Midterm Review of the United Nations Evaluation Group Strategy 2014-2019

Annexes A-H

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ANNEX A: TERMS OF REFERENCE – MIDTERM REVIEW UNEG STRATEGY 2014-2019

Introduction

Following the 2013 Independent Assessment of the United Nations Evaluation Group (UNEG) for the period 2004-2012, the UNEG Strategy 2014-2019 was officially released in November 2013. The Strategy was revised in May 2015 to allow for one of its sections, "Section 4. How we will work together," to be a standalone 'foundation document' for UNEG ("UNEG Principles of Working Together").

The UNEG Strategy 2014-2019 sets forth the Group's 6-year plan of action in four objectives ("Strategic Objectives (SOs)"), each led by Vice Chair (a member of the Executive Group):

- Evaluation functions and products of UN entities meet the UNEG Norms and Standards for evaluation (SO 1).
- UN entities and partners use evaluation in support of accountability and programme learning (SO 2).
- Evaluation informs UN system-wide initiatives and emerging demands (SO 3).
- UNEG benefits from and contributes to an enhanced global evaluation professions (SO 4).

The Vice Chairs are expected to regularly monitor, and report to the Executive Group, the progress made under their respective SO work. The Strategy also calls for a "midterm review of the implementation of the Strategy in 2015-2016," and the "evaluation of results achieved at the end of the Strategy in 2018- 2019," if UNEG members wish to do so.

Midterm Review: Purpose, objectives, and scope

A midterm review (MTR) of the UNEG Strategy will be conducted by UNEG in 2017 after endorsement by the UNEG members at the Annual General Meeting (AGM) in Vienna, May 2017. The final report will be presented and discussed at the 2018 AGM. The review will be conducted as follows.

Purpose:

In preparation for the next UNEG strategy that commences in 2020, the MTR seeks to explore whether UNEG is doing the right things, and things right, particularly given the Agenda 2030 / Sustainable Development Goals (SDGs). Results of the review are expected to help UNEG identify what adjustments would be needed to the current strategy and inform the design of the next UNEG strategy 2020-2015.

Objectives:

The objective of the MTR is to assess the following:

1. Relevance of the current strategic focus areas and approaches in the rapidly changing development context and environment. For example,

o To what extent are the current four SO goals and corresponding programmes relevant to:
   i. the purpose, mandate, and function of UNEG as a professional evaluation network; and
   ii. the SDGs and corresponding changes (e.g. need for increased national ownership of development activities)? Are there any areas that are obsolete or should be added, and require prioritization (e.g. a UNEG policy on Membership/Observer/Partner categories and criteria, as there has been an increasing number of requests for affiliation)?

2. UNEG's progress and achievements towards its goals.
   o What progress has been made to date in achieving the goals under each of the four Strategic Objectives as defined by the UNEG Strategy 2014-2019 as well as the Annual Work Programmes? What are key achievements, areas of challenges?

3. UNEG's use of financial resources.
   o To what extent has UNEG been efficient in the use of resources provided by its membership and UNDP?

4. UNEG's internal governance, management, and operational structure.
   o To what extent have the current '*decision-making mechanisms'* been appropriate and effective (e.g. Executive Group, AGM)? Ensured the inclusive and representative decision-making process? How well does the work planning and prioritization work?
   o To what extent has the current '*programme implementation modality'* led by the Vice-Chairs been appropriate, vis-à-vis the previous modality led by the Working Group Chairs and co-chairs? Has the level of efforts offered by participating agencies been appropriate in accordance with the 'Principle of Working Together'?
   o How effective is the role of UNEG Secretariat in supporting and coordinating the work of various SOs? To what extent is the Secretariat sustainable? Is the Membership Fee Pilot valid and sustainable?

Scope:

The MTR will examine UNEG's work and programmes for the period between 2015 (after the launch of the revised UNEG Strategy 2014-2019 and respective annual work programmes) and 2017. The MTR will capture the evolving context to which UNEG has responded.

Methodology

Overall approach: The MTR is formative in nature, with a summative analysis of the work completed to date. It will present its findings, conclusions, and recommendations, covering:

I. UNEG's overall effectiveness in contributing to four strategic objectives as defined in the UNEG Strategy 2014-2019; and
II. Relevance, efficiency, and sustainability of its work:
   - Relevance of the Strategy and its objectives
   - Efficiency of the internal governance function, programme implementation modality and UNEG Secretariat

- Sustainability of the internal governance function and UNEG Secretariat

The MTR will assess how issues related to social and economic sustainability and equity, gender and human rights, development and humanitarian, normative and operational work are addressed in UNEG's work.

Data collection and analysis: The MTR will draw on a number of data collection tools, including, but not limited to:
  - o Desk review of relevant material, including SO progress reports, UNEG Annual and Financial Reports, etc.
  - o Survey of relevant stakeholders, including the UNEG members, SO working group members, and users of evaluation (including representatives of senior management of UN agencies)
  - o Semi-structured interviews (face-to-face or telephone/video) with relevant stakeholders, including users of UN evaluations: UNEG members, UNEG observers, Member States, donors, representatives of UN management responsible for UN reforms, and evaluation networks and communities.
  - o Visit to [Geneva, Rome, New York]

A SWOT analysis will be conducted to identify areas of strengths, weaknesses, opportunities, and threats.

Validation: Information collected from various sources and methods will be triangulated.

Stakeholder involvement: The MTR will engage all relevant stakeholders of UNEG activities and efforts, including users of UN evaluations: UNEG members, UNEG observers, Member States, donors, representatives of UN management responsible for UN reforms, and evaluation networks and communities.

MTR Review team

To conduct the Mid-Term review the UNEG seeks a Senior evaluator who will be responsible for completing all the deliverables of this exercise as specified in the Mid-Term Review Terms of Reference. The senior evaluator will directly report to a "Management Group" which will consist of 5-6 UNEG member agencies (See Annex B).
- Senior evaluator – An evaluator with at least 10 years of relevant experience in evaluation, including experience of leading complex 'network' evaluations. Senior evaluator will be responsible for all aspects of conducting the review, including the preparation of a final report and presentation of results to UNEG Heads at the 2018 Annual General Meeting.

The **estimated duration of work** is up to 60 working days. The work may be undertaken by one or more individuals.

In particular, the **Senior evaluator** will be responsible for taking the lead on the following:
- Preparation of the Inception Report;
- Preparation of a data collection plan that contains: (1) The details of data collection activities to undertaken, indicating - for each element the method of data collection, UNEG activities to be covered, sources of information, timeframe, interview and survey questions, format of the

expected output / format of reports form data collection activities; and (2) Mission plans (Geneva, Rome and New York);
- Analysis of the data collected and the preparation of a presentation on preliminary findings to the Management Group;
- Completing a first draft report of acceptable quality that covers all the requirements provided in the Terms of Reference;
- Revisions of the draft as required in the review process;
- Final report with all comments reflected;
- Presenting the final report to the UNEG Annual General Meeting in May 2018

Facilitated discussion through a workshop

After the draft MTR report has been prepared, a 1-1.5-day workshop will be organized, inviting UNEG Heads, to discuss the findings of the Review. The workshop will be facilitated by a mature development expert (consultant) in collaboration with the senior evaluator with a view to arriving at general directions for ways forward prior to the final discussion at the AGM 2018.

General planning and time frame

The Executive Group, with support of the Secretariat, prepared a concept note for the conduct of the MTR for review and it was endorsed by UNEG Heads (January 2017). The terms of reference was then to be developed and shared with UNEG Heads for comments (March 2017). The terms of reference was endorsed by the UNEG Heads at the AGM in Vienna in April 2017 and has been updated later by the MTR Management Group.

The final MRT report should be ready by March 2018, so that the results of the findings can be presented and discussed at the 2018 AGM.

The MTR will be conducted in the following phases:

1. Start of the MTR - recruitment of Senior Evaluator (last week Oct 2017)
2. Inception (Nov - Dec 2017)
   a. Drafting of an inception report by Senior Evaluator including detailed plan, key questions, methods and sources, based on the terms of reference
   b. Presentation of the inception report to UNEG Heads, via Management Group, for approval (1st week Dec 2017)
3. Data collection and analysis (Dec 2017 – Feb 2018)
   a. Desk reviews, administration of a survey(s), interviews, and site visits
   b. Analysis of findings and validation
4. Report preparation (Mar - May 2018)
   a. Drafting of the MTR report (March 2018)
   b. Presentation of the draft at a 'facilitated' workshop, 1-1.5 days (April 2018)
   c. Discussion of the draft report at the AGM and finalization of the report (May 2018)
5. Production of report and follow-up (Spring-Summer 2018)
   a. Final editing, design, and production of the report

Timeline

First week Dec '17	Dec '17-Feb '18	Last week Mar '18	Apr '18	May '18
Inception report	Data collection and analysis	Draft report	Facilitated Workshop (presentation of results)	AGM / Finalization of the report

Governance and Management

A **Management Group**, composed by UNEG Heads, has been established to manage the overall MTR process. The management group represents the diversity of UNEG, with its selection criteria including geographical distribution; mandates (e.g. development and humanitarian agencies; normative and operational agencies); and size of the evaluation office. The terms of reference have been developed for the Task Force outlining its roles and responsibilities. With the support of the UNEG Secretariat, it directly engages with the Senior Evaluator, and regularly reports its activities to the UNEG Heads. Within the MTR Management Group, a 2-3-person support mechanism, led by the Chair, ensures closer and more regular interaction with, and guidance of, the senior evaluator.

Executive Group, as the 'evaluand,' will ensure full access by the MTR review team to necessary documents and personnel prior to and during the data collection and analysis phase.

UNEG Secretariat will provide any logistical and administrative support required during the MTR, including support to the recruitment of consultants (MTR review team), management their contracts and payments.

Funding for the MTR

The MTR will be funded by UNEG's general resources.

ANNEX B: TERMS OF REFERENCE – MANAGEMENT GROUP UNEG MIDTERM REVIEW

Background

The **United Nations Evaluation Group (UNEG)** is a professional network that brings together the units responsible for evaluation in the UN system including the specialized agencies, funds, programmes and affiliated organizations. UNEG currently has 47 such members and five observers. UNEG aims to strengthen the objectivity, effectiveness and visibility of the evaluation function across the UN system and to advocate the importance of evaluation for learning, decision making and accountability.

UNEG regularly assesses its achievements, shortcomings and challenges as a professional evaluation network in the UN system, and analyses the adequacy of its structure and functioning. The last Independent Assessment of the UNEG took place in 2013 for the period 2004-2012 from which the outcome was the UNEG Strategy 2014-2019.

A Mid-Term Review (MTR) of the UNEG Strategy will be conducted by UNEG in 2017 after it was endorsed by the UNEG members at the Annual General Meeting (AGM) in Vienna, May 2017. The final report will be presented and discussed at the 2018 AGM. In preparation for the next UNEG strategy that commences in 2020, the MTR seeks to explore whether UNEG is doing the right things, and things right, particularly given the Agenda 2030 / Sustainable Development Goals (SDGs). Results of the review are expected to help UNEG identify what adjustments would be needed to the current strategy and inform the design of the next UNEG strategy 2020-2025.

Management and Conduct of the Assessment

The UNEG independent assessment will be managed and conducted under a two-tiered structure. The management structure should enable the independence, professionalism and credibility of the assessment process, as well as the participation and inclusiveness of UNEG diverse membership.

- A **Management Group**: The MTR Review Team will report to a Management Group. The Management Group which will be composed of UNEG Heads from 6 agencies (and will be established to manage the overall MTR process. The Management Group will represent the diversity of UNEG, with its selection criteria including geographical distribution; mandates (e.g. development and humanitarian agencies; normative and operational agencies); and size of the evaluation office. The Management Group, will directly engage with the MTR review team, and regularly reports its activities to the UNEG Heads.

- An **MTR Review team**: External consultants with substantive knowledge of the UN System and evaluation experience will be called upon to conduct the Review (e.g. one senior team leader and one team specialist).

    - Team leader – A senior member of the review team with at least 10 years of relevant experience in evaluation, including experience of leading complex 'network' evaluations. Team leader will

be responsible for all aspects of conducting the review, including the preparation of a final report and presentation of results to UNEG Heads at the AGM 2018.
- Team specialist – A mid-level evaluation specialist with at least 5 years of relevant evaluation experience.

Roles and responsibilities of the Management Group

The overall purpose of the Management Group is to oversee the assessment process and ensure the finalization and proper implementation of the TOR.

The following will be the tasks:
- Select the review team based on the technical/financial proposals and qualifications of the candidates;
- Directly engage with the MTR review team, throughout the review process, to ensure the timely and efficient proceeding of the MTR;
- Provide guidance to the MTR review team in the inception phase and support the team during the data collection phase;
- Review the 'inception report' to be prepared by the team leader (reviewer) and provide comments – reflecting those provided by the UNEG Heads – to the review team.
- Serve as a liaison between the review team and the Executive Group and the UNEG Heads, proving the review team with any guidance as required during the MTR.
- Participate in a workshop with the review team where preliminary findings will be presented;
- Review the draft assessment report for its acceptability and sign off the final report.
- Provide monthly updates at the Executive Group meetings on the status and progress of the review team's work.

Composition of the Management Group

The Management Group which will be, composed of UNEG Heads and will be established to manage the overall MTR process. The group will be divided into 3 teams who will all work together and nominate amongst themselves as to who will lead the review. M*embers represent their individual capacities and not their agencies.*

The breakup is as follows:
- Vienna team: UNODC and UNIDO
- Geneva team: OHCHR and ITC
- New York team: UN DPI and UNICEF

ANNEX C: THEORY OF CHANGE

Theory of change can be defined as a conceptual model for achieving a collective vision. It typically addresses linkages among the strategies, outcomes and goals that support a broader mission or vision. It makes clear the underlying assumptions that are related to these linkages. Theories of change can be expressed in many forms (e.g. strategy, logic model) but ultimately they should explain how you get from "here" to "there".

Based on the UNEG Strategy 2014-2019, a straightforward logic model can be constructed. It sets out a vision for UNEG:

- Evaluation is fully realized in every entity of the UN system through appropriate evaluation policies, resources, skills and activities

- Evidence produced by evaluation informs more relevant, efficient and effective UN system with greater impacts on the lives of the people it serves.

UNEG's mission involves promoting, advocating and supporting on behalf of the evaluation function. Realization of the mission is seen to have a unilateral path through four strategic objectives, all of which carry or are implied to have similar weight. These are in turned connected to an ambitious set of outcomes and expected impacts. Interactive effects among the four strategic directions are not identified.

In UNEG's vision statement, the first part assumes establishing the supply capacity within UN organizations to meet demand. The second part of the vision assumes evaluation use within organizations will bring about change. Little data is captured by UNEG that links supply (of *quality* evaluations) and demand (*use* of quality evaluation products), and more importantly connecting to a measurable *value-added* that contributes to a more relevant, efficient or effective UN system

Beyond the above logic model, no theory of change was identified for UNEG. It is more implicit than explicit. There is a indefinite inherent theory about how UNEG expects its actions (promoting the norms and standards, conducting peer reviews, advocating evaluation guidance) should contribute to the outcomes and impacts expected. The theory of change is centered on increasing evaluation capability in each of the UN organizations, and assuming that good things will follow. The first part of UNEG's vision leads to the second part of UNEG's vision. The first part is relatively clear. The second part is substantially underdeveloped. What is missing is a set of critical assumptions about the contextual dynamics that must come into play for the outcome and impacts to be realized. While capacity may be strengthened within an organization, the pull through effect for any UN institution to create evaluation-centered value, or for that matter to create value beyond, within the UN system, all the way to the country level, is unclear.

As part of this Review, the available literature was examined to better under networks and their advantages.

What is a network?

At a very basic level, networks are partnerships. Wouters (2011) notes in an analysis for UNIDO that networks are "…increasingly important channels for pursuing policy goals in a globalizing world." Pugh and Prusak (2013) define a knowledge network as "collection of individuals and teams who come together across organizational, spatial and disciplinary boundaries to invent and share a body of knowledge." Wenger et al (2011) make an important distinction between networks and communities:

- The **network** refers to the set of relationships, personal interactions, and connections among participants who have personal reasons to connect. It is viewed as a set of nodes and links with affordances for learning, such as information flows, helpful linkages, joint problem solving, and knowledge creation.

- The **community** refers to the development of a shared identity around a topic or set of challenges. It represents a collective intention – however tacit and distributed – to steward a domain of knowledge and to sustain learning about it. P.9

For Wenger et al (2011) network learning is a function of providing access to information flows and exchanges, whether intentional or serendipitous, direct or indirect.   They do not necessarily require a sustained learning partnership or formal commitment to a shared domain. They do not to have an explicit collective dimension.

What drives such groups is the rich core of information sources, offering multiple perspectives and dialogues, responses to queries, and help from others. A high level of spontaneity and unpredictability drives such networks. The danger, however, is "noise and diffusion". Expanding connectivity has a price. It increases the chance of useful access, but it also increases the level of "noise." In such circumstances, such entities require a modicum of commitment to a communal domain. They do require maintenance of connections, and the ability to distinguish between significance and noise. The absence of collective intention and identity makes it more difficult to steward it systematically.

The challenge of the network is that it requires a strong sense of direction on the part of individuals. Wenger et al. (2011) notes that learning takes place as participants leverage the availability and spread of information to pursue enterprises they care about and develop their ability to do so. The value of networks as learning resources depends on individuals to act as responsible nodes and appraise the relevance of information flows for themselves and for the broader network.

In contrast, a community creates a social space. It is a place where participants can discover and further a learning partnership related to a common domain. This partnership can be formal or informal. Its intention can be explicit or tacit. The key characteristic is the blending of individual and collective learning in the development of a shared practice.

The value of community engagement derives from the ability to develop a collective intention to advance learning in a domain. It represents a shared commitment to that domain and to the group of people who make up the domain shared a repertoire of cases, techniques, tools, stories, concepts, and perspectives. The danger is that the community can become hostage to its history, its established ways

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of doing things, and the attendant identification with the group. Wenger et al (2011) note that the two concepts are interlinked. The community can usually involve a network of relationships, and at the same time many networks exist because participants are all committed to some kind of joint enterprise or domain, even if not expressed in collective terms.

For networks or communities, the emphasis is on a perceived valued good or advantages – to learn more quickly and to collaborate more productively. Pugh and Prusak (2013) also note that networks need to be constantly guard against slowdown or loss of momentum, attributed to poor participation, goal ambiguity, mixed loyalties or technology mismatches. While networks may differ in terms of purpose, membership, sectors represented, geography, size or funding source, they come together around a common goal or shared social and operational norms. They value the advantages they afford in terms of innovation, knowledge creation and diffusion, agility, connectivity, and integrating practical insights into day-to-day work. Four goals usually predominate: coordination; learning/innovation; translation/local adaptation; and support of individual members. In the case of UNEG, and Strategy 2014-2019, all four of the above goals are in play. Pugh and Prusak (2013) underscore eight design dimensions; grouped by strategic, structural and tactical considerations, to networks to achieve collaboration, network cohesion and connectivity.

Strategic	1.	Leaders' shared theory of change
	2.	Objectives/outcomes/purpose
	3.	Role of expertise and experimental learning (i.e. expert-learner duality)
	4.	Inclusion and participation
Structural	5.	Operating model
	6.	Convening structures and infrastructure
	7.	Facilitation and social norm development
Tactical	8.	Measurement, feedback and incentives

How do networks function?

Hearn and Mendizabal (2011) and Mendizabal (2017, 2008, 2006) offer insight into how networks are created, function, and sustained. The relevance, effectiveness and efficacy of networks are grounded in the important functional role they play in filtering, amplifying, investing, convening, community building and facilitating activities. Mendizabal (2006) suggests that networks tend to fulfil to varying degrees six, non-exclusive functions:

Function	Description
Filter	'Decide' what information is worth paying attention to and organize unmanageable amounts of information.
Amplify	Help take little known or little understand ideas and make them more widely understood
Invest/Provide	Offer a means to give members the resources they need to carry out their main activities
Convene	Bring together different people or groups of people
Community building	Promote and sustain the values and standards of the individuals or organizations within them
Facilitate	Help members carry out their activities more effectively

The weight placed on any particular function, or combination of functions, can result in significant differentiation among and within networks. Some networks might be considered 'key agents of change', with members determining the main change they seek to achieve. Individual evaluators often cast themselves, or are perceived to act, in this role. Other networks provide their members with the 'support' they need to pursue their own agendas. They tend to work in the opposite direction from 'the agent of change' approach. In practice, most networks have both characteristics, support and change agent, but often with a lean more towards one versus the other. It depends on the emphasis or weight placed on the above functions. These functions are never static. Situations can quickly become fluid, driven by changing outside influences and factors.

In the context of UNEG, an important starting point is to determine what the current situation for UNEG members, and what might be anticipated in the future. At the moment, UNEG incorporate many of the functions typical of most networks. As a voluntary professional network, UNEG brings together the units responsible for evaluation in the UN system (i.e. the convening function). UNEG has been selective in focusing on the evaluation norms and standard (filtering and amplifying function). Evaluation reports and plans are to be deposited in the archives. UNEG provides information resources that make the norms and standards more widely understood. UNEG achieves this through promoting the independence, credibility and usefulness of the evaluation function; advocating the importance of evaluation for learning, decision-making and accountability; and supporting the evaluation community within the UN system (investing/providing functions). The functional emphasis of UNEG is solidified within the four strategic objectives (2014-2019). They stress promoting and sustaining UNEG evaluation values and standards within individual UN organizations (community building function), but also helping members carry out their activities more effectively (facilitating function). All these aspects are clearly communicated in the expected impact of UNEG – capacity increased (SO1; evaluation better used (SO2); evidence-based policy making and programs strengthened (SO3); and evaluation profession enhanced (SO4).

Both 'support' and 'change agent' elements are present in UNEG's logic model and UNEG 2014-2019 Strategy. The hierarchy or weight attached to each of the outcomes in the logic model is equal in theory, but in practice there may be an emphasis on particular objectives. This will of course also depend on where UNEG sees its future. The emphasis seems to be moving more towards 'change agent', especially given UNEG's vision. Within the context of the SG's UN Reform and Agenda 2030, this move may become even more pronounced. It will also influence UNEG's decision-making.

How can networks provoke change?

Adapted here for networks, Stachowiak (2013) provides an excellent overview of 10 theories of change that sets out beliefs about how change will occur, regardless of whether the change has been explicitly stated or documented as such. Mendizabal (2017) has offered some further reflection on the table below from the vantage point of think tank networks. The global theories explain how change occurs more broadly. Tactical theories apply to common activities utilized that may be a part of a broader approach.

	THEORY	HOW CHANGE HAPPENS	WHEN THIS MAY BE USEFUL
Global theories	"**Large Leaps**" or Punctuated Equilibrium theory	Like seismic evolutionary shifts, significant changes in policy and institutions can occur when the right conditions are in place.	Large-scale policy change is the primary goal. Network has a strong media-related capacity
	"**Policy Windows**" or Agenda-Setting theory	Change occurs during a window of opportunity when advocates can successfully connect two or more components of the policy process (e.g., the way a problem is defined, the solution to the problem, and/or the political climate of their issue).	Network can address multiple streams simultaneously (e.g., problem definition, policy solutions, and/or political climate). Network has the internal capacity to create, identify, and act on policy windows
	"**Coalition**" theory or Advocacy Coalition Framework	Change happens through coordinated activity among a range of individuals with the same core beliefs.	A sympathetic administration is in office. Network has a strong group of allies with a common goal
	"**Power Politics**" or Power Elites theory	Change is made by working directly with those with power to make decisions or influence decision-making.	Network has one or more key allies in a position of power on the issue. Focus may be on incremental administrative or rule changes
	"**Regime**" theory	Change happens through the support and empowerment of decision-makers by a close-knit body of influential individuals.	Network knows or suspects that a coalition of non-politicians is deeply involved in policy making. Network has access to or can become part of this coalition or regime.
Tactical theories	"**Messaging and Framework**" theory	Individual's preferences will vary depending on how options are presented.	The issue needs to be redefined as part of a larger campaign or effort. A key focus of the work is on increasing awareness, agreement on problem definition, or salience of an issue
	"**Media Influence**" or Agenda-Setting theory	Political issues on the public's agenda will depend on the extent of coverage a given issue receives by mass media.	Network has a strong media-related capacity. Network wants to put the issue on the radar of the broader public
	"**Grassroots**" or Community Organizing theory	Change is made through collective action by members of the community who work on changing problems affecting their lives.	A distinct group of individuals is directly affected by an issue. Network's role in an issue is as a "convener" or "capacity-builder" rather than as a "driver"
	"**Group Formation**" or Self-Categorization theory	Change can be achieved when individuals identify with groups and subsequently act in a way that is consistent with that social group or category membership.	Network is looking to build or tighten its base of support. Cohesion among network members is a prerequisite for change.
	"**Diffusion**" theory or Diffusion of Innovation	Change happens when a new idea for a program or policy is communicated to a critical mass, who perceives it as superseding the current policy/program (or lack thereof) and thus, adopts the idea.	The focus is on a new idea for a program or policy Network has trusted messengers and champions to model or communicate the innovation

With respect to UNEG, coalition theory seems to have predominated, and used with different combinations of tactical theories. It might be argued that UNEG has strongly invoked elements of messaging, grassroots and diffusion theories (e.g. 2015), but later de-intensified these efforts as key actors changed within UNEG. Understanding the underlying assumptions and theories has important influence on advocacy and change. Being explicit about the theory of change can help network organizations more effectively choose and invest in strategies that make sense at a given time, including the activities and efforts that support realizing their critical outcomes, and the achievement of desired impacts.

Value creation in networks and communities

Wenger et al (2011) address the cycles of value creation that occurs in networks and communities. These are captured in several cycles. **Cycle 1**: immediate value of activities and interactions (e.g. lessons from the conduct of a peer review, asking what competencies are required to staff a position, etc.). **Cycle 2**: Potential value of knowledge capital may be a good that is realized at a later date, in a variety of forms: personal assets (human capital), relationships and connections (social capital); resources (tangible capital); collective intangible assets (reputational capital) and transformed ability to learn (learning capital). **Cycle 3**: Applied value: actual changes in practice. **Cycle 4**: Realized value: Performance improvement. And **Cycle 5**: reframing value: Redefining success.

The authors underscore that learning is not a linear process with distinct phases of production and application of knowledge. When practitioners (i.e. network members) produce and use knowledge, learning is a dynamic process in which producing and applying knowledge are tightly intertwined and sometimes indistinguishable. Second, it is not the case that one cycle necessarily leads on to the other, or that a community or network is only successful if it reaches the final cycle. Different aspects are likely to be important to different stakeholders. Facilitators may be more interested in successful activities or the production of outputs (cycles 1 and 2). Members might care about solutions to challenges in their practice (cycle 3) and definition of success (cycle 5). Managers might be most interested in performance (cycle 4). Still these five cycles taken together provide a dynamic framework of value creation to consider. It also serves as the foundation for the process of assessment and measurement that we propose.

Network Review – what should be the focus?

The Network Impact and Center for Evaluation Innovation (2014) offers a tool for evaluating the state of a network. It focuses on three pillars: 1) Network Connectivity; 2) Network Health and 3) Network Results. Depending on the context, the table below offers a range of questions that can be used for regular monitoring, stocktaking or evaluation.

