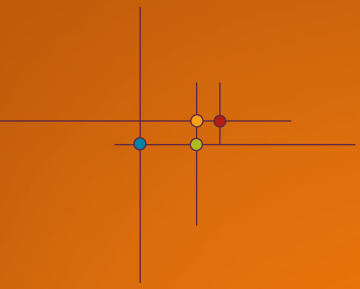
Evaluation Capacity in the UN System

UNEG
United Nations Evaluation Group



Foreword

This publication provides a brief overview of the evaluation units of 43 United Nations (UN) entities that are current members or observers of the United Nations Evaluation Group (UNEG). The 43 snapshot "cards" present the institutional set-up of each UN evaluation unit represented in UNEG and highlight the diverse human and financial resources, and work priorities underpinning evaluation in the UN System. The cards were initially designed for use by stakeholders of the 2012 Quadrennial Comprehensive Policy Review (QCPR) in an effort by UNEG members to systematize and make available information on existing evaluation capacity within the UN System. Other UN entities and member States as well as evaluation partners, including bi-lateral and multi-lateral organizations, and national and regional evaluation associations may also find them a useful reference tool. This is an abridged version of the publication *Evaluation in the UN System* which is forthcoming in 2013.

The cards contain information drawn from the UNEG Fact Sheets and Online Self-Assessments which were completed by UNEG members in 2012 and reflect 2011 data. All information has been further discussed and verified in interviews with the unit heads of the 43 UNEG members and observers represented here. Advice on the design and packaging of information was provided by the UNEG Working Group on Knowledge Management which brings together 16 knowledge management professionals from 12 UNEG member units. The UNEG Secretariat retains overall editorial responsibility for this publication. I would like to thank the Working Group, the UNEG Secretariat and all UNEG members for their efforts to make this publication possible, and hope it contributes to furthering the evaluation function in the UN System.

On behalf of UNEG, I am pleased to present the first edition of *Evaluation Capacity in the UN System* and hope you will find it informative and useful.

Belen Sanz Luque
UNEG Chair

About the United Nations Evaluation Group

The United Nations Evaluation Group (UNEG) is a professional network bringing together the units responsible for evaluation in the UN system including the specialized agencies, funds, programmes and affiliated organizations. UNEG currently has 43 members and three observers. The three entities not represented in this set of 43 cards are the World Trade Organization (UNEG Member), the United Nations Department of Safety and Security (UNEG Member applicant) and the World Bank (UNEG Observer).

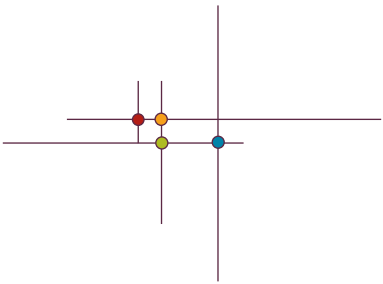
UNEG aims to strengthen the objectivity, effectiveness and visibility of the evaluation function across the UN system and to advocate the importance of evaluation for learning, decision-making and accountability. UNEG provides a forum for members to establish common norms and standards for evaluation; develop methodologies addressing UN concerns; strengthen evaluation functions through peer review and information exchange and establish partnerships with the wider evaluation community.

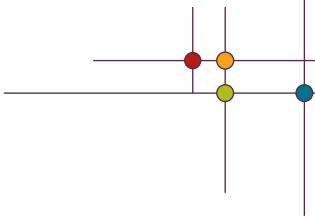
UNEG has an elected Chair and vice-Chair, and is supported by the UNEG Secretariat comprising an Executive Coordinator and dedicated Programme Specialist. UNEG's governance and ways of working are outlined in the *UNEG Principles of Working Together* (2007, revised 2012). UNEG's Working Group on Knowledge Management was created in 2011 to enhance knowledge sharing and communication among UNEG members, observers and other stakeholders.

For further information, please visit our website at www.unevaluation.org.

Table of Contents

UN Secretariat Departments and Offices and Regional Commissions





Department of Economic and Social Affairs (DESA)

UN DESA

SNAPSHOT

Development Cooperation Policy Branch

Institutional set-up

- While the Development Cooperation Policy Branch (DCPB) represents DESA in UNEG, DESA's evaluation function is carried out by several Divisions.
- The unit head reports to the Division Director who reports to the Under-Secretary-General.

Staff

Unit Head

Evaluators

Evaluations conducted or commissioned (2011)

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Professionalizing the evaluation function for UN operational activities for development.
- Conducting thematic evaluations in response to QCPR resolution of 67th session of General Assembly.

About evaluation in DESA

DESA does not have a dedicated evaluation unit. Instead, DESA divisions conduct evaluations according to an evaluation plan that is required of every sub-programme and managed by an evaluation team within the Office of the Under-Secretary-General. DESA issued an evaluation policy in July 2012 which maps out an action plan and implementation guide for DESA's evaluation function. The Development Cooperation Policy Branch (DCPB) acts as DESA's liaison with UNEG.

The DCPB acts as the secretariat for the analytical preparations of the quadrennial comprehensive policy review (QCPR) of UN operational activities for development. The QCPR comprises internal and external policy evaluations on UN system-wide development operations.

Other priorities are RBM, monitoring, training, quality assurance processes, policy/strategy development and programme/ budget development.

Read more: http://www.un.org/en/development/desa/

DESA Evaluation Policy

The DESA Evaluation Policy was published in 2012.

Read more: http://www.unevaluation.org/DESA_evalpolicy2012

United Nations Department of Public Information (DPI)

United Nations

SNAPSHOT

Evaluation and Communications Research Unit

Institutional set-up

- DPI's evaluation function is located in the Evaluation and Communications Research Unit.
- The unit head reports directly to the Under-Secretary General (USG) who is executive head of DPI.

Staff

Unit Head 

Evaluators 

Evaluations conducted or commissioned (2011)

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Conducting high-quality and useful evaluations.
- Increasing the use of evaluations within DPI.

United Nations

About evaluation in DPI

The Evaluation and Communications Research Units conducts evaluations in-house, as a decentralized evaluation function to the UN Secretariat's Office of Internal Oversight Services (OIOS). Recent evaluations include an assessment of broadcast materials and dissemination channels and an evaluation of a communications campaign on Least Developed Countries. The core focus areas for the DPI evaluation function are leading an evaluation team and managing evaluations conducted by external consultants. Other priorities are RBM, monitoring, training, and developing evaluation capacities within DPI.

Read more: http://www.unic.un.org

DPI Evaluation Policy

DPI's Evaluation Policy was first published in 1984 as an internal document. It is being revised in 2012 in light of the *UNEG Norms and Standards* and will be made publically available.

Read more: Evaluation Policy not currently publically available.

Department for Peacekeeping Operations (DPKO)/ Department for Field Support (DFS)

United Nations Peacekeeping

SNAPSHOT

Evaluation Team

Institutional set-up

- The evaluation function of DPKO-DFS is located in the Policy, Evaluation and Training Division (DPET).
- The unit head reports to the Director, DPET who then reports to both Under Secretary Generals of DPKO and DFS.

Staff

Unit Head

Evaluators

Evaluations conducted or commissioned (2011)

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Implementing the annual work programme.
- Leading, conducting and/or organizing internal evaluations.

United Nations Peacekeeping

About evaluation in DPKO and DFS

The DPKO-DFS Evaluation Team is located in the Policy, Evaluation and Training Division (DPET) which is a shared resource for both Departments. The Evaluation Team provides both Departments with an internal evaluation mechanism whose goal is to strengthen the performance of peacekeeping operations worldwide.

The Evaluation Team is responsible for planning DPKO and DFS' internal evaluations; leading, conducting and/or organizing six internal evaluations per year; briefing the Senior Management Team (SMT) on evaluation results; and, providing guidance and support to programme-led evaluations conducted at the Divisional and mission levels.

Read more: http://www.un.org/en/peacekeeping/about/dpko/

DPKO-DFS Evaluation Policy

A DPKO-DFS Evaluation Policy was adopted in 2008 and was revised in 2010.

Read more: Evaluation Policy not publically available.

Office for the Coordination of Humanitarian Affairs (OCHA)

OCHA
United Nations Office for the Coordination of Humanitarian Affairs

SNAPSHOT

Evaluation and **Guidance Section**

Institutional set-up

- The evaluation function of OCHA is co-located in the Office of the Deputy Emergency Relief Coordinator and Assistant Secretary-General for Humanitarian Affairs.
- The unit head reports to the Assistant Secretary-General for Humanitarian Affairs.

Staff

Unit Head 

Evaluators 

Evaluations conducted or commissioned (2011)

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Conducting Inter-Agency Standing Committee Real-Time Evaluations.
- Conducting OCHA internal evaluations.

