



UNEG

United Nations Evaluation Group

UNEG Annual Report April 2006 - March 2007

Prepared by the UNEG Secretariat for presentation at the UNEG Annual General Meeting, 18-20 April, 2007.

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UNEG ANNUAL REPORT APRIL 2006 - MARCH 2007

1. This report provides members with a summary of UNEG's 2006/07 operational activities and an update on the 2006/07 Work Programme, as agreed upon at the 2006 AGM, and implemented by UNEG's Task Forces and Working Groups. The details of the Work Programme 2006/07 are outlined in Annex 1. The Chairs and co-Chairs of the Task Forces and Working Groups are members of the UNEG Coordination Committee¹ (CC) which has met continuously over the course of 2006/07. These meetings are an opportunity to share updates on the progress of work.

2. The UNEG Norms and Standards (2005) and the UNEG Principles of Working Together (March, 2006) highlight UNEG's continuous development as a professional network. In September 2006, UNEG took further steps towards professionalisation when Michelle Weston joined as UNEG Programme Specialist. She is a full time professional dedicated to supporting the UNEG Secretariat, and the Task Forces and Working Groups, implement the UNEG Work Programme². The role of the Secretariat, and how it will develop, is detailed further below.

Members updates

3. The following members have left UNEG over the last year: Mr. Kees Tuinenberg retired as Director of Evaluation in WFP in September 2006. In January 2007, Ms. Donatella Magliani left UNIDO to take up the position of Director of the Division for Programme Support and Coordination in the Technical Cooperation Department, IAEA. In March 2007, Mr. Marco Pautasso, Director of IAOD, WIPO, assumed new responsibilities within the development cooperation sector of WIPO. In April 2007, Mr David Rider Smith, co-Chair of the Evaluation and Oversight Working Group, left the UNDP Evaluation Office to take up a European Commission funded position as an adviser in the Office of the Prime Minister in Uganda, supporting the implementation of their national monitoring and evaluation strategy (NIMES).

4. We would also like to welcome the following members who have joined UNEG in the last year: Ms Caroline Heider has taken over the role of Director of Evaluation in WFP. Mr Nick Treen has assumed the role of Director of WIPO. Ms Marion Barthelemy also took up the position of Chief of Development Cooperation Policy Branch, Office for ECOSOC Support and Coordination, in UNDESA and Mr. Paul de Lay has assumed the role of Director of the Evaluation Department in UNAIDS.

5. In November 2006, the Policy, Planning, Monitoring and Evaluation Section (PME), of the Office of the High Commissioner for Human Rights became a member UNEG and is represented in UNEG by Peter Hellmers. The PME Work Programme is available in Annex 3.

¹ The CC is the UNEG Secretariat (Chair, Executive Secretary and the UNEG professional) and the Chairs/co-Chairs of UNEG's Task Forces and Working Groups. The Regional Commission Representative also participates.

² Terms of Reference available in Annex 2.

Annual General Meeting 2006

6. The 2006 Annual General Meeting was held in Paris from 27th – 28th March 2006 and was hosted by UNESCO. Sixty-six participants attended from 35 agencies, three institutional partners and one external consultant. The meeting focused on the work of UNEG's Task Forces and Working Groups³ and their deliverables over the period 2005/06. The Work Programme for 2006/07 was also agreed upon, as shown in Annex 3.

7. The main outcomes of the 2006 AGM were:

- i. Adoption of the UNEG Principles of Working Together.
- ii. Five Task Forces and two Working Groups were established to implement UNEG's Work Programme⁴.
- iii. Members agreed to hire a dedicated professional to help implement the Work Programme, and develop UNEG's knowledge sharing and communications platform.

Update on UNEG's Work Programme, 2006/07

8. The following contributions by UNEG's Task Forces and Working Groups provide an update on the work of the past year.

Task Force on Evaluation Capacity Development (ECD)
Output Title 1: <ul style="list-style-type: none">• Paper on finalization of core competencies (including for Evaluation Heads) and evaluation job descriptions and strategy paper on capacity development for countries To be approved at the AGM: Yes
Output Status: Completed
Output description: The Task Force has developed core competencies for Evaluation Heads to complete the competencies developed in 2006 for P1 to P5 evaluation staff. The Task Force also developed generic job descriptions for evaluation staff. The Task Force Chair drafted the strategy paper on capacity development for countries.
Output process: A smaller sub-group of the larger Task Force was formed to work on these outputs. The draft core competencies for evaluation heads were based on existing job descriptions for UNEG evaluation heads and modeled on the same framework used for core competencies developed in 2006 for professional evaluation staff. The drafts were shared with Task Force

³ Represented were the Principles for Working Together and Evaluation and Oversight Working Groups and the Country Level Evaluation, Results Based Management, Evaluation Capacity Development and Quality Stamp Task Forces.