Pillar	Focus	Question
Connectivity	**Membership** The people or organizations that participate in a network	• Who participates in the network and what role does each member play? • Who is connected to whom? Who is not connected but should be? • Has the network assembled members with the capacities needed to meet network goals (experience, skills, connections)? • Is membership adjusted to meet changing network needs?
Connectivity	**Structure** How connections between members are structured and what flow through those connections.	• What are the number, quality and configuration of network ties? • What is flowing through the network – information and other resources? • How efficient are the connections the network makes? • How dependent is the network on a small number of individuals? • Is structure adjusted to meet changing network needs and priorities?
Network Health	**Resources** The material resources a network needs to sustain itself (e.g. external funding)	• Has the network secured need material resources? • What type and level of resources does the network have? • How diverse and dependable are these resources? • How are members contributing resources to the network? • Is the network adapting its business plan over time?
Network Health	**Infrastructure** Internal systems and structures that support the network (e.g. communications, rules, processes)	• What infrastructure is in place for network coordination and communications? • Are these systems efficient and effective? • What are the network's governance rules and how are they followed? • Do decision-making processes encourage members to contribute and collaborate? • How are the network internal systems and structures adapting?
Network Health	**Advantages** The network's capacity for joint value creation	• Do all members share a common purpose for the network? • Are members working together to achieve shared goals, including goals that emerge over time? • Are all members contributing to network efforts? • How are members adding value to one another's work? • Are members achieving more together than they could alone?
Results	**Interim Outcomes** Results achieved as the network works toward its goal or intended impact	• Are there clear signals of progress/interim outcomes for the network and are they understood and measured by members? • Is the network making progress on interim outcomes that signal progress on the way to longer-term goals or intended impacts?
Results	**Goals or Impacts** The ultimate goal or results the network is after	• At which level(s) are impacts expected – on individual members, on members" local environments, and/or on members' combined impact on their broader environment • If the goal is achieved or ultimate impact observed, could a plausible and defensible case be made that the network contributed to them?

Phelps, C., R. Heidl, and A Wadwa (2012) offer an excellent bibliography on research about knowledge networks.

ANNEX D: DATA TABLES

This Annex presents the results of three surveys undertaken as part of the Review:

- A survey of UNEG members (UNEG Heads and members of UNEG working groups at any time during the period 2014-2018)
- A survey of Non-Active UNEG Members (those on the mailing list of UNEG members but never having been a member of a working group)
- Members of the evaluation community

Additionally, a survey of Evaluation Users (client stakeholders within UNEG member organisations) was undertaken but the number of respondents was considered too low to include quantitative results in the Review; qualitative results were combined with the data from Key Informant Interviews with evaluation users. Table 1 below shows response rates for all of the surveys.

Definitions

In the tables below, the following definitions apply:

UNEG Heads: these are the Heads of UN Evaluation Units in January 2018

UNEG Staff: these are staff of UN Evaluation Units who have been active (identified through email lists) in one or more Working/ Interest Group or Task Force during the period 2014-2018.

UNEG Non-Active Members: these are staff and consultants of UN Evaluation Units who are currently on the email list of UNEG, but who have not participated in any Working/ Interest Group of Task Force during the period 2014-2018.

Large units: UNEG members whose evaluation unit has more than 15 staff (both professional and support staff)

Mid-size units: UNEG members whose evaluation unit has between 5 and 14 staff (both professional and support staff)

Small units: UNEG members whose evaluation unit has less than 5 staff (both professional and support staff).

PART A: UNEG Member survey and UNEG Non-Active Member survey

Table 1 Survey Response Rates

	Recipients	Res-pondents	Response rate	UNEG Heads	UNEG Head response rate
UNEG Member survey (UNEG Heads and active WG members 2014-2018)	159	108	67.9%	35	74.4%
UNEG Non-Active Member survey (not WG members or heads)	221	28	12.7%		
Evaluation user survey	54	8	14.8%		
Evaluation community survey	173	32	18.5%		

Table 2 Comparison of 2018 Data Collection Tools/ Response Rates to 2013

	2018			2013		
Instrument	Number Targeted	Response Rate	Number of UNEG Heads	Number Targeted	Response Rate	Number of UNEG Heads
Survey UNEG members	159	68% (n-108)	35/48 (73%)	233	50% (n-115)	29/43 (67%)
Interviews	70	53% (37 – Cluster 1)		89	58% (52 – Cluster 1)	
		7% (5 - Cluster 2)			16% (14 - Cluster 2)	
		40% (28 – Cluster 3)			27% (23 – Cluster 3)	
SWOT	24/46 (52%)	New York – DPKO, OCHA, OIOS, UNCDF, UNICEF, UN-Women, UNDPI, UNDP, DGACM, PBSO Geneva/Vienna – ILO, IOM, ITC, OHCHR, UNAIDS, UNCTAD, UNITAR, WIPO, UNIDO, IAEA Rome – FAO, IFAD, WFP		16/43 (37%)	New York – DPKO, OCHA, OIOS, UNCDF, UNFPA,UNICEF,UN-Women,UNEG-SEC Geneva – UNECE, ILO, IOM, ITC, OHCHR, UNAIDS, UNCTAD, WIPO, JIU	
Benchmark Networks	6	OECD-DAC Evalnet; ALNAP UNRIAS; ECG; IOCE; EvalPartners		4	OECD-DAC Evalnet; ALNAP; UNRIAS; MERG	

Table 3 What is your position in your evaluation unit

Response	UNEG Active members		UNEG Non-Active members	
	Count	% of respondents	Count	% of respondents
The Head of an Evaluation Office/Unit of a UNEG member organisation (UNEG Head)	35	32.4	0	0.0
A staff member of an Evaluation Office/Unit of a UNEG member organisation	67	62.0	19	67.9
Other	6	5.6	9	32.1

(UNEG Member Survey N=108. UNEG Non-Active Member Survey N=28)

Table 4 What type of UN organisation do you work in? (you may select more than one)

Response	UNEG Active members		UNEG Non-Active members	
	Count	% of respondents	Count	% of respondents
Development	71	74.7	18	64.3
Humanitarian	39	41.0	3	10.7
Normative	47	49.5	14	50.0
Not stated	13	12.0	0	0.0

(UNEG Member Survey N=108. UNEG Non-Active Member Survey N=28)

Table 5 How many staff are there in your unit (both professional and supporting staff)?

Response	UNEG Active members		UNEG Non-Active members	
	Count	% of respondents	Count	% of respondents
15 or more	46	42.6	12	42.9
10-14	7	6.5	4	14.3
5-9	24	22.2	3	10.7
3-4	15	13.9	5	17.9
2 or fewer	16	14.8	4	14.3

(UNEG Member Survey N=108. UNEG Non-Active Member Survey N=28)

Table 6 Participation in working/interest groups or task forces since 2014

	PARTICIPATED		CONVENOR/ COCONVENOR		NOT PARTICIPATED	
	Head %	Staff %	Head %	Staff %	Head %	Staff %
Norms and Standards working group	44.1	9.5	8.8	0.0	52.9	90.5
Peer Review Working Group	38.2	6.3	5.9	0.0	55.9	93.6
Professionalization of Evaluation Working Group	35.3	20.6	2.9	3.2	61.8	77.8
Gender Equality and Human Rights Working Group	32.3	27.0	0.0	6.3	67.6	69.8
Sustainable Development Goals Working Group	26.5	19.0	0.0	0.0	73.5	80.9
Independent System Wide Evaluation Working Group	23.5	17.5	0.0	0.0	76.5	82.5
Decentralized Evaluation Interest Group	17.6	22.2	2.9	1.6	79.4	76.2
Humanitarian Evaluation Interest Group	17.6	22.2	5.9	4.8	79.4	76.2
UN Resolution working group	14.7	0.0	2.9	0.0	82.3	100.0
Knowledge Management Interest Group	11.8	6.3	0.0	1.6	88.2	92.0
Ethics and Code of Conduct Guidance	8.8	7.9	2.9	1.6	88.2	90.5
Partnership Strategy Task Force	8.8	11.1	2.9	0.0	91.2	88.9
Culture & Evaluation Interest Group	2.9	4.8	5.9	0.0	94.1	95.2
Evidence changes lives advisory group	2.9	0.0	0.0	0.0	97.1	100.0

UNEG Member Survey: Heads (N=34) Staff (N=63)

Table 7 (Non-Active UNEG Members) Since 2014 have you ever participated in any of the Working/ Interest Groups or task forces

Response (which WG)	Count	%
Yes (SDGs, HR&GE, Peer Review, Use, Humanitarian, Knowledge Management, Evaluation Recommendations)	9	33.3
No	18	66.7

UNEG Non-Active Member Survey (N=28)

Table 8 (Non-Active UNEG Members) Why are you no longer active in the Working/ Interest Group or Task Forces?

	Count
I am still active in the group	3
Working Group did not function	3
Group finished its work	2
No longer a member of an evaluation unit	1

UNEG Non-Active Member Survey N=8)

Table 9 (Non-Active UNEG Members) Did you participate in any of the Working/ Interest Groups before 2014?

Response (which WG)	Count	%
Yes (Joint evaluation UN support to South Africa, Knowledge Management, Gender and Human Rights, Normative Evaluation, Impact Evaluation)	4	15.4
No	22	84.6

UNEG Non-Active Member Survey N=28)

Table 10 (Non-Active UNEG Members) Why are you no longer active in the Working/ Interest Group or Task Forces?

	Count
Group finished its work	3

UNEG Non-Active Member Survey N=4)

Table 11 (Non-Active UNEG Members) What benefits are there to your membership of UNEG?

	Count
Knowledge sharing	3
Networking	3
Guidance material	2
Norms and Standards	1
Supporting professionalisation of evaluation	1
None – I no longer work in evaluation	1
Benefits have reduced over time, especially in terms of capacity development, production of joint outputs	1
Keeping up to date with evaluation function development across the UN system	1

UNEG Non-Active Member Survey N=9)

Table 12 For each of the working/interest groups or task forces how relevant are they to your work?

	RELEVANT		NOT RELEVANT		DON'T KNOW	
	Head %	Staff %	Head %	Staff %	Head %	Staff %
Norms and Standards working group	91.2	85.7	2.9	0.0	5.9	14.3
Professionalization of Evaluation Working Group	88.2	79.4	5.9	4.8	5.9	15.9
Sustainable Development Goals Working Group	82.3	76.2	5.9	3.2	11.8	20.6
Peer Review Working Group	76.5	63.5	11.8	11.1	11.8	25.4
Ethics and Code of Conduct Guidance	70.6	85.7	11.8	3.2	17.6	11.1
Gender Equality and Human Rights Working Group	70.6	88.9	8.8	0.0	20.6	11.1
Knowledge Management Interest Group	61.8	68.2	11.8	9.5	26.5	22.2
Decentralized Evaluation Interest Group	52.9	73.0	38.2	11.1	8.8	15.9
Independent System Wide Evaluation Working Group	41.2	50.8	38.2	15.9	20.6	33.3
Culture & Evaluation Interest Group	41.2	49.2	32.3	15.9	26.5	34.9
Partnership Strategy Task Force	41.2	41.3	35.3	20.6	23.5	38.1
Humanitarian Evaluation Interest Group	35.3	61.9	50.0	20.6	14.7	17.5
UN Resolution working group	32.3	34.9	38.2	19.0	29.4	46.0
Evidence changes lives advisory group	29.4	38.1	23.5	11.1	47.0	50.8

UNEG Member Survey: Heads (N=34) Staff (N=63)

Table 13 For each of the working/ interest groups or task forces how effective are they in delivering results?

Working/ Interest Group	EFFECTIVE (%)	NOT EFFECTIVE (%)	DON'T KNOW
Gender Equality and Human Rights Working Group	48.0	1.9	50.0
Professionalization of Evaluation Working Group	40.2	5.9	53.9
Peer Review Working Group	34.3	9.8	55.9
Humanitarian Evaluation Interest Group	24.5	6.9	68.6
Decentralized Evaluation Interest Group	22.5	8.8	68.6
Sustainable Development Goals Working Group	16.7	13.7	69.6
Ethics and Code of Conduct Guidance	15.7	9.8	74.5
Independent System Wide Evaluation Working Group	12.7	9.8	77.4
Knowledge Management Interest Group	8.8	8.8	82.3
Culture & Evaluation Interest Group	6.9	5.9	87.2
Partnership Strategy Task Force %	6.9	9.8	83.3

UNEG Member Survey (N=102)

Table 14 Since 2014, which of the UNEG Annual General Meetings have you attended?

	Heads %	Staff %
2014 Bangkok	35.2	7.9
2015 New York	61.8	30.2
2016 Geneva	79.4	39.7
2017 Vienna	76.5	36.5
Not attended any AGMs	11.8	34.9

UNEG Member Survey Heads (N=34), Staff (N=63)

Table 15 (Non-Active Members) Since 2014 have you attended any of the UNEG Annual General Meetings (including the Evaluation Practice Exchange)?

	EPE	AGM	Both
2014 Bangkok	2	0	1
2015 New York	5	0	1
2016 Geneva	1	0	3
2017 Vienna	2	1	4
Not attended any AGMs	3	1	11

UNEG Non-Active Member Survey N=27)

Table 16 For each of the following roles, how relevant have they been to the needs and objectives of your evaluation unit?

	STRONGLY RELEVANT			PARTLY RELEVANT			NOT RELEVANT			DON'T KNOW		
	Heads %	Staff %	Non-Active mem-bers %	Heads %	Staff %	Non-Active mem-bers %	Heads %	Staff %	Non-Active mem-bers %	Heads %	Staff %	Non-Active mem-bers %
Encouraging the adoption of common norms and standards for evaluation	79.4	83.3	76.0	20.6	10.0	24.0	0.0	1.7	0.0	0.0	5.0	0.0
Enabling networking among members	50.0	55.0	32.0	47.1	30.0	44.0	0.0	5.0	4.0	2.9	10.0	4.0
Facilitating mutual support and learning through exchange of knowledge and best practices	44.1	45.0	28.0	52.9	41.7	52.0	2.9	5.0	12.0	0.0	8.3	8.0
Contributing to the independence of evaluation as a practice in UN organisations	44.1	40.0	36.0	41.2	30.0	40.0	14.7	18.3	20.0	0.0	11.7	4.0
Strengthening the competence of UN evaluation staff	41.2	36.7	40.0	47.1	43.3	20.0	8.8	8.3	24.0	2.9	11.7	16.0
Encouraging the use of evaluation for learning, decision making and accountability	32.3	38.3	32.0	44.1	31.7	44.0	23.5	13.3	16.0	0.0	16.7	8.0
Developing and supporting common positions on evaluation issues	26.8	33.3	48.0	58.8	41.7	44.0	11.8	13.3	4.0	2.9	11.7	4.0
Promoting innovation	20.6	26.7	16.0	35.3	20.0	36.0	38.2	33.3	32.0	5.9	20.0	16.0
Facilitating capacity development through networking beyond the UN	14.7	18.3	20.0	41.1	25.0	28.0	29.4	26.7	36.0	14.7	30.0	16.0
Facilitating partnerships through networking beyond the UN	11.8	20.0	24.0	50.0	31.7	24.0	29.4	18.3	36.0	8.9	30.0	16.0
Promoting joint initiatives	8.8	23.3	16.0	52.9	33.3	32.0	29.4	20.0	40.0	8.8	23.3	12.0
Supporting member states in building national evaluation capacity	8.8	28.3	24.0	35.3	21.7	36.00	47.1	25.0	24.0	8.8	25.0	16.0

UNEG Member Survey Heads (N=34), Staff (N=60); UNEG Non-Active Member Survey (N=25)

Table 17 IN THE FUTURE, how relevant do you expect each of the following roles of UNEG to be to the needs and objectives of your evaluation unit or organisation?

	STRONGLY RELEVANT		PARTLY RELEVANT		NOT RELEVANT		DON'T KNOW	
	Heads %	Staff %	Heads %	Staff %	Heads %	Staff %	Heads %	Staff %
Encouraging the adoption of common norms and standards for evaluation	88.2	83.3	11.7	11.7	0.0	0.0	0.0	5.0
Strengthening the competence of UN evaluation staff	73.5	68.3	20.6	23.3	5.9	3.3	0.0	5.0
Enabling networking among members	70.6	75.0	26.5	16.7	2.9	3.3	0.0	5.0
Facilitating mutual support and learning through exchange of knowledge and best practices	70.6	70.0	29.4	21.7	0.0	3.3	0.0	5.0
Developing and supporting common positions on evaluation issues	67.6	71.7	23.5	18.3	5.9	3.3	2.9	6.7
Encouraging the use of evaluation for learning, decision making and accountability	67.6	61.7	29.4	26.7	2.9	5.0	0.0	6.7
Contributing to the independence of evaluation as a practice in UN organisations	64.7	66.7	23.5	23.3	11.8	5.0	0.0	5.0
Promoting innovation	55.9	46.7	29.4	40.0	14.7	8.3	0.0	5.0
Promoting joint initiatives	44.1	60.0	35.3	23.3	17.6	10.0	2.9	6.7
Supporting member states in building national evaluation capacity	35.3	48.3	26.5	26.7	35.3	18.3	2.9	6.7
Facilitating capacity development through networking beyond the UN	29.4	40.0	41.2	36.7	26.5	11.7	2.9	11.7
Facilitating partnerships through networking beyond the UN	26.5	45.0	44.1	33.3	26.5	11.7	2.9	10.0

Heads (N=34), Staff (N=60)

Table 18 Comparison of relevance now and in the future

	STRONGLY RELEVANT IN 2018		RANK (UNEG HEADS)	STRONGLY RELEVANT IN FUTURE		RANK (UNEG HEADS)	RANK CHANGE
	Heads %	Staff %		Heads %	Staff %		
Encouraging the adoption of common norms and standards for evaluation	79.4	83.3	1	88.2	83.3	1	0
Enabling networking among members	50.0	55.0	2	70.6	75.0	3	-1
Facilitating mutual support and learning through exchange of knowledge and best practices	44.1	45.0	3	70.6	70.0	3	0
Contributing to the independence of evaluation as a practice in UN organisations	44.1	40.0	4	64.7	66.7	7	-3
Strengthening the competence of UN evaluation staff	41.2	36.7	5	73.5	68.3	2	+3
Encouraging the use of evaluation for learning, decision making and accountability	32.3	38.3	6	67.6	61.7	5	+1
Developing and supporting common positions on evaluation issues	26.8	33.3	7	67.6	71.7	5	+2
Promoting innovation	20.6	26.7	8	55.9	46.7	8	0
Facilitating capacity development through networking beyond the UN	14.7	18.3	9	29.4	40.0	11	-2
Facilitating partnerships through networking beyond the UN	11.8	20.0	10	26.5	45.0	12	-2
Promoting joint initiatives	8.8	23.3	11	44.1	60.0	9	+2
Supporting member states in building national evaluation capacity	8.8	28.3	12	35.3	48.3	10	+2

Table 19 For each of the following UNEG products and services, how USEFUL have they been to your unit or organisation?

	VERY USEFUL			SOMEWHAT USEFUL			NOT USEFUL			DON'T KNOW		
	Head %	Staff %	Non-Active members %	Head %	Staff %	Non-Active members %	Head %	Staff %	Non-Active members %	Head %	Staff %	Non-Active members %
Norms and Standards for Evaluation in the UN	85.3	81.7	72.0	11.8	13.3	28.0	0.0	0.0	0.0	2.9	5.0	0.0
Annual General Meetings	41.2	20.0	12.0	47.1	36.7	28.0	2.9	13.3	28.0	8.8	30.0	32.0
UNEG Quality checklists (ToRs, Inception Reports, Evaluation Reports)	41.2	53.3	28.0	38.2	30.0	44.0	8.8	11.7	8.0	11.8	5.0	20.0
Evaluation Practice Exchange (EPE) seminars	38.2	30.0	12.0	47.1	40.0	48.0	2.9	10.0	12.0	11.8	20.0	28.0
UNEG Evaluation Competency Framework	38.2	46.7	28.0	50.0	36.7	52.0	5.9	8.3	4.0	5.9	8.3	16.0
UNEG Framework for Professional Peer Reviews of the Evaluation Function of UN organisations/ Peer Reviews	38.2	30.0	12.0	35.3	35.0	56.0	5.9	15.0	12.0	20.6	20.0	20.0
UNEG ethical guidelines	35.3	55.0	44.0	55.9	35.0	44.0	2.9	3.3	8.0	5.9	6.7	4.0
Guidance on Integrating Human Rights and Gender Equality in evaluations	23.5	58.3	48.0	52.9	31.7	36.0	17.6	3.3	8.0	5.9	6.7	8.0
Handbook for Conducting Evaluations of Normative Work in the UN system	20.6	21.7	16.0	38.2	33.3	52,0	26.5	21.7	8.0	14.7	23.3	24.0
Contributions to discussions on a System Wide Evaluation mechanism	8.8	16.7	12.0	47.1	30.0	44.0	35.3	16.7	12.0	8.8	36.7	32.0
Guidance on Joint Evaluations and UNDAF Evaluations	2.9	15.0	8.0	32.3	41.7	36.0	41.2	18.3	24.0	23.5	25.0	32.0

UNEG Member Survey Heads (N=34), Staff (N=60); UNEG Non-Active Member Survey (N=25)

Table 20 To what extent do you feel that the four Strategic Objectives represent the vision and mission of UNEG as a professional network?

	Heads %	Staff %	Small units %	Mid-size units %	Large units %	Non-Active Members %
Strongly relevant	35.3	35.6	43.3	28.6	35.9	38.5
Somewhat relevant	55.6	35.6	40.0	60.1	33.3	38.5
Not relevant	2.9	3.4	3.3	0.0	5.1	7.7
Don't know	5.9	25.4	13.3	10.7	25.6	15.4

Heads (N=34), Staff (N=59), Large units (N= 39), Mid-size units (N=28), Small units (N=30), Non-Active Members (N=13)

Table 21 To what extent to you feel that the four SOs represent the vision and mission of UNEG as a professional network – reasons for rating

Summary Comments	Count
Positive	
SOs encompass what evaluation units do, (professional development, better profile for evaluation in the UN)	8
SOs are relevant, give clear direction within larger strategies including SDGs	7
SOs clearly linked to vision and mission of UNEG	2
SOs ensure coherence in evaluation across the UN	1
SOs 1-3 are focused on evaluation in the UN	1
Negative	
SOs should be revisited, don't reflect changes in evaluation, the SDGs or UN reform	10
Work (in WGs) is tangential to SOs; need to be reviewed to meet SO objectives	3
SO3 and SO4 have lost direction, become fragmented (reflects different visions for UNEG); SO4 is beyond the scope of UNEG/ needs to be focused to add value	3
There are implementation gaps in all SOs work	2
No vision, therefore they don't; vision is only on paper, not in practice	2
Learning does not get enough attention	2
SO 2 not doing much work	1
Evaluation use is beyond the control of evaluation units ie not relevant	1
Too much fragmentation	1
Need to review SOs in context of the ToC	1
Position evaluation at highest UN political levels is missing from the strategy	1
SOs don't reflect the needs of technical or specialized agencies	1
Very little engagement from UNEG since AGM 2017	1
TOTAL RESPONDENTS	46

UNEG member survey (N=108), Non-Active member survey (N=28)

Table 22 To what extent do you feel that the four Strategic Objectives represent the interests, needs and concerns of UNEG members and other stakeholders?

	Heads %	Staff %	Small units %	Mid-size units %	Large units %	Non-Active members %
Strongly representative	17.6	28.8	30.0	14.3	28.2	30.8
Somewhat representative	73.5	44.1	56.7	64.3	48.7	53.8
Not representative	0.0	1.7	0.0	0.0	2.6	0.0
Don't know	8.8	25.4	13.3	21.4	20.5	15.4

Heads (N=34), Staff (N=59), Large units (N=39), Mid-size units (N=28), Small units (N=30), Non-Active Members (N=13)

Table 23 To what extent do you feel the SOs represent the interests needs and concerns of UNEG members and other stakeholders – reasons for rating

Summary of Comments	Count
Positive	
They cover the key issues relevant to the evaluation function	6
They are the result of consultation; consensus	3
Meets member needs on some issues (N&S, learning, improving system-wide initiatives)	3
The SOs are relevant given the differing size, mandates, resources of members	3
Negative	
SOs are relevant but they need to be updated to focus on UN reform, UNDAF, gender, no-one left behind, working jointly, humanitarian-development nexus	4
SOs are relevant, but WGs are geared to large evaluation units; capacity to participate is limited	3
Limited/varied participation in WGs suggests they don't meet stakeholder interest	3
UNEG could be more outward looking, supporting NECD	1
No, given the lack of clarity of the vision and purpose of UNEG	1
There is no forum for methodological discussions	1
SO 4 perhaps too outward looking to meet member needs	1
Don't cover joint collaborations	1
UNEG needs to be formally recognized as a legitimate body	1
TOTAL RESPONDENTS	35

UNEG member survey (N=108), Non-Active Members (N=28)

Table 24 To what extent do you think the Strategic Objectives are relevant to Agenda 2030 and the SDGs?

	Heads %	Staff %	Small units %	Mid-size units %	Large units %	Non-Active Members %
Strongly relevant	14.7	24.1	16.7	22.2	25.6	30.8
Somewhat relevant	73.5	48.3	66.7	63.0	46.1	53.8
Not relevant	2.9	5.2	3.3	3.7	5.1	0.0
Don't know	8.8	22.4	13.3	11.1	23.1	15.4

Heads (N=34), Staff (N=58), Large units (N=39), Mid-size units (N=27), Small units (N=30), Non-Active Members (N=13)

Table 25 Please give the reasons for your rating

Summary of Comments	Count
Positive	
Both the SDGs and the SOs are so broad that the SOs are relevant	4
Some SOs more relevant than others: SO4, (national capacity -stemming from GA resolution); SO 3	4
Goes without saying – Agenda 2030, SDGs are development frameworks; SOs are relevant to SDGs	3
SOs are directly relevant through national review of SDGs and building evaluation capacity for that	1
Negative/ need for change	
SOs focus on UN system, with limited emphasis on national capacity required for SDG reporting; should be more emphasis on national evaluation capacity development	6
Joint evaluations are key to evaluating the SDGs given their holistic nature/ more joint work is needed/ more cooperation required to evaluate SDGs	5
No – SDGs did not exist when SOs were agreed; no specific mention of SDGs in SOs	4
Agenda 2030 and SDGs should be a lens through which the work of the SOs is considered	2
Not sufficient emphasis on joint or system wide initiatives	1
SO1 and SO2 relevant but not directly	1
Not clear if UNEG should focus on national capacity	1
SO3 is abstract – should focus more directly on SDGs	1
At UN wide level UNEG is not relevant in the 2030 discourse	1
Other	
Agenda 2030/ SDGs are not addressed by my organization/ not part of my organisation's mandate	2
TOTAL RESPONDENTS	32

UNEG member survey (N=108), Non-Active member survey (N=28)

Table 26 To what extent are the four Strategic Objectives relevant to the current UN reform agenda?

	Heads %	Staff %	Small units %	Mid-size units %	Large units %	Non-Active Members %
Strongly relevant	20.6	13.8	20.0	18.5	15.4	15.4
Somewhat relevant	53.0	46.6	43.3	55.7	48.7	69.2
Not relevant	5.9	10.3	6.7	7.4	10.2	0.0
Don't know	20.6	29.3	30.0	18.5	25.6	15.4

Heads (N=34), Staff (N=58), Large units (N=39), Mid-size units (N=27), Small units (N=30), Non-Active Members (N=13)

Table 27 To what extent are the four Strategic Objectives relevant to current UN Reform agenda? Please give reasons for your rating

Summary of comments	Count
Positive	
SO3 clearly related to UN reform	6
At Objective level they are relevant	3
UNEG should build on SG's emphasis on evaluation/ evaluation plays a key role	3
SO2 is relevant to demonstrate the relevance of the function	2
SO4 related to UN reform/ shows the value of the function	2
SO1 is about coherence so it is relevant	1
Strategic Plan gave an entry point to reform discussions (raising UNEG profile through the GA resolution; giving an opportunity to comment on current reform)	1
Negative/ need for change	
Could do more joint work between evaluation offices/ strengthen system-wide evaluation	5
How the SOs are unpacked into working groups less relevant to UN reform/ lower level results need to be identified which reflect UN reform (system wide issues, mandates, partnerships)/ not responsive enough to changes brought by UN reform	4
SOs developed before the current UN reform process	2
Not as relevant as we could be – evaluation should drive reform agenda, utilizing new approaches and methods/ utilize the lessons from our own evaluations	2
SOs should focus on guidance/ tools for coherence at country/ regional level; more on NECD and partnerships	2
UN reform provides an alternative way to set UNEG priorities	1
SOs not directly relevant to UN reform	1
SO1, SO 2 not closely related to UN reform	1
SO4 not closely related to UN reform	1
UN reform is political, UNEG should take a measured, consultative approach but this is not the work of the SOs	1
Other	
UN reform should make the UN more accountable/ streamline the work of the UN under the SDG agenda and one leader (RC)/	2
Too early in UN reform process to say	1
TOTAL RESPONDENTS	29

UNEG member survey (N=108), Non-Active member survey (N=28)

Table 28 To what degree do you think each of UNEG's vision statements are relevant to its role as a professional evaluation network?

