



Inspection and Evaluation News

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Inspection and Evaluation Division, Office of Internal Oversight Services, United Nations Secretariat

Welcome to our first newsletter!

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Welcome to the inaugural Inspection and Evaluation Division (IED) newsletter! I am delighted to introduce the division and its work. This newsletter provides a glimpse into IED's work and upcoming events and evaluations at the Secretariat.

Evaluation provides insight as to whether we are achieving our results and if, ultimately, we are making a difference in the lives of the people we serve. Although it might seem counterintuitive when faced with shrinking budgets, evaluation becomes even more important for the work of the UN and the Secretariat. Member States increasingly demand better information on the results of our work. High-quality evaluations are a good investment.

Evaluation and inspection reports are designed to enable inter-governmental bodies and programme managers to systematically reflect and assess the relevance, efficiency, effectiveness and impact of Secretariat programmes. The reports are tailored to the independent oversight role given to OIOS and IED through mandates from inter-governmental bodies.

With this newsletter, IED seeks to establish a channel for communication with its various key stakeholders and constituencies in a format that is more flexible in scope and in tone. We would like to keep our colleagues and stakeholders abreast about some of the key developments unfolding around IED. Key stakeholders for IED to communicate with include:



Ban Ki-moon
United Nations Secretary General

"When it comes to answering the questions of how have our activities and outputs resulted in real changes in the lives of many people we do not have very good information. How do we know if the United Nations is doing the right things and how do we know if we are doing these things right?. Those are the questions evaluation is supposed to answer." Secretary-General Ban Ki-moon at the UNEG meeting in April 2013 [click here to listen to the speech](#)

Member States
Inter-governmental bodies that review IED reports

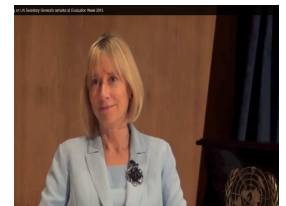
Secretary-General and Secretariat Managers
The 'Evaluands' subjected to IED scrutiny

Interested public
'Web-using' media, researchers and the beneficiaries of the UN's work

Professional evaluation community
Fellow practitioners of the art and science of evaluation

We will bring focus to methodological and organizational developments in the IED arena, but also highlight some of the key findings emerging from our inspection and evaluation work.

At the same time, we would like to bring into the newsletter a flavour of the evaluation experience as seen by those outside IED. This current issue will introduce the Inspection and Evaluation Division staff. It will also focus on some of our recent reports, initiatives and developments in the United Nations Evaluation Group (UNEG) and broader evaluation community.



Deborah Rugg, Director, Inspection and Evaluation Division (IED, OIOS)

The editorial committee for the initial IED Newsletter comprised Deborah Rugg, Arild Hauge, Claudia Ibarguen, Emily Hampton-Manley and Natsuko Kodama

OIOS and IED: who we are and what we do

The Office of Internal Oversight Services (OIOS) is the internal oversight body of the United Nations, reporting to the Secretary-General and the General Assembly. Established further to resolution 48/218B, OIOS promotes responsible administration of resources, better programme performance, and a culture of accountability and transparency.

OIOS covers all United Nations activities under the Secretary-General's authority, including: the UN Secretariat in New York, Geneva, Nairobi and Vienna, the five regional commissions, peacekeeping missions and humanitarian operations; assistance to Funds and Programmes administered separately under the authority of the Secretary-General (including UNHCR, UNEP, UN-HABITAT, and OHCHR), and other entities that have requested OIOS services such as UNCCD and UNFCCC.



*Carman Lapointe,
Under-Secretary-General for
Internal Oversight Services*

Leading OIOS, the Under-Secretary-General, Ms. Carman L. Lapointe of Canada was appointed by the General Assembly for a five-year term starting on 14 September 2010. The Assistant Secretary-General for OIOS is Mr. David Kanja of Kenya.

Within OIOS there are three divisions, of which IED is actually the smallest. Altogether OIOS currently has approximately 340 posts in New York and other HQ locations as well as the field. The function of the Internal Audit Division is to provide independent, objective, assurance and advisory activities designed to add value and improve the Organization's operations through bringing a systematic, disciplined approach to reviewing the effectiveness of risk management, control and governance processes of the Organization. The work of the Investigations Division involves following up on reports of possible violations of rules or regulations, mismanagement, misconduct, waste of resources or abuse of authority. The Division operates the Hotline on a 24-hour, confidential basis.