OCHA
United Nations
Office for the Coordination
of Humanitarian Affairs

About evaluation in OCHA

The evaluation function in OCHA promotes transparency and accountability through the provision of systematic and objective judgments about the relevance, efficiency, effectiveness and impact of humanitarian intervention. Evaluation facilitates systematic reflection, learning and decision-making around issues of enhanced effectiveness and impact in the future. OCHA uses evaluation both as a tool for assessing its own coordination activities and as a direct support to the international humanitarian community through the application of system-wide and joint evaluation processes at the request of the Inter-Agency Standing Committee (IASC), the Emergency Relief Coordinator (ERC) or the United Nations General Assembly.

Read more: http://www.unocha.org/what-we-do/policy/thematic-areas/evaluations-of-humanitarian-response/overview

OCHA Evaluation Policy

OCHA's *Policy Instruction for Evaluations* was published in 2010.

Read more: http://www.unevaluation.org/OCHA_evalpolicy2010

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

UNITED NATIONS
HUMAN RIGHTS
OFFICE OF THE HIGH COMMISSIONER

SNAPSHOT

Policy, Planning, Monitoring and Evaluation Service

Institutional set-up

- The OHCHR evaluation function is part of the Policy, Planning, Monitoring and Evaluation Service (PPMES).
- PPMES is located in the Executive Direction and Management Office and the unit head reports to the OHCHR Deputy High Commissioner.

Staff

Unit Head

Evaluators

Evaluations conducted or commissioned (2011)

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Reviewing and updating the evaluation policy, increasing senior management support for the evaluation function.
- Conducting impact evaluations.

UNITED NATIONS
HUMAN RIGHTS
OFFICE OF THE HIGH COMMISSIONER

About evaluation in OHCHR

The Policy, Planning, Monitoring and Evaluation Service (PPMES) works to support the development of a culture of results within OHCHR. It supports all parts of the Office, and the Senior Management Team and the Programme and Budget Review Board in particular, in facilitating the development of office-wide policies and programmes. It also ensures that programme implementation and results are effectively monitored and evaluated thereby providing an effective feedback loop to incorporate lessons learned into future programme design and implementation.

In the area of evaluation, the core tasks of PPMES include overseeing the process and quality of decentralized evaluations, managing evaluations conducted by external consultants, supporting management response, and monitoring and reporting on the implementation of evaluation recommendations.

Read more: http://www.ohchr.org

OHCHR Evaluation Policy

The OHCHR evaluation policy was adopted in 2006 and is currently being revised.

Read more: Evaluation Policy not publically available.

United Nations Secretariat

OIOS

SNAPSHOT

Office of Internal Oversight Services

Institutional set-up

- The Inspection and Evaluation Division (IED) in the UN Office of Internal Oversight Services (OIOS) is responsible for the evaluation function of the United Nations Secretariat.
- The unit head reports to the Under-Secretary-General for Internal Oversight Services.

Staff

Unit Head 

Evaluators 

Evaluations conducted or commissioned (2011)

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Improving the Risk Assessment Methodology to identify the most pressing and strategically relevant topics for evaluation.
- Improving the Quality Assurance System to enhance the quality of IED evaluations.

About evaluation in the UN Secretariat

OIOS is made up of the Inspection and Evaluation Division (IED), the Internal Audit Division and the Investigations Division. IED undertakes inspections and evaluations on behalf of the Secretary-General and member States in support of inter-governmental bodies and programme units within the UN Secretariat. More specifically, IED focuses on assessing Secretariat programmes for their relevance, efficiency, effectiveness and impact.

The Division has close ties with, and is mandated to provide methodological guidance for the evaluation functions of UN Secretariat programmes. IED's focus areas cover the work programme of the entire UN Secretariat: peace and security, sustainable development, human rights and humanitarian work, and UN Secretariat management and support services.

Read more: http://www.un.org/Depts/oios/pages/about_us.html

OIOS Evaluation Policy

The OIOS Evaluation Policy is set out in the Secretary General's bulletin *Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation* (2000).

Read more: http://www.unevaluation.org/UNOIOS_evalpolicy2000

United Nations Economic Commission for Africa (ECA)

United Nations

SNAPSHOT

Programme Planning and Monitoring and Evaluation Section

Institutional set-up

- The ECA evaluation function is combined with the monitoring function and located within the Office of Strategic Planning and Programme Management (OPM).
- The unit head reports to the Director of OPM who is directly accountable to the Executive Secretary of ECA.

Staff

Unit Head 

Evaluators 

Evaluations conducted or commissioned (2011)

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Conducting evaluations of ECA's flagship publications and developing detailed evaluation guidelines (handbook).
- Strengthening the culture of results and evaluations at ECA through trainings, workshops and seminars.

United Nations

About evaluation in ECA

Evaluation in ECA takes place at programme, sub-programme and project levels. ECA distinguishes between two categories of evaluation - external and internal. External evaluations are managed and conducted by external entities, such as JIU or OIOS. They demonstrate accountability to donors, Member States and other external stakeholders. Internal evaluations are managed by ECA and may be conducted by internal staff and/ or external consultants.

The core tasks of the ECA evaluation function include: (i) preparing annual evaluation plans; (ii) drafting and reviewing terms of reference and evaluation designs; (iii) carrying out evaluations and self-assessments; (iv) reviewing evaluation reports drafted by consultants; (v) providing guidance to consultants; and (vi) follow-up and reporting on the implementation of recommendations. Other tasks include: RBM; monitoring; training; developing evaluation capacities (in-ECA); quality assurance processes; policy/strategy development; and programme/ budget development.

Read more: http://new.uneca.org

ECA Evaluation Policy

The ECA Evaluation Policy *United Nations Economic Commission for Africa Results-Based Management Policy Note* was published in 2008 and revised in 2012.

Read more: http://www.unevaluation.org/ECA_evalpolicy2012

United Nations Economic Commission for Europe (UNECE)

SNAPSHOT

Programme Management Unit

Institutional set-up

- The evaluation function of UNECE is located in the Programme Management Unit (PMU), in the Office of the Executive Secretary.
- The unit head reports directly to the Executive Secretary.

Staff

Unit Head 

Evaluators 

Evaluations conducted or commissioned (2011)

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Strengthening UNECE's Evaluation Policy, to fully reflect the *UNEG Norms and Standards for Evaluation in the UN System*.
- Standardizing evaluation practice and tools, and quality assurance of evaluation reports.

About evaluation in UNECE

The evaluation function of UNECE is intended to "strengthen accountability towards its stakeholders, notably Member States and donors of extra budgetary resources", while ensuring that lessons learned feed into planning for future activities. As part of the UN Secretariat, UNECE is guided by the rules and regulations of the UN General Assembly for programme planning, monitoring and evaluation.

UNECE conducts: internal mandatory evaluations (programme performance reports [PPR], self-evaluations); biennial evaluations of sub-programme performance at cluster-level; project evaluations (UN Development Account and extra budgetary projects); and external evaluations (mandatory evaluations).

In addition, PMU supports UNECE's sub-programmes reporting on programme performance; the preparation of programmatic submissions to Sectoral Committees; and maintains rigour in self-evaluation processes through quality assurance and technical advice. PMU is also mandated to provide support to UNECE-wide evaluation knowledge sharing among staff.

Read more: http://www.unece.org/

UNECE Evaluation Policy

The UNECE Evaluation Policy was published in 2010.

Read more: http://www.unevaluation.org/UNECE_evalpolicy2010

United Nations Economic Commission for Latin America and the Caribbean (ECLAC)

UNITED NATIONS

ECLAC

SNAPSHOT

Programme Planning and Evaluation Unit

Institutional set-up

- ECLAC's Programme Planning and Evaluation Unit is part of the Programme Planning and Operations Division.
- The unit head reports to the Director of Programme Plannning and Operations who reports to the Deputy Chief Executive.

Staff

Unit Head 

Evaluators 

Evaluations conducted or commissioned (2011)

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Strengthening monitoring for evaluation.
- Enhancing evaluation capacity development.

UNITED NATIONS

ECLAC

About evaluation in ECLAC

ECLAC's Programme Planning and Evaluation Unit is guided by the 2009 *ECLAC Guidelines – Preparing and Conducting Evaluations* that firmly embed the unit's work in the overall evaluation architecture of the UN Secretariat. An updated policy will become available in 2013.

Evaluation in ECLAC is an important accountability tool which allows reporting on activities to other UN entities, stakeholders and donors. Evaluation contributes to the credibility and legitimacy of ECLAC´s participation in the economic and social development process of the region. Currently, ECLAC is considering ways of enhancing its evaluation capacities by improving its own working methods and processes. One additional female evaluator will join the three-person unit in 2012.

Current focus areas of the unit include: quality-assuring mandatory internal evaluations and support self-assessments; conducting (sub-) programme evaluations; monitoring the implementation of evaluation recommendations; and knowledge management for evaluation.