	STRONGLY RELEVANT		SOMEWHAT RELEVANT		NOT RELEVANT		DON'T KNOW	
	Heads %	Staff %	Heads %	Staff %	Heads %	Staff %	Heads %	Staff %
Evaluation is fully realized in every entity of the UN system through appropriate evaluation policies, resources, skills and activities	67.6	67.2	29.4	22.4	0.0	6.9	2.9	3.4
Evaluation evidence informs a more relevant, efficient and effective UN system with greater impact on the lives of the people it serves	67.6	70.7	23.5	20.7	2.9	3.4	5.6	5.2

Heads (N=34), Staff (N=58)

Table 29 To what degree do you think each of UNEG's vision statements are relevant to its role as a professional evaluation network?

	STRONGLY RELEVANT			SOMEWHAT RELEVANT			NOT RELEVANT			DON'T KNOW		
	S %	M %	L %	S %	M %	L %	S %	M %	L %	S %	M %	L %
Evaluation is fully realized in every entity of the UN system through appropriate evaluation policies, resources, skills and activities	69.0	78.0	61.5	24.1	14.8	30.1	3.4	3.7	5.1	3.4	3.7	2.6
Evaluation evidence informs a more relevant, efficient and effective UN system with greater impact on the lives of the people it serves	69.0	74.1	69.2	20.7	14.8	25.6	6.9	3.7	0.0	3.4	7.4	5.1

Large units (N=39), Mid-size units (N=27), Small units (N=29)

Table 30 To what degree do you think each of UNEG's vision statements are relevant to its role as a professional evaluation network? Please give the reasons for your response

Summary of comments	Count
Positive	
These reflect the challenge for evaluation functions in the UN/ the dimensions of the role/ why we do what we do	6
These are the result of consensus/ consultation; reflect a common vision	2
Second statement is most important – reflects purpose of evaluation and links it to a higher end	2
Don't represent a simple professional network, but one embedded in the UN	1
UNEG should continue to promote accountability and learning across the UN	1
Negative	
First statement could be reviewed; could reflect system-wide nature of evaluation including supporting member states, capacity development, overall role of evaluation	2
The vision statements are relevant but there is not enough effort to work towards them/ this is not the network's current role	2
The second statement could be better crafted, no direct alignment between use and impact/ there is a limit to UNEG's ability to ensure an effective UN	2
Poorly constructed - these are more like mission statements	1
They don't reflect what evaluation is today, or could be in the future	1
We still do not have agreement on what evaluation is	1
Other	
UNEG needs to have a working group on how UN evaluation has made a difference	1
UNEG increases our advocacy power	1
Evaluation should have a strong knowledge management role at the highest political levels	1
TOTAL RESPNDENTS	24

UNEG member survey (N=108)

Table 31 To what extent do you think each of the mission statements of UNEG are relevant to its role as a professional evaluation network?

	STRONGLY RELEVANT			SOMEWHAT RELEVANT			NOT RELEVANT			DON'T KNOW		
	Heads %	Staff %	Non-Active Members %	Heads %	Staff %	Non-Active Members %	Heads %	Staff %	Non-Active Members %	Heads %	Staff %	Non-Active Members %
Promote independence credibility and usefulness of the evaluation function, especially across the UN system	79.4	77.6	69.2	17.6	19.0	30.8	0.0	0.0	0.0	2.9	3.4	0.0
Advocate for the importance of evaluation for learning, decision making and accountability	67.6	82.8	53.8	29.4	12.1	38.5	0.0	0.0	7.7	2.9	5.2	0.0
Support the evaluation community in the UN system and beyond	47.1	67.2	61.5	44.1	25.9	23.1	5.6	3.4	7.7	2.9	3.4	7.7

Heads (N=34), Staff (N=58), Non-Active Members (N=13)

Table 32 To what extent do you think each of the mission statements of UNEG are relevant to its role as a professional evaluation network?

	STRONGLY RELEVANT			SOMEWHAT RELEVANT			NOT RELEVANT			DON'T KNOW		
	S %	M %	L %	S %	M %	L %	S %	M %	L %	S %	M %	L %
Promote independence credibility and usefulness of the evaluation function, especially across the UN system	75.9	81.5	76.9	20.7	14.8	20.5	0.0	0.0	0.0	3.45	3.7	2.6
Advocate for the importance of evaluation for learning, decision making and accountability	72.4	81.5	79.5	24.1	14.8	15.4	0.0	0.0	0.0	3.45	3.7	5.1
Support the evaluation community in the UN system and beyond	51.7	66.7	64.1	34.5	29.6	30.8	10.3	0.0	2.6	3.4	3.7	2.6

Large units (N=39), Mid-size units (N=27), Small units (N=29)

Table 33 To what extent do you think each of the mission statements of UNEG are relevant to its role as a professional evaluation network? Reasons for your response

Summary comments	Count					
	Heads	Staff	Small units	Mid-size units	Large units	Non-Active Members
Statement 3: UNEG should focus more internally; this is lower priority for my agency; variable engagement of UNEG members in this	3		2	1	1	
Statement 1 is core to the mission	2			1	1	
The mission is clear and focused; these are core principles	2	5	2	2	3	
Statement 2 is core to the mission	1			1		
An independent function is difficult to achieve for many agencies, and in itself causes tensions; understanding of independence is variable	1	1	1	1	1	
Statement 2: advocacy is more of an agency role than a network role	1				2	
Statement 2 should promote evaluation in all contexts (country/ global, SDGs)		1		1		
These do not relate to the key demands on the evaluation function		1		1		
Statement 3: supports harmonized efforts for national evaluation capacity development		1			1	
Statement 3: UNEG is limited in influencing beyond the UN system because it has no legal status						1
Mission does not represent the evaluation function across the UN system, only agencies						1
All are relevant, but not being delivered or supported		1	1			
TOTAL RESPONDENTS	9	9	6	6	7	

Heads (N=34), Staff (N=58), Large units (N=39), Mid-size units (N=27), Small units (N=29), Non-Active Members (N=28)

Table 34 Are UNEG activities helping to achieve the vision and mission of UNEG?

	Yes		No		Don't Know	
	Head %	**Staff %**	**Head %**	**Staff %**	**Head %**	**Staff %**
Are UNEG activities helping to achieve the vision and mission of UNEG?	70.6	57.1	2.9	14.3	26.5	28.6

UNEG Member Survey (N=108)

Table 35 Activities helping to achieve vision and mission - reasons for your response

Summary of comments	Count	
	Heads	**Staff**
Positive		
Norms and Standards, Peer Review, other activities promote and support the evaluation function	5	1
Contributes to professionalisation of evaluation	2	
Contributes to independence of evaluation function	1	
EPE helps UNEG to achieve some of its objectives		1
HEIG paper is cutting edge and contributes to my work		1
Less positive		
Not all working groups are contributing; some work helps more than others; some activities show UNEG influence	2	4
UNEG needs to involve more of the UNEG community	1	
UNEG needs to expand what it is doing – especially on the SDGs/ there are gaps in light of Agenda 2030	2	
UNEG needs to do more on methods, learning from others	1	
UNEG is too focused on centralised evaluation, when many members are also involved in decentralised evaluation	1	
More could be done, including better focus and prioritisation, but we need to recognise it is a voluntary network which makes progress slow	1	3
UNEG is used to support individual ambitions of members	1	
Recently activities have become less active and less relevant; ambition is not met by activities	1	2
There is no clear causal path, but there should not be; a network should not have a top-down hierarchy	1	
UNEG has no weight, no reporting to the SG, with no benchmarks for SG to understand the evaluation requirements for the UN system		1
Communication is poor		1
No active encouragement or support for organisations to reach the vision and mission, no enforcement of norms and standards		1

Table 36 Is there anything that UNEG should be doing which it is not currently, or stop doing?

Suggestions – Things that UNEG should be doing/stop doing	Count
Re-focus -SOs/interest/working groups	13
SDGs	7
National Evaluation Capacity Development	6
Modernize - innovation/methods	6
Knowledge Management - active learning/professional development	6
SecGen Reform	5
Network identity and legitimacy	4
Advocacy - Highest UN levels/member states/on behalf of the evaluation profession	4
Meetings - AGM/more frequent meetings/ in regions	4
Peer Review and member reporting	3
Joint evaluations	3
Secretariat – full time & expenditures	2
Capacity building – training and mentoring	2
Guidance – more practical/less theoretical	2
Membership – Based on evaluation Policy/Interests	2
Transparency – silos/elitism/exclusivity	2
Everything – process/how we do things	2
Associations – external to UN	2
Professionalization – certification, including for mid-level staff	2
Staff - more time made available /reflected in performance reviews	2
Outreach - UN interagency system	1
Utilization	1
More work to support decentralised level evaluations	1
Strengthening evaluation functions within a very diverse network	1
More funding	1
TOTAL	84

UNEG members (N-93), UNEG Non-active members (N=11)

- A high proportion (76% n-71) of UNEG members indicated that there were things that UNEG should either do or stop doing. Relatively few (8.6% n-8) indicated that everything was fine, and 15.1% (n-14) of UNEG members could not say.

Noteworthy comments by UNEG Heads and Staff:

UNEG Heads

"There is room for improved coordination and information sharing within UNEG. There should be for example, a common electronic roster of experts/evaluators. There should be a requirement for members to upload all evaluations in the UNEG database. And we need to learn more from recommendations and lesson learning. Despite much efforts to break down organizational silos, we are still very much fragmented in the UN, and why not leverage the UNEG network to promote a one - UN evaluation gateway".

"I would like to see UNEG strengthen its role as a forum for peer exchange and learning with interactions between UNEG members happening on a much more regular basis than it currently meets. We have so much knowledge to share, both in terms of the evaluation results that we generate, the evaluation approaches that we design and the methodological approaches that underpin those approaches, as well as the ways in we successfully procure credible and cost- efficient evaluation firms and consultants. I don't believe that UNEG is currently making best use of technology to promote regular, spontaneous sharing of information out with the structure of the rather 'siloed work streams'. I think UNEG needs to approach a tipping point whereby the increase in range and type of activities leads to a step increase in the number of UNEG colleagues wanting to participate in activities. We don't seem to be there quite yet..."

UNEG Staff Member

"Some of the work such as professionalization for instance has reached a certain maturity level and perhaps therefore only need certain adjustments in context of repositioning of UNDS, SDGs etc. A general (ideal) principle should be that when a new cross cutting issues emerge (e.g SDG) then existing guidance etc. is reviewed to see how it needs to be adjusted to have the emerging issue mainstreamed. Perhaps more use could be made of the work that individual agencies are doing in terms of guidance, methodology etc. and take this and make it generic, system-wide applicable as relevant through minimum work UN reform, UNDS repositioning, UNDAF strengthening (difficult where UNEG needs strengthen its work to make credible, quality evaluations are part of the enhancement of UNDAF), SDG at country level (inter-relatedness etc.) should be part of the focus. Policy coherence - and in general evaluation of policies - would definitely also be an area for UNEG to consider - it would reinforce the coherence between national, regional and global level work and issues which where UN as a system have comparative advantage"

Table 37 Ranking of Strategic Objectives in terms of its contribution to UNEG's vision and mission

	Rank 1		Rank 2		Rank 3		Rank 4	
	Head %	**Staff %**	**Head %**	**Staff %**	**Head %**	**Staff %**	**Head %**	**Staff %**
SO 1 - Evaluation functions and products of UN entities meet UNEG Norms and Standards	60.6	53.9	18.2	17.3	18.2	15.4	3.0	13.5
SO2 - UN entities and partners use evaluation in support of accountability and programme learning	21.9	28.9	46.9	44.2	15.6	23.1	15.6	3.9
SO 3 - Evaluation informs UN system-wide initiatives and emerging demands	6.1	11.5	27.3	25.0	42.4	44.2	24.2	19.2
SO 4 - UNEG benefits from and contributes to an enhanced global evaluation profession	9.1	5.8	9.1	15.4	24.2	17.3	57.9	61.5

Heads (N-33) Staff (N-52)

Table 38 Is UNEG on track to achieve each of its four Strategic Objectives

	Yes		No		Don't Know	
	Head %	**Staff %**	**Head %**	**Staff %**	**Head %**	**Staff %**
SO 1 - Evaluation functions and products of UN entities meet UNEG Norms and Standards	75.8	47.3	9.1	12.7	15.1	40.0
SO2 - UN entities and partners use evaluation in support of accountability and programme learning	39.4	34.6	27.3	21.8	33.3	43.6
SO 3 - Evaluation informs UN system-wide initiatives and emerging demands	27.3	21.8	36.4	30.9	36.3	47.3
SO 4 - UNEG benefits from and contributes to an enhanced global evaluation profession	30.3	29.1	33.3	16.4	36.3	54.6

Heads (N-33) Staff (N-55)

Table 39 Is UNEG on track to achieve its Strategic Objectives - Reasons for your answer

Summary comments	Count	
	Heads	Staff
Activities make contributions to higher level aims but they are too vague to be fully achieved/ would be difficult to measure/ are dependent on external factors	2	2
Activities are contributing to strengthening both UNEG and global evaluation profession	1	
SO1: bringing coherence to Norms and Standards; most within the control of UNEG	4	4
SO1: Should include a certification programme	1	
SO2: Some progress, but more could be done especially on use	3	3
SO3: more could be done, more consistently	5	1
SO3: not clear what is being achieved; don't know if SO is being achieved		2
SO3: is in limbo; not sure that evaluation is informing system-wide initiatives		3
SO4: needs to be revamped; not clear that there are sufficient resources to achieve this objective; it is not achieving much	2	3
SO4: is in limbo/ paralysed		2
Some SOs are delivering, but others are not doing anything		1
Better communication on progress/ activities, especially on SO3 and SO4 is needed	1	2
UNEG needs to be clearer on its value added		1
SO4: UNEG has more influence outside the UN than within; this SO has most potential for UNEG influence on the global evaluation profession		2

Table 40 Is UNEG on track to achieve each of its stated outcomes

	Yes		No		Don't Know	
	Head %	Staff %	Head %	Staff %	Head %	Staff %
SOO1 UNEG Norms and Standards met by UN evaluations, including strategic technical and managerial skills of UN evaluators strengthened	63.6	40.7	12.1	20.4	24.2	38.9
SOO2 UN-wide strategies and initiatives demonstrate commitment to evaluation use	33.3	33.3	33.3	18.5	33.3	48.2
SOO3 Political and policy environment for robust evaluation in UN system strengthened	30.0	24.1	27.3	27.8	42.4	48.2
SOO4 Enhance exchange among UNEG members and external partners	57.9	46.3	15.2	13.0	27.3	40.7

Heads (N-33) Staff (N-54)

Table 41 Is UNEG on track to achieve its outcomes – reasons for your answer

Summary comments	Count	
	Heads	**Staff**
Some achievements, but not enough, especially on SO2, SO3, SO4	2	1
SOO1: Norms and Standards have improved evaluation functions; as has professionalisation and peer review	3	2
Hard to say in the absence of targets and hard data/ tracking		3
UNEG does not have sufficient visibility and interaction to influence the political and policy environment		2
I'm not aware of the outcomes/ progress towards achieving them		3
It is difficult to attribute changes to UNEG		1
To achieve them agencies would need to invest more in evaluation		2
SOO2 is not an outcome but a principle		1
SOO3 is similar to outcome 1		1
SOO4 cannot be achieved		1

Table 42 Is UNEG on track to achieve each of its stated expected impacts

	Yes		No		Don't Know	
	Head %	**Staff %**	**Head %**	**Staff %**	**Head %**	**Staff %**
SOIE1 Evaluation capacity within the UN system is increased	53.1	35.9	15.6	13.2	31.3	50.9
SOIE2 Evaluation is better used for programme learning and accountability	40.6	28.3	21.9	22.6	37.5	49.1
SOIE3 Evaluation contributes to evidence-based policy-making and programmes	46.9	28.3	18.8	26.4	34.4	45.3
SOIE4 UNEG benefits from and contributes to enhanced evaluation profession	46.9	34.0	12.5	11.3	40.6	54.7

Heads (N-32) Staff (N-53)

Table 43 Is UNEG on track to achieve its expected impacts- reasons for your answer

Summary comments	Count	
	Heads	Staff
It is difficult to attribute impacts to UNEG strategy/ UNEG does not have the influence to achieve the impacts	1	2
There is not enough information to assess/ they are not being measured	1	4
There is too much going on to engage fully in implementation of UNEG strategy	1	
SOIE1: has had an impact on norms within the evaluation community	1	3
SOIE2: there has been an impact on accountability, less on learning; it has had some influence, but not consistently and not enough	3	1
SOIE3: UNEG impact has not been significant	1	1
SOIE4: Some impact on awareness raising of partners; more needs to be done within UNEG	2	1
Boards are taking evaluation more seriously these days	1	
Role of evaluation in UN system is less now than the MDG/ Paris Accra Framework		1
Not all UNEG members are supported to work towards the same goals		1
UNEG has not provided evaluation support to countries		1
SOIE2 The GA resolution has had an impact on NECD		1

Table 44 What course corrections, if any should UNEG be making over the next 2-3 years?

	UNEG Heads %	UNEG Staff %
Some Course Correction is needed	77.1	64.2
No Course Correction is needed	8.7	3.0
Don't Know	14.3	32.8
• More focus and prioritization	37.0	44.4
• Improve platform for knowledge exchange, learning and professionalization	18.5	17.8
• Strengthen governance and Secretariat	11.1	11.1
• Improve innovation – evaluation methods and technologies	11.1	2.2
• Provide stronger integration and joint initiatives	7.4	2.2
• Improve vision and communications on evaluation use	7.4	17.7
• Reach out to external partners	3.7	4.4
• Enhance orientation for new comers	3.7	0.0

UNEG member survey, Heads (N=32), Staff (N=53)

Table 45 In planning for a new UNEG strategy for the period 2020-2025, what strategic issues do you think UNEG should prioritise?

What are the Issues and Priorities for the UNEG 2020-2025 Strategy`	UNEG Heads %	UNEG Staff %
Provided suggestions	91.4	79.1
• SDGs and Agenda 2030	40.6	27.5
• Evaluation Use	12.5	15.7
• Professionalization	6.3	13.7
• Knowledge exchange and learning	6.3	-
• Evaluation Policy	6.3	-
• No one left behind	6.3	3.9
• UN Reform	3.1	7.8
• Openness to new members/public	3.1	-
• Oversight	3.1	-
• Evaluation capacity	3.1	2.0
• Strengthening Secretariat	3.1	2.0
• Joint efforts	3.1	-
• Gender	3.1	-
• Innovate	-	2.0
• Vision and overall rationale for network	-	3.9
• Don't know	-	21.6

UNEG member survey, Heads (N=32), Staff (N=53)

Table 46 How useful has UNEG been in influencing the evaluation capacity and the performance of your organization

	Very-Somewhat Useful		Not Useful		Don't Know	
	Head %	Staff %	Head %	Staff %	Head %	Staff %
Fostering learning	81.3	60.4	18.8	22.6	-	17
Increasing accountability	71.9	56.6	25.0	24.5	3.1	18.9
Enhancing programming and policy development	65.5	41.5	31.3	35.9	3.1	22.6
Facilitating strategic planning	65.5	41.5	34.4	41.5	3.1	17.0
Increasing support from legislative bodies/ executive boards	62.5	32.1	31.3	39.6	6,3	28.3
Increasing resources for evaluation	43.8	51.0	46.9	34.0	9.4	15.1

Table 47 Unexpected or unintended results

UNEG Heads (20.0 %) 7/35
• We were able to leverage our membership in UNEG to revise our evaluation policy to support mandated independent evaluations of projects (at a certain budget threshold), and strengthened evaluation capacities. From this perspective, membership in UNEG has been very positive.
• Unique opportunity to invite UNEG representative to deliver workshop for senior management.
• The networking aspects of UNEG provided a lot: in staff career development (e.g. getting a job), recruiting consultants, discussing joint evaluation activities, etc. These are not exactly unexpected but not captured in the strategic plan.
• Auditors have learned more about the positive aspects of survey research and (data visualization) presentation of results in their reporting.
• Evaluation training was provided by UNEG for participants in the evaluation of On Site Inspection Exercises in conducted in 2008 and 2014.
• UNEG is not central to my organization, which already has a very strong independent evaluation function.
UNEG Staff (10.4%) 7/67
• bilateral collaborations with other agencies
• The UN SWAP engagement has been a very helpful tool for galvanizing support for integrating human rights and gender in evaluation.
• It helped uplift evaluation within the Department, making it an activity and a function that was guided in an official capacity by a UN entity.
• The Interest Groups have been useful in enabling us to think collectively and undertake some initiatives that are of benefit to many agencies - e.g. the HEIG has come up with some guidelines on evaluating humanitarian principles - this is a useful piece of work that is also timely, given the vast amounts of resources being employed in conflict situations, and the need to understand how the HP are at play in these situations.
• It is known that UNEG is a good network - but the AGM, held here in Vienna, has not been utilised as a tool to trigger cultural change the organisation.
• The most recent one refers to the findings of the Peer Review: need to strength independence (several measures were undertaken); the need to reinforce the function, among others.

Table 48 How important is UNEG's expertise as a professional network for the performance of your unit in comparison to other professional support you receive or contract (training, individual or organizational membership in other networks or associations etc.)?

	2013 Agree %	2018 Agree %	2018 UNEG Heads Agree %	2018 UNEG Staff Agree %
Essential: we could not work in this area without UNEG's existence and contribution	13.2	10.2	15.6	7.6
Important: we use UNEG to work in evaluation with greater professionalism	44.3	46.6	46.9	45.3
Helpful but not essential: we could work on our own but UNEG as a professional network is a useful supplement to our own knowledge and skills	32.1	28.4	34.4	26.4
Marginal: UNEG adds little to what we already know and do	8.5	11.4	-	17.0
Not important at all: we have all the expertise that we need and UNEG does not contribute to our work	1.9	3.4	3.1	3.8
Total number	**106**	**88**	**32**	**53**

Table 49 Are the roles/mandates of each of the UNEG governance and management structures clear?

Roles/Mandates of UNEG Governance and Management Structure: 2018 to 2013	Role/Mandate is clear		Role/Mandate is clear but should be revised		Role/Mandate is not clear and should be revised		No opinion		% Total 2013/2018
	2018 %	2013 %	2018 %	2013 %	2018 %	2013 %	2018 %	2013 %	
Annual General Meeting	44.3	42.1	23.9	21.5	12.5	12.1	19.32	24.3	100/100
Chair	37.5		15.9		26.1		20.5		100/100
Vice-Chairs	31.8	40.2	19.3	16.8	29.5	15.0	19.3	28.0	100/100
Executive Group	27.3		17.1		36.3		19.3		100/100
Ex. Coordinator	25.0	41.1	8.0	13.1	39.8	15.0	27.3	30.8	100/100
Secretariat	48.9		15.9		14.8		20.5		100/100
Coordinating Cttee*		23.4		11.2		23.4		42.1	100

Total: 2018 (N-88); 2013 (N-107)

* In 2013, the Coordinating Committee (CC) was composed of the full Bureau, the member(s) hosting the next AGM, Task Force co-Chairs and any other members decided by the AGM in the interest of representation of the

membership at large. The functions of the CC were: a. Facilitate and track implementation of the work programme agreed at the AGM, including cross-fertilization and coordination between Task Forces.
b. Prepare the draft agenda and make arrangements for the next AGM." (2013 IA: pp 29-30)

Table 50 If you feel that mandates or roles should be revised – what proposals would you make?

Proposals	Count
Role of Chairs & Vice Chairs	5
Strengthened Secretariat	4
More inclusive, participatory & less hierarchical	3
AGM/meetings – rethink process	2
Greater transparency	2
Roles - Interest/Working group	2
Influence – UN agency executives	1
Greater leadership roles – small organizations	1
Everything	1
TOTAL	21

UNEG members (n-108)

- A high proportion skipped or did not offer suggestions (80%). Approximately 20% did offer suggestions that were roughly split between UNEG Heads and Staff
- More than 50% of the suggestions were directed at the role of Chair, Vice-Chairs and Secretariat.

Note worthy comments by UNEG Heads and Staff

UNEG Heads

"On the Chair, how much s/he can represent others on what occasion became an issue at times. On the Vice-Chairs and the Executive Group, the role sharing and relationships with each working groups or task forces should be reviewed. Individual staff in UNEG agencies have done a lot of work, but the Vice Chairs who are responsible for implementing the work plan, do not (or should not) have a supervisory role for them".

UNEG Staff Member

"There is definitely a need to revise the different roles and mandates in view of recent developments, making it clear who takes what decisions, on what basis (e.g. consultation process), and who speaks on behalf of UNEG. This also needs to include convenors etc. of working groups . Focus as always on a lean and mean appropriate professional network that can carry out its mandate and remain relevant. But the challenge is that UNEG is - or could be - in some ways more than just a professional network."

"Maybe UNEG is too hierarchical. Maybe it should decentralize and flatten out. Maybe there should be a UNEG-Geneva, a UNEG-NYC, a UNEG-Bangkok. The closer that UNEG gets to the rank and file members, who actually do the work, the more useful it will be. That is why GEN, HEN and VEN are thriving and UNEG is languishing."

"I would suggest that the Secretariat take a more proactive role in supporting evaluation offices who may have some capacity and knowledge gaps. Maybe resources should be increased there to ensure that the Secretariat has the latest information and skills to drive some initiatives.".

Table 51 In the period to the present, how effective do you think each of the following decision-making processes have been within UNEG

	2013 Agree %	2018 Agree %	2018 UNEG Heads Agree %	2018 UNEG Staff Agree %
AGM decisions are results oriented and clarify implementing responsibilities, time-frames and accountability	28.3	37.5	53.1	28.3
The Executive Group is an effective mechanism to monitor the implementation of decisions between AGMs	15.9	26.1	34.4	20.8
Organisations with fewer human and financial resources for evaluation can participate in decision-making and can contribute as effectively as larger organisations	43.9	28.4	34.4	26.4
Larger organisations and those contributing financially to UNEG should have a greater say in the direction of the network	17.8	15.9	12.5	17.0
At each AGM, the Executive Group reports in a satisfactory manner on the implementation of past decisions	38.3	39.8	56.3	30.2
The Executive Group reports candidly on issues and problems arising, even contentious ones	22.6	31.8	40.6	26.4
Appointment of Vice-Chairs has made UNEG more effective		34.1	40.6	32.1
The working/ interest groups report according to schedule and are held responsible by the AGM	25.5	40.9	34.4	45.3
The Secretariat and Executive Coordinator roles make UNEG more effective		53.4	68.8	45.3
Total number	**106**	**88**	**32**	**53**

Table 52 Do you have any comments on the decision-making processes or suggestions for changes in them?