⁴ The Task Forces set up were: Quality Stamp, Evaluation Capacity Development, Country Level Evaluation, Results Based Management and Evaluation Practice Exchange). The Working Groups set up were: Principles of Working Together and Evaluation and Oversight. The full list of Task Force and Working Group members is detailed in Annex 3.

members and UNEG heads for comment prior to the AGM in Geneva. The Task Force Chair drafted the strategy paper on capacity development for countries.
Output Title 2: <ul style="list-style-type: none"> Issue paper on evaluation needs assessment, feedback on pilot evaluation training course given at UN Staff College in March 2007, and paper on proposal for evaluation diploma programme To be approved at the AGM: Yes
Output Status: Partially completed
Output description: The Task Force completed an issue paper on the evaluation needs assessment, an analysis of feedback on the pilot evaluation training course and a paper on a proposed diploma programme.
Output process: The Task Force discussed the use of a needs assessment and the paper was drafted based on these discussions. The pilot evaluation training course was developed and Task Force members had several meetings to provide input and comment on the course outline and content. Feedback from participants was obtained at the pilot session conducted in March 2006. The Task Force also discussed the development of a diploma programme in evaluation.
Output Title 3: <ul style="list-style-type: none"> Issue paper on Knowledge Management To be approved at the AGM: Yes
Output Status: Under development
Output description: An issues paper on how UNEG should approach knowledge management.

Task Force on Results Based Management (RBM)
Output title: <ul style="list-style-type: none"> The Role of Evaluation in Results-Based Management (RBM) – Final Report of a Survey Summary of Task Force Discussions on the Final Report Suggested discussion points and proposals for future work on RBM and Evaluation To be approved at the AGM: Yes – the third paper needs to be debated and decisions taken by the full membership of UNEG
Output Status: (<i>e.g. Completed/ under development</i>) The purpose of the task force on RBM set up at the UNEG held in April 2005 was to “Identify best practice models and future challenges.” As a first step it was decided undertake a survey to ascertain the role evaluation plays in RBM in various international organizations. The questionnaire was sent out to 26 UN entities and 21 of these responded. The report has been finalized and therefore this phase of task force activity is complete.

<p>Output description:</p> <p>The salient issues as regards evaluation and RBM that emerged from the survey have been discussed and debated within the task force. Task Force proposals are being submitted for consideration by the upcoming UNEG.</p>
<p>Output process:</p> <p>Preliminary results from the survey (launched in March 2006) were shared at the last AGM. During the past year, the survey was finalized, circulated and then a teleconference was held to canvass task force members' opinion on the key issues arising from an analysis of the opinions and data gathered through the survey.</p>

<p>Working Group on Evaluation and Oversight</p>
<p>Output title:</p> <ul style="list-style-type: none"> • Report on the role of evaluation in oversight in the UN System <p>To be approved at the AGM: No</p>
<p>Output Status: Completed</p>
<p>Output description: This report of the Working Group seeks to clarify the role of evaluation in oversight in the UN System (including necessary criteria for to ensure the effectiveness and integrity of evaluation in relation to other oversight functions). Specifically, the report attempts to:</p> <ol style="list-style-type: none"> Review international definitions, norms and practice for oversight (including the UN system) in order to establish the relevant ones for the UN. Review the practice of oversight and evaluation in the UN and the relationship between the two. Identify conditions that support the best practices of evaluation in oversight (i.e. evaluation as an oversight function), at the same time identifying the minimum conditions required to ensure the effectiveness of evaluation both as an oversight and a learning function. <p>The report is for review and discussion at the AGM, where further action or decisions may be identified.</p>
<p>Output process:</p> <p><i>Inception – March 2006:</i> The Working Group was established at the 2006 Annual General Meeting of UNEG. The AGM produced a UNEG statement in response to the report of the Joint Inspection Unit (JIU) on “Oversight Lacunae in the United Nations System” (JIU/REP/2006/2) regarding the proposal to consolidate the functions of evaluation, audit, investigation and inspection into a single unit under the head of internal oversight reporting directly to the executive head. The statement noted that other, or differentiated, solutions to enhancing the efficiency and effectiveness of oversight should be explored. As follow-up, UNEG members noted that it was important to further clarify the role of evaluation in oversight in the UN System.</p>

Accordingly, this Working Group was established for that purpose. A chair, from OIOS, and co-chair, from UNDP were elected.

Workshop on safeguards for evaluation – June 2006. A half-day brainstorming workshop was arranged in June to address issues emanating from the GA mandated “Comprehensive review of Governance and Oversight within the United Nations, Funds, Programmes and Specialized Agencies” and related interests of a broader range of UNEG members regarding the relationship and location between evaluation, management and other oversight entities. The workshop sought to discuss and review different institutional arrangements for evaluation in the UN system, and provide a basis to determine what good practices might exist. The output from the workshop provided input for the WG’s report.

Revision of the Terms of Reference – August 2006: The Terms of Reference for the WG were established and then revised with inputs from WG members to reflect the specific aims of addressing the safeguarding of evaluation from other forms of oversight and of management. The TOR was drafted in April/May and the revised version agreed in August.

Production of background review – December 2006. A background review on oversight practices within public and private institutions was produced by the WG as an input to the overall report. The review was lead by intern Sabine Becker.

Production of first draft of the WG report – March 2007. The report, drafted by the WG co-chairs, was circulated to all WG members and an external expert for comment and input.

Discussion on draft by WG members who submitted comments on the report – March 2007.

Consultation on draft WG report – March 2007 - Comments were received from some WG members on the draft report and a phone discussion involving all these WG members as well as Professor John Mayne, was held on 16 March. This discussion provided specific suggestions for finalizing the report.

Final draft of report – April 2007. The final report was produced by the co-chairs drawing on the inputs provided, submitted to the UNEG Secretariat, and posted on the UNEG Website for review.

