

Annual  
General  
Meeting  
2018



**UNEG**  
United Nations Evaluation Group

# AGM Meeting Report

**Dates:** 10-11 May 2018

**Location:** Iraq Room, FAO Headquarters, Rome, Italy

**Host agency:** FAO, IFAD, WFP

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# Summary of Decisions

The 2018 UNEG Annual General Meeting was successfully held in Rome, Italy, from May 10 to May 12. It was hosted by 3 Rome-based UNEG member agencies: FAO, IFAD and WFP. Over 160 colleagues from more than 40 UNEG member and observer agencies, and partner organizations participated in the [Annual General Meeting \(AGM\)](#) (see Annex I for participants' list).

## UNEG Roadmap

During the AGM, UNEG Heads reviewed UNEG 2017-2018 work progress. In the context of the [UNEG Midterm Review of UNEG Strategy 2014-2019](#), UNEG Heads agreed upon a 'roadmap' for the way forward:

- 2018-19 will be a transition year. In consideration of UNDP's reduced support to the UNEG Secretariat, UNEG Chair and Vice-Chairs, with support of interested members serving as a transitional steering group, will review the Secretariat position and function and make proposals for a future secretariat business model and terms of reference, as well as fund management. UNEG Heads agreed to set aside a Secretariat funding envelope of USD 200,000 for 2018/19, of which 100,000 will be financed by UNDP, to be revised as necessary once the new business model has been agreed to.
- Vice Chairs will not be Strategic Objective (SO)-based like before; Working Groups (WG) will have more ownership to implement the work plan as approved.
- UNEG will establish a Governance Task Force with the mandate to revise the *Principles of Working Together* document by the end of 2018, including reconsideration of the leadership model and review of the membership criteria.
- UNEG will establish a Strategic Planning Working Group to prepare a 2020-2025 draft strategy, to be discussed at 2019 AGM.
- Several flagships or priorities that UNEG should focus on in the coming years are as follows:
  - Implementing and promoting Norms and Standards
  - Capacity building (professionalization, certification, collaboration with UNSSC on evaluation course, national capacity development, EPE)
  - Being engaged with UN reforms and addressing system-wide initiatives (i.e. UNDAF); contributing to Agenda 2030/SDGs
  - Partnership building: a strategic cross-cutting issue

UNEG Heads also endorsed a suggested membership fee scheme based on the pilot membership fee scale, and members should contribute as much as they can. Membership proposal will be updated and shared. Later on it will be incorporated into the updated *Principle of Working Together*.

## Upcoming Work Plan

The [Executive Coordinator's Annual and Financial Report 2017-2018](#) was presented on the first day of the AGM. The Report contained an overview of UNEG's work and the Secretariat's activities from May 2017 to April 2018, as well as a financial report for the fiscal year (FY2017), including financial contributions made by UNEG member agencies and expenses.

Working Groups under the four Strategic Objectives also briefed members on their work progress in 2017/2018. Detailed work-plans will be developed by each group and UNEG members are encouraged to participate in this work. **Highlights<sup>1</sup>** of decisions on the working groups activities are as follows

<b>SO1: Evaluation functions and products of UN entities meet the UNEG Norms and Standards for Evaluation</b>	
<b>Peer Review Sub-group:</b> <ul style="list-style-type: none"> <li>Review the implementation of management responses for UNEG professional peer reviews</li> <li>Develop a Guidance for a validated self-assessment</li> <li><b>Set up</b> a task-team within the Peer Review WG in order to prepare a concept paper regarding collaboration with MOPAN</li> </ul>	<b>Professionalization of Evaluation Sub-group</b> <ul style="list-style-type: none"> <li>WG would consult UNEG members in May/June 2018 to ascertain: a) general response to the UNSSC's proposal of collaborating with UNEG for a pilot introductory course on evaluation for UN staff; b) interest in UNEG members willing to actively contribute to the pilot course in 2018 in terms of materials and facilitation</li> <li>Develop a biennial work plan for the period 2018- 2020 and focus on both strengthening external partnerships and fostering close cooperation within UNEG</li> </ul>
<b>Decentralized Evaluation Interest Group</b> <ul style="list-style-type: none"> <li>Maintain the group as an interest group and collectively come up with common additional knowledge domains/topics on decentralized evaluation</li> <li>Better integration of the decentralized evaluation staff deployed in the field in DEIG work-plan</li> </ul>	<b>Ethics Task-Team:</b> <ul style="list-style-type: none"> <li>Revise the task-team work plan to focus on commissioning a literature review in 2018-2019, with the aim of identifying gaps and new ideas/areas around principles of action.</li> <li>Use the findings of the review to build broader interest and engagement within UNEG, to be presented at the 2019 AGM and inform 2019 work plans.</li> </ul>
<b>SO2: UN entities and partners use evaluation in support of accountability and programme learning</b>	
<ul style="list-style-type: none"> <li>Convene an Interest Group on the use of evaluation</li> <li><b>Set up</b> a task-team to work with the SDG/DOCO office on UNDAF</li> </ul>	
<b>SO3: Evaluation informs UN system-wide initiatives and emerging demands</b>	

<sup>1</sup> Complete details are included in the full report.

