

EVALUATION PLAN (2014-2017)ⁱ

GOAL: By 2017, OHCHR's interventions are more relevant, more efficient, more effective, have a greater impact and are more sustainable

OUTCOMES	TARGETS	OUTPUTS	STRATEGY
<p>1. The evaluation function is a well-developed and utilized component of the RBM approach in OHCHR</p> <p><i>The aim is to start the process by creating positive experiences with evaluation. In this sense, the field will be a first starting point because of the following reasons: 1) They are more used to RBM, its positive impact on programmes/interventions, and to its tools 2) There is more data available that is needed for good evaluations 3) A demand for evaluation starts to be perceived.</i></p> <p><i>At the same time, donors' pressure and Human Rights NGOs/academia experiences will be used to also start on impact studies based on AI's model and using participatory techniques, in order to develop tools and processes tailored to human rights work.</i></p>	2 high-quality impact studies per programming cycle	1.1 Senior Managers are fully aware of the importance of systematically conducting and following up on evaluations and support the process	<i>A capacity building strategy will be developed to target Senior Managers, less through formal training than by using other opportunities, coaching, communications materials, etc. Positive experiences with field evaluations will be used as support to this process.</i>
	1 high-quality evaluation per headquarters' sub-programme per cycle	1.2 Resources for evaluations are assigned in OHCHR's budgets	<i>Most UN agencies have a percentage of their budget assigned to M&E. PPMES will elaborate proposals to follow this example for OHCHR's budgets and present it to PBRB.</i>
	3 high-quality decentralised evaluations per year (field presences)	1.3 Mid-management headquarters and field staff outside PPMES have the capacity and the tools to initiate and/or manage evaluations, and to follow up on them	<i>A new evaluation module will be integrated in the existing RBM training package, providing more detailed instructions for staff to initiate and/or manage evaluations, and to follow up on them. Mid-managers will be associated to the initiation/ management of specific evaluations that are relevant to their sections/offices and provided on the job training. This output also includes the preparation of tools and the adoption of procedures to facilitate the establishment of the evaluation function</i>
	90% of evaluation recommendations have target dates [Compact]		
	80% of accepted recommendations have been implemented [Compact]		
	A detailed OHCHR Evaluation Plan is produced yearly		

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<p>2. OHCHR's Senior Management systematically takes and/or reviews decisions on existing and/or planned interventions, as well as on OHCHR processes, on the basis of evidence provided by evaluations</p> <p><i>The aim is to ensure that monitoring and evaluation data are actually used by Senior Management at the moment of taking or reviewing decisions both on specific programmes or interventions and on processes of the Office. This will mostly happen at the Programme and Budget Review Board (PBRB) but also at the Senior Management Team meetings for decisions regarding processes.</i></p>	<p>Evidence produced by evaluations is used in 100% of the decision-making processes related to the issues evaluated</p> <p>70% of OHCHR processes targeted by evaluations are reviewed by relevant Senior Managers</p>	<p>2.1 Information produced by evaluations is consistently presented in a user-friendly format to human rights decision-makers</p> <p>2.2 Senior Managers have the capacity to understand evaluation data and to use it for decision-making</p>	<p><i>PPMES will ensure that evaluation processes are conducted and the outcomes of evaluations presented in ways that are easy to understand, use and support by human rights workers. The Performance Monitoring System will be of great value to support the production of analytical information complementing evaluation's outcomes.</i></p> <p><i>See capacity-building output above. In addition, PPMES will use the services of the Information Analyst to prepare tailored made analysis of data for specific areas of work/sections of OHCHR. This will provide an opportunity to engage with individual managers on what evaluation can do for them and the programme(s)/interventions they oversee.</i></p>

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<p>3. OHCHR strategically uses UN system evaluation resources (in particular OIOS and UNEG) to improve its relevance, efficiency, effectiveness, impact and sustainability</p> <p><i>OIOS is the repository of the Evaluation Function for the UN Secretariat. Its limited size compared to the number of Departments it covers only allows for a very limited number of Programme evaluations and cross-cutting thematic evaluations. There is an obligation for OHCHR to follow up and report (also publicly to the General Assembly) on the implementation of OIOS recommendations. It is important that OHCHR starts using strategically OIOS evaluations, to avoid overlap and encourage synergies.</i></p> <p><i>OHCHR is also part of the United Nations Evaluation Group, co-chairing the Human Rights and Gender Equality Task Force and participating in a number of others. While this implies responding to a number of requests that has so far exceeded OHCHR's capacity, the Office recognizes the potential of UNEG and will strive to use its tools and support to improve its own evaluation function.</i></p>	<p>80% of OIOS evaluation recommendations to OHCHR are implemented</p> <p>70% of UNEG requests are positively responded to</p>	<p>3.1 OHCHR Senior Managers are aware of OIOS' recommendations to OHCHR and ensure systematic follow-up to their implementation</p>	<p><i>PPMES will work with Senior Management to ensure that each Division/Office is aware of the recommendations they are responsible to implement, through the development of management responses and follow-up action plans. PPMES will also provide ad hoc support to Divisions/Offices both in the dissemination of recommendations and in the substantive follow-up to them.</i></p>
	<p>The integration of human rights standards in UN system evaluations increases the mainstreaming of human rights to a high extent</p>	<p>3.2 OHCHR networks with OIOS and UNEG to strengthen its own evaluation function</p>	<p><i>Under this output, PPMES will work to ensure that requests related to evaluation and/or evaluations planned for OHCHR are useful and/or are complementary to the ones planned by OHCHR. As an example, PPMES could explore the possibility of applying UNEG guidelines and guidance on peer review, to request other agencies' support to deliver one for OHCHR.</i></p>
	<p>3.3 UN staff have the capacity and the tools to integrate human rights in their agencies' evaluations</p>	<p><i>PPMES will continue to develop guidance and tools to support the mainstreaming of human rights into evaluations. This includes the co-chairing of the Human Rights and Gender Task Force, as well as on-going work on the revision of UNEG Norms & Standards to better integrate human rights, finalization of UNEG Guidance on the integration of Gender and Human Rights in evaluations, etc.</i></p>	

ⁱ For the purpose of this paper, the following definitions are used: thematic evaluations are exercises focusing on a specific theme of importance to the organization. Impact evaluations look at the organizations capacity to contribute to changes in the enjoyment of rights/in the lives of people – they are scientific exercises, mainly quantitative, based on comparison to reference groups that are not the subject of the intervention. As such, they are of difficult implementation by an organization such as OHCHR; following Amnesty International example, OHCHR will focus – at least at the beginning – on impact studies using a more participatory, qualitative approach. Decentralised evaluations are used to assess against the five evaluation criteria programmes, projects or interventions away from headquarters.