Quality Stamp Task Force (QSTF)

Progress update:

Since the last AGM in Paris in March 2006 the Quality Stamp Task Force has:

- Met twice, in Copenhagen in June 2006 and in Washington in February 2007;
- Bid farewell to two co-chairs: Donatella Magliani (UNIDO) and Kees Tuinenburg (WFP) and welcomed two new co-chairs: Caroline Heider (WFP) and Rob D. van den Berg (GEF);
- Worked on three concrete products to be discussed at the next AGM;
- Entered into an alliance with the DAC Evaluation Network for joint work on one of these products.

The three products to be discussed at the Annual Meeting are:

- i. Issues and options on the fact-sheet;

- ii. Draft ethical guidelines and
- iii. A note on the peer review mechanism.

Issues and options concerning the fact sheet

At the AGM 2006 the Task Force was asked to “analyze further the information gathered in the fact sheet, having weighted it for comparable analysis” with a view to ensure that “benchmarked self assessment should be conducted across UN organizations every 3 years” (minutes of the AGM 2006).

During the summer of 2006 Kees Tuinenburg analyzed the fact sheet responses that had been received so far. This analysis was discussed at the meeting of the Task Force in February 2007, and it was decided that WFP would take the lead in preparing a proposal for the AGM. The analysis was discussed at the February 2007 Task Force meeting and WFP took the lead in further preparation of the issues and options that would need to be presented to the AGM 2007.

A note on the issues and options on the fact sheet and the possibilities for benchmarking has been produced for discussion at the AGM 2007, along with a revised fact sheet.

Draft ethical guidelines

On the issue of the UN norms and standards, the Quality Stamp Task Force was asked by the AGM 2006 to proceed along the following lines:

“Actions to improve the UNEG Standards will include:

- Improving the self-assessment instrument to address weaknesses for generating valid data
- Do follow-up work on ethics
- Revise the standards document at a future date”

The first issue is discussed in the issues and options note on the fact sheet. It was decided not to work on any changes to the UN Norms and Standards, since they had been adopted relatively recently, but to look for possibilities to prepare guidelines on specific issues that would need further elaboration. On the issue of “follow-up work on ethics” the Task Force decided to see whether draft ethical guidelines could be prepared for discussion at the AGM 2007. After the summer of 2006, the GEF Evaluation Office adopted ethical guidelines for evaluation in the GEF, which were distributed throughout UNEG. These, together with other ethical guidelines, were used as a source of inspiration for further work. At the February 2007 meeting of the Task Force, it was decided that UNICEF would take the lead in preparing draft guidelines for discussion at the AGM.

The draft guidelines will be presented to the AGM 2007.

Issues and options for the peer review mechanism

At the AGM 2007, the two following issues were identified for further work by the Task Force:

- Conduct a study and recommend an appropriate/optimal model for UNEG quality assurance for evaluation in members.
- Develop a list of member agencies interested in an external assessment of their evaluation function.

During the joint meeting with the DAC Evaluation Network in Paris last year, the experience with the peer reviews of UNDP and UNICEF was discussed and it was proposed that the peer review

mechanism would be developed further through joint work. In June 2006 a joint meeting took place in Copenhagen, which ended with the proposed establishment of a Joint Task Force DAC/UNEG on peer reviews. This Joint Task Force was confirmed in UNEG in a Coordination Committee meeting and in the DAC Evaluation Network at its meeting in Paris in November 2006. The Joint Task Force consists of Denmark and the GEF (co-chairs) and as members France and the Netherlands, as well as WFP and UNDP. During the summer of 2006 the Joint Task Force produced a revised draft version of a “framework” document for peer reviews, which was discussed both in UNEG (through written procedure) and in the DAC Evaluation Network (at its meeting in November 2006). At the meeting of the Task Force in February 2007, it was decided that the GEF would take the lead in drafting an issues and options paper for the AGM on the future of the peer review mechanism.

After the AGM meeting last year, WFP signaled that it would be interested in a peer review of its evaluation function. In the second half of 2006, a letter was received by the co-chairs of the Joint Task Force with an invitation to initiate the peer review. Sweden has volunteered to chair the peer review panel and two other members have been appointed. The panel is complete and the work will start in April 2007. WFP will be able to give an update to the AGM on progress. In the longer run, OCHA, OIOS and GEF expressed interest in undergoing a peer review.

The Task Force has presented an issues and options note to the AGM 2007, which discusses the peer review mechanism for UN organizations with a relatively smaller evaluation function and provides a brief description of the longer term outlook.

Country Level Evaluation Task Force (CLE)

- The scope and feasibility of country-level evaluations was assessed in two conceptual papers produced by a senior consultant, the first one of which focused on issues and options for CLE (December 2005) and the second one on a review of UNEG member country-level Evaluations (December 2006). On the basis of the first paper a strategy was designed in March 2006, which currently needs to be reviewed (see below).
- Possible programme countries were identified, in which joint evaluations could be conducted on the basis of the following considerations: a) build on an expression of active interest for a country-led evaluation (Republic of South Africa); b) conduct an evaluation in a Least Developed Country / transition scenario from relief to development (Sierra Leone). The actual start-up of these evaluations has been very slow and is scheduled to now take place during 2007.
- The Task Force initiated and promoted the creation of a UNEG country level evaluation database (October 2006), which provides a central platform on the internet for publicly available programmatic and strategic evaluations conducted by individual programmes, funds and agencies. The database has served a first review sponsored by the Task Force which was to identify gaps and overlaps and to explore the scope of joint country-level evaluations (December 2006). UN-DESA has also used the database for a recent meta-analysis of country-level evaluations as part of the preparation of the Triennial Comprehensive Policy Review (TCPR).
- The Task Force has also sponsored the Study on the Evaluability of the UN Development Assistance Framework, undertaken by Evaluation Offices of UNDP and UNICEF (December 2006). Against parameters defined in CCA / UNDAF guidelines of UN-DGO, this report assesses the evaluability of recent UNDAFs in terms of: a) clarity of intent of

the subject to be evaluated (relevance and design of the expected outcome statements and results matrices); b) the existence of sufficient measurable indicators (collection of reliable data for analysis); c) quality of joint monitoring systems; and d) external factors (positive or negative) that have influenced the process and the realization of expected outcomes.

