United Nations | Department of Economic and Social Affairs

Departmental Evaluation Policy

2022 update

UN Department of Economic and Social Affairs

Evaluation Policy

Updated March 2022

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Foreword

Evaluation is an important management tool – it plays an important role in strengthening programme performance, by identifying critical gaps, drawing lessons learned and helping to monitor the delivery of expected outcomes. Evaluation results in better decision-making, better programme design and planning, and improved organizational effectiveness and efficiency. It also enhances the standard of accountability of an entity.

Given the importance of evaluation, the Secretary-General, through his management reform, committed to strengthening the evaluation capacity of the UN Secretariat to better inform programme planning and design, and enhance reporting on programme performance.

This Evaluation Policy was initially endorsed in July 2012 as an important step towards enhancing UN DESA's evaluation function and ensure its utility, credibility and independence and alignment with United Nations Evaluation Group's (UNEG) Norms and Standards for Evaluation. It has undergone revisions based on renewed UN mandates and updated guidance on evaluation, the Administrative Instruction for Evaluation, and other evaluation documents within and outside the UN system, and in consultation with UN DESA subprogrammes. The first review and updates to the policy occurred in 2016, with the most recent revisions completed in March 2022.

I am pleased to issue this updated UN DESA Evaluation Policy, which will continue to reflect the Department's commitment to rigorous and quality evaluations.

LIU Zhenmin

Under-Secretary-General for Economic and Social Affairs

A. The Evaluation Policy

1. Concept and role of evaluation

a. Background to the evaluation policy

The policy is based on the Administrative Instruction ST/AI/2021/3 on Evaluation in the UN Secretariat, the Secretary-General's Bulletin on regulations and rules governing programme planning, the programme aspects of the budget, the monitoring of implementation and the methods of evaluation (ST/SGB/2018/3), the updated UN Evaluation Group (UNEG) Norms and Standards for evaluation[1], and the Office of Internal Oversight Services (OIOS) guidance on evaluation and development of evaluation policies. The policy sets to strengthen the institutional framework for the conduct of evaluation activities by the UN Department of Economic and Social Affairs (UN DESA)[2], to establish a common understanding and approach to the function, to promote consistency in practice, and to encourage a strong culture of evaluation as a part of the programme management, integral to results-based management and fundamental to providing greater accountability and transparency to Member States. This policy is divided into two sections. The first section covers general evaluation principles for UN DESA; the second section is a plan setting out how UN DESA will implement the policy.

The evaluation policy and its implementation plan also clarify:

- The role and objectives of evaluation in UN DESA;
- The connections and distinctions between the different kinds of evaluations carried out in the UN Secretariat and within UN DESA;
- What kinds of evaluation need to be carried out and why;
- Accountability for implementation of the policy, and responsibility for managing evaluations, including follow up on results;
- Capacity required for evaluation implementation, learning and follow-up.

The policy was initially developed in 2012 and has undergone revisions based on renewed UN mandates and updated guidance on evaluation, the Administrative Instruction for Evaluation, and other evaluation documents within and outside the UN

[1] United Nations Evaluation Group Norms and Standards for Evaluation http://www.unevaluation.org/document/guidancedocuments

[2] Throughout this policy, "Programme" corresponds to the whole of the Department's programme of work, while "programme" used in a generic sense can encompass a whole Subprogramme or components thereof. "Subprogramme" refers to "the main basic programme planning and budgeting structure" which in the UN DESA organizational context corresponds to the programme of work assigned to each of the Divisions (as contained in the Proposed Programme Plan and Budget).

system, and in consultation with UN DESA subprogrammes. The first review and updates to the policy occurred in 2016, with the most recent revisions completed in March 2022.

The policy anticipates the following results:

- Evaluations that are timely, relevant, professional and of use to UN DESA, the inter-governmental bodies it services, and partners;
- Improved integration of evaluation as a tool for supporting learning and strengthened planning, programming and management;
- A more rigorous, evidence-based approach to the identification of lessons learned and strengthened longer-term application of lessons learned;
- Enhanced results reporting, improved accountability and increased transparency at all levels, including communication about UN DESA's achievements; and
- Increased synergies between subprogrammes.

b. Principles of evaluation in UN DESA

i. The following definition of evaluation is used, as agreed within the UN Evaluation Group:

> "an assessment, conducted as systematically and impartially as possible, of an activity, project, programme, strategy, policy, topic, theme, sector, operational area or institutional performance… An evaluation should provide credible, useful evidence-based information that enables the timely incorporation of its findings, recommendations and lessons into the decision-making processes of organizations and stakeholders. The purposes of evaluation are to promote accountability and learning".[3]

ii. As underscored in the AI, evaluation is part of a larger organizational architecture for assessing programme performance, which also includes the processes of monitoring; review; audit; and inspection. However, evaluation, while having similarities with these other processes, can be differentiated and distinct in that it:

- is a systematic and discrete process, that determines the relevance, efficiency, effectiveness, impact, and/or sustainability of any element of a programme's performance relative to its mandate or goals;
- can be performed at any level of a programme, such as an activity, process, function, component, thematic area or subprogramme;
- provides credible, useful and evidence-based information thanks to independence, impartiality and rigorous methodology;
- is a one-time event with a start and end date, and is usually presented in the form of an evaluation report;
- has a clearly defined design, including evaluation questions;

[3] Adapted from the *Administrative Instruction on Evaluation in the United Nations Secretariat.*

- uses a well-defined methodology, ideally combining multiple methods, to answer those questions; and
- results in evidence-based evaluation findings and conclusions and includes recommendations where applicable[4].

iii. Evaluation at all levels in UN DESA serves the purposes of: evidence-based decision making, learning and accountability, and will be conducted in a manner which promotes follow up and use.

iv. Evaluation findings, recommendations, and lessons will be made available and disseminated to all relevant stakeholders and to any potential users of the information and knowledge generated.

v. Evaluation results and recommendations will be duly considered, with management responses and action plans developed and disseminated as appropriate. Management responses and action plans should also assess the sustained impact of capacity requirements and development of evaluation staff over time.

vi. The management response will address all recommendations and clearly identify where accountability for follow up action resides. The management response will be prepared upon the completion of the evaluation report.

vii. Evaluations should be carried out in a professional,[5] participatory and ethical manner. The welfare of stakeholders should be given due respect and consideration.

viii. Evaluations should be conducted in a gender and culturally sensitive manner. This includes respecting the confidentiality, protection of source and dignity of those being interviewed and the routine use of sex-disaggregated data and analysis.

ix. Evaluations should be conducted in an independent manner. External evaluators (consultants/non-staff) may be used, wherever resources are available, to undertake internal evaluations.

[4] Adapted from the *Administrative Instruction on Evaluation in the United Nations Secretariat.*
[5] "Professionalism," norm 10: "Evaluation should be conducted with professionalism and integrity. Professionalism should contribute towards the credibility of evaluators, evaluation managers, and evaluation heads, as well as the evaluation function. Key aspects include access to knowledge; education and training; adherence to ethics and to Norms and Standards; utilisation of evaluation competencies; and recognition of knowledge, skills and experience. This should be supported by an enabling environment, institutional structures and resources."

c. The focus of UN DESA evaluations: evidence-based decision-making, accountability and learning

As per the AI guidelines, evaluation serves three main purposes within the Secretariat: (i) evidence-based decision-making; (ii) learning; and (iii) accountability.

Section A.2. sets out the different evaluations in UN DESA in the context of the need to include an appropriate balance of evidence-based decision-making, accountability and learning focused evaluation.

Evidence-based decision-making relies on evaluation to inform planning, programming, budgeting, implementation, and reporting, and contributes to policymaking and organizational effectiveness. Accountability will be achieved mainly through programme performance monitoring and reporting, and through external reviews by OIOS, the Joint Inspection Unit (JIU), and the Board of Auditors (BoA).

Organizational real time learning, systematic reflection, and knowledge-building will be achieved through **internal evaluation led from within UN DESA**, as set out in section A.2.b. A focus on thematic and real time learning will support synergy and complementarity between subprogrammes.

d. Evaluation and RBM in the UN

UN DESA will ensure that evaluation is used for its RBM system, by establishing evaluation as part of its planning and programming processes, by strategic selection of evaluations on key areas of concern to UN DESA and feeding evaluation findings back into strategic planning and decision-making. All evaluations in UN DESA will be carried out to ensure synergy and complementarity.