<b>SDG sub-group</b> <ul style="list-style-type: none"> <li>• Develop an engagement strategy on UN reform and SDGs to feed into the work of the strategic planning working group</li> <li>• Support UNEG engagement during the HLPF on a consistent and planned basis (e.g. preparation of meta-synthesis, side events, etc.)</li> </ul>	<b>Human Rights and Gender Equality Sub-group:</b> <ul style="list-style-type: none"> <li>• Initiate Meta-analysis of UNDAF Evaluations (2016-2017), with a gender lens</li> <li>• Roll out the UN SWAP 2.0 Technical Note and Scorecard</li> <li>• Develop Annual UN SWAP Evaluation Performance Indicator synthesis report including Peer Learning Exchange</li> </ul>
<b>Humanitarian Evaluation Interest Group</b> <ul style="list-style-type: none"> <li>• Focus on communicating, disseminating, supporting and learning from 2017-18 activities</li> <li>• More interaction with other WGs and among HEIG members (including learning from DEIG experience)</li> </ul>	<b>Culture and Evaluation Interest Group</b> <ul style="list-style-type: none"> <li>• Explore the feasibility of organizing an international seminar on the subject of culturally responsive evaluation</li> </ul>
<b>Set up</b> a Task force on DAC Evaluation Criteria will be set up.	
<b>SO4: UNEG benefits from and contributes to an enhanced global evaluation profession</b>	
<ul style="list-style-type: none"> <li>• Revise partnership strategy based on the comments received, with an inclusive and flexible approach</li> <li>• In collaboration with the Strategic Planning WG (to be established), define new and well-selected partners, specify common intent and purpose for their partnerships</li> <li>• Formalize partnerships with existing partners by agreeing on a letter of intent and specific actions</li> </ul>	

## UNEG Member Changes and Executive Group Transition

In 2018, UNDPA has become a UNEG member. With no objections, UN System Staff College (UNSSC) has become a UNEG observer.

The term of UNEG Vice-Chairs of SO1, SO2 and SO3 came to an end at 2018 AGM, after a two year term. A transitional Steering Group/Executive Group was formed, based on a UNEG election organized before 2018 AGM. UNEG expressed its appreciation for the outgoing Vice Chairs Andrea Cook, Director, Office of Evaluation, WFP, and Oscar Garcia, Director, Independent Office of Evaluation, IFAD, for their dedication and contribution to UNEG.

## UNEG Executive Group

**Susanne Frueh**, Director, Internal Oversight Service, UNESCO (UNEG Chair 2017-2019)

**Miguel Jimenez-Pont**, Head of Monitoring and Evaluation Unit, ITC (Vice-Chair 2018-2020)

**Indran Naidoo**, Director, Independent Evaluation Office, UNDP (Vice-Chair 2018-2020)

**Masahiro Igarashi**, Director, Office of Evaluation, FAO (Vice-Chair 2017-2019)

**Arild Hauge**, Deputy Director, Independent Evaluation office, UNDP (UNEG Executive Coordinator, a.i.)

## 2019 AGM

UNEP and UN-Habitat offered to host 2019 EvalWeek in Nairobi, Kenya. A budget of up to USD \$50,000 will be set up for planning and hosting the AGM/EPE in Nairobi.

# AGM Summary

## Opening Session

Maria Helena Semedo, FAO Deputy Director-General, gave the welcoming remarks at the opening session. Recognizing that UNEG is a very important platform for promoting a strong evaluation culture in the UN system, she indicated that evaluation is essential to ensure accountability and that the work of evaluators is central for making UN organizations more relevant for the people the UN serves. She also welcomed the collaboration among the three Rome-Based Agencies in the area of evaluation.

At her opening remarks, UNEG Chair Susanne Frueh recalled the history of UNEG, which dates back to 1984 and has now 48 members, 6 observers, and 5 institutional partners. She thanked the three Rome-based agencies and highly praised the innovative and engaging 2018 EPE. In the context of the Mid-term Review of the UNEG Strategy 2014-2019, she mentioned that the MTR Report is insightful. She indicated that an information meeting on the UNEG Mid-term Review was held on Wednesday 9 May, the day before 2018 AGM, with 18 UNEG Heads present. At the meeting, it was agreed that rather than discussing the MTR, 2018 AGM should focus on the way forward, including reflecting on governance issues, rethinking Secretariat functioning and positioning, as UNDP announced its withdrawn sponsorship to UNEG secretariat, and defining key issues in the context of the new Strategy. In this regard, AGM agenda was then amended in order to provide sufficient space for strategic discussions. She indicated that she looked forward to a strategic and future-oriented AGM.