9. In addition to the Task Forces and Working Groups that were established at the AGM 2006, an ad-hoc Working Group was established in November 2006. The Working Group on the High Level Panel on Coherence Report was created to give UNEG's response to evaluation related issues highlighted in the report "Delivering as One: Report of the Secretary-General's High Level Panel on UN System Wide Coherence". In particular, the report stated:

"Evaluation mechanisms should be established for transparency and accountability. A UN system-wide independent evaluation mechanism should be established by 2008, and taking into account the evolving role of OIOS, to monitor how system-wide goals are being delivered. A separate common evaluation methodology should be applied across the UN System by 2010 to permit benchmarking and interagency comparisons and facilitate exchanges of best practices ..."⁵

10. After initial discussions among UNEG Heads, and based on papers prepared by Saraswathi Menon (UNDP) and Eddie Yee Woo Guo (OIOS), Luciano Lavizzari (IFAD) and John Markie (FAO) took the lead in preparing a proposal on behalf of UNEG. Thanks to their lead and the collaborative efforts of UNEG Heads, a final paper was delivered at the HLCP/ HLCM joint meeting in Frascati in March⁶. The paper was very well received and the co-Chairs of the meeting were strongly interested in the proposals made by UNEG. UNEG was encouraged to further refine the paper in consultation with the CEB Secretariat (Adnan Amin) addressing inter alia, issues of funding, scope, reporting line and JIU

UNEG Secretariat

11. Since September 2006, a full time professional has been providing dedicated support to the UNEG Chair, Executive Secretary and the UNEG Task Forces and Working Groups. The Secretariat has undertaken some necessary house keeping with regards to updating contact lists, email mailing lists⁷ and organizing UNEG's documents.

12. The Secretariat has also been developing a new UNEG website in collaboration with an external developer. The new website is designed to improve communications among UNEG members, members of UNEG's Task Forces and Working Groups and UNEG partners and in particular will be a central repository for UNEG documents (both final and in progress). Other functionalities to be developed include an online version of the fact sheet developed by the Quality Stamp Task Force, a database of evaluation consultants and an interactive, wikipedia style, discussion area which could be used, for example, to develop an online glossary of evaluation terms.

13. In 2007/08 the Secretariat will focus on developing the UNEG website, in particular the development of UNEVAL-Forum which is currently being under-utilized by UNEG members. The

⁵ Full report available at <http://www.un.org/events/panel/resources/pdfs/HLP-SWC-FinalReport.pdf>.

⁶ See Considerations in the strengthening of the UN system-wide evaluation published for Session 6 of the UNEG AGM 2007.

⁷ Annex 4 clarifies the different UNEG distribution lists.

Secretariat will also be looking at ways to assist the UNEG Task Forces and Working Groups to ensure delivery of the deliverables set during the 2007 AGM.

UNEG Financial Report 2006/07

14. As agreed at the 2006 AGM, UNDP has borne the lion's share of the costs of the hiring a full time professional dedicated to UNEG. To this end, UNDP has set aside 130K USD per annum to cover salary, and pension and health care contributions for this position. The UNDP Evaluation Office has also covered the travel costs of the UNEG Chair which amounted to 10K USD for 2006/07. In addition, UNDP contributed in kind one month budget administration support, two months support staff and four months IT support over the past year, in particular prior to the arrival of the UNEG Secretariat.

15. Other Secretariat costs (i.e. non salary related) such as office space, IT equipment, communications costs and travel will be met by the UNEG budget, made up of members' voluntary contributions. The details of these contributions are available in Annex 5. In 2006, members contributed a total of 55K USD to support UNEG of which UNEG has spent 9702USD. The full details of these expenditures are outlined in Annex 6.

16. For 2007/08, UNEG has so far received 10K USD in voluntary contributions. Including contributions that are being carried over from last year, UNEG has a budget of 62K USD for 2007/08. Foreseeable expenditures for UNEG in 2007/08 include:

- Redevelopment of the UNEG website – the Secretariat has signed a contract with the development company Lomtec for 7800USD, which includes redevelopment of the site and subsequent technical support. There maybe additional costs involved in adding unforeseen functionalities to the website including an interactive version of the Quality Stamp Task Force fact sheet and wikipedia style discussion forum.
- Design of a common look for UNEG - the Secretariat envisages designing a corporate image for UNEG which will be applied to UNEG's main publications/ papers, e.g. the UNEG Norms and Standards. Approximate cost of this work is 5K USD.
- Updating the lyris list management server – this is the system used by the Secretariat to generate the electronic distribution lists. Updating the system will cost 1672USD.

17. In view of more programming of activities and enable the secretariat to function more self-sufficiently members are encouraged to make a regular financial contribution to UNEG. Please contact the Secretariat for further details.