e. Project evaluation

Projects including those implemented under the Development Account, the Regular Programme for Technical Cooperation (RPTC) and extra-budgetary resources are subject to project-specific evaluation which contributes to programme-level evaluation. Project evaluation is coordinated and overseen by the Capacity Development Programme Management Office (CDPMO), adhering to the *Guidelines on the Planning and Management of Capacity Development Project Evaluations*. Project evaluations should not substitute for the internal evaluations that UN DESA takes at the cross-cutting or subprogramme level.

f. Strengthening of UN DESA's evaluation practice

Attempts to strengthen evaluation practice and define its evaluation focus need to take into account:

- The normative, analytical and capacity-building work streams of UN DESA;
- The challenge of evaluating UN DESA's focus on policy support to United Nations intergovernmental processes, which is acknowledged as challenging to evaluate[6];
- The limited resources for evaluation and the need to use synergies;
- The multiple roles and current capacity of monitoring and evaluation focal points.

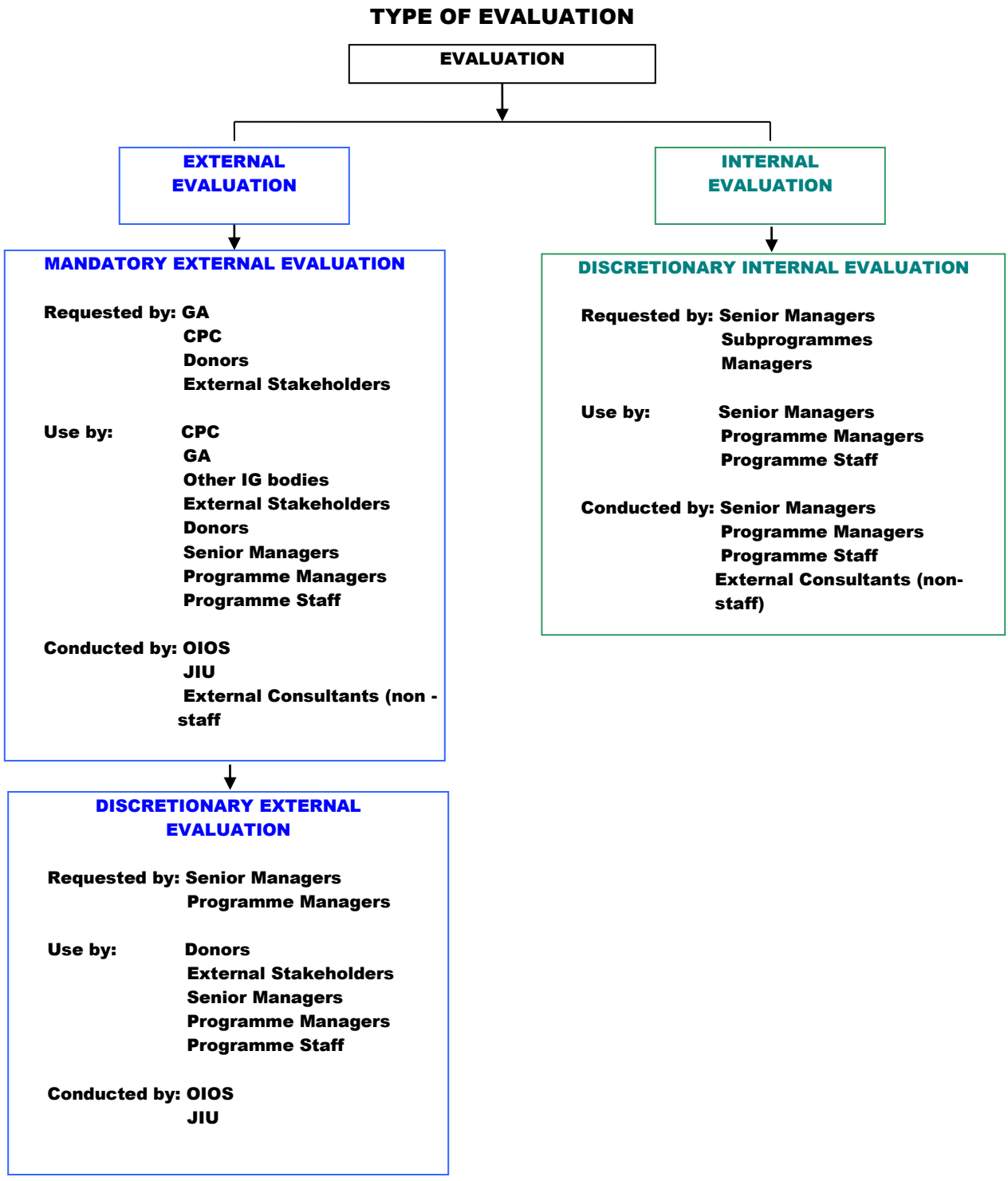
These factors will be addressed by drawing on current best practice in evaluation of normative interventions; ensuring synergy and appropriate networking between subprogrammes; and targeted capacity development for UN DESA staff, as set out in the implementation plan in Part B of this policy.