Following the UNEG Chair's opening remarks, Eddie Guo, Director of Inspection and Evaluation Division of Office of Internal Oversight Services (OIOS), read a message on behalf of Heidi Mendoza, OIOS Under-Secretary-General, who, due to unforeseen circumstances, could not attend UNEG AGM in person. In her message, Ms. Mendoza called for synergies among different functions within the UN System in order to achieve ambitious and visionary SDGs.

[Insert Heidi Mendoza's message]

## UNEG Activities 2017-2018

Arild Hauge, UNEG Executive Coordinator, presented the [Executive Coordinator's Annual and Financial Report 2017-2018](#). The Report includes an overview of the UNEG work and of the Secretariat's activities from May 2017 to April 2018, as well as the financial report for Financial Year 2017 (FY2017), from January to December 2017.

In the context of the financial resources and funding modalities, UNEG Heads endorsed a suggested membership fee scheme based on the pilot membership fee scale. It was suggested that members should contribute as much as they can (?). If they cannot contribute financially, other contribution options should be considered. Membership proposal will be updated and shared. Later on it will be incorporated into the updated *Principle of Working Together*.

The presentation summarized the trends and options in membership/affiliation requests and adherent financial contributions. DPA has become the 48<sup>th</sup> UNEG member and, with no objections, it was accepted that UN System Staff College (UNSSC) would become a UNEG observer.

Mr. Hauge also briefed members on the transition of the Executive Group. The term of UNEG Vice-Chairs of SO1, SO2 and SO3 came to an end at 2018 AGM, after a two year term. A transitional Steering Group/Executive Group was formed, based on a UNEG election organized before 2018 AGM. UNEG expressed its appreciation for the outgoing Vice Chairs Andrea Cook, Director, Office of Evaluation, WFP, and Oscar Garcia, Director, Independent Office of Evaluation, IFAD.

#### UNEG Executive Group

**Susanne Frueh**, Director, Internal Oversight Service, UNESCO (UNEG Chair 2017-2019)  
**Miguel Jimenez-Pont**, Head of Monitoring and Evaluation Unit, ITC (Vice-Chair 2018-2020)  
**Indran Naidoo**, Director, Independent Evaluation Office, UNDP (Vice-Chair 2018-2020)  
**Masahiro Igarashi**, Director, Office of Evaluation, FAO (Vice-Chair 2017-2019)  
**Arild Hauge**, Deputy Director, Independent Evaluation office, UNDP (UNEG Executive Coordinator, a.i.)

Following the Executive Coordinator's presentation, the working groups under the four Strategic Objectives (SO) gave updates on their work progress.

#### SO1: Evaluation functions and products of UN entities meet the UNEG Norms and Standards for evaluation

Andrea Cook, UNEG Vice-Chair for SO1, briefly introduced the work and working modalities of SO1. Under SO1, there are four groups: Professionalization of Evaluation sub-group; Peer Reviews sub-group; Decentralized Evaluation Interest Group; and newly established Ethics Task Team. Each of the four groups made presentations on their work during the past year.

#### **Peer Review Sub-group: Michael Spilsbury (UNEP) and Inga Sniukaite (UN Women), co-conveners**

In 2017/2018, [DAC/UNEG Peer Review of the Evaluation Function of UNICEF](#) was completed. Instead of a peer review, UNFPA conducted an [External Strategic Review of the Evaluation Function of UNFPA](#). A survey on "Demand and Supply for Peer Reviews" was conducted with UNEG members in order to learn about the demand for a professional Peer Review or other possible modalities, as well as about the interest and capacity of UNEG members to be engaged in these activities. In the context of the survey, the sub-group prepared also two working papers "[Background Note on the UNEG Peer Review Mechanism](#)" and "[Modalities for Evaluating, Reviewing or Assessing an Evaluation Function](#)".



AGM endorsed the sub-group's work plan for 2018/2019 as follows:

- Continue UNEG Peer Reviews
- Institutionalize a validated self-assessment on UNEG Norms and Standards for all UNEG members
- Review the implementation of management responses for UNEG professional peer reviews
- Develop a Guidance for a validated self-assessment
- **Set up** a task team within the Peer Review sub-group to prepare a paper regarding collaboration with MOPAN – UNESCO volunteered to lead the effort.