Turning then to the Inspection and Evaluation Division, or IED, our work can be described by the three main products:

- **Programme evaluations**, which assess the overall relevance, efficiency, effectiveness and impact of a single programme or department;
- **Thematic evaluations**, which typically assess a cross-cutting theme or activity across several Secretariat programmes; and
- **Inspections**, which address narrower aspects of defined organizational risk or practice.

Subjects for IED evaluations and inspections are identified through its own strategic risk assessment framework, but may also be requested by the Secretary-General, Member States through inter-governmental bodies like the Committee for Programme and Coordination (CPC), the General Assembly or by Secretariat programme managers. These evaluations and inspections are designed to assist inter-governmental bodies and programme managers in systematic reflection in assessing the relevance, efficiency, effectiveness and impact of Secretariat programmes.

IED thereby helps ensure that programmes are accountable for attaining their mandates, while in the process fostering institutional learning and improvement, by allowing programmes and Member States to reflect on performance and results. IED is different from other evaluation entities in that it is independent of the individual programme or department heads. IED is in a unique position to provide inspection and evaluation oversight to Secretariat programmes, the Secretary-General and Member States.

Evaluations and inspections are undertaken over a 9 to 12-month period. The methodologies used depend on its overall design, and questions to be answered. Most typically, data collection methods utilized for IED's work include interviews, focus groups, self-administered surveys, direct observation, case studies, field missions, content analysis and secondary programme data analysis and triangulation.

IED is located at the UN Headquarters in New York, and has 27 staff (23 Professional and 4 General Service staff) with a diverse set of professional backgrounds. IED staff have experience conducting evaluations in a broad range of thematic areas (economic and social development, health, peacekeeping, humanitarian assistance and the environment), and have worked in a variety of fields including international affairs, public policy, health, development, economics, planning, monitoring, administration and law. For more about the IED team, see page 6.

Big changes approved for UN Evaluation Group (UNEG): retaining its core strength but adapting to the new needs of the evaluation function

UNEG is a professional network that brings 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 3 observers.

IED has long been an active member with many of its management and staff serving as chairs or members of task forces on various topics such as the Evaluation Practice Exchange, Norms and Standards, Evaluation of Normative Work and Human Rights and Gender Equality. Deborah Rugg, the IED Director, undertook a bigger role in 2012 as Chair of UNEG. In October of 2013 Deborah was confirmed for a second term and will serve as Chair until 2015.

Big changes are afoot at UNEG with an extraordinary meeting having taken place in Rome on 26-27 September 2013 where the UNEG Heads met to discuss the future of UNEG. The meeting came after a discussion started at UNEG's Annual General Meeting (AGM) in 2012 where it was acknowledged that UNEG was at a turning point and that demands on the group were growing. An Independent Assessment of the group's work, commissioned in 2012, encouraged UNEG to define a strategy that responded to the changing global environment and the increasing demands of its stakeholders.

The UNEG Strategy 2014-2019 was finalized and disseminated in December 2013. It sets out an ambitious agenda for concerted action and priority areas for 2014–2019 and outlines how the group will continue to support its members and partners as they strengthen the independence, credibility and use of evaluation.



UNEG Heads at Extraordinary General Meeting, IFAD, Rome 26-27 September

To achieve its mission, UNEG's work is focused on four Strategic Objectives:

- 1) Evaluation functions and products of UN entities meet the Norms and Standards for evaluation;
- 2) UN entities and national partners use evaluation in support of accountability and programme learning;
- 3) Evaluation informs UN system-wide initiatives and emerging demands; and
- 4) UNEG benefits from and contributes to an enhanced global evaluation profession.

Further, the Strategy shapes how UNEG will inform the UN reform processes and co-operate with the global evaluation community.

The Strategy will help guarantee that UNEG remains vibrant, relevant, dynamic, responsive to its users, and able to contribute to its intended impacts for both those within its membership, as well as those beyond.

The new Strategy introduces four Vice Chairs, each taking the lead in UNEG's work towards one of the four Strategic Objectives. UNESCAP was chosen to host the 2014 UNEG AGM in Bangkok, planned for 31 March – 4 April.

What level of capacity does the UN Secretariat have for Evaluation? – IED pinpoints shortfalls

IED has a mandate to assess the state of evaluation in the Secretariat every two years and has been reporting on this to the General Assembly since 1994. The most recent *biennial* report was presented to the Committee for Programme and Coordination (CPC) in June 2013. [[Biennial report](#)] For the first time in 2013 IED also conducted a parallel exercise, the Evaluation Scorecard, which is based on 15 indicators of good evaluation practice taken primarily from UNEG Norms and Standards. A few examples:

•Resources. General good practices in evaluation recommend assigning between 2 and 3 percent of overall budget for monitoring and evaluation. For the 2010-2011 biennium, Secretariat entities spent, on average, .29% on evaluation (and monitoring).