18. In addition, UNEG received 150K USD from the South Africa as part of the cost sharing agreement for the Country Level Evaluation of South Africa.

ANNEX 1 - UNEG WORK PROGRAMME 2006 – 2007⁸

Decision: The meeting voted to have 5 Task Forces and 2 Working Groups with the following deliverables:

1. Quality Stamp Task Force

- i. The TF will explore alternative ways of UNEG producing an accreditation procedure and make a recommendation to the AGM in 2007
- ii. The fact sheet will be used for benchmarking after consideration of ways to weight the data for comparable analysis
- iii. Actions to improve the UNEG Standards will include:
 - Improving the self-assessment instrument to address weaknesses for generating valid data
 - Do follow-up work on ethics
 - Revise the standards document at a future date
- iv. Study options for quality stamp
 - Conduct a study and recommend an appropriate/optimal model for UNEG quality assurance for evaluation in members
 - Develop a list of member agencies interested in an external assessment of their evaluation function

2. Evaluation Capacity Development Task Force

- i. The final version of the strategy paper will be completed by June 2006
- ii. Competency and training schedule:
 - Finalize core competencies by the end of June
 - Finalize core competencies for Heads of evaluation by the end of November
 - Finalize generic job description by AGM 2007
 - Finalize the survey on Training Needs Assessment by May 2007
 - Finalize Core Training Modules during 2007

⁸ As defined in the report of the UNEG AGM, 27 – 28 March 2006, Paris.

- iii. The knowledge platform will be moved to the ECD TF and executed by the UNEG Secretariat. Its development needs to consider recommendations made for successful platforms and knowledge sharing

3. Country Level Evaluation Task Force

- i. Promotion and review of two evaluations
- ii. Produce a web-based database of country level evaluations
- iii. Review a selection of agency-specific evaluations
- iv. Refine the concept of joint evaluations
- v. Produce inputs for the TCPR 2007 and UNDG/DGO guidance

4. Results Based Management Task Force

- i. Complete the Survey and produce the full report
- ii. Conduct an e-discussion on UN Evaluation Forum on the conflict of interest between RMB and evaluation, and produce a consolidated response
- iii. Draft guidance on the role and facilitation for using and integrating RBM at the country level

5. Evaluation Practice Exchange Task Force

- i. The Evaluation Practice Exchange Seminar is proposed for October-November 2006 for the topics agreed

6. Principles for Working Together Working Group

- i. UNEG members will be engaged in a wider consultation to review fully all issues relating to the remaining sections not endorsed, and a draft will be presented for consideration at the AGM 2007.

7. Evaluation and Oversight Working Group

- i. To build on the initial joint statement on the JIU report.
- ii. The Working Group will define its deliverables.

8. Other decisions

- i. The current Chair and Secretariat arrangements for UNEG will continue until the AGM 2007.
- ii. The Secretariat will hire a dedicated professional.
- iii. The 2007 AGM will be held in Geneva and hosted by the Geneva-based agencies. WIPO will serve as the focal point.

ANNEX 2

UNEG PROGRAMME SPECIALIST TERMS OF REFERENCE

Job title: Programme Specialist UNEG
Post Level:
Bureau/Section: Evaluation Office, New York
Duration: Initially one year
Focal Point: flora.jimenez@undp.org

Under the overall guidance of the Chairperson and direct supervision of the Secretary of UNEG, the Programme Specialist for UNEG is expected to perform the following principal tasks:

PRINCIPAL FUNCTIONS

The Evaluation Office of UNDP chairs and provides the Secretariat function of the United Nations Evaluation Group (UNEG), whose members are drawn from the Evaluation units of UN agencies. The Programme Specialist is expected to support UNEG by:

- Supporting the implementation of the activities planned by UNEG as a whole and the respective Task Forces.
- Coordinate with the chairs and members of the UNEG Task Forces on the elaboration, implementation and dissemination of their annual workplans.
- Provide support services to the Chair and Secretary of UNEG.
- Coordinate the organization of UNEG Board meetings and the preparation of follow-up reports.
- Draft the annual technical and financial report of the UNEG Secretariat.
- Coordinate the UNEG Annual Meetings in consultation with the host agency(s), the Chair and Secretary of UNEG, including, among other things: drafting the Agenda, identifying materials for consultation and distribution, coordinating with participants and host agencies; and drafting the Annual Meeting report.
- Maintain the UNEG budget and monitor and ensure expenditures are within the budget.
- Support the strengthening of the professional function of the UNEG Secretariat. This will include, among other things, consultations with members and other relevant functionaries and professionals; undertaking research on the activities and functions performed by other professional networks and associations; drafting and submitting funding proposals; etc.
- Ensure the periodical dissemination and exchange of information relevant to the work of Task Forces: books, events, articles, links to webpages. For doing this the Evaluation Specialist should create and update a database of evaluation resources.
- Maintain, update and create (when appropriate) databases and directories with information of UNEG members, task forces, document repositories, among others.
- Substantively improve the UNEG webpage. This will include relevant tools such as: databases, internal sites for task forces, calendars of events, calendar of evaluations, document repositories, links to relevant webpages, announcements, advertisements, etc.

- Act as the facilitator of the United Nations Evaluation Forum (UNEVAL-FORUM) promoting communication and dialogue among members on issues related to evaluation policies, knowledge and practices. Organize and/or moderate e-discussions; and periodically propose ways to enhance UNEVALFORUM.
- Identify opportunities for collaboration and synergy by keeping abreast of other networks including DAC, ECG, and the Evaluation Associations.
- Any other duties are required.