2. Types of evaluation in UN DESA

Types of evaluation in UN DESA are set out in Figure 1 and discussed in this section.

[6] *UNEG Handbook for Conducting Evaluations of Normative Work in the UN System* (2014) provides guidance for independent evaluation of normative work.

Figure 1: Types of evaluation in UN DESA



a. External evaluation

The main purposes and functions of external evaluation are to:

- Ensure impartiality;
- Provide an independent perspective on results achieved and opportunities for greater achievement of programme outcomes;
- Produce reports that are intended for use by intergovernmental bodies as well as by programme and subprogramme managers, supporting Member States and senior leadership decision making with independent and credible evaluative evidence.

External evaluations are designed and conducted by independent, external evaluators who have not been involved with the programme's/ subprogramme's activity: the programme/ subprogramme manager's role is as an evaluand. External evaluations often focus more on oversight, accountability and support to decision-making at the governance level than lesson learning, for example ensuring that results are being achieved as planned and funds are being spent efficiently. There are two types of external evaluation:

Mandatory External Evaluation

Mandatory external evaluations are mandated by an intergovernmental body, and undertaken by independent UN oversight bodies, such as OIOS or JIU, in consultation with programme managers. These evaluations tend to focus on accountability, be broader in scope, and commonly assess outcomes and analyze strengths and weaknesses and make recommendations for improving effectiveness, efficiency, impact and relevance. They can, however, be narrower in focus when addressing "red flag" items of pending OIOS evaluations.

Discretionary External Evaluations

In this type of evaluation, the programme and/or subprogramme manager requests an external evaluation team, or OIOS or JIU, to design and conduct the evaluation. Discretionary evaluations are particularly useful during key points in the programme cycle when managers wish to improve the performance of their programmes/ subprogrammes based on objective assessments. Discretionary external evaluations may take a wide scope and look at issues of impact and effectiveness. They may also cover benchmarking of a programme's/ subprogramme's performance in relation to other non-UN programmes that are engaged in similar activities.

b. Internal Evaluation

Internal evaluations are:

- Useful in determining the effectiveness and efficiency of programmes/ subprogrammes;

- Designed, conducted and managed by programme/ subprogramme managers and their staff, or through an external consultant (non-staff), hired to conduct internal evaluation;
- Concerned with issues that are of primary interest and use to programme/ subprogramme managers;
- Concerned with assessing programme/ subprogramme performance and results; and
- Useful methods for identifying lessons learned and best practices.

Internal evaluation

These evaluations are primarily useful when formulating best practices and lessons learned and revising ongoing programming. There are two types of internal evaluation[7]: i. internal evaluations that focus on an individual subprogramme and/or components within it; ii. internal evaluations that focus on cross-cutting and/or thematic issues relevant to several subprogrammes or all subprogrammes. In both cases, internal evaluations are:

- Commissioned and conducted by programme/ subprogramme managers and/or external consultants with an internal scope relating to their programmes/ subprogrammes, functions, activities and/or processes;
- Required for RBM and establishing a "culture of evaluation" in the Secretariat, facilitating internal assessment and reflection on how to enhance performance;
- Used by programme/ subprogramme managers to double-check the working hypotheses used to explain the rationale of their programme of work.

While managers may contract external consultants and specialists to help with the exercise, they will design and manage the evaluation and be ultimately responsible for the quality of the reports and for using the results to improve operations.

UN DESA will carry out internal evaluation based on evaluation plans covering each subprogramme at least once every six years or through a whole-of-subprogramme evaluation or an evaluation focused on a specific function, activity, process and/or project in the subprogramme. An internal evaluation that focuses on cross-cutting and/or thematic issues (i.e., functions) relevant to several subprogrammes can also be conducted by the Department per budget cycle.