Read more: www.eclac.cl/evaluacion-monitoreo/

ECLAC Evaluation Policy

The *ECLAC Guidelines – Preparing and Conducting Evaluations* was published in 2009. An updated policy will be available in 2013.

Read more: http://www.unevaluation.org/ECLAC_evalpolicy2009

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

SNAPSHOT

Evaluation Unit

Institutional set-up

- The ESCAP Evaluation Unit is located in the Programme Planning and Partnerships Division.
- The unit head reports to the Chief, Programme Planning and Partnerships Division.

Staff

Unit Head

Evaluators

Evaluations conducted or commissioned (2011)

Evaluation expenditure[1]

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Strengthening the quality of evaluations through capacity building and quality assurance support.
- Increasing the use of evaluations findings through knowledge management and sharing.

[1] An additional USD 150,000 was spent on six evaluations commissioned by sub-programme units.

About evaluation in ESCAP

The ESCAP evaluation function is guided by the Secretary General's bulletin (ST/SGB/2000/8) and the ESCAP Monitoring and Evaluation (M&E) System launched in 2007 and updated in 2010.

There are two categories of evaluation in ESCAP. External evaluations are those managed and conducted by external entities, including JIU and OIOS. Internal evaluations are those managed by ESCAP staff and which can be requested by the Commission or planned by the ESCAP Secretariat and are either mandatory or discretionary.

The core tasks of the Evaluation Unit include overseeing the process and quality of decentralized evaluations; managing sub-programme/thematic/strategic evaluations conducted by external consultants; coordinating the formulation of management response and follow-up actions to evaluation findings and recommendations; and facilitating the use and dissemination of evaluation findings and lessons learned. Other tasks include developing evaluation and RBM capacities in ESCAP and advising on evaluation strategies, norms and standards.

Read more: www.http://www.unescap.org/partners/monitoring-and-evaluation

ESCAP Evaluation Policy

The ESCAP Evaluation Policy was published in 2007 and updated in 2010.

Read more: http://www.unevaluation.org/ESCAP_evalpolicy2010

United Nations Economic and Social Commission for Western Asia (ESCWA)

SNAPSHOT

Strategic Directions & Partnerships Section

Institutional set-up

- The evaluation function is co-located with ESCWA's resource mobilization unit, and housed in the Strategic Planning and Partnerships Division.
- The unit head reports directly to ESCWA's Executive Secretary.

Staff

Unit Head

Evaluators

Evaluations conducted or commissioned (2011)

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Assessing ESCWA's performance against its strategic framework.
- Facilitating the incorporation of lessons learned into planning processes.

About evaluation in ESCWA

Evaluation in ESCWA promotes a culture of innovation and adaptation to a changing regional environment by ensuring that its work and resources have a positive impact on the populations of member countries.

ESCWA's evaluation work is centered around the three core components of accountability, credibility and continuous learning. Evaluations include in-house assessments to assess the conduct of intergovernmental meetings and Expert Group meetings organized by ESCWA and external evaluations of sub-programmes and Development Account projects carried out by independent external evaluators. Other tasks include: RBM; monitoring; training; developing evaluation capacities (in-ESCWA); policy/strategy development; and programme/budget development.

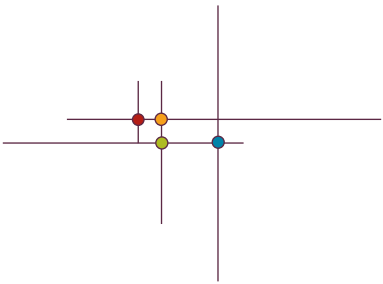
Read more: http://www.escwa.un.org/divisions/pptcdpp.asp?division=pptcd&id=3&teams=What%20We%20Do&text=Programme%20Planning

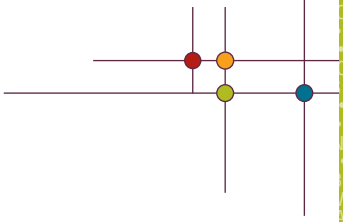
ESCWA Evaluation Policy

The ESCWA Evaluation Policy was published in 2010 and revised in 2012.

Read more: http://www.unevaluation.org/ESCWA_evalpolicy2012

UN Programmes and Funds established by the General Assembly





Joint United Nations Programme on HIV/AIDS (UNAIDS)

UNAIDS

SNAPSHOT

Evaluation Unit

Institutional set-up

- The Evaluation Unit was newly created in 2012 and is located in the Economic, Evaluation and Programme Effectiveness Unit.
- The unit head reports to the Director of Evidence, Innovation and Policy.

Staff

Unit Head

Evaluators

Evaluations conducted or commissioned (2011)[1]

None.

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Not reported.

Priorities

- Realizing the potential of the newly formed Monitoring and Evaluation Reference Group (MERG), a global agenda setting body.
- Implementing evaluations in six high priority countries.

[1] A host of project evaluations were commissioned in 2011 by UNAIDS' 56 decentralized evaluation staff (20 female and 36 male).

UNAIDS

About evaluation in UNAIDS

The UNAIDS Unified Budget, Results and Accountability Framework (UBRAF) is the Joint Programme's instrument aiming to maximize the coherence, coordination and impact of the UN's response to AIDS. The UBRAF has three components including a *Performance Monitoring and Evaluation Framework* designed to support results-based management, to promote transparency, strengthen accountability, improve reporting and reflect synergistic links between collective and individual levels of effort. The framework assesses outcomes of UNAIDS' efforts, promotes cohesiveness in tracking and reporting, and facilitates access to information on progress across UNAIDS. It also generates information for evidence-based decision-making across the cosponsored Programme and improves organizational learning.

UNAID's three streams of evaluation work are: independent external evaluations mandated by the Programme Coordinating Board; evaluation of the UBRAF; and support to global level evaluations and country-led evaluations through a global monitoring and evaluation reference group and UNAIDS country presence.

Read more: http://www.unaids.org

UNAIDS Evaluation Policy

The UNAIDS UBRAF *Performance Monitoring and Evaluation Framework* was published in 2011.

Read more: http://www.unevaluation.org/UNAIDS_URBAF_evalframework2011

United Nations Conference on
Trade and Development (UNCTAD)

SNAPSHOT

Evaluation and Monitoring Unit

Institutional set-up

- The evaluation function of UNCTAD is located in the Office of the UNCTAD Secretary General.
- The unit head reports to the Secretary General through the Assistant Secretary General.

Staff

Unit Head 

Evaluators 

Evaluations conducted or commissioned (2011)

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Promoting a culture of monitoring and evaluation.
- Strengthening internal capacities for monitoring and evaluation.

UNITED NATIONS
UNCTAD

About evaluation in UNCTAD

The Evaluation and Monitoring Unit (EMU) is an oversight function that serves to both ensure and enhance the quality and resonance of UNCTAD's programmes and projects. EMU is mandated to conduct an annual in-depth evaluation of a programme of work that is considered by its governing body; organize and oversee programme and project evaluations; and participate in joint evaluations among others.

EMU focuses on managing evaluations conducted by external consultants; conducting evaluations; RBM; programme monitoring, capacity development within the organization on monitoring and evaluation; quality assurance; and programme and budget development.

Read more: http://unctad.org/en/Pages/About UNCTAD/Evaluation at UNCTAD/Evaluation-at-UNCTAD.aspx

UNCTAD Evaluation Policy

The UNCTAD Evaluation Policy was published in 2011.

Read more: http://www.unevaluation.org/UNCTAD_evalpolicy2011

International
Trade Centre (ITC)

International Trade Centre

SNAPSHOT

Evaluation and Monitoring Unit

Institutional set-up

- The Evaluation and Monitoring Unit (EMU) is housed in the Office of the Executive Director.
- The unit head maintains overall supervisory responsibility of the EMU.

Staff

Unit Head

Evaluations conducted or commissioned (2011)

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Not reported.

Priorities

- Building evaluation function infrastructure and creating an effective updated ITC evaluation policy.
- Ensuring all evaluation recommendations are implemented and lead to change.

International Trade Centre

About evaluation in ITC

EMU is responsible for managing the evaluation process, ensuring quality assurance, developing good practice standards and approaches for evaluation management, and maintaining a publicly accessible repository of evaluations. EMU conducts three main types of evaluations: self-evaluations, independent evaluations and ITC Clients' Survey.

Read more: http://www.intracen.org/about/impact/evaluation-and-monitoring/

ITC Evaluation Policy

The ITC Evaluation Policy was adopted in 2008.

Read more: http://www.unevaluation.org/ITC_evalpolicy2008

United Nations
Development Programme (UNDP)

SNAPSHOT

Evaluation Office

Empowered lives.
Resilient nations.

Institutional set-up

- The Evaluation Office of UNDP (EO) is independently located from the management and operational structure in UNDP.
- The unit head reports directly to the UNDP's Executive Board on evaluations and to the Administrator on administrative matters.