QUALIFICATIONS AND EXPERIENCE:

- Advanced university degree (Masters Level) in social sciences or a related field.
- At least three years professional work experience in evaluation, especially but not exclusively in capacity building and networking activities.
- Strong analytical and drafting skills.
- Strong background in international development.
- Ability to work with a team in a multi-cultural environment.
- Full working knowledge of English with knowledge of Arabic, Chinese, French and/or Russian an advantage.
- Competency in IT skills, in particular webpage maintenance and design.

ANNEX 3 - OHCHR'S POLICY, PLANNING, MONITORING AND EVALUATION SECTION (PME)

Resulting from the Plan of Action and the Strategic Management Plan 2006-07, in March 2006 a small, dedicated and centrally placed Policy, Planning, Monitoring and Evaluation section (PME) was established. Working together with all parts of the house, both in Geneva and elsewhere, the new Section helps to ensure that the strategic vision of OHCHR is translated into concrete priorities and operational plans and that effective monitoring and evaluation of impact is conducted. The challenge is, on the basis of a results based management system, to contribute as effectively as possible to the overall goal "to protect people and empower them to realize their rights". The Section reports directly to the Deputy High Commissioner.

From an office wide-perspective, PME has the responsibility to perform, contribute to and lead four functions within OHCHR: policy, planning, monitoring and evaluation. The Section is, therefore, in constant contact and dialogue with all parts of OHCHR (Geneva, New York Office, the field presences), taking a pro-active approach, in order to provide proposals and substantive support and directly contribute to the development and strengthening of capacity in these four areas.

As part of its work, PME keeps track of the situations and needs regarding matters concerning policy, planning, monitoring and evaluation throughout OHCHR, and ensures that the High Commissioner, the Deputy High Commissioner and colleagues of the Senior Management Team are informed in this regard.

An integral part of its work is to collaborate closely with the whole of OHCHR to promote, assist with and follow-up on the implementation of the Plan of Action and the Strategic Management Plan 2006-07 (and subsequent Strategic Management Plans). In this context, it is of particular importance to contribute to and ensure that the major outputs and strategies, linked to the five focus areas of the Plan of Action and set out for the current biennium, are being achieved. The SMP sets out 29 tasks for the whole of OHCHR for the biennium 2006-2007.

The implementation of these 29 Tasks is of an office-wide nature and implies structured work across the boundaries of branches at headquarters, between headquarters and the New York Office and, not the least, with the field presences. The development and structuring of the field presences, including their mandates, and the working relationships between headquarters and the field, are among the many challenges that PME is contributing to.

During its first few months of operation, PME has, naturally, concentrated its work on matters of cross-branch planning and monitoring with regard to the start-up of the implementation of the Strategic Management Plan 2006-07. On the planning side, this has resulted in an increased clarity on how the different branches at headquarters and other parts of the organization as a whole have to work together more closely on various issues.

Among many other things, PME has worked on the Office's new country engagement approach as well as aspects of the transition from the Human Rights Commission to the new Human Rights Council.

A vital part of PME's monitoring work was to organize and lead the first internal Midyear review process, together with colleagues from Administration and the Resource Mobilization Unit. The review focused on progress made and problems encountered in the period from 1 January through 30 June 2006 in beginning to carry out the major tasks contained in the SMP. It also looked at

expenditures, the recruitment process, as well as the financial situation overall and in detail, including with regard to income received and pending pledges. The Section prepared an internal report with recommendations for senior management.

During the first part of 2006, PME contributed to the new design of the meetings of the Senior Management Team, which is the highest deliberative body of OHCHR, chaired by the High Commissioner. PME is the Secretary of these meetings and, under the guidance of the High Commissioner and the Deputy High Commissioner, prepares the agendas and ensures the follow up to the meetings and decisions taken.

During the same period, PME worked together actively with OIOS and colleagues of OHCHR to follow up on the overall structure of the Office (on the basis of the Outcome document, the Plan of Action and the biennium budget for 2007-2008) and the role and functions of OHCHR's New York Office.

During the rest of 2006, PME will focus increasingly more on the policy and evaluation functions, while continuing the work begun on planning and monitoring. A draft policy on evaluation as well as a draft work plan for OHCHR's evaluations will be prepared for the consideration of the High Commissioner and the Senior Management Team before the end of the year.

Once a senior colleague for policy issues has been recruited, thus completing the staffing of the Section, PME will be developing this side of its work in a more comprehensive way, together with all relevant parts of OHCHR. The policy function refers both to (external) policy on human rights issues and policy questions of a more internal nature.

In the context of overall priority setting, PME participated actively in the preparation of OHCHR's Strategic Framework for 2008-2009. The Section is also working on the preparation of the High Commissioner's second Strategic Management Plan (for 2008-2009), including the biennial programme budget, focusing on priorities, objectives and indicators for the biennium.

ANNEX 4 CLARIFICATION OF UNEG' DISTRIBUTION LISTS

UNEG's email distribution lists are managed by the Secretariat. Members are expected to inform the Secretariat of changes in contact details and in particular, are requested to inform the Secretariat of changes in personnel in their agencies.

UNEG-Heads@list.uneval.org: For Heads of evaluation units/ departments of agencies that are members of UNEG. Only UNEG Heads can send and receive emails through this list.

