

Monitoring and evaluating OHCHR Management Plan

The definition of accountability provided by the General Assembly in 2010 (A/RES/64/259) highlights the key role of monitoring and evaluation functions to ensure that the Office maintains a high level of accountability and value for money, fully in compliance with results-based management (RBM) standards.

Monitoring

Over the past several years, OHCHR has made substantial strides in improving results-based monitoring and reporting. This was achieved by:

- ▶ Ensuring that there is an unbreakable link between planning, monitoring and reporting;
- ▶ Using office-wide indicators to define targets at outcome level (see Annex 1);
- ▶ Increasing the capacity of staff to understand and implement results-based performance monitoring;
- ▶ Creating user-friendly, results-based performance monitoring tools (OHCHR's Performance Monitoring System);
- ▶ Putting in place guidelines, policies and procedures for regular reporting;

Over the next four years and based on achievements made, OHCHR will focus its efforts on improving accountability frameworks for all OHCHR entities, field- or headquarters-based; ensuring that information resulting from results-based monitoring is available in friendly formats and used

for high-level decision-making, particularly for the allocation of resources (staff and activity); improving the capacity of managers, field- or headquarters-based, to regularly analyse information produced by monitoring to take immediate action when necessary – in particular by taking full advantage of the wealth of information contained in the Performance Monitoring System; and maximizing the learning of cross-entities through the identification and dissemination of lessons learned.

With regard to the Performance Monitoring System, development will continue by focusing on the areas monitoring and reporting; the production of reports – to ensure that standard reports and analysis are easily accessible to users, that users have the option to tailor them to their needs (i.e., by thematic priority, region, indicator), and that data to be used for evaluation can be easily compiled and shared; the adjustment of the monitoring modules to changes coming from the implementation of new procedures for the planning cycle 2014-2017; efforts to improve knowledge management through the System (i.e., availability of documentation resulting from the identification of good/best practices; linkage of lessons learned to specific thematic priorities or global management outputs); and overall on increased user-friendliness of all modules, including the possibility to use the system more easily in areas with slower internet connections (i.e., offline uploading functions).

OHCHR Performance Monitoring System

The quality of the Performance Monitoring System was recognized, *inter alia*, in a public report issued in 2012 by the Joint Investigation Unit (JIU) on Strategic Planning in the United Nations System (JIU/REP/2012/12):

“Among the more complex and interactive systems observed during the review, OHCHR provides an interesting example, having developed an IT-based tool to dynamically manage the information required to reflect the work plan, and interactively monitor and report on its implementation. (...) This performance monitoring system ensures exchange and communication between field offices and headquarters and encourages the sharing of experiences and learning among staff.”

Several UN agencies/donors have requested briefings on the System to learn from and about OHCHR's experience.

Evaluation

OHCHR takes a systematic and methodological approach to evaluation as part of results-based management. It works towards an evaluation culture built around the needs of users and the impact on rights-holders.

The long-term goal of OHCHR's evaluation function is to make OHCHR's interventions more relevant, more efficient and more effective, to have a greater impact and be more sustainable.

Evaluations in OHCHR contribute to the achievement of the stated goal of the evaluation function by:

- ▶ Increasing learning about what works and what does not in OHCHR's interventions and identifying good practices;
- ▶ Increasing availability of credible evidence for decision-making on start-up, maintenance, scaling-up or finalization of interventions;
- ▶ Increasing accountability vis-à-vis rights-holders and funders on the use of resources and the achievement of planned results;
- ▶ Improving risks mitigation and the ability to respond to change.

In 2014-2017, OHCHR will work to achieve its overall goal by focusing on three mid-term results:

- ✓ The evaluation function is a well-developed and utilized component of the RBM approach in OHCHR

Within this result, OHCHR aims at conducting a number of high-quality evaluations and impact studies per cycle, ensuring their regular dissemination and the follow-up of recommendations.

- ✓ OHCHR's senior management systematically takes and/or reviews decisions on existing and/or planned interventions, as well as on OHCHR structures and processes, on the basis of evidence provided by evaluations

In this area, through increased capacity-building for managers, OHCHR targets the use of evaluation results by focusing on decision-making processes and policy changes being informed by evaluation findings.

- ✓ OHCHR strategically uses UN system evaluation resources to improve its relevance, efficiency, effectiveness, impact and sustainability

In accordance with its mandate, OHCHR focuses on increasing its capacity to learn from others, as well as its contribution to the mainstreaming of human rights into evaluations and evaluation functions system-wide.

As it continues to work on establishing a fully functioning evaluation function, OHCHR is prepared to use a range of tools and approaches to ensure that:

- ▶ Evaluations requested by Senior Management take place as planned, within reasonable timelines and allotted resources (bottom-down approach);
- ▶ Through increased knowledge, staff members throughout OHCHR increase the demand for the conducting of evaluations (capacity-building, bottom-up approach);
- ▶ Evaluations are of the highest quality and conducted by knowledgeable, independent consultants or, where possible, by OHCHR evaluation staff (strengthening of OHCHR's evaluation resources);
- ▶ Senior Management effectively supports the design and conducting of evaluation, and effectively uses its results, including through an increased understanding of evaluation standards and value (management buy-in).

In 2014, in particular, OHCHR will undertake:

► **A strategic evaluation of OHCHR's support to national human rights institutions (NHRIs)**

OHCHR has conducted work in this area for many years. The International Coordinating Committee of NHRIs was created in 1993 and OHCHR functions as its Secretariat. The Office has invested considerable resources over a substantial period of time on the issue of the establishment and functioning of NHRIs and there is a need to assess the impact and relevance of its work.

► **A decentralized evaluation of OHCHR's Regional Office for Central Asia (ROCA)**

ROCA was established in June 2008 on the basis of the Agreement signed with the authorities of Kyrgyzstan. It covers the four countries in the region, namely Kazakhstan, Kyrgyzstan, Tajikistan and Turkmenistan. ROCA has one of the highest budgets for regional offices in OHCHR and has attracted project funding from a number of different donors.

► **An impact study focusing on a cross-section of OHCHR's Human Rights Advisers (HRAs)**

OHCHR began appointing human rights advisers (HRAs) in the 1990's. Over the years, the number of HRAs has grown steadily and in 2013 there was a total of 19, some of which were in place for more than five years. In 2012, a "new generation" of HRAs was launched in the context of the work of the Human Rights Mainstreaming Mechanism of the United Nations Development Group and its multi-donor Trust Fund. An evaluation of the impact and results of the longest-serving HRAs would be of great value to provide baselines and good practices for the "new generation" of HRAs.

Areas that are being considered for strategic evaluation over the next three years of the cycle are the participation of right-holders; adoption of legislation in conformity with international human rights standards; transitional justice processes; the implementation of results-based management in OHCHR; and value for money.