

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

Annex I

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

Final Inception Report

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Wayne MacDonald
Faith Tempest



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Abbreviations and Acronyms

AGM	ANNUAL GENERAL MEETING
ALNAP	ACTIVE LEARNING NETWORK FOR ACCOUNTABILITY AND PERFORMANCE IN HUMANITARIAN ACTION
ASC	ASSESSMENT STEERING COMMITTEE
DESA	UNITED NATIONS DEPARTMENT OF ECONOMIC AND SOCIAL AFFAIRS
DFID	DEPARTMENT FOR INTERNATIONAL DEVELOPMENT-UK
DOCO	UN-DEVELOPMENT OPERATIONS CO-ORDINATION OFFICE
DPKO	DEPARTMENT OF PEACEKEEPING OPERATIONS
EG	EXECUTIVE GROUP
ECG	EVALUATION COOPERATION GROUP
ECOSOC	UNITED NATIONS ECONOMIC AND SOCIAL COUNCIL
GA	GENERAL ASSEMBLY
IASC	INTER AGENCY STANDING COMMITTEE
IAWG	INTERAGENCY WORKING GROUP ON EVALUATION
IOCE	INTERNATIONAL ORGANISATION FOR COOPERATION IN EVALUATION
IR	INCEPTION REPORT
JIU	JOINT INSPECTION UNIT
MTR-MG	MIDTERM REVIEW MANAGEMENT GROUP
OECD DAC	ORGANISATION FOR ECONOMIC COOPERATION AND DEVELOPMENT, DEVELOPMENT ASSISTANCE COMMITTEE
OECD-DAC EvalNet	ORGANISATION FOR ECONOMIC COOPERATION AND DEVELOPMENT, DEVELOPMENT ASSISTANCE COMMITTEE EVALUATION NETWORK
OIOS	OFFICE OF INTERNAL OVERSIGHT SERVICES
PoWT	PRINCIPLES OF WORKING TOGETHER
QCPR	QUADRENNIAL COMPREHENSIVE POLICY REVIEW
RIAS	UNITED NATIONS REPRESENTATIVES OF INTERNAL AUDIT SERVICES
SWE	SYSTEM WIDE EVALUATION
SWOT	STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS
TCPR	TRIENNIAL COMPREHENSIVE POLICY REVIEW
ToR	TERMS OF REFERENCE
TF	TASK FORCE
UNDG	UNITED NATIONS DEVELOPMENT GROUP
UNEDAP	UN EVALUATION DEVELOPMENT GROUP FOR ASIA AND THE PACIFIC
UNEG	UNITED NATIONS EVALUATION GROUP
WG	WORKING GROUP

Purpose of the Inception Report

1. The *Inception Report* (IR) is the first deliverable produced by the Review Team for the United Nations Evaluation Group (UNEG) Midterm Review (MTR) of UNEG Strategy 2014-2019. It brings together a partial review of documentation (“desk review”). It specifies the review methodology, outlining the focus and scope of the exercise, including the review questions to be examined, the approach for conducting key informant interview, e-mail survey, Strength, Weakness, Opportunities, Threats analysis (SWOT). The *Inception Report* outlines the general parameters for the scope and content of the draft *Final Report* to be produced for distribution to UNEG members during the last week of March 2018. Presentation of the draft *Final Report* will be undertaken at a ‘facilitated’ workshop, scheduled for April, 2018. The *Final Report* will be presented at the Annual General Meeting (AGM) in Rome, planned for 10-11 May 2018. Both the *Inception* and *Final Reports* follow closely the Terms of Reference (ToR) that were developed for this Review. Both will profit from support and periodic feedback from the MTR Management Group (MG). The MG has been appointed to guide the consultants in their work and oversees the MTR process. An independent Chair is responsible for ensuring the finalization and proper implementation of the ToR and convenes the MG. For the Terms of Reference (ToR) of the Midterm Review, please see Annex A. For the ToR of the UNEG MTR Management Group, please see Annex B.