[Please click to download the PPT.](#)

**Professionalization of Evaluation Sub-group: Jacqueline Flentge (WFP) and Susanne Mattsson (UNFPA), Co-Conveners**

The sub-group conducted a review of the piloting of the implementation of *Evaluation Competency Framework* (ECF) designed to highlight good practices and lessons learned. In November 2017, it also contributed to the United Nations System Staff College (UNSSC) M&E training. On May 7, 2018, in Rome, it organized at WFP a one-day roundtable meeting with UNEG members, relevant stakeholders from the South and the North. The meeting aimed at further strengthening UNEG's understanding and knowledge of trends and on-going initiatives and enhancing partnerships to foster professionalization of evaluation.

During the discussion, the importance of linking initiatives for professionalization (for example the integration and use of the ECF) with Human Resources was emphasized. The linkage between professionalization of evaluation and National Evaluation Capacity Development (NECD) should be further explored. There is a need for UNEG to engage with external partnerships.

AGM endorsed sub-group's upcoming work plan as follows:

- To develop a biennial work plan for the period of 2018 to 2020, taking into account a number of strategic opportunities.
- To focus on both strengthening external partnerships as well as fostering close cooperation within UNEG.
- To further promote the increased use of the ECF within UNEG
- WG would consult UNEG members in May/June 2018 to ascertain: a) general response to the UNSSC's proposal of collaborating with UNEG for a pilot introductory course on evaluation for the UN staff; b) interest in UNEG members willing to actively contribute to the pilot course in 2018 in terms of materials and facilitation

WFP, ILO, OPCW expressed their interest and commitment to the continuation of the sub-group.

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**Decentralized Evaluation Interest Group: Alexandra Chambel (UNFPA) and Adan Ruiz Villalba (WIPO), Co-Conveners**

Group members are satisfied with the Group's activities and use it as a safe space for exchanging information. Members have rotated to share experiences regularly. The Group also organized a session at the EPE. DEIG has also started to invite colleagues from the field to join the Group in order to hear their experience and thoughts.

AGM endorsed the interest group's upcoming work plan as follows:

- Maintain the Group as an interest group
- Collectively come up with common additional knowledge domains/topics on decentralized evaluation
- Better integration of the decentralized evaluation staff deployed in the field in DEIG work plan

**Ethics Task Team: Gaby Duffy (WFP), Convener**

The team was established in September 2017, following a high interest expressed in the topic at 2017 AGM. 10 UNEG members expressed interest. It planned to review existing UNEG Code of Conduct and Ethical Guidance. In 2017, one meeting was held and an initial reference library was built. However, due to low level of interest in co-convening the Group and lack of broader engagement, the work of the taskforce has not been pursued. The team organized a discussion with UNEG members during the 2018 EPE and discussed how to move forward. Four agencies (UNHCR, UNICEF, WHO and WFP) have confirmed their interest and commitment to continue this work, with a revised work plan focusing on a desk-review of existing guidance, to identify gaps and emerging areas.

AGM endorsed the following decisions:

- Continue the work of the task team, composed of core members, with nomination of a co-convener by end-May 2018.
- Revise the task-team work plan to focus on commissioning a literature review in 2018-19 (building on the earlier DFID review), with the aim of identifying gaps and new ideas/areas around principled action.
- Use the findings of the review in order to build broader interest and engagement within UNEG, to be presented to 2019 AGM and inform 2019 work plans.

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SO2: UN entities and partners use evaluation in support of accountability and programme learning: Oscar Garcia (IFAD), Vice-Chair

In 2017/2018, SO2 has focused on finalizing the products and documents geared towards enhancing the use of evaluations. It published [principles for stakeholder engagement in evaluation](#) and a checklist for quality recommendations. Knowledge management sub-group continued organizing webinars.

During the discussion, UNEG members expressed that efforts are needed in order to improve the quality and relevance of evaluations. Challenges for evaluations include applying a rigorous methodology and producing timely and relevant evaluations. This is all the more needed considering that there is a strong push on evidence on the part of member states. ICT should be better utilized.

AGM endorsed the following action points:

- Convene an Interest Group on the use of evaluation
- **Set up** a task team to work with the SDG/DOCO office on UNDAF. The task team will discuss with DEIG, while develop and implement its work plan. WFP, IFAD, UNDP, FAO and UN Women expressed an interest in such a task team.

**SO3: Evaluation informs UN system-wide initiatives and emerging demands: Indran Naidoo (UNDP), Vice-Chair**

Indran Naidoo, UNEG Vice-Chair for SO3, briefly introduced the work and working modalities of SO1. Under SO3, there are four groups: SDGs sub-group; Human Rights and Gender Equality sub-group; Humanitarian Evaluation Interest Group; and Culture and Evaluation Interest Group. Each of the four groups made presentations on their work during the past year.

**SDGs and System-wide Initiatives: Indran Naidoo (UNDP), Vice-Chair**

SO3 Vice Chair recalled the work progress that has been achieved by the UNEG SDG sub-group in the past, including a working paper [Evaluation in the SDG era: lessons, challenges and opportunities for UNEG](#) and a roadmap that sets out the role of the UN Evaluation System in the follow-up and review mechanism of the Agenda 2030, at global, thematic, regional and national level.