Staff

Unit Head 

Evaluators 

Evaluations conducted or commissioned (2011)[1]

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Conducting credible strategic evaluations and engaging with global evaluation platforms.
- Promoting national evaluation capacity development as an endogenous process.

[1] 248 decentralized evaluations were commissioned in 2011 by UNDP's 62 decentralized evaluation staff (27 female and 35 male).

Empowered lives.
Resilient nations.

About evaluation in UNDP

The Evaluation Office of UNDP (EO) supports the organization in its efforts towards full accountability, contributes to informed decision-making by the Executive Board and UNDP's senior management, and promotes management for development results by the organization on the whole. In addition, EO strives to enhance the evaluation function across the UN system by engaging with a variety of partners in the evaluation and development communities.

EO conducts independent evaluations of corporate, global, regional and country programme outcomes identified in the UNDP strategic plan and approved by the Executive Board. EO staff manage and lead these evaluations themselves. In addition, UNDP programme units in the countries and regions commission evaluations to external experts.

Read more: http://www.undp.org/eo

UNDP Evaluation Policy

The UNDP Evaluation Policy was updated and published in 2011.

Read more: http://www.unevaluation.org/UNDP_evalpolicy2011

United Nations Capital Development Fund (UNCDF)

SNAPSHOT

Evaluation Unit

Institutional set-up

- The Evaluation Unit (EU) is part of the UNCDF Performance Cluster, alongside the Knowledge, Policy and Advocacy Unit and the Management Support Unit.
- The unit head reports directly to the Executive Secretary.

Staff

Unit Head 

Evaluators 

Evaluations conducted or commissioned (2011)[1]

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Maintaining an active and up-to-date evaluation function in support of learning and accountability objectives.
- Supporting colleagues in applying evaluation principles throughout the project cycle.

[1] Five country based project evaluations were conducted by decentralized evaluation staff (two female staff members working part time under the supervision of the Evaluation Unit).

About evaluation in UNCDF

Evaluations in UNCDF are managed both centrally and at regional office level.

Priority tasks for the EU include managing an active evaluation function aimed at meeting both learning and accountability objectives, as well as supporting programme colleagues to embed evaluation principles throughout the project cycle, for example at project design and at key stages of project implementation. Other focus areas include ensuring appropriate follow-up to evaluations through the management response system, contributing to policy and strategy development and increasing the type and rigor of external evaluations through regular updating of evaluation tools and approaches.

Read more: http://www.undcf.org/evaluation

UNCDF Evaluation Policy

Evaluation in UNCDF is covered in chapter VI of the UNDP Evaluation Policy which was revised in 2011.

Read more: http://www.unevaluation.org/UNCDF_evalpolicy2011

United Nations Volunteers
(UNV) programme

UN Volunteers
inspiration in action

SNAPSHOT

Evaluation Unit

Institutional set-up

- The UNV Evaluation Unit is part of the Office of the UNV Executive Coordinator and is located outside UNV operations and programmes.
- The unit head reports directly to the Executive Coordinator.

Staff

Unit Head 

Evaluators 

Evaluations conducted or commissioned (2011)[1]

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Developing UNV's evaluation capacity.
- Conducting the evaluation of UNV's marking of the 10th anniversary of the International Year of Volunteerism (IYV+10).

[1] Seven decentralized evaluations were conducted in 2011 and were paid for by decentralized funds.

UN Volunteers
inspiration in action

About evaluation in UNV

The Evaluation Unit conducts strategic and thematic evaluations, and provides advice and oversight over programme and project evaluations. The Evaluation Unit is primarily responsible for overseeing the process and the quality of decentralized evaluations; planning and managing corporate-level evaluations; monitoring and and follow-up to evaluation recommendations (management responses); disseminating evaluation knowledge; conducting evaluation capacity development. Other tasks include: RBM; monitoring & evaluation training (designing, facilitating or conducting courses); contributing to corporate reporting processes; and building strategic alliances with the evaluation community.

Read more: http://www.unv.org

UNV Evaluation Policy

The UNV Evaluation Unit operates under the UNDP Evaluation Policy adopted in 2011, and related guidelines (Programme and Operations Policies and Procedures, POPP).

Read more: http://www.unevaluation.org/UNV_evalpolicy2011

United Nations Environment Programme (UNEP)

UNEP
United Nations Environment Programme

SNAPSHOT

Evaluation Office

Institutional set-up

- The Evaluation Office is located in the Executive Office of the UNEP Secretariat.
- The unit head reports to the UNEP Executive Director.

Staff

Unit Head 

Evaluators 

Evaluations conducted or commissioned (2011)

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Managing evaluations conducted by external consultants.
- Conducting higher level and more strategic evaluations and training.

UNEP
United Nations Environment Programme

About evaluation in UNEP

Evaluation in UNEP serves two organizational objectives: i) enabling management to improve programmatic planning, implementation results, monitoring and reporting, and ii) providing substantive accountability to UNEP's Governing Council, donors and the general public. The Evaluation Office is responsible for conducting evaluations of sub-programmes and projects, as well as thematic evaluation and management of studies within the organization. Evaluation types include: project level evaluations, quality of project supervision reviews, sub-programme evaluations, impact evaluations, management studies, meta-evaluation, synthesis and special studies.

The UNEP Evaluation Office manages evaluations conducted by external consultants. Evaluation staff are also involved in conducting higher level and more strategic evaluations. Training is also a priority.

Read more: http://www.unep.org/eou

UNEP Evaluation Policy

The UNEP Evaluation Policy was published in 2009.

Read more: http://www.unevaluation.org/UNEP_evalpolicy2009

United Nations
Population Fund (UNFPA)

SNAPSHOT

Evaluation Branch

Institutional set-up

- The Evaluation Branch is part of the UNFPA Division for Oversight Services (DOS).
- The unit head reports to the Director of DOS.

Staff

Unit Head 

Evaluators 

Evaluations conducted or commissioned (2011)[1]

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Conducting independent thematic, programme and country programme evaluations.
- Providing methodological guidance and quality assurance.

[1] Twenty nine Country Programme Evaluations and several project and thematic evaluations were commissioned by decentralized units in 2011. UNFPA has five regional M&E advisors (one female and four male) and 129 M&E Officers or focal points in Country Offices.

About evaluation in UNFPA

The Evaluation Branch is part of the Division for Oversight Services (DOS) working to improve accountability of UNFPA's contribution to development results. In collaboration with monitoring and evaluation (M&E) officers at country and regional levels, as well as with the Programme Division, the Evaluation Branch aims to promote an organization-wide culture of evaluation and learning.

Focus areas of the Evaluation Branch include: the conduct of independent thematic evaluations and country programme evaluations; methodological support to decentralized units for the conduct of country programme evaluations (methodology, trainings); and providing assurance on the quality of decentralized evaluation reports.

Read more: http://www.unfpa.org/public/home/about/Evaluation

UNFPA Evaluation Policy

The UNFPA Evaluation Policy was adopted in 2009 and is currently under revision.

Read more: http://www.unevaluation.org/UNFPA_evalpolicy2009

United Nations
Human Settlements
Programme (UN-Habitat)

UN-HABITAT

SNAPSHOT

Evaluation Unit

Institutional set-up

- The independent Evaluation Unit was established in 2012.
- The Evaluation Unit is located in the office of the Executive Director, to whom the unit head reports.

Staff

Unit Head 

Evaluators 

Evaluations conducted or commissioned (2011)

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Evaluation capacity development – building skills for use of evaluation in UN-Habitat.
- Developing online tools for communicating evaluation findings and evaluation follow-up mechanisms.

UN HABITAT

About evaluation in UN-Habitat

Until January 2012, the evaluation function of UN-Habitat was coordinated by the Monitoring and Evaluation Unit (MEU). As part of UN-Habitat's organizational reform, the evaluation and monitoring functions have been separated and an independent Evaluation Unit established. To further enhance the evaluation function and ensure the independence, credibility and utility of UN-Habitat's evaluations, a new evaluation policy was published in October 2012.

The Evaluation Unit is responsible for conducting centralized evaluations; preparing and updating evaluation guidelines and methodologies; ensuring that the biennial evaluation plan for centralized evaluations is developed as part of the organization's planning and budget cycle; monitoring and reporting on the evaluation function to management and governing bodies; keeping senior management informed of emerging evaluation-related issues; and ensuring all evaluation reports are publically accessible.

UN-Habitat programme managers are responsible for commissioning and managing decentralized evaluations.

Read more: http://www.unhabitat.org/categories.asp?catid=516

UN-Habitat Evaluation Policy

The UN-Habitat Evaluation Policy was published in 2012.

Read more: http://www.unevaluation.org/UN-Habitat_evalpolicy2012.

Office of the United Nations
High Commissioner
for Refugees (UNHCR)

UNHCR
The UN Refugee Agency

SNAPSHOT

Policy Development and Evaluation Service

Institutional set-up

- The Policy Development and Evaluation Service (PDES) is housed in the High Commissioner's Executive Office.
- The unit head reports to the High Commissioner (on policy matters) and the Deputy High Commissioner (on evaluation matters).