Proposals	Count
Over the last couple of years, **UNEG's effectiveness and visibility** have decreased.	2
Mixed performance related to the need to clarify mandates and ways of working for all parts of the management and operations of UNEG	
The decision-making in **Executive Group** could be more transparent. UNEG members have no awareness about what is discussed/decided.	4
Executive Group does not need to report on disagreements - it should build consensus and function accordingly. Presenting a split among Executive Group members is not ideal.	
Share brief minutes of **Executive Group** meetings with UNEG ALL and dispense with closed sessions at the **AGM**	
There is the tendency to seek additional funds to allow UNEG to work as an evaluation entity in its own right. We need to remind ourselves that it is first and foremost a voluntary network. Funding and fund-raising are secondary. Financial contributions should not be a driver for decision-making.	
Hierarchies serve some types of purposes and networks serve others. Decide collectively what is the nature of UNEG and apply the adequate decision making process.	3
Decentralize and flatten out	
Governance is eroded by many with strong voices who contribute no capacity or resources	
AGMs are too protocol driven and bureaucratic. Appearance and seniority seemed more important than content and professional discussions.	4
One single **AGM** is not sufficient - sub meetings, face to face are key. Meetings with MS are key, as they should guide the development of resolutions, meetings with the SGs office, etc.	
There is no transparency ... as an example, closed meeting of UNEG heads at the end of each **AGM** but decisions taken are not shared.	
"**AGM** decisions are results oriented" - some are but not all.	
Working groups should meet on a regular basis for updates on the work that is going on in the different agencies.	2
The different mandates between **working and interest groups** need clarifying. I am not convinced that the problem is the processes so much as behaviors in using them.	
TOTAL	15

Table 53 Do you think that UNEG's programme implementation modality reflects good practice in comparison to other similar networks?

Comparison of UNEG Heads and Staff	UNEG Heads Yes %	UNEG Staff Yes %	UNEG Heads No %	UNEG Staff No %	UNEG Heads Don't Know %	UNEG Staff Don't Know %
Do you think that UNEG's programme implementation modality reflects good practice in comparison to other similar networks?	43.8	34.0	12.5	15.1	43.8	50.9

Total: UNEG Head (N-32); UNEG Staff (N-53

Table 54 Have the changes in governance since 2014 (Vice-Chair led programme implementation, Executive Group, AGM, Secretariat) supported effective prioritisation of work?

	Heads %	Staff %	Small units %	Mid-size units %	Large units %
Yes	37.5	26.4	28.6	23.1	35.3
No	9.4	18.9	14.3	19.2	14.7
Don't know	53.1	54.7	57.1	57.7	50.0

Heads (N=32), Staff (N=53), Large units (N=34), Mid-size units (N=26), Small units (N=28)

Table 55 Have the changes in governance since 2014 improved coordination of working groups to achieve strategic objectives?

	Heads %	Staff %	Small units %	Mid-size units %	Large units %
Yes	28.1	20.1	25.0	23.1	20.6
No	12.5	20.1	17.9	23.1	14.7
Don't know	59.4	58.5	57.1	53.8	64.7

Heads (N=32), Staff (N=53), Large units (N=34), Mid-size units (N=26), Small units (N=28)

Table 56 Is the Secretariat as currently functioning an effective mechanism to support the work of UNEG?

	Heads %	Staff %	Small units %	Mid-size units %	Large units %
Yes	71.9	37.7	53.6	57.7	44.1
No	3.1	15.1	17.9	11.6	5.8
Don't know	25.0	47.2	28.6	30.8	50.0

Heads (N=32), Staff (N=53), Large units (N=34), Mid-size unit (N=26), Small units (N=28)

Table 57 Do you think the tools and approaches used by UNEG (AGM, EPE, working groups/ task forces, website) are effective modes of operation for delivering results?

	EFFECTIVE		INEFFECTIVE		DON'T KNOW	
	Heads %	Staff %	Heads %	Staff %	Heads %	Staff %
AGM	71.9	30.2	37.7	30.2	15.6	39.6
Evaluation Practice Exchange	3.1	60.4	15.1	18.9	15.6	20.1
Working groups/ taskforces	25.0	58.5	47.2	24.5	31.2	17.0
Website	40.6	47.3	50.0	30.9	9.4	22.6

Heads (N=32), Staff (N=53)

Table 58 Do you think the tools and approaches used by UNEG (AGM, EPE, working groups/ task forces, website) are effective modes of operation for delivering results?

	EFFECTIVE			INEFFECTIVE			DON'T KNOW		
	S	M	L	S	M	L	S	M	L
AGM	64.2	42.3	38.2	14.3	30.8	23.5	21.4	27.0	38.2
Evaluation Practice Exchange	60.1	61.5	67.6	14.3	26.9	11.8	25.0	11.54	20.6
Working groups/ taskforces	67.9	57.7	50.0	10.7	19.2	26.5	21.4	23.1	23.5
Website	53.6	34.6	44.1	32.1	53.9	29.4	14.3	11.5	26.5

Large units (N=34), Mid-size units (N=26), Small units (N=28)

Table 59 Does the current membership fee pilot (tiers for payment based on evaluation office staff numbers) meet the needs of the network?

	Heads %	Staff %	Small units %	Mid-size units %	Large units %
Yes	46.9	26.4	32.1	34.6	35.3
No	25.0	7.5	21.4	7.7	14.7
Don't know	28.1	66.0	46.4	57.7	50.0

Heads (N=32), Staff (N=53), Large units (N=34), Mid-size units (N=26), Small units (N=28)

Table 60 Would you like to see any changes to the membership fee pilot? If yes please explain

Summary comment	Count
No change should be made/ meets current needs	24
Not familiar with the membership fee system/ not enough information to answer this	13
Don't know/ not sure [what changes should be made]	13
The pilot is fair/ fine/ ok/ working	6
Want to see more detailed reporting on how funds are spent/ decisions made on spending/ whether funding is meeting network needs	5
Funding should be voluntary; should be a suggested contribution not mandatory	5
Consider fund raising outside UNEG/ more funding is required	3
Contributions (even if token) should be mandatory/ must be mandatory to get budget allocation	3
Not all members have the capacity to contribute	3
The pilot should be assessed before making any changes/ formula should be revisted	2
It should be changed [unspecified]	2
There should not be any membership fees (unless UNEG is recognized like UNRIAS)	2
Fees are too high/ prefer lower fees	2
Should be increased/ UNEG needs additional contributions	2
Contributions should be delinked from voting	1
Contributions should be linked to voting	1
Observers should also make contributions	1
UNEG is unable to utilize the funds it has	1

UNEG member survey (N=79)

Table 61 Should UNEG enhance its efforts to seek financial support from bilateral donors or intergovernmental institutions?

	Heads %	Staff %	Small units %	Mid-size units %	Large units %
Yes	65.6	62.3	60.7	61.5	67.6
No	21.9	17.0	17.9	23.1	14.7
Don't know	12.5	20.1	21.4	15.38	17.6

Heads (N=32), Staff (N=53), Large units (N=34), Mid-size units (N=26), Small units (N=28)

Table 62 Should UNEG permit observer status to more outside professional associations and networks?

	Heads %	Staff %	Small units %	Mid-size units %	Large units %
Yes	46.9	60.4	53.6	61.54	52.9
No	43.7	18.9	35.7	30.8	20.6
Don't know	9.4	20.1	10.8	7.7	26.5

Heads (N=32), Staff (N=53), Large units (N=34), Mid-size units (N=26), Small units (N=28)

Table 63Should UNEG permit observer status to more outside professional associations and networks Please explain your answer

Summary comments	Count	
	Staff	**Heads**
Cross fertilization of ideas with other associations/ learn from others/ promote innovation	5	2
Through specific engagement (eg in the EPE as a reference group); specifically when their experience can help move the UN evaluation function forward; for technical and substantive work	5	2
To bring in additional financial resources	2	
This should be explored further; pros and cons identified	2	
Allow partners with similar values to be observers	1	
Optimise synergies with other networks	1	
UNEG members should participate in outside professional associations rather than vice versa	1	
Include evaluation offices of other multilaterals beyond the UN	1	
UNEG should focus on UN organisations; UNEG is not suitable for non-UN members; should emphasis needs of smaller UN evaluation units	1	3
Anything bigger would be (more) difficult to manage; would make UNEG ineffective/ reduce collaboration among members		2
Should not expand at the expense of diluting the UNEG brand or identity		1
Would need to ensure that independence is not compromised by payments or too strong influence by observers		1
It is in line with broader partnership objectives		1
There is no rationale for making it an exclusive club since it is not an operational institution		1
TOTAL RESPONDENTS	16	12

UNEG member survey (N=108)

Table 64 Please identify the three Strengths, Weaknesses, Opportunities and Threats to UNEG

STRENGTHS	UNEG Heads %	UNEG Staff %	Non-Active Member %
1. Professional Evaluation Network	37.2	42.1	22.6
2. Evaluation Norms, Standards and guidelines	25.0	17.1	28.3
3. Sharing Evaluation knowledge, learning and practice	16.3	12.1	16.9
• Advocacy, communication & promoting evaluation use	7.0	6.4	9.4
• Reputation	7.0	8.6	7.5
• Other	7.0	4.2	15.1
• Don't Know		9.3	
WEAKNESSES	UNEG Heads %	UNEG Staff %	Non-Active Member %
1. Governance and decision-making	20.7	25.6	5.1
2. Network diversity - large versus small organizations	11.6	2.4	7.7
3. Unfocused/over-ambitious (too many working groups/priorities)	11.6	4.8	-
4. Uneven voluntary participation	10.3	5.6	7.7
5. Limited resources (time and financial)	10.3	9.6	5.1
6. Individual agency versus network interests	7.7	2.4	2.6
7. Unclear vision and mandate - relevance	6.4	12.8	2.6
• Communications	3.8	4.8	10.2
• Not inclusive network	3.8	3.2	15.4
• Insufficient interface with outside partners	3.8	4.8	2.6
• Innovation & adaptation	2.5	4.0	-
• Professionalization	2.5	2.4	10.2
• Delivery and execution	2.5	4.0	7.7
• SDG – Agenda 2030	-	3.2	-
• Other	-	2.4	17.9
• Don't know	2.5	8.0	5.1

Strengths – 31 Heads 86 answers; 53 Staff 140 answers; Non-Active Members – 22 Staff 53 answers
Weaknesses – Non-Active Members – 22 Staff 39 answers

OPPORTUNITIES	UNEG Heads %	UNEG Staff %	Non-Active Member %
1. Capacity Building – Professionalization	27.2	26.2	12.2
2. UN Reform – Independent System Wide Evaluation	21.0	23.1	14.6
3. SDGS – Agenda 2030	18.5	20.0	9.7
• Networking & Learning	13.6	3.1	14.6
• UNDAF & National Capacity Building	6.2	4.6	9.7
• Policy Contribution & Use	4.9	1.5	7.3
• External Partnerships	2.5	3.8	-
• Other	6.2	3.8	31.7
• Don't Know		13.8	-
THREATS	**UNEG Heads %**	**UNEG Staff %**	**Non-Active Member %**
1. UNEG resource commitments (time & funding)	17.6	9.8	18.2
2. UNEG bureaucracy	13.5	11.4	3.0
3. Weak execution/non-delivery	10.8	4.9	6.1
4. Low innovation and adaptation	9.5	9.8	9.1
5. Secretary General's reforms	6.8	5.7	12.1
6. Large versus small members	5.4	1.6	-
7. Low utilization, use & influence	5.4	-	-
8. Loss of reputation	5.4	8.1	3.0
9. Competition from other networks	4.1	3.3	3.0
10. Pressure to grow	4.1	1.6	3.0
• Low participation (fatigue, disengagement, apathy)	2.7	9.8	6.1
• Self interest versus network interests	2.7	4.9	6.1
• Decline in professionalization	2.7	0.8	-
• Unfocused & unresponsive	2.7	4.9	9.1
• Voluntary participation	1.3	0.8	-
• SDGs – Agenda 2030	1.3	1.6	3.0
• Low consensus on priorities	1.3	0.8	-
• Secretariat	1.3	-	-
• Policy consensus	1.3	-	-
• Challenges to independence	-	1.6	-
• Too centralised/ unrepresentative			9.1
• Don't Know	-	18.7	3.0

Opportunities – Non-Active Members – 22 Staff 41 answers

Threats - Non-Active Members – 22 Staff 33 answers

Table 65 Is there anything else you wish to add?

Final Reflections	Count
UNEG is an invaluable source of support to my small evaluation unit, providing us with guidance and credibility in how we conduct our evaluation work, an invaluable network of peers with whom we can learn and share experiences. The demand for evaluation has never been greater - both from the Member States that fund us and the Member States that we serve - and it is entirely within our power as an evaluation community to make maximum use of this opportunity with all the attendant benefits in that can come from this.	5
A strong UNEG is good for everyone! More resources from members/donors are needed. Having been created by its members 'a self-made group' UNEG remains a great initiative	
UNEG is important for the professionalization of the function	
UNEG is an important resource on best practice in evaluation theory and practice for the UN system. The guidance it provides is timely and directly relevant to strengthening our evaluation function and ongoing evaluation work.	
UNEG has come a long way and this evaluation should reflect that. The question is how to position UNEG in UN reform and how to keep it relevant. It is a voluntary network with volunteers who are already stretched in their regular roles. **Secretariat** should be more robust and help build more of an online and social network presence of UNEG.	
UNEG is a **voluntary network with a very ambitious agenda**. It is **dominated by a few activist** offices/heads. There is a big risk of overreach and leaving smaller agencies behind.	7
There is a real **potential but it is wasted** at the moment. UNEG heads **don't innovate**. If you checked the attendance and actual contributions of various agencies in groups you would see it is so low. We are **slowing down to the point of being paralyzed** and therefore we run the risk to become irrelevant for anything beyond the flagship norms and standards	
UNEG must revise its status if it is to be relevant. It is **not present at the 2030 agenda**, it is not included as a standard in the HLPF, it is not part of the VNRs, it has no method vis a vis the indicators of the targets, it is not a knowledge provider at these strategic levels - nor does it inform the discussions at the 5th committee. Lots of room for improvement.	
There is a need to adapt UNEG to the **new evaluation tools, methods, and approaches**. More links with Academia, with research institutions.	
UNEG should remain as a network, a platform and a common instrument to set norms and standards. There is still much work to do particularly in common methodology development. It should not be an instrument to cater individual agendas, and should not be confused as an institution in itself.	
Part of the possible re- prioritization and update of strategy should include some focus on UNEG being able to **document its influence and achievements** more broadly. This would be part of advocating for the role of evaluation and working with both the demand and supply side of evaluation. On the MTR - a task force to focus on the follow-up to what might come out of the MTR.	
UNEG could explore being more of an **Institutional review board** for evaluation. The UN System has a long way to go to safeguard the individuals that are affected by evaluation (the evaluands and stakeholders, target groups of UN programming). We need to think critically about how UNEG can ensure protection mechanisms across the UN system	
Thank you for this survey, it shows willingness to improve and do better. Good luck!	1
Survey was too long	3
TOTAL	16

PART B Survey of Evaluation Community

Table 66 What type of organisation do you work for?

Response	Count	%
A non-governmental organisation	6	18.7
A multi-lateral agency	3	9.4
A bi-lateral agency	10	31.2
An academic institution	2	6.2
Voluntary Organisation for Professional Evaluators (VOPE)	5	15.6
Other	6	18.7

Evaluation Community Survey (N=32)

Table 67 Are you aware of the United Nations Evaluation Group (UNEG)?

	All	Bilateral	NGO/ Academic/ VOPE	Multilateral
Yes	96.9	100.0	92.3	100.0
No	3.1	0.0	7.7	0.0

Evaluation Community Survey (All N=32), Bilateral (N=10), NGO/Academic/VOPE (N=13), Multilateral (N=3)

Table 68 Have you ever participated in any UNEG events or activities? For example Annual General Meetings, Evaluation Practice Exchange, Working groups or task forces, etc

	All	Bilateral	NGO/ Academic/ VOPE	Multilateral
Yes	21.9	0.0	30.1	33.3
No	78.1	100.0	69.2	66.7

Evaluation Community Survey (All N=32), Bilateral (N=10), NGO/Academic/VOPE (N=13), Multilateral (N=3)

Table 69 What activities you have participated in?

RESPONSE	Count
Evaluation Practice Exchange	1
IOCE meetings involving UNEG	3
Jointly organized evaluation promotion events with UNEG.	1
Meetings with UNEG	1
EvalPartners forums and sub groups	1

Table 70 Have you ever referred to or utilised any of the following UNEG resources?

	Yes, have utilised / referred to			
	All %	NGO/ Academic/ VOPE %	Bilateral %	Multi-lateral %
Norms and Standards for Evaluation in the UN	66.7	66.7	70.0	100.0
UNEG ethical guidelines , UNEG Code of Conduct	58.6	58.3	60.0	50.0
UNEG Evaluation Competency Framework	40.0	41.7	10.0	100.0
UNEG Framework for Professional Peer Reviews of the Evaluation Function of UN organisations/ Peer Reviews	20.0	33.3	10.0	0.0
UNEG Quality checklists (ToRs, Inception Reports, Evaluation Reports)	43.3	50.0	30.0	66.7
Guidance on Integrating Human Rights and Gender Equality in evaluations	37.9	25.0	50.0	50.0
Handbook for Conducting Evaluations of Normative Work in the UN system	26.7	50.0	10.0	0.0
Guidance on Joint Evaluations and UNDAF Evaluations	20.7	0.0	20.0	66.7
Impact evaluation guidance	48.3	58.3	40.0	33.3
Practical tips on how to strengthen national evaluation systems	40.0	50.0	30.0	33.3

Evaluation Community Survey (All N=30), Bilateral (N=10), NGO/Academic/VOPE (N=12), Multilateral (N=3)

Table 71 What key roles do you expect UNEG to fulfil?

RESPONSES
NGO/Academic/VOPE
As the professional evaluation network/ arm of the UN (including the influence that comes with that), to increasingly play a more visible and supporting role to VOPEs at the national levels.
Promote the value of evaluation globally. Embed evaluation within all parliamentary practices.
Advocacy & promotion - champion evaluation, raise awareness; Leadership and guidance - setting norms, standards, competencies and advice on compliance; Role modelling - mentoring, awards, incentives for positive evaluation impact or evidence of evidence-based decision making; Capacity-building - training, publications, practical tools, spectrum of eval methods matched to context/time/resources (quick & inclusive ... through to RCTs); Advisory services or labs - forums on strategic themes such as UN theme of the year, or topics which are constantly in demand such as cross-cultural effectiveness Forward-looking scholarships and placements to promote evaluative culture change
Working with and supporting National Evaluation Associations / Voluntary Organizations for Professional Evaluations (VOPEs) in strengthening National Evaluation Systems, Capacity for conducting Evaluations, Developing National Evaluation Policy and fostering evaluation use
UNEG shall work with VOPEs so that they realize their potential role they can play in strengthening evaluations at the national levels in all countries. In shall ensure that the contextualization of evaluation functions are led by the national VOPEs and that the role of national VOPEs are strengthened to work with all stakeholders to advance the theory, standards, practice and use of evaluations at all levels. Support local evaluation events (workshops, trainings, conferences at national levels in all UN member countries
1. Developing evaluation methods and approaches to fit with varying contexts to evaluate complex systems 2. Be more active in developing national evaluation capacity 3. Suggest country offices of UN to harmonise programmes and policies amongst the UN agencies 4. To suggest UN agencies to strengthen intra and inter relationships 5. Support national and regional VOPEs in capacity development
Bilateral
To jointly lift the capacity of the UN agencies and to support each other in maintaining their independence
unite system of the evaluation for the UN agencies and organizations, reflections for the system better functíons - common norms, standards, policies - evaluation promotion - knowledge and good practices and lessons learned sharing with other evaluation focused organizations and donors and stakeholders
Providing of reference documents to evaluation practice. Capacity building in evaluation. Fostering innovation in evaluation. Fostering researches about evaluation issues and comparative analysis about evaluation practice in countries around the world.

Multilteral
Within important partnership framework UNEG should be an active advocate for enabling environment for evaluation around the globe.
Other
Support national evaluation capacity building Support national evaluation policies and systems strengthen professionalization of evaluation
Partner-based leadership in the development of national evaluation systems. Obviously, leadership in the promotion of evaluation within the UN system.
1. Acting fast towards Evaluation on SDGs before 2020
2. Upgrade all resource products
3. Active participation regional VOPEs
Sharing Guidelines, Capacity Building Initiatives for the Evaluators
1. Contribute to the discussions on the issues faced by evaluators in different regions of the world. Contribute to advocacy efforts around the use of evaluation for sustainable development 3. Contribute to the discussion on professionalisation of evaluation

N=15

Table 72 Do you think that there are things which UNEG as an evaluation network is not doing which it should be doing?

	All %	**NGO/ Academic/ VOPE %**	**Bilateral %**	**Multi-lateral %**
Yes	32.1	45.4	0.0	50.0
No	28.6	45.4	30.0	0.0
Don't know	39.3	9.1	70.0	50.0

Evaluation Community Survey (All N=28), Bilateral (N=10), NGO/Academic/VOPE (N=11), Multilateral (N=2)

Table 73 What should UNEG be doing which it is not currently?

RESPONSES
NGO/Academic/VOPE
More supportive role for VOPEs at national level and also more P2P learning and experience sharing, accordingly
UNEG does not support National Evaluation Societies in strengthening National Evaluation Systems, Capacity for conducting Evaluations, Developing National Evaluation Policy and fostering evaluation use
Do you have evaluation internships or scholarships?
1. Form partnerships with evaluation networks at national levels through IOCE and EvalPartners, and drive their vision to advance evaluations at all public, private and plural sectors at all national levels. 2. support local evaluation associations, networks, VOPEs technically and financially.
Do research on evaluation collaboratively with regional and national VOPEs
Multilteral
Be more active core partner in Evalpartners as advocate for strengthening evaluation potential
Other
Working closely with evaluation societies/ evaluation community
UNEG was very involved in multi-lateral partnerships such as EvalPartners for a few years. Now, it appears to have left this arena.
Act fast whatever you have in your agenda. Present UNEG very academic not practical enough.

N=9

Table 74 Do you think there is anything which UNEG as an evaluation network is doing which you think it should not?

	All %	NGO/ Academic/ VOPE %	Bilateral %	Multi-lateral %
Yes	7.1	18.2	0.0	0.0
No	60.7	72.7	50.0	50.0
Don't know	32.1	9.1	50.0	50.0

Evaluation Community Survey (All N=28), Bilateral (N=10), NGO/Academic/VOPE (N=11), Multilateral (N=2)

Table 75 What should UNEG stop doing?

RESPONSES
NGO/Academic/VOPE
Don't assuming that information gets shared. As a national evaluation organization, we would LOVE to post your newsletters (esp if in English AND French?) but seem to drop off mailing lists.
UNEG does not support National Evaluation Societies in strengthening National Evaluation Systems, Capacity for conducting Evaluations, Developing National Evaluation Policy and fostering evaluation use

Table 76 What strategic issues do you think UNEG should prioritise in the next 1-2 years?

RESPONSES
NGO/Academic/VOPE
Coordination and harmonization of Evaluation among UNEG organizations - More emphasis on Joint learning
EvalAgenda 2030 - strengthening individual and institutional capacity and enable environment SDG
Engagements with VOPEs at national level
1. Advocate for the value & utility of evaluation (in an era of anti-science, post-truth) 2. evaluation as a methodology to promote principles and ethics (communication, inclusion, consensus building, respect) 3. Profile great examples of evaluation of / for conflict resolution and positive social change in sustainable development and poverty reduction: how have programs, policies, communities turned a disaster around by measuring (or correcting) program results
Supporting National Evaluation Societies in strengthening National Evaluation Systems, Capacity for conducting Evaluations, Developing National Evaluation Policy and fostering evaluation use
1. Establish strong partnerships with national VOPEs, work with them to identify national priorities, and design implementation mechanisms to advance the roles of monitoring and evaluation
Review the voluntary national reports of SDGs and suggest countries to give due weights to review and evaluate SDGs progress along the line that no one is left behind
Bilateral
To make an existing strategy a success and to build on it in the next years
Evaluations in the SDG era
Multilteral
I do not cooperate personally close with UNEG, so it is a difficult question to answer, but I suppose a strategic group like this could reach out more to non-traditional actors of evaluation by activities on wider platforms which would give a chance to broaden the audience for impressive amount of work UNEG already has done. Creating synergies in such efforts would bring more attention to evaluation as such.
Other
NEC NEPS Professionalization

Table 77 What strategic issues do you think UNEG should prioritise in the longer term (the next 5-7 years)?

RESPONSES
NGO/Academic/VOPE
National Evaluation system support
Stay ahead of the curve; evaluation pendulum swings up and down, be steady and forward-looking while open to new trends Engage with and for VOPEs; clarify UNEG-IOCE-EvalPartners hierarchy/mandates
Capacity building for Strengthening National Evaluation Societies and Developing National Evaluation Culture for demand and Use of Evaluations
Support governments, VOPEs and Evaluation associations, networks.... in strengthening national evaluation systems and policies, and define strategies for implementation of mechanisms in supporting evaluations.
Have UNEG network at country level
Bilateral
Evaluation guidance in connections with SDG implementation.
Other
Bring key international instruments like UN resolution on evaluation.
1. Reorganization of M&E units in nationally and regional UN family . presently most countries work minimum inexperience staff in M&E units. 2. upgrade all in Question 7 3. Work towards SDGs evaluations framework 4. Work with Evaluation Practitioners - (invite them for the review on all guidelines) 5. promote Join Evaluations nationally and regionally etc.
Promotion of Young Evaluators and Female Evaluators

Table 78 Thinking of the evaluation network that you belong to, what are the three most important benefits of membership of the network?

RESPONSES	Count
Knowledge sharing/ exchange of ideas	26
Networking	14
Training/ capacity building/ professional development	9
Guidance, tools, new methods	5
Cooperation/ coordination and joint work	5
Opportunity to work at national level/ impact on national evaluation systems	5
To be involved in the global evaluation community	2
Common norms and standards	2
Peer review	2
Other	3
TOTAL RESPONSES	73

N=26

ANNEX E: NETWORK MAPPING – UNEG ORGANIZATIONS AND STRATEGIC OBJECTIVES

Introduction

The following set of images portray the connections of UNEG organizations to UNEG's four Strategic Objectives (SOs). Connections are defined by participation by each organization with various working and interest groups operating under the four SOs. The analysis includes UNEG members. It does not include observer or partner organizations (see limitations). Data was supplied by UNEG and was current as of the first quarter of 2018.

The analysis looks at the network of connections in a number of lights, in order to reveal patterns in connections and organization attributes including: voluntary contributions to UNEG, budgets for UNEG/evaluation activities, staff for UNEG/evaluation activities, the seniority of the head of the organizational unit dealing with UNEG, and location. We have broken this report into sections focusing on different organizational attributes:

- Basic mapping of the organizations and strategic objectives
- Contributions and resources
- Organization type
- Location
- Derived connections between the organizations

General description of the mappings

There are 52 "nodes", that is, organizations and SOs, and 143 links between them in this network.

An individual link is defined as membership of a representative organization in one of the working/interest groups under a given SO. n many cases, an organization will be involved with more than one working/interest group under an SO, so this link has a higher "weight" in the mapping than a link to a single working/interest group. We chose this set of relationships, that is, organizations to SOs because this pattern of affiliation reveals the pattern of primary and more secondary interests of members, as defined by the SOs.

On the mappings, a higher-weight link appears wider than a lower-weight link. In some cases, multiple representatives from an organization are members of a given working group, further adding to the potential weight, or importance, of that link. We have not reflected this added dimension in the mapping as it did not cause a material change in the pattern of links and their weights.

The nodes in the following set of mappings are sized in order to reflect various attributes, or measures of the characteristics of, the organizations. For example, they are sized according to the voluntary contributions they have made to UNEG, to their budgets for UNEG work, and so on.