[7] The Secretary-General's Bulletin rule 107.2(c) notes: "the evaluation system shall include the ad hoc in-depth evaluation of selected programme areas or topics conducted internally or externally at the request of intergovernmental bodies or at the initiative of the Secretariat. In determining whether an in-depth evaluation should be carried out, the results of internal evaluation shall be taken into account. At least one in-depth evaluation study shall be undertaken each year. Such a study shall normally be completed within two years."

B. Action Plan for implementation of the policy

1. UN DESA's evaluation architecture, accountability for implementation of the policy, and lines of responsibility[8]

This policy differentiates between *accountability* for oversight, which will rest with the Under-Secretary-General and Division Directors, and *responsibility* for the evaluation function, which lies with the Programme, Monitoring and Evaluation Unit (PMEU), Office of the Under-Secretary-General (OUSG) and the departmental network of monitoring and evaluation focal points[9].

The overall central role for internal evaluation in UN DESA rests with PMEU-OUSG. The Unit will be responsible for overseeing and coordinating the evaluation function across the Department.

The UN DESA Under-Secretary General will be accountable for implementation of this policy and for ensuring an enabling environment for the evaluation function in UN DESA. Specific aspects of such an environment require that:

- adequate capacity and resources are available to support implementation of the evaluation function in line with the provisions of this policy;
- ensuring that evaluation plans are built and coordinated in a collaborative process involving senior leadership and programme staff;
- all relevant findings and lessons learned are utilized and contribute to decision making and management;
- the evaluation function is adequately staffed;
- a system is in place for systematic consideration of the findings, conclusions and recommendations contained in evaluations;
- mechanisms are in place for distilling and disseminating lessons to support learning and systemic improvement.

[8] UNEG Standard 1.1: "A comprehensive institutional framework for the management of the evaluation function and conduct of evaluations is crucial to ensure an effective evaluation process." UNEG Norm 11. Enabling Environment: "Evaluation requires an enabling environment that includes an organisational culture that values evaluation as a basis for accountability, learning and evidence-based decision-making; a firm commitment from organisational leadership to use, publicize and follow up on evaluation outcomes; and recognition of evaluation as a key corporate function for achieving results and public accountability. Creating an enabling environment also entails providing predictable and adequate resources to the evaluation function."

[9] In September 2011, the Under-Secretary-General set up a departmental network of evaluation focal points. Each Division designated one staff member as a focal point and one staff member as the alternate. The network is coordinated by the Programme, Monitoring and Evaluation Unit (PMEU), Office of the Under-Secretary-General (OUSG), reporting to the Under-Secretary-General through the Chief of Office.

UN DESA Division Directors will be accountable for:

- ensuring collaboration with PMEU-OUSG, in developing UN DESA evaluation plans;
- preparing a management response for each evaluation under their respective Division;
- ensuring that evaluation recommendations are appropriately implemented;
- ensuring there is adequate staff evaluation capacity;
- ensuring a synergistic team-approach to evaluation work.

The Office of the Under-Secretary-General, supported by the Programme, Monitoring and Evaluation Unit, will be responsible for:

- providing direction to the evaluation function in UN DESA, including in selection of evaluation topics and coordinating evaluation plans with the respective Divisions;
- managing the cross-UN DESA internal evaluation, with the support of the departmental network of monitoring and evaluation focal points;
- managing the annual review of evaluation findings and follow-up to evaluation recommendations;
- ensuring that evaluation results are fed back into the programme planning processes;
- ensuring that this policy is disseminated throughout UN DESA;
- coordinating regular meetings of the monitoring and evaluation focal points;
- maintaining a monitoring platform of completed evaluation plans and evaluations;
- managing the review of this policy every five years, or earlier if needed;
- serving as focal point for external evaluations conducted by OIOS, JIU or BoA.

The members of the departmental network of monitoring and evaluation focal points will be responsible for:

- attending the regular meetings of the monitoring and evaluation focal points;
- coordinating and drawing up their respective Division's evaluation plan ;
- supporting the implementation of cross-DESA internal evaluation(s);
- coordinating and managing their Division's internal evaluation;
- managing the Division's annual review of evaluation findings and follow-up to evaluation recommendations, in collaboration with PMEU-OUSG.

2. Capacity requirements for implementation

UN DESA has an implementation guide to support improved evaluation practice and to provide detailed guidance to staff on evaluation implementation. The implementation guide is to be used in capacity development for UN DESA staff. It sets out guidance on

the types of internal evaluation outlined in the policy, when to carry out specific evaluations, methodologies and evaluation planning.

