID has placed increased pressure on evaluations, IES and UNODC at large, with increasing insecurity for project funding. Ongoing evaluations in 2020 had to be completely re-defined and adapted to the pandemic. Reacting to this completely new situation required intense joint efforts between UNODC Management, evaluation teams and IES. Last minute cancellations of data collection efforts, difficulties with reaching stakeholders, etc. have put tremendous pressures on IES to ensure that evaluations were finalized appropriately.
- As a response to COVID-19, IES adapted its approaches and identified solutions to supplement data collection and analysis to increase the utility of evaluation results. IES also invested heavily in enhancing remote data collection methods and in new technology to ensure continued robust methodology in all UNODC evaluations.
- Due to the outstanding efforts of IES staff and all other involved stakeholders, all evaluations were finalized and published with just minor delays. IES has also produced guidance for adapting to COVID already with the first half of 2020 and has held webinars for Project Managers to clarify open questions. A dedicated website for COVID-19 and evaluation was launched in June 2020.

UNODC Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	Stand-alone evaluation unit (5/5)	■
	2. Reporting Line	Evaluation function reports to the governing body and/or the head of the entity (3/3)	■
	3. Seniority of the professional leading the function	P5 (3/4)	■
	4. Evaluation policy	High (36/36)	■
	5. Evaluation procedures in use	All (5/5)	■
	6. Evaluation plan score	High (11/14)	▲
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$2,300,387.88 0.29%	■
	7c. Estimated expenditure on evaluation 7d. % of total programme budget	$3,808,224.08 0.48%	
Output & Coverage	8. Number of reports submitted	26	
	9. Number of evaluation reports	26	■
	10. Subprogramme coverage	6/6	▲
Report Quality	11. % (number) of sampled (very) good quality reports	92.31% (12/13)	▲
	12. % (number) of sampled reports with (very) good recommendations	84.62% (11/13)	▼
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	8.1 (meeting requirements) / (13/13)	▲
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	2.1 (satisfactorily integrated) / (9/13)	▲

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 of all human rights by all everywhere. Its work is guided by the principles of universality, objectivity, impartiality, indivisibility, and non-selectivity in removing obstacles to the full realization of all human rights and in preventing the continuation of human rights violations. [23]

II. Key features of evaluation in 2020-2021

- **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 at the D-1/D-2 level. While the evaluation policy was strong, some elements of it can be enhanced during the current revision. Evaluation procedures were in place, but the evaluation work plan could be improved.
- **Report spending, output, and coverage:** Estimated expenditure on evaluation reports has increased slightly from 0.13% to 0.20% of total programme budget but still fell short of the minimum benchmark of 0.5% for evaluation expenditure.
- **Report quality:** 60% of sampled reports (3 of 5) were rated good or very good for their overall quality representing a decrease from 2018-2019. Only two reports had scored good or very good on recommendations. Reports showed an overall good level of integration of crosscutting issues by meeting the UN-SWAP criteria for integration of gender and including human rights considerations. Four reports addressed disability concerns and one report addressed environmental issues.

III. Areas for strengthening evaluation

- **Framework:** The evaluation plan can be further strengthened, including the articulation of resources, target dates for the evaluations and by whom evaluation will be conducted/managed.
- **Report spending, output, and coverage:** Expenditure on evaluation can be further increased to meet a minimum of 0.5% of programme expenditure.
- **Report quality:** Evaluation reports can more fully meet UNEG quality standards related to the context, scope, and methodology of the evaluations, including limitations, as well as recommendations of reports which should be logically derived from findings and conclusions, realistic, actionable, and targeted.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

- All other evaluation activities listed below have been conducted internally by the staff members, but as it was difficult to estimate the number of working months devoted to the evaluation reports and those spent on other activities, no separate number was provided. Other evaluation activities included:
    - Review of the Doha Training and Documentation Centre for South-West Asia and the Arab Region

[23] A/74/6 (Sect.24), para. 24.1

- Update to the Model of Terms of Reference for Evaluations and development of an Evaluation module in RBM manual
- Follow up tools
- Revision of the evaluation module of the RBM training package
- Leading the development of UNEG guidance on disability inclusion and reporting on UN Disability Inclusion Strategy
- Preliminary meta-analysis of evaluation findings 2018-2021
- Support to evaluations and assessments conducted by external entities, including OIOS and donors

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- The revision and update of the Office's evaluation policy is currently being undertaken.
- The OHCHR has developed, updated and contributed to a number of tools and guidance materials, including:
  - Model Terms of Reference for Evaluations was revised to incorporate the new OECD DAC criteria and the integration of disability inclusion.
  - The OHCHR RBM Programming Manual with a chapter on Evaluation was recently developed and will be launched, jointly with a RBM training package, also including a module on evaluation.
  - OHCHR led the development of the UNEG Guidance on integrating disability inclusion in evaluations and reporting on the UNDIS evaluation indicator, which is being applied in the Office.
  - OHCHR participated in the revision of the UN-SWAP on Gender 2.0 technical guidance on the evaluation indicator, which is being applied in the Office.
  - An IT tracking system for the follow up to evaluation recommendations has been developed and is being populated. A guidance note on the procedure for the follow up has been updated.
  - An evaluation module has been developed in the Office's Performance Monitoring System to upload the evaluation conclusions, recommendations, lessons learned and good practices, to facilitate their use in planning and reporting.
  - A preliminary meta-analysis of the evaluation recommendations during the period 2018-2021 was conducted as input for the extension of the Office's management plan until 2023. This is also being used for the development of the RBM capacity building strategies and tools.
- The constraints on the resources devoted to the evaluation function have limited the number of thematic evaluations conducted in the Office, as well as further work in analysis and synthesis of evaluation results. This limited capacity is also a challenge in terms of the management of evaluations conducted in the field, given the absence of evaluation focal points at the regional and country level who could support decentralized evaluations. Finally, the limited number of evaluation consultants with expertise on human rights, particularly at the national level, remains a challenge.
- To further strengthen the evaluation function, OHCHR would need to:
  - Increase budget and capacity at the headquarters and field level
  - Have access to databases of evaluation consultants, particularly national evaluators.

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

- The evaluation function was highly affected by the pandemic. The travel restrictions caused by the pandemic made it impossible to conduct field missions for data collection purposes, as well as meetings for the discussion of the evaluation findings, limiting the interaction between evaluators and stakeholders.
- The data collection had to be conducted remotely, using different IT tools, including conference call services (Microsoft Teams) and electronic surveys platforms. Webinars for the discussion of the evaluation findings were also held using these virtual communication tools.

OHCHR Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	Dedicated evaluation unit within a multifunctional division (4/5)	■
	2. Reporting Line	Evaluation function reports to the governing body and/or the head of the entity (3/3)	■
	3. Seniority of the professional leading the function	D1-D2 (4/4)	■
	4. Evaluation policy / Score	Yes / High (26/36)	■
	5. Evaluation procedures in use	All (5/5)	■
	6. Evaluation plan / Score	Yes / Medium (9/14)	▼
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$1,123,074.71 0.20%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$1,123,074.71 0.20%	
Output & Coverage	8. Number of documents submitted	7	
	9. Number of evaluation reports	7	▲
	10. Subprogramme coverage	2/4	■
Report Quality	11. % of (very) good quality reports	60% (3/5)	▼
	12. % of reports with (very) good recommendations	40% (2/5)	▼
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	7.4 (meeting requirements) / (3/5)	▼
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	2.8 (fully integrated) / (5/5)	■

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.[24]

II. Key features of evaluation in 2020-2021

- **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 was in place and all procedures in use. The evaluation work planning could be improved.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports has slightly increased from 0.23% to 0.27% of total programme budget but stayed below 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. There were however gaps in the quality of recommendations. Reports showed an overall good level of integration of crosscutting issues by meeting the UN-SWAP criteria for integration of gender and mostly including human rights considerations satisfactorily or fully (5 of 6 reports). Only one report partially addressed disability issues, and environmental considerations were partially or fully addressed in two reports.

III. Areas for strengthening evaluation

- **Framework:** The evaluation plan can be further strengthened, including the articulation of the evaluation purpose, resources, 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 on recommendations by ensuring these are realistic, actionable, and targeted.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

- Expenditure on other evaluation activities was estimated at $86,249 and covered:
  - Review of UNCTAD Evaluation policy 2011 and drafting the new evaluation policy
  - Project clearance: Participate in the review of new project proposals with a view to ensure the inclusion of evaluation plans and enhancing evaluability
  - Preparing reports for and backstopping support of annual Working Party meeting on evaluation
  - Advisory function to colleagues on evaluation matters and training on evaluation
  - Participation and advisory for broad evaluations, such as a Development Account programme evaluation covering all 10 DA recipient entities
  - Participation in UNEG working groups

[24] A/74/6 (Sect.12), para. 12.1

- Follow-up with project teams and Divisions on management responses to evaluation recommendations

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- Updates stemming from the AI have been elaborated in a revised UNCTAD evaluation policy.
- During 2020, UNCTAD had a long-term staffing gap of the P2 position in the unit, due to the hiring freeze in the Secretariat.
- Therefore, the main challenge has been resourcing and capacities within the Unit, especially with regard to evaluation dissemination, tracking implementation of recommendations and feeding lessons back into programme development. With only two staff members, focus is usually on managing the current and upcoming evaluations rather than on the results from previous ones.

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

- The evaluation function was somewhat affected by the pandemic, as most evaluations conducted by UNCTAD are of technical cooperation activities in developing countries. In some cases, evaluators have travelled to relevant countries in order to conduct in-person interviews and FGDs. With this not being possible, these have instead been conducted remotely. It is not clear what impact this may have had, but generally, no major issues have been reported as result of this change.

UNCTAD Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	Stand-alone evaluation unit (5/5)	■
	2. Reporting Line	Evaluation function reports to the governing body and/or the head of the entity (3/3)	■
	3. Seniority of the professional leading the function	P4 (2/4)	■
	4. Evaluation policy	High (31/36)	■
	5. Evaluation procedures in use	All (5/5)	■
	6. Evaluation plan score	Medium (7/14)	▼
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$602,121.81 0.27%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$688,371.21 0.31%	
Output & Coverage	8. Number of reports submitted	10	
	9. Number of evaluation reports	10	▼
	10. Subprogramme coverage	5/5	■
Report Quality	11. % (number) of sampled (very) good quality reports	83.33% (5/6)	▲
	12. % (number) of sampled reports with (very) good recommendations	50% (3/6)	▲
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	7.3 (meeting requirements) / (4/6)	▲
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	2.2 (satisfactorily integrated) / (5/6)	▲

United Nations Environment Programme (UNEP)

Dashboard Group: Large Operational

I. Entity objective

The overall objective of UNEP is to lead and coordinate action on environmental matters within the United Nations system by promoting environmental sustainability while contributing to a balanced integration of the economic, social and environmental dimensions of sustainable development. It does so by supporting countries in developing the capacity to formulate and implement sustainable development policies.[25]

II. Key features of evaluation in 2020-2021

- **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. The evaluation policy was updated in June 2022 and the evaluation work planning received an improved score.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports was at 0.34% of total programme budget, which missed the minimum financial benchmark of 0.5% for evaluation expenditure.
- **Report quality:** 81% of sampled reports (17 of 21) were rated good or very good for their overall quality suggesting an improvement in report quality, including in the quality of recommendations, compared to 2018-2019 (64%). Despite slight improvements, gaps in the areas of integrating human rights and gender standards persisted. As regards other cross-cutting issues, fifteen reports integrated environmental considerations and another three reports did so partially. No reports addressed disability concerns.

III. Areas for strengthening evaluation

- **Report quality:** Greater integration of gender and human rights considerations in evaluations.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

- Expenditure on other evaluation activities was estimated at $209,581 and covered:
  - Development of a new evaluation policy, strategy, and manual
  - Senior management engagement through the participation of the Director of Evaluation in all Senior Management Team meetings and retreats to ensure evaluation findings and observations inform decision-making
  - Main authorship in the development of the UNEG of Peer Review Guidance and the work on the Normative Framework for the UNEG maturity matrix.

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- UNEP had all the elements of a strong evaluation function in place, however there are always opportunities to improve. The elements requiring renewed attention include:
  - More staff time allocated to communication of evaluation findings in-house.

[25] A/74/6 (Sect.14), para. 14.1-2

- Refinement of recommendation compliance processes for broad corporate level evaluation recommendations requiring multiple coordinated actions involving senior managers

- A number of positive changes due to the support of the UNEP Executive Director to which the SG's reform has provided a high-level rationale:
  - UNEP's internal reforms have been informed by the larger UN reform and provided an opportunity to strengthen and update the evaluation policy and strategy within UNEP.
  - Knowledge Management systems in UNEP are undergoing change, with the introduction of IPMR.
- Some issues were raised, i.e. the high volume of project evaluations undertaken meant that there was not always a positive cost benefit ratio for investing additional resources in broad dissemination, communication and outreach of evaluation findings and lessons beyond immediate evaluand stakeholders for some project evaluations.

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

- The evaluation function was somewhat affected by the pandemic. Several project evaluations had to be on hold at inception phase in situations where data gathering to reach credible findings was dependent on field-based travel that could not take place due to the COVID pandemic. e.g conservation related projects with landscape-based field settings. As the COVID pandemic progressed and travel within national borders eased, use of national consultants was made to resume evaluation field missions for stalled evaluations.

UNEP Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	Stand-alone evaluation unit (5/5)	■
	2. Reporting Line	Evaluation function reports to the governing body and/or the head of the entity (3/3)	■
	3. Seniority of the professional leading the function	D1-D2 (4/4)	■
	4. Evaluation policy	High (33/36)	■
	5. Evaluation procedures in use	All (5/5)	■
	6. Evaluation plan score	High (12/14)	▲
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$3,099,385.79 0.34%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$3,308,966.62 0.36%	
Output & Coverage	8. Number of reports submitted	42	
	9. Number of evaluation reports	41	▼
	10. Subprogramme coverage	7/7	■
Report Quality	11. % (number) of sampled (very) good quality reports	81% (17/21)	▲
	12. % (number) of sampled reports with (very) good recommendations	76% (16/21)	▲
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	3.7 (approaching requirements) / (2/21)	▲
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	1.1 (partially integrated) / (6/21)	▲

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. It supports Member States regarding sustainable cities and human settlements through its normative and operational work at the global, regional, national and local levels. UN-Habitat also leads and coordinates the monitoring of and reporting on global progress in the implementation of the New Urban Agenda, in collaboration with other United Nations entities.[26]

II. Key features of evaluation in 2020-2021

- **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, and the evaluation work planning has improved.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports increased to 0.48% of total programme budget, almost reaching the minimum benchmark of 0.5% for evaluation expenditure.
- **Report quality:** 86% of sampled reports (6 of 7) were rated good or very good for their overall quality, however only two reports were rated good or very good on the quality of recommendations. Gender considerations and human rights were integrated in 71% of reports. All reports addressed environmental concerns at least partially and two reports addressed disability issues.

III. Areas for strengthening evaluation

- **Framework:** Evaluation planning can be further strengthened by including a procedure for submission to the head of the entity or governing body for review/approval.
- **Report quality:** Evaluation reports can more fully meet UNEG quality standards on recommendations by ensuring these are logically derived from findings and conclusions, realistic and actionable.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

- Other evaluation-related activities included:
  - Collaborative activities: UN System-wide Collaboration Activities Related to OIOS, JIU, UNEG, NIEN and other evaluation professional networks
  - Evaluability Assessments: Evaluability Assessments to ensure projects are well designed. This is done through the Program Review Committee (PRC), where the Evaluation Unit is a member
  - Sharing information: Enhance effective sharing of evaluative knowledge, internally and externally
  - Activities to enhance uptake of evaluations Preparation of evaluation brief, newsletters and videos to promote uptake of evaluations by various stakeholders

[26] A/74/6 (Sect.15), para. 15.1

- Follow-up to evaluations: Management Responses, action plans, and follow-up to the implementation of recommendations through an Evaluation Recommendation Tracking System

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- While there are no policy gaps, management's prioritization of the evaluation function and ensuring adequate resources is required. The evaluation function is underfunded in terms of financial and staffing resources to promote and facilitate critical and timely information to strengthen accountability and results reporting.
- Another challenge is that at present there is no systematic mechanism to ensure the quality of decentralized evaluations (those not managed by the Independent Evaluation Unit).

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

- The evaluation function was somewhat affected by the pandemic. Although the Covid -19 did not significantly affect the delivery of the evaluation plans, it affected the way and methods of how evaluations were conducted, for example by doing online evaluations.

UN-Habitat Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	Stand-alone evaluation unit (5/5)	■
	2. Reporting Line	Evaluation function reports to the governing body and/or the head of the entity (3/3)	■
	3. Seniority of the professional leading the function	P5 (3/4)	■
	4. Evaluation policy	High (33/36)	■
	5. Evaluation procedures in use	All (5/5)	■
	6. Evaluation plan score	High (11/14)	▲
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$2,443,285.71 0.48%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$2,443,285.71 0.48%	
Output & Coverage	8. Number of reports submitted	14	
	9. Number of evaluation reports	14	▼
	10. Subprogramme coverage	4/4	■
Report Quality	11. % (number) of sampled (very) good quality reports	86% (6/7)	▲
	12. % (number) of sampled reports with (very) good recommendations	29% (2/7)	▼
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	6.3 approaching requirements) / (4/7)	▲
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	2 (satisfactorily integrated) / (5/7)	▲

4 Group SO: Small Operational

Summary of results

Entities in group SO had less established evaluation functions with some or most lacking evaluation policies, plans and procedures. They produced very few reports during the biennium. Evaluation report quality improved compared to the past biennium, but still further improvements are possible, in particular in the description of the background and methodology and in integrating gender and human rights considerations. The resources dedicated to evaluation reports were very low when compared to the minimum organizational benchmark for evaluation spending of 0.5% of total programme budget. While more substantial resources were dedicated to evaluation-related activities, still almost half of the entities reported that no resources were allocated. As is the case for other groups, the most common challenges faced by entities in group SO, given their small size, were the lack of dedicated financial resources for evaluation, the lack of evaluation capacity and expertise among their already overstretched staff, and limited understanding regarding the relevance and necessity of evaluations.

Group SO	
Number of entities	**13**
Total budget (2020-2021)	**$343.0 million**
Percentage of total budget of all included entities	**1.5%**
Total evaluation reports	**7**
Percentage of total number of reports	**3%**

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

Category	Indicator		2020-2021 results
Framework	1	Type of function	Two entities had an evaluation unit (OSAA, UNOCT) while 39% of small operational entities (5/13) had an evaluation focal point. 39% (5/13) had some evaluation activity while 15% (2/13) had no evaluation activity (GCO, OSCSEA).
	2	Reporting line	69% of entities (9/13) reported to the head of the entity, which was an improvement from the previous biennium. The other four entities reported to another management function (ODA) or had no clearly defined reporting line (GCO, OOSA, OSCSEA).
	3	Level of senior-most dedicated evaluation professional	15% (2/13) had a D-1 or D-2 leading the evaluation function, 46% had a P-4 or P-5 (3/13) and a P3 or below (3/13) and 39% of entities (5/13) had no specific person responsible for evaluation activities.

	4	Policy score	54% of entities (7/13) had an evaluation policy in place, 15% (2/13) had draft policies in place, and 31% (4/13) had no policy (OSCSEA, OVRA, SRSG VAC, SRSG SVC). Three of the policies had met most of the quality criteria (OSAA, UNDRR, UNOCT), and four policies met some of the quality criteria but needed improvement.
	5	Procedures in use	46% of entities (6/13) had less than two evaluation procedures in use, while other entities had most of all procedures in use.
	6	Plan score	92% of entities (12/13) had no evaluation plan in place. One entity had a strong evaluation plan that met all of the quality criteria (UNOCT).
Resources	7a	Estimated expenditure on evaluation reports only ($)	77% of entities (10/13) had no expenditures on evaluation reports, and 23% (3/13) spent between $39,000 and $379,157 on evaluation reports.
	7b	Estimated expenditure on reports only as % of total entities' budget (%)	Among the three entities that did have expenditures on evaluation reports, none met the 0.5% minimum benchmark, but two approached it with 0.47% (SRSG SVC) and 0.41% (UNOCT).
	7c	Estimated expenditure on all evaluation-related activities, including reports ($)	54% of entities (7/13) had evaluation-related expenditure, amounting to overall $1,703,934, while 6 entities reported no expenditure. Allocations ranged between $14,989 and $813,157.
	7d	Estimated expenditure on all evaluation-related activities as % of total entities' budget (%)	Among the 7 entities that reported evaluation-related expenditure, its average percentage of overall budget equalled 0.98%.
Output and coverage	8	Submitted reports	Overall, the number of reports received was 31, of which 7 (23%) were screened in as evaluation reports.
	9	Evaluation reports	62% of entities (8/13) produced no evaluation reports, and the remaining five entities produced one to two reports each.
	10	Coverage of sub-programmes	62% of entities (8/13) had no sub-programme coverage due to having no evaluation reports. The evaluation reports of the remaining five entities covered 7 out of their 9 sub-programmes.

Report quality	11	Report quality	Two of the sampled four evaluation reports received 'Good' or 'Very Good' scores for their overall quality
	12	Recommendations	Two of the sampled four evaluation reports received 'Good' or 'Very Good' scores for the quality of their recommendations.
	13	Gender	None of the sampled four evaluation reports met the UN-SWAP criteria on gender equality and women's empowerment, but three reports were assessed as "approaching requirements" (UNDRR, UNOCT).
	14	Human rights	Two of the sampled four evaluation reports fully integrated human rights considerations (UNOCT).
	15	Disability inclusion and environmental considerations	None of the sampled reports integrate disability issues. Three out of four reports integrated environmental considerations (OOSA, UNDRR, UNOCT).

United Nations Global Compact (GCO)

Dashboard group: Small Operational

I. Entity objective

The overall objective of GCO is to mobilize a global movement of sustainable companies and stakeholders. To make this happen, it supports companies to do business responsibly by aligning their strategies and operations with Ten Principles on human rights, labour, environment and anti-corruption and to take strategic actions to advance broader societal goals, such as the UN Sustainable Development Goals, with an emphasis on collaboration and innovation.[27]

II. Key features of evaluation in 2020-2021

- **Framework:** GCO still lacked most elements of an evaluation system. While its evaluation policy was finalized in 2022, during the period under review, there was no evaluation activity, no clear reporting line for the function, no specific person assigned to evaluation and no evaluation procedures in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently the 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 plan and the implementation of evaluation procedures.
- **Report spending, output, and coverage:** Expenditure on evaluation should meet a minimum of 0.5% of programme expenditure in accordance with para. 17.iii of the newly established evaluation policy by increasing report output and, as a result, programmatic coverage.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

- Expenditure on other evaluation activities was estimated at $21,200.

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- While there was already management buy-in of the need for stronger evaluation capacity and usage - as evidenced in the 2021-2023 Strategy - the ST/AI also added an element of compliance, which certainly pushed for stronger efforts. In addition, support from DMSPC/BTAD and OIOS has been instrumental in supporting the GCO in enhancing its evaluation capacity.
- Significant efforts have been undertaken since the new ST/AI on Evaluation in the Secretariat. An Evaluation Policy has been established, along with a plan for an evaluation in 2022, which is expected to start in October 2022. Evaluation capacity was strengthened through the establishment of a new post at P4 level for a Programme Management Officer, "Head of Strategic Planning, Monitoring & Evaluation". The Head, who serves as focal point for Evaluation for the GCO, was recruited in June 2022, and has since worked closely with OIOS and BTAD on bringing GCO in compliance with ST/AI/2021/3, including

[27] https://unglobalcompact.org/what-is-gc/mission

through the creation of a new Evaluation Policy, endorsed by the ASG of the GCO in August 2022.

- It would be valuable to ensure that small Secretariat entities receive dedicated evaluation support from their service providers. The GCO, alongside a wide range of other small entities, receives support from DOS on matters such as finance, human resources, etc. There could also be an Evaluation focal point in DOS to provide dedicated support to the small entities.

