

# **Office of Internal Oversight Services**

## **Inspection and Evaluation Division**

Briefing for the forty-ninth session of the  
Committee for Programme and Coordination

8 June 2009

# OIOS Evaluation reports presented

1. Report on strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives (*A/64/63*)
2. Report on the evaluation of United Nations support to the least developed countries, landlocked developing countries, small island developing States and Africa (*E/AC.51/2009/2*)
3. Report on the thematic evaluation of lessons learned: protocols and practices (*E/AC.51/2009/5*)
4. Report on the thematic evaluation of United Nations coordinating bodies, in accordance with General Assembly resolutions 48/218B, 54/244 and 59/272 (*E/AC.51/2009/6*)
5. Report on the triennial review on the in-depth evaluation of the programme on political affairs: regional divisions (*E/AC.51/2009/3*)
6. Report on the triennial review on the thematic evaluation of knowledge management networks in the pursuit of the goals of the Millennium Declaration (*E/AC.51/2009/4*)

# Report on strengthening the role of evaluation (A/64/63)

“While evaluation is playing a positive role in improving performance, overall evaluation capacity of the Secretariat continues to be inadequate ”

# Key findings

## *Evaluation use*

- Evaluation in 2006-2007 focused largely on issues of programme implementation, many at the project level
- Evaluations reveal common challenges and successes in the Secretariat
- Evaluations from the past biennium have been used primarily to strengthen specific components of programme performance

## *Evaluation capacity*

- Overall capacity continues to be inadequate
- However, some improvements have been made

## *OIOS evaluation work plan*

- Work planning based on risk assessment
- Work plan presented through 2011
- CPC may wish to consider some of these evaluations at its fifty-first session

# Recommendations

No recommendations made in this report, but OIOS notes the need for a comprehensive review of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (PPBME).

# Report on the evaluation of OHRLLS and OSAA (E/AC.51/2009/2)

“Misalignment between expectations, capacities and accountability arrangements hinders programmatic focus and attainment of results”

# Key findings

- Both OHRLLS and UN support for NEPAD face inherent tension between high expectations and limited capacities. A lack of programmatic focus and insufficient communication with stakeholders worsen the situation.
- Advocacy efforts have brought increased global-level attention to the respective categories of countries in need but has had little influence on the availability and programming of UN country-level resources.
- Potential for synergy between OSAA and OHRLLS, as small offices with overlapping mandates, has not been exploited.
- UN support for NEPAD budget and subprogramme structure are misaligned with the chain of accountability. There is no senior officer in charge of UN support for NEPAD as a whole.
- The parallel OHRLLS and DESA arrangement in support of SIDS needs closer coordination.

# Recommendations

- The Secretary-General should review the entire programmatic structure of both OHRLLS and OSAA to reduce the overlap and duplication, particularly in administrative and advocacy areas.
- The Secretary-General should review the subprogramme structure within UN support for NEPAD, with the aim of bringing three subprogrammes under the responsibility and oversight of one senior officer.
- Both OHRLLS and the UN support for NEPAD should work in consultation with Member States and UN partners to translate their broad mandates into a clearly defined strategic focus.
- The Regional Consultative Mechanism within UN support for NEPAD should be strengthened.
- OHRLLS and DESA should clarify their respective roles and develop a joint action plan to bring coherence and provide guidance to the UN system efforts in support of SIDS.

# Report on the thematic evaluation of lessons learned: protocols and practices (E/AC.51/2009/5)

“Learning lessons for improving  
organizational efficiency and effectiveness  
is weak”

# Key findings

- Most programmes lack systematic approach for capturing, sharing and utilizing lessons
- Existing tools for learning lessons not used to full capacity
- Lesson learning to date reported to have positive impact
- Several obstacles hinder lesson learning in the Secretariat
- Resources dedicated to lesson learning very limited
- Coordination among programmes in learning lessons is limited

# Recommendations

- CEB should request system-wide knowledge sharing task force to address lesson learning
- DPI should request Secretariat-wide knowledge sharing task force to address lesson learning
- Secretary-General should consider dedicated unit for capacity-building for lesson learning
- Programmes should develop lesson learning guidelines
- DM should develop training on lesson learning

# **Report on the thematic evaluation of United Nations coordinating bodies (E/AC.51/2009/6)**

“Coordinating bodies add value in aligning policies and sharing information, but are less effective in coordinating programme delivery and strengthening organizational performance”

# Key findings

- The seven bodies meet coordination needs not otherwise addressed in the Secretariat
- Enhancements in structures and work processes are needed to better achieve coordination goals
- The Bodies are most effective in aligning policies and strategies and sharing information
- They are less effective in reducing duplication, rationalizing resources and strengthening performance
- The bodies lack clarity and coherence in respective roles and objectives

# Recommendations

- The Secretary-General should:
  - Review and refine mandates and composition of original four executive committees
  - Review and refine role of Senior Management Group
  - Request convenors of executive committees to enhance information flow with Policy Committee
  
- Coordinating body convenors should:
  - Strengthen working procedures
  - Monitor and report annually to Secretary-General on implementation of results-based work plans

**Triennial review of thematic  
evaluation of knowledge  
management networks in the  
pursuit of the goals of the  
Millennium Declaration  
(E/AC.51/2009/4)**

# Key findings

- One of six original OIOS recommendations and both CPC recommendations have been implemented
- Office of Information and Communications Technology has new knowledge management service
- New working group on knowledge management formed and developing strategy
- OIOS stresses that work continues in creating a culture and working environment that promotes and facilitates knowledge sharing

**Triennial review of in-depth  
evaluation of programme on  
political affairs: regional divisions  
(E/AC.51/2009/3)**

# Key findings

- Four out of ten recommendations implemented
- Role as focal point for conflict prevention strengthened including through outlining a conflict prevention strategy, developing a human resource strategy and a protocol for information collection
- Progress has been made towards strengthening inter-agency communications
- More progress needed in:
  - Strengthening cooperation with other regional organizations within the framework of the agreed-upon modalities
  - Establishing a knowledge management strategy
  - Incorporating gender mainstreaming goals into their work plans
  - an external evaluation of its trust funds
- Future developments should get a further boost from the recent creation of 49 new posts

**END**