Staff

Unit Head 

Evaluators 

Evaluations conducted or commissioned (2011)

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Enhancing the level of evaluation expertise within the unit.
- Improving monitoring of evaluation impact.

UNHCR
The UN Refugee Agency

About evaluation in UNHCR

UNHCR's Policy Development and Evaluation Service (PDES) is committed to the systematic analysis and assessment of UNHCR policies, programmes, projects, practices and partnerships. PDES is housed in the High Commissioner's Executive Office and work is carried out in accordance with the UNHCR Evaluation Policy adopted in 2010 which commits UNHCR to the *UNEG Norms and Standards for Evaluation in the UN System*.

In addition to policy development and evaluation activities, PDES promotes research on refugee, humanitarian and migration issues and encourages an active exchange of ideas and information between humanitarian practitioners, policymakers and the academic community.

Read more: http://www.unhcr.org

UNHCR Evaluation Policy

The UNHCR Evaluation Policy was adopted in 2010.

Read more: http://www.unevaluation.org/UNHCR_evalpolicy2010

United Nations
Children's Fund (UNICEF)

unicef

SNAPSHOT

Evaluation Office

Institutional set-up

- The UNICEF Evaluation Office (EO) is independent of operations and programme in UNICEF.
- The unit head reports to the Deputy Executive Director for Management.

Staff

Unit Head 

Evaluators 

Evaluations conducted or commissioned (2011)[1]

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Delivering useful, timely and high-quality evaluations across UNICEF and ensuring their effective utilization.
- National evaluation capacity development.

[1] Eighty-one decentralized evaluations were conducted in 2011. That year, UNICEF had 202 decentralized evaluation staff (94 female and 108 male).

About evaluation in UNICEF

Evaluation in UNICEF provides timely, objective and focused information on the various activities undertaken by UNICEF to improve the well-being of children and women. Assessments of impact, effectiveness, efficiency and relevance support transparency, accountability and learning, and provide reliable evidence for decision-making and advocacy.

Various types of evaluation are carried out across UNICEF including project, country programme, regional programme, strategic, performance and global thematic evaluations. UNICEF also engages in joint evaluation activities.

EO serves as steward of the evaluation function, including the development of evaluation policy, strategy and systems, and manages evaluation quality assurance processes. It also commissions major global thematic evaluations conducted mainly by evaluation consultants, and undertakes capacity development within and outside the organization, including the design and conduct of training courses.

Read more: http://www.unicef.org/evaluation

UNICEF Evaluation Policy

The UNICEF Evaluation Policy was published in 2008.

Read more: http://www.unevaluation.org/UNICEF_evalpolicy2008

United Nations Office on Drugs and Crime (UNODC)

UNODC
United Nations Office on Drugs and Crime

SNAPSHOT

Independent Evaluation Unit

Institutional set-up

- The Independent Evaluation Unit (IEU) is located independently from the management structure under the Office of the Executive Director.
- The unit head reports to the UNODC Executive Director and to Member States.

Staff

Unit Head 

Evaluators 

Evaluations conducted or commissioned (2011)

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Conducting utilization-focused evaluations.
- Improving quality assurance.

UNODC
United Nations Office on Drugs and Crime

About evaluation in UNODC

IEU is responsible for evaluation in UNODC. The types of evaluations managed by the IEU include In-Depth Evaluations and Independent Project Evaluations conducted by independent external evaluators. The unit also supports Participatory Self-Evaluations, coordinated through project managers.

IEU's current focus areas include developing normative tools, providing quality assurance for Independent Project Evaluations and Participatory Self-Evaluations, managing and participating in In-Depth Evaluations conducted by external consultants, as well as developing an evaluation culture through the design of training and capacity development initiatives within the organization.

In 2012, IEU began decentralizing its evaluation function with the establishment of a network of Evaluation Focal Points and the deployment of Evaluation Officers in the field.

Read more: http://www.unodc.org/unodc/en/evaluation/index.html

UNODC Evaluation Policy

The UNODC Evaluation Policy was first adopted in 2004. It was updated in 2007 in light of the *UNEG Norms and Standards for Evaluation in the UN System*.

Read more: http://www.unevaluation.org/UNODC_evalpolicy2007

United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)

SNAPSHOT

Evaluation Division

Institutional set-up

- The UNRWA Evaluation Division has been part of the Department of Internal Oversight Services since 2010.
- The unit head reports to the Director of the Department of Internal Oversight Services, who in turn reports to the Commissioner General.

Staff

Unit Head

Evaluators

Evaluations conducted or commissioned (2011)[1]

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Participating in mixed team evaluations together with external evaluators.
- Further developing the evaluation function including an evaluation architecture.

[1] Thirty decentralized evaluations were conducted in 2011.

About evaluation in UNRWA

UNRWA's Evaluation Division was transferred to the Department of Internal Oversight Services in 2010. Since then, the evaluation function has made some progress in promoting a culture of evaluation by providing well-managed evaluations to senior management and establishing a recommendation follow-up system.

The UNRWA evaluation function continues to grow in 2012 with the recruitment of two additional male staff members and the establishment of a clear evaluation architecture, encapsulating the 15 UNRWA staff members at decentralized level who have part-time evaluation responsibility among other duties.

Read more: http://www.unrwa.org

UNRWA Evaluation Policy

The UNRWA Monitoring and Evaluation Policy was established in 2008 and is being updated to reflect organizational changes.

Read more: Evaluation Policy not publically available.

United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)

UN WOMEN
United Nations Entity for Gender Equality and the Empowerment of Women

SNAPSHOT

Evaluation Office

Institutional set-up

- The Evaluation Office (EO) in UN-Women is located outside operations and programme.
- The unit head reports directly to the UN-Women Executive Director.

Staff

Unit Head 

Evaluators 

Evaluations conducted or commissioned (2011)[1]

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Conducting independent corporate strategic evaluations.
- Developing guidelines and methodologies to mainstream gender equality and human rights perspectives and approaches in the evaluation practice.

[1] Fifteen decentralized evaluations were conducted in 2011. Of the seven evaluators, two females and one male are based in Sub-Regional Offices.

UN WOMEN
United Nations Entity for Gender Equality and the Empowerment of Women

About evaluation in UN-Women

Evaluation in UN-Women serves three main and equally important purposes. It is a means to demonstrate accountability to stakeholders. It provides credible and reliable evidence for decision-making on Gender Equality and Women's Empowerment (GEWE). It contributes important lessons from normative, operational and coordination work on GEWE to the existing knowledge base.

UN-Women undertakes two main types of evaluations: independent corporate strategic evaluations, with the support of external evaluators, which assess issues of corporate strategic significance; and external decentralized evaluations, conducted by independent external evaluators but managed by Programmatic Offices. These assess issues of significance at the programmatic level and of development results, and are key inputs to the corporate strategic evaluations. EO also develops guidelines and methodologies for mainstream gender equality and human rights perspectives and approaches in the evaluation practices. It also puts in place corporate evaluation systems.

Read more: http://www.unwomen.org/about-us/evaluation

UN-Women Evaluation Policy

A new UN-Women Evaluation Policy is being drafted for approval by the Executive Board and will be operational as of January 1, 2013.

Read more: http://www.unwomen.org/publications/evaluation-policy/

World Food Programme (WFP)

SNAPSHOT

Office of Evaluation

Institutional set-up

- The Office of Evaluation (OE) is independent of WFP management functions.
- The unit head reports to the Executive Director of WFP.

Staff

Unit Head 

Evaluators 

Evaluations conducted or commissioned (2011)

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Conducting strategic evaluations related to WFP's strategic plan and improving evaluation coverage.
- Putting evaluation into use by preparing evaluation syntheses and other knowledge management tools.

About evaluation in WFP

The WFP OE is mandated to conduct evaluations to provide *accountability* for performance and results and *learning* to inform policy discussions and strategic choices of decision-makers, including the Board, WFP senior and operation management, and other stakeholders.

OE conducts strategic, policy, country programme, impact and operations evaluations, and prepares an Annual Evaluation Report which synthesizes evaluation findings from the year. The evaluation policy also refers to joint, decentralized, and self-evaluations.

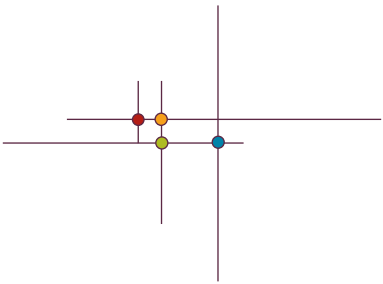
Read more: http://www.wfp.org/about/evaluation

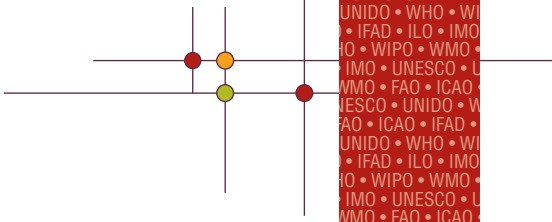
WFP Evaluation Policy

The WFP Evaluation Policy was first published in 2003 and was updated in 2008, after an independent peer review.