Scope of the Midterm Review

2. In preparation for the next UNEG strategy that commences in 2020, the 2018 MTR seeks to explore whether UNEG is doing the right things, and things right. This is set within the context of the Secretary General’s reform process, and Agenda 2030/Sustainable Development Goals (SDGs).¹ Results of the 2018 MTR are expected to support UNEG in identifying what adjustments are needed to the current strategy and inform the design of the next UNEG strategy 2020-2025. The primary client for the Review is the network, ie UNEG members. Other stakeholders include users of evaluations such as senior managers within the UN system, as well as other similar networks. These groups or clusters are discussed further in the section below on methodology.

3. The 2018 MTR will examine UNEG’s work against the usual criteria associated with relevance, effectiveness and efficiency. It will validate and supplement the data collected from key informant interviews, a survey of UNEG members and client stakeholders, case studies, and Strength, Weaknesses, Opportunities and Threats (SWOT) Analysis. The 2018 MTR has both summative and formative elements. It will focus on recent years and the current status of

¹ See UN-Economic and Security Council (2017), “Repositioning the UN development system to deliver on the 2030 Agenda – Ensuring a Better Future for All”. Report of the Secretary-General (Advanced Unedited Version) 30 June 2017 and United Nations, “Initial Ideas on Management Reform: Inputs from the Internal Review Team on Management Reform”. Internal Review Team, July 2017.

UNEG's functioning (membership, work and interest groups, governance structure/decision-making, partnerships). Where possible, the 2018 MTR will also adopt a longitudinal approach, drawing comparisons with, and building upon and extending the analysis of the *2013 Independent Assessment of UNEG 2004-2012* by Kluyskens and Faubert.

4. Like the *2013 Independent Assessment*, the 2018 MTR adopts a summative perspective that provides an assessment of what has worked in UNEG, what has not and why. The formative element looks ahead to linking the context that is currently UNEG with the changing situation currently associated with UN Management Reform.

5. In terms of scope, the 2018 MTR will examine UNEG's work and programmes for the period from 2014 to 2017. Special emphasis will be paid to 2015 (after the launch of the revised UNEG Strategy 2014-2019 and respective annual work programmes) and 2017. The 2018 MTR will capture the evolving context to which UNEG has responded to and is expected to react to in the future.

6. The objective of the 2018 MTR, as set out in the Terms of Reference, is to assess the following:

- A. Relevance of the current strategic focus areas and approaches in the rapidly changing development context and environment. For example,
 - i To what extent are the current four SO goals and corresponding programmes relevant to:
 - a. The purpose, mandate, and function of UNEG as a professional evaluation network; and
 - b. 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)?
- B. UNEG's progress and achievements towards its goals.
 - i 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?
- C. UNEG's use of financial resources.
 - i To what extent has UNEG been efficient in the use of resources provided by its membership and UNDP?
- D. UNEG's internal governance, management, and operational structure.

- i 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?
- ii 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'?
- iii 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?

7. The Midterm review Terms of Reference objectives can be summarised in the following way:

- Is the UNEG vision and mission appropriate?
- Is the strategy relevant to the vision and mission?
- Are the instruments and mechanisms established in the Strategy helping to achieve the vision and mission of UNEG
- Is the use of resources appropriate to achieve the vision and mission of UNEG?
- Is UNEG on track to achieve the objectives of the Strategy? If not, what course corrections should be made?

8. Within the context of above questions, the scope of the 2018 MTR will accentuate three characteristics, referred to here as **3Cs**. These characteristics or qualities will provide an organising principle for presentation of the report. The first is **Change over time**. There is currently an already well-established chronology of key connectors associated with UNEG.

- UNEG 2004-2012 Strategy ->
- Independent Assessment of UNEG (May, 2013), covering 8 years ->
- UNEG 2014-2019 Strategy->
- Mid-Review 2018-> covering period of 4 + 2 years ->
- UNEG 2020-2025 Strategy

9. Where appropriate, the 2018 MTR will seek to underscore significant variations in order to highlight, where appropriate, changes that are occurring over time.

10. The second feature is **Consequence (or results)**. UNEG strategy 2014-2019 is focused on building upon past strengths with an emphasis on being more results oriented and outward looking. Embedded within the strategy is a logic model (presented below as Figure 1), that contains a vision that sees evaluation in every entity of the UN System through