

Evaluation in the United Nations Secretariat



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BACKGROUND

- General Assembly emphasized the importance “of having independent, credible and useful evaluation functions [...] and encourages the use of these [UNEG] norms and standards in the evaluation function of UN funds, programmes and specialized agencies, as well as in system-wide evaluations of operational activities for development” (A/RES/66/8)
- The biennial report on “Strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives” assesses the overall status of evaluation in the Secretariat



ASSESSMENT OF EVALUATION IN THE SECRETARIAT

- Analyses of evaluation report attributes, quality and key results
- Surveys, interviews and workshops with evaluation focal points to determine processes and practices
- Reviews of evaluation policies and budgets



RESULTS

- Evaluation capacity in the Secretariat remains uneven and inadequate
 - 18 entities have dedicated function; 6 report to entity head

Table 1: Evaluation Units in the Secretariat

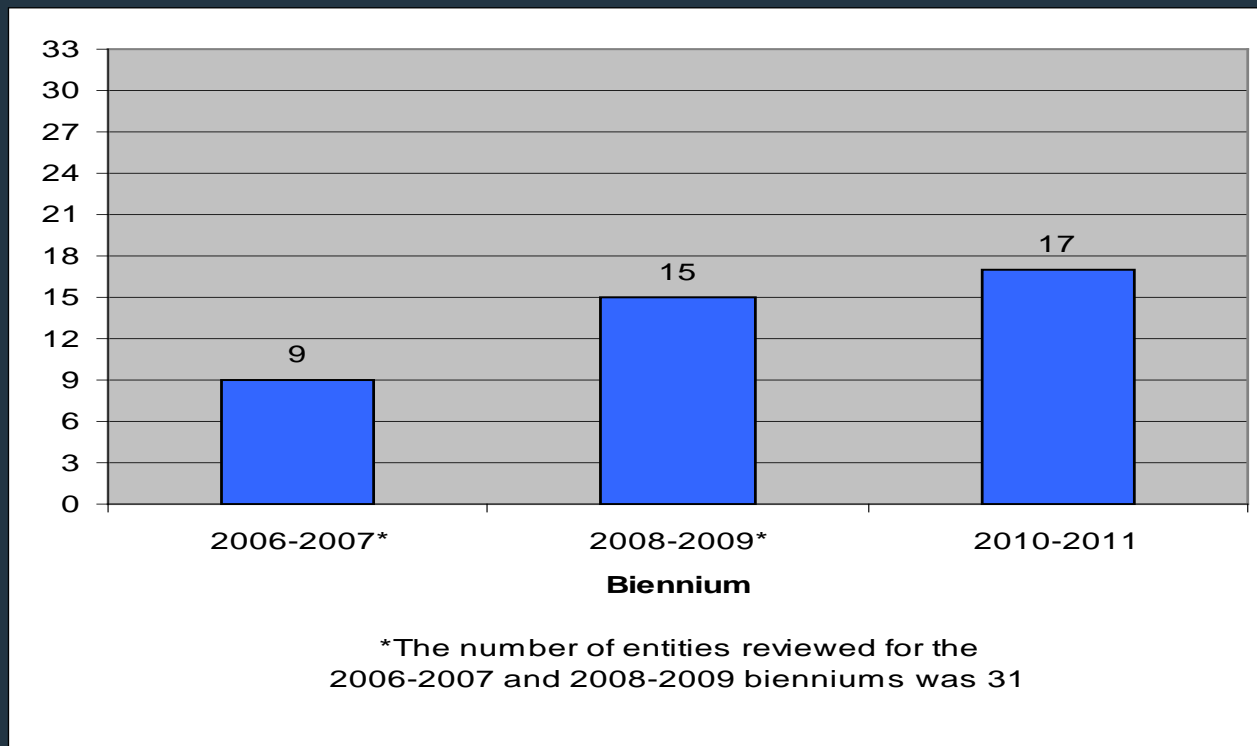
Unit dedicated to evaluation only	Unit dedicated to evaluation and other functions	No unit dedicated to evaluation
DPI	DGACM	DESA
DPKO/DFS*	ECA	DM
UNEP	ECE	DPA
UNODC	ECLAC	DSS
UNRWA	ESCAP	EOSG
UN Women	ESCWA	ODA
	ITC	OHRLLS
	OHCHR	OLA
	UNCTAD	OOSA
	UNHCR	OSAA
	UN-Habitat	UNOG
	OCHA	UNON
		UNOV

Evaluation units highlighted report directly to the programme head

* DPKO and DFS have a shared evaluation unit.