•Institutional structure. At the time of writing the biennial report, only six out of 33 Secretariat entities had stand-alone units dealing exclusively with evaluation.

•Processes. An evaluation policy is key in stating how a programme defines the strategic role of evaluation and in setting up specific guidelines and processes for planning, carrying out and following-up on evaluations. In 2012, 11 of the 33 Secretariat's entities did not have an evaluation policy.

The scorecard provides a visual snapshot of the state of evaluation in each of the Secretariat's 33 entities and provides a candid assessment of their evaluation capacity and practice in the 2010-2011 period. It reveals examples of progress, such as a marginal improvement in the quality of evaluation reports compared to the previous biennium and a greater integration of gender perspectives within evaluations. However, there are also worrisome gaps. We still have a long way to go until we have a culture that promotes and encourages evaluation in the Secretariat. For evaluation to flourish other elements need to be present, such as an organizational culture that values evaluation, management support for evaluation, and a staff with specific evaluation skills and competencies.

As an instrument, the Scorecard is still a work in progress which will be adjusted with each future installment of the biennial report.

The IED Biennial and Scorecard team comprised Demetra Arapakos and Cynthia Viveros-Cano as team leaders and Shatho Nfila and Maria Singer as key team members

15 Scorecard Indicators (Illustration)	
The entity has a designated and discrete evaluation function	Green
The reporting line is independent	Green
An evaluation policy is in place	Green
The evaluation policy adheres to UNEG Norms and Standards	Yellow
The entity has an evaluation plan	Green
Evaluation reports reviewed by an intergovernmental body	Green
The entity has an established evaluation follow-up mechanism	Green
Plans for implementing evaluation recommendations are required	Green
Whether evaluation policy refers to accountability	Green
Evaluation is used for accountability	Green
Evaluation policy refers to evaluation being used for learning	Green
Evaluation is used for learning	Green
A dissemination strategy has been established	Red
Evaluation reports are publicly disclosed	Green
Number of reports meeting evaluation report criteria	Green
Quality assessment of reports	Yellow
There is an M & E budget	Red

IED Videoconference presentation sets stage for discussion at UNODC's 'FinGov' committee

Following the OIOS presentation of its evaluation report on the UN Office on Drugs and Crime (UNODC) to the Committee for Programme and Coordination last June, on 31 October, IED made a video teleconferencing (VTC) presentation to the "Standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC" (FinGov). This is the first presentation of this kind that IED had made to a programme's intergovernmental advisory body, specifically for the purpose of supporting their implementation of IED recommendations. After Ms. Deborah Rugg's presentation, the Deputy Executive Director, Mr. Sandeep Chawla, the Director of Operations, Mr. Aldo Lale-Demoz and the Chief of Evaluation, Ms. Katharina Kayser, explained to their Members the actions that had been taken to implement the five recommendations made by OIOS. While still in need of verification, the evaluation team was pleased to note some good progress on the alignment of the various thematic and geographic programmes, as well as the use of its research and analysis data to inform the shaping of UNODC's vision at the regional and sub-regional levels.



UNODC colleagues listen to 'Fingov' members' reactions on the implementation of IED recommendations

The IED evaluation of UNODC was led by Juan Carlos Peña with Yun Jae Chun and Laone Hulela as key team members. [For a copy of the report click here](#)

Evaluation Capacity Development: IED BBL Series Takes off

To further develop internal capacity, IED established in early 2013 a new “Brown Bag Lunch” (BBL) series. The idea of the BBLs is to bring speakers from inside as well as outside IED and the UN to present on a mix of evaluation topics for reflection and open collegial, Chatham-house-rules style discussion. A total of 15 BBLs have been held. In fact the series has become popular beyond IED with attendance from a varied audience including other Secretariat and evaluation colleagues.