Opportunities and challenges facing by UNEG were discussed. In terms of the challenges, it was said that these include the fact that the voluntary national reviews focus more on monitoring/measuring than evaluation; the fact that although the latest draft of the UN resolution on QCPR does not mention UN system-wide evaluation (SWE) unit but rather UN SWE measures, it calls for the conduct of SWE at global, regional and national level; and the fact that the SDGs could be integrated into the new DAC evaluation criteria. UNEG would need a Strategy to address challenges and opportunities.

In terms of system-wide initiatives, there has been a strong demand coming from national governments for guidance on evaluations of SDGs that would not be limited to one specific agency. In this perspective, UNEG should reflect on what the role of UNEG is, bearing in mind that this role is different from the role of individual agencies. Some suggested that UNEG could embark on joint evaluations, a bit like the Inter-Agency Humanitarian Evaluation (IAHE) did in

the humanitarian sector. Others suggested that UNEG could produce a series of syntheses reviews on the SDG topics.

AGM endorsed the following:

- Develop an engagement strategy on UN reform and SDGs in order to feed into the work of the strategic planning working group
- Support UNEG engagement during the HLPF on a consistent and planned basis (e.g. preparation of meta-synthesis, side events etc.)
- Ensure “branding” of UNEG whenever feasible (e.g. UNEG member HLPF publications)

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### **Human Rights and Gender Equality Sub-group: Messay Tassew (UN Women) and Sabas Monroy (OHCHR), Co-Conveners**

The Conveners presented the key achievements of the Group. In the past year, three documents were published. They are:

- Revised [UN-SWAP Evaluation Performance Indicator Technical Note and Scorecard](#) (guidance document)
- Guidance on Evaluating Institutional Gender Mainstreaming (guidance document)
- UN-SWAP Evaluation Performance Indicator 2017 Reporting Cycle Results (working paper)

Of the total 66 UN-SWAP reporting entities in 2017, 42 entities (64%) reported against the UN-SWAP Evaluation Performance Indicator; over two-third of entities 79% (N=34/43) used the UNEG endorsed process for reporting. Although the performance patterns of reporting entities varied considerably, almost three-quarter of scorecard users (N=24/33) have reached the benchmark for gender responsive evaluation. Nearly 40% (N=13/33) of entities that used the UNEG Scorecard sought an external perspective, which is proven key to ensure a more systematic and rigorous application of UNEG guidance on integrating HR and GE in evaluations.

AGM endorsed the sub-groups’ 2018/2019 work plan as follows:

- Initiate Meta-analysis of UNDAF Evaluations (2016-2017) with a gender lens
- Roll out the UN SWAP 2.0 Technical Note and Scorecard
- Develop Annual UN SWAP Evaluation Performance Indicator synthesis report including Peer Learning Exchange

[Please click to download the PPT.](#)

### **Humanitarian Evaluation Interest Group: Francesca Bonino (UNHCR) and Elise Benoit (WFP), Co-Conveners**

Convened jointly by WFP and UNHCR, HEIG has organized its activities around two issues: reflecting humanitarian principles in evaluation, and humanitarian-development nexus. HEIG finalized a draft pilot guidance on evaluating humanitarian principles, with multiple options for HEIG members to consider and test in the evaluation commissioned by HEIG member agencies. In April 2018, it also finalized and released a mapping and synthesis of evaluations in order to examine how they have addressed the topic of the humanitarian-development nexus. It will be shared with a wider audience through UNEG website and the European Evaluation Society. In addition, in March 2018, HEIG has conducted a survey among its member, designed to review HEIG's delivery against the work plan, agencies' engagement, and continuity of work. In terms of embedding humanitarian evaluation across UNEG SOs, it was suggested that HEIG could reach out to Professionalization and SDG working groups.

AGM endorsed HEIG's work plan and priorities as follows:

- Less focus on producing new content
- More on communication of products made available
- More on exchange of practice through regular interactions
- More outreach to other SOs and Interest Groups
- Link to other UNEG work
- Focus on communicating, disseminating, supporting and learning from 2017-18 activities
- More regular interaction among HEIG members (including learning from DEIG experience)

[Please click to download the PPT.](#)

### **Culture and Evaluation Interest Group: Amir Piric (UNESCO), Convener**

This Interest Group was established with in mind the objective of applying culturally responsive principles in evaluation practice in order to ensure that the influence of culture on human behaviour is taken into consideration during all stages of evaluation. In 2017/2018, a concept note on the *Development of Culturally Responsive Criteria for Evaluations* was prepared as a preliminary attempt at, first, consolidating growing understanding of Culturally Responsive Evaluations (CRE) and, second, developing CRE as a potential evaluative criteria to guide development aid evaluations. The note articulates a brief description of the criteria, identifies a sample set of questions to illustrate how the criteria can be used in practice, and identifies the conditions for its use.