- **17 entities have evaluation policies, and increase from the prior biennium**





- 10 entities allocate 1% or more of their total budget for Monitoring & Evaluation
- There is lack of an evaluation culture
- Evaluation competencies are limited, with 1/3 of staff responsible for evaluation having evaluation experience

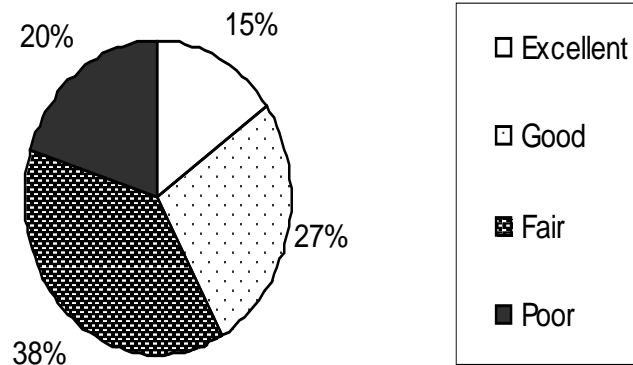


- Overall evaluation productivity and quality in the Secretariat has remained stable, and there is still significant room for improvement to enhance the quality of evaluations conducted
 - Of 298 reports submitted, 153 were evaluations
 - Greater concentration in fewer entities
(5 entities accounted for 77% of all reports)
 - Marginal improvement in quality;
an overall score of 2.48 on a 5 point scale

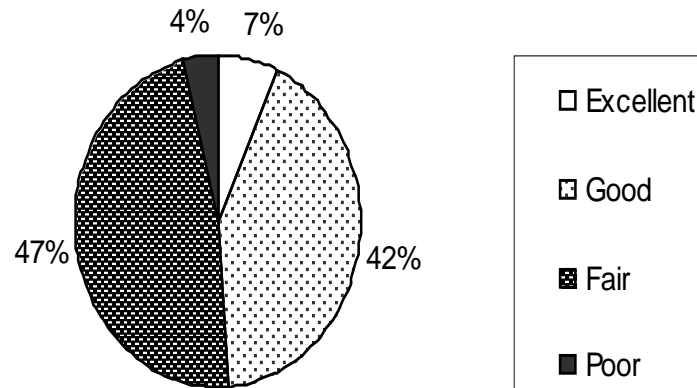


Overall evaluation quality since 2006

**2008-2009
Biennium**



**2010-2011
Biennium**





- Evaluation has not yet reached its full potential with regard to utility
 - 90% of reports focused on outcomes and project implementation
 - 49% of reports were at the project level
 - 50% of reports integrated gender mainstreaming
 - 14 entities have a formal procedure for sharing and disseminating reports



Key results from a sample of Secretariat evaluations

- *Development*
 - Positive influence on policy discussions and decision-making
 - Effective framework for regional cooperation
 - Effective development research
 - Competition from other UN entities and regional organizations
- *Humanitarian affairs*
 - Better defined roles and responsibilities during crises
 - Assistance not provided to all affected populations
 - Poor needs assessments
- *Peace and security*
 - Successful framework for conduct and discipline
 - Slow progress with work force planning
 - Limited communication and collaboration between PK sections
- *Insufficient evaluative evidence on human rights, disarmament and justice, and international law*



CONCLUSION

- Evaluation has yet to become a fully robust and comprehensive function, integral to how a programme works
- Evidence-based evaluation on programme performance must guide how programmes are designed and implemented
- Need for more support and guidance to self-evaluation led by programme managers with the assistance of DM and OIOS