The types of member organization are represented in the colours of the nodes, with a legend appearing in the right-hand corner. In several cases, ambiguity in the comparison of several sources of data precluded exclusion from the mapping or assignment to a type.

FINDINGS

The findings described here are based on the structural features of the mappings. Further inferences and interpretations of these structural features based on subject matter knowledge (knowledge of UNEG agencies, issues and operations) are left to the informed reader.

Basic structure of the network:

- SO1 and SO3 have more organizational connections than SO2 and SO4. It is also evident that the higher-weight connections tend to be to these two SOs.
- Members of the central group account for almost all of the higher-weight connections. We can also see that this group comprises mainly, except for UNITAR, UN Programs and Funds established by the General Assembly and UN Specialized Agencies – Economic and Social Council.

Contributions and resources:

- The central nodes clearly account for most, but not all, of voluntary contributions. This pattern is repeated for the other measures of resources: budget, staff and level of head.
- The largest voluntary contributions are made, with a few exceptions, by the UN Programs and Funds established by General Assembly and the UN Specialized Agencies – Economic and Social Council.
- The majority of organizational resources are devoted to SO1 and SO3. While the voluntary contributions may not be earmarked for these SOs, it is clear that that these are where the major interests of the major funders lie. Note also that there are resources allocated to UNEG work among the unconnected agencies, most notably by OIOS.

Location:

- The bulk of large voluntary contributors are located in New York and Rome. These are the sources of most of the heavily-weighted links to the SOs as well, with some also located in Geneva, Washington and Vienna.
- No particularly strong pattern emerges regarding the location of organizations linked to the individual SOs.

Connections between organizations:

- Two clusters of organizations were identified (not counting the unconnected nodes). Most of the major contributors/group participants are located in the same cluster. This is a function of their common connections to similar SOs and similar working/interest groups within the SOs. Within this network, and primarily in one cluster, there is a core of organizations that are most strongly connected. These correspond mostly to the core organizations found in the preceding analysis.
- Thirty-four percent of the possible links between organizations exist in this network. This is neither highly dense nor thin compared to other mappings of organizational connections. The density would be much higher if we did not have a large group of completely unconnected organizations.
- Some of the central organizations, in particular, such as UNDP, are very connected to the rest of the network. Such organizations are generally important to the networks in which they exist,

providing closer links between all other members, thus promoting communication and collaboration.

ASSUMPTIONS AND LIMITATIONS

We have defined the existence of links from organizations to strategic objectives as based on the affiliation of the organizations with working/interest groups falling under each objective. This definition was chosen because this should indicate the pattern of interests of the organizations, and by association, where they are putting their resources. We can also reasonably assume that active members of the same working/interest group are likely to be in or have the basis for communication and possible collaboration. We must recognize, however, that being a member of a working/interest group may not always indicate active involvement. We believe that this is a reasonable basis upon which to analyze the interests and contributions of the UNEG organizations. Nevertheless, other paths of connection to the overall organization and between organizations surely exist, and these might yield additional insights.

In a few cases data on a given organization was incomplete. This problem was not frequent enough to hinder the analysis materially.

Finally, we note that the data on UNICEF's staffing complement is not directly comparable to the data from the other agencies. UNICEF's figures reflect the counting of multiple local operations.

SECTION 1: BASIC NETWORK STRUCTURE

Mapping 1: This mapping presents the basic structure of the network.

The organizations are divided, by a network analysis algorithm, into 4 groups, or "clusters". One group, on the right-hand side, comprises organizations with no affiliations to working/interest groups. The other three clusters involve organizations connected to one or more SO's. Members of a given cluster are relatively more interconnected with each other than to the rest of the mapping, even if they are connected to other SO's not in that cluster. As a useful and fairly accurate metaphor, think of the nodes as having gravity, with a link to an SO resulting in a pull toward that SO. At some point, the algorithm draws a line around groups attracted principally one way or the other, and assigns clusters. Usually, the existence of a cluster is an indication of some kind of commonality of interest or other underlying unifying attribute.

The nodes are sized by their "degree", that is, the number of connections they have. In this case, there is little variation (from 0 to 4) for the organization nodes, but we see that the nodes SO1 and SO3 have more organizational connections than SO2 and SO4. It is also evident that the higher-weight connections tend to be to these two SO's.

Mapping 2: basic structure with the most-connected nodes centred.

This mapping simply emphasizes the importance of the nodes that are connected to all four SO's. While the mathematically-detected clusters still exist, we have manually "dragged" the central nodes to their position for visual emphasis. This positioning will be retained for the bulk of the analysis to follow.

It is evident that the members of the central group account for almost all of the higher-weight connections. We can also see that this group comprises mainly, except for UNITAR, UN Programs and Funds established by the General Assembly and UN Specialized Agencies – Economic and Social Council.

Mappings 2.1-2.5: Highlighting subsets of connections

These additional mappings emphasize that that: a) the nodes connecting to all four SO's account for the vast bulk of all connections and particularly of strong connections, and b) that there are significantly more and stronger connections to SO1 and SO3 than to the others.

Mapping 2.1: most-connected
organizations centred and
connections highlighted

UN Secretariat Departments, Offices and Regional Commissions
UN Programs and Funds est. by General Assembly
UN Specialized Agencies – Economic and Social Council
Related Organizations and Funds

Created with NodeXL Pro (http://nodexl.codeplex.com) from the Social Media Research Foundation (http://www.smrfoundation.org)

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Mapping 2.2: SO1 connections
highlighted

UN Secretariat Departments, Offices and Regional Commissions
UN Programs and Funds est. by General Assembly
UN Specialized Agencies – Economic and Social Council
Related Organizations and Funds

Created with NodeXL Pro (http://nodexl.codeplex.com) from the Social Media Research Foundation (http://www.smrfoundation.org)

haikuanalytics inc   9

Mapping 2.3: SO2 connections
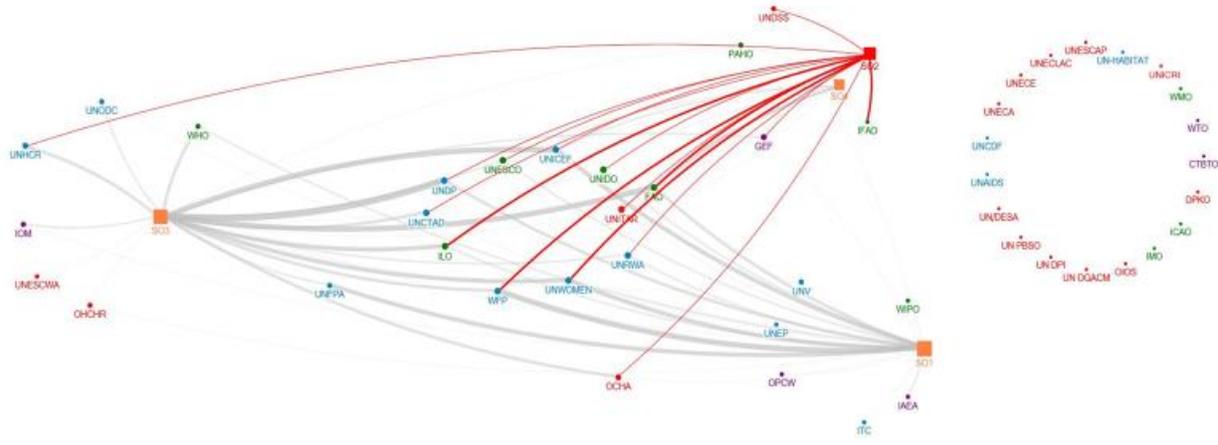
Created with NodeXL Pro (http://nodexl.codeplex.com) from the Social Media Research Foundation (http://www.smrfoundation.org)

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10

Mapping 2.4: SO3 connections
highlighted
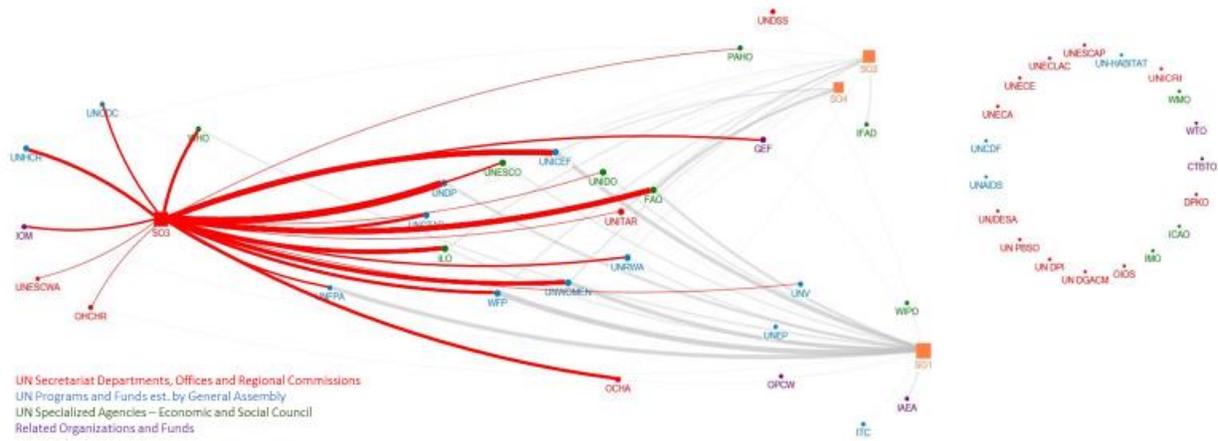
UN Secretariat Departments, Offices and Regional Commissions
UN Programs and Funds est. by General Assembly
UN Specialized Agencies – Economic and Social Council
Related Organizations and Funds

Created with NodeXL Pro (http://nodexl.codeplex.com) from the Social Media Research Foundation (http://www.smrfoundation.org)

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11

Mapping 2.5: SO4 connections highlighted
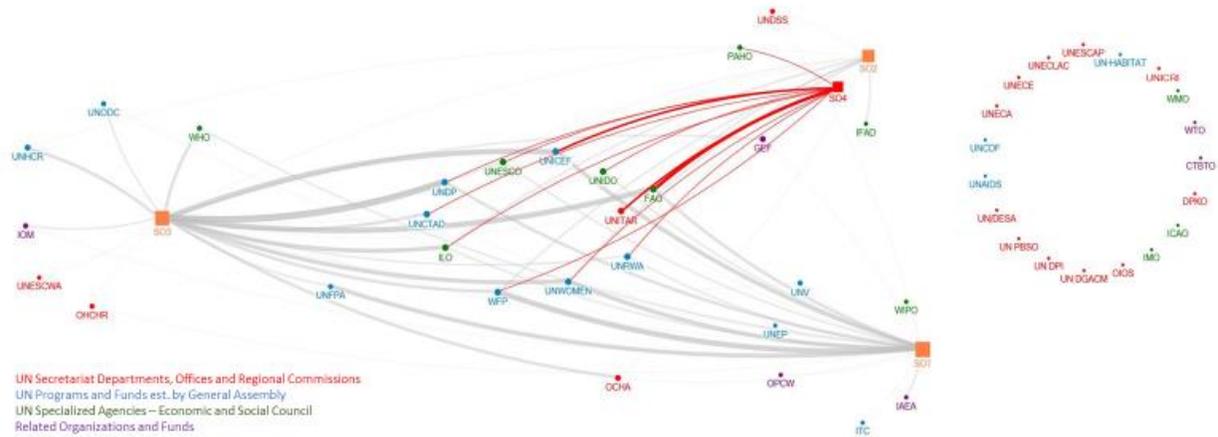
SECTION 2: CONTRIBUTIONS AND RESOURCES

Mapping 3, 4, 5 and 6: Voluntary contributions, evaluation unit budgets, staff and seniority level of unit head.

In mapping 3, the nodes are sized according to the cumulative voluntary contributions made by the organizations over the period of 2004 through early 2018. The central nodes clearly account for most, but not all, of voluntary contributions.

Mapping 4, sizing the nodes according to the evaluation units' 2016-17 budgets, reinforces this picture, as does Mapping 5, on the staffing levels of the organizations. (Note, however, that the staffing picture is distorted by the relatively very high staff complement reported by UNICEF, related to the inclusion of multiple local divisions).

Mapping 6, where node size and type reflects the seniority level of the head of the evaluation unit, further reinforces the same pattern.

Mapping 7: combines these views for comparison.

Given this it is clear that the majority of organizational resources are devoted to SO1 and S03. While the voluntary contributions may not be earmarked for these SO's, it is clear that that these are where the major interests of the major funders lie.

Note also that there are resources allocated to UNEG work among the unconnected agencies, most notably by OIOS.

Mapping 3: Voluntary contributions
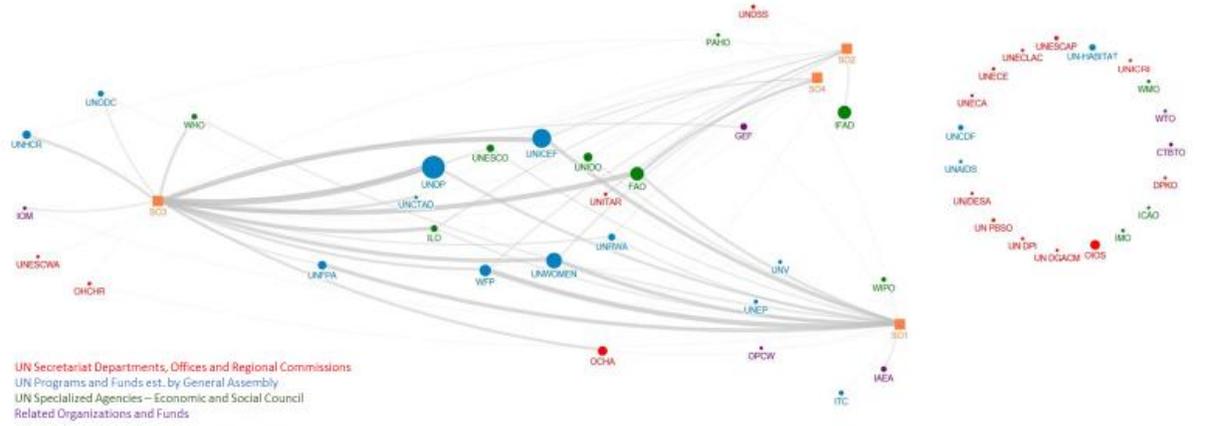
UN Secretariat Departments, Offices and Regional Commissions
UN Programs and Funds est. by General Assembly
UN Specialized Agencies – Economic and Social Council
Related Organizations and Funds

Created with NodeXL Pro (http://nodexl.codeplex.com) from the Social Media Research Foundation (http://www.smrfoundation.org)

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Mapping 4: Evaluation unit budget
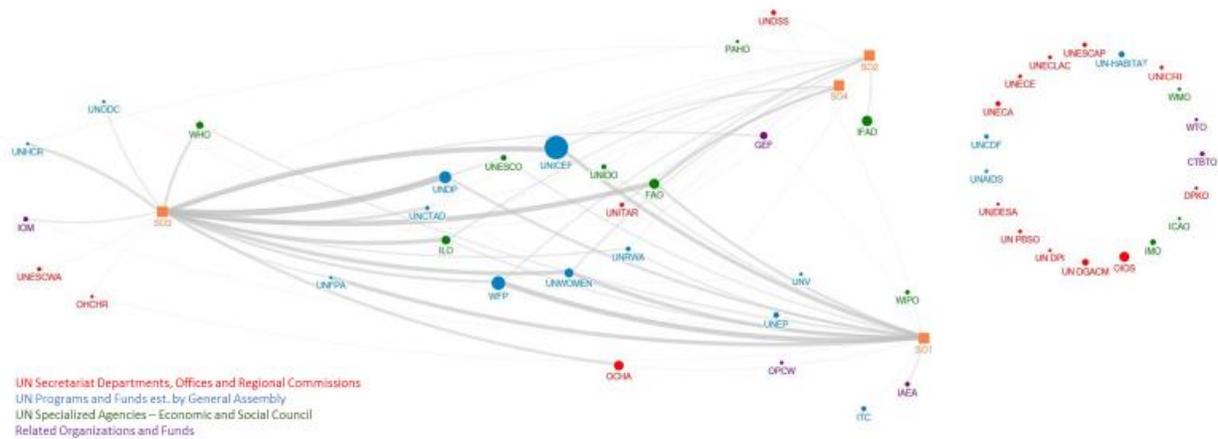
UN Secretariat Departments, Offices and Regional Commissions
UN Programs and Funds est. by General Assembly
UN Specialized Agencies – Economic and Social Council
Related Organizations and Funds

Created with NodeXL Pro (http://nodexl.codeplex.com) from the Social Media Research Foundation (http://www.smrfoundation.org)

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Mapping 5: Evaluation unit staff

UN Secretariat Departments, Offices and Regional Commissions
UN Programs and Funds est. by General Assembly
UN Specialized Agencies – Economic and Social Council
Related Organizations and Funds

Created with NodeXL Pro (http://nodexl.codeplex.com) from the Social Media Research Foundation (http://www.smrfoundation.org)
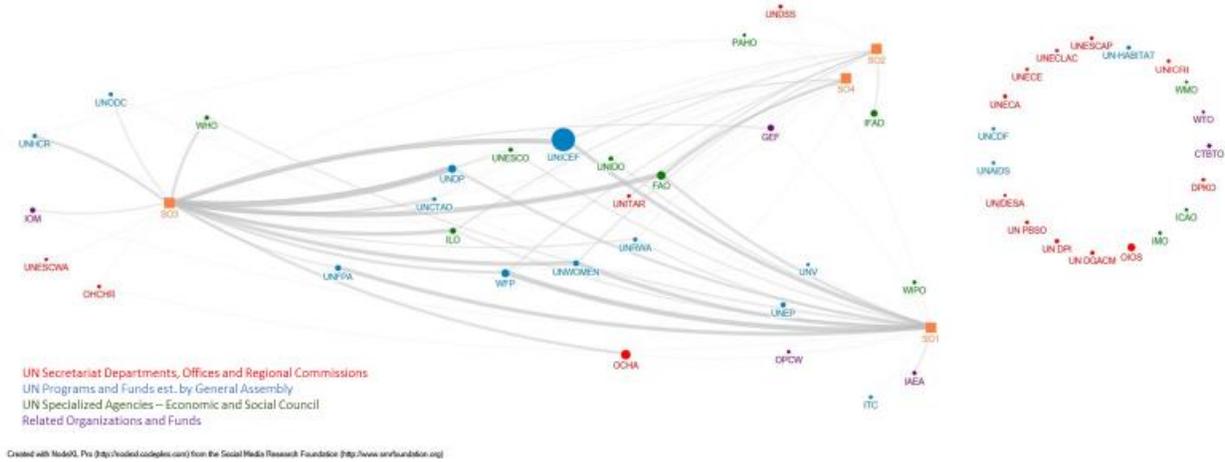
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Mapping 6: Level of head of evaluation unit

UN Secretariat Departments, Offices and Regional Commissions
UN Programs and Funds est. by General Assembly
UN Specialized Agencies – Economic and Social Council
Related Organizations and Funds

D2
D1
P5
P4
Other
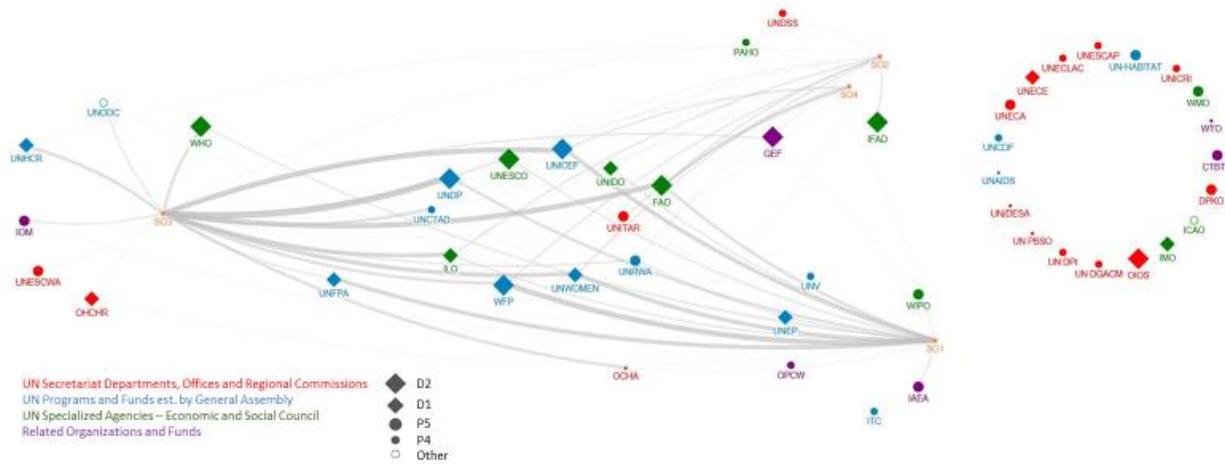
haikuanalytics inc   17

79

Mapping 7: Comparison of resource allocations

Contributions

Budget

Staff

Seniority of Head
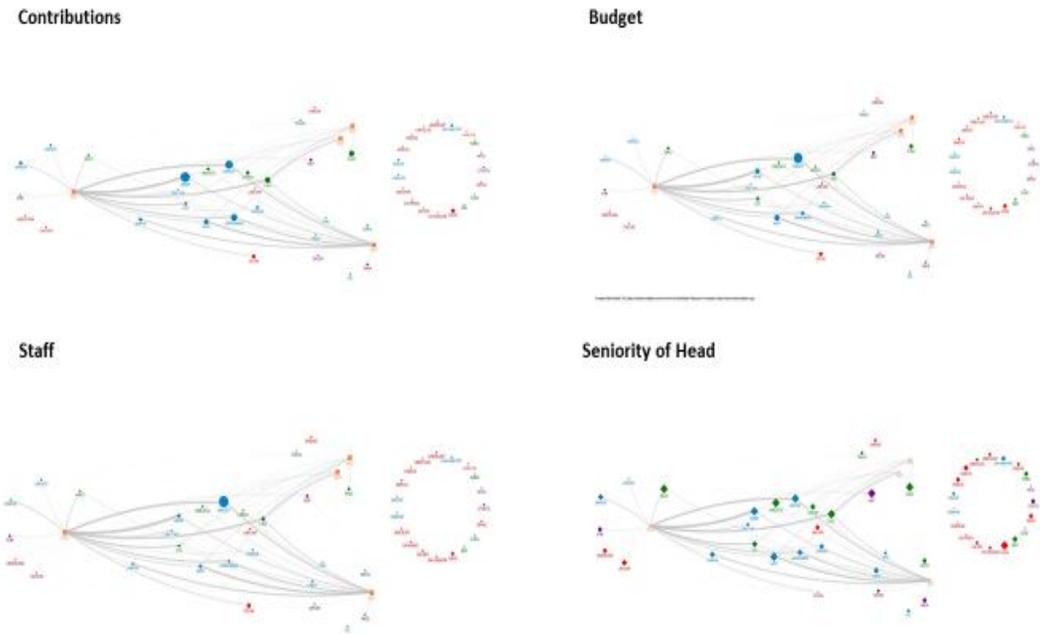
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SECTION 3: CLUSTERED BY ORGANISATION TYPE, SIZED BY CONTRIBUTION

Mapping 8: Institution types and voluntary contributions

This mapping provides another way of look at the pattern of voluntary contributions by grouping the different organization types together (the mathematical clustering is now not applied).

Clearly, the largest voluntary contributions are made, with a few exceptions, by the UN Programs and Funds established by General Assembly and the UN Specialized Agencies – Economic and Social Council.

Furthermore, the bulk of high-weight connections are also accounted for by these organizations, primarily to SO1 and SO3. As noted before, while the voluntary contributions may not be earmarked for these SO's, it is clear that that these are where the major interests of the major funders lie.

Mapping 8: Institutions types and voluntary contributions

UN Secretariat Departments, Offices and Regional Commissions
UN Programs and Funds est. by General Assembly
UN Specialized Agencies – Economic and Social Council
Related Organizations and Funds

Created with NodeXL Pro (http://nodexl.codeplex.com) from the Social Media Research Foundation (http://www.smrfoundation.org)
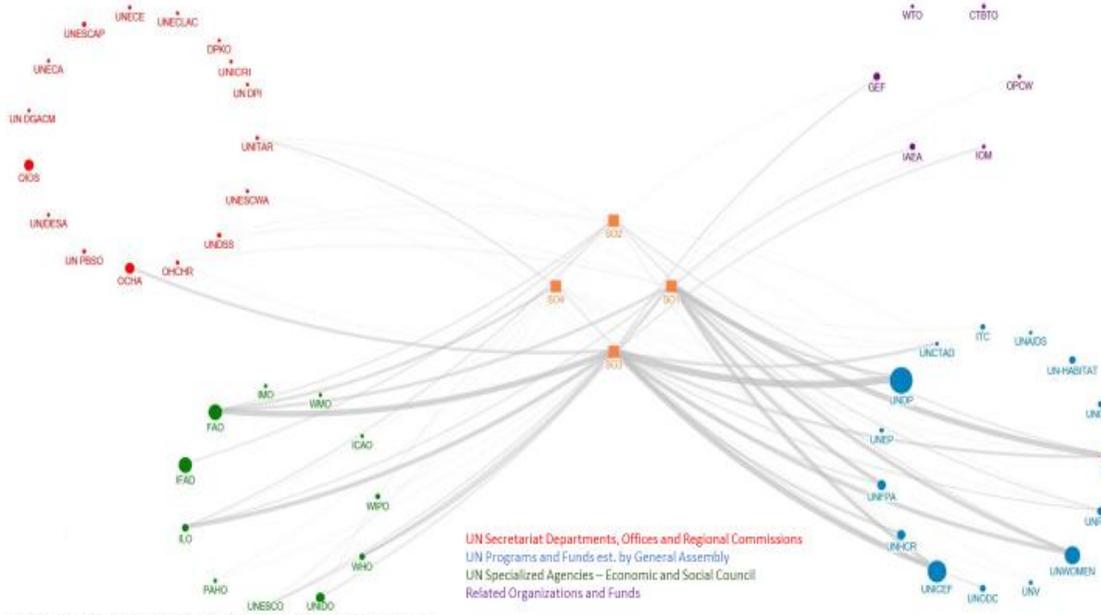
haikuanalytics inc   20

SECTION 4: GROUPED BY LOCATION, SIZED BY CONTRIBUTION

Mapping 9 presents organizations grouped by their locations. Note that the bulk of large contributors are located in New York and Rome. These are the sources of most of the heavily-weighted links to the SO's as well, with some also located in Geneva, Washington and Vienna.

Mapping 10 gives us a comparative view of the locations of organizations associated with the individual SO's. No particularly strong pattern emerges.

Mappings 10.1-10.4 present the highlighted views combined in mapping 10, for better visibility.