IED Brown Bag Lunch events January-November

Date	Subject	Speaker
23.01	Overview of the work of the Independent Evaluation Group (IEG)	Emanuel Jimenez, Director, Public Sector Evaluation, The World Bank
07.02	Research facilities of the UN library system	Susan Lee Kurtas, Dag Hammarskjöld Library
20.02	The process and outcome of Quadrennial Comprehensive Policy Review/QCPR	Kristinn Helgason, Chief a.i., Development Cooperation Policy Branch, DESA
07.03	Good practice in survey design	Demetra Arapakos, Chief of Section, IED/OIOS
21.03	Overview of the objectives and work of the UN Evaluation Group (UNEG)	Masahiro Igarashi, Executive Coordinator, UNEG
04.04	Evaluation and Gender Mainstreaming	Christa Lex and Jan Muir, Inspection and Evaluation Officers, OIOS/IED
02.05	Remote monitoring systems: experiences from Somalia and Eastern Myanmar	Mona Fetouh, Inspection and Evaluation Officer, OIOS/IED
09.05	Senior Manager Compacts with the S-G: Instrument and Review Process	Cass Durant, Office of the Under Secretary-General for Management
20.05	An Evaluation of Community Empowerment in Jordan	Ann Doucette, Director, The Evaluators' Institute, George Washington University
23.05	Overview of the UN Secretariat Budget Process	Johannes Huisman, Director, Programme Planning and Budget Division, Office of the Controller, DM
20.06	Oversight Glossary and IED key terms	Eddie Guo, Deputy Director OIOS/IED and Byung-kun Min, Chief Office of OUSG/OIOS
29.08	DPKO/DFS Evaluation work	Mark Pedersen, Chief of the Evaluation Unit, Department of Policy Evaluation and Training, DPKO/DFS
05.09	The Joint Inspection Unit of the UN	Susanne Frueh, Executive Secretary, Joint Inspection Unit
21.09	UN Global Pulse: 'Big data' for development	Robert Kirkpatrick, Director of Global Pulse, EOSG
24.10	Media monitoring and analysis as an evaluation tool	Fabia Yazaki, Acting Chief of the Evaluation and Communications Research Unit, DPI

The Evaluators' Institute, George Washington University brings world-class training to IED and colleagues

In addition to the above BBL series, further to a partnership established by IED with The Evaluators' Institute, George Washington University, a total of four sessions and 25 hours of professional training have been brought to IED staff and evaluation colleagues from e.g. DM, DPI, DPA, UNICEF, DPKO, PBSO, OCHA and UNWOMEN. Sessions were held on Evaluation of Intangibles, Case Study Methods, Policy Evaluation, and Qualitative Methods. The last session of the year was held by Michael Quinn Patton, the former chairman of the American Evaluation Association and author of many books on qualitative methods and utilization-focused evaluation.

IED's Capacity Development Working Group team comprises Arild Hauge, Anna Guerraggio and Maria Singer

Meet the IED TEAM:

Directorate



Deborah Rugg (USA),
Director, PhD Health
Psychology



(Eddie) Yee Woo Guo (SIN),
Deputy Director, MPA
Development and Urban-
Regional Planning



Catherine Nyawire
(KEN), Programme
Assistant

Evaluation Chiefs and Officers



Anna Guerraggio (ITA),
Evaluation Officer, MS
Development and
International Institutions
Management



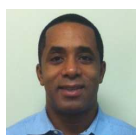
Cynthia Viveros-Cano
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Laone Hulela (BOT),
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Arild Hauge (NOR), Chief
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Daniel Gaston (USA),
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Audric Villanueva (PHI),
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Demetra Arapakos (USA),
Chief of Section, MSc,
Planning and
Development



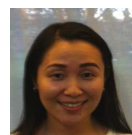
Mona Fetouh (USA), MA
Arab Studies/ Economics



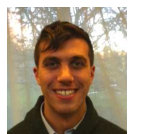
Barbora Farkasova (SVK),
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Studies



Ellen Vinkey (USA),
Evaluation Officer, MS
Urban Policy Analysis and
Management



Natsuko Kodama (JPN),
Evaluation Officer, MA
Public Administration



Beppe Lovoi (USA),
Evaluation Officer, BA
Political Science



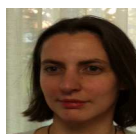
Emily Hampton-Manley
(USA), Evaluation Officer,
MPA Public Policy



Rahul Sur (IND), Chief of
Section (Peacekeeping),
MPA Public
Administration



Christa Lex (GER),
Evaluation Officer, MA
Economics and Sociology



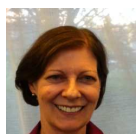
Hélène Gandois (FRA),
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Robert McCouch (USA),
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Public Policy



Claudia Ibarguen (MEX),
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Jan Muir (AUS),
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Shatho Nfila (BOT),
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MA Development Studies



Cynthia Lamprey (GHA),
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Juan Carlos Peña (BOL),
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Photo n/a

Yun Jae Chun (ROK),
Evaluation Officer, Doctor
of Law

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