AGM endorsed the group's 2018/2019 priorities as follows:

- Explore the possibility for contributing to on-going discussion on the revision of DAC criteria
- Explore the feasibility of organizing an international seminar on the subject of culturally responsive evaluation

[Please click to download the PPT.](#)

## **New Task Force on DAC Evaluation Criteria**

Wendy Asbeek Brusse, DAC EvalNet Vice Chair, mentioned that in collaboration with the World Bank EvalNet is launching a broad based consultative process and preparing a website in order to allow broad consultations concerning the adaptation of the DAC Evaluation Criteria to the new development context and landscape. The discussion will end before 2019 and UNEG is invited as a contributor and engaged partner.

AGM agreed to establish a new Task Force on DAC Evaluation Criteria.

### **SO4: UNEG benefits from and contributes to an enhanced global evaluation profession: Masahiro Igarashi, SO4 Vice Chair**

The Draft Partnership Strategy was presented at 2018 AGM. UNEG Chair and members expressed general appreciation for the strategy. It was indications that it provided much needed clarity and guidance on partnerships selection (criteria and process). The strategy was seen as timely, particularly in light of the Mid-term review, the UN reform, the need for renewed financing models, the discussions on NECD. Questions were raised with regards to current partners and the possible need to formalize existing partnerships. It was suggested that UNEG can be flexible and opportunistic with existing partners. It was suggested to distinguish different types of partnerships.

AGM suggested the following follow-up actions:

- Revise partnership strategy based on the comments received (e.g. regarding set up a focal point or the process for members/observers, instead of the partnership committee, in order to reduce the administrative burden) with the overall approach of being both inclusive and flexible
- In collaboration with the strategic planning process, define new and well-selected partners, specify common intent and purpose for their partnerships in light of the new strategic framework of 2020, and particularly with regards to the UN Resolution 69/237 on building capacity for the evaluation of development of activities at the country level
- Formalize partnerships with existing partners by agreeing on a letter of intent and specific actions

It was agreed to mainstream Strategic Objective 4 in support of other work streams and that it will no longer have a standalone work programme.

[Please click to download the PPT on the draft Partnership Strategy.](#)

## UNEG Roadmap: What is UNEG? What do you want or expect from UNEG – moving forward after the MTR

In 2017/2018, UNEG conducted a [Mid-term Review of Strategy 2014-2019](#). The Report was shared with UNEG Heads before the AGM. In March 2018, UNDP announced its withdrawal of sponsorship to the UNEG Secretariat. In this context, UNEG members discussed how to move forward.

UNEG Chair thanked the MTR team and the MTR Management Group. Taking into consideration the mid-term review and the change of the Secretariat, UNEG members shared their views on “What is UNEG? What do you want/expect from UNEG?” in the framework of 4Rs, namely: Results, Roles, Reach and Resources. Chair reminded members that it is time for a new strategic plan, a new governance model and a new business model.

Results
<ul style="list-style-type: none"><li>• How can UNEG be made more agile and reflect advances and innovations in the current and evolving thinking about evaluation?</li><li>• What should be the emphases/ focus areas for the network in the coming years?</li><li>• Can the network shift from being process focused to developing content?</li><li>• Capacity to do this?</li><li>• How will UNEG achieve its vision of enhancing the use of evaluations</li><li>• How much more can the network do in order to enhance the professionalization of its members (e.g. training, credentialing/ certification)?</li></ul>
Roles (governance, Secretariat)
<ul style="list-style-type: none"><li>• Enabling more effective governance<ul style="list-style-type: none"><li>– What would a more constituency-based representative governance structure look like?</li><li>– What would be an expanded and empowered executive/steering committee (including effective transition arrangements)</li><li>– How can the roles of Chair and Vice-Chairs be redefined within an executive/ steering committee (focused on e.g. membership, finance, communications, partnership, etc. – supporting the functioning of the network)</li></ul></li><li>• Secretariat<ul style="list-style-type: none"><li>– What should the Secretariat role be – what do you expect from the Secretariat?</li><li>– How can we ensure a sustainable model for the Secretariat?</li></ul></li></ul>
Reach (stakeholders, partners, communications and knowledge management)



- Who are UNEG's primary and secondary stakeholders
  - Is it primarily a member focused network or does it have a wider remit as well – member states, UN management and Boards, VOPEs, other networks. Etc.)
- Who are UNEG's partners and what does UNEG expect from partnerships?
  - Would it make sense to broaden membership categories (e.g. associate members similar to ALNAP)?
- How to establish communications and knowledge management strategies in order to enhance outreach within and beyond the network

## Resources

- How can UNEG be better resourced?
  - Sustainability of the network through assurances of stable resources (Human resources - active participation in the work of the network; Information - contributions to network; fund-raising around specific projects - implications for UNEG as a content producer)

### What is UNEG? What do you want/expect from UNEG?

In general, members think that UNEG is a network which provides a platform for members to act together in order to make impact for change and push for innovations. Some of the key “clients” of UNEG are UNEG members (evaluation functions/units), governments, and global evaluation practitioners. It was also mentioned that there is a need to strengthen the professionalization of evaluation and develop cooperation/partnership with audit/oversight on both the technical and conceptual levels.