UNEG-CC@list.uneval.org: Includes members of the UNEG Coordination Committee i.e. Task Force and Working Group Chairs/ co-Chairs, the UNEG Secretariat and the Regional Commission Representative. Only members of the CC can send and receive emails through this list.

UNEG-All@list.uneval.org: Includes all members of UNEG and used for general distribution and updates of interest to all UNEG members.

Each Task Force and Working Group has an email list through which members can send emails to each other.

Country-Level Evaluation Task Force: uneg-tf-cle@list.uneval.org

Evaluation Capacity Development Task Force: uneg-tf-eed@list.uneval.org

Evaluation Practice Exchange Seminar Task Force: uneg-tf-epes@list.uneval.org

Quality Stamp Task Force: uneg-tf-qs@list.uneval.org

Results Based Management Task Force: uneg-tf-rbm@list.uneval.org

Evaluation and Oversight Working Group: uneg-wg-oversight@list.uneval.org

Principles of Working Together Working Group: uneg-wg-principles@list.uneval.org

**ANNEX 4 –UNEG HEADS AND
TASK FORCES AND WORKING GROUPS 2006/07**

UNEG HEADS	
Silvia Alamo, CTBTO	Raul Garcia-Buchaca, UNECLAC
John Markie, FAO	Segbedzi Norgbey, UNEP
Robert D. van den Berg, GEF	Urs Nagel, UNESCAP
Frits Arne Eriksen, IAEA	Richard Kalina, UNESCAP
John Maguire, ICAO	John Parsons, UNESCO
Luciano Lavizzari, IFAD	Keiko Chatnilbandh, UNESCWA
Mouch Paraiso, ILO	Traver Mulligan, UNFIP
Claire Liuksila, IMF	Olivier Brasseur, UNFPA
Lawrence Barchue, IMO	Martin Barugahare, UN-HABITAT
Christophe Franzetti, IOM	Jeff Crisp, UNHCR
Ashish Shah, ITC	Jean Quesnel, UNICEF
Egbert Kaltenbach, JIU	Peter Loewe, UNIDO
Susanne Frueh, OCHA	Joanne Sandler, UNIFEM
Ram Nepal, OPCW	Backson Sibanda, UNODC
Peter Hellmers, OHCHR	Eddie Yee Woo Guo, UNOIOS
Marion Barthelemy, UN/DESA	Katrin von der Mosel, UNV
Paul de Lay, UNAIDS	Caroline Heider, WFP
Chandi Kadirgamar, UNCDF	Deepak Thapa, WHO
Masahiro Igarashi, UNCTAD	Nick Treen, WIPO
Saraswathi Menon, UNDP	Jorge Cortes, WMO
Kwabia Boateng, UNECA	Vinod Thomas, World Bank
Parisudhi Kalampasut, UNECE	Jorge Vigano, WTO
Evaluation Capacity Development Task Force	
Jean Quesnel, UNICEF, Chair	Alaphia Wright, UNESCO, Deputy Chair
Demetra Arapakos, OIOS, Deputy Chair	Fumika Ouchi, UNODC
Ada Ocampo, UNICEF	Johannes Dobinger, UNIDO
Anne Claire Luzot, WFP	Oscar Garcia, UNDP
Annemarie Waeschle, WFP	Roger Miranda, UNODC
Azusa Kubota, UNDP	Scott Green, UNFPA
Backson Sibanda, UNODC	Segbedgi Norgbey, UNEP

Catrina Perch, UNEP	Urbain Zadi, UNECA
Christina Bierring, UNFPA	Urs Nagel, UNESCAP (RCR)
Quality Stamp Task Force	
Rob D. van den Berg, GEF, co-Chair	Caroline Heider, WFP, co-Chair
Annemarie Waeschle, WFP	Peter Loewe, UNIDO
Carla Henry, ILO	Silvia Alamo, CTBTO
Christophe Franzetti, IOM	Simon Lawry-White, UNICEF
David Todd, GEF	Sukai Prom-Jackson, UNDP
Eddie Yee Woo Guo, OIOS	Andrew Brubaker, IFAD
John Markie, FAO	Urs Nagel, UNESCAP (RCR)
Masahiro Igarashi, UNCTAD	
Christophe Franzetti, IOM	
Country Level Evaluation Task Force	
Lucien Back, UNDESA, Chair	Rachel Bedouin, FAO, Deputy Chair
Bob Moore, FAO	Kristinn Helgason, UNDESA
Carla Henry, ILO	Marina Bezruchekom, UNAIDS
Chandi Kadirgamar, UNCDF	Masahiro Igarashi, UNCTAD
Claudio Volonte, GEF	Scott Green, UNFPA
Dalibor Kysela, IAEA	Susanne Frueh, OCHA
Joaquin Gonzalez-Aleman, UNICEF	Urs Nagel, UNESCAP (RCR)
Results Based Management Task Force	
Maya Bachner, WIPO, Co-Chair	Chandi Kadirgamar, UNCDF, Co-Chair
Alaphia Wright, UNESCO	Letty Chiwara, UNIFEM
Anguel Anastassov, CTBTO	Marina Bezruchenko-Novachuk, UNAIDS
Ashish Shah, ITC	Martin Barugahare, UNHABITAT
Bernd Bultemeier, FAO	Miguel Jimenez-Pont, ITC
Caroline Heider, WFP	Peter Loewe, UNIDO
Christophe Franzetti, IOM	Samuel Bickel, UNICEF
Claude Hilfiker, OCHA	Scott Green, UNFPA
David Rider Smith, UNDP	Segbedzi Norgbey, UNEP
Elena Marcelino, UNIFEM	Silvia Alamo, CTBTO
Gawaher Atif, UNFIP	Stefan Rummel-Shapiro, UNCDF
Hadj Slimane Cherif, IAEA	Thapad Deepak, WHO
Jeff Crisp, UNHCR	Tomiji Mizutani, WMO