Mapping 9: Location and voluntary contributions
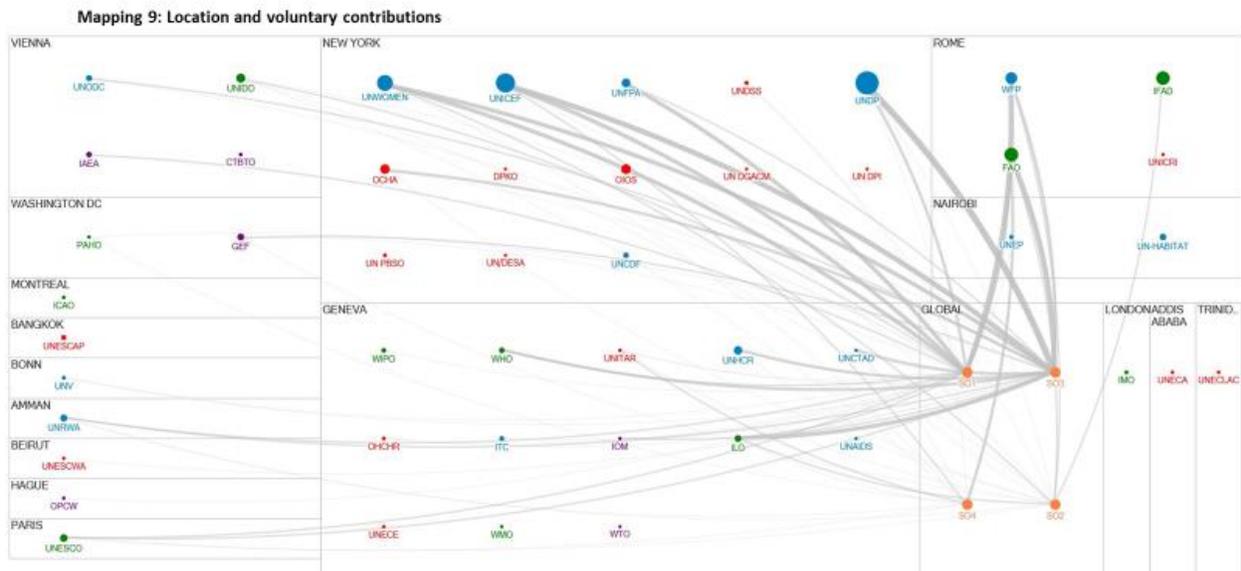
Mapping 10: Comparison of location and voluntary contributions by Strategic Objective

SO1

SO3

SO2

SO4
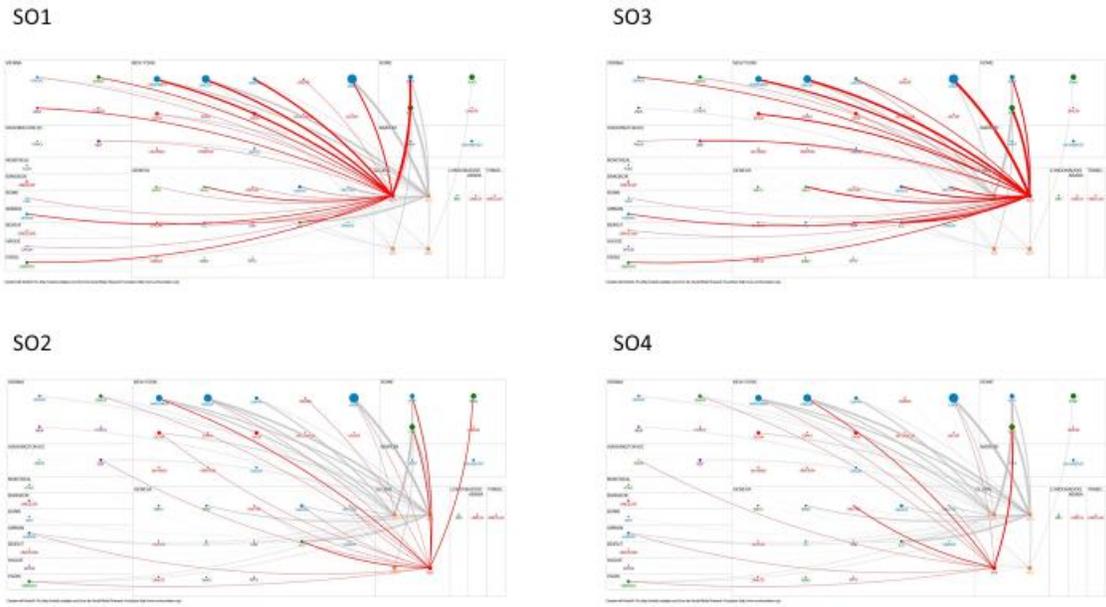
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Mapping 10.1: Location and voluntary contributions by Strategic Objective – SO1
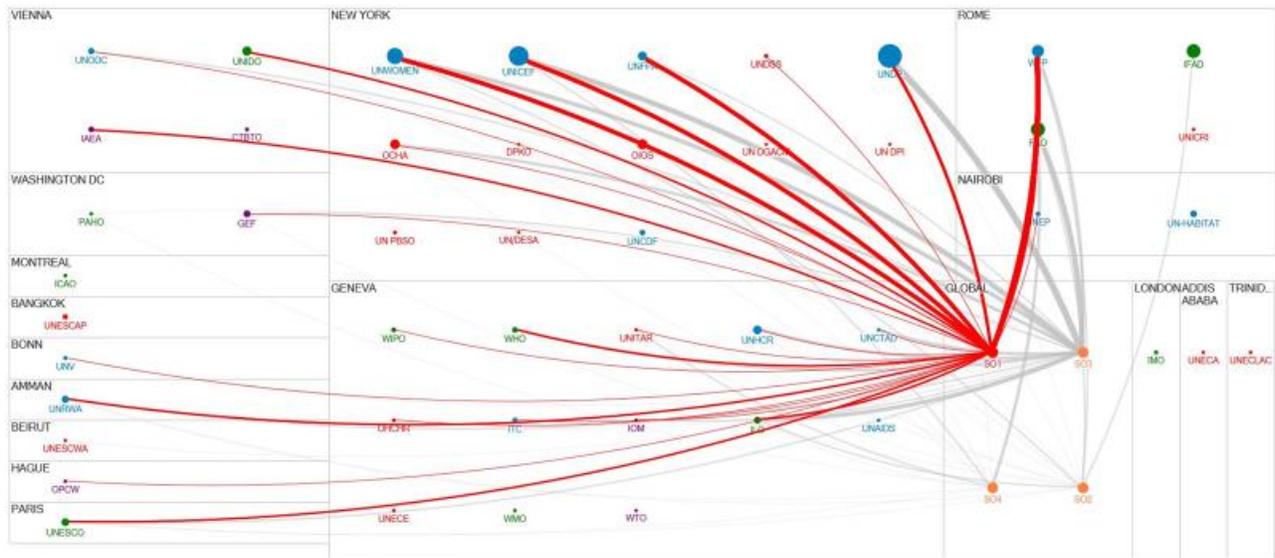
Created with NodeXL Pro (http://nodexl.codeplex.com) from the Social Media Research Foundation (http://www.smrfoundation.org)

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Mapping 10.2: Location and voluntary contributions by Strategic Objective – SO2

Mapping 10.3: Location and voluntary contributions by Strategic Objective – SO3

Mapping 10.4: Location and voluntary contributions by Strategic Objective – SO4

SECTION 5: COLLAPSED INTO LOCATIONS, SIZED BY CUMULATIVE CONTRIBUTIONS

Mapping 11, similar to mapping 10, presents organizations grouped by their locations, except that in this case, the organizational detail has been collapsed. The relative sizes of the nodes now reflect the cumulative contributions of the organizations in that node The bulk of large contributors are located in New York and Rome. These are the sources of most of the heavily-weighted links to the SO's as well, with some also located in Geneva, Washington and Vienna, as seen previously.

Note that the colours in this mapping do not indicate organization type.

Mapping 12, and 12.1-12.4 give us, as in the series 10-10.4, a comparative view of the locations of organizations associated with the individual SO's. Again, no particularly strong pattern emerges.

Mapping 11: Location and cumulative voluntary contributions
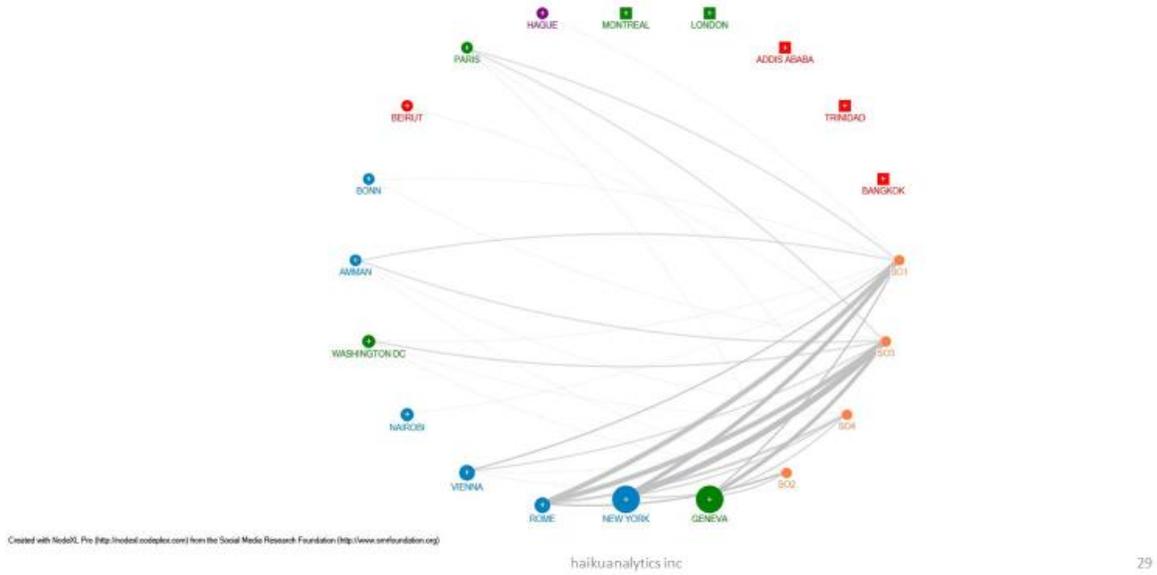
Mapping 12: Location and cumulative voluntary contributions

SO1

SO2

SO3

SO4
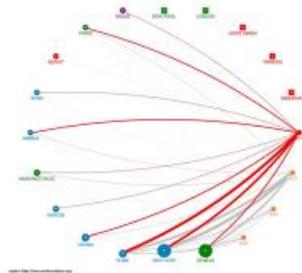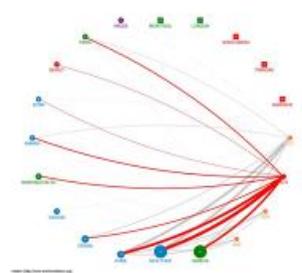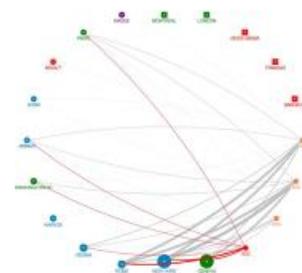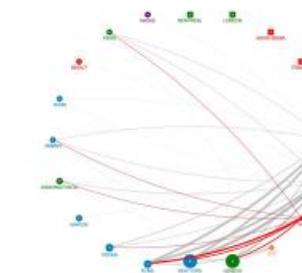
Mapping 12.1: Location and cumulative voluntary contributions — SO1

Created with NodeXL Pro (http://nodexl.codeplex.com) from the Social Media Research Foundation (http://www.smrfoundation.org)
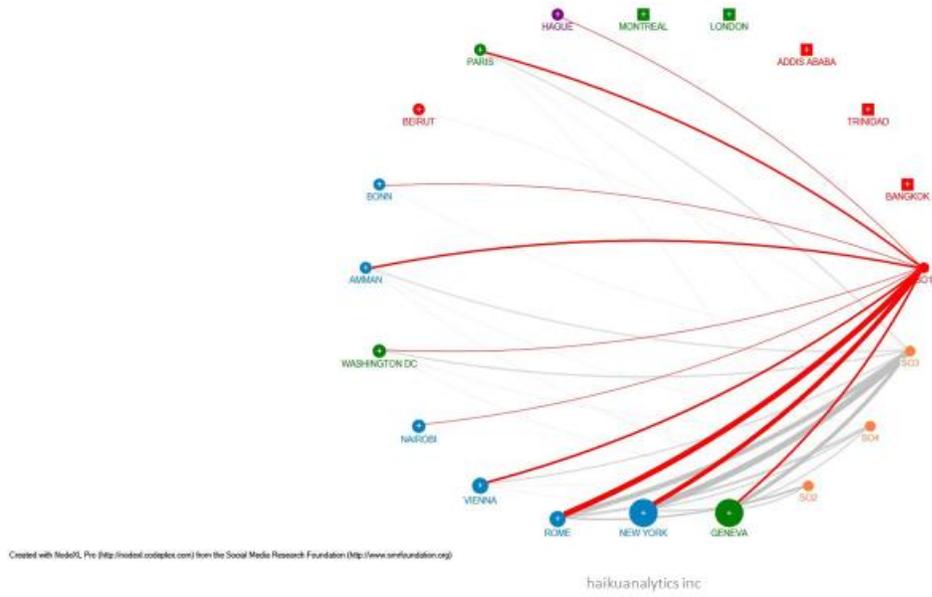
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Mapping 12.2: Location and cumulative voluntary contributions — SO2

Created with NodeXL Pro (http://nodexl.codeplex.com) from the Social Media Research Foundation (http://www.smrfoundation.org)
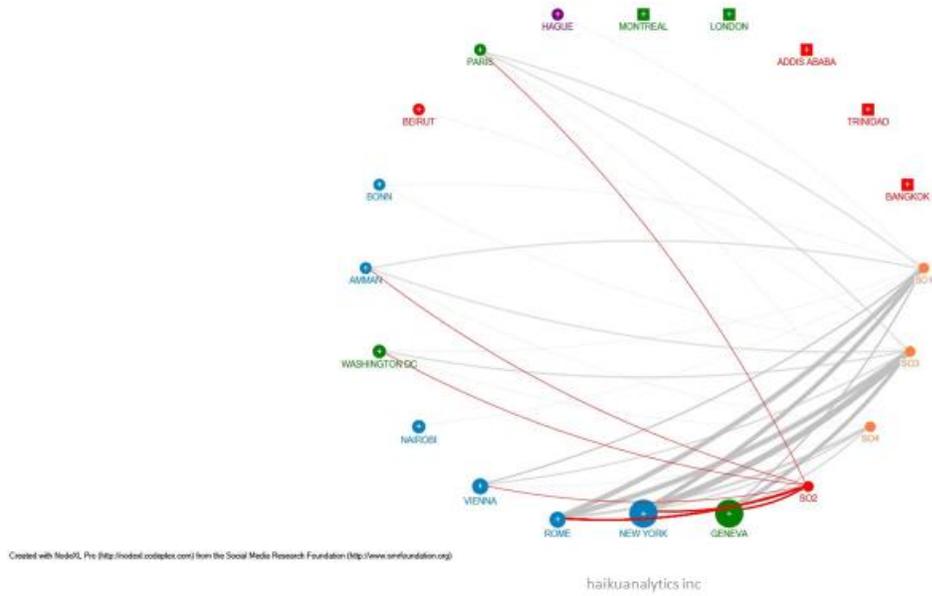
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Mapping 12.3: Location and cumulative voluntary contributions – SO3

Created with NodeXL Pro (http://nodexl.codeplex.com) from the Social Media Research Foundation (http://www.smrfoundation.org)

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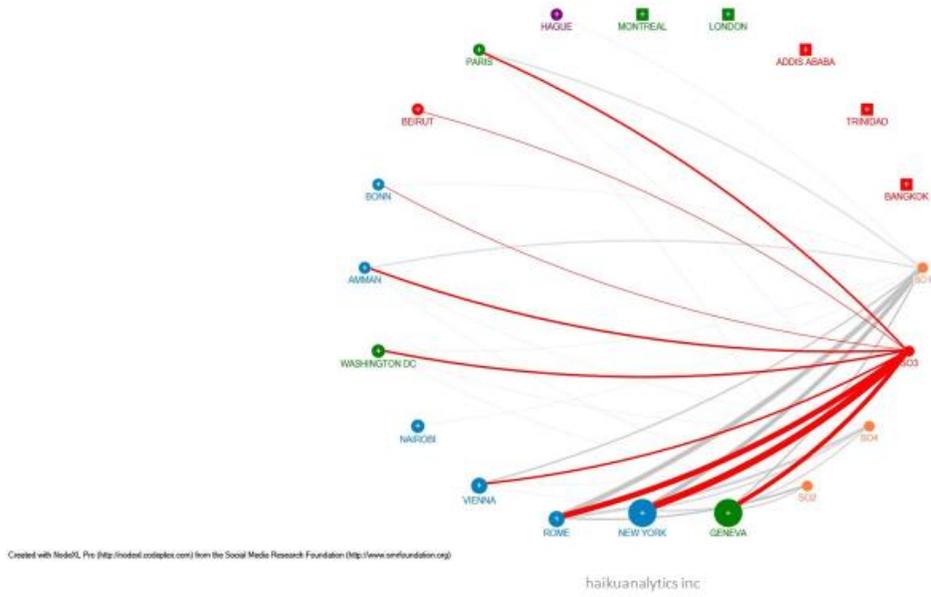
33

Mapping 12.4: Location and cumulative voluntary contributions – SO4

Created with NodeXL Pro (http://nodexl.codeplex.com) from the Social Media Research Foundation (http://www.smrfoundation.org)

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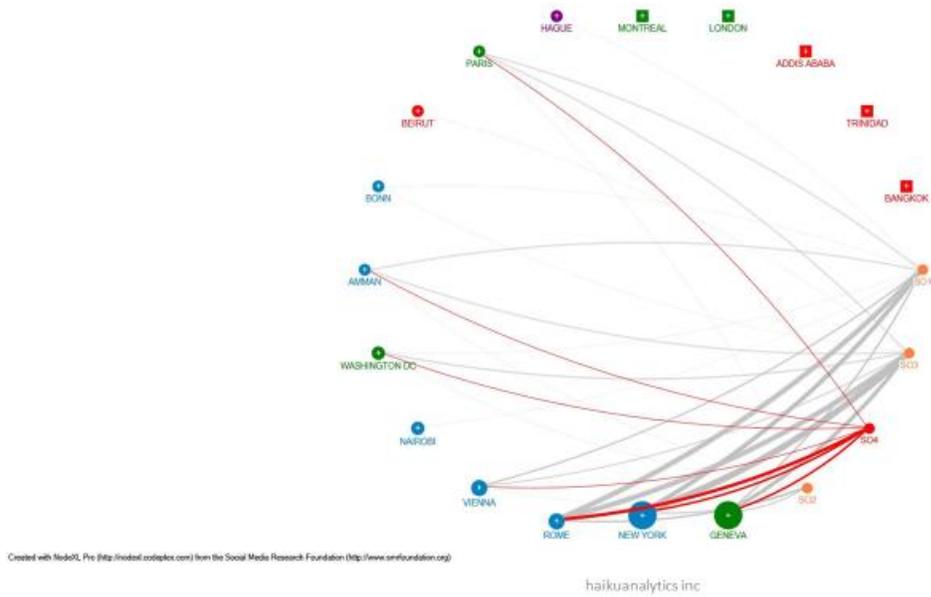
34

SECTION 6: DERIVED CONNECTIONS BETWEEN ORGANISATIONS

We have defined the existence of links from organizations to SO's as based on the affiliation of the organizations with working/interest groups falling under each objective. This was chosen because this should indicate the pattern of interests of the organizations, and by association, where they are putting their resources. We can also reasonably assume that active members of the same working/interest group are likely to be in or have the basis for communication and possible collaboration.

With this in mind, we have derived a mapping of the organizations and their interconnections, where connections are defined on mutual membership to one or more working/interest groups. The weight of a link, in this case, is based on the cumulative number of representatives of the organization that are affiliated with the same groups. The nodes are sized according to their voluntary contributions.

Mapping 13 is the result. We see two clusters of organizations (here determined by a network analysis algorithm). Note that most of the major contributors/group participants are located in the same cluster. This is a function of their common connections to similar SOs and similar working/interest groups within the SOs.

Thirty-four percent of the possible links between organizations exist in this network. This is neither highly dense nor thin compared to other mappings of organizational connections. The density would be much higher if we did not have a large group of completely unconnected organizations.

Again, we should keep in mind that these organizations may well have connections along other dimensions, such as communications or non-working group-based collaboration.

It is evident that, in this network, there is a core of organizations that are most strongly connected. This is illustrated in mapping 14, showing only those links comprising 20 or more individual connections (cases where two representatives are on a working/interest group together).

Finally, it is clear that some of the central organizations, in particular, are very connected to the rest of the network. This is illustrated in mapping 15, where the links of UNDP are highlighted. Such organizations are generally important to the networks in which they exist, providing closer links between all other members, thus promoting communication and collaboration.

**Mapping 13: Derived connections between organizations**

UN Secretariat Departments, Offices and Regional Commissions
UN Programs and Funds est. by General Assembly
UN Specialized Agencies – Economic and Social Council
Related Organizations and Funds

Created with NodeXL Pro (http://nodexl.codeplex.com) from the Social Media Research Foundation (http://www.smrfoundation.org)
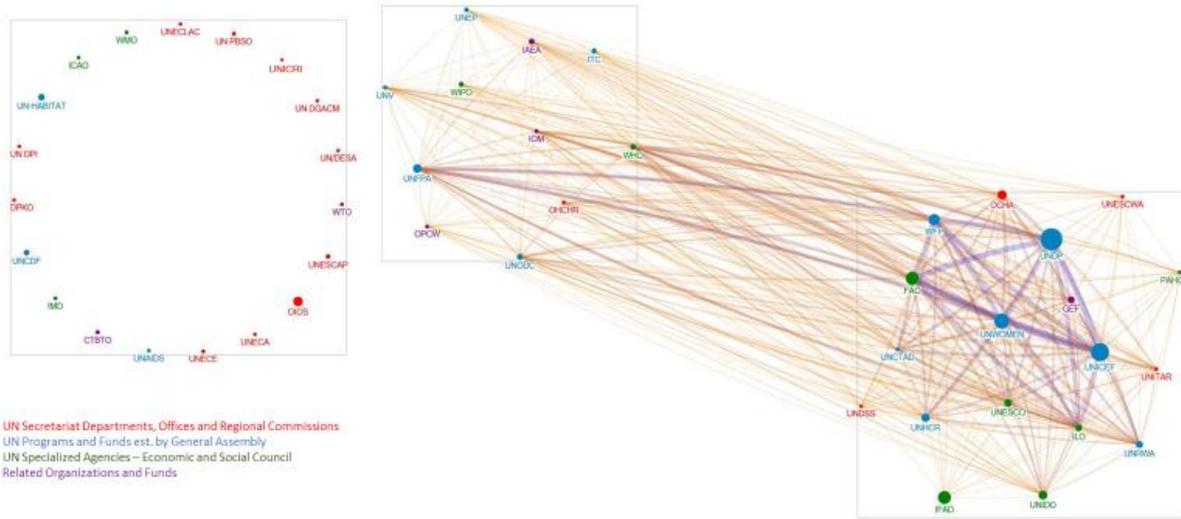
haikuanalytics inc   36

Mapping 14: Derived connections between organizations – greater than 20 individual connections per link

UN Secretariat Departments, Offices and Regional Commissions
UN Programs and Funds est. by General Assembly
UN Specialized Agencies – Economic and Social Council
Related Organizations and Funds

Created with NodeXL Pro (http://nodexl.codeplex.com) from the Social Media Research Foundation (http://www.smrfoundation.org)
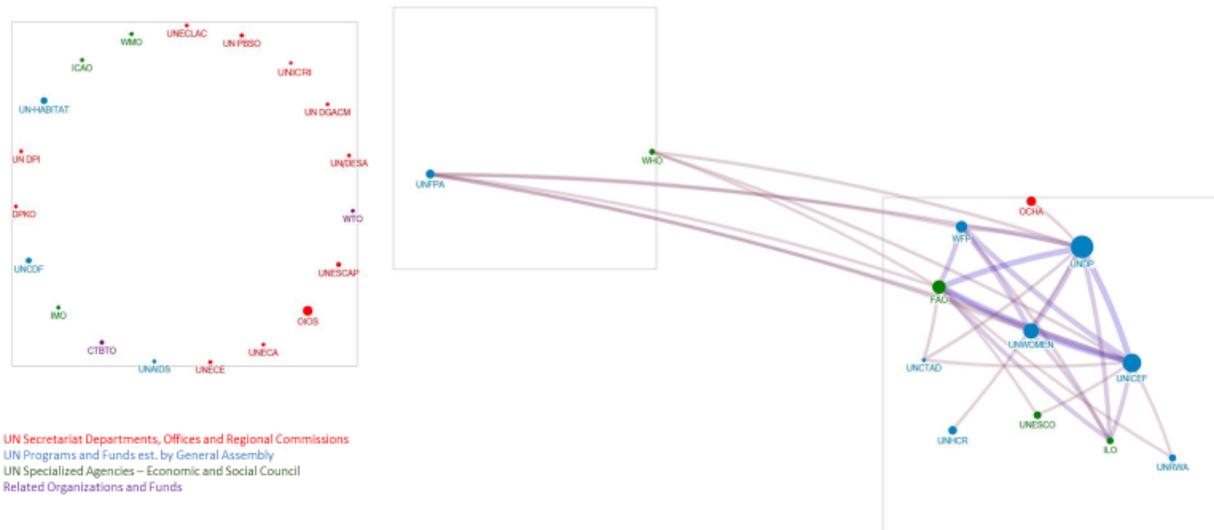
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Mapping 15: Derived connections between organizations – highlighting UNDP connections

UN Secretariat Departments, Offices and Regional Commissions
UN Programs and Funds est. by General Assembly
UN Specialized Agencies – Economic and Social Council
Related Organizations and Funds

Created with NodeXL Pro (http://nodexl.codaplex.com) from the Social Media Research Foundation (http://www.smrfoundation.org)
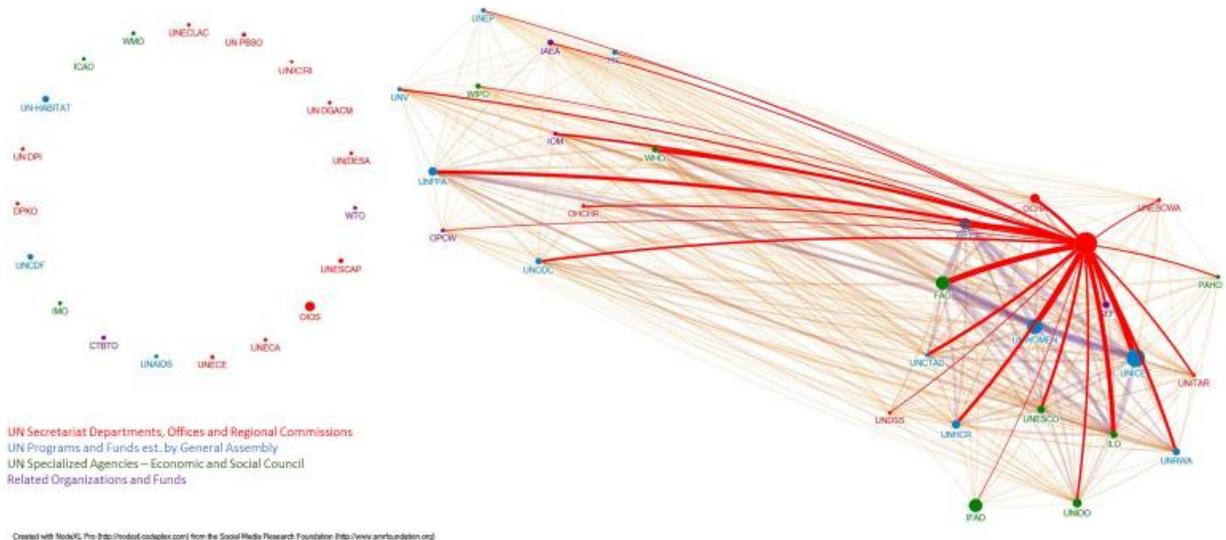
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ANNEX F: 2018 BENCHMARKING UNEG AGAINST OTHER NETWORKS

Summary

Focus –UNEG is among the oldest (tracing its roots back to IAWG -1984). Strengthening evaluation capacity and practices as linked to a common needs and interests of the membership has been a central focus of all networks
Mandate – no group has a formal mandate and OECD-DAC is in the midst of discussion a new mandate in 2018
Membership – UNEG (54 members) sit in the middle when compared to smaller networks (EvalNet – 30; ECG – 11) and larger networks (ALNAP 105) including more open networks of IOCE and EvalPartners.
Fees – UNEG sits in the middle. There are networks that have no fees (UNRAIS, EvalNet, EvalPartners) to small budget networks ECG ($50-60,000) and IOCE (minimal $100/year). ALNAP work off a larger budget ($ 2.5 million that is fully funded by 45 members, including UN member contributions of $50,000;
Normative - UNEG is among the few with Norms and Standards (UN-RIAS has IPPF; EvalNet – Principles, Quality Standards, Glossary, Peer Review Tools)
Guidance – most networks, including UNEG produces recognized and useful guidance documents, which support its members.
Training – most networks do not have specific training modules that could be used by members, regional networks and associations. ALNAP is a model for a more cost effective and efficient way of sharing knowledge and capacity building.
Communications – UNRIAS website is for members only. UNEG has both public and private website (similar to ECG). EvalNet has a mailing list of 700 and twitter account with 6250 followers. ALNAP has 9,732 followers. UNEG has 3,798 followers with its last tweet in May, 2017.
Strategy – Only UNEG and ALNAP have developed separate long-term strategies. Most other groups work on the basis of annual work plans.
Work Group/Interest Groups – UNEG has many. UNRIAS (as needed); EvalNet (1 on evaluation capacity development); ECG (as needed led by ECG volunteer member); ALNAP (based on work plan implemented by Secretariat); IOCE and EvalPartners (performed in virtual space)
Bureau – UNEG (5 person Executive Group); UN-RIAS (Chair/Vice-Chair); EvalNet (Chair/2 Vice-Chairs)ECG (Chair supported by preceding Chair and Chair designated; ALNAP (8 member Elected Steer Cttee – 2 UN, 2 donors, 2 NGOs, 1 Red Cross, 1 Academic); IOCE (4 person Ex Cttee of the Board); EvalPartners (Ex Cttee of the Mtg Group: IOCE Ex Cttee plus 1-2 from UN agencies)
Secretariat – UNEG (2 full-time, Exec. Coord. at 20%); UN-RAIS (provided by Chair and OIOS); EvalNet (provided by OECD-DAC – 2 full time staff, admin assistant/web editor); ECG (part-time consultant hired by IEG); ALNAP (11 people); IOCE and EvalPartners (Contracted company specialized in association management)
Budget – UN-RIAS (in kind + OIOS+ITU for Sharepoint repository); EvalNet (supported by OECD_DAC); ECG ($50-60,000 + in-kind); ALNAP ($2.5 million + in-kind); IOCE (core funding support for Secretariat); EvalPartners ($500,000 annual funding since 2014. 2018 Budget totals $640,000)
Decision Making – For most, based on AGM member meetings. EvalNet (meets every 8 months); ECG (twice annually); ALNAP (Steering Committee); IOCE (Board of trustees that meets bimonthly); EvalPartners (bi-monthly)
Overall - UNEG needs to invest in strengthen internal capacity, before positioning itself within and outside the UN. It needs to demonstrate that it is a reliable source of content, results and learning (e.g. SDGs – Agenda 2013). Attention currently leans towards methods and process.