3. Capacity development of UN DESA evaluation staff

UN DESA will regularly assess the capacity of its staff and in particular of the members of the departmental network of monitoring and evaluation focal points.

Based on the capacity assessment, UN DESA will ensure that adequate training opportunities for relevant staff, including members of the departmental network of monitoring and evaluation focal points, will be identified.

UN DESA will also take advantage of already existing capacity development offered through UNEG or other equivalent bodies for all staff.[10]

The training will cover areas, such as:

- Design and management of evaluation processes, including with multiple stakeholders;
- Survey design and implementation;
- Project/ programme/ policy planning, monitoring and management;
- Understanding of a human rights-based approaches to programming;
- Understanding of gender equality considerations;
- Understanding and integrating disability inclusion in evaluations[11];
- Understanding of Results Based Management (RBM) principles;
- Logic modeling/ logical framework analysis;
- Quantitative and qualitative data collection and analysis;
- Participatory approaches.

4. Evaluation plans[12]

The development of evaluation plans of the Department will be a collaborative process involving senior leadership and programme staff, considering the Department's objectives and priorities, programme of work of subprogrammes, issues and/or activities.

[10] Evaluation resources and links to training modules available in UN DESA Evaluation Implementation Guide Annex. Training materials also available in UN DESA evaluation depository and BTAD Evaluation Section materials and resources (Department of Management Strategy, Policy and Compliance). Good resources, tools and guidelines are also available on the OIOS Evaluation Knowledge Management Platform.

[11] Refer to the *United Nations Disability Inclusion Strategy (UNDIS)* and the *Guidance on Integrating Disability Inclusion in Evaluations and Reporting on the UNDIS Entity Accountability Framework Evaluation Indicator*

[12] 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* ST/SGB/2018/3 Rule 107.2.

The criteria for evaluation planning include identifying the Department's highest priority at the time, most relevant and/or most risky issues and/or activities to the subprogrammes that will be useful for decision-making and senior leadership information needs.

The PMEU-OUSG is responsible for coordinating the Department's evaluation plans in close collaboration with the subprogrammes. Upon consolidation, these evaluation plans are submitted through the Chief, Office of the Under-Secretary-General for consideration and approval of the Under-Secretary-General.

Evaluation plans contain the following elements: a definition of the purpose of the evaluation and the anticipated application of evaluation findings; the evaluation criteria and methodology to be employed; the characteristics of the evaluation (i.e., the scope of coverage, the period covered, who will conduct the evaluation, and who is responsible for managing the evaluation); the measures of change (e.g., the nature of the progress and the impact indicators to be employed); the means of information collection; the administrative arrangements; and the budget and resource requirements (e.g., staff allocated for the evaluation).

The evaluation plan sets out the topic, timing and who will conduct the following:

- mandatory external evaluation;
- discretionary external evaluation;
- internal evaluation – both subprogramme and cross-DESA.

Also, to ensure adequate evaluation coverage within the UN Secretariat and also to avoid duplication, the Department will share its evaluation plans with relevant external oversight bodies and the Business Transformation and Accountability Division (BTAD-Evaluation Section-DMSPC) and OIOS.

5. Management and conduct of evaluation

The key elements of impartiality include objectivity, professional integrity and absence of bias, all of which should be present in all stages of the evaluation process. The PMEU-OUSG, subprogrammes, the departmental network of monitoring and evaluation focal points, and any staff responsible for designing, managing, and conducting evaluations should conform to UN Evaluation Group ethical guidelines and ensure that evaluation staff and consultants are aware of and follow those standards.

The selection of staff and consultants for an evaluation should go through an open, transparent process, with balance in terms of geographical and gender diversity – and in line with UN Secretariat human resource guidelines and regulations. In addition, the BTAD – DMSPC maintains an updated evaluation consultant resource which could be consulted for the selection of consultants.

On evaluation resources, as per standards established by the JIU (in its report JIU/REP/2014/6, para 77), the general range of evaluation funding should be between 0.5% and 3% of organizational expenditure, depending on the mandate and size of the entity. As per AI guidelines, this need not require new resources but could also be addressed through the reallocation of existing resources. Also, the Department could consider expanding upon already existing review and assessment exercises.