Read more: http://www.unevaluation.org/WFP_evalpolicy2008

UN Specialized Agencies working through the Economic and Social Council





Food and Agriculture Organization (FAO)

SNAPSHOT

Office of Evaluation

Institutional set-up

- The Office of Evaluation is independent and is located within the FAO Secretariat.
- The unit head reports directly to the Director-General and the Council through its Programme Committee.

Staff

Unit Head 

Evaluators 

Evaluations conducted or commissioned (2011)

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Conducting thematic and strategic evaluations focused on FAO's decentralized regional and sub-regional offices.
- Improving knowledge management and guidelines for evaluation.

About evaluation in FAO

An evaluation function has existed in FAO since 1968. Formerly part of other organizational units, the evaluation function became a separate Office of Evaluation (OED) on 1 January 2010. Since 2010, the evaluation policy has been enshrined in the *Charter for the FAO Office of Evaluation*, an outcome of the *Immediate Plan of Action for FAO Renewal* approved by the FAO Conference in November 2008. OED is responsible for leading the organization's evaluation system; evaluating the technical, analytical, information, advisory and norm setting programmes of the organization; maintaining a comprehensive data bank on the findings of evaluations; disseminating the findings of evaluation and reporting to the Governing Bodies.

OED conducts thematic and strategic evaluations, country evaluations, and evaluations of individual programmes and projects. Thematic and strategic evaluations, and synthesis of country evaluations are typically requested by and presented to the Governing Bodies. In all of these, work and delivery by all concerned levels in the organization - headquarters, regional and country - is assessed.

Read more: http://www.fao.org/evaluation/

FAO's Evaluation Policy

The *Charter for the FAO Office of Evaluation* was published in 2010.

Read more: http://www.unevaluation.org/FAO_evalcharter2010

International Civil Aviation Organisation (ICAO)

SNAPSHOT

Evaluation and **Internal Audit Office**

Institutional set-up

- The evaluation function of ICAO cohabits with the audit function in the Evaluation and Internal Audit Office (EAO).
- The unit head reports directly to the ICAO Secretary General and has free access to the Chair of the Evaluation and Audit Advisory Committee (EAAC).

Staff

Unit Head

Evaluators

Evaluations conducted or commissioned (2011)

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Recruiting a full-time Evaluation Specialist.
- Conducting a gap analysis between EAO evaluation practice and *UNEG Norms and Standards*, including the production of an official evaluation policy document.

About evaluation in ICAO

EAO is responsible for the systematic evaluation and audit of ICAO's programmes, projects and activities, as well as investigations into allegations of financial wrongdoing. EAO is also mandated to act as focal point for the Joint Inspection Unit (JIU) and the audits of the External Auditor. Additionally, EAO provides secretariat services to the EAAC.

Read more: http://www.icao.int/secretariat/SecretaryGeneral/ EvaluationAndInternalAuditOffice/Pages/default.aspx

ICAO Evaluation Policy

The Charter for the Evaluation and Internal Audit Office was published in 2009 and revised in 2012. It is subject to periodic review by the EAAC.

Read more: http://www.icao.int/secretariat/SecretaryGeneral/ EvaluationAndInternalAuditOffice/Pages/eao-charter.aspx

International Fund for Agricultural Development (IFAD)

IFAD

Enabling poor rural people to overcome poverty

SNAPSHOT

Independent Office of Evaluation

Institutional set-up

- The IFAD evaluation function is fully independent.
- The unit head reports directly to the IFAD Executive Board.

Staff

Unit Head 

Evaluators 

Evaluations conducted or commissioned (2011)

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Contributing to improving performance of IFAD's corporate policies and operations.
- Promoting effective learning and knowledge management.

IFAD

Enabling poor rural people
to overcome poverty

About evaluation in IFAD

In 2003, the IFAD Executive Board approved a new evaluation policy separating the Office of Evaluation from the management function. The Office of Evaluation is now known as the Independent Office of Evaluation (IOE) and reports directly to the Executive Board. With accountability and learning one of its main objectives, IOE provides independent evaluations of the organization's policies, strategies, operations, and principal "corporate business processes", thus promoting development effectiveness. IOE conducts four types of evaluations - corporate level, country programme, project and evaluation synthesis.

IOE conducts project completion report validations (PCRV) of all project completion reports produced by borrowing governments. IOE also conducts project performance assessments (PPA) on selected projects.

IOE staff participate in teams conducting evaluations done by external consultants, manage evaluations conducted by external consultants, provide leadership of evaluation teams, results-based management (RBM), capacity development outside the organization, quality assurance, policy and strategy development and, programme and budget development.

Read more: http://www.ifad.org/evaluation/index.htm

IFAD's Evaluation Policy

The IFAD Evaluation Policy was approved in 2003 and revised in 2011.

Read more: http://www.unevaluation.org/IFAD_evalpolicy2011

International Labour Organisation (ILO)

SNAPSHOT

Evaluation Unit

Institutional set-up

- The ILO Evaluation Unit (EVAL) is located in the Office of the Director-General.
- The unit head reports directly to the Director-General.

Staff

Unit Head 

Evaluators 

Evaluations conducted or commissioned (2011)[1]

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Improving the link between evaluation and decision-making.
- Strengthening capacity of staff and constituents on evaluation.

[1] Between 80-90 decentralized project evaluations are conducted per year. Five decentralized evaluation staff (two female and three male) work in the regions.

About evaluation in ILO

The aim of evaluation in ILO is to support improvements in programmes and policies, and to promote accountability and learning. Evaluation makes an essential contribution towards RBM in ILO by informing the planning, programming, budgeting, implementing and reporting cycle.

EVAL has a mixed central /decentralized structure. Staff in the central evaluation office manage or coordinate governance-level evaluations including independent strategy (programme and budget level) and Decent Work Country Programme (DWCP) evaluations. All other types of evaluations are decentralized and managed directly by sectors and regions, with EVAL providing quality oversight.

In 2010, an Independent External Evaluation reviewed progress made in implementing ILO's 2005 Evaluation Policy and concluded that ILO's evaluation policy is generally sound but that a stronger link was required between evaluation and decision-making. Consequently, a revised strategy was developed to improve these links, and to strengthen compliance with OECD/DAC and *UNEG Norms and Standards for Evaluation in the UN System*.

Read more: http://www.ilo.org/eval/lang--en/index.htm

ILO's Evaluation Policy

The *ILO Policy Guidelines for Results-Based Evaluation* were published in 2012.

Read more: http://www.unevaluation.org/ILO_policyguidelines2012

International Maritime Organization (IMO)

SNAPSHOT

Internal Oversight and Ethics Office and the Technical Co-operation Division

Institutional set-up

- The evaluation function in IMO is shared by the Internal Oversight and Ethics Office (IOEO) and the Technical Co-operation Division (TCD).
- The unit head reports directly to the Office of the Secretary General.

Staff

Unit Head

Evaluators

Evaluations conducted or commissioned (2011)[1]

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Not reported.

Priorities

- Conducting ex-post evaluation of training events – analysis of replies and reporting of findings.
- Conducting an impact assessment of technical co-operation projects (every four years).

[1] One decentralized Impact Assessment is conducted every four years.

IMO

About evaluation in IMO

In 1998, IMO's three oversight functions (internal audit, evaluation and investigation) were incorporated into one office. Since then, the evaluation function of the office is only focused on the fulfilling the instruction of the Secretary-General on ex-post evaluation of training events.

Internal Oversight and Ethics Office (IOEO) is responsible for ex-post evaluation of training events. The Technical Co-operation Division (TCD) is responsible for Impact Assessments which are carried out as an external exercise every four years. Impact Assessments are financed through the un-programmed reserve of the TCD Fund which, in 2011, was a cost of USD 126,383.

Read more: http://www.imo.org

IMO Evaluation Policy

The IMO Evaluation Policy was published in 1998, but has not been fully used since 1998.

Read more: Evaluation Policy not publically available.

United Nations Educational, Scientific and Cultural Organization (UNESCO)

United Nations Educational, Scientific and Cultural Organization

SNAPSHOT

Evaluation Section

Institutional set-up

- The evaluation function is located in the Internal Oversight Services (IOS) which consists of internal audit, evaluation and investigation.
- The unit head reports directly to the UNESCO Director-General.

Staff

Unit Head 

Evaluators 

Evaluations conducted or commissioned (2011)

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Implementing the independent external evaluation.
- Evaluating UNESCO's three flagship programmes (Cooperation between UNESCO Secretariat and National Commissions for UNESCO, Evaluation of UNESCO's priority Africa and UNESCO Prizes).