Members also realized that UNEG cannot do everything and need to have priorities. It was said that in the past years UNEG has become more and more institutionalized, which could be a risk for such a network.

### Priorities and Strategic Planning

UNEG members agreed that in the coming years UNEG should focus on several flagship projects, including:

- Implementing and promoting Norms and Standards
- Capacity building (professionalization, certification, Evaluation Practice Exchange (EPE), collaboration with UNSSC on evaluation course, national capacity development)
- Being engaged with UN reforms and addressing system-wide initiatives (i.e. UNDAF); contributing to Agenda 2030/SDGs
- Partnership building: a strategic cross-cutting issue

UNEG members agreed to establish a Strategic Planning Working Group to develop the UNEG Strategy 2020-2025, to be discussed at 2019 AGM.



The Executive Group will share with UNEG Heads a “roadmap” based on AGM discussions.

### Transitional and New Governance and Business Model

UNEG members agreed that 2018/2019 will be a year of transition in which UNEG will reconsider the leadership model, working modalities and the Secretariat functions and position. It was agreed that Working Groups should take more ownership and focus on delivering outputs. There should be more coordination among Working Groups to ensure coherence. Vice Chairs will not be SO-based and, if possible, will be engaged more with working groups’ work. It was suggested to enhance interactions between WGs and the EG, between UNEG Heads and the EG. During the transition year, a Governance task-force will be put in place in order to review governance, responsibilities and working modalities, leading to revising *Principles of Working Together* by the end of 2018.

A consultant will be recruited to work with UNEG Chair and act as interim Secretariat. UNEG Chair will visit UNDP IEO in late May 2018 to review Secretariat arrangements and options and fund management options. It was indicated that there are sufficient resources available for the transition period. UNEG Heads agreed to set aside a Secretariat funding envelope of USD 200,000 for 2018/19, of which USD 100,000 will be financed by UNDP, to be revised as necessary once the new business model has been agreed to.

In terms of new leadership model, it was also suggested to have a global steering group with geographical representation and enhanced communications with UNEG Heads. Options of future Secretariat were also discussed, including 1) having another member to host it; 2) mobile Secretariat providing that website and finance should be stable; 3) having UN volunteers to support the Secretariat function.

### 2019 AGM

UNEP and UN-Habitat offered to host 2019 EvalWeek in Nairobi, Kenya. A budget of up to USD \$50,000 will be set up for planning and hosting the AGM/EPE in Nairobi.

Annex I: [2018 AGM Agenda](#)

Annex II: List of Participants

**UNEG Annual General Meeting (AGM)**  
**10-11 May 2018, Rome, Italy**

First Name	Last Name	Organization
Dillon	Neil	ALNAP
Heritier	Thierry	CTBTO
Nega	Eskedar	ECA
Herzog	Felix	ESCWA
Assaf	Jenin	FAO
Awabdeh	Omar	FAO
Bayryyev	Serdar	FAO
Beasca	Joel	FAO
Belli	Luisa	FAO
Beutling	Anne	FAO
Bonomi	Genny	FAO
Bottamedi	Federica	FAO
Bruno	Marta	FAO
Celse-l'hoste	Margareth	FAO
Citerin	Dylan	FAO
Coccia	Maria Federica	FAO
Cossee	Olivier	FAO
Duah	Maame	FAO
Garcia	Harvey	FAO
Holst	Sara	FAO
Igarashi	Masa	FAO
Johnson	Vinitha	FAO
Khalid	Arwa	FAO
Khan	Mikal	FAO
Lappo	Alena	FAO