Detail

FUNCTION	UNEG	UN-RIAS	OECD DAC Evalnet	MDB-ECG	ALNAP	IOCE	EvalPartners
NETWORK	United Nations Evaluation Group (UNEG)	United Nations Representatives of Internal Audit Services (UN-RIAS)	Development Assistance Committee – Evaluation Network (EvalNet)	Multilateral Development Banks Evaluation Cooperation Group (ECG)	The Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP)	International Organization for Cooperation in Evaluation (IOCE)	EvalPartners
Focus	**Vision** UNEG envisions that evaluation is fully realized in every entity of the UN system through appropriate evaluation policies, resources, skills and activities. Thereby, evidence produced by evaluation informs a more relevant, efficient and effective UN system with greater impact on the lives of the people it serves.	Forum through which the UN system's Internal Audit Services interact and collaborate on issues of general applicability to its membership	EvalNet is a 30 year old subsidiary body of the OECD Development Assistance Committee (DAC), and international forum that brings together evaluation managers and specialists from development co-operation ministries and agencies in OECD DAC member countries and multilateral development institutions. Evaluation is widely recognised as an important component for learning and improving development effectiveness. Evaluation responds to public and taxpayer demands for credible information and independent assessment of development co-	The Evaluation Cooperation Group (ECG) was established in 1996 to promote a more harmonized approach to evaluation methodology, following an assessment of the five major MDBs (the African Development Bank, the Asian Development Bank, the European Bank for Reconstruction and Development, the Inter-American Development Bank and the World Bank). The assessment, *Serving a Changing World: Report of the Task Force on Multilateral Development Banks (1996)* stated that a "determined effort should be made to harmonize performance indicators and	ALNAP is a system-wide network organisation that brings together over 100 humanitarian organisations across the following constituency groups: UN agencies, donors and foundations, the Red Cross/Crescent movement, NGOs, research/ academic organisations, umbrella and network organisations, and private sector/consultancy groups. It provides members with a mix of individual research projects in areas of common need and ongoing support activities such as the Humanitarian Evaluation, Learning and Performance (HELP) library or the evaluation Community of Practice.	The IOCE focusses on the Voluntary Organizations for Professional Evaluation (VOPEs). It is the global promoter of VOPEs and the global leader in strengthening them.	EvalPartners is a global movement to strengthen national evaluation capacities. It is based on a partnership including VOPEs (through the IOCE), UN agencies, development banks, foundations, and universities.

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			operation activities. The Development Assistance Committee's Network on Development Evaluation supports members in their efforts to strengthen and continuously improve evaluation systems.	evaluation criteria, taking into account the differing circumstances of each institution. The heads of the five MDB evaluation units should meet on a regular basis to exchange experience, with this purpose in mind".			
Objectives and/or Mission	**Mission** UNEG's mission is to promote the independence, credibility and usefulness of the evaluation function and evaluation across the UN system, to advocate for the importance of evaluation for learning, decision-making and accountability, and to support the evaluation community in the UN system and beyond.	Aim is "to strengthen internal auditing practices and professionalism by providing a forum for development of methodologies and their related innovation, promoting and supporting independence, collaboration and common positions of its members to add value to their organizations." UN-RIAS is concerned with: • Strengthening internal auditing practices and professionalism by providing a forum for development of methodologies and their related innovation, promoting and	1. Strengthen the exchange of information, experience and co-operation on evaluation among Network members and, as appropriate, with development evaluation partners, with a view to: • improving the evaluation activities of individual members; • encouraging harmonisation and standardisation of methodological and conceptual frameworks; • facilitating co-ordination of major evaluation studies; • encouraging development of new methods in	The Evaluation Cooperation Group (ECG) is dedicated to harmonizing evaluation work among multilateral development banks (MDBs) by: • working to strengthen the use of evaluation; • providing a forum to share lessons; • developing harmonized performance indicators, and evaluation methodologies and approaches; • enhancing the professionalism of evaluation; and • helping build evaluation capacity.	ALNAP is dedicated to improving the accountability and performance of humanitarian action by strengthening the humanitarian evidence base through sharing lessons, identifying key issues and, where appropriate, providing leadership to find collective approaches and solutions.	(IOCE Bylaws) The IOCE seeks to legitimatise evaluation and to support VOPEs, whether they be formal evaluation societies or associations, or informal networks, at either sub-national, national, regional or international levels so that they can better contribute to good governance and to effective decision making and strengthen the role of civil society. The IOCE will build evaluation capacity, develop evaluation principles and procedures, encourage the development of new evaluation societies, associations and	(EvalAgenda 2016-2020) Despite its success and growing acceptance in many parts of the world, evaluation has not yet been embraced as widely as it should be. In many organizations and countries, there is inadequate appreciation of what evaluation is, how it differs from policy research, performance measurement or performance auditing, and how it can help improve on a practical level policy-making and program implementation efforts. EvalPartners exists to support the development of the supply of and demand

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		supporting independence, collaboration and common positions of its members to add value to their organizations. • Adopting common positions and providing, as necessary, information and advice to other UN bodies (such as the CEB, HLCM, UNDG) on audit-related matters. • Coordinating and harmonizing internal audit activities and processes between UN-RIAS members where necessary. • Developing appropriate audit responses to Delivering as One and other joint UN activities, and promoting joint audit activities among those organizations concerned. • Sharing of good practices.	evaluation and best practice. 2. Contribute to improved development effectiveness by: • synthesising and extracting policy, strategic and operational lessons from evaluations for consideration by the DAC and the wider development community; • promoting joint or co-ordinated evaluations and studies undertaken by individual members. 3. Provide advice and support to DAC and its subsidiary bodies, notably on peer reviews, development results and aid effectiveness. 2. Promote and support evaluation capacity development in partner countries.			networks, undertake educational activities that will increase public awareness of evaluation and will seek to secure resources for co-operative activity. The IOCE will be a forum for the exchange of useful and high-quality methods, theories and effective practice in evaluation.	for evaluation at the individual, collective, and system levels. Evaluation is not simply a value-neutral management tool. EvalPartners' members are united by a shared commitment to promoting and supporting equitable and sustainable human development. Our alliance promotes evaluation processes and criteria grounded in values of equity, gender equality, and social justice and on shared principles of partnership, innovation, inclusivity, and human rights.
Strategy	UNEG has a strategy 2014-2019 http://www.unevaluat	UN-RIAS decides on its yearly work plan at its face-to-face session,	The network actively supports joint and collaborative	ECG members and observers meet twice a year (Spring and	ALNAP implements annual workplans, drawn up in line with	The IOCE has created a network of VOPEs which exchange	EvalPartners has been supported extensively by key funders: the

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	ion.org/document/det ail/1459 To achieve its mission, UNEG's work is focused on four strategic objectives, according to its Strategy 2014-2019: 1) Evaluation functions and products of UN entities meet the UNEG Norms and Standards for evaluation; 2) UN entities and partners use evaluation in support of accountability and programme learning; 3) Evaluation informs UN system-wide initiatives and emerging demands; and 4) UNEG benefits from and contributes to an enhanced global evaluation profession	sorting out its work in several elements: • Strategic • Normative • Operational • Exchange of auditees' practices • Exchange of UN-RIAS own practices • UN-RIAS coordinated replies • UN-RIAS functioning	evaluations and encourages capacity building of evaluators and evaluation functions in member countries and in developing partners. The network meets approximately every eight months, and its task teams meet in between, to advance the programme of work. • Facilitating collaboration and joint evaluation work • Knowledge management & linking to policy communities • Synthesizing evaluation findings • Developing norms and guidance • Sharing experiences & peer learning	Autumn) to discuss and share experiences on current evaluation issues. The ECG Chair, the role of which rotates among ECG members, hosts the meetings. Working Groups are established to work on areas of interest identified during the meetings.	its five-year Strategy, and agreed between the Secretariat and Steering Committee. The Strategy defines three focal areas for ALNAP activities: 1. Evaluations – creating a high-quality evidence base 2. System performance – using the evidence base for analysis 3. Improvements – making improvements from the analysis Annual workplans, as a general rule, allocate financial and human resources between each of these three strategic focus areas.	information and best practices. It currently has three main initiatives: the VOPE Toolkit <http://vopetoolkit.ioc e.net/en>, the Professionalization Task Force <http://vopetoolkit.ioc e.net/en/section/5-professionalization-evaluators>, and the VOPE Capacity Assessment Task Force.	Ministry of Foreign Affairs of Finland, the US Department of State, the Swiss Agency for Development and Cooperation, and various UN agencies, supporting implementation of actions under the umbrella of the EvalAgenda 2016-2020: VOPE Peer-to-Peer projects; connecting VOPEs to non-traditional evaluation actors; e-learning for individual evaluators; grants to support conference attendance; Global Evaluation Forums. In 2015, five thematic networks were created: EvalYouth, EvalIndigenous, EvalSDGs, EvalGender+, and the Global Parliamentarian Forum for Evaluation. EvalPartners has restructured around two programs: national evaluation capacity development and the promotion of evidence in decision-making.

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Mandate	No formal mandate	No formal mandate in the UN system. But has relation with other inter-agency bodies as codified in the OM (see below)	Part of the OECD DAC mandate runs through 2018. It is currently discussing a new mandate.	ECG does not have a formal mandate.	ALNAP does not have a formal mandate. ALNAP's governance structure however requires it to report to a Steering Committee composed of membership representatives from each of its constituencies.	To support VOPEs in their national and regional reach in favour of evaluation and evaluators.	To lead the international efforts to create evaluation-receptive environments around the world.
Founding document	The UNEG Principles of Working Together was revised at AGM New York (April/May 2015).	UN-RIAS operating mode; first set up in 2007, and revised as needed over the years; Last revision January 2017		ECG does not have a formal founding document.	ALNAP Governance, Management and Management Guide.	Bylaws	Evaluation and Civil Society, https://www.evalpartners.org/sites/default/files/Evaluation%20and%20civil%20society_v9_final_web.pdf
Member-ship & Fees	**Membership** is primarily an evaluation unit or a unit in charge of evaluation within a UN system entity (which could be a Fund/Programme, a Specialized Agency, a department or an office of the Secretariat, or the secretariat of a regional commission). Each entity can have only one evaluation unit as a UNEG member. Where decentralized evaluation functions or regional offices exist, the central	**Membership** is open to: Internal Audit Services (IAS) of the UN, UN Funds and Programmes, UN Specialized Agencies, the IAEA and organizations institutionally related to the UN: CTBTO, OPCW and IOM. Membership is organizational. The most senior officer heading the Internal Audit function of the entity or his/her designated representative normally represents organizations. An	**Membership:** Evaluation heads and managers of 30 OECD Ministries of Foreign Affairs/development agencies, five regional development banks, the World Bank, IMF and UNDP. List of countries include: Australia, Austria, Belgium, Canada, Czech Republic, Denmark, European Commission, Finland, France, Germany, Greece, Iceland, Ireland, Italy, Japan, Korea, Luxembourg, The Netherlands, New Zealand, Norway,	**Membership**: Brings together the independent evaluation offices of 11 Multilateral Development Banks (**African Development Bank, Asian Development, Black Sea Trade and Development Bank, European Bank for Reconstruction and Development, European Investment Bank, Inter-American Development Bank, International Fund for Agricultural Development, Independent Evaluation Office of**	**Membership**: key humanitarian organisations and experts from across the humanitarian sector: UN agencies, donors and foundations, the Red Cross/Crescent movement, NGOs, research/ academic organisations, umbrella and network organisations, and private sector/consultancy groups.. ALNAP consists of Full Members and Associate Members. The number of Full Members is limited to	**Membership**: Although the bylaws define other types of membership, essentially membership is open to VOPEs. **Fees** are minimal ($100/year) and non-contributing VOPEs can still be members.	**Membership**: open to any organization, but commercial bodies are frowned upon. There is no formal process to become a member. There are no membership fees.

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	evaluation unit represents membership. The evaluation unit must have at least a professional staff fully devoted to evaluation. An individual who is normally the head of the unit represents each UNEG member. This individual is referred to as a **UNEG Head**. The UNEG Head is obliged to update regularly the UNEG Secretariat on the list of staff members in his or her unit. **UNEG observers** are evaluation unit or a unit in charge of evaluation within a UN entity that does not meet all of the above membership criteria. A UNEG observer may be invited to participate in UNEG activities, including Strategic Objective groups and sub-groups. A UNEG observer does not hold voting rights. A UNEG observer should agree with and contribute to UNEG's mission. There is no expectation that an	Audit Committee member cannot represent the organization which he/she oversees. Observer status is open to: Other IAS of non-UN-RIAS on the condition that they are Plenary RIAS members or observers. Entities that have programmatic/ operational relationship with the members of the UN-RIAS: the Joint Inspection Unit (JIU); the United Nations Board of Auditors (BoA); the United Nations Panel of External Auditors (PEA), the Internal Audit Service of the European Commission (IA-EC). Professional audit bodies: INTOSAI, IIA. **NO FEES and no budget – all worked done voluntarily**	Poland, Portugal, Slovak Republic, Slovenia, Spain, Sweden, Switzerland, United Kingdom and United States. List of Multilateral organizations include: African Development Bank, Asian Development Bank, European Bank for Reconstruction and Development, Inter-American Development Bank, International Monetary Fund, United Nations Development Program (UNDP), World Bank (IEG)	**the International Monetary Fund, Islamic Development Bank and the Independent Evaluation Group of the World Bank Group**). ECG also has three observer institutions – **the Global Environment Facility, the United Nations Evaluation Group and the DAC Evaluation Network** Members signed the ECG cost sharing agreement in April 2014. Contributions are calculated based on the operational budget of the central evaluation department. Small members (two members) pay 75%, medium members (four members) pay 100% and large members (four members) pay 106%. Fees are paid to and managed by the Independent Evaluation Group of the World Bank Group.	105. Full Members are organisations and nominate a representative to be the contact between the organisation and ALNAP. Associate Members include private sector/consultancy organisations and umbrella/network organisations. Membership contributions are either through funding or in-kind contributions. Funding contributions are calculated based on a formula. ALNAP also has over 12,000 subscribers to its website, who are individuals and organisations that have an interest in issues of accountability, learning and performance in the humanitarian sector. The key role of subscribers is to add to the debate and extend the dissemination and influence of ALNAP in respect to its values		

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	observer will become a member. A UNEG membership fee proposal was first drafted in 2014. 2016 and 2017 AGMs endorsed the continuation of the pilot for another 2 years (2016-2018). During this period, payment can be made on a voluntary basis, and member agencies are encouraged to contribute as they can.				and mission laid out in the Strategy.		
Norms and Standards	UNEG Norms and Standards 2016 (one combined document) http://www.unevaluation.org/document/detail/1914	I**nternational Professional Practices Framework (IPPF) for Internal Auditing – the Institute of Internal Auditors.** Worldwide standard setting body for internal audit in public and private sector. https://global.theiia.org/standards-guidance/Pages/Standards-and-Guidance-IPPF.aspx Adopted by RIAS (and by extension UN-RIAS members) in 2002	Widely used 'normative framework' for evaluation consisting of: Principles, Quality Standards, Glossary, peer review tool, etc. Currently there is work ongoing on updating the DAC evaluation criteria.		ALNAP's Strategy.	No	No
Guidance documents	Since 2012 there are several foundation and guidance documents that have been published by UNEG which have	• General UN-RIAS common positions have to be agreed by all UN-RIAS members; if not agreed by all	Specific guidance on evaluating: humanitarian aid, conflict prevention & peacebuilding, multilateral	ECG has published a number of papers, key documents, reference documents and briefing notes (available on the ECG	• Guide to Evaluation of Humanitarian Action	The VOPE Toolkit provides guidance on creating, formalizing, and running a VOPE.	The EvalPartners Networks have actively produced guidance documents. Most easily accessible are the EvalSDGs

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	supported its members. These have included the revise Norms and Standards, Integrating Human Rights and Gender Equality in Evaluations, UNEG Handbook for Conducting Evaluations of Normative Work in the UN System, Impact Evaluation Guidance Document etc. Several working papers were also published on use of evaluation, humanitarian evaluations, etc. They are all available at: http://www.unevaluation.org/document/guidance-documents	organizations, only those UN-RIAS organizations which agree will be mentioned. Significant decisions should preferably be tabled for consideration at the Annual UN-RIAS meeting, and if not feasible, by email. • Common positions regarding matters involving only part of UN-RIAS membership: Significant decisions should preferably be tabled for consideration at the Annual UN-RIAS meeting, and if not feasible, by email. Common positions on JIU matters must be agreed among IAS of JIU participating organizations. Common positions should preferably be tabled by email, and if feasible, at the Annual UN-RIAS meeting. Matters pertaining to a limited number of UN-RIAS members, e.g. an agreement, have to be agreed among IAS of those	effectiveness, budget support & managing joint evaluations EvalNet has been instrumental in developing key international norms and standards for development evaluation. The network's guidance documents on evaluation have a wide influence on development evaluation practice and are frequently used in evaluations of development programmes world-wide.	website). ECG's most substantive work has been the Big Book on Good Practice Standards	• Guide on evaluating protection in humanitarian action • Guide to Real Time Evaluations • The Quality Pro Forma • State of the Humanitarian System (periodic publications) (https://www.alnap.org/our-topics/the-state-of-the-humanitarian-system) • Lessons Papers (multiple publications) (www.alnap.org/our-topics/lessons-for-response) • Individual studies (multiple publications) (https://www.alnap.org/our-topics)		Briefing Papers <https://evalsdgs.org/portfolio/briefing-papers/> as well as the "Guide to including a gender+ perspective in VOPEs: innovating to improve institutional capacities" <https://evalpartners.org/sites/default/files/documents/evalgender/Gender_Guide_def_en.pdf>, the EvalGender+ Newsletters <https://evalpartners.org/evalgender> and various publications by the Global Parliamentarian Forum for Evaluation <http://www.pfde.net/index.php/publications-resources>.

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		organizations, which are affected by said matter. UN-RIAS has several guidance documents about best practices guiding its internal activities (e.g. audit / oversight advisory committees – 2008; Framework for joint internal audits of joint UN activities (http://mptf.undp.org/ document/templates) adopted by consensus by all UN-RIAS members. Some are non-binding guidance – e.g. Definition of GAIN (the IIA tool for benchmarking that UN-RIAS members use); engagement audit ratings; public disclosure of IARs					
Learning and Training	EPE seminars, Webinars, support to all other SO initiatives organized by each SO. Shipment and distribution of core UNEG documents for all training and knowledge sharing events.	The face-to-face meeting provides a learning opportunity from one another. (Note: the Plenary RIAS even more so) The UN-RIAS work plan has the skill set of tomorrow's auditor as a normative issue. The virtual meetings allow to exchange training opportunities	• Evaluation Insights Series: Informal working papers, designed to highlight emerging findings and relevant policy messages from evaluation • The DAC Evaluation Resource Centre (DEReC): An online resource containing over 3000	ECG does not organize learning or training courses.	ALNAP no longer provides specific training modules itself, in response to the growing market of other training organisations and in-house training activities across the sector. Nevertheless, ALNAP does continue to use its peer-to-peer learning methodology	The VOPE Toolkit supports the training of VOPE leaders and the institutionalization of the societies.	UNICEF and IOCE, under EvalPartners, have developed a series of online courses on evaluation <https://elearning.eval partners.org/>.

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		offered by UN-RIAS members to others in the community on an ongoing basis	evaluation reports and an easy to search database of members' evaluations • An evaluation plans inventory which shares the 750+ planned evaluations of Network members in an easy to use database. Designed to encourage collaboration and exchange between members working on similar evaluation topics.		for cross-membership learning, e.g. at the evaluator's skills-building days held alongside the ALNAP Annual Meeting.		
Communi-ation	UNEG expanded its communications and outreach function. It now has a website mailing list, newsletter subscribers and social media accounts for outreach purposes and accessibility. It also maintains the lists of each Strategic Objective Group through the Lyris database. To encourage knowledge sharing UNEG Secretariat maintains the webinar tools and facilitates organization of webinars.	Website for members only. Public site, with information that could be shared publicly under consideration -	The Network newsletter has a mailing list to about 700 people and a Twitter account with 6,250 followers.	The ECG website is both a public and private. Efforts have been made to engage members through both Facebook and LinkedIn.	ALNAP's website hosts its own research products; updates on forthcoming ALNAP and member events and outputs; the Humanitarian Evaluation, Learning and Performance (HELP) library; a job posting portal for members; a blog and events page. In addition, ALNAP publishes regular bulletins and conducts a wide range of communications activities (webinars, launch events, communities of	The IOCE maintains a website which includes a world-wide directory of VOPEs <https://ioce.net/>.	EvalPartners has a website which connect to its various initiatives and Networks <https://evalpartners.org/>. EvalPartners publishes a regular newsletter <https://www.evalpartners.org/about/newsletters> and it is present on social medias. EvalYouth is very active through webinars and virtual conferences <https://www.evalpartners.org/evalyouth>.

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	A community of practice was created the UNEG website.				practice, engagement through social media) around its own workplan.		
Meetings and decision-making	The Annual General Meeting takes place once a year with UNEG members taking turns for hosting and collaborating. Elected Chair, Vice-Chairs and Executive Coordinator comprise Executive Committee, which meet monthly. Working/interest groups are convened by SO vice-chairs or 'convenors' designated by them.	**Decision making:** 1 member – 1 vote. It is expected that those participating in UN-RIAS meetings have the authority to engage their respective IAS in the decision-making process. In the event that a member cannot be represented at a meeting and a decision is due (such as a final position), that member may record its vote ahead of the meeting by email to the UN-RIAS Chair and Vice-Chair(s). That member will be counted as present for the purposes of the vote. Observers have no voting rights. **Meetings** There will be at least one face-to-face UN-RIAS meeting ("Annual UN-RIAS Meeting") each year - usually, but not necessarily, coupled with the Plenary RIAS meeting.	The network holds regular meetings attended by members and observers, approximately every 8 months.	ECG members and observers meet twice a year (Spring and Autumn) to discuss and share experiences on current evaluation issues. The meetings are hosted by the ECG Chair, the role of which rotates among ECG members. Whilst the meetings are mostly for information sharing purposes, there is always an agenda item on ECG business (e.g. membership applications) during which decisions are made. ECG Heads also meet in a closed meeting to discuss issues, the outcomes of which are reported back in the plenary meeting.	**Decision-making:** **Membership Structure and key relationships** ALNAP consists of Members and subscribers. ALNAP is governed by a Steering Committee representing the Membership, and is serviced by a Secretariat based in London, United Kingdom. The roles and relationships of these actors are as follows: **Membership**- (as above) comprised of Full and Associate Members. The Membership engage with the Secretariat and one another through the activities listed above. **Member representatives**- each organisation has a nominated representative, who acts as the main contact between their	The IOCE is headed by a Board of Trustees comprised of representatives of regional VOPEs from around the world. It meets bimonthly.	EvalPartners is headed by a Management Group comprising the members of the IOCE Board of Trustees and representatives from UN agencies and from development banks. It meets bimonthly.

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		Part of the Annual UN-RIAS Meeting may be held by UN-RIAS members (most senior officer heading the Internal Audit function and deputies) only. Throughout the year, there will be virtual UN-RIAS meetings (VM) for UN-RIAS members only via video and/or telephone conferences, as well as email exchange among UN-RIAS members. **Leadership** **UN-RIAS Chair**: The UN-RIAS Chair is elected by UN-RIAS members present at the Annual UN-RIAS Meeting. Length of office Until the next Annual UN-RIAS Meeting, or otherwise decided based on consensus of the UN-RIAS members present at a virtual UN-RIAS meeting prior to the next Annual UN-RIAS meeting. Should the UN-RIAS Chair become incapacitated during the year, one of the UN-RIAS Vice-Chair(s) will assume the			organisation and ALNAP. **Steering Committee**- includes elected representation from each of the above constituencies, functions as ALNAP's quasi-executive body and is mandated to act on behalf of all Full Members. The purpose of the Steering Committee is to determine the direction and development of ALNAP in accordance with the views and priorities of the different constituent groups in the membership. Steering Committee decisions are therefore informed by discussions and priorities with ALNAP Full Member representatives. Each Steering Committee member is mandated to represent the views of his/her constituent grouping. Decisions are taken on the basis of consensus. **Steering Committee Chair**- leads and facilitates the Steering		

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		position, after discussion among the UN-RIAS Vice-Chairs and concurrence of the UN-RIAS members, either at the next possible VM or by email; the new UN-RIAS Chair will consult with the UN-RIAS members on appointment of a new Vice-Chair. Responsibilities: Prepares the Annual UN-RIAS Meeting agenda in consultation with the outgoing UN-RIAS Chair and Vice-Chairs, chairs the Annual UN-RIAS meeting, organizes the recording of minutes; can, at his/her discretion, invite guest speakers who add value to specific sessions of the UN-RIAS meeting. Is the point of contact with CEB entities, e.g. HLCM or UNDG; the responsibility may be assigned to one of the UN-RIAS Vice-Chairs. If the UN-RIAS Chair cannot participate in related meetings, one of the UN-RIAS Vice-Chairs will participate.			Committee in carrying out their roles and responsibilities, is nominated on behalf of the Membership by Steering Committee representatives. **Secretariat**- realises the ALNAP Strategy through implementation of annual work plans. Activities are developed by the Secretariat with guidance from the Steering Committee and consultation with the Full Members. **Meetings:** The ALNAP Annual Meeting provides a forum for our Full and Associate Members and a number of non-Members to come together for 2-3 days to reflect on their practice and engage with the latest thinking on important issues in humanitarian aid. The ALNAP Annual Meeting includes a Members Day, in which Members are given an opportunity to consult fellow Members, their		

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		In the event that both the UN-RIAS Chair and all UN-RIAS Vice-Chairs are incapacitated, the UN-RIAS Chair can propose to UN-RIAS members that another UN-RIAS member steps in; such decision may be made at a VM or by email, whichever is more convenient. Liaises with the UN-RIAS Vice-Chairs throughout the year for the VMs and other business of UN-RIAS during the year. Together with the UN-RIAS Vice-Chairs, is the prime point of contact and liaison on JIU matters. Liaises with the Plenary RIAS Chair for the Plenary RIAS meeting. Liaises with the organization hosting the Annual UN-RIAS meeting regarding logistics – if the latter is different than the organization of the UN-RIAS Chair. **UN-RIAS Vice-Chair(s):** The UN-RIAS Vice-Chair (s) is/are elected by UN-RIAS members			constituencies, the Steering Committee, and the Secretariat on the annual workplan and activities in the Network. In addition to ALNAP Annual Meetings our research, discussion forums, blogs and face-to-face ALNAP learning events run throughout the year.		