United Nations
Educational, Scientific and
Cultural Organization

About evaluation in UNESCO

The purpose and role of the UNESCO Evaluation Section (EVS) is to enable UNESCO to meet its mandate by providing credible and evidence-based information to feed into decision-making processes on managing for results. UNESCO carries out evaluations in the following three distinct, but interrelated, categories: strategic programme objectives; thematic areas; and decentralized bodies (field offices, institutes and centres).

The focus areas/ priorities of EVS include: overseeing the process & quality of decentralized evaluations; participating in evaluation teams led by an external consultant; managing an evaluation conducted by external consultants; and leading an evaluation team. Other tasks include: training (designing, conducting courses); developing evaluation capacities (in UNESCO); quality assurance processes (beyond the function); and policy/strategy development.

Read more: http://www.unesco.org/new/en/unesco/about-us/how-we-work/ accountability/internal-oversight-service/evaluation/

UNESCO Evaluation Policy

The UNESCO Evaluation Policy was published in 2007.

Read more: http://www.unevaluation.org/UNESCO_evalpolicy2007

United Nations Industrial Development Organization (UNIDO)

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

SNAPSHOT

Evaluation Group

Institutional set-up

- The UNIDO Evaluation Group (EVA) is located in the Office of the Director-General.
- EVA is independent of line management functions involved with project/programme development and implementation.

Staff

Unit Head 

Evaluators 

Evaluations conducted or commissioned (2011)

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Contributing to accountability and organizational learning within UNIDO and among external stakeholders.
- Ensuring that evaluation findings and recommendations feed into ongoing and future projects, and contribute to strategy and policy development.

About evaluation in UNIDO

EVA is responsible for conducting independent evaluations of UNIDO's major projects, programmes and technical cooperation activities. It also supports project managers and team leaders conduct self-evaluations through design of methods.

UNIDO has an elaborate system for evaluations, and EVA undertakes an average of 20 evaluations per annum. These evaluations are a mixture of thematic, country and project evaluations. EVA's work has increased dramatically over the last decade, from only a few evaluations conducted in the early 2000s. UNIDO has a biennial evaluation work programme which is available on UNIDO's website.

EVA focuses on managing and conducting evaluations, and on the design and implementation of evaluation-related training and quality assurance of evaluation reports.

Read more: http://www.unido.org/index.php?id=o5122

UNIDO Evaluation Policy

The UNIDO Evaluation Policy was adopted in 2006.

Read more: http://www.unevaluation.org/UNIDO_evalpolicy2006

World Health Organization (WHO)

World Health Organization

SNAPSHOT

Office of Internal Oversight Service

Institutional set-up

- The evaluation function is located in the Office of Internal Oversight Service (OIOS).
- The Director of OIOS is also head of the evaluation function and reports directly to the Director-General.

Staff

Unit Head

Evaluators

Evaluations conducted or commissioned (2011)[1]

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Ensuring approval of the new evaluation policy by the Board.
- Establishing a Global Working Group on Evaluation within WHO.

[1] This includes decentralized evaluation. The budget figure is for both evaluation and oversight activities.

World Health Organization

About evaluation in WHO

The WHO evaluation function is located in the Office of Internal Oversight Service. The evaluation function focuses on policy and strategy development as well as operations.

Read more: http://www.who.int

WHO Evaluation Policy

The WHO Evaluation Policy was adopted in 2012, embedding monitoring and evaluation in its programmes and projects.

Read more: http://www.unevaluation.org/WHO_evalpolicy2012

World Intellectual Property Organization (WIPO)

SNAPSHOT

Evaluation Section

Institutional set-up

- The Evaluation Section is part of the Internal Audit and Oversight Division (IAOD).
- The Director of IAOD is responsible for the evaluation function and reports directly to the WIPO Director General.

Staff

Unit Head

Evaluators

Evaluations conducted or commissioned (2011)

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Increasing visibility of the evaluation function in WIPO (conducting more evaluations and issuing more evaluation reports than in previous years).
- Increasing awareness of the use of evaluation.

WIPO
WORLD
INTELLECTUAL PROPERTY
ORGANIZATION

About evaluation in WIPO

The WIPO evaluation function is distinct from monitoring, supervision or quality assurance and has two forms within WIPO, namely self-evaluation and independent evaluation. Self-evaluations are conducted by: a) programme managers and implementers themselves; b) by programme managers and implementers with the support of external evaluators; or c) solely by external experts but financed by the programme. Self-evaluations in WIPO are also represented through Program Performance Reports (PPR) undertaken on an annual basis by the programme managers themselves. The PPR is validated each biennium by the IAOD.

Independent evaluations in WIPO are designed, conducted and managed by the IAOD Evaluation Section in accordance with international independence criteria and following UNEG evaluation principles. Where possible they are conducted in collaboration with programme and project partners and, when necessary, with the support of external evaluators. The evaluation function is overseen by the Independent Advisory Oversight Committee (IAOC) to ensure that the function's independence, integrity and influence are protected.

Read more: http://www.wipo.int/about-wipo/en/oversight/iaod/evaluation/

WIPO Evaluation Policy

The revised WIPO Evaluation Policy was published in 2010.

Read more: http://www.unevaluation.org/WIPO_evalpolicy2010

World Meteorological Organization (WMO)

SNAPSHOT

Internal Oversight Office

Institutional set-up

- The WMO evaluation function is located in the Internal Oversight Office (IOO).
- IOO is also responsible for audit and investigation and is independent from management.

Staff

Unit Head

Evaluators

Evaluations conducted or commissioned (2011)

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Monitoring and evaluation of the Global Framework of Climate Services.
- Commissioning an evaluation of Disaster Risk Reduction.

About evaluation in WMO

IOO ensures evaluation of WMO programmes as well as a monitoring mechanism and consulting services within the overall M&E system of the organization.

WMO's evaluation function focuses on leading evaluation teams, participating in evaluation teams led by external consultants, the management of evaluations conducted by external consultants, quality assurance processes, and policy & strategy development.

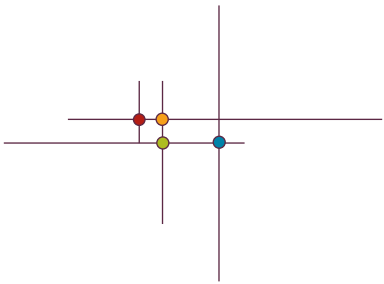
Read more: http://www.wmo.int

WMO Evaluation Policy

The WMO *Monitoring and Evaluation System and Guide* was published in 2012.

Read more: http://www.unevaluation.org/WMO_systemguide2012

Related Organizations and Funds, including UNEG Observers



Comprehensive Nuclear-Test-Ban-Treaty Organization (CTBTO)

CTBTO PREPARATORY COMMISSION

SNAPSHOT

Evaluation Section

Institutional set-up

- The evaluation function of CTBTO is located in the Office of the Executive Secretary.
- The unit head reports directly to the Head of the Organization.

Staff

Unit Head

Evaluators

Evaluations conducted or commissioned (2011)

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Evaluating the global verification system based on the Comprehensive Nuclear-Test-Ban Treaty.
- Exchanging with other evaluation professionals within and outside UNEG.

CTBTO
PREPARATORY COMMISSION

About evaluation in CTBTO

The CTBTO evaluation function is responsible for: overseeing the process and quality of evaluations; participating in teams conducting evaluations led by an external consultant; managing an evaluation conducted by external consultants; and leading an evaluation team. It is also responsible for monitoring; training; developing evaluation capacities (within CTBTO); quality assurance processes; and performance monitoring of systems in the organization.

Read more: http://www.ctbto.org

CTBTO Evaluation Policy

The CTBTO Evaluation Policy is not publically available.

Read more: Evaluation Policy not publically available.

Global Environment Facility (GEF)

GLOBAL ENVIRONMENT FACILITY EVALUATION OFFICE

SNAPSHOT

Evaluation Office

Institutional set-up

- The GEF Evaluation Office (EO) is independent.
- The unit head reports to the GEF Council.

Staff

Unit Head 

Evaluators 

Evaluations conducted or commissioned (2011)[1]

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Conducting the fifth overall performance study of the GEF.
- Conducting two mid-term evaluations of reform processes in the GEF.

[1] 109 decentralized evaluations in fiscal year 2012 (1 July 2011 to 30 June 2012).

About evaluation in GEF

The mission of the GEF EO is to enhance global environmental benefits through excellence, independence, and partnership in monitoring and evaluation. The GEF EO ensures the independence of the evaluation function within GEF and sets minimum requirements for monitoring and evaluation (M&E), ensures oversight of the quality of M&E systems at programme and project levels, and shares evaluative evidence within the GEF. The GEF EO is responsible for undertaking independent evaluations involving a set of projects from more than one Implementing or Executing Agency. These evaluations include: annual performance reports; annual impact reports; annual country portfolio evaluations; and thematic evaluations of programmes, processes and cross-cutting or focal areas.

