

**Report of the Office of Internal Oversight Services on  
Strengthening the role of evaluation and the application of evaluation findings on  
programme design, delivery and policy directives**

(A/76/69)

Introductory statement to the  
Fifth Committee  
by

**Ms. Fatoumata Ndiaye**  
Under-Secretary-General for  
Internal Oversight Services

13 October 2021

Mr. Chair, distinguished members of the Committee,

I have the pleasure of introducing for the Committee's consideration the Report of the Office of Internal Oversight Services (OIOS) on "**Strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives**" covering the 2018-2019 biennium (A/76/69).

This report is the seventeenth in a series of studies on evaluation submitted to the General Assembly through the Committee for Programme and Coordination. This report presents an assessment of the evaluation capacity of 75 Secretariat entities that are subject to OIOS oversight, and also summarizes the results of selected evaluation reports prepared by these entities during 2018 and 2019. In line with the Secretary-General's 2017 reform initiatives, including the delegation of authority to heads of entity, the current review covers all Secretariat entities, including field missions, for the first time.

Overall, OIOS found that evaluation practice remained highly uneven across the Secretariat, with meaningful practice limited to just a handful of entities with established functions and dedicated resources, mostly under the development and human rights pillars, and were largely project-focused and donor-driven. There was marginal or non-existent evaluation practice in most entities in the peace and security pillar and management and support areas.

Increased leadership priority and the related 2017 reform initiatives of the Secretary-General were yet to permeate as a means of effectively addressing the perennial challenges that affect the evaluation functions. Inadequate resources, a lack of staff capacity and expertise,

organizational culture, and competing management priorities were the key challenges for stronger evaluation practices across the Secretariat. In addition, enhanced support and guidance for building evaluation capacity was also needed to strengthen the evaluation conducted by Secretariat entities.

The evaluation reports selected for in-depth review by OIOS had assessed the overall performance of the Secretariat programmes as *satisfactory* in achieving their immediate objectives and delivering benefits for target groups. However, the reports showed that the capacity of Secretariat programmes to deliver broader systemic change remained limited.

OIOS found that the quality of evaluation reports reviewed was good and had improved slightly from the previous biennium. Although weaknesses persisted in the tracking and use of entity evaluation recommendations, progress had been made.

Given these findings and the challenges identified, OIOS made four recommendations, all of which were accepted, with a view to helping the Secretariat close the evaluation capacity gap, namely to:

- (a) Establish the evaluation function and terms of reference in entities that do not have them and adopt or update evaluation policies;
- (b) Improve entities evaluation planning and follow-up to recommendations;
- (c) Strengthen evaluation practices in entities with capacity gaps, by considering an appropriate arrangement based on their size and mandate; and
- (d) Enhance the quality of evaluation-related submissions in budgets and track workplans, resource allocation and expenditure in Umoja.

OIOS will follow-up and report on the implementation of these recommendations in the next biennial report, and also as part of the enhancements that OIOS plans in its provision of centralized methodological support and guidance to Secretariat evaluation following the issuance of the administrative instruction on “Evaluation in the United Nations Secretariat” in August 2021 (ST/AI/2021/3).

Mr. Chair, distinguished members of the Committee,

We thank you for the opportunity to bring this report to your attention and hope that it is helpful to your deliberations and decision-making.

**Report of the Office of Internal Oversight Services (OIOS)  
on the activities, performance and results of staff support provided to  
the human rights treaty body system by the Office of the United Nations  
High Commissioner for Human Rights**

A/76/197

**Statement to the Fifth Committee by the  
Under-Secretary-General for Internal Oversight Services  
Fatoumata Ndiaye  
13 October 2021**

Mr. Chairman, distinguished members of the Fifth Committee,

I have the honour to introduce to you the report of the Office of Internal Oversight Services (OIOS) on the activities, performance and results of staff support provided to the human rights treaty body system by the Office of the United Nations High Commissioner for Human Rights (OHCHR), contained in document A/76/197.

OIOS submits to you this report at the request of the General Assembly in its resolution 75/252.

The audit showed the need for OHCHR to strengthen planning and performance management to enhance the effectiveness of staff support provided to the human rights treaty bodies by, inter alia: (i) incorporating the relevant workload and performance data in its workforce assessments to comprehensively explain and justify its staffing needs; (ii) defining the scope of activities that should be considered under the two weeks of additional meeting time allowed per treaty body for other mandated activities; (iii) strengthening internal coordination by developing appropriate protocols and workflows; (iv) developing sectional workplans with clear output targets and establishing formal mechanisms to solicit feedback from experts; (v) strengthening the management of individual communications by prioritizing the development or acquisition of a case management system, identifying and sharing best practices among the treaty bodies, and improving the reporting and monitoring of the backlogs; (vi) updating the strategy for the capacity-building programme to include aspects of coordination among the entities involved in its implementation; and (vii) tracking the implementation status of decisions and recommendations of the Chairs of the treaty bodies.

OHCHR accepted all ten recommendations and has initiated action to implement them.

Mr. Chair, distinguished members of the Committee,

We thank you for the opportunity to bring this report to your attention and hope that it is helpful to your deliberations and decision-making.