Larmoyer	Aurelie	FAO
Lorvao	Clement	FAO
Mirulla	Renata	FAO
Monsour	Veridiana	FAO
Monforte	Lavinia	FAO
Ould Abdallahi	Ahmedou	FAO
Solal-Celigny	Amelie	FAO
Tarazona	Carlos	FAO
Tessitore	Savina	FAO
Yabuki	Nanae	FAO
Zgambo	Olive	FAO
Puri	Jyotsna	GCF
Carugi	Carlo	GEF
Uitto	Juha	GEF
Jaiyen	Kamolmas	IAEA
Knolle	Stefan	IAEA
Thomas	Leslie	IAEA
Efendioglu	Tuncay	ICAO
Farice	Gugsa Yimer	ICAO
Abi Khalil	Diana	IFAD
Carbon	Michael	IFAD
Deshpande	Chitra	IFAD
Federkeil	Johannes	IFAD
Felloni	Fabrizio	IFAD
Garcia	Oscar	IFAD
Khaira	Hansdeep	IFAD
Kodjo	Max Kouessi	IFAD
Lumaldo	Nicoletta	IFAD
Nakai	Fumiko	IFAD
Perch	Catrina	IFAD
Piccolella	Antonella	IFAD
Somma	Simona	IFAD
Bavitch	Nathalie	ILO
Thijs	Guy	ILO
Vidal	Patricia	ILO
Sibanda	Adeline	IOCE
Cartier	Diana	IOM
Franzetti	Christophe	IOM
Paducel	Anca	IOM

Jimenez Pont	Michel	ITC
Castells	Nuria	JIU
Helck	Stefan	JIU
Rider	David	JIU
Asbeek	Wendy	DAC EvalNet
Osembo	Sarah	OCHA
Saiz Omenaca	Victoria	OCHA
Monroy	Sabas	OHCHR
Craft	Michael	OIOS
Guo	Eddie	OIOS
Muhadinovic	Milena	OIOS
Rao	Srilata	OIOS
Wieczerzak	Lukasz	OPCW
Pegurri	Elisabetta	UNAIDS
Rehnstrom	Joel	UNAIDS
Fyfe	Andrew	UNCDF
Legrand	Christophe	UNCDF
Bajwa	Madeeha	UNCTAD
Sofroni	Janna	UNCTAD
Acosta	Natalia	UNDP
Bless	Youri	UNDP
Cole	Conception	UNDP
Guinot	Mar	UNDP
Hauge	Arild	UNDP
Jones	Richard	UNDP
Naidoo	Indran	UNDP
Naik	Shabbir	UNDP/UNEG
Ouchi	Fumika	UNDP
Wong	Catherine	UNDP
Zhang	Jin	UNDP/UNEG
Rai	Ninamma	UNDPA
Igartua	Daniel	UNDSS
Spilsbury	Michael	UNEP
Wildish	Janet	UNEP
Frueh	Susanne	UNESCO
Piric	Amir	UNESCO
Adelakin	Olugbemiga	UNFPA
Chambel	Alexandra	UNFPA
Daoudi	Hicham	UNFPA

Lenci	Sergio	UNFPA
Mattson	Susanne	UNFPA
Mora-Brito	Daniel	UNFPA
Segone	Marco	UNFPA
Barugahare	Martin	UN-Habitat
Bech	Susanne	UN-Habitat
Omondi	Lucy	UN-Habitat
Bonino	Francesca	UNHCR
Shroff	Ritu	UNHCR
Bell	Lori	UNICEF
Laryea-Adjei	George	UNICEF
Mwangi	Janet	UNICEF
Ocampo-Cobos	Ada	UNICEF
Sabatini	Fabio	UNICEF
Dolun	Muge	UNIDO
Guarnizo	Javier	UNIDO
Le	Thuy Thu	UNIDO
Boyer	Brook	UNITAR
Koke	Katinka	UNITAR
Meiners	Olivia	UNITAR
Asenjo Ruiz	Carlos Andres	UNODC
Aston	Katherine	UNODC
Gunnarsson	Charlotte	UNODC
Kayser	Katharina	UNODC
Lohninger	Emanuel	UNODC
Stryk	Robert	UNRWA
Sniukaite	Inga	UNWOMEN
Suarez	Maria Isabel	UNWOMEN
Tassew	Messay	UNWOMEN
Benoit	Elise	WFP
Borlini	Roberto	WFP
Cook	Andrea	WFP
Desole	Ramona	WFP
Duffy	Gabrielle	WFP
Fernandez	Diego	WFP
Figus	Elena	WFP
Flentge	Jaqueline	WFP
Garcia	Alberto	WFP
Habtemariam	Dawit	WFP

Honjo	Mari	WFP
Hurlen	Marte	WFP
Mcwhinney	Deborah	WFP
Nguyen	Tram	WFP
Pappalepore	Giulia	WFP
Pini	Giancarlo	WFP
Reynolds	Michael	WFP
Spacca	Arianna	WFP
Thoulouzan	Julie	WFP
Zelada	Federica	WFP
Bettighofer	Simon	WHO
Drayton	Carol	WHO
Larizgoitia	Itziar	WHO
Luzot	Anne-Claire	WHO
Renganathan	Elil	WHO
Sivasankara Kurup	Anand	WHO
Caira	Celine	WIPO
Engelhardt	Julia	WIPO
Ruiz	Adan	WIPO
Singh	Rajesh	WIPO