Focus areas/priorities for the GEF EO include: overseeing the process and quality of decentralized evaluations; participating in a team conducting an evaluation led by an external consultant; managing an evaluation conducted by external consultants; developing evaluation capacities; quality assurance processes; and programme/budget development.

Read more: http://www.thegef.org/gef/eo_office

GEF Evaluation Policy

The *GEF Monitoring and Evaluation Policy* was adopted in 2006 and revised in 2010.

Read more: http://www.unevaluation.org/GEF_evalpolicy2010

International Atomic Energy Agency (IAEA)

SNAPSHOT

Programme Evaluation Function

Institutional set-up

- The Programme Evaluation Function is part of the Office of Internal and Oversight Services (OIOS).
- The unit head reports to the Director General.

Staff

Unit Head 

Evaluators 

Evaluations conducted or commissioned (2011)

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Managing evaluations supported by external consultants.
- Leading evaluation teams.

IAEA
International Atomic Energy Agency

About evaluation in IAEA

The Programme Evaluation Function (PEF) is part of the Office of Internal and Oversight Services (OIOS). The Director of OIOS is therefore the head of the evaluation function. According to the 2002 evaluation policy, OIOS is involved in in-depth independent evaluation. At the same time, PEF provides support in methodology and guidelines to programme and project managers in conducting self-evaluations.

The focus areas of the evaluation office include managing evaluations supported by external consultants, leadership of an evaluation team and developing evaluation capacities within the organization.

Read more: http://www.iaea.org/About/

IAEA Evaluation Policy

The *IAEA Programme Evaluation Policy* was adopted in 2002 and updated in 2011.

Read more: Evaluation Policy not publically available.

International Organization
for Migration (IOM)

IOM • OIM

SNAPSHOT

Office of the Inspector General

Institutional set-up

- Evaluation is one of the functions of the Office of the Inspector General who is also responsible for audit, inspection and monitoring of monitoring.
- The unit head reports to the Inspector General, as opposed to the Director General to whom he can have direct access on specific evaluation issues.

Staff

Unit Head 

Evaluators 

Evaluations conducted or commissioned (2011)

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Not reported.

Priorities

- Promoting an evaluation culture and better understanding of the benefits of evaluation in IOM.
- Improving quality of evaluation in IOM.

IOM • OIM

About evaluation in IOM

The synergy of various oversight and accountability functions is considered to be a useful element of IOM's organizational oversight and control strategy.

Focus areas of the evaluation function include promoting and conducting thematic/strategic evaluations of IOM policies, strategies and/or programmes; overseeing the process and quality of decentralized evaluations; developing and/or adjust evaluation guidelines and methods applied for programme evaluation throughout the organization (including RBM, monitoring, training, developing evaluation capacity inside the organization, quality assurance process); reinforcing partnerships and participation in networks for evaluation with bilateral and multilateral Organizations.

Read more: http://www.iom.int/evaluations

IOM Evaluation Policy

The IOM Evaluation Policy was adopted in 1998 and integrated into the 2006 *IOM Evaluation Guidelines*. Both the policy and the guidelines are in the process of being revised.

Read more: http://www.unevaluation/IOM_evalguidelines2006

Joint Inspection Unit of the
United Nations System (JIU)

United Nations

SNAPSHOT

Joint Inspection Unit

Institutional set-up

- The Joint Inspection Unit (JIU) is the only external and independent system-wide evaluation body of the UN System.
- The JIU's 11 inspectors are responsible to the UN General Assembly, as well as to the competent legislative organs of its participating organizations.

Staff

Unit Head 

Evaluators 

Evaluations conducted or commissioned (2011)

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Developing strategic annual programmes of work focused on system-wide issues.
- Strengthening the follow-up system for the implementation of recommendations.

United Nations

About evaluation in JIU

The JIU is composed of 11 inspectors who are elected by the General Assembly for a term of 5 years, renewable for one further term. They are not staff members to ensure their full independence. They are assisted by an Executive Secretary and a team of evaluation and inspection officers. In recent years the Unit has been focusing increasingly on system-wide evaluation issues of interest and relevance to the participating organizations and the Member States of the UN system. In 2012, the Unit issued norms and standards for its evaluation work in line with those of UNEG and has focused on building stronger in-house evaluation capacity and methodological tools. The main evaluative products of the JIU are typically reviews or evaluations with recommendations directed at legislative/governing bodies and/or executive heads. JIU aims to improve system-wide management and methods and at achieving greater coordination and coherence in the system. In order to increase its effectiveness and use, the JIU in 2012 developed a web-based tracking system (WBTS) to follow-up on the implementation of its recommendations and redesigned its website to serve as a better tool for knowledge management and sharing.

Read more: http://www.unjiu.org

JIU Evaluation Policy

The work of the JIU is guided by the *Statute of the Joint Inspection Unit* and Norms and Standards on Evaluation.

Read more: http://www.unjiu.org/en/statute.htm

MDG Achievement Fund (MDG-F)

MDG:F
MDG ACHIEVEMENT FUND

SNAPSHOT

Evaluation Unit

Institutional set-up

- The MDG-F Evaluation Unit is part of the oversight structure of the Fund.
- The unit head reports to the Director of the Fund.

Staff

Unit Head

Evaluators

Evaluations conducted or commissioned (2011)[1]

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Overseeing joint programme final evaluations and conducting thematic evaluations and global evaluations of the MDG-F.
- Disseminating monitoring and evaluation (M&E) work of the Fund.

[1] Six final evaluations were commissioned at the country level.

MDG ACHIEVEMENT FUND

About evaluation in MDG-F

The MDG-F Evaluation Unit is part of the oversight structure of the Fund and is currently operating under the MDG-F M&E strategy, which was adopted in 2009 and revised in 2012. The M&E system focuses on four units of analysis, namely at the joint programme level, focus country level, thematic window level and at the level of the MDG-F as a whole.

The main functions of the Fund's Evaluation Unit include policy and strategy formulation; coordination of evaluations at joint programme, thematic and global levels; support to joint programmes in RBM and oversight of programme monitoring; M&E training for joint programme teams; and additional resources to strengthen evaluation capacities among partners in select focus countries. In 2012-2013, the Evaluation Unit's focus will be on the oversight of the final evaluations of its joint programmes, and on a global evaluation to be conducted of the MDG-F.

Read more: http://mdgfund.org/content/monitoringandevaluation

MDG-F Evaluation Policy

The *MDG-F Monitoring and Evaluation Strategy and Evaluation Policy* was adopted in 2009 and revised in 2012.

Read more: http://www.unevaluation.org/MDG-F_evalpolicy2012

Organisation for the Prohibition of Chemical Weapons (OPCW)

SNAPSHOT

Office of Internal Oversight

Institutional set-up

- The evaluation function of OPCW is managed by the Office of Internal Oversight (OIO).
- The unit head reports directly to the Director-General.

Staff

Unit Head

Evaluators

Evaluations conducted or commissioned (2011)

Evaluation expenditure

(2011; in 100,000 USD; excluding staff costs)

Priorities

- Supporting the Director-General in promoting efficiency, effectiveness and relevance of programmes and management systems and procedures.
- Leading an evaluation team.

About evaluation in OPCW

The evaluation capacity of OPCW is part of the internal oversight mechanism of the Organisation and is managed by the Office of Internal Oversight (OIO). The Director of OIO is therefore, de facto, the head of the evaluation function. The OPCW evaluation policy states that the OIO will "assist the Director-General in the management of OPCW's resources through internal audit, inspection evaluation, investigation and monitoring in order to enhance the efficiency, and economy of the operations of the OPCW". The policy further states that evaluation will be used to review the efficiency and effectiveness of the implementation of programmes and mandates of OPCW as well as "cover individual staff performance in instances where such performance has a major impact on the efficiency and effectiveness of a programme".

The core task of the evaluation function is to lead an evaluation team. Other tasks include developing evaluation capacities in OPCW.

Read more: http://www.opcw.org

OPCW Evaluation Policy

The OPCW Evaluation Policy was established in 2012 but remains unpublished.

Read more: Evaluation Policy not publically available.

This publication was conceptualized and produced on behalf of UNEG by the following team:

Project Manager:
Tina Tordjman-Nebe, UNEG Secretariat

Research Team:
Khudodod Khudododev, Tina Tordjman-Nebe, Michelle Weston and Chelsey Wickmark

Advisory Group:
UNEG Working Group on Knowledge Management

Design:
Green Communication Design inc.

United Nations Evaluation Group (UNEG)
220 E 42nd Street
New York, NY 10017 (USA)
Telephone: +1 (646) 781 4218
Fax: +1 (646) 781 4213

www.unevaluation.org