Evaluations conducted by the Department should follow quality assurance processes. PMEU-OUSG will ensure that the Department's quality assurance processes in evaluation is in line with those outlined in the AI guidelines and UNEG norms and standards. This includes quality assurance for evaluation reports, focusing on: background; methodology; findings; conclusions and lessons learned; recommendations; gender, human rights and disability considerations in evaluations; and report structure.

6. Management response and evaluation recommendations follow-up

To increase evaluation use, a follow up matrix to evaluation recommendations will be included as part of each UN DESA evaluation. The development of an evaluation management response is crucial to enhancing the timely and effective use of evaluations and to ensure that recommendations are implemented.

Evaluation recommendations should cover the main evaluation findings, be clearly written, concise and feasible within contextual and budgetary constraints. Moreover, recommendations should be manageable and actionable. Recommendations may be prioritized into those of primary and secondary importance.

For each recommendation, there will be a management response noting if the recommendation has been accepted or not, and the planned follow-up action and implementation, including timelines. Where recommendations are not accepted, the management response will clearly demonstrate the rationale for this.

PMEU-OUSG, in collaboration with subprogrammes, will ensure a tracking system is in place to track the progress made in implementing recommendations. Reporting on the follow-up to evaluation recommendations will occur at regular intervals and in line with the Department's programme planning processes.

7. Integrating respect for gender equality, disability and human rights

In line with roles and responsibilities of Secretariat entities, Norm 8 of the UN Evaluation Group Norms and Standards for Evaluation determines that gender equality, disability, and human rights-responsive evaluation should be integrated throughout the different steps of evaluation process. Disability inclusion is also considered in line with the *Guidance on Integrating Disability Inclusion in Evaluations and Reporting on the UNDIS Entity Accountability Framework Evaluation Indicator*.

8. Dissemination and Learning from UN DESA evaluations

Through PMEU-OUSG, UN DESA will continue to promote the use of evaluation data, findings, and follow-up. Evaluations should be actively disseminated to all relevant stakeholders and to any potential users of the information and knowledge generated. PMEU-OUSG is responsible for maintaining a depository of evaluations, as well as evaluation training resources and other relevant materials. Evaluation reports will be made available electronically and online to UN DESA staff, except for evaluations insofar as the nature of information concerned is deemed confidential or sensitive. In those cases, senior management can determine that an evaluation report should not be made publicly available at all, or only made available after necessary redaction.

Every budget cycle, UN DESA will summarize the main findings of its evaluations to feed these key findings and recommendations from evaluations into the programme planning processes, including in the relevant programme and budget documents as detailed in the programme planning and budget guidelines. This will also support communication about UN DESA's achievements both internally and externally.

PMEU-OUSG will be responsible for preparing the summary for UN DESA, including on the cross-thematic topics, drawing on summaries prepared by Monitoring and Evaluation Focal Points for subprogramme evaluations.

As per AI guidelines, messages to communicate include:

- Key findings and recommendations from evaluations;
- Relevance and contribution of evaluations to the effectiveness of the organization and its operations;
- Successes and good practices identified by evaluations, including the uptake of findings and recommendations for improvement;
- The Department's evaluation experience and technical capability; and
- Any outstanding evaluation innovations.

The classification of information entrusted to or originating from the United Nations is based on the understanding that the work of the United Nations should be open and transparent, except insofar as the nature of information concerned is deemed confidential or sensitive[13].

[13] Section 1.2 of ST/SGB/2007/6 (Information sensitivity, classification and handling) describes what kind of information can be deemed sensitive, highlighted in the *Guidelines – Administrative Instruction on Evaluation in the United Nations Secretariat*.

9. Tracking the effectiveness of the policy

This policy will be periodically reviewed and updated every five years, in line with ongoing guidance from OIOS, BTAD-Evaluation Section-DMSPC and UNEG. If needed, the policy could be updated earlier to ensure that it continues to meet the evaluation needs of the Department and for necessary alignment with any unexpected updates to the AI guidelines and UNEG norms and standards.

ANNEX (Acronyms)

BoA	Board of Auditors
BTAD	Business Transformation and Accountability Division, Department of Management Strategy, Policy and Compliance
UN DESA	Department of Economic and Social Affairs
JIU	Joint Inspection Unit
OIOS	Office of Internal Oversight Services
OUSG	Office of the Under-Secretary-General
PMEU	Programme, Monitoring and Evaluation Unit
RBM	Results-based Management
UNEG	United Nations Evaluation Group

United Nations

Department of Economic and Social Affairs