Keiko Chatnilbandh, UNESCWA	Urs Nagel, UNESCAP (RCR)
Evaluation Practice Exchange Seminar Task Force	
Simon Lawry-White, UNICEF, Chair	Parisudhi Kalampasut, UNECE
Suppiramianam Nanthikesan, UNDP	André Griekspoor, WHO
Anne Claire Luzot, WFP	Segbedzi Norgbey, UNEP
Christophe Franzetti, IOM	Urs Nagel, UNESCAP (RCR)
Elena Marcelino, UNIFEM	
Evaluation and Oversight Working Group	
Eddie Yee Woo Guo, OIOS, Co-Chair	David Rider Smith, UNDP, Co-Chair
Aaron Zazueta, GEF	Jorge Cortes, WMO
Annemarie Waeschle, WFP	Olivier Brasseur, UNFPA
Backson Sibanda, UNODC	Ram Nepal, OPCW
Christophe Franzetti, IOM	Rob D. van den Berg, GEF
Dalibor Kysela, IAEA	Roger Miranda, UNODC
Hilary Jackson, ICAO	Samuel Bickel, UNICEF
John Markie, FAO	Urs Nagel, UNESCAP (RCR)
John Parsons, UNESCO	
Principles of Working Together Working Group	
John Markie, FAO, Co-Chair	Susanne Frueh, OCHA, Co-Chair
Ada Ocampo, UNICEF	Nurul Alam, UNDP
Christophe Franzetti, IOM	Olivier Brasseur, UNFPA
Donatella Magliani, UNIDO	Parisudhi Kalampasut, UNECE
Elena Marcelino, UNIFEM	Rob D. van den Berg, GEF
Jean Quesnel, UNICEF	Saraswathi Menon, UNDP
John Parsons, UNESCO	Urs Nagel, UNESCAP (RCR)
High Level Panel on Coherence Working Group	
Saraswathi Menon, UNDP, Chair	Lucien Back, UNDESA
Luciano Lavizzari, IFAD	Jean Quesnel, UNICEF
John Markie, FAO	Backson Sibanda, UNODC
Susanne Frueh, OCHA	John Parsons, UNESCO
Eddie Yee Woo Guo, OIOS	Urs Nagel, UNESCAP (RCR)
Masahiro Igarashi, UNCTAD	

ANNEX 5 – UNEG MEMBERS' FINANCIAL CONTRIBUTIONS BY YEAR

Year	FAO	UNEP	WFP	IFAD	IOM	UNDP	UNFPA	UNHCR	UNICEF	WIPO	Total Contributions	Disbursement	Balance year start	Balance year end
2001/02	8,000			5,000	5,000	15,000	5,000	10,000	10,000		58,000	24,587.59	58,000.00	33,412.41
2003		10,000	20,000			15,000			10,000		55,000	48,626.15	88,412.41	39,786.26
2004						15,000				3,000	13,000	38,385.13	57,786.26	19,401.13
2005		10,000				15,000			20,000		30,000	37,761.41	64,401.13	26,639.72
2006			5,000			25,000	5,000				55,000	9,702.81	61,639.72	51,936.91
2007									10,000		10,000		61,936.91	
Total	8,000	20,000	25,000	5,000	5,000	85,000	10,000	10,000	50,000	3,000	221,000	159,063		

ANNEX 6 – ANNUAL UNEG COSTS 2006/7

Description	Cost
Contribution in kind by UNDP (USD value)	
One month operations support (UNDP)	12060
Two months admin support (UNDP)	11340
Four months IT support	43282
UNEG Chair travel	10000
Subtotal	76682
UNEG Secretariat costs	
Programme Specialist salary (Sept06-March 07)+ Consultant (Apr-June 06)	120,000
UNEG Office Space	9600
Subtotal	129600
Miscellaneous expenditure	
Personnel costs (administrative assistant)	2474
Academy engraving - UNEG achievement award	250
UNEG office supplies	24.37
Electronic voting contract (for AGM 2006)	2405.11
Teleconference costs	245.91
Reception payment	1251.18
UNEG IT installation costs	1680
UNEG Secretariat Travel (Nov 2006)	1371.49
Subtotal	9702
Total	215,984

ANNEX 6 – PROPOSED ANNUAL BUDGET 2007/8

Description	Cost
Contribution in kind by UNDP (USD value)	
One month operations support (P3. Level)	11,000
One month admin support (G7 Level)	5600
Two months IT Specialist support (P3 Level)	22000
Subtotal	38,600
UNEG Secretariat costs	
Programme Specialist salary (April 07-March 08)	130,000
Office Space	9600
Subtotal	139,600
Miscellaneous expenditure	
Personnel costs	2500
Teleconference	1000
UNEG office supplies	500
UNEG Annual Meeting	2500
IT Support for Web hosting and Lyris	9000
UNEG Secretariat Travel (Nov 2006)*	3000
Contingencies	2000
Subtotal	20,500
Total	198,700

* Only for Programme Specialist