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		present at the Annual UN-RIAS Meeting.					
		Length of office:					
		Until the next Annual UN-RIAS Meeting, or otherwise decided based on consensus by the UN-RIAS members present at subsequent UN-RIAS VM prior to the next Annual UN-RIAS meeting.					
		Should a UN-RIAS Vice-Chair become incapacitated or become UN-RIAS Chair during the year, the new UN-RIAS Chair should consult with the UN-RIAS members on appointment of a new Vice-Chair.					
		Responsibilities:					
		UN-RIAS Vice-Chairs may chair UN-RIAS VMs throughout the year. If none of the UN-RIAS Vice-Chairs can chair a VM, the UN-RIAS Chair may do so. In the event that all the UN-RIAS Chair and UN-RIAS Vice-Chairs are incapacitated, the UN-RIAS Chair can approach another UN-RIAS member to step in his/her stead for the particular VM.					

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		Prepare the agenda, chairs and organizes the recording of minutes of each VM. Liaise with the UN-RIAS Chair, other UN-RIAS Vice-Chairs and with UN-RIAS Working Groups as needed. Together with the UN-RIAS Chair, are the point of contact and liaison on JIU matters. **Information, documentation and communication disclosure principles** In order to foster a candid exchange of views and practices between UN-RIAS members meeting participants, communication is governed by the Chatham House Rule as a general principle, unless otherwise specified at the beginning of any meeting (or section thereof) or interaction through other media. In cases where the Rule is not considered sufficiently strict, interactions (e.g. discussions, exchange through any media)					

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		may be held 'off the record'. Documents shared or exchanged in the course of UN-RIAS interactions are by definition internal to UN-RIAS and shall not be shared outside UN-RIAS, unless these documents are already publicly available, or explicitly declared 'shareable' through a UN-RIAS decision. As a general rule, only those documents marked with *(*)* in the list below (paragraph 24 to 26) may be disclosed to stakeholders external to UN-RIAS, such as Senior Management, Audit Committee, Member States, etc. but not to the general public. UN-RIAS meetings documents ; exchange in WG and other documents – all defined with disclosure policy.					
Working Modalities	The mandates and priorities of Strategic Objective groups and sub-groups are established at the AGM, and are	Review of work plan at each UN-RIAS VM. UN-RIAS Working Groups (WG) may be set up as needed, either at the Annual	Task teams: evaluation capacity development	ECG working groups are established on a needs basis during the ECG meeting. A member institution volunteers to lead the	The ALNAP workplan is implemented by its 11 person secretariat, with additional support from contracted consultants	Work is mostly performed in the virtual space using a variety of online tools.	Work is mostly performed in the virtual space using a variety of online tools.

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	reviewed at the following AGM in the light of progress achieved towards the expected results. Strategic Objective groups and sub-groups establish a work plan based on the mandate and priorities as agreed by the AGM. The work plan is formulated with clearly defined roles and responsibilities, outputs, expected outcomes, proposed budget and timeline. The conveners of the sub-groups must work closely with the respective Vice Chair, to ensure their work aligns with the Strategy and contributes to the strategic objective.	UN-RIAS meeting or during VMs, as required. A WG should meet the following conditions: Clear membership and Chairperson. Deadlines and deliverables agreed upon by the UN-RIAS members. Output prepared by the WG members. The WG Chairperson liaises as necessary with the UN-RIAS Vice-Chairs. The WG Chairperson reports on WG output at the VMs throughout the year, and at the Annual Meeting if necessary.		work stream and other members are invited to indicate their interest to participate. Updates on the working groups are fed back during the ECG meetings.	on specific projects as and when identified. All ALNAP research is conducted on a consultative basis with the membership involved in conception, production and dissemination.		
Secretariat / Support functions	• The Secretariat continues to have one full time staff member as the programme specialist for UNEG. • Now there is also a full-time programme assistant funded via UNEG funds. • The Executive Coordinator continues to	**Secretarial Support** (incl. maintaining the list of UN-RIAS Organizations, irrespective of their status): Assistance to be provided on a rotational basis, in principle by the UN-RIAS Chair and/or Vice-Chair, although other UN-RIAS	The network is supported by a secretariat, housed in the Development Co-operation Directorate of the OECD in Paris, France. Secretariat has two full time staff and an administrative assistant/web editor who works part time on evaluation. The	As part of the cost sharing agreement, the Independent Evaluation Group (IEG) of the World Bank Group (WBG), hires a consultant to serve as ECG Secretariat. The Secretariat is responsible for managing the ECG website, membership databases,	The Secretariat is hosted by the Overseas Development Institute in London. ODI provides ALNAP with a suitably 'neutral' location from which to serve its diverse membership; ease of access to information flows, research and debates within the	Secretarial functions are handled by a company specialized in association management.	Secretarial functions are handled by a company specialized in association management. Over the years, EvalPartners has benefited from a senior coordinator and from a more junior one.

FUNCTION	UNEG	UN-RIAS	OECD DAC Evalnet	MDB-ECG	ALNAP	IOCE	EvalPartners
	dedicate 20% of their time. • The Executive Group comprises of a Chair and 4 vice chairs representing each 4 strategic objectives. The Executive Group is composed of the Chair, the Vice Chairs and the Executive Coordinator, and serviced by the UNEG Secretariat. Between AGMs, the Executive Group is responsible to operationalize decisions concerning UNEG's ongoing work mandated by the AGM. The Executive Group is responsible for guiding UNEG work in line with UNEG Strategy, and monitoring the progress towards the expected results defined for each strategic objective. The Executive Group will refer any decision to change any aspect of memberships, governance body, elections, working methods and funding, to the UNEG heads. The key role of the UNEG Secretariat is to	members may provide such support. For the past three years, UN-OIOS has volunteered to provide secretarial support (a P level, to provide support to minutes taking and sending information out0.	Secretariat also supports other parts of the DAC.	coordinating the ECG meetings (in collaboration with the host institution).	humanitarian sector; and the institutional support of an established organisation. Budget covers 70-80% of ODI overhead, staff and consultant costs plus special undertaking (11 people). Secretariat Staff consist of a Director; Head of Research; Operations and Partnerships Manager; Programme Officer; 2 Research Fellows; 2 Senior Research Officers; Communications Manager and 2 Communications Officers.		

FUNCTION	UNEG	UN-RIAS	OECD DAC Evalnet	MDB-ECG	ALNAP	IOCE	EvalPartners
	support UNEG reach its strategic objectives and serve the UNEG community. The Secretariat's work is composed of the following areas of work: • Support the implementation of the UNEG work plan (support to the EG, working groups, members, etc.) • Organize and coordinate the UNEG evaluation week • Strengthen knowledge management and communications • Oversee the UNEG budget and manage finance and procurement and administrative tasks.							
Bureau	This is now the Executive Group headed by the Chair and 4 Vice Chairs and including Executive Coordinator. Each strategic objective has a series of associated activities and outcomes that are intended to lead to an impact, as depicted in the UNEG Impact	No equivalent. Chair and VC may have preparatory calls to VMs.	Chair and two vice chairs	The Chair of the ECG rotates between members on an annual basis. The Chair is supported by both the preceding Chair and the Chair designate.	Does not exist. It only has the Secretariat and an elected Steering Committee. Elected Steering Committee representative of the members has been established made up of 8 representatives (2 Donor governments, 2	There is an Executive Committee of the Board: President, Vice-Presidents, Treasurer, and Secretary.	There is an Executive Committee of the Management Group: the IOCE Executive Committee plus one or two representatives from UN agencies.

FUNCTION	UNEG	UN-RIAS	OECD DAC Evalnet	MDB-ECG	ALNAP	IOCE	EvalPartners
	Pathway within the UNEG strategy 2014-2019. With the oversight and support of the Chair, the vice chairs and their associated Strategic Objective groups and sub-groups articulate how each objective is to be achieved by specifying the priority activities, outputs and outcomes. The Executive Group meets once a month to run the strategic objectives and ensure the effective working of UNEG initiatives.				UN, 2 NGO, 1 Red Cross, 1 academia).		
Resources / Funding	UNEG continues to run its day to day based on the contributions and membership fees it receives. A membership fee pilot is ongoing and well be reviewed at the 2018 AGM. All members are expected, encouraged and reminded to contribute to joint activities, the Secretariat and the AGM. The contributions are more regular.	In-kind only Own time; UN-OIOS for secretarial support; ITU for UN-RIAS internal SharePoint repository platform			100% funded (USD 2.6 Million) from 45 member contributions. Less than 55% is allocated to staff costs with the remaining 45% allocated to work stream expenses for projects and initiatives. Financial contributions ALNAP's funding contributions are based on a formula and agreements with Members. ALNAP also receives in-kind contributions from Members.	Core funding comes from membership fees. They are barely sufficient to maintain the secretariat and the basic functioning requirements	EvalPartners has benefited from more than $500,000 USD of annual funding since 2014. The 2018 budget totals $640,000 USD.

FUNCTION	UNEG	UN-RIAS	OECD DAC Evalnet	MDB-ECG	ALNAP	IOCE	EvalPartners
Other Salient points / features	This remains the same and discussions are ongoing for more Knowledge Management initiatives. However, these initiatives require resources in terms of funds and resources. Job vacancies are published on the website and shared in the newsletter. UNEG agencies are required to manage their own space on the UNEG website as well as share all vacancies and rosters via emails. The UNEG Website currently provides two databases: • A database on evaluation plans was designed to assist UNEG members in identifying areas of collaboration and to facilitate joint evaluation. Information stored here is available only to UNEG members. Users can search for evaluation plans by a) region; b) country; c) planned	Relation of UN-RIAS with UN and outside bodies codified in document **Relation with other UN system bodies** **HLCM**: The UN-RIAS Chair or designated UN-RIAS Vice-Chair may participate, as appropriate, as observer in HLCM meetings, and informs UN-RIAS members of these interactions, at the next VM and at the Annual UN-RIAS Meeting. **UNDG**: Internal Audit matters in relation to UNDG are to be agreed only among IAS of those organizations which belong to both UN-RIAS and UNDG. The UN-RIAS Chair or designated UN-RIAS Vice-Chair reports on output to the UNDG, and informs UN-RIAS of these interactions at the next VM and at the UN-RIAS Annual Meeting. **JIU matters**: UN-RIAS members which are JIU Participating Organizations review draft and final JIU reports and other	- The development of key norms and standards - Highly used practical glossary, translated into 14 language - Engages with non-DAC providers The network has managed to have a reach far beyond its membership through the publication of practical, concrete norms and standards, a glossary, and evaluation practice studies which have been translated into many languages and are used around the world by both established and emerging evaluators in the field. The network also hosts the DAC Evaluation Resource Centre (DEReC), a user-friendly online database containing over 3 000 evaluation reports - one of the largest sources of development co-operation evaluations available on the web.				

FUNCTION	UNEG	UN-RIAS	OECD DAC Evalnet	MDB-ECG	ALNAP	IOCE	EvalPartners
	start date; d) expected completion date; e) agency; f) evaluation type; g) whether a joint evaluation is intended and, if so, with which agency; and, finally, by h) keyword. Search results also include a brief description of the planned evaluation and the name and contact information of the focal point responsible for the evaluation. It is being discussed to improve the search function of the database. • A database on evaluation reports supports UNEG members in identifying past evaluation reports for learning purposes. It also serves as a repository of reports for agencies that do not currently maintain their own databases. The database is available to the general public. Users can search for reports	documents to determine if common positions should be adopted on matters contained therein. Common positions are sent to the JIU and/or to the CEB Secretariat, where relevant, by the UN-RIAS Chair or one of the UN-RIAS Vice-Chairs, who will inform UN-RIAS of these interactions at the next VM and at the UN-RIAS Annual Meeting. **Relation with professional audit bodies** **IIA**: UN-RIAS interacts with IIA on IIA-related substantive points which are of interest to the UN-RIAS membership only. **INTOSAI**: UN-RIAS interacts with INTOSAI on INTOSAI-related substantive points which are of interest to the UN-RIAS membership only.					

FUNCTION	UNEG	UN-RIAS	OECD DAC Evalnet	MDB-ECG	ALNAP	IOCE	EvalPartners
	by a) region; b) country; c) planned start date; d) agency; e) evaluation type; f) whether a joint evaluation is planned and if so, with which agency; g) consultant name; and, finally, by h) keyword. The database also serves as a repository of information about consultants.						

ANNEX G: UNEG PRODUCT DOWNLOADS

1.   The table below gives the Summary - Ranking of UNEG total downloads in 2013 and 2018. Green denotes products developed during the Strategy 2014-2019; blue denotes the highest ranked downloads in the 2013 Independent Assessment compared to 2018 downloads over 10,000.

UNEG Documents	2013	2018
Standards for evaluation in the UN system (2005)	36,712	101,773
Norms for evaluation in the UN system (2005)	33,396	100,783
Integrating human rights & gender equality in evaluation – towards UNEG guidance	10,889	47,161
UNEG Norms and Standards (2016)		25,752
Integrating Gender equality and Human Rights in Evaluation – UN SWAP Guidance, Analysis and Good Practice		25,052
UNEG Handbook for Conducting Evaluations of Normative Work in the UN System		17,309
Integrating Human Rights and Gender Equality in Evaluation		11,717
Evaluability assessments of programme country pilots, Delivering as One UN: Synthesis Report (the eight separate reports on the evaluability of pilot countries averaged around **2600** downloads per report in 2013, and **4,600** downloads per report in 2018 (see details in Table below)	5,595	7,923
UNEG Ethical Guidelines	3,872	14,291
National Evaluation Capacity Development: Practical tips on how to strengthen National Evaluation System	1,410	14,929
National Evaluation Capacity Development: Practical tips on how to strengthen National Evaluation System (A Report for the United Nations Evaluation Group (UNEG) Task Force on National Capacity Development)	1,374	14,931
UNEG code of conduct for evaluation in the UN system	3,526	11,759
UNEG Quality Checklist for Evaluation Terms of Reference and Inception Reports	2,777	9,198
UNEG Quality Checklist for Evaluation Reports	2,644	9,888
Peer Review of the Evaluation Function of the UN Office of Internal Oversight Services (OIOS) (the ten peer review reports 2006-2012 averaged around **3,900** downloads, while those between 2013-2017 averaged around **1,900** (see details in Table below)		8,950
Role of Evaluation in Results-Based Management	2,179	6,236
Delivering as One Evaluation Report (Summary, Main Report, SG note)	882	5,828
Peer Review of the Evaluation Function of the United Nations Children's Fund		5,048
Impact Evaluation Guidance Document		5,356
UNEG Strategy		5,237

Observations

2.   The 2013 Independent Assessment established that the top downloads between 2004-2012 included: the **Norm and Standards** (2005); **Integrating human rights and gender equality in evaluation**; **Evaluability assessments of programme country pilots**; **Delivering as One UN**; **UNEG code of conduct**

for evaluation in the UN system; and **UNEG Quality Checklist for Evaluation Terms of Reference and Inception Reports**.

3.   By 2018, these documents continued to have significant shelf life and remained the top downloads, which on average tripled since 2013.

4.   Moreover, for the period of 2013-2018, the top downloads included: the **Revised Norms and Standards** (2016); **Integrating Gender equality and Human Rights in Evaluation – UN SWAP Guidance, Analysis and Good Practice**; **UNEG Handbook for Conducting Evaluations of Normative Work in the UN System**; and **Integrating Human Rights and Gender Equality in Evaluation**.

5.   As reported in 2013, the preferred 'network formula' since 2007 has continued to focus on guidance documents and handbooks or notes on various topics.

6.   Unexpected in 2018 was the significant increase in downloads for **National Evaluation Capacity Development: Practical tips on how to strengthen National Evaluation Systems** and **Delivering as One Evaluation Report** (Summary, Main Report, SG note). Since 2013, downloads have increased nearly seven times for these documents, compared to other UNEG documents for which the increase was three times the downloads for the period.

7.   Similar to 2013, under the category of contribution to UN reform and management, the most common downloads were related to the evaluation of **UNDAF and Results-Based Management** as well as the evaluation of **Delivering as One**.

8.   The shelf life of most UNEG documents continues to endure. For example, the Evaluability assessments of programme country pilots, Delivering as One UN: Synthesis Report produced in 2008: the eight separate reports on the evaluability of pilot countries averaged around 2600 downloads per report in 2013, and 4,600 downloads per report in 2018.

9.   The most downloaded peer review document (close to 9,000 downloads) was the **Peer Review of the Evaluation Function of the UN Office of Internal Oversight Services** (OIOS). Among the 18 peer reviews produced, there has been a slowdown in downloads. The ten-peer review reports for 2006-2012 averaged around 3,900 downloads, while the eight produced between 2013-2017 averaged around 1,900.

10.   The UNEG Strategy 2014-2019 represented 5,237 downloads.

11.   The table below presents a detailed list of document downloads in 2013 and 2018 by major category or document type (i.e. *Foundation, Normative and Basic Governance Documents; Strategy Documents; Guidance Documents / Handbooks; Peer Review Reports; Contributions to UN Reform and Management;* and *Reports on Major Activities.* Green denotes documents produced during the period of the UNEG Strategy 2014-2019.

Year	Title	Downloads from UNEG website 2013	Downloads from UNEG website 2018
Foundation, Normative and Basic Governance Documents			
2016	UNEG Evaluation Competency Framework		4,255
	Norms and Standards		25,752
2015	UNEG Principles of Working Together 2007 (amended at 2009, 2011 2012, 2015 AGMs)	1,450	3,121
2012	UNEG EPE Principles	170	1,725
2008	UNEG Core Competencies for Heads of Evaluation Offices in the United Nations	1,218	
	Core Competencies for Evaluators of the UN System	1,923	
	UNEG Ethical Guidelines	3,872	14,291
	UNEG Code of Conduct for Evaluation in the UN system	3,526	11,759
2005	Standards for Evaluation in the UN System	36,712	101,773
	Norms for Evaluation in the UN System	33,396	100,783
Strategy Documents			
2014	UNEG Strategy - Introduction		3,159
	UNEG Strategy 2014-2019		5,237
Guidance Documents / Handbooks			
2017	UNEG Principles for Stakeholder Engagement		393
2016	Professionalization of Evaluation Concept Paper		2,124
	UNEG Evaluation Competency Framework		4,255
2014	Integrating Gender Equality and Human Rights in Evaluation – UN SWAP Guidance, Analysis and Good Practices		25,052
	Resource Pack on Joint Evaluations		1,352
	Integrating Human Rights and Gender Equality in Evaluations		11,717
	UNEG Handbook for Conducting Evaluations of Normative Work in the UN System		17,309
2013	Impact Evaluation Guidance Document		5,356
2012	UNEG Guidance on Preparing Management Responses to UNDAF Evaluations		3,302
	National Evaluation Capacity Development: Practical tips on how to strengthen National Evaluation Systems	1,410	14,929
	Evaluation Capacity in the UN System	338	2,386
	National Evaluation Capacity Development: Practical tips on how to strengthen National Evaluation Systems (A Report for the United Nations Evaluation Group (UNEG) Task Force on National Evaluation Capacity Development)	1,374	14,931
	UNEG Brochure	238	2,007
2011	Integrating Human Rights and Gender Equality in Evaluation – towards UNEG guidance	10,889	47,161
	UNEG Framework for Professional Peer Reviews of the Evaluation Function of UN organizations	938	4,052

	Frequently Asked Questions for UNDAF Evaluations		4,149
	Concept note on possible roles for UNEG members in national Evaluation Capacity Development (ECD)	10	
2010	Good Practice Guidelines for Follow up to Evaluations	2,841	6,975
	UNEG Quality Checklist for Evaluation Terms of Reference and Inception Reports	2,777	9,198
	UNEG Quality Checklist for Evaluation Reports	2,644	9,888
	Distinctiveness of the Evaluation Function	44	
2008	UNEG Job Description for Evaluators in the UN System, Senior Evaluation Officer, P5	1,230	
	UNEG Job Description for Evaluators in the UN System , Intermediate Evaluation Officer, P4	1,136	
	UNEG Job Description for Evaluators in the UN System, Evaluation Officer, P3	749	
	UNEG Job Description for Evaluators in the UN System , Associate Evaluation Officer P1- P2	1,049	
2007	Institutional arrangements for governance, oversight and evaluation in the UN	989	1,949
	Evaluation in the UN System	1,460	3,389
	Oversight and Evaluation in the UN System	1,217	2,469
Peer Review Reports			
2017	Professional Peer Review of the Evaluation Function of UNICEF		522
	Professional Peer Review of the Evaluation Function of United Nations Office on Drugs and Crime		786
	Professional Peer Review of the Evaluation Function of International Trade Centre and Management Response		1,147
2016	Professional Peer Review of the UNRWA Evaluation Function and Management Response		3,659
2014	Professional Peer Review of the Evaluation Function of UN Women		1,478
	Report of the Second Professional Peer Review of the GEF Evaluation Function		1,065
	Peer Review Evaluation Function of the UN World Food Program – 2008-2013		3,505
2013	Professional Peer Review of UNDP's Evaluation Office on methodology and knowledge sharing		3,005
	Lessons Learned of Peer Reviews of UNEG Evaluation Function		3,070
2012	Peer Review - The Evaluation Function of the Food and Agriculture Organization		3,219
	Peer Review of the Evaluation Function of UN-Habitat		2,311
	Peer Review of the Evaluation Function of UNEP		2,415
	Update note of Peer Review of Evaluation in UN Organizations		4,428
2011	UNEG Framework for Professional Peer Reviews of the Evaluation Function of UN organizations		4,052
2010	Peer Review of the Evaluation Function of UNIDO		3,056
2009	Peer Review of the Evaluation Function of the Global Environmental Facility (GEF)		3,920

	Peer Review of the Evaluation Function of the UN Office of Internal Oversight Services (OIOS)		8,950
2007	Framework for Professional Peer Reviews		4,800
	Peer Review of the Evaluation Function of the World Food Programme (WFP)		2,710
2006	Peer Review of the Evaluation Function of the United Nations Development Programme (UNDP)		2,914
	Peer Review of the Evaluation Function of the United Nations Children's Fund (UNICEF)		5,048
Contributions to UN Reform and Management			
2016	Evaluation in the SDG era: lessons, challenges and opportunities for UNEG		1,905
	Evaluation Use in the UN System: Conclusions from the Data		907
	Reflecting Humanitarian Principles in Evaluation		1,938
2015	Final Report to the UNEG Working Group on Professionalization of Evaluation		1,841
2012	Delivering as One Evaluation Report (summary, main report, SG note)	882	5,828
	UNEG Guidance on Preparing Management Responses to UNDAF Evaluations	128	3,303
	UNEG Guidance on Preparing Terms of Reference for UNDAF Evaluations	136	2,897
2011	EG Contribution to the evaluation of Delivering as One pilot initiatives -Background Document Prepared for the IV High-Level Intergovernmental Conference on Delivering as One, Montevideo (November 2011)	20	
	Frequently Asked Questions for U NDAF Evaluations	1,366	4,149
2008	Evaluability Assessments of the Programme Country Pilots, Delivering as One UN: Synthesis Report	5,595	7,923
	UNEG Evaluation of the Pilot Initiative for Delivering as One Evaluability Assessment – Report on Uruguay	3,862	7,659
	UNEG Evaluation of the Pilot Initiative for Delivering as One – Evaluability Assessment Report on Cape Verde	3,273	5,129
	UNEG Evaluation of the Pilot Initiative for Delivering as One – Evaluability Assessment Report on Rwanda	2,936	4517
	UNEG Evaluation of the Pilot Initiative for Delivering as One – Evaluability Assessment Report on Pakistan	2,577	4,019
	UNEG Evaluation of the Pilot Initiative for Delivering as One – Evaluability Assessment Report on Tanzania	2,396	3,882
	UNEG Evaluation of the Pilot Initiative for Delivering as One – Evaluability Assessment Report on Mozambique	2,843	4,583
	UNEG Evaluation of the Pilot Initiative for Delivering as One – Evaluability Assessment Report on Viet Nam	2,361	3,579
	UNEG Evaluation of the Pilot Initiative for Delivering as One – Evaluability Assessment Report on Albania	2,219	3,404

2007	DAC/UNEG Joint Task Force on Professional Peer Reviews of Evaluation Functions in Multilateral Organizations – Framework for Professional Peer Reviews	1,152	
	The Role of Evaluation in Results-Based Management	2,179	6,236
2006	UNEG Study on the Evaluability of the UN Development Assistance Framework	811	1,949
Reports on Major Activities			
2018	UNEG Work Plan 2017-2018		117
2017	UNEG Executive Coordinator's Annual Report and Financial Report 2016-2017		654
2016	UNEG Work Plan 2016-2017		589
2015	UNEG Detailed Programme of work for the period 2015-2016		1,041
2013	UNEG AGM 2013 Decisions		2,763
2012	EPE 2012 Seminar Report	255	2,645
	UNEG EPE 2012 – Report on Process and Lessons Learned	138	1,182
	2012 AGM Report	38	
	NONIE 2012 MEETING REPORT 19-20 April 2012, FAO Headquarters, Rome, Italy	207	1,839
	Update note on Peer Reviews of Evaluation in UN Organizations	826	4,433
2011	Report of the AGM 2011	29	
2010	2010 Evaluation Practice Exchange Seminar, Vienna, Austria, 25 May 2010	335	
	Report of the UNEG Annual General Meeting 2010	1,493	3,593
2009	Report of the UNEG Annual General Meeting 2009	2,169	4,009
2008	Report of the UNEG Annual General Meeting 2008	1,205	2,298
2007	Report of the UNEG Annual General Meeting 2007	143	964
2006	Report of the UNEG Annual General Meeting 2006	36	758
2005	Report of the UNEG Annual General Meeting 2005	2,115	3,341
2004	Report of the UNEG Annual General Meeting 2004	22	1,658
2002	Report of the UNEG Annual General Meeting 2002	21	1,893

Source: 2013 Data from Kluyskens, Jups and Carrol Faubert. Independent Assessment of the United Nations Evaluation Group 2004-2012 – Annexes to Report (April, 2013).

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