UNGCO Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit and no evaluation activity (0/5)	▼
	2. Reporting Line	Evaluation function has no clear reporting line, or no evaluation function exists (0/3)	■
	3. Seniority of the professional leading the function	No specific person was assigned for the evaluation function (0/4)	■
	4. Evaluation policy	Draft	▲
	5. Evaluation procedures in use	None (0/5)	■
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	2	
	9. Number of evaluation reports	0	■
	10. Subprogramme coverage	0/1	■
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	■
	12. % (number) of sampled reports with (very) good recommendations	N/A	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	■

United Nations Office of Counter-Terrorism (UNOCT)

Dashboard group: Small Operational

I. Entity objective

The overall objective of UNOCT is to provide leadership on the counter-terrorism mandate across the United Nations system by enhancing coordination and coherence to ensure the balanced implementation of the four pillars of the United Nations Global Counter-Terrorism Strategy, strengthening the delivery of United Nations counter-terrorism capacity-building assistance to Member States, improving the visibility of and advocacy and resource mobilization for United Nations counter-terrorism efforts and ensuring that due emphasis is placed on counter-terrorism across the United Nations system and that the work on preventing violent extremism is firmly rooted in the Strategy. [28]

II. Key features of evaluation in 2020-2021

- **Framework:** UNOCT had made significant improvements to its evaluation system in several areas. Its function became a dedicated evaluation unit within a multifunctional division with a reporting line to the governing body and/or head of entity. A strong evaluation policy and evaluation plan were in place and all procedures were in use. The most senior evaluation professional was at the P-3 level.
- **Report spending, output, and coverage:** Two evaluation reports were produced during the period under review. Estimated expenditure of 0.41% of total programme budget approached but did not meet the minimum benchmark of 0.5% for evaluation expenditure.
- **Report quality:** Reports were of excellent quality scoring "good" or "very good" across most standards, including the integration of human rights. One report also satisfactorily addressed environmental concerns. Disability issues were not addressed.

III. Areas for strengthening evaluation

- **Report quality:** Improvements could be made to the methodology section of the evaluation reports by including an evaluation matrix as well as clearly identifying the limitations of the methodology and mitigation measures. Gender considerations could be addressed more fully in the evaluation scope, criteria and methodology.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

- Expenditure on other evaluation-related activities was estimated at $434,000 and covered:
  - Development of the UNOCT Evaluation Policy and sensitisation of the Office on its application
  - Five-day online training in result-based management for 30 project managers to equip UNOCT staff members with the necessary tools and knowledge on results-based monitoring and evaluation of project/programme implementation.
  - Development of the Monitoring and Evaluation Standard Operating Procedures
  - After-Action Review exercise for the preparation of UNCCT Annual Report
  - Preparation of evaluation plans for the period 2020-2021
  - Dissemination of the results of the UNCCT 5 Year Programme Evaluation

[28] A/74/6 (Sect. 3), para 3.203

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- Some key enhancements were made based on the guidance provided by the Administrative Instruction, such as:
  - The Evaluation function was moved to the Office of the Under-Secretary-General to ensure independence from the programme functions and give the evaluation function direct access to strategic programme governance, planning and decision-making, and to institutional learning.
  - The structure of the evaluation plan has been made fully compliant with the quality criteria. Submission of planned evaluations including reporting on evaluations that have been undertaken in the budget submissions have enhanced the utilization of evaluation results in subsequent programming.
  - The launch and conduct of the community of practice by OIOS and DMSPC has provided the necessary capacity to UNOCT specifically on the development of terms of reference and insights into the requirements for evaluation capacities.
- Some challenges still remain: the Evaluation and Compliance Unit does not have adequate capacity to effectively discharge the evaluation requirements for the Office. While systematic improvements have been achieved, there is need to augment the human resources, specifically evaluation specialists and data analysts, to ensure effective periodic programme and project evaluations are undertaken as prescribed by the policy and the evaluation handbook.

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

- The evaluation function was somewhat affected by the pandemic. Evaluation of the UNCCT 5 Year Programme was affected by the COVID-19 pandemic as the evaluation methodology had to be revised. The COVID-19 pandemic affected all data gathering activities that were in-person based. In addition, the Evaluation Team was unable to travel for the four case studies proposed in the methodology. All interviews after 24 March 2020 were conducted online, as were other data gathering activities. The most significant effect was the limited access to programme beneficiaries and implementing partners.

UNOCT Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	Dedicated evaluation unit within a multifunctional division (4/5)	▲
	2. Reporting Line	Evaluation function reports to head of entity and/or governing body (3/3)	■
	3. Seniority of the professional leading the function	P3 or below (1/4)	■
	4. Evaluation policy	High (34/36)	■
	5. Evaluation procedures in use	All (5/5)	▲
	6. Evaluation plan score	High (14/14)	▲
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$379,157.14 0.41%	▲
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$727,314.00 0.78%	
Output & Coverage	8. Number of reports submitted	2	
	9. Number of evaluation reports	2	▲
	10. Subprogramme coverage	1/1	▲
Report Quality	11. % (number) of sampled (very) good quality reports	100% (2/2)	
	12. % (number) of sampled reports with (very) good recommendations	100% (2/2)	
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	5 (approaching requirements) / (0/2)	
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	3 (fully integrated) / (2/2)	

Office of Disarmament Affairs (ODA)

Dashboard Group: Small Operational

I. Entity objective

The overall objective of ODA is the achievement of general and complete disarmament under strict and effective international control.[29]

II. Key features of evaluation in 2020-2021

- **Framework:** ODA has made slight improvements in its evaluation system by ensuring some evaluation activity and assigning responsibility for evaluation. While evaluation procedures were in use, the evaluation policy was weak, and no evaluation planning was in place.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently the expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through a revision of the evaluation policy to ensure that it meets more quality criteria and the establishment of an evaluation 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.
- **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-related activities undertaken during 2020-2021 (self-reported)

- Expenditure on evaluation-related activities was estimated at $106,736 and covered:
  - Support to the OIOS Triennial Review (2021) reviewing the implementation of five recommendations from the 2018 audit of ODA
  - Support to the OIOS Review of Data Access and Data Privacy
  - Evaluation of programme/subprogramme delivery (planned vs. actual) carried out in context of annual budget exercises (2020 and 2021)

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- During the 2020-2021 period, ODA developed its first Strategic Plan (2021-2025), which includes a results framework and monitoring and evaluation framework to ensure accountability. An evaluation focal point was identified, and guidance sought on next steps to be taken (i.e. revision of current evaluation policy, increased understanding of evaluation planning).

[29] A/74/6 (Sect. 4), para. 4.1

- Due the small size of the Office and the increasing number of mandates the capacity to support a self-standing M&E unit and capabilities is constrained. ODA is working within these limitations to nonetheless improve its evaluation capabilities as much as possible.
- Increased support for the focal point that is tailored to the capacity and limitations of the Office, rather than a "one-size-fits-all" approach would be useful. Initial contacts with OIOS and DMSPC colleagues on first steps have been fruitful and much appreciated.

ODA Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but some evaluation activity (0/5)	▲
	2. Reporting Line	Evaluation function reports to another management function (1/3)	▲
	3. Seniority of the professional leading the function	P4 (2/4)	▲
	4. Evaluation policy	Medium (18/36)	■
	5. Evaluation procedures in use	All (5/5)	▲
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$106,736 0.17%	
Output & Coverage	8. Number of reports submitted	6	
	9. Number of evaluation reports	0	■
	10. Subprogramme coverage	0/5	■
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	■
	12. % (number) of sampled reports with (very) good recommendations	N/A	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	■

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 advocating for, 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.[30]

II. Key features of evaluation in 2020-2021

- **Framework:** OHRLLS had an evaluation system, which still needed improvement in several areas. It had an evaluation focal point 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 the governing body and/or head of entity. All evaluation procedures were in use, but its policy required improvements and no evaluation plan was in place.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports decreased from 0.2% to 0% of the total programme budget and thus fell short of the minimum benchmark of 0.5%. Nevertheless, one report has been produced during the period under review.

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.
  - An evaluation plan can be put in place which: (1) clearly states the purpose and types of planned evaluation; (2) specifies the resources available for the planned evaluations and the target dates for their completion; (3) indicates who will be responsible for conducting or managing the evaluations (4) describes how the evaluation plan was developed, reviewed and approved.
- **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-related activities undertaken during 2020-2021 (self-reported)

- Expenditure on other evaluation-related activities was estimated at $86,286 and included:

[30] A/74/6 (Sect. 10), para. 10.1

- Self-evaluation activities
- Implementation of recommendations of JIU Evaluation on UN System Support for LLDCs

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- Informal assessment exercises of key activities were implemented. While not formal evaluations as per UNEG guidelines, these included evaluative elements that provided lessons learned and informed planning.
- Limited capacity existed within the Office due to the workload created by the organization of UN Conferences that take place once every ten years. More resources and dedicated staff members would be needed to strengthen the evaluation function.

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

- The evaluation function was highly affected by the pandemic. The transition to a hybrid work environment introduced new ways to work and support the main constituencies of the Office. This transition to a new environment created difficulties in undertaking assessment exercises.
- Use of electronic surveys to reach the constituencies for evaluative purposes was strengthened. The inclusion of Microsoft Forms as part of the suite of products available to UN staff was positive as it provided an internal standard tool that is integrated with the rest of software used in the Office and helped extend the practice of disseminating questionnaires.

OHRLLS Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but evaluation focal point (2/5)	■
	2. Reporting Line	Evaluation function reports to the governing body and/or the head of the entity (3/3)	▲
	3. Seniority of the professional leading the function	D1-D2 (4/4)	■
	4. Evaluation policy	Low (10/36)	▼
	5. Evaluation procedures in use	All (5/5)	■
	6. Evaluation plan score	No	▼
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	▼
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$86,286 0.56%	
Output & Coverage	8. Number of reports submitted	1	
	9. Number of evaluation reports	1	■
	10. Subprogramme coverage	3/5	■
Report Quality	11. % (number) of sampled (very) good quality reports	N/A[31]	
	12. % (number) of sampled reports with (very) good recommendations	N/A	
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	

[31] Report submitted after the completion of the quality assessment.

United Nations Office for Outer Space Affairs (OOSA)

Dashboard Group: Small Operational

I. Entity objective

The overall objective of OOSA is to bring the benefits of space to humankind by promoting international cooperation in space activities for peaceful purposes and advance the use of space science and technology and their applications, at a time when new technologies and the increasing number of actors are rapidly changing the structure and content of those activities.[32]

II. Key features of evaluation in 2020-2021

- **Framework:** OOSA has taken steps to strengthen its evaluation system, but still needs improvement in several areas. It has updated its evaluation policy and had some evaluation activity, but no evaluation unit and no specific person responsible for evaluation activities. Evaluation procedures were in use, but evaluation planning could be strengthened.
- **Report spending, output and coverage:** No expenditure on evaluation reports was reported even though one evaluation report has been produced. Thus, the minimum benchmark of 0.5% for evaluation expenditure was not met.
- **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 needs strengthening through assignment of responsibility for evaluation-related activities and the establishment of an evaluation plan which: (1) clearly states the purpose and types of planned evaluation; (2) specifies the resources available for the planned evaluations and the target dates for their completion; (3) indicates who will be responsible for conducting or managing the evaluations (4) describes how the evaluation plan was developed, reviewed and approved.
- **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 on all relevant parameters, including integration of gender and human rights.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

- The evaluation policy was reviewed during the reporting period.

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- While the office did not have a dedicated team / officer focused exclusively on evaluation, internal assessments / self-evaluation of activities and programmes are regularly conducted through senior management meetings, during section meetings, and through selected evaluation purposed reviews. Components of the programme that should

[32] A/74/6 (Sect. 6), para. 6.1

undergo self-evaluation are identified on an annual basis and indicated in the relevant sections of the annual programme of work[33].

- Senior management continues to be fully supportive of evaluation objectives and the Office has been expanding its evaluation culture resulting in the recent approval of its new evaluation policy.
- The biggest challenge faced were the limited resources. To strengthen the evaluation function, there is a need to have personnel exclusively dedicated to this activity.

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

The evaluation function was somewhat affected.

OOSA Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but some evaluation activity (1/5)	■
	2. Reporting Line	Evaluation function has no clear reporting line, or no evaluation function exists (0/3)	■
	3. Seniority of the professional leading the function	No specific person was assigned for the evaluation function (0/4)	■
	4. Evaluation policy	Draft	▼
	5. Evaluation procedures in use	All (5/5)	■
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	▼
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	1	
	9. Number of evaluation reports	1	■
	10. Subprogramme coverage	1/1	■
Report Quality	11. % (number) of sampled (very) good quality reports	0% (0/1)	■
	12. % (number) of sampled reports with (very) good recommendations	0% (0/1)	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	1 (missing requirements) / (0/1)	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	0 (not integrated) / (0/1)	■

[33] See, for example, A/75/6(sect. 6), para 6.11 and 6.12.

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 peace, security, and development nexus in Africa, enhancing international support for Africa's development and security and facilitating inter-governmental 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.[34]

II. Key features of evaluation in 2020-2021

- **Framework:** OSAA had an evaluation system in place but needed improvement in several areas. The evaluation function was located in a unit not dedicated to evaluation with a reporting line to the head of entity and/or governing body but no specific person was assigned responsibility for evaluation activities. A strong evaluation policy and most procedures were in place, but no evaluation plan was evident.
- **Report spending, output, and coverage:** Estimated expenditure on evaluation reports decreased to 0% of the total programme budget, thus missing the minimum financial benchmark of 0.5% for evaluation expenditure.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of an evaluation plan which (1) clearly states the purpose and types of planned evaluation; (2) specifies the resources available for the planned evaluations and the target dates for their completion; (3) indicates who will be responsible for conducting or managing the evaluations; (4) describes how the evaluation plan was developed, reviewed and approved. 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-related activities undertaken during 2020-2021 (self-reported)

- Expenditure on other evaluation-related activities was estimated at $193,732.

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- With the recruitment of a Planning, Monitoring and Evaluation Officer in 2022, the Office expects to initiate a process of enhanced implementation of the AI.
- The main challenges faced by the Office is an evaluation culture which is still in the process of development and lack of dedicated resources. There is a need to increase the understanding of staff that evaluations provide an opportunity for learning and improvement.

[34] A/74/6 (Sect. 11), para. 11.1

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

- The evaluation function was somewhat affected. The main impact was the cancellation of travel and the move to virtual meetings, which has helped the Office to increase efficiency and delivery.

OSAA Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	Unit not dedicated to evaluation (3/5)	▲
	2. Reporting Line	Evaluation function reports to the governing body and/or the head of the entity (3/3)	■
	3. Seniority of the professional leading the function	No specific person was assigned for the evaluation function (0/4)	■
	4. Evaluation policy	High (27/36)	■
	5. Evaluation procedures in use	Most (4/5)	■
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	▼
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$193,732.38 0.99%	
Output & Coverage	8. Number of reports submitted	9	
	9. Number of evaluation reports	0	▼
	10. Subprogramme coverage	0/3	▼
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	
	12. % (number) of sampled reports with (very) good recommendations	N/A	
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	

Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse (OSCSEA)

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.[35] 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 2020-2021

- **Framework:** OSCSEA lacked an evaluation system. It had no evaluation activity, no evaluation unit, and no specific person responsible for evaluation activities. No evaluation procedures were in use, and no evaluation policy or plan were in place.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently the 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 assigning responsibility for 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 and, as a result, programmatic coverage.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

[No information provided.]

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

[No information provided.]

[35] https://www.un.org/preventing-sexual-exploitation-and-abuse/content/un-special-coordinator-0
https://www.un.org/preventing-sexual-exploitation-and-abuse/content/un-special-coordinator-0

OSCSEA Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit and no evaluation activity (0/5)	▼
	2. Reporting Line	Evaluation function has no clear reporting line, or no evaluation function exists (0/3)	▼
	3. Seniority of the professional leading the function	No specific person was assigned for the evaluation function (0/4)	■
	4. Evaluation policy	No	■
	5. Evaluation procedures in use	None (0/5)	▼
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	2	
	9. Number of evaluation reports	0	■
	10. Subprogramme coverage	0/1	■
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	■
	12. % (number) of sampled reports with (very) good recommendations	N/A	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	■

Office of the Victims' Rights Advocate (OVRA)

Dashboard group: Small Operational

I. Entity objective

The overall objective of OVRA is to support and enhance integrated and strategic policy measures to prevent and respond to sexual exploitation, which focuses on the rights and dignity of victims. The Office interacts and works with all Member States, the United Nations system and a range of stakeholders, including civil society and the media, to ensure that reliable gender- and child-sensitive pathways exist for every victim or witness to file complaints and that assistance is rapidly and sensitively delivered.[36]

II. Key features of evaluation in 2020-2021

- **Framework:** OVRA has taken some steps to strengthen its evaluation system, but still needs improvement in several areas. It had no evaluation unit but had an evaluation focal point at P3 level. No evaluation policy, procedures or plan 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.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

- Expenditure on other evaluation-related activities was estimated at $14.989 and included:
  - Support to the thematic evaluation of Secretariat support to the SDGs
  - Two evaluation reports on the Evaluation of the prevention, response, and victim support efforts against SEA by UN Secretariat Staff and related Personnel

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- A key change is that the results in the budgetary submission are reflected in the SMA dashboard, and their progress is periodically monitored through the dashboard.
- The nature of the mandate of the Victims' Rights Advocate and the size of the office do not easily fit the current evaluation requirements. Advocacy efforts, which are an integral part of the mandate of the VRA, are not easily quantifiable and the lack of budgetary and staff resources does not allow to conduct a consistent and articulated evaluation exercise. The current requirements often do not apply or are not able to reflect the main aspects and challenges affecting such a small department.

[36] A/74/6 (Sect. 1), para. 1.115

- There is a need to establish evaluation requirements which could fit a small department like OVRA, address its challenges and be able to capture advocacy efforts and other non-quantifiable factors.

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

OVRA Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but evaluation focal point (2/5)	▲
	2. Reporting Line	Evaluation function reports to the governing body and/or the head of the entity (3/3)	▲
	3. Seniority of the professional leading the function	P3 or below (1/4)	▲
	4. Evaluation policy	No	■
	5. Evaluation procedures in use	None (0/5)	■
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$14,989.40 0.78%	
Output & Coverage	8. Number of reports submitted	1	
	9. Number of evaluation reports	0	■
	10. Subprogramme coverage	0/1	■
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	■
	12. % (number) of sampled reports with (very) good recommendations	N/A	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	■

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

Dashboard group: Small Operational

I. Entity objective

The overall objective of SRSG CAAC is to end and prevent grave violations against children in situations of armed conflict through political leadership, high level advocacy and awareness raising on the plight of these children. The SRSG liaises with the United Nations partners, Governments, civil society and pertinent intergovernmental bodies to propose ideas and approaches to enhance the protection of children, with a view to ending impunity from grave violations and to promoting a more concerted protection response and undertakes humanitarian and diplomatic initiatives to facilitate the work of operational actors on the ground with regard to children affected by armed conflict.[37]

II. Key features of evaluation in 2020-2021

- **Framework:** SRSG CAAC has undertaken steps to strengthen its evaluation system but still needed improvements in several areas. It had an evaluation focal point with a direct reporting line to the head of entity and most evaluation procedures were in place. There was an evaluation policy, but it was weak, and no evaluation plan was in place.
- **Report spending, output, and coverage:** No evaluation reports were produced during the period under review, and consequently the expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through bringing the evaluation policy more in line with quality standards by, for example, providing a definition for evaluation, clearly defining the institutional framework and resources for evaluation, and outlining processes for participation in evaluations, quality assurance and dissemination of evaluation reports and integration of cross-cutting issues. Further, a strong evaluation plan can be put in place, which: (1) clearly states the purpose and types of planned evaluation; (2) specifies the resources available for the planned evaluations and the target dates for their completion; (3) indicates who will be responsible for conducting or managing the evaluations (4) describes how the evaluation plan was developed, reviewed and approved.
- **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-related activities undertaken during 2020-2021 (self-reported)

- Expenditure on evaluation-related activities was estimated at $22,670 and covered:
  - Development of ToR for evaluation focal point and entity-level evaluation policy
  - Establishment and regular update of a log to track evaluation and self-evaluation reporting and implementation of recommendations

[37] A/75/6 (Sect. 1), para 1.87

- Contribution to the OIOS biennial study on strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives for 2018-2019
- Annual reporting (2020 + 2021) in Statement of Internal Control matrixes, Survey and Action Plan
- Annual reporting (2020 + 2021) on the implementation at entity-level of the Secretariat-wide Disability Inclusion strategy
- Annual reporting (2020 + 2021) on the implementation of the UN System-wide Action Plan on Gender Equality and the Empowerment of Women
- Contribution to OIOS Thematic Evaluation of Secretariat support to the Sustainable Development Goals
- Annual reporting (2020 + 2021) on the implementation of the entity level action plan to prevent and respond to sexual exploitation and abuse
- Contribution to the OIOS review of the management of data classification and data privacy in the UN secretariat and implementation of OIOS recommendations
- Contribution to the OIOS Triennial Review on the implementation of OIOS recommendations in the report on the evaluation of the OSRSG CAAC, OSRSG VAC and OSRSG SVC

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- OSRSG CAAC has taken some key steps to strengthen its evaluation function. An evaluation policy has been developed, together with the terms of reference of an evaluation focal point. A log has been established to track evaluations and implementation of recommendations. An evaluation focal point has been nominated as of 2020 by the USG, directly in her front office, reporting to her Special Advisor and herself. The evaluation focal point worked closely on the development of the strategy of the entity, which allows for mainstreaming evaluation outcome/recommendations into programme planning.
- However, OSRSG CAAC is a small entity (11 RB posts, including the USG) with limited resources and relies partly on extrabudgetary funds to fulfil its mandated activities. Evaluation activities are therefore currently undertaken on a part time basis by a P2 staff (XB) who acts as a focal point and supported by one G staff (RB). Both staff members are part of the front office of the USG and have many other competing duties. To further advance on the implementation of the PPBME, ST/SGB/2018/3 and ST/AI/2021/3, an evaluation workplan and an update of the evaluation policy, in line with the ST/AI and better integration of gender equality and disability inclusion are required. However, this would necessitate more dedicated financial and human resources, which cannot be allocated to evaluation by OSRSG CAAC at this stage given its size and limited resources. OSRSG CAAC would require sufficient resources for an additional P3 or P2 staff member or alternatively resources for hiring periodically a consultant dedicated to the evaluation of all programmes and activities of OSRSG CAAC.

SRSG CAAC Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but evaluation focal point (2/5)	■
	2. Reporting Line	Evaluation function reports to the governing body and/or the head of the entity (3/3)	▲
	3. Seniority of the professional leading the function	P3 or below (1/4)	▲
	4. Evaluation policy	Low (9/36)	▲
	5. Evaluation procedures in use	Most (4/5)	▲
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$22,670.12 0.31%	
Output & Coverage	8. Number of reports submitted	2	
	9. Number of evaluation reports	0	■
	10. Subprogramme coverage	0/1	■
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	■
	12. % (number) of sampled reports with (very) good recommendations	N/A	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	■

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 address conflict-related sexual violence by empowering and protecting the rights of civilians, particularly women and girls, but also men and boys subjected to sexual violence in conflict. It is responsible for providing coherent and strategic leadership on preventing and addressing sexual violence as a weapon of war and tactic of terrorism and for engaging with justice and security sectors, all parties to armed conflict and civil society.[38]

II. Key features of evaluation in 2020-2021

- **Framework:** The evaluation system in SRSG SVC demonstrated room for improvement in several areas. It had some evaluation activity but no evaluation unit, and its most senior staff overseeing evaluation was at the D-1 or D-2 level with a direct reporting line to the head of the entity. No evaluation plan and no procedures were in use, and no evaluation policy was in place.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports represented 0.47% of the total programme budget, just shy of the benchmark of 0.5% for evaluation expenditure.

III. Areas for strengthening evaluation

Framework: The evaluation framework can be strengthened through the establishment of an evaluation policy and evaluation planning in line with the relevant quality criteria and the use of evaluation procedures.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

- Evaluation-related activities during the period under review included:
  - Contribution to the OIOS biennial study on strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives for 2018-2019
  - Annual reporting (2020 + 2021) on the implementation of the UN System-wide Action Plan on Gender Equality and the Empowerment of Women
  - Contribution to OIOS Thematic Evaluation of Secretariat support to the Sustainable Development Goals
  - Contribution to the OIOS Triennial Review on the implementation of OIOS recommendations in the report on the evaluation of the OSRSG CAAC, OSRSG VAC and OSRSG SVC

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- All strategic planning, monitoring and evaluation activities continued to be overseen at the level of Chief of Staff with consultation of the Head of Office at USG level. Moreover,

[38] A/74/6 (Sect. 1), para 1.71 and 1.84

as in the previous biennium, given the small size of the Office, ongoing strategic evaluation activities are also undertaken through existing staff capacity in all of the substantive components of the Office. Typically, this entails focal points at P-3/P-4 level and engages the Team Leaders in addition to the Office Chief of Staff and the SRSG.

- Substantive evaluations are particularly important to the Office's work in providing support to Member States seeking effective approaches to preventing and responding to conflict-related sexual violence. In this vein, learning activities during the biennium focused on surfacing lessons learned, best practices and effective approaches to preventing and responding to conflict-related sexual violence.

SRSG SVC Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit and no evaluation activity (0/5)	▼
	2. Reporting Line	Evaluation function has no clear reporting line, or no evaluation function exists (0/3)	▼
	3. Seniority of the professional leading the function	No specific person was assigned for the evaluation function (0/4)	▼
	4. Evaluation policy	No	■
	5. Evaluation procedures in use	None (0/5)	▼
	6. Evaluation plan score	No	▼
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$40,000 0.47%	▼
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	2	
	9. Number of evaluation reports	2	■
	10. Subprogramme coverage	1/1	■
Report Quality	11. % (number) of sampled (very) good quality reports	N/A[39]	
	12. % (number) of sampled reports with (very) good recommendations	N/A	
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	

[39] Reports submitted after the completion of the quality assessment.

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.[40]

II. Key features of evaluation in 2020-2021

- **Framework:** SRSG VAC has undertaken steps to strengthen its evaluation system but still needed improvements in several areas. It had an evaluation focal point and a person overseeing evaluation activities at P5 level with a direct reporting line to the head of entity and/or governing body. Some evaluation procedures were in use, however, no evaluation policy or plan were in place.
- **Report spending, output, and coverage:** No evaluation reports were produced during the period under review, and consequently the 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 that are in line with the relevant quality criteria.
- **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-related activities undertaken during 2020-2021 (self-reported)

[No information provided.]

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

[No information provided.]

[40] A/74/6 (Sect. 1), para 1.94

SRSG VAC Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but evaluation focal point (2/5)	■
	2. Reporting Line	Evaluation function reports to the governing body and/or the head of the entity (3/3)	▲
	3. Seniority of the professional leading the function	P5 (3/4)	▲
	4. Evaluation policy	No	■
	5. Evaluation procedures in use	None (1/5)	▲
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	0	
	9. Number of evaluation reports	0	■
	10. Subprogramme coverage	0/1	■
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	■
	12. % (number) of sampled reports with (very) good recommendations	N/A	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	■

United Nations Office for Disaster Risk Reduction (UNDRR)

Dashboard group: Small Operational

I. Entity objective

The overall objective of UNDRR is to support the achievement of a substantial reduction of disaster risk and losses through the prevention of new and the reduction of existing disaster risk, strengthening resilience through multi-hazard disaster risk management and ensuring synergies between the disaster reduction activities of the United Nations system and regional organizations.[41]

II. Key features of evaluation in 2020-2021

- **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 plan was in use.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports has slightly increased to 0.04% of total programme budget but stayed well below the minimum benchmark of 0.5% for evaluation expenditure.
- **Report quality:** The report quality was not rated as good; therefore, improvements are needed to ensure compliance with quality standards.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be strengthened through the establishment of an evaluation plan and applying quality assessment methods to evaluation reports and procedures. The evaluation policy can be improved by stating how evaluation resources are commensurate with the size and function of the organization, promoting gender equality and human rights, and including disability and environmental considerations.
- **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:** Report quality can be improved by including a more comprehensive background section which clearly describes the subject of the evaluation as well as the context within which it operates and the scope of the evaluation. In addition, the methodology can be presented in more detail, including evaluation criteria, questions, and an evaluation matrix. Finally, recommendations could be linked explicitly to the analysis and indicate clearly who is expected to implement them.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

- Expenditure on other evaluation activities was estimated at $51,563 and included:
  - Partner Evaluations: as part of the donor agreements UNDRR regularly responded to detailed partner evaluation questions

[41] A/74/6 (Sect. 27), para 27.3 and 27.28

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- UNDRR has developed an evaluation policy
- The main challenges reported was lack of capacity to implement the evaluation function. To strengthen the function, a policy with a reporting and implementation mechanism is needed as well as dedicated resources.

UNDRR Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but some evaluation activity (1/5)	■
	2. Reporting Line	Evaluation function reports to the governing body and/or the head of the entity (3/3)	■
	3. Seniority of the professional leading the function	P5 (3/4)	■
	4. Evaluation policy	High (29/36)	■
	5. Evaluation procedures in use	Some (1/5)	▼
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$39,000.00 0.04%	▲
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$90,562.62 0.10%	
Output & Coverage	8. Number of reports submitted	1	
	9. Number of evaluation reports	1	▲
	10. Subprogramme coverage	1/1	▲
Report Quality	11. % (number) of sampled (very) good quality reports	0% (0/1)	
	12. % (number) of sampled reports with (very) good recommendations	0% (0/1)	
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	5 (approaching requirements) / (0/1)	
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	0 (not integrated) / (0/1)	

United Nations Office for Partnerships (UNOP)

Dashboard group: Small Operational

I. Entity objective

The overall objective of UNOP is to catalyse and co-create collaborations that accelerate solutions to deliver the Sustainable Development Goals by mobilizing stakeholders, engaging public sector, civil society, the private sector, academia and philanthropic and other entities in the work of the United Nations system.[42] 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.

II. Key features of evaluation in 2020-2021

- **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. While all evaluation procedures were in use, there was no evaluation policy and no plan in place.
- **Report spending, output and coverage:** No evaluation reports were submitted for the period under review, and no expenditure was reported, thus not meeting the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be strengthened through the establishment of an evaluation policy and an evaluation plan, which: (1) clearly states the purpose and types of planned evaluation; (2) specifies the resources available for the planned evaluations and the target dates for their completion; (3) indicates who will be responsible for conducting or managing the evaluations (4) describes how the evaluation plan was developed, reviewed and approved.
- **Report spending, output and coverage:** Expenditure on evaluation can be increased to meet a minimum of 0.5% of programme expenditure.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

- None reported.

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- Individual entities within UN Office of Partnerships have long-standing evaluation protocols at the project level. UN Office for Partnerships will work on an integrated evaluation policy framework across the Office as a whole as per OIOS Audit recommendations.

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

- The evaluation function was somewhat affected by the pandemic. UNDEF project evaluations were able to pivot to remote functions. Multiple UNFIP and UNDEF projects were delayed and extended.

[42] https://unpartnerships.un.org/about-us

UNOP Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but some evaluation activity (1/5)	■
	2. Reporting Line	Evaluation function reports to the governing body and/or the head of the entity (3/3)	▲
	3. Seniority of the professional leading the function	No specific person was assigned for the evaluation function (0/4)	■
	4. Evaluation policy	No	▼
	5. Evaluation procedures in use	All (5/5)	▲
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	0	
	9. Number of evaluation reports	0	▼
	10. Subprogramme coverage	0/1	▼
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	
	12. % (number) of sampled reports with (very) good recommendations	N/A	
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	

5 Group PKO: Peacekeeping Operations

Summary of results

Entities in group PKO had less established evaluation functions. Almost all lacked evaluation policies, plans and procedures, and produced very few reports during the biennium. Evaluation report quality has significantly decreased compared to the previous biennium, with gaps across several parameters including integration of gender and human rights considerations. The resources dedicated to evaluation-related 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 PKO were the lack of dedicated financial resources for evaluation and the lack of evaluation capacity and expertise among staff. In specific incidents, Missions have proposed staffing allocated to support cross cutting initiatives such as the ST/AI/2021/3, however the requests were not supported. In some cases, internal audits and performance assessments were deemed as evaluation and the necessity of evaluation as a separate exercise was not understood well.

Group PKO	
Number of entities	**14**
Total budget (2020-2021)	**$13.5 billion**
Percentage of total budget of all included entities	**54%**
Total evaluation reports	**4**
Percentage of total number of reports	**2%**

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

Category	Indicator	2020-2021 results
Framework	1 Type of function	29% of peacekeeping operations (4/14) had no evaluation unit nor focal point, and no evaluation activity. Only one entity (DPO) had a dedicated evaluation unit within a multifunctional division and one entity (UNIFIL) had a unit that is relevant but not dedicated to evaluation. 36% of peacekeeping operations (5/14) had an evaluation focal point and 21% (3/14) had no unit or focal point but some evaluation activity.
	2 Reporting line	79% of entities (11/14) had no reporting line or reported to another management function, and 21% (3/14) reported to the head of the entity.

	3	Level of senior-most dedicated evaluation professional	36% of entities (5/14) had no specific person overseeing evaluation activities, 21% (3/14) had a P-4 or P-5 leading the evaluation function, 29% (4/14) had a D-1 or D-2, and one entity (7%) had a P-3 or below.
	4	Policy score	79% of entities (11/14) had no evaluation policy in place. Two entities had an evaluation policy that met some of the quality criteria. One entity had a draft policy.
	5	Procedures in use	71% of entities (10/14) had 2 or fewer evaluation procedures in use, and 4 entities had most or all procedures in use.
	6	Plan score	Only one entity had an evaluation plan in place (UNDOF).
Resources	7a	Estimated expenditure on evaluation reports only ($)	93% of entities (13/14) had no expenditures on evaluation reports. One entity reported expenditure of $30,368 (UNMISS).
	7b	Estimated expenditure on reports only as % of total entities' budget (%)	None of the entities that had expenditures on evaluation reports met the 0.5% minimum financial benchmark for evaluation expenditure.
	7c	Estimated expenditure on all evaluation-related activities, including reports ($)	86% of entities (12/14) had no budgetary resources allocated to evaluation-related activities. The overall expenditure for all peacekeeping entities amounted to $56,354.
	7d	Estimated expenditure on all evaluation-related activities as % of total entities' budget (%)	The evaluation-related expenditure for the two entities that had allocated resources represented 0.001% of their respective budgets.
Output and coverage	8	Submitted reports	Overall, the number of reports received was 20, of which 4 (20%) were screened in as evaluation reports.
	9	Evaluation reports	86% of entities (12/14) produced no evaluation reports, and the remaining two entities produced between two reports each.
	10	Coverage of peacekeeping budgetary components	86% of entities (12/14) had not covered any budgetary components due to having no evaluation reports. The evaluation reports of the remaining two entities covered 4 out of their 9 budgetary components in total.
	11	Report quality	None of the sampled evaluation reports received 'Good' or 'Very Good' scores for their overall quality.

Report quality	12	Recommendations	None of the sampled evaluation reports received 'Good' or 'Very Good' scores for the quality of their recommendations.
	13	Gender	None of the sampled evaluation reports met the UN-SWAP criteria on gender equality and women's empowerment but one report was approaching the requirements for meeting the criteria (UNMISS).
	14	Human rights	None of the sampled evaluation reports satisfactorily integrated human rights considerations, but one report has done so partially (UNMISS).
	15	Disability inclusion and environmental considerations	None of the sampled reports have integrated disability considerations. None of the reports have satisfactorily addressed environmental considerations, but two reports have done so partially (MINUSCA, UNMISS)

Department of Peacekeeping Operations (DPO)

Dashboard Group: Peacekeeping Operations

I. Entity objective

The overall objective of DPO is to support the maintenance of international peace and security through the deployment of peacekeeping operations in accordance with and by authority derived from the principles and purposes of the Charter of the United Nations. The Department directs, manages and provides political and policy guidance and strategic direction to all operations under its responsibility in order to effectively implement their mandates and thus assist conflict-affected countries on the path back to sustainable peace.[43]

II. Key features of evaluation in 2020-2021

- **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. Its evaluation policy was outdated, no evaluation plan was in place and no evaluation procedures were in use, and as the DPO evaluation unit was reassigned to implement its Comprehensive Planning and Performance Assessment System (CPAS) initiative resulting in lack of any evaluation activity by the unit during the biennium.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently the 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 plan and ensuring that evaluation procedures are used. 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; (3) promoting gender equality and human rights; and integrating disability and environmental considerations.
- **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-related activities undertaken during 2020-2021 (self-reported)

- For the biennium under review, no evaluation activity was carried out as per the decision of the Department to focus the evaluation resources on CPAS. Two positions (P5 and G6) were devoted to CPAS (a mission level planning, performance and assessment tool for the purpose of improving impact) and one position (P4) was assigned to Office for Peacekeeping Strategic Partnership (OPSP). 20% of the P4 Evaluation Officer's work months was allocated to respond to evaluation-related inquiries or requests from the field for evaluation support if any.

[43] A/74/6 (Sect. 5), para 5.1

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- DPO did not conduct internal evaluations during the reporting period due to the focus on developing a self-evaluation tool, the Comprehensive Planning and Performance Assessment System (CPAS) that has been rolled out in all peacekeeping operations. However, the development of the CPAS, the broad range of assessment activities the Department regularly undertakes (as mentioned under question 7), and extensive investment in assessment, data, improving performance and enhancing impact reflects a positive and serious attitude towards evaluations. The Office of Shared Services follows up on the recommendations of external evaluations and coordinated reporting on actions taken as a result.
- DPO has taken steps since August 2021 to update the Department's policy on evaluation with the purpose of being compliant with the ST/AI. However, enhancement of the current evaluation capacity in DPO is required to fulfil the ST/SGB. DPO has limited staff resources with only three posts (1 P-5, 1 P-4 and 1 G-6) dedicated to evaluation. These resources are not currently devoted to evaluations either. Furthermore, DPO's evaluation function originally included consultant resources, which allowed the Department to conduct 4 to 6 discreet evaluations a year and meet UNEG guidelines relating to independence and impartiality. Consultancy funding was removed by the Member State budgetary bodies in 2016 severely restricting the ability of the Department to conduct evaluations. Restoration of the consultancy funding is critical for future evaluations.

DPO Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	Dedicated evaluation unit within a multifunctional division (4/5)	■
	2. Reporting Line	Evaluation function reports to another management function (1/3)	■
	3. Seniority of the professional leading the function	P5 (3/4)	■
	4. Evaluation policy	Medium (23)	■
	5. Evaluation procedures in use	None (0/5)	▼
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	▼
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	0	
	9. Number of evaluation reports	0	▼
	10. Subprogramme coverage	0/4	▼
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	
	12. % (number) of sampled reports with (very) good recommendations	N/A	
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	

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 a just, lasting and mutually acceptable political solution that will provide for the self-determination of the people of Western Sahara.[44]

II. Key features of evaluation in 2020-2021

- **Framework:** MINURSO has taken some steps to strengthen its evaluation system. It had no evaluation unit but had an evaluation focal point and staff at D1/D2 level overseeing evaluation activities. The evaluation policy was drafted, but no procedures or planning were yet in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently the 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 plan and the use 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-related activities undertaken during 2020-2021 (self-reported)

- None reported.

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- The Evaluation Policy has been finalized, pending approval. An evaluation plan will be developed. A monitoring mechanism for implementation of recommendations has been put in place effective September 2022. The support of the Senior Leadership will be crucial for the advancement of evaluation.
- The main challenges faced were lack of dedicated staff and the COVID pandemic which prevented bringing together all those concerned by evaluation.

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

- The evaluation function was somewhat affected. The MINURSO lost two of its staff to COVID. To reduce the spread of infection, the mission introduced remote working where possible. The mission focused more on essential functioning than daily routine, which overlooked evaluation. Priority was to save lives, implement preventive measures, distribute protective gear, circulate almost daily COVID broadcasts and focus on medical treatments, vaccinations, etc.

[44] A/74/708, para 2 A/74/708, para 2

MINURSO Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but evaluation focal point (2/5)	■
	2. Reporting Line	Evaluation function reports to another management function (1/3)	■
	3. Seniority of the professional leading the function	D1/D2 (4/4)	▲
	4. Evaluation policy	Draft	▲
	5. Evaluation procedures in use	None (0/5)	■
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	1	
	9. Number of evaluation reports	0	■
	10. Subprogramme coverage	0/1	■
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	■
	12. % (number) of sampled reports with (very) good recommendations	N/A	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	■

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.[45]

II. Key features of evaluation in 2020-2021

- **Framework:** MINUSCA lacked an evaluation system. It reported no evaluation activity band no evaluation unit. No specific person oversaw evaluation activities. No evaluation policy, procedures or planning were in use.
- **Report spending, output and coverage:** Two evaluation reports were produced during the period under review, but no expenditure was reported.
- **Report quality:** The sampled reports were not rated good for their overall quality, suggesting need for improvement in the evaluation practice.

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.
- **Report quality:** Quality of evaluation reports can be improved by more fully meeting UNEG quality standards, including integration of gender, human rights and other cross-cutting issues.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

[No information provided.]

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- At the strategic and operational level peacekeeping missions need to, first of all, develop durable planning processes that can then be properly monitored and reported on and then evaluated by trained evaluators using reliable data. In order to enable mission to do this, dedicated resources and a pertinent skillset are needed.

[45] A/74/756, para 2

MINUSCA Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit and no evaluation activity (0/5)	▼
	2. Reporting Line	Evaluation function has no clear reporting line, or no evaluation function exists (0/3)	■
	3. Seniority of the professional leading the function	No specific person was assigned for the evaluation function (0/4)	■
	4. Evaluation policy	No	■
	5. Evaluation procedures in use	None (0/5)	■
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	3	
	9. Number of evaluation reports	2	▲
	10. Subprogramme coverage	1/1	▲
Report Quality	11. % (number) of sampled (very) good quality reports	0% (0/2)	
	12. % (number) of sampled reports with (very) good recommendations	0% (0/2)	
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	1 (missing requirements) / (0/2)	
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	0 (not integrated) / (0/2)	

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.[46]

II. Key features of evaluation in 2020-2021

- **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 the 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.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

[No information provided.]

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

[No information provided.]

[46] A/74/745, para 2 A/74/745, para 2

MINUSMA Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit and no evaluation activity (0/5)	
	2. Reporting Line	Evaluation function has no clear reporting line, or no evaluation function exists (0/3)	
	3. Seniority of the professional leading the function	No specific person was assigned for the evaluation function (0/4)	
	4. Evaluation policy	No	
	5. Evaluation procedures in use	None (0/5)	
	6. Evaluation plan score	No	
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	1	
	9. Number of evaluation reports	0	
	10. Subprogramme coverage	0/1	
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	
	12. % (number) of sampled reports with (very) good recommendations	N/A	
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	

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.[47]

II. Key features of evaluation in 2020-2021

- **Framework:** MONUSCO 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. All evaluation procedures were in use, but no evaluation policy and no evaluation plan were in place.
- **Report spending, output and coverage:** The expenditure on reports 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.
- **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-related activities undertaken during 2020-2021 (self-reported)

- Expenditure on other evaluation activities was estimated at $25,986 and included:
  - MONUSCO After-Action Review on Planning, Coordination, Implementation and Communication during the first phase of the COVID-19 Vaccination Rollout, March – August 2021.
  - MONUSCO After-Action Review on the Deployment of Specialized Police Team on Organized Crime.
  - MONUSCO After-Action Review on Planning, Coordination, Implementation and Communication of the MONUSCO Response to the Eruption of the Nyiragongo Volcano, May – June 2021.
  - MONUSCO After-Action Review on Integrated Closure of Eight MONUSCO Field Locations in 2019, March 2021.
  - MONUSCO Practice Note on Operations During COVID-19: Initial Best Practices and Lessons Identified, March 2021.
  - Practice Note on MONUSCO Engagement Teams – Promoting the Women, Peace and Security Mandate.
  - After-Action Review MONUSCO Police: Contact Tracing and Geolocation Identification in the COVID-19 Context.
  - Support to the OIOS IED Evaluation of organizational culture in peacekeeping operations (IED-21-006).

[47] A/74/738, para 2

- Support to the OIOS IED Evaluation of political affairs in peacekeeping missions (IED-21-015).
- Support to the OIOS IED Evaluation of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) Support to the Rule of Law and Security Institutions in the Democratic Republic of the Congo (DRC) (A/76/707).
- Support to the OIOS IED Evaluation of women and peace and security in field-based missions: elections and political transitions (A/77/83).

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- There is a general acknowledgment and understanding of both the relevance and necessity of evaluations. However, there is no systematic conduct of evaluations and resource allocation is not obviously linked to performance or evaluation results. As concerns the implementation of evaluation recommendations and relevant learning exercises (such as AARs, Practice Notes), ownership is with the respective sections, which often limits a structured monitoring of recommendation implementation and hampers a harmonized approach to implementing the various recommendations from different evaluations.
- Several constraints to a fully functioning evaluation capacity of the Mission remain and are not unique to MONUSCO. For instance, the Mission has no dedicated evaluation unit nor a designated evaluation budget line. Accordingly, no primary and full-time responsibility to conduct evaluations has been established in the Mission and no Evaluation Policy and Evaluation TOR were developed.
- To strengthen the evaluation function, it is critical to ensure:
  - Leadership buy-in to the conduct of internal evaluations and appropriate resource allocation, e.g. through a dedicated budget and designation of effort and time of Focal Points to be dedicated to evaluation tasks
  - Determination on how/whether such a function should be realized in the Mission's current stage in its lifecycle (Mission drawdown/transition).
  - Sharing of best practices with other peace operations on tracking and follow-up on evaluation recommendations; including the provision of appropriate tracking platforms or templates from OIOS / BTAD. Ideally, such a platform should integrate findings and recommendations from different oversight bodies and learning exercises in order to avoid implementation fatigue due to an overload of sections with recommendations received through different avenues and oversight owners.
- While the support provided from BTAD in terms of capacity building through webinars and trainings is highly appreciated, the fundamental question of how internal evaluations can be realized in peace operations which don't have a dedicated budget line and whose Focal Points perform the task in addition to their regular function remains to be addressed systematically across peace operations.
- In addition, the Mission has conducted various learning exercises, which review Mission processes and operations, which continue to not be considered to meet the definition of evaluations in line with the PPBME.

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

- The evaluation function was highly affected by the pandemic. A few learning exercises, were undertaken through remote means rather than field visits, given the movement

restrictions imposed by the DRC Government in response to the pandemic. During the height of the pandemic in 2020, no external evaluations were conducted.

MONUSCO Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but some evaluation activity (1/5)	■
	2. Reporting Line	Evaluation function reports to another management function (1/3)	■
	3. Seniority of the professional leading the function	P5 (3/4)	▲
	4. Evaluation policy	No	■
	5. Evaluation procedures in use	All (5/5)	▲
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$25,986.43 0.001%	
Output & Coverage	8. Number of reports submitted	6	
	9. Number of evaluation reports	0	▼
	10. Subprogramme coverage	0/1	▼
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	
	12. % (number) of sampled reports with (very) good recommendations	N/A	
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	

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.[48]

II. Key features of evaluation in 2020-2021

- **Framework:** UNDOF had an evaluation focal point but no evaluation unit, and its most senior professional overseeing evaluation, along with other tasks, was at the P-4 level. An evaluation plan and 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, the expenditure on reports 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. The evaluation plan can be improved by clearly indicating the type of evaluation and outlining the process of evaluation plan development.
- **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-related activities undertaken during 2020-2021 (self-reported)

- None reported.

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- None reported.

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

- The evaluation function was highly affected by the pandemic. All evaluations were cancelled.

[48] A/74/697, para 2

UNDOF Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but evaluation focal point (2/5)	■
	2. Reporting Line	Evaluation function reports to the governing body and/or the head of the entity (3/3)	▲
	3. Seniority of the professional leading the function	P4 (2/4)	■
	4. Evaluation policy	No	■
	5. Evaluation procedures in use	All (5/5)	▲
	6. Evaluation plan score	Medium (9/14)	▲
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	▼
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	4	
	9. Number of evaluation reports	0	▼
	10. Subprogramme coverage	0/1	▼
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	
	12. % (number) of sampled reports with (very) good recommendations	N/A	
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	

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.[49]

II. Key features of evaluation in 2020-2021

- **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. Most 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 the 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.
- **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-related activities undertaken during 2020-2021 (self-reported)

[No information provided.]

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

[No information provided.]

[49] A/74/693, para 2

UNFICYP Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but some evaluation activity (1/5)	
	2. Reporting Line	Reports to governing body or head of entity (3/3)	
	3. Seniority of the professional leading the function	D1/D2 (4/4)	
	4. Evaluation policy	No	
	5. Evaluation procedures in use	None (0/5)	
	6. Evaluation plan score	No	
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	0	
	9. Number of evaluation reports	0	
	10. Subprogramme coverage	0/4	
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	
	12. % (number) of sampled reports with (very) good recommendations	N/A	
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	

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.[50]

II. Key features of evaluation in 2020-2021

- **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 plan were in use.
- **Report spending, output, and coverage:** No evaluation reports were produced during the period under review, and consequently the 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-related activities undertaken during 2020-2021 (self-reported)

- UNIFIL conducted and regularly assessed mission performance as per its mandate through CPAS and other reviews/ assessments.

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- Senior management are very supportive of implementing UN Secretariat assessment requirements for peacekeeping missions. Mission has put in place some resources to assess and monitor performance of peacekeeping's mandate through CPAS and other mission's performance assessments. However, given the nature of peacekeeping mission's operations and budget constraints, no dedicated evaluation unit nor resources are allocated for the evaluation function.
- To strengthen the function, resources are needed as well as more clarity on the requirements for internal evaluation function for peacekeeping missions by DPO/ DOS.
- There is also need for more specific provisions/ requirements to report on evaluation plan and results in the budget submission.

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

The evaluation function was highly affected by the pandemic. There was an increased need to juggle priorities with multiple challenges faced during COVID-19 pandemic.

[50] A/74/713, para 2

UNIFIL Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	Unit not dedicated to evaluation (3/5)	
	2. Reporting Line	Evaluation function has no clear reporting line, or no evaluation function exists (0/3)	
	3. Seniority of the professional leading the function	D1/D2 (4/4)	
	4. Evaluation policy	No	
	5. Evaluation procedures in use	None (0/5)	
	6. Evaluation plan score	No	
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	0	
	9. Number of evaluation reports	0	
	10. Subprogramme coverage	0/1	
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	
	12. % (number) of sampled reports with (very) good recommendations	N/A	
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	

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.[51]

II. Key features of evaluation in 2020-2021

- **Framework:** UNISFA lacked an evaluation system. It had some evaluation activity but without any specific person to oversee them. 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 the 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-related activities undertaken during 2020-2021 (self-reported)

[No information provided.]

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- Since the promulgation of the ST/AI, the Chief of Staff communicated a plan for the implementation of the evaluation function. According to the plan, the Chief of Staff will lead the evaluation process under the leadership of the Acting Head of Mission/Force Commander who has committed to using evaluation to better inform programme planning and performance reporting.
- However, to operationalize the plan, capacity is needed to put in place procedures by appointing one focal point each from within the military, police, and civilian components (Substantive and Mission Support) and ensuring that the Mission integrates the evaluation function into existing mission functions, with the civilian component taking the lead. Once the policy/TORs are developed with DMSPC guidance, this will enable a pooled central evaluation function for the entire Mission.

[51] A/74/723, para 2

UNISFA Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but some evaluation activity (1/5)	▲
	2. Reporting Line	Evaluation function has no clear reporting line, or no evaluation function exists (0/3)	■
	3. Seniority of the professional leading the function	No specific person was assigned for the evaluation function (0/4)	■
	4. Evaluation policy	No	■
	5. Evaluation procedures in use	None (0/5)	■
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	0	
	9. Number of evaluation reports	0	■
	10. Subprogramme coverage	0/1	■
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	■
	12. % (number) of sampled reports with (very) good recommendations	N/A	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	■

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.[52]

II. Key features of evaluation in 2020-2021

- **Framework:** UNMIK lacked an evaluation system. It had an evaluation focal point but no evaluation unit existed and responsibility for evaluation activities was not assigned to a specific person. Some evaluation procedures were in use, but no evaluation policy nor plan were in place.
- **Report spending, output and coverage:** The expenditure on reports 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 assurance procedures to evaluation reports, and feeding evaluation results into lessons learned and knowledge management systems.
- **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-related activities undertaken during 2020-2021 (self-reported)

- UNMIK conducted the following evaluation activities in 2020-2021:
  - Preparatory activities for an internal evaluation of Programmatic activities, which were implemented in 2020/21
  - CPAS performance assessments which informed operational planning, programmatic funding and future evaluation activities
  - Quarterly and annual results-based budgeting performance reports which are formal mechanisms for evaluating the Mission's work.

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- The Mission has developed an evaluation policy for adoption to guide decisions regarding future evaluation priorities and coverage, processes and institutional framework (including roles and responsibilities across the Mission) in line with the recommendations outlined in ST/AI/2021/3. Evaluation functions are currently assigned to staff with multiple focal point assignments.
- Some positive developments resulting from implementing evaluation recommendations:
  - Issuance of guidelines on property management related to programmatic activities
  - Revision of project proposal and narrative reporting templates which strengthened the link between programmatic activities and the Mission's strategic priorities

[52] A/74/692, para 2

outlined in the Mission Concept, CPAS and RBB frameworks, as well as the achievement of Sustainable Development Goals.

- Enhancement of reporting and storytelling on Mission achievements.

UNMIK Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but evaluation focal point (2/5)	■
	2. Reporting Line	Evaluation function reports to another management function (1/3)	▲
	3. Seniority of the professional leading the function	No specific person was assigned for the evaluation function (0/4)	■
	4. Evaluation policy	No	■
	5. Evaluation procedures in use	Some (2/5)	■
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	1	
	9. Number of evaluation reports	0	▼
	10. Subprogramme coverage	0/1	▼
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	
	12. % (number) of sampled reports with (very) good recommendations	N/A	
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	

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.[53]

II. Key features of evaluation in 2020-2021

- **Framework:** UNMISS lacked an evaluation system. It had an evaluation focal point 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. Evaluation procedures were in use, but no evaluation policy nor plan were in place.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports was 0.001% of total programme budget which fell well below the minimum benchmark of 0.5% for evaluation expenditure.
- **Report quality:** UNMISS provided 2 sample reports implemented during the Biennium under review. Sampled reports were not rated good or very good for their overall quality and the quality of their recommendations suggesting need for improvement in 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:** Quality of evaluation reports can be improved by more fully meeting UNEG quality standards, including integration of gender, human rights and other cross-cutting issues.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

- UNMISS has a military evaluation unit, however the evaluations do not conform to the standards applied by OIOS.
- The DSRSG Political is the representative for all Field Missions in the Evaluation Management Committee..

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- There has been increasingly greater acknowledgement of the importance and usefulness of having a strong evaluation culture and a greater appetite for implementing concrete steps towards that, including using evaluation findings in subsequent programme guidance, planning and budgeting, but the tools for doing so have not yet been systematically integrated into routine processes.

[53] A/74/742, para 2

- A challenge remains that evaluation activities are not systematically planned for (and therefore not budgeted etc.). In addition, an agreement should be reached on the structures and division of labour/allocation of tasks and monitoring of progress.
- UNMISS requested the creation of a P4 Policy and Best Practices post in its 2023/24 budget proposal. This function would have been responsible for ensuring implementation of cross cutting initiatives, including implementation of the ST/AI 2021.3. The post would have been part of the Best Practice Unit, that has one P3 Policy and Best Practice Officer, who is the current evaluation focal point, and who provides further oversight and management of Monitoring, Evaluation, Accountability and Learning. However, the proposed P4 post was not included in the final budget submission.

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

- The evaluation function was somewhat affected by the pandemic. It was more difficult for consultants to undertake in-person data collection for evaluations.

UNMISS Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but evaluation focal point (2/5)	■
	2. Reporting Line	Evaluation function reports to another management function (1/3)	■
	3. Seniority of the professional leading the function	P3 or below (1/4)	■
	4. Evaluation policy	No	■
	5. Evaluation procedures in use	All (5/5)	▲
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$30,367.62 0.001%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$30,367.62 0.001%	
Output & Coverage	8. Number of reports submitted	2	
	9. Number of evaluation reports	2	▲
	10. Subprogramme coverage	1/1	▲
Report Quality	11. % (number) of sampled (very) good quality reports	0% (0/2)	▼
	12. % (number) of sampled reports with (very) good recommendations	0% (0/2)	▼
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	3 (missing requirements) (0/2)	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	0.5 (partially integrated) (0/2)	■

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.[54]

II. Key features of evaluation in 2020-2021

- **Framework:** UNMOGIP lacked an evaluation system. It had no evaluation unit and no specific person oversaw evaluation activities. No evaluation policy, procedures nor plan were in use.
- **Report spending, output, and coverage:** No evaluation reports were produced during the period under review, and no expenditure was reported, thus not meeting 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-related activities undertaken during 2020-2021 (self-reported)

- None reported.

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- None reported.

[54] A/74/6 (Sect. 5), para 5.84

UNMOGIP Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit and no evaluation activity (0/5)	
	2. Reporting Line	Evaluation function has no clear reporting line, or no evaluation function exists (0/3)	
	3. Seniority of the professional leading the function	No specific person was assigned for the evaluation function (0/4)	
	4. Evaluation policy	No	
	5. Evaluation procedures in use	None (0/5)	
	6. Evaluation plan score	No	
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	1	
	9. Number of evaluation reports	0	
	10. Subprogramme coverage	0/1	
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	
	12. % (number) of sampled reports with (very) good recommendations	N/A	
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	

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 Transition Mission in Somalia (ATMIS).[55]

II. Key features of evaluation in 2020-2021

- **Framework:** UNSOS lacked an evaluation system. It had no evaluation unit and no specific person with assigned responsibility for evaluation and no evaluation activity. No evaluation policy, evaluation plan nor procedures were in use.
- **Report spending, output, and coverage:** No evaluation reports were produced during the period under review, and consequently the 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-related activities undertaken during 2020-2021 (self-reported)

[No information provided.]

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- The mission will require dedicated and experienced staff to fully establish and implement the policy.

[55] A/74/722, para 2

UNSOS Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit and no evaluation activity (0/5)	▼
	2. Reporting Line	Evaluation function has no clear reporting line, or no evaluation function exists (0/3)	▼
	3. Seniority of the professional leading the function	No specific person was assigned for the evaluation function (0/4)	■
	4. Evaluation policy	No	■
	5. Evaluation procedures in use	None (0/5)	■
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	0	
	9. Number of evaluation reports	0	■
	10. Subprogramme coverage	0/1	■
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	■
	12. % (number) of sampled reports with (very) good recommendations	N/A	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	■

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.[56]

II. Key features of evaluation in 2020-2021

- **Framework:** Some elements an evaluation system existed in UNTSO but there was room for improvement. UNTSO had no evaluation unit but had an evaluation focal point and its evaluation activities were overseen by a staff member at D1/D2 level. An evaluation policy was in place but needed improvements. No evaluation plan and evaluation procedures were in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently the 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 plan and use 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-related activities undertaken during 2020-2021 (self-reported)

- None reported.

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- Evaluation policy and TOR were developed, evaluation activity was included in the budget (no funds were allocated specifically for evaluation), and the first internal evaluation activity is being conducted in 2022.
- It would be useful to have targeted training of all major stakeholders in the evaluation process. However, the main challenge is that UNTSO is a small mission that does not have the possibility to allocate the suggested percentage of funds to the evaluation function and activities and neither does it have posts to allocate to an evaluation function specifically.

[56] A/74/6 (Sect. 5), para 5.65

UNTSO Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but evaluation focal point (2/5)	■
	2. Reporting Line	Evaluation function reports to the governing body and/or the head of the entity (3/3)	■
	3. Seniority of the professional leading the function	D1-D2 (4/4)	▲
	4. Evaluation policy	Medium (11/36)	▲
	5. Evaluation procedures in use	None (0/5)	▼
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	3	
	9. Number of evaluation reports	0	■
	10. Subprogramme coverage	0/1	■
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	■
	12. % (number) of sampled reports with (very) good recommendations	N/A	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	■

6 Group POL: Political Affairs

Summary of results

Entities in group POL had less established evaluation functions, most lacked evaluation policies, plans and procedures, and produced few reports during the biennium. Evaluation report quality was uneven with some reports meeting quality standards, including integration of gender and human rights considerations to a much greater extent than others. The resources dedicated 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 POL 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 POL	
Number of entities	**24**
Total budget (2020-2021)	**$1.6 billion**
Percentage of Secretariat budget	**7%**
Total evaluation reports	**10**
Percentage of all Secretariat reports	**5%**

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

Category	Indicator		2020-2021 results
Framework	1	Type of function	Only one entity (DPPA) had a dedicated evaluation unit within a multifunctional division and two entities had units that are relevant but not dedicated to evaluation. 38% of entities (9/24) had no evaluation unit but an evaluation focal point and 33% (8/24) had some evaluation activity while 17% of entities (4/24) had no unit, focal point, or evaluation activity.
	2	Reporting line	71% of entities (17/24) had no reporting line or reported to another management function, and 29% of entities (7/24) reported their evaluation activity to the head of the entity, which shows a positive trend compared to the past biennium.
	3	Level of senior-most dedicated evaluation professional	Only 21% of entities (5/24) had no specific person overseeing evaluation activities compared to 70% in the past biennium. 29% of entities (7/24) had a P-5 responsible for the evaluation function among others and 29% had a P4. 13% of entities (3/24) had a P3 or below assigned to evaluation and 8% (2/24) had a D-1 or D-2.

	4	Policy score	63% of entities (15/24) had no evaluation policy or draft policy, compared to 91% in the past biennium. 5 entities had a draft policy, and 4 entities had a policy in place. One policy was rated strong (UNAMA) while other policies could benefit from improvements on several quality criteria.
	5	Procedures in use	58% of entities (14/24) had 2 or fewer evaluation procedures in use, 21% (5/24) had between 3 and 4 evaluation procedures in use, and 21% (5/24) had all 5 procedures in use.
	6	Plan score	Only three entities had an evaluation plan in place. The quality of one plan was rated as high (DPPA), while the other two met some of the quality criteria.
Resources	7a	Estimated expenditure on evaluation reports only ($)	88% of entities (21/24) had no expenditures on evaluation reports and three entities spent between $52,999 and $255,000 on evaluation reports.
	7b	Estimated expenditure on reports only as % of total entities' budget (%)	Among the three entities that had expenditures on evaluation reports, only one met the 0.5% minimum benchmark for evaluation expenditure (PBSO).
	7c	Estimated expenditure on all evaluation-related activities, including reports ($)	67% of entities (16/24) had no budgetary resources allocated towards evaluation-related activities, and 33% of entities (8/24) allocated between $4,876 and $503,238.
	7d	Estimated expenditure on all evaluation-related activities as % of total entities' budget (%)	Among the 8 entities that had estimated evaluation-related budgets (including expenditure on evaluation reports), 6 entities allocated between 0.02% and 0.29% of their total programme budget. One entity allocated 0.73% and one entity 2.97%.
Output and coverage	8	Submitted reports	Overall, the number of reports received was 114, of which 10 were screened in as evaluation reports issued by the submitting entity.[57]
	9	Evaluation reports	79% of entities (19/24) produced no evaluation reports, and the remaining 21% (5/24) produced between 1 and 4 reports.
	10	Coverage of sub-programmes	83% of entities (20/24) had no subprogramme coverage and the remaining four entities had all their 10 subprogrammes covered.

[57] See PBSO dashboard for details. A large number of reports were screened out due to them having been produced by other entities than PBSO.

Report quality	11	Report quality	50% of sampled evaluation reports (5/10) received 'Good' or 'Very Good' scores for their overall quality.
	12	Recommendations	50% of sampled evaluation reports (5/10) received 'Good' or 'Very Good' scores for the quality of recommendations.
	13	Gender	Only one report fully met the UN SWAP criteria on gender equality and four reports were rated as "approaching requirements".
	14	Human rights	33% of sampled evaluation reports (3/10) integrated human rights considerations fully or satisfactorily, while other reports have integrated them partially (5 reports) or not at all (2 reports).
	15	Disability inclusion and environmental considerations	None of the reports integrated disability issues. One of the 10 reports partially integrated environmental concerns (DPPA).

United Nations Integrated Office in Haiti (BINUH)

Dashboard group: Political Affairs

I. Entity objective

The overall objective of BINUH is to promote and 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.[58]

II. Key features of evaluation in 2020-2021

- **Framework:** As an entity created in October 2019, BINUH had taken some steps to establish its evaluation function. It had no evaluation unit but had an evaluation focal point. The responsibility for evaluation was assigned to a staff member at D1/D2 level. An evaluation policy has been drafted but no procedures or plan were in use.
- **Report spending, output, and coverage:** No evaluation reports were produced during the period under review and consequently the expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be strengthened through the use of evaluation procedures and the establishment of an evaluation plan which: (1) clearly states the purpose and types of planned evaluation; (2) specifies the resources available for the planned evaluations and the target dates for their completion; (3) indicates who will be responsible for conducting or managing the evaluations (4) describes how the evaluation plan was developed, reviewed and approved.
  Report spending, output, and coverage: Expenditure on evaluation can be established to meet a minimum of 0.5% of programme expenditure.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

[No information provided.]

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

[No information provided.]

[58] A/74/6 (Sect.3)/Add.8, para 3

BINUH Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but evaluation focal point (2/5)	▲
	2. Reporting Line	Evaluation function reports to another management function (1/3)	▲
	3. Seniority of the professional leading the function	D1/D2 (4/4)	▲
	4. Evaluation policy	Draft	▲
	5. Evaluation procedures in use	None (0/5)	■
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	1	
	9. Number of evaluation reports	0	■
	10. Subprogramme coverage	0/1	■
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	■
	12. % (number) of sampled reports with (very) good recommendations	N/A	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	■

Department of Political and Peacebuilding Affairs (DPPA)

Dashboard Group: Political Affairs

I. Entity objective

The Department of Political and Peacebuilding Affairs (DPPA) is responsible for all Secretariat matters related to the prevention, management and resolution of conflicts at the global level. The Department is the lead entity of the United Nations for good offices, political analysis, mediation, electoral assistance, peacebuilding support and political guidance as they relate to the Organization's efforts towards, inter alia, preventive diplomacy, peacemaking, peacebuilding and sustaining peace. The Department oversees the work of special political missions, including special envoys and regional offices. It also provides support to peacekeeping operations in the areas of mediation, electoral assistance and peacebuilding, as well as to resident coordinators working in complex political situations.[59]

II. Key features of evaluation in 2020-2021

- **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 increased to 0.11% of total programme budget but continued to stay below the minimum benchmark of 0.5% for evaluation expenditure.
- **Report quality:** 25% of sampled reports (1 of 4) were rated good for its overall report quality and 50% were rated good for the quality of recommendations. There were gaps in the application of other UNEG quality standards, including integration of gender and human rights considerations.

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 can be updated and 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.
- **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 by expanding the methodology section, ensuring that findings and conclusions are clearly presented, based on findings and substantiated by evidence and by 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.

[59] A/74/6 (Sect.3), para. 3.1

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

- Expenditure on evaluation-related activities was estimated at $44,510 and covered:
  - Support to the OIOS triennial review
  - Implementation of all long-standing OIOS evaluation recommendation
  - Mobilization of resources to strengthen DPPA evaluation capacity through recruitment of a P-2 towards the end of 2021 to support DPPA's evaluation functions
  - Preparation and dissemination of 2020 and 2021 evaluation summary report
  - Related exercises such as lessons learned studies and after-action reviews by the Policy and Mediation Division complemented evaluation in DPPA.

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- DPPA strengthened its evaluation capacity by adding a P-2 staff to support the evaluation officer.
- Starting 2019, DPPA has produced and disseminated its annual evaluation report. This marked a major milestone in terms of advancing evaluation within the Department, and DPPA will maintain this good practice of disseminating and utilizing lessons learned.
- Further strengthening of the evaluation function requires:
  - adequate resources
  - having the time/and space for reflection
  - management culture that promotes experimentation and exploration of new ways of conducting evaluations
- Serious challenges remain:
  - Special Political Missions do not have the required resources to conduct self-evaluations as per the new Administrative Instruction on Evaluation in the United Nations Secretariat (ST/AI/2021/3). There are high expectations from the missions that DPPA support them in their evaluation activities, which it has been unable to meet due to resource constraints.
  - Being a department with a global mandate on political horizon scanning means that the resources are overstretched. As such, evaluation functions risk being crowded out by day-to-day urgent demand on staff time. Additionally, a lot of the DPPA's work requires sensitivity and discretion. Hence, there are inherent challenges in assessing results and evaluating impact of our conflict prevention and preventive diplomacy efforts. Finally, all of DPPAs evaluations are carried out using extra-budgetary funds as no regular budget is available for these exercises and functions.
  - Simultaneously, the requirements related to oversight, compliance and control (e.g.: Compact, ERM, numerous external audits/evaluations, longer period to support the Board of Audit, SMA/RB monitoring etc.) have only increased, unmatched by additional resources to manage them. Just on the SMA, Secretariat entities are now being required to report against the results and deliverables of their regular budget programme plan every quarter. With all of these demands placed, it is challenging to advance the self-evaluation culture in the Department.

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

- The evaluation function was not affected by the pandemic.

DPPA Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	Dedicated evaluation unit within a multifunctional division (4/5)	■
	2. Reporting Line	Evaluation function reports to the governing body and/or the head of the entity (3/3)	■
	3. Seniority of the professional leading the function	P4 (2/4)	■
	4. Evaluation policy	High (25/36)	■
	5. Evaluation procedures in use	All (5/5)	■
	6. Evaluation plan score	High (13/14)	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$191,116.46 0.11%	▲
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$235,627 0.14%	
Output & Coverage	8. Number of reports submitted	7	
	9. Number of evaluation reports	4	▼
	10. Subprogramme coverage	6/6	■
Report Quality	11. % (number) of sampled (very) good quality reports	25% (1/4)	▼
	12. % (number) of sampled reports with (very) good recommendations	50% (2/4)	▼
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	2 (missing requirements) / (0/4)	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	0.75 (partially integrated) / (0/4)	■

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

Dashboard group: Political Affairs

I. Entity objective

The overall objective of the OSASG Cyprus is to promote a peaceful solution to and an agreed settlement of the Cyprus problem.[60]

II. Key features of evaluation in 2020-2021

- **Framework:** OSASG Cyprus lacked an evaluation system. It had no evaluation activity, no evaluation unit and no professional evaluation staff. An evaluation policy has been drafted but no evaluation procedures nor plan were in use.
- **Report spending, output, and coverage:** No evaluation reports were produced during the period under review, and consequently the expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be strengthened through the use of evaluation procedures and the establishment of an evaluation plan which: (1) clearly states the purpose and types of planned evaluation; (2) specifies the resources available for the planned evaluations and the target dates for their completion; (3) indicates who will be responsible for conducting or managing the evaluations (4) describes how the evaluation plan was developed, reviewed and approved.
- **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-related activities undertaken during 2020-2021 (self-reported)

[No information provided.]

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

[No information provided.]

[60] A/74/6 (Sect.3)/Add. 2, para. 2

OSASG Cyprus Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit and no evaluation activity (0/5)	▼
	2. Reporting Line	Evaluation function has no clear reporting line, or no evaluation function exists (0/3)	■
	3. Seniority of the professional leading the function	No specific person was assigned for the evaluation function (0/4)	■
	4. Evaluation policy	Draft	▲
	5. Evaluation procedures in use	None (0/5)	▼
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	0	
	9. Number of evaluation reports	0	■
	10. Subprogramme coverage	0/1	■
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	■
	12. % (number) of sampled reports with (very) good recommendations	N/A	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	■

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

Dashboard group: Political Affairs

I. Entity objective

The overall objective of the OSESG 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.[61]

II. Key features of evaluation in 2020-2021

- **Framework:** OSESG Great Lakes' evaluation framework had some elements in place but could benefit from improvements. 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 the head of entity and/or governing body. No evaluation policy and plan were in place and no evaluation procedures were in use.
- **Report spending, output, and coverage:** No evaluation reports were produced during the period under review, and consequently the 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, evaluation planning and the use 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-related activities undertaken during 2020-2021 (self-reported)

[No information provided.]

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

[No information provided.]

[61] A/74/6 (Sect.3)/Add.2, para 196

OSESG Great Lakes Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but some evaluation activity (1/5)	■
	2. Reporting Line	Evaluation function reports to the governing body and/or the head of the entity (3/3)	▲
	3. Seniority of the professional leading the function	P5 (3/4)	■
	4. Evaluation policy	No	■
	5. Evaluation procedures in use	None (0/5)	▼
	6. Evaluation plan score	No	▼
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	5	
	9. Number of evaluation reports	0	■
	10. Subprogramme coverage	0/1	■
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	■
	12. % (number) of sampled reports with (very) good recommendations	N/A	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	■

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

Dashboard group: Political Affairs

I. Entity objective

The overall objective of the OSESG 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, by enhancing subregional capacities for conflict prevention and mediation and addressing cross-cutting issues.[62]

II. Key features of evaluation in 2020-2021

- **Framework:** OSESG 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 P5 level with a reporting line to another management function. No evaluation policy nor plan were in place and no evaluation procedure were in use.
- **Report spending, output, and coverage:** No evaluation reports were produced during the period under review, and consequently the 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 and through the use of evaluation procedures, such as: applying quality assessment methods to evaluation reports and procedures, disseminating evaluation reports and/or lessons learned, developing action plans for implementing recommendations, tracking implementation of evaluation recommendations and feeding evaluation 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-related activities undertaken during 2020-2021 (self-reported)

- Other evaluation-related activities included:
  - Quarterly and annual extra-budgetary reporting
  - Bi-Annual Report on the implementation of activities and key priorities for the Horn of Africa Strategy
  - Review of the matrix of activities for the Intergovernmental Authority on Development-UN Joint Framework for Cooperation

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

[No information provided.]

[62] A/74/6 (Sect.3)/Add.2, para 172-173

OSESG Horn of Africa Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but some evaluation activity (1/5)	■
	2. Reporting Line	Evaluation function reports to another management function (1/3)	▼
	3. Seniority of the professional leading the function	P5 (3/4)	▼
	4. Evaluation policy	No	■
	5. Evaluation procedures in use	Some (1/5)	■
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	0	
	9. Number of evaluation reports	0	■
	10. Subprogramme coverage	0/1	■
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	■
	12. % (number) of sampled reports with (very) good recommendations	N/A	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	■

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

Dashboard group: Political Affairs

I. Entity objective

The overall objective of the OSESG Myanmar to ensure the safe, voluntary, dignified and sustainable return of the refugees to their place of origin or choice and, more broadly, to advance the democratic transition process in Myanmar.[63]

II. Key features of evaluation in 2020-2021

- **Framework:** OSESG Myanmar made some steps to enhance its evaluation system, but further improvements can be made. It had no evaluation unit but had some evaluation activity. Responsibility for evaluation was assigned to a staff member at D1 or D2 level with a direct reporting line to the head of entity and/or governing body. No evaluation policy, procedures nor plan were in use.
- **Report spending, output, and coverage:** No evaluation reports were produced during the period under review, and consequently the 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.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

- Other evaluation-related activities included:
  - The end of mission report for the Special Envoy from October 2021 evaluated ability of the Office of the Special Envoy to deliver on its mandate and made recommendations that have informed forward planning and resource requests
  - Implementation of the Senior Compact process provided an additional opportunity for monitoring the work of OSESG Myanmar.

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- Management support and result-based planning and programming exist but limited resources have to date constrained the evaluation capacities of OSESG Myanmar. OSESG is a small special political mission without considerable responsibilities and no resources explicitly dedicated to evaluation. In the context of competing priorities and without a dedicated capacity O-SESG is challenged in ensuring staff time is proactively used for evaluation processes outside of those built into the reporting and evaluation processes of funding sources.

[63] A/74/6 (Sect.3)/Add.2, para. 277

- However, OSESG is working on developing its evaluation capacity as a result of ST/AI/2021/3 through integration of evaluation responsibilities into the TORs of OSESG personnel.
- Some positive developments can be mentioned:
  - Feedback from the regular budget process informs budget parameters and therefore programme planning and design.
  - Evaluation processes related to XB funding contribute to the project criteria and reporting requirements for XB-funded projects again defining the scope of work and design of programming.
  - The Senior manager's compact process contributes to programming planning and design.

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

- The evaluation function was somewhat affected by the pandemic as only limited travel from HQ to field and vice versa was possible.

OSESG Myanmar Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but some evaluation activity (1/5)	▲
	2. Reporting Line	Evaluation function reports to the governing body and/or the head of the entity (3/3)	▲
	3. Seniority of the professional leading the function	D1-D2 (4/4)	▲
	4. Evaluation policy	No	■
	5. Evaluation procedures in use	All (5/5)	▲
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	1	
	9. Number of evaluation reports	0	■
	10. Subprogramme coverage	0/1	■
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	■
	12. % (number) of sampled reports with (very) good recommendations	N/A	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	■

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

Dashboard group: Political Affairs

I. Entity objective

The overall objective of the OSESG Syria is to facilitate an inclusive 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.[64]

II. Key features of evaluation in 2020-2021

- **Framework:** OSESG Syria lacked an evaluation system. It had no evaluation unit and no professional evaluation staff. No evaluation policy, procedures nor plan were in use.
- **Report spending, output, and coverage:** No evaluation reports were produced during the period under review, and consequently the 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-related activities undertaken during 2020-2021 (self-reported)

- None reported.

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- None reported.

[64] A/74/6 (Sect.3)/Add.2, para 143

OSESG Syria Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit and no evaluation activity (0/5)	
	2. Reporting Line	Evaluation function has no clear reporting line, or no evaluation function exists (0/3)	
	3. Seniority of the professional leading the function	No specific person was assigned for the evaluation function (0/4)	
	4. Evaluation policy	No	
	5. Evaluation procedures in use	None (0/5)	
	6. Evaluation plan score	No	
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	0	
	9. Number of evaluation reports	0	
	10. Subprogramme coverage	0/1	
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	
	12. % (number) of sampled reports with (very) good recommendations	N/A	
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	

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

Dashboard group: Political Affairs

I. Entity objective

The overall objective of the OSESGY 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.[65]

II. Key features of evaluation in 2020-2021

- **Framework:** OSESGY has taken some steps to strengthen its evaluation system, but it still needed improvements. It had some evaluation activity but no evaluation unit and no professional evaluation staff. Three evaluation procedure were in use, and an evaluation policy draft was in place, but no evaluation plan was in place.
- **Report spending, output, and coverage:** No evaluation reports were produced during the period under review, and consequently the 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 plan and application of all evaluation procedures, as well as assigning responsibility for the evaluation function.
- **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-related activities undertaken during 2020-2021 (self-reported)

- Expenditure on evaluation-related activities was estimated at $6,500 and covered a UN-MHA/OSESGY Mission Support Review.

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

[No information provided.]

[65] A/74/6 (Sect.3)/Add.2, para 223, 225.

OSESGY Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but some evaluation activity (1/5)	■
	2. Reporting Line	Evaluation function reports to another management function (1/3)	▲
	3. Seniority of the professional leading the function	No specific person was assigned for the evaluation function (0/4)	■
	4. Evaluation policy	Draft	▲
	5. Evaluation procedures in use	Most (3/5)	▲
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$6,500 0.02%	
Output & Coverage	8. Number of reports submitted	1	
	9. Number of evaluation reports	0	■
	10. Subprogramme coverage	0/1	■
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	■
	12. % (number) of sampled reports with (very) good recommendations	N/A	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	■

Peacebuilding Support Office (PBSO)

Dashboard group: Political Affairs

I. Entity objective

The overall objective of PBSO is to sustain peace by fostering international support for nationally owned and led peacebuilding efforts. The Office assists and supports the Peacebuilding Commission (PBC), manages the Peacebuilding Fund (PBF) on behalf of the Secretary-General, and works to enhance system-wide coherence and partnerships with UN and non-UN actors in support of building and sustaining peace in relevant countries.[66]

II. Key features of evaluation in 2020-2021

- **Framework:** PBSO had an evaluation system in place. Its function was part of a unit that was not solely dedicated to evaluation with the most senior evaluation professional at the P-5 level with a reporting line to the head of entity and/or governing body. 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 1.5% 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 (3 of 3) 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 and for integration of human rights considerations. The reports on average met the UN-SWAP requirements on integration of gender, however no report addressed environmental concerns and disability issues.

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) discussing the independence of the evaluation function; (2) describing the competencies required for evaluators; (3) describing how the process for evaluation follow-up and (4) promoting gender equality and human rights.
  - The evaluation plan can be improved by: (1) clearly describing the purpose of planned evaluations; (2) stating resources for the evaluations; (3) providing the target dates for planned evaluations; (4) describing how the evaluation plan was developed; and (5) describing the process for submission of the workplan to the head of the entity or governing body for review/approval.
- **Report quality:** Evaluation reports can more fully meet UNEG quality standards for recommendations ensuring that these are targeted and actionable and more fully integrate human rights considerations.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

[No information provided.]

[66] Peacebuilding Support Office | PEACEBUILDING (un.org)

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- Since the promulgation of the ST/AI, PBSO's evaluation policy was approved.
- The main challenges related to its implementation are shortage of staff and financial resources.

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

- The evaluation function was very highly affected by the pandemic. No in-country travel for evaluations was possible.

PBSO Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	Unit not dedicated to evaluation (3/5)	▲
	2. Reporting Line	Evaluation function reports to the governing body and/or the head of the entity (3/3)	▲
	3. Seniority of the professional leading the function	P5 (3/4)	■
	4. Evaluation policy	Medium (19/36)	▲
	5. Evaluation procedures in use	All (5/5)	■
	6. Evaluation plan score	Medium (5/14)	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$255,000 1.50%	▼
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$503,238 2.97%	
Output & Coverage	8. Number of reports submitted	85[67]	
	9. Number of evaluation reports	3	▼
	10. Subprogramme coverage	1/1	▲
Report Quality	11. % (number) of sampled (very) good quality reports	100% (3/3)	■
	12. % (number) of sampled reports with (very) good recommendations	67% (2/3)	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	6.67 (meeting requirements) 1/3	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	2 (satisfactorily integrated) (2/3)	▲

[67] Reports were screened out as many were produced by other entities than PBSO.

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.[68]

II. Key features of evaluation in 2020-2021

- **Framework:** UNAMA had taken some steps to strengthen its evaluation system. It had adopted a strong evaluation policy and introduced the use of evaluation procedures. It had no evaluation unit, but had an evaluation focal point, 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 plan was in use.
- **Report spending, output and coverage:** The expenditure on reports 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 which: (1) clearly states the purpose and types of planned evaluation and the target dates for their completion; (2) specifies the resources available for the planned evaluations; (3) indicates who will be responsible for conducting or managing the evaluations (4) describes how the evaluation plan was developed, reviewed and approved.
- **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-related activities undertaken during 2020-2021 (self-reported)

[No information provided.]

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- The Mission leadership is committed to advancing evaluation culture: Since 2021, the Mission developed its Evaluation Policy with clear scope, roles and responsibility, incorporated evaluation competencies into the Mission Planning Officer position as requirements and established a dedicated evaluation focal point. In addition, UNAMA treated evaluation as an integral part of the Mission Planning Unit Work Plan, despite capacity constraints and competing priorities, which indicates the Mission's appreciation of the value of evaluation.
- The Mission integrates and responds to findings and recommendations of monitoring and evaluative activities through its Programme documents (Budget document, Mission and Field Office Priorities, the Risks Register and Treatment Plan) and management mechanisms.

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

- The main challenge are the insufficient technical and financial capacities due to high staff turnover and competing priorities.
- There is a need for tailor-made trainings on the evaluation policy and fundamentals for Mission substantive staff, as well as for a dedicated budget and technical support from HQ, and advisory to access good practices from other similar settings (practical knowledge) on the implementation of the Evaluation Policy.

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

- The evaluation function was highly affected by the pandemic. The mission planned to implement a self-evaluation of the mission's process to develop the mission's concept to identify constraints and opportunities. However, it could not be undertaken in the evolving Covid situation and its implications on mandate implementation. Currently, a self-evaluation is underway to assess what was known in the months leading up to the 15 August takeover by the Taliban and the quality of decision making in response to the developing crisis and the implementation of the decisions that followed, as relate to national staff evacuation.

UNAMA Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but evaluation focal point (2/5)	■
	2. Reporting Line	Evaluation function reports to another management function (1/3)	■
	3. Seniority of the professional leading the function	P5 (3/4)	■
	4. Evaluation policy	High (31/36)	▲
	5. Evaluation procedures in use	All (5/5)	▲
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	▼
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	6	
	9. Number of evaluation reports	0	■
	10. Subprogramme coverage	0/1	■
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	■
	12. % (number) of sampled reports with (very) good recommendations	N/A	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	■

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.[69]

II. Key features of evaluation in 2020-2021

- **Framework:** UNAMI lacked an evaluation system. It had an evaluation focal point 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 nor plan were in place.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently the 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 a dissemination strategy for reports and lessons learned and feeding evaluation results into lessons learned and knowledge management systems.
- **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-related activities undertaken during 2020-2021 (self-reported)

- Other evaluation-related activities included:
  - In 2021, OHCHR's Policy, Planning, Monitoring and Evaluation Services commissioned an independent consultant to carry out a mid-term evaluation of a donor-funded project on Accountability for Abduction Torture and Enforced Disappearances in Iraq which is being implemented by OHCHR/UNAMI Human Rights Office. Recommendations from this evaluation that apply to UNAMI HRO are being implemented.

[69] A/74/6 (Sect.3)/ Add.6, para 1

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- During 2020-2021 UNAMI has developed an Evaluation Policy that reflects how it can incorporate evaluations as part of the larger UN accountability system, the draft of which is shared with OIOS for their technical review. During 2020 – 2021, the Mission has discussed how it could work with evaluations, has reviewed and discussed guidelines, and contributed to evaluations conducted by other external entities, as and when relevant.
- An evaluation plan was developed in 2021, however, the resources were not sufficient to implement it. The requirement for each entity to have their own evaluation policy and the frequent reminders to the Mission about being compliant with the AI on evaluation is pushing the entity to divide its existing resources to cover one more area in the accountability framework, at the expense of focus and attention to other requirements, and to mandate implementation. The value of evaluations is well understood; however, it is not possible to implement in a meaningful way without adequate resources being allocated.

UNAMI Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but evaluation focal point (2/5)	■
	2. Reporting Line	Evaluation function reports to another management function (1/3)	■
	3. Seniority of the professional leading the function	P5 (3/4)	■
	4. Evaluation policy	No	■
	5. Evaluation procedures in use	Some (2/5)	▼
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	0	
	9. Number of evaluation reports	0	■
	10. Subprogramme coverage	0/1	■
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	■
	12. % (number) of sampled reports with (very) good recommendations	N/A	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	■

United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/ Islamic State in Iraq and the Levant (UNITAD)

Dashboard group: Political Affairs

I. Entity objective

The overall objective of UNITAD is to support national efforts to hold ISIL (Da 'esh) accountable for acts that may amount to war crimes, crimes against humanity and genocide, by collecting, preserving and storing evidence in Iraq.[70]

II. Key features of evaluation in 2020-2021

- **Framework:** UNITAD has taken some steps towards establishing an evaluation system and further improvements can be made. Its function was part of a unit that was not solely dedicated to evaluation with the most senior evaluation professional at P4 level with a reporting line to another management function. An evaluation policy has been adopted in 2023, but no evaluation plan or evaluation procedures were in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently the expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be strengthened by using evaluation procedures and by establishing an evaluation plan, which: (1) clearly states the purpose and types of planned evaluation; (2) specifies the resources available for the planned evaluations and the target dates for their completion; (3) indicates who will be responsible for conducting or managing the evaluations (4) describes how the evaluation plan was developed, reviewed and approved.
- **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-related activities undertaken during 2020-2021 (self-reported)

[No information provided.]

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

[No information provided.]

[70] A/74/6 (Sect.3)/ Add.3, para 318

UNITAD Evaluation Dashboard, 2020-2021

Category	Indicator	Status
Framework	1. Type of evaluation function	Unit not dedicated to evaluation activity (3/5)
	2. Reporting Line	Evaluation function reports to another management function (1/3)
	3. Seniority of the professional leading the function	P4 (2/4)
	4. Evaluation policy	No
	5. Evaluation procedures in use	Some (1/5)
	6. Evaluation plan score	No
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%
Output & Coverage	8. Number of reports submitted	0
	9. Number of evaluation reports	0
	10. Subprogramme coverage	0/1
Report Quality	11. % (number) of sampled (very) good quality reports	N/A
	12. % (number) of sampled reports with (very) good recommendations	N/A
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A

United Nations Integrated Transition Assistance Mission in the Sudan (UNITAMS)

Dashboard group: Political Affairs

I. Entity objective

The objective of UNITAMS is: (a) to assist in the political transition, progress towards democratic governance, the protection and promotion of human rights, and sustainable peace; (b) to support peace processes and the implementation of future peace agreements; (c) to assist in peacebuilding, civilian protection and the rule of law, in particular in Darfur and the Two Areas; and (d) to support the mobilization of economic and development assistance and the coordination of humanitarian assistance.[71]

II. Key features of evaluation in 2020-2021

- **Framework:** As a newly established entity, UNITAMS lacked an evaluation system. It had no evaluation unit and no evaluation activity. No staff was assigned to evaluation and no evaluation policy, planning and procedures were in use.
- **Report spending, output and coverage:** No evaluation reports were produced during the period under review, and consequently the 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, the use of evaluation procedures and assigning roles and responsibilities for 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 and, as a result, programmatic coverage.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

[No information provided.]

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- UNITAMS is in a start-up phase in which enabling conditions for an evaluation policy are not there yet, however, in programmatic delivery, there is an architecture being developed to achieve results-based reporting. Initial conversations with entities have been conducted to consult on developing an evaluation policy and architecture. To advance further, there is a need for training and for staff resources.
- Serious challenges were faced during the period under review:
  - Military coup in the first year of Mission starting to operate
  - Lack of staff to follow-up
  - Lack of experience

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

[71] A/75/6 (Sect.3)/ Add.7, para 3

- The evaluation function was somewhat affected by the pandemic.

UNITAMS Evaluation Dashboard, 2020-2021

Category	Indicator	Status
Framework	1. Type of evaluation function	No evaluation unit and no evaluation activity (0/5)
	2. Reporting Line	Evaluation function has no clear reporting line, or no evaluation function exists (0/3)
	3. Seniority of the professional leading the function	No specific person was assigned for the evaluation function (0/4)
	4. Evaluation policy	No
	5. Evaluation procedures in use	None (0/5)
	6. Evaluation plan score	No
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%
Output & Coverage	8. Number of reports submitted	0
	9. Number of evaluation reports	0
	10. Subprogramme coverage	0/1
Report Quality	11. % (number) of sampled (very) good quality reports	N/A
	12. % (number) of sampled reports with (very) good recommendations	N/A
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A

United Nations Mission to Support the Hudaydah Agreement (UNMHA)

Dashboard group: Political Affairs

I. Entity objective

The objective of UNMHA is: (a) to lead, and support the functioning of, the Redeployment Coordination Committee, assisted by a secretariat staffed by United Nations personnel, to oversee the governorate-wide ceasefire, redeployment of forces and mine action operations; (b) to monitor the compliance of the parties to the ceasefire in Hudaydah Governorate and the mutual redeployment of forces from the city of Hudaydah and the ports of Hudaydah, Salif and Ra's Isa; (c) to work with the parties so that the security of the city of Hudaydah and the ports of Hudaydah, Salif and Ra's Isa is assured by local security forces in accordance with Yemeni law; and (d) to facilitate and coordinate United Nations support to assist the parties to fully implement the Hudaydah Agreement.[72]

II. Key features of evaluation in 2020-2021

- **Framework:** UNMHA had some elements of an evaluation system, which can be further strengthened. It had an evaluation focal point 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 the head of entity and/or governing body. An evaluation policy and plan were in place but can be improved and no evaluation procedures were in use.
- **Report spending, output, and coverage:** No evaluation reports were produced during the period under review, and consequently the expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be strengthened through improvements to the evaluation policy and plan and the use of evaluation procedures.
  The evaluation policy can be improved by: (1) stating the process for its review; (2) outlining the competencies required for evaluators; (3) describing the quality assurance process for evaluations and evaluation reports; (4) clearly stating the practice on disclosure and dissemination of evaluations (5) integrating gender equality and human rights.
  The evaluation plan can be improved by: (1) indicating the type of planned evaluations; (2) specifying available resources for planned evaluations and (3) describing how the evaluation plan was developed, reviewed, and approved.
- **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-related activities undertaken during 2020-2021 (self-reported)

- Other evaluation-related activities included:
  - The Mission reviews its work regularly through the Letters of the Secretary General to the Security Council, which are required before every mandate renewal. The renewed

[72] A/74/6 (Sect.3)/ Add.7, para 2

mandate of July 2022 provides scope for additional reviews to be conducted upon the request of Security Council members.

- Following the withdrawal of the Joint Forces from Hudaydah City in November 2021 and the significant change in UNMHA's operating environment that this entailed, the Mission conducted an internal review of its operations and activities in order to plan effectively within the new context.

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- UNMHA had difficulties with access of its staff as well as a high staff turnover during 2020-2021, including a new OCOS. As such, it will be thoroughly reviewing its evaluation procedures.
- To strengthen evaluation, UNMHA would need to conduct evaluation training for staff, revise the evaluation work plan and allocate budget for evaluation activities.

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

The evaluation function was somewhat affected by the pandemic.

UNMHA Evaluation Dashboard, 2020-2021

Category	Indicator	Status
Framework	1. Type of evaluation function	No evaluation unit but evaluation focal point (2/5)
	2. Reporting Line	Evaluation function reports to the governing body and/or the head of the entity (3/3)
	3. Seniority of the professional leading the function	P5 (3/4)
	4. Evaluation policy	Medium (15/36)
	5. Evaluation procedures in use	None (0/5)
	6. Evaluation plan score	Medium (7/14)
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%
Output & Coverage	8. Number of reports submitted	0
	9. Number of evaluation reports	0
	10. Subprogramme coverage	0/1
Report Quality	11. % (number) of sampled (very) good quality reports	N/A
	12. % (number) of sampled reports with (very) good recommendations	N/A
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A

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.[73]

II. Key features of evaluation in 2020-2021

- **Framework:** UNOAU had taken some steps to strengthen its evaluation system but still needed further improvements. It had no evaluation unit but had an evaluation focal point and its most senior professional, responsible for evaluation, among other tasks, was at the P-5 level with a reporting line to the head of entity and/or governing body. No evaluation policy, procedures or planning were in use.
- **Report spending, output and coverage:** One evaluation report was produced during the period under review, but no information on evaluation expenditure was provided.
- **Report quality:** The produced report's quality was not rated as good, indicating gaps in the application of other UNEG quality standards, including integration of gender and human rights considerations.

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:** It can be ensured that expenditure on evaluation meets 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 (1) providing a description of the context, purpose, objectives and scope; (2) clearly describing the methodology for the evaluation; (3) clearly presenting findings and conclusions based on evidence and analysis; (4) providing well-grounded and clear recommendations; (5) ensuring that the report is well-structured, logical and complete and (6) integrating gender and human rights.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

[No information provided.]

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

[No information provided.]

[73] A/74/6 (Sect.3), para 3.174

UNOAU Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but an evaluation focal point (2/5)	▲
	2. Reporting Line	Evaluation function reports to governing body and/or head of entity (3/3)	▲
	3. Seniority of the professional leading the function	P4 (2/4)	■
	4. Evaluation policy	No	■
	5. Evaluation procedures in use	None (0/5)	■
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	▼
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	1	
	9. Number of evaluation reports	1	▲
	10. Subprogramme coverage	1/1	■
Report Quality	11. % (number) of sampled (very) good quality reports	0% (0/1)	
	12. % (number) of sampled reports with (very) good recommendations	0% (0/1)	
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	3 (missing requirements) / (0/1)	
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	1 (partially integrated) / (0/1)	

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.[74]

II. Key features of evaluation in 2020-2021

- **Framework:** UNOCA mostly lacked an evaluation system, though some steps were taken during the period under review. It had some evaluation activity but no evaluation unit. Its most senior evaluation staff was at P4 level with a reporting line to the head of entity and/or governing body. 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 the 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-related activities undertaken during 2020-2021 (self-reported)

- Expenditure on evaluation-related activities was estimated at $116,914 and covered:
  - UNOCA has been able to identify key sources of climate security challenges across the vast and diverse sub-region, and is finalizing in-depth, gender-sensitive analysis on them.
  - UNOCA has systematically shared relevant products from the project with UN presences across Central Africa, while gaining ECCAS Commission's buy-in across its key departments, which offers an excellent base for future collaboration and ownership of the region on this issue of global priority.

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- The major observed changes since the promulgation of the ST/AI are:
  - the implementation of a data collection strategy within the unit
  - the definition and monitoring of key indicators in the planning and reporting system
- The core leadership on this is ensured by the programme management officer, who manages a dashboard of key indicators related to the results and outcomes expected to the implementation of the UNOCA programme and projects. In each unit of the office, there is a designated staff to ensure the collection of data to be centralized by the Programme Management Officer.

[74] A/74/6 (Sect.3)/Add.4, para 183

- To further develop evaluation activities, data collection capacities need to be strengthened and data engineers mobilized/recruited

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

- The evaluation function was somewhat affected by the pandemic because some of the data collection requires a field trip. This was not possible at the time of the COVID 19 pandemic. To mitigate these limitations, a business continuity plan was implemented, including holding of virtual meetings and adopting telecommuting as method of work.

UNOCA Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but some evaluation activity (1/5)	■
	2. Reporting Line	Evaluation function reports to the governing body and/or the head of the entity (3/3)	▲
	3. Seniority of the professional leading the function	P4 (2/4)	▲
	4. Evaluation policy	No	■
	5. Evaluation procedures in use	All (5/5)	▲
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$116,914.00 0.73%	
Output & Coverage	8. Number of reports submitted	0	
	9. Number of evaluation reports	0	■
	10. Subprogramme coverage	0/1	■
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	■
	12. % (number) of sampled reports with (very) good recommendations	N/A	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	■

United Nations Office for West Africa and the Sahel (UNOWAS)

Dashboard group: Political Affairs

I. Entity objective

The overall objective of UNOWAS is to achieve peace and security in West Africa and the Sahel.[75]

II. Key features of evaluation in 2020-2021

- **Framework:** UNOWAS had taken some steps to strengthen its evaluation system but still needed further improvements. It had no evaluation unit but had an evaluation focal point and its most senior professional, responsible for evaluation, among other tasks, was at the P-4 level with a reporting line to another management function. An evaluation policy draft has been developed and most evaluation procedures were in use, but no evaluation plan was in place.
- **Report spending, output, and coverage:** No evaluation reports were produced during the period under review, and consequently the 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, which: (1) clearly states the purpose and types of planned evaluation; (2) specifies the resources available for the planned evaluations and the target dates for their completion; (3) indicates who will be responsible for conducting or managing the evaluations (4) describes how the evaluation plan was developed, reviewed and approved.
- **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-related activities undertaken during 2020-2021 (self-reported)

- Expenditure on evaluation-related activities was estimated at $9,308 and covered:
  - Thematic evaluation on risks related to climate change
  - Drafting of a UNOWAS/CNMC Evaluation Policy
  - Contribution to the OIOS report on the Thematic Evaluation of Secretariat entities' contribution to the Sustainable Development Goals

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- No changes occurred since the promulgation of the ST/AI due to absence of structure, dedicated expertise, and funding.

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

- The evaluation function was highly affected by the pandemic.

[75] A/74/6/(Sect.3)/Add.4, para 2

UNOWAS Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but evaluation focal point (2/5)	▲
	2. Reporting Line	Evaluation function reports to another management function (1/3)	▲
	3. Seniority of the professional leading the function	P4 (2/4)	▲
	4. Evaluation policy	Draft	▲
	5. Evaluation procedures in use	Most (4/5)	▲
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$9,307.83 0.03%	
Output & Coverage	8. Number of reports submitted	0	
	9. Number of evaluation reports	0	■
	10. Subprogramme coverage	0/1	■
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	■
	12. % (number) of sampled reports with (very) good recommendations	N/A	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	■

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.[76]

II. Key features of evaluation in 2020-2021

- **Framework:** UNRCCA had taken some steps to strengthen its evaluation system but still needed significant improvements. It had no evaluation unit but had an evaluation focal point and its most senior professional, responsible for evaluation, among other tasks, was at the P-3 level or below 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 the 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.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

[No information provided.]

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- None reported.

[76] A/74/6 (Sect.3)/Add.4, para 103

UNRCCA Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but evaluation focal point (2/5)	▲
	2. Reporting Line	Evaluation function reports to another management function (1/3)	▲
	3. Seniority of the professional leading the function	P3 or below (1/4)	▲
	4. Evaluation policy	No	■
	5. Evaluation procedures in use	None (0/5)	■
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	0	
	9. Number of evaluation reports	0	■
	10. Subprogramme coverage	0/1	■
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	■
	12. % (number) of sampled reports with (very) good recommendations	N/A	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	■

United Nations Representative to the Geneva International Discussions (UNRGID)

Dashboard group: Political Affairs

I. Entity objective

The overall objective of UNRGID is to support the discussions and the joint Incident Prevention and Response Mechanism through facilitating participation in the international discussions in Geneva and in the Mechanism and liaising and coordinating with the relevant actors.[77]

II. Key features of evaluation in 2020-2021

- **Framework:** UNRGID had taken some steps to strengthen its evaluation system but still needed significant improvements. It had no evaluation unit but had some evaluation activity and its most senior professional, responsible for evaluation, among other tasks, was at the P-4 level with a reporting line to another management function. No evaluation policy or planning were in place, but most evaluation procedures were in use.
- **Report spending, output, and coverage:** No evaluation reports were produced during the period under review, and consequently the 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.
- **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-related activities undertaken during 2020-2021 (self-reported)

- Expenditure on evaluation-related activities was estimated at $4,876 and covered:
  - Attendance of evaluation workshops, training sessions
  - Drafting an evaluation policy
  - Filling evaluation surveys and other related matters

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- The size of the entity (only six staff members and none with specific evaluation qualifications and skills) poses challenges in complying with the evaluation tasks and responsibilities.
- Some online trainings/workshops were helpful. More, however, is needed to catch up, especially in entities with little/no experience in the function. It would be helpful to have a dedicated staff member with relevant experience/training to deal with the function.

[77] A/74/6 (Sect.3)/Add.2, para 114

UNRGID Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but some evaluation activity (1/5)	▲
	2. Reporting Line	Evaluation function reports to another management function (1/3)	▲
	3. Seniority of the professional leading the function	P4 (2/4)	▲
	4. Evaluation policy	No	■
	5. Evaluation procedures in use	Most (4/5)	▲
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$4,876.02 0.12%	
Output & Coverage	8. Number of reports submitted	0	
	9. Number of evaluation reports	0	■
	10. Subprogramme coverage	0/1	■
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	■
	12. % (number) of sampled reports with (very) good recommendations	N/A	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	■

Office of the United Nations 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 socioeconomic conditions of the Palestinian people.[78]

II. Key features of evaluation in 2020-2021

- **Framework:** UNSCO had taken some steps to strengthen its evaluation system but still needed significant improvements. It had no evaluation unit but had an evaluation focal point and its most senior professional, responsible for evaluation, among other tasks, was at the P-3 level or below with a reporting line to another management function. No evaluation policy or planning were in place but some procedures were in use.
- **Report spending, output, and coverage:** One evaluation report was produced during the period under review thus increasing the estimated expenditure on evaluation reports to 0.29% of total programme budget, but still not meeting the minimum financial benchmark of 0.5%.
- **Report quality:** The produced report's quality was not rated as good, indicating gaps in the application of UNEG quality standards, including integration of gender and human rights considerations.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of a policy and plan and the use of all procedures, including quality assurance of evaluation processes and reports, establishing a recommendation tracking and follow up mechanism and feeding evaluation results into lessons learned and knowledge management systems.
- **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 (1) providing a description of the context, purpose, objectives and scope; (2) clearly describing the methodology for the evaluation; (3) clearly presenting findings and conclusions based on evidence and analysis; (4) providing well-grounded and clear recommendations; (5) ensuring that the report is well-structured, logical and complete and (6) integrating gender and human rights.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

- None reported.

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

[78] A/74/6 (Sect.3), para 3.124

- Evaluation is a new area so it took some time to fully understand the function and get the buy-in. There is still a challenge to ensure that it is prioritized by management. In addition, more training and guidance to focal points is needed as well as establishing a requirement to report on the evaluation plan.

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

- The evaluation function was highly affected by the pandemic.

UNSCO Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but evaluation focal point (2/5)	■
	2. Reporting Line	Evaluation function reports to another management function (1/3)	▲
	3. Seniority of the professional leading the function	P3 or below (1/4)	▲
	4. Evaluation policy	No	■
	5. Evaluation procedures in use	Some (2/5)	▲
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$52,999.40 0.29%	▲
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$52,999.40 0.29%	
Output & Coverage	8. Number of reports submitted	1	
	9. Number of evaluation reports	1	▲
	10. Subprogramme coverage	1/1	▲
Report Quality	11. % (number) of sampled (very) good quality reports	0% (0/1)	
	12. % (number) of sampled reports with (very) good recommendations	0% (0/1)	
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	0 (missing requirements) / (0/1)	
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	0 (not integrated) / (0/1)	

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

Dashboard group: Political Affairs

I. Entity objective

The overall objective of UNSCOL is to advance peace and security in Lebanon through the prevention of inter-State conflict, supporting enhanced sovereignty and extending State authority through strengthened and stabile State institutions.[79]

II. Key features of evaluation in 2020-2021

- **Framework:** UNSCOL lacked an evaluation system. It had no evaluation unit and no evaluation activity. Its most senior professional, responsible for evaluation, among other tasks, was at the P5 level. No evaluation policy nor plan were in place and no evaluation procedures were in use.
- **Report spending, output, and coverage:** No evaluation reports were produced during the period under review, and consequently the 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 and the use 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-related activities undertaken during 2020-2021 (self-reported)

[No information provided.]

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

[No information provided.]

[79] A/74/6 (Sect.3)/Add.4, para 155

UNSCOL Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit and no evaluation activity (0/5)	▼
	2. Reporting Line	Evaluation function has no clear reporting line, or no evaluation function exists (0/3)	▼
	3. Seniority of the professional leading the function	No specific person was assigned for the evaluation function (0/4)	▼
	4. Evaluation policy	No	■
	5. Evaluation procedures in use	None (0/5)	▼
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	▼
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	3	
	9. Number of evaluation reports	0	▼
	10. Subprogramme coverage	0/1	■
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	
	12. % (number) of sampled reports with (very) good recommendations	N/A	
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	

United Nations Support Mission in Libya (UNSMIL)

Dashboard group: Political Affairs

I. Entity objective

The overall objective of UNSMIL is to support the transformation of Libya into a stable and secure state based on unified bodies and democratically-elected institutions.[80]

II. Key features of evaluation in 2020-2021

- **Framework:** UNSMIL had taken some steps to strengthen its evaluation system but still needed significant improvements. It had no evaluation unit but had an evaluation focal point and its most senior professional, responsible for evaluation, among other tasks, was at the P-3 level or below with a reporting line to another management function. No evaluation policy or planning were in place but some procedures were in use.
- **Report spending, output, and coverage:** One evaluation report was produced during the period under review. No expenditure on evaluation was reported.
- **Report quality:** The submitted evaluation report was rated good for its overall quality and the quality of recommendations.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the establishment of a policy, plan, and the use of procedures.
- **Report spending, output, and coverage:** Expenditure on evaluation can meet a minimum of 0.5% of programme expenditure by increasing report output and, as a result, programmatic coverage.
- **Report quality:** Some further improvements can be made to the report quality by fully applying the UNEG quality standards, in particular: 1) clearly describing the methodology used and its limitations; (2) ensuring that conclusions are based on findings and substantiated by evidence; (3) more fully integrating gender issues.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

- Other evaluation-related activities included:
  - Independent Strategic Review 2021

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- In 2021 and 2022 the Mission strengthened its results-based management approach to strategic planning, including by the development of plans and frameworks as well as monitoring and reporting. In 2022, the Mission worked on:
  - Developing and monitoring workplans
  - Drafting an evaluation TOR and brainstorming on an evaluation SOP for the Mission.
  - Using standardized evaluation guidelines
  - Working on the development of joint plans with the UNCT on the peacebuilding pillar which would have an evaluation component. The plans include Gender, SDG human rights and disability inclusion recommendations.

[80] A/74/6 (Sect.3)/Add.4, para 211

- There are numerous challenges that the Mission is facing with regards to managerial and accountability processes. In particular, the implementation of evaluations across all components of the Mission is needed. Moving forward, a dedicated evaluation capacity in the Office of the COS, at the P4 level (Coordination Officer) would be key to achieve an enhanced internal evaluation function in UNSMIL.

UNSMIL Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but evaluation focal point (2/5)	■
	2. Reporting Line	Evaluation function reports to another management function (1/3)	▼
	3. Seniority of the professional leading the function	P3 or below (1/4)	▲
	4. Evaluation policy	No	■
	5. Evaluation procedures in use	Most (3/5)	▲
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	1	
	9. Number of evaluation reports	1	▲
	10. Subprogramme coverage	0/6	■
Report Quality	11. % (number) of sampled (very) good quality reports	100% (1/1)	
	12. % (number) of sampled reports with (very) good recommendations	100% (1/1)	
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	4 (approaching requirements) / (0/1)	
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	2 (satisfactorily integrated) / (1/1)	

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 and in line with the priorities of Federal Government of Somalia.[81]

II. Key features of evaluation in 2020-2021

- **Framework:** UNSOM had taken some steps to strengthen its evaluation system but still needed significant improvements. It had no evaluation unit but had some evaluation activity and its most senior professional, responsible for evaluation, among other tasks, was at the P-4 level with a reporting line to another management function. An evaluation policy draft was in place but no evaluation planning. Most evaluation procedures were in use.
- **Report spending, output, and coverage:** No evaluation reports were produced during the period under review, and consequently the expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be significantly strengthened through the adoption of a policy, as well as establishment of an evaluation plan, which: (1) clearly states the purpose and types of planned evaluation; (2) specifies the resources available for the planned evaluations and the target dates for their completion; (3) indicates who will be responsible for conducting or managing the evaluations (4) describes how the evaluation plan was developed, reviewed and approved.
- **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-related activities undertaken during 2020-2021 (self-reported)

- Expenditure on evaluation-related activities was estimated at $56,349 and covered several self-assessments, internal reviews etc., with a view to monitoring and optimizing its performance in various substantive, managerial and operational areas (i.e. AARs, performance reporting against RBBs, joint programs and projects):
  - The mission supported several efforts on internal audits, reviews, internal assessments including initiatives and undertakings by OIOS IED.
  - Internal assessments included: Footprint review, COVID-19 crisis management review
  - Country Results Report for Somalia (2019 and 2020) assessing UNSOM performance against the commitments made as a part of UN family in Somalia
  - Program Criticality Assessment/ light review 2020 and 2021 by the Program Criticality Custodian Group for all UN entities in Somalia
  - UNSOM Budget performance reporting as per the requirements of RBB, on deliverables and results and financial performance of the budget (supported by UNSOS)

[81] A/74/6 (Sect.3)/Add.4, para 60

- Contribution to evaluations, monitoring and reporting of Joint projects implemented by UNSOM substantive sections with UNCT and other partners
- UN Multi Partner Trust Fund (MPTF) semi-annual reporting
- Contributions to the monitoring of UNSOM commitments against the United Nations Sustainable Cooperation Framework

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- UNSOM's senior leadership has been supportive of evaluation initiatives and related activities, with a view to optimizing Mission performance. Self-assessments/internal reviews have resulted in improvements in several areas including mandate delivery, crisis management, operational arrangements etc. and led to increased transparency and accountability within the Mission.
- The Mission has redoubled its efforts to support external evaluations and committed to undertake internal evaluations in 2023, in compliance with its recently developed Evaluation Policy. In addition, it has proposed the establishment of a dedicated evaluation capacity. In addition, Mission management has ensured that various staff availed of evaluation related training opportunities and workshops provided by OIOS/IED and DMSPC/BTAD.
- While the increased focus on evaluations is appreciated, Missions generally lack the means/capacity to deal with the related increase in its workload. UNSOM requires a dedicated evaluation capacity to support the conduct of regular internal and external evaluations, in compliance with the Mission's recently developed Evaluation Policy. The skill sets required to undertake evaluation efforts are typically lacking on peace operations' staffing tables. Hence, the establishment of dedicated evaluation capacity is essential to ensure that the increased demands do not impact Mission performance in other critical areas, such as mandate delivery. Fewer evaluations focusing on core issues will help to achieve both, the intended increase in transparency, accountability, and performance improvement, as well as ensuring that Mission resources can be effectively utilized.

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

- The evaluation function was somewhat affected by the pandemic.

UNSOM Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but some evaluation activity (1/5)	■
	2. Reporting Line	Evaluation function reports to another management function (1/3)	▲
	3. Seniority of the professional leading the function	P4 (2/4)	▲
	4. Evaluation policy	Draft	▲
	5. Evaluation procedures in use	Most (4/5)	▲
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$56,349.29 0.03%	
Output & Coverage	8. Number of reports submitted	1	
	9. Number of evaluation reports	0	■
	10. Subprogramme coverage	0/1	■
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	■
	12. % (number) of sampled reports with (very) good recommendations	N/A	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	■

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.[82]

II. Key features of evaluation in 2020-2021

- **Framework:** UNVMC lacked an evaluation system. It had no evaluation unit but had professional staff responsible for evaluation at P5 level and had some evaluation activity. 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 and through ensuring the use of all 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-related activities undertaken during 2020-2021 (self-reported)

- Other evaluation-related activities included:
  - Case Study: UN Verification Mission in Colombia's use of DPPA Extra-budgetary funding 2018-2021 led by DPPA
  - Contribution to evaluation reports submitted to donors on earmarked and unearmarked funds
  - UNVMC extra-budgetary funds analysis – Power BI Presentation

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- UNVMC adopted in 2021 a disability policy and improved the gender equality and gender parity indicators.
- UNVMC did not have a M&E capacity mainly due to lack of knowledge of tools. The situation is currently improving with one dedicated resource and with a stronger Planning Unit which is currently developing a methodology and tracking tools. Also, there is more awareness among the senior leadership of the importance of establishing an evaluation culture.

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

[82] A/74/6 (Sect.3)/Add.4, para 244

- The evaluation function was somewhat affected by the pandemic. Verification capacity was affected mainly in the regions and remote locations, also the monitoring of implementation of XB projects. Lack of flights and monitoring activities resulted in difficulties related to the assessment of impact.

UNVMC Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but some evaluation activity (1/5)	■
	2. Reporting Line	Evaluation function reports to another management function (1/3)	■
	3. Seniority of the professional leading the function	P5 (3/4)	▲
	4. Evaluation policy	No	■
	5. Evaluation procedures in use	Some (1/5)	■
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	1	
	9. Number of evaluation reports	0	■
	10. Subprogramme coverage	0/1	■
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	■
	12. % (number) of sampled reports with (very) good recommendations	N/A	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	■

7 Group MS: Predominantly Management and Support

Summary of results

Entities in group MS had a variety of evaluation functions. Most entities had evaluation policy frameworks, but less than half produced evaluation reports during the biennium. Evaluation report quality was improved, while gaps persisted in the area of integration of 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 programme budget. Entities in group MS 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 given the technical and service provision nature of these activities.

Group MS	
Number of entities	**11**
Total budget (2020-2021)	**$2.9 billion**
Percentage of Secretariat budget	**13%**
Total evaluation reports	**11**
Percentage of all Secretariat reports	**5%**

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

Category	Indicator		2018-2019 results
Framework	1	Type of function	27% of entities (3/11) had units with dedicated evaluation functions (DGACM, DGC, OLA). One entity had a unit that was not only dedicated to evaluation (DMSPC). The remaining 7 entities did not have an evaluation unit but three had evaluation focal points and two had some evaluation activity.
	2	Reporting line	36% of entities (4/11) had a direct reporting line to the entity head, and the other entities had either a reporting line to another management function (4 entities) or did not have a clear reporting line (3 entities).
	3	Level of senior-most dedicated evaluation professional	Four evaluation functions were headed by P-4 levels, two by D-1/D-2 and 1 by P5 level staff. Four entities (36%) did not have staff assigned to the evaluation function.
	4	Policy score	64% of entities (7/11) had an evaluation policy in place with an average score of 30 out of 36. Four entities did not have a policy in place (IRMCT, OICT, UNON, UNOV)

	5	Procedures in use	64% of entities (7/11) reporting the use of most or all (3 to 5) key evaluation procedures, while one entity used some procedures and three entities did not have procedures in place (IRMCT, OICT, UNOV).
	6	Plan score	27% of entities (3/11) (DGACM, DSS, UNOG) had an evaluation plan in place, with scores ranging between 10 and 13 points (out of 14).
Resources	7a	Estimated expenditure on evaluation reports only ($)	55% of entities (6/11) had no expenditures on evaluation reports and five entities spent between $36,176 and $375,135 on evaluation reports.
	7b	Estimated expenditure on reports only as % of total entities' budget (%)	Among the five entities that had expenditures on evaluation reports, none met the 0.5% minimum benchmark for evaluation expenditure.
	7c	Estimated expenditure on all evaluation-related activities, including reports ($)	36% of entities (4/11) had no budgetary resources allocated towards evaluation-related activities, and 64% (7/11) allocated between $29,475 and $870,070.
	7d	Estimated expenditure on all evaluation-related activities as % of total entities' budget (%)	Among the 7 entities that had estimated evaluation-related budgets (including expenditure on evaluation reports), the average of the allocations was 0.14% of their total programme budget (range – 0.03% to 0.42%).
Output and coverage	8	Submitted reports	23 reports were submitted out of which 11 reports (48%) were screened in as evaluation reports.
	9	Evaluation reports	11 evaluation reports were produced by five entities during the biennium (DGACM, DOS, DSS, OLA and UNOG).
	10	Subprogrammes referenced by reports	45% of entities (5/11) had no subprogramme coverage and six entities had 17 out of their 25 subprogrammes covered.
Report quality	11	Report quality	55% of sampled evaluation reports (6/11) received 'Good' or 'Very Good' scores for their overall quality.
	12	Recommendations	64% of sampled evaluation reports (7/11) scored 'good' for the quality of their recommendations.
	14	Human rights	Only one report has satisfactorily integrated human rights considerations (OLA). A further three reports have partially integrated them and the remaining 7 reports not at all.

	15	Disability inclusion and environmental considerations	One report out of 11 integrated disability issues satisfactorily and one report did it partially (DGACM). One report out of 11 satisfactorily integrated environmental issues (DGACM).

Department for General Assembly and Conference Management (DGACM)

Dashboard group: Predominantly Management and Support

I. Entity objective

The overall objective of DGACM is to provide high-quality conference services for all intergovernmental and expert bodies meeting at the Headquarters in New York and at the United Nations Offices at Geneva, Vienna and Nairobi, as well as for other conferences and meetings held under the auspices of the United Nations.[83]

II. Key features of evaluation in 2020-2021

- **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, and evaluation planning was in use
- **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:** Two of the four sampled reports were rated good for their overall quality and three were rated good for the quality of recommendations. No reports have addressed gender and human rights considerations satisfactorily, nor disability and environmental considerations.

III. Areas for strengthening evaluation

- **Framework:** The evaluation plan can be further strengthened, including articulation of type of planned evaluations and target dates for their completion.
- **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 by (1) clearly describing the methodology for the evaluation; (2) clearly presenting conclusions linked to findings and analysis; (3) ensuring that the report is well-structured, logical, and complete and (4) explicit integration of gender and human rights considerations.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

- Expenditure on other evaluation activities was estimated at $339,283.

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- The internal evaluation function in DGACM is already very strong as there are dedicated evaluation, analysis and monitoring resources at each of its duty stations (New York, Geneva, Vienna, Nairobi) that conduct evaluations on an annual basis, as guided by senior management. In 2022, DGACM updated its evaluation policy to be in line with latest OIOS/BTAD guidance and best practices, including a requirement for consideration of

[83] A/74/6 (Sect.2), para. 2.1

gender equality and the empowerment of women, human rights, and disability inclusion in future evaluations.

- The main challenges relate to conflicting priorities and other departmental objectives, as the workload of DGACM is heavy, especially with constraints related to the availability of resources. Conduct of evaluations is time-intensive and it is sometimes difficult to direct dedicated resources due to competing priorities.

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

- The evaluation function was not affected by the pandemic. All work was conducted remotely and DGACM was able to deliver its 2020-21 evaluation plan.

DGACM Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	Dedicated evaluation unit within a multi-functional division (4/5)	■
	2. Reporting Line	Evaluation function reports to another management function (1/3)	■
	3. Seniority of the professional leading the function	P4 (2/4)	■
	4. Evaluation policy	High (31/36)	■
	5. Evaluation procedures in use	All (5/5)	■
	6. Evaluation plan score	High (10/14)	▲
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$375,135.65 0.05%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$714,418.15 0.10%	
Output & Coverage	8. Number of reports submitted	4	
	9. Number of evaluation reports	4	▼
	10. Subprogramme coverage	4/4	▲
Report Quality	11. % (number) of sampled (very) good quality reports	50% (2/4)	▲
	12. % (number) of sampled reports with (very) good recommendations	75% (3/4)	▲
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	0.25 (missing requirements) / (0/4)	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	0 (not integrated) / (0/4)	■

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.[84]

II. Key features of evaluation in 2020-2021

- **Framework:** DGC had an 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 most procedures were in place, but no evaluation plan was in use.
- **Report spending, output, and coverage:** No evaluation reports were produced during the period under review, and consequently the expenditure did not meet the minimum benchmark for evaluation.

III. Areas for strengthening evaluation

- **Framework:** The evaluation system can be further strengthened by establishing an evaluation plan, which: (1) clearly states the purpose and types of planned evaluation; (2) specifies the resources available for the planned evaluations and the target dates for their completion; (3) indicates who will be responsible for conducting or managing the evaluations (4) describes how the evaluation plan was developed, reviewed and approved.
- **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 2020-2021 (self-reported)

- Expenditure on other evaluation activities was estimated at $62,371. As per the workplan of the evaluation unit, an evaluation of climate change communications was underway in 2020, however, with the start of the pandemic, the evaluation was put on hold and eventually dropped.

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V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- An updated evaluation policy was approved.
- The evaluation unit has SOPs for including gender and human rights considerations and has draft SOPs for disability inclusion.
- Due to resource constraints and competing priorities, no evaluations were completed during this time. In 2020 the liquidity crisis led to a situation where 50% of posts in the evaluation unit were vacant, while demands on the unit greatly increased due to support of the communications work on COVID-19. Full staffing capacity has not been reached yet,

[84] A/74/6 (Sect.28), para. 28.1

including absence of a P3 evaluation lead. To implement evaluation activities, full staffing of all evaluation posts is needed.

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

- The evaluation function was very highly affected by the pandemic. No evaluations were completed during this time, due to competing COVID-related demands, including tracking mis- and disinformation.

DGC Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	Stand-alone evaluation unit (5/5)	■
	2. Reporting Line	Evaluation function reports to governing body and/or head of entity (3/3)	■
	3. Seniority of the professional leading the function	P4 (2/4)	■
	4. Evaluation policy	High (29/36)	■
	5. Evaluation procedures in use	Most (4/5)	▼
	6. Evaluation plan score	No	▼
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	▼
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$62,370.95 0.03%	
Output & Coverage	8. Number of reports submitted	0	
	9. Number of evaluation reports	0	▼
	10. Subprogramme coverage	0/3	▼
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	
	12. % (number) of sampled reports with (very) good recommendations	N/A	
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	

Department of Management Strategy, Policy and Compliance (DMSPC)

Dashboard group: Predominantly Management and Support

I. Entity objective

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.[85]

II. Key features of evaluation in 2020-2021

- **Framework**: DMSPC's evaluation 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. A strong evaluation policy and most evaluation procedures were in place, but no evaluation plan was in use.
- **Report spending, output, and coverage:** No evaluation reports were produced during the period under review, and consequently the 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 a plan, which: (1) clearly states the purpose and types of planned evaluation; (2) specifies the resources available for the planned evaluations and the target dates for their completion; (3) indicates who will be responsible for conducting or managing the evaluations (4) describes how the evaluation plan was developed, reviewed and approved.
- **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-related activities undertaken during 2020-2021 (self-reported)

- None reported.

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- The evaluation policy for DMSPC was being drafted during the period under review.
- DMSPC planned an internal evaluation of the effectiveness of the accountability system.

[85] A/74/6(Sect.29A), para 29 A.1

DMSPC Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	Unit not dedicated to evaluation (3/5)	■
	2. Reporting Line	Evaluation function reports to governing body and/or head of entity (3/3)	■
	3. Seniority of the professional leading the function	D1-D2 (4/4)	■
	4. Evaluation policy	High (33/36)	▲
	5. Evaluation procedures in use	Most (4/5)	▲
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	0	
	9. Number of evaluation reports	0	■
	10. Subprogramme coverage	0/4	■
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	■
	12. % (number) of sampled reports with (very) good recommendations	N/A	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	■

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.[86]

II. Key features of evaluation in 2020-2021

- **Framework:** DOS had some elements of an evaluation function but lacked others. It did not have an evaluation unit but had some evaluation activity. No specific person oversaw evaluation activities. A strong evaluation policy and all evaluation procedures were in place, but no evaluation plan was in use.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports was 0.01% of total programme budget which fell well below the minimum benchmark of 0.5% for evaluation expenditure.
- **Report quality:** One reviewed report was not rated good for its quality, indicating that evaluation practice can be improved to more fully meet UNEG quality standards.

III. Areas for strengthening evaluation

- **Framework:** The evaluation framework can be strengthened through assigning responsibility for evaluation and the establishment of an evaluation plan**,** which: (1) clearly states the purpose and types of planned evaluation; (2) specifies the resources available for the planned evaluations and the target dates for their completion; (3) indicates who will be responsible for conducting or managing the evaluations (4) describes how the evaluation plan was developed, reviewed and approved.
- **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 by (1) providing a description of the context, purpose, objectives and scope; (2) clearly describing the methodology for the evaluation; (3) clearly presenting findings and conclusions based on evidence and analysis; (4) providing well-grounded and clear recommendations; (5) ensuring that the report is well-structured, logical and complete and (6) integrating gender and human rights.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

- Expenditure on other evaluation activities was estimated at $193,433 and covered:
  - Evaluation of the UN Global HIV Post Exposure Prophylaxis program 2007- 2019 producing a consultancy report with recommendations for the UN Medical Directors to decide on the future of the programme.
  - Self-evaluation of recruitment process improvements (2020)

[86] A/74/6 (Sect.29B), para. 29B.1

- In-depth review and evaluation of the advisory service model introduced after the establishment of the Department in 2019, including available customer relationship management tools (2021)
- Self-evaluation on recruitment process improvements (2020)
- Self-evaluation of a tiered support model for human resources advisory support utilizing an interim client relations management platform (2021)
- Evaluation of records and archives management across the Secretariat
  .

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- DOS started the process of adjustments to evaluations practice in 2021 which were concluded in 2022 with the launch of the new DOS evaluations policy.
- While evaluations are an important and valued part of the work, an overarching strategic vision and a systemic link to departmental lessons learning can be strengthened. However, the Department has limited resources for this purpose.
- Full implementation of the new DOS policy would require leadership engagement in evaluation planning, management responses to all evaluations and effective tracking of recommendation follow-up. Much of this will be dependent upon requisite resources. Obtaining more resources is challenging for different reasons - budgets are not increasing, and reprioritization of tasks and commensurate resources is difficult.

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

- The evaluation function was highly affected by the pandemic. DOS had a role vis-a-vis the Covid-19 pandemic at global and local level due to its mandate. Due to prioritization of the emergency response, the 2021 evaluations were, for the most part, conducted as reviews rather than formal evaluations and did not cover the full scope of the initial plan.

DOS Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but some evaluation activity (1/5)	■
	2. Reporting Line	Evaluation function reports to another management function (1/3)	▼
	3. Seniority of the professional leading the function	No specific person was assigned for the evaluation function (0/4)	■
	4. Evaluation policy	High (30/36)	▲
	5. Evaluation procedures in use	All (5/5)	▲
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$36,176.07 0.01%	▲
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$229,609.39 0.05%	
Output & Coverage	8. Number of reports submitted	4	
	9. Number of evaluation reports	1	▲
	10. Subprogramme coverage	7/7	▲
Report Quality	11. % (number) of sampled (very) good quality reports	0% (0/1)	
	12. % (number) of sampled reports with (very) good recommendations	0% (0/1)	
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	0 (missing requirements) / (0/1)	
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	0 (not integrated) / (0/1)	

Department of Safety and Security (DSS)

Dashboard Group: Predominantly Management and Support

I. Entity objective

The overall objective of DSS is to provide leadership, operational support and oversight of the United Nations security management system with a view to ensuring a safe and secure environment at Headquarters and in the field, while providing commensurate support to security operations globally.[87]

II. Key features of evaluation in 2020-2021

- **Framework:** DSS had some strong elements of an evaluation system, but further improvements were possible. While some evaluation activity existed, its function was no longer organized into a dedicated evaluation unit within a multifunctional division as in the previous biennium. The most senior evaluation professional was no longer at the D-1/D-2 but at P-4 level. Strong evaluation policy and plan were in place, but only one evaluation procedure was still in use.
- **Report spending, output, and coverage:** Estimated expenditure on evaluation reports was 0.1% of total programme budget, which was below the minimum benchmark of 0.5% for evaluation expenditure.
- **Report quality:** All reviewed evaluation reports (2 of 2) were rated as good and very good for their overall quality and the quality of recommendations. The integration of gender was overall more satisfactory than the integration of human rights considerations.

III. Areas for strengthening evaluation

- **Framework:** The evaluation function can be strengthened by assigning clear responsibility for evaluation and using all 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.
- **Report quality:** Evaluation reports can more fully meet UNEG quality standards on integration of gender and human rights considerations.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

- None reported.

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- Serious challenges were associated with the implementation of the ST/AI including:
  - Lack of overall understanding of evaluation, and of the requirement to submit evaluation plan and results in the budget and to report on them
  - No sufficient resources were allocated to evaluation and there was no awareness of the JIU recommendation on the minimum financial benchmark
- In order to strengthen evaluation, senior leadership engagement is necessary, as well as the understanding that evaluation is an important accountability, decision making and

[87] A/74/6 (Sect.34), para. 34.1

learning tool. It would be useful to reflect the evaluation-related requirements in the Compact and Senior Leaders performance indicators.

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

- The evaluation function was not affected by the pandemic. There was only one evaluation, and it was conducted by the evaluation team remotely.

DSS Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but some evaluation activity (1/5)	▼
	2. Reporting Line	Evaluation function reports to another management function (1/3)	▼
	3. Seniority of the professional leading the function	P4 (2/4)	▼
	4. Evaluation policy	High (35/36)	■
	5. Evaluation procedures in use	Some (1/5)	▼
	6. Evaluation plan score	High (13/14)	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$274.197 0.10%	▲
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total total programme budget	$274.197 0.10%	
Output & Coverage	8. Number of reports submitted	3	
	9. Number of evaluation reports	2	▲
	10. Subprogramme coverage	2/4	■
Report Quality	11. % (number) of sampled (very) good quality reports	100% (2/2)	▲
	12. % (number) of sampled reports with (very) good recommendations	100% (2/2)	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	5.5 (approaching requirements) / (0/2)	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	0.5 (partially integrated) / (0/2)	■

International Residual Mechanism for Criminal Tribunals (IRMCT)

Dashboard group: Predominantly Management and Support

I. Entity objective

The IRMCT is responsible for the tracking and prosecution of the remaining fugitives, the conduct of appeals proceedings, review proceedings, retrials and trials for contempt of court and false testimony, the protection of witnesses, supervision of the enforcement of sentences, the provision of assistance to national jurisdictions, particularly those in the countries of the former Yugoslavia and Rwanda, the preservation and management of the archives of the Mechanism and the predecessor tribunals for the former Yugoslavia (the International Tribunal for the Former Yugoslavia) and Rwanda (the International Criminal Tribunal for Rwanda) and the monitoring of cases referred by the two Tribunals to national courts.[88]

II. Key features of evaluation in 2020-2021

- **Framework**: IRMCT lacked an evaluation system. It had no evaluation unit, no evaluation activity, and no evaluation staff. No evaluation policy nor plan were in place and no evaluation procedures were in use.
- **Report spending, output, and coverage:** No evaluation reports were produced during the period under review, and consequently the 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, assigning responsibility for evaluation and the use 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-related activities undertaken during 2020-2021 (self-reported)

[No information provided.]

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

[No information provided.]

[88] A/74/355, para 1

IRMCT Evaluation Dashboard, 2020-2021

Category	Indicator	Status
Framework	1. Type of evaluation function	No evaluation unit and no evaluation activity (0/5)
	2. Reporting Line	Evaluation function has no clear reporting line, or no evaluation function exists (0/3)
	3. Seniority of the professional leading the function	No specific person was assigned for the evaluation function (0/4)
	4. Evaluation policy	No
	5. Evaluation procedures in use	None (0/5)
	6. Evaluation plan score	No
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%
Output & Coverage	8. Number of reports submitted	0
	9. Number of evaluation reports	0
	10. Subprogramme coverage	0/5
Report Quality	11. % (number) of sampled (very) good quality reports	N/A
	12. % (number) of sampled reports with (very) good recommendations	N/A
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A

Office of Information and Communications Technology (OICT)

Dashboard group: Predominantly Management and Support

I. Entity objective

The OICT is responsible for the delivery of information and communications technology in the United Nations and for ensuring information security by reducing the level of risk to the image, resources, data, operations and safety of the personnel and assets of the United Nations.[89]

II. Key features of evaluation in 2020-2021

- **Framework**: OICT lacked an evaluation system. It had no evaluation unit, no evaluation activity, and no evaluation staff. No evaluation policy nor plan were in place and no evaluation procedures were in use.
- **Report spending, output, and coverage:** No evaluation reports were produced during the period under review, and consequently the 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, assigning responsibility for evaluation and the use 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-related activities undertaken during 2020-2021 (self-reported)

[No information provided.]

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- The office is in the process of formulating an evaluation policy to guide the evaluation activities, including establishing a dedicated internal evaluation function aligned with the strategic priorities. The plan and results will be reported in the upcoming budget submissions.

[89] A/74/6(Sect.29C), para 29C.1 and 29C.3

OICT Evaluation Dashboard, 2020-2021

Category	Indicator	Status
Framework	1. Type of evaluation function	No evaluation unit and no evaluation activity (0/5)
	2. Reporting Line	Evaluation function has no clear reporting line, or no evaluation function exists (0/3)
	3. Seniority of the professional leading the function	No specific person was assigned for the evaluation function (0/4)
	4. Evaluation policy	No
	5. Evaluation procedures in use	None (0/5)
	6. Evaluation plan score	No
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%
Output & Coverage	8. Number of reports submitted	0
	9. Number of evaluation reports	0
	10. Subprogramme coverage	0/3
Report Quality	11. % (number) of sampled (very) good quality reports	N/A
	12. % (number) of sampled reports with (very) good recommendations	N/A
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A

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.[90]

II. Key features of evaluation in 2020-2021

- **Framework:** OLA continued to have a strong 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 increased to 0.15% of total programme budget but continued to miss the minimum benchmark of 0.5% for evaluation expenditure.
- **Report quality:** One evaluation report out of the three reviewed was rated as good for its overall quality.

III. Areas for strengthening evaluation

- **Framework: The evaluation framework can be further strengthened by:**
  - Establishing an evaluation plan, which: (1) clearly states the purpose and types of planned evaluation; (2) specifies the resources available for the planned evaluations and the target dates for their completion; (3) indicates who will be responsible for conducting or managing the evaluations (4) describes how the evaluation plan was developed, reviewed and approved.
  - Further enhancing the evaluation policy by: (1) indicating the reporting line for the evaluation function, and (2) referencing quality assurances methods applied to evaluation processes and reports.
- **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 clearly describing the methodology for the evaluation and by greater integration of human rights considerations.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

- Expenditure on other evaluation activities was estimated at $53,427 and covered:
  - SOP Treaty Section - General steps followed by OLA in the publication of treaties and treaty actions registered or filed and recorded with the Secretariat in the United Nations Treaty Series under Article 102 of the Charter of the United Nations

[90] A/74/6 (Sect.8), para. 8.1-8.2

- SOP General Legal Division - Steps followed by the Office of Legal Affairs (OLA) in its provision of legal support to the United Nations in criminal accountability processes involving UN personnel
- Meetings related to Evaluation - meetings with focal points, working groups, UNEG activities
- ITLD Technical cooperation and assistance activities in 2019 - Technical cooperation and assistance activities in 2019 by the International Trade Law Division

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- Since the Evaluation of OLA by OIOS, the Under-Secretary-General for Legal Affairs has led a change in the evaluation culture at OLA by creating the evaluation unit with a direct reporting line and constantly highlighting the importance of the systematic monitoring and assessment of the Office's activities and their impact on all relevant stakeholders. The heads of units and the evaluation focal points have played a key role in the internal evaluation and self-evaluations using them as management tools to assess the relevance, effectiveness, efficiency, impact and sustainability of OLA's activities, practices, structures and budgets
- The reporting in the budget process helps by giving greater consistency to informing the strategies and results of the Office and linking it in a clearer way to the M&E activities. Similarly, it allows for a better reflection of evaluation results for stakeholders, in particular, member states. It also has confirmed the relevance of the strengthening of the evaluation culture across functional units of the Office
- The lack of resources limits the scope of action of the evaluation unit, for instance, the limited period for storage of data prevents it from being retrieved by staff for the purpose of additional learning on the specific area assessed as well as for cross-cutting learning exercises
- To further strengthen evaluation activities, adequate resources and more training are needed.

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

- The evaluation function was highly affected by the pandemic. As the priorities of the Office experienced a rapid change in order to provide support to Member States and the wider United Nations in the context of the Covid-19 pandemic, the Unit refocused some of the planned evaluation in order to assess how the Office and subprogrammes adapted to respond to the increased demand for legal services, responding rapidly and accurately to novel questions on legal and procedural issues. As other units, most of the activities were undertaken via virtual means, including interviews, data collection, etc. A specific evaluation (Evaluation by the General Legal Division on the support to the United Nations COVID-19 pandemic response, November 2021) was undertaken. The Office will continue to draw on the lessons learned in this evaluation by providing a wide spectrum of advice, services and assistance on legal matters affecting the operation and activities of the Organization's COVID-19 pandemic response.

OLA Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	Stand-alone evaluation unit (5/5)	■
	2. Reporting Line	Evaluation function reports to the governing body and/or the head of the entity (3/3)	■
	3. Seniority of the professional leading the function	P4 (2/4)	■
	4. Evaluation policy	High (26/36)	■
	5. Evaluation procedures in use	All (5/5)	■
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$114,349.31 0.15%	▲
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$167,776.37 0.22%	
Output & Coverage	8. Number of reports submitted	4	
	9. Number of evaluation reports	3	▲
	10. Subprogramme coverage	3/5	▲
Report Quality	11. % (number) of sampled (very) good quality reports	33.33% (1/3)	▲
	12. % (number) of sampled reports with (very) good recommendations	33.33% (1/3)	▲
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	3.3 (missing requirements) / (0/3)	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	1.3 (partially integrated) / (1/3)	▲

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 support services to entities in Geneva and their field offices. The Office is also responsible for providing support services to the intergovernmental processes of the Organization; providing building management and engineering services, including space planning, allocation of offices and maintenance of a register of land and properties in Geneva that belong to the United Nations; providing technical conference and information and communications technology infrastructure to support the Office 's role as a major conference centre for international diplomacy; and providing library and knowledge management services in support of the implementation of the mandated programmes and activities of the Secretariat.[91]

II. Key features of evaluation in 2020-2021

- **Framework:** UNOG made further progress in strengthening its evaluation system. It had a strong evaluation policy and plan and most evaluation procedures were in use. It had no evaluation unit but had an evaluation focal point and the most senior staff responsible for evaluation was at P-5 level reporting to another management function.
- **Report spending, output and coverage:** Estimated expenditure on evaluation reports increased to 0.03% of total programme budget, still remaining well below the minimum benchmark of 0.5% for evaluation expenditure.
- **Report quality:** One reviewed report was rated good for its quality and the quality of its recommendations. It did not, however, satisfactorily address gender and human rights considerations.

III. Areas for strengthening evaluation

- **Framework:** The evaluation policy can be further improved by including guidelines for its periodic review, articulating measures to ensure quality of evaluations, and discussing 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.
- **Report quality:** Evaluation reports can more fully meet UNEG quality standards, by clearly describing the methodology for the evaluation, including its limitations and by greater integration of gender and human rights considerations.

IV. Other evaluation-related activities undertaken during 2020-2021 (self-reported)

- Expenditure on other evaluation activities was estimated at $814,507 and included:
  - End User Client Satisfaction Survey assessing UNOG's Services with a view to producing a report showing general trends in client satisfaction
  - End User (Staff) Satisfaction Survey evaluating how UNOG DOA's direct clients (staff) feel about the services they receive
  - Evaluation and report on Renovation of Conference Room XIX in January 2020

[91] A/74/6 (Sect.29E), para. 29E.1

- Development of evaluation tools and drafting of evaluation policy and procedures (draft Terms of Reference for evaluations and evaluation procedures, creation of UNOG Evaluation Tracking System including UNOG evaluation work plan, draft Management Response template) to incorporate the evaluation function more formally into UNOG DOA.
- Quarterly performance monitoring through the Strategic Management Application (SMA) suite of solutions via Umoja

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- During 2020-2021, UNOG was able to make initial inroads to incorporate an evaluation function more formally into the Division of Administration. The resulting policies and procedures developed for this function were created and adapted to reflect an implementation scope that was achievable for UNOG given the fact that there is no staff devoted full-time to evaluation. UNOG has purposely structured its evaluation and programme planning functions to help ensure coordination between UNOG programme planning and evaluation as well as ensure there is an important quality assurance check that the results of UNOG DOA evaluations are incorporated into the future programme planning of subprogrammes across the organization.
- Progress included creating a draft UNOG DOA Evaluation Policy completed in December 2021, a draft UNOG DOA Terms of Reference for evaluations and evaluation procedures drafted in December 2021 and incorporated into draft evaluation policy, a UNOG Evaluation Tracking System and a draft Management Response template.
- Currently there are no resources in UNOG to develop the more complex evaluation models which are normally available to the programmatic arms of the Organization. Without proper financing, UNOG cannot safeguard the independence of the evaluation process and had to divert resources from other important areas of administration in order to meet these requirements. Due to these constraints, a programme management officer from the Programme Planning and Budget Section spends part of their time conducting evaluations with impartiality, objectivity, professional integrity and an absence of bias to the extent possible and to the best of their ability.
- Despite UNOG's very limited resources and lack of a formal evaluation unit, UNOG's evaluation culture has been good during 2020-2021. Management and Subprogramme Service Chiefs have actively participated in UNOG evaluations as required and have made their staff available for surveys and focus groups as and when required. They have also made efforts to incorporate evaluation findings into their future programme planning activities.

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

- The evaluation function was not affected by the pandemic.

UNOG Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but evaluation focal point (2/5)	■
	2. Reporting Line	Evaluation function reports to another management function (1/3)	▲
	3. Seniority of the professional leading the function	P5 (3/4)	▲
	4. Evaluation policy	High (24/36)	■
	5. Evaluation procedures in use	Most (4/5)	■
	6. Evaluation plan score	High (11/14)	▲
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$55,563.96 0.03%	▲
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$870,070.70 0.42%	
Output & Coverage	8. Number of reports submitted	3	
	9. Number of evaluation reports	1	▲
	10. Subprogramme coverage	1/5	▲
Report Quality	11. % (number) of sampled (very) good quality reports	100% (1/1)	
	12. % (number) of sampled reports with (very) good recommendations	100% (1/1)	
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	1 (missing requirements) / (0/1)	
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	0 (not integrated) / (0/1)	

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.[92]

II. Key features of evaluation in 2020-2021

- **Framework:** UNON had some elements of an evaluation system in place, but it could be significantly improved. It had no evaluation unit, but had an evaluation focal point, 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 the 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 the use of all 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-related activities undertaken during 2020-2021 (self-reported)

- Expenditure on other evaluation activities was estimated at $29,475 and covered:
  - Contribution to the OIOS Audit of response to COVID-19 at UNON, UNEP and UN-Habitat, June 2021
  - Preparing and coordinating responses and document repository for the JIU questionnaire on “Business continuity management in United Nations system organizations” (A/77/256/Add.1), May-June 2021

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- No change noted beyond the offer to attend the first UNSSC training on evaluation in April 2022 and subsequent nomination of a UNON evaluation focal point in July.
- No sufficient resource dedicated to evaluation was available during the review period, resulting in a lack of an evaluation function. In addition, most key staff and managers have been diverted to priorities associated to the COVID-19 crisis and business continuity during the review period. UNON has repeatedly requested for resources to establish a M&E unit in the past which have been declined.

[92] A/74/6 (Sect.29G), para. 29G.1

- Headquarters should resource this area appropriately. Existing staff members are already stretched as far as they can be, given other competing demands and priorities. If it is to be done properly and sustained over time, the Evaluation function requires additional dedicated staff. Resources for at least an evaluation dedicated post (if not for a full M&E unit), at the adequate level (minimum P3 if insufficient resources for a dedicated unit) is necessary to establish and especially sustain the evaluation function at UNON. Additional funds will be required to hire external resources to support the upcoming plans.

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

- No evaluation plan was established prior to COVID-19 pandemic
  Despite being in the middle of the COVID-19 response, UNON managed to respond with the required details and proof of compliance to the JIU evaluation questionnaires on Business Continuity Management and the OIOS audit on UNON response to COVID. All activities implemented in response to the COVID-19 crisis have been monitored and documented. This regards particularly the establishment of a UN COVID-19 field hospital in Nairobi, which opened in November 2020 and functioned as a joint venture with the Nairobi Hospital. The benefits for the local UN community and multiple UN inbound medivacs treated at the facility have been highlighted in JMS reports provided on the UNON document repository for this biennial survey.

UNON Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but evaluation focal point (2/5)	
	2. Reporting Line	Evaluation function reports to governing body and/or head of entity (3/3)	
	3. Seniority of the professional leading the function	D1/D2 (4/4)	
	4. Evaluation policy	No	
	5. Evaluation procedures in use	Most (3/5)	
	6. Evaluation plan score	No	
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$29,474.94 0.04%	
Output & Coverage	8. Number of reports submitted	3	
	9. Number of evaluation reports	0	
	10. Subprogramme coverage	0/4	
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	
	12. % (number) of sampled reports with (very) good recommendations	N/A	
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	

United Nations Office at Vienna (UNOV)

Dashboard Group: Predominantly Management and Support

I. Entity objective

The overall objective of UNOV is to provide administrative support to the United Nations Secretariat units located in Vienna. The Office also provides administrative support on a common service basis to other international organizations based in the Vienna International Centre, namely, the International Atomic Energy Agency (IAEA), the United Nations Industrial Development Organization (UNIDO) and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization.[93]

II. Key features of evaluation in 2020-2021

- **Framework:** UNOV lacked an evaluation system. It had no evaluation unit but had an evaluation focal point. No staff was assigned responsibility for evaluation. No evaluation policy and plan existed, and no procedures were in use.
- **Report spending, output, and coverage:** No evaluation reports were produced during the period under review, and consequently the 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 the use of 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-related activities undertaken during 2020-2021 (self-reported)

- None reported.

V. Key enhancements made, including since the promulgation of the ST/AI, and challenges experienced (self-reported)

- There is no evaluation function established to date. The to-be-drafted policies lack resourcing and support, the evaluations denoted in the programme budget for 2021 and 2022 are not detailed in TORs and it is unclear what specific purpose these evaluations would serve leading to an inability to clearly articulate an evaluation question.
- The more detailed engagement by OIOS and DMSPC to raise awareness on the requirement to evaluate is helpful. It had led to UNOV acknowledging the need to evaluate its work in due course. A clear determination of what is to be evaluated would be useful.
- To move UNOV evaluations forward, the policy governing evaluations would need dedicated resourcing not combined with other functions as well as filling of vacancies.

[93] A/74/6 (Sect.29F), para. 29F2 and 29F3

UNOV Evaluation Dashboard, 2020-2021

Category	Indicator	Status	Change since 2018-2019
Framework	1. Type of evaluation function	No evaluation unit but an evaluation focal point (2/5)	■
	2. Reporting Line	Evaluation function has no clear reporting line, or no evaluation function exists (0/3)	■
	3. Seniority of the professional leading the function	No specific person was assigned for the evaluation function (0/4)	■
	4. Evaluation policy	No	■
	5. Evaluation procedures in use	None (0/5)	▼
	6. Evaluation plan score	No	■
Resources	7a. Estimated expenditure on evaluation reports only 7b. % of total programme budget	$0 0%	■
	7c. Estimated expenditure on all evaluation-related activities, including reports 7d. % of total programme budget	$0 0%	
Output & Coverage	8. Number of reports submitted	0	
	9. Number of evaluation reports	0	■
	10. Subprogramme coverage	0/4	■
Report Quality	11. % (number) of sampled (very) good quality reports	N/A	■
	12. % (number) of sampled reports with (very) good recommendations	N/A	■
	13. Average UN-SWAP score / (Number of reports that satisfactorily/fully meet criteria)	N/A	■
	14. Average score on integration of human rights considerations / (Number of reports with satisfactory/full integration)	N/A	■

8 Annexes

Annex I. Evaluation Dashboard definitions and data sources framework

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

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

Thresholds were set for high, medium and low evaluation capacity for selected indicators #2, #4-6, #7b and #11-14. Progress compared to past biennium is shown as follows:

upward trend	remained same	downward trend

A. Framework

1. Type of function (#): Type of structure of the evaluation function.[1]

5 – Stand-alone evaluation unit
4 – Dedicated evaluation unit within a multifunctional division
3 – Unit not dedicated to evaluation (includes other activities within a multifunctional division)
2 – No evaluation unit but evaluation focal point (new) *
1 – No evaluation unit but evaluation activity
0 – No evaluation activity
*If entity had 1 in 2018-2019 and now has 2, no upward trend is indicated as 2 represents a new category. For all other shifts, trend is indicated, as relevant.

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 D1 or D2
3 – Evaluation function is led by a P5
2 – Evaluation function is led by a P4
1 – Evaluation function is led by a P3 or below
0 – No staff is assigned to evaluation

Source: Focal point survey

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 6 dimensions, if in place during 2020-21. All policies finalized before 31 August 2022 are assessed. Scores of policies finalized after 31 December 2021 are marked with an asterisk making note of the finalization date.
Two additional quality criteria are assessed but not used for the overall score: inclusion of disability and environmental concerns.

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: 1-10 points – Evaluation policy meets little/no quality criteria, or does not exist
Draft policy - received before 31 August
No policy

Policy score dimensions and quality criteria
Clear explanation of concept and role of evaluation
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?
3. Does the policy provide guidelines for its periodic review?
Contains general evaluation standards
4. Are standards such as utility and credibility discussed referenced? (updated)
Clearly defines the institutional framework
5. Is the behavioural independence/impartiality of the evaluation discussed or defined? (updated)
6. Does the policy discuss organisational independence and/or reporting lines of the function? (updated)
7. Does the policy state what are the competencies required for evaluators?
Describes how evaluations are organized, managed and budgeted
8. Does the policy explain how evaluations are prioritized and planned?
9. Does the policy state who will manage evaluations and clearly define their roles and responsibilities with regards to evaluation?
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?
Emphasizes the mechanisms for the follow up of evaluations
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?
Clearly states the practice on disclosure and dissemination of evaluations
15. Does the policy indicate the disclosure parameters?
16. Does the policy state how evaluations will be disseminated?
Integrates gender equality and human rights
17. Does the policy promote gender equality?
18. Does the policy promote human rights?
19. Does the policy consider disability inclusion? (new) *
20. Does the policy consider environmental issues? (new) *
*Assessed but not used towards calculation of the overall score

Source: Document review (based on focal point submission)
Updated or new from previous 2018-2019 dashboard

5. Evaluation Procedures in use (#): Total score across 5 procedural dimensions in use.

Procedure score Dashboard thresholds
High: 5 – All of evaluation procedures in use
Medium: 3-4 – Most of evaluation procedures in use
Low: 1-2 – Some evaluation procedures in use
None: 0 – No evaluation procedures in use

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

Source: Focal point survey

6. Evaluation Plan scores (#): Total score across 7 quality dimensions, scored individually on a 0-2 scale (0=not at all; 1=partially; 2=fully), if in place at during 2018-19.

Plan score Dashboard thresholds
High: 10-14 points – Evaluation plan meets most/all of quality criteria
Medium: 5-9 points – Evaluation plan meets some quality criteria
Low: 1-4 points – Evaluation plan meets little quality criteria, or does not exist
None: 0 – Evaluation plan does not exist

Plan score dimensions	
1.	Are the types of planned evaluations clear?
2.	Does the plan state the rationale and/or purpose of the evaluations?
3.	Does the plan specify resources for the evaluations?
4.	Does the plan state target dates for the evaluations?
5.	Does the plan state who will manage and/or conduct the evaluation?
7.	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. Resources

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

7a. Estimated expenditure on evaluation reports only ($): Reported amount spent on screened evaluation reports.

Source: Expenditure form

7b. Estimated expenditure on evaluation reports as percentage of overall programme budget (%): Estimated expenditure on evaluation reports as a proportion of total programme budget for 2020-21.

Source: Expenditure form and budget documents

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: More than 0 but less than 0.1% of programme budget spent on evaluation reports
None: 0 expenditure on evaluation reports

7c. Estimated expenditure on evaluation ($): Reported amount spent on evaluation-related activities, including evaluation reports (new).
Source: Expenditure form

7d. Estimated expenditure on evaluation-related activities as percentage of overall programme budget (%): Estimated expenditure on evaluation-related activities as a proportion of total programme budget for 2020-2021 (new).
Source: Expenditure form

C. Outputs and coverage

8. Reports submitted (#): Number of evaluation reports submitted by entities (new).
Source: Document review (based on submission by focal points)

9. Evaluation reports (#): Number of reports screened as evaluations by OIOS. The data point will be blank if no reports were submitted or screened.
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: Expenditure form and 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. Indicators #15-16 are assessed but not used in the overall quality assessment of reports during this biennium due to recent guidance on these issues[2].

1	**Evaluation report quality Dashboard thresholds**
2	**High:** 67-100% of evaluation reports achieved the specified level of quality for indicators #11-14
3	**Medium:** 33-66% of evaluation reports achieved the specified level of quality for indicators #11-14
4	**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 (average UN-SWAP score and rating of sampled reports / # of reports with rating "meeting requirements" out of overall #): Rating is based on the UN-SWAP Technical note with 0-3 = missing requirements, 4-6 = approaching requirements, 7-9 = meeting requirements. Number of sampled evaluation reports that received 'Meets requirements' across three UN-SWAP criteria on gender equality and women's empowerment.

14. Human rights in reports (Average score and rating of sampled reports on human rights integration / # of reports with full/satisfactory integration) Average score of sampled evaluation reports on integration of human rights with 0-0.49 = not at all integrated; 0.5-1.49 =

partially integrated; 1.5-2.49 = satisfactorily integrated; 2.5-3.0 = fully integrated. Number of sampled reports integrating human rights considerations satisfactorily or fully (including where applicable: scope/analysis; criteria/design; methods/tools; data analysis techniques; and/or findings, conclusions and recommendations).

15. **Disability inclusion in reports / Environmental considerations in reports:** These dimensions are only reported for the overall dashboard and the group dashboards. Number of entities with high scores on integration of disability considerations / Number of entities with high scores on integration of environmental considerations (including where applicable: evaluation process; scope/analysis; criteria/design; methods/tools; data analysis techniques; and/or findings, conclusions and recommendations).

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 389 documents and reports were screened, and 210 were considered evaluation reports.
Screening criteria comprised:

- evaluation finalised between January 2020 and 31 December 2021 (389 reports)
- evaluation was conducted by the submitting entity and not by an external body (e.g. OIOS and JIU) or an entity other than the submitting entity
- evaluation assessed an element of the programme's performance relative to its mandate or goals
- report articulated a set of evaluation questions to guide the assessment report
- articulated a methodology (i.e. data sources, data collection and analysis methods and their limitations and underlying analytical assumptions)
- report provided evidence to support findings and conclusions, and
- report provided findings and where relevant, conclusions and/or recommendations to further improve programme delivery.

The screening was done by three evaluators.

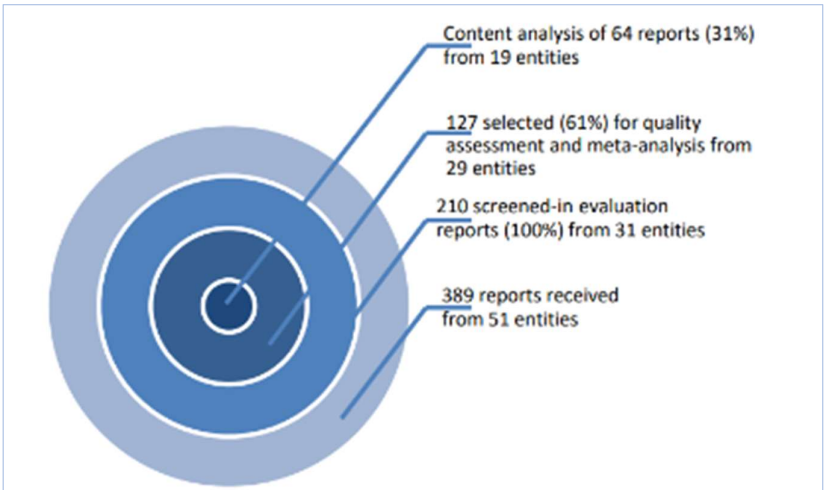
2. Establishment of thresholds for report inclusion per UN entity. Of the 210 screened-in reports, a stratified random sampling of 127 reports (See Graph 1) was drawn. The following strata were adopted:

- Entities producing 1 – 5 evaluation reports: % selected= 100%
- Entities producing 6 - 9 evaluation reports: % selected= 70%
- Entities producing 10 – 13 evaluation reports: % selected= 60%
- Entities producing 14 - 41 evaluation reports: % selected= 50%

Additionally, efforts were made to ensure that the number of reports for a particular entity included in the quality assessment was not less than the entity's reports included in the 2018-2019 biennial provided that the entity had enough screened-in reports. 29 out of 31 entities with screened-in reports were represented in the quality assessment because 2 entities have submitted reports at a stage, when the quality assessment and the content analysis were already completed[94].

Graph 1. Summary of report sampling

[94] OHRLLS, SRSG SVC.



B. Quality assessment parameters and tool

1. **The QA framework** comprises 8 parameters (background, methodology, findings, conclusions & lessons learned, recommendations, gender, environment, disability inclusion & human rights, and report structure) and 2~~3~~5 standards. Report background details were also included in the Excel-based rating sheet.

2. **Definitions** of each QA parameter and standard are provided below, including their respective weights.

QA parameter/standard (weight %)	
	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 subject 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 context 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 purpose and objectives of the evaluation. (25%)
4	The report specifies the scope of what the evaluation covers (e.g. time span, geographical coverage). (25%)
	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 questions, criteria, 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, and the report mentions ethical standards that were considered during the evaluation (e.g. to in-formed consent of participants, confidentiality, avoidance of harm, evaluator's ethical obligations). (15%)
	3. **Findings (25%)**: Are the findings clearly presented, relevant and based on evidence and sound analysis?
9	Findings are presented with clarity, logic, and coherence (e.g. avoid ambiguities). (20%)
10	Findings clearly relate to the evaluation criteria and questions defined in the scope in terms of report structure and substance. (30%)
11	Findings are objective and are supported by sufficient evidence 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 causes for accomplishments/difficulties and opportunities to build on. (20%)
	4. **Conclusions and lessons learned (10%):** Are the conclusions clearly presented based on findings and substantiated by evidence?
13	Conclusions are clearly presented and logically linked to the findings. (40%)
14	Conclusions reflect reasonable judgments of the evaluator(s) in relation to the main evaluation questions and add value to the findings (e.g. include lessons learned; focus on significant issues; answer the evaluation's big questions). (60%)
	5. **Recommendations (15%):** Are the **recommendations** well-grounded in the evaluation and clear?
15	Recommendations are logically derived from the findings and/or conclusions. (33%)
16	Recommendations are clear, realistic (e.g. reflect an understanding of the subject's potential constraints to follow-up) and manageable (e.g. avoid providing a laundry list or being overly prescriptive). (33%)
17	Recommendations are actionable (e.g. specifies who should implement them) and formulated with their use in mind. (33%)
	6. **Gender, human rights, environment and disability inclusion (10%):** Are gender, human **rights, environment and disability inclusion** perspectives integrated and well addressed in the process of the evaluation as well as in the evaluation report?
18	Gender equality and women's empowerment (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	Human rights 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%)
	7. **Report structure (10%):** Is the report well structured, logical, clear and complete?

22	The executive summary 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 well-structured (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 annexes where applicable on methodology such as the Terms of Reference, evaluation matrix, bibliography, and a list of people consulted; and • states when the evaluation was conducted (period of the evaluation) and by whom the evaluation (evaluator names not required).
	8. **Disability and environmental issues**
24	Does the evaluation adequately review and address disability issues? Does the evaluation incorporate a disability perspective? (new)
25	Does the evaluation address environmental issues or concerns where relevant? (new)

3. **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. Disability and environment inclusion were also rated on the same 4-point scale, but the scores were not integrated 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

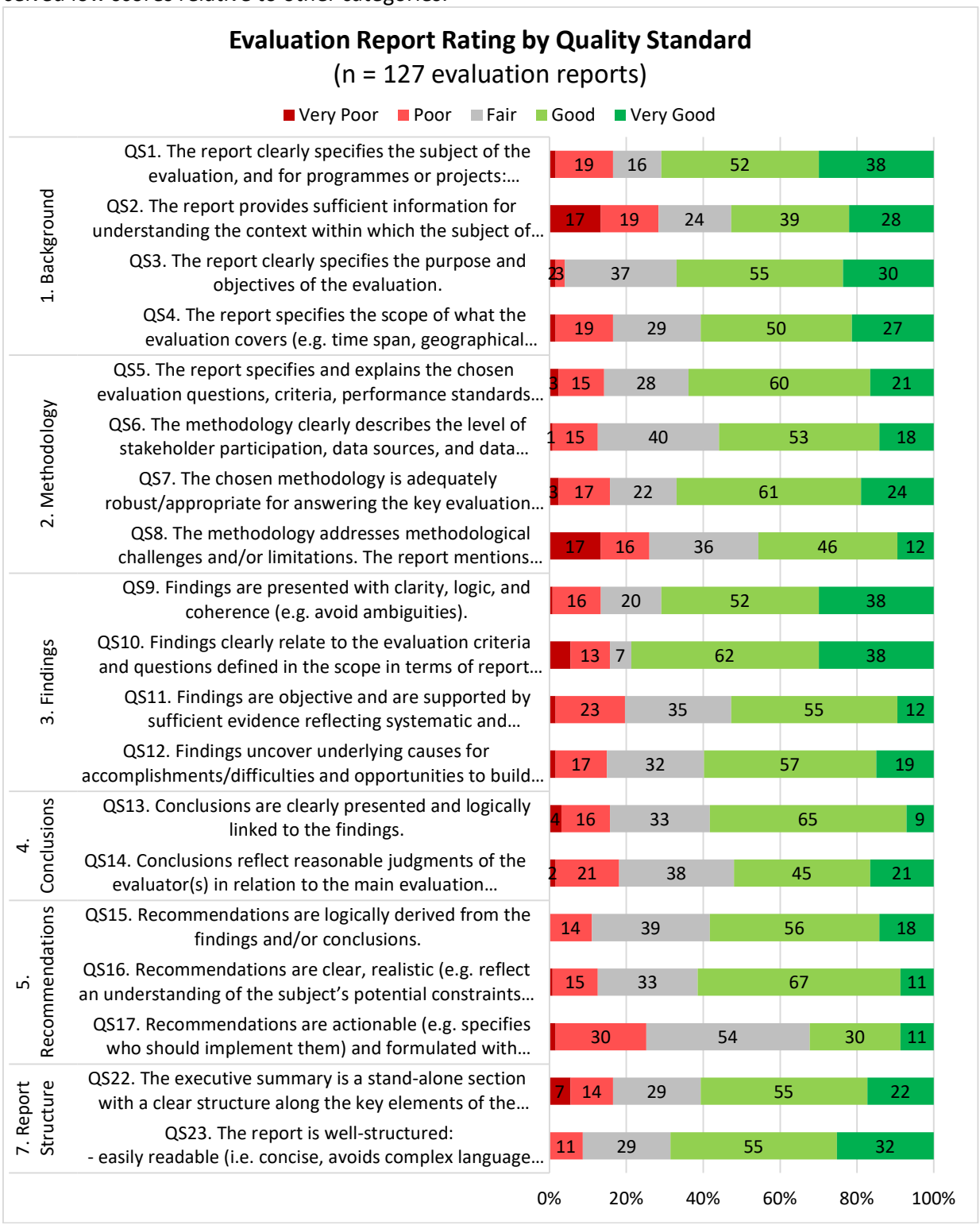
The QA methodology faced several challenges. First, OIOS was not able to achieve a fully representative sample across the total body of evaluation reports as efforts were made to ensure the maximum representation of entities within the sampled reports. This may have affected the overall quality score 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 three reviewers conducted the exercise, and in some rare cases reports of some entities were assessed by different reviewers. To enhance consistency in scoring approaches and mitigate potential bias, OIOS: (i) piloted the QA tool on three 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.

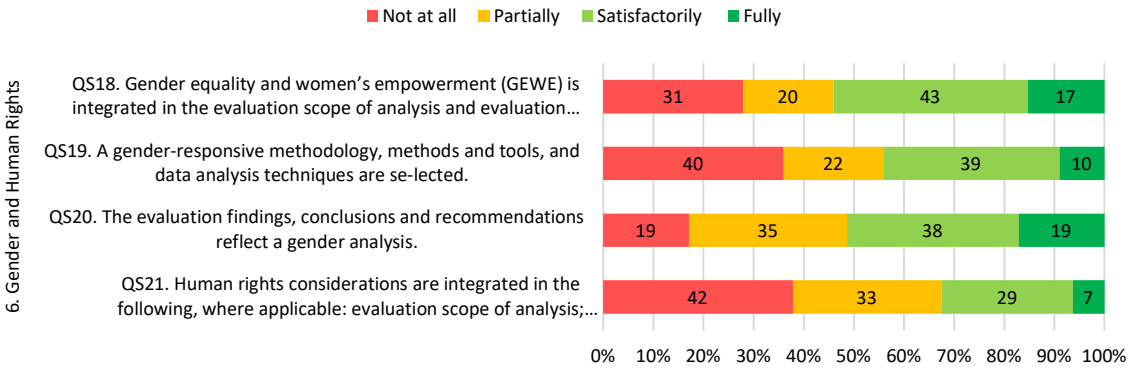
Finally, the QA instrument was created for the purposes of assessing evaluation quality across a diverse range of programmatic and operational contexts of the entities in scope. Its generic nature may therefore not capture the specificity of entity-level QA instruments with criteria tailored to their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

Annex III. Results of evaluation quality assessment

The distribution of scores across the 127 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 Gender and Human Rights Standards
(n = 111 evaluation reports)



Source: OIOS quality assessment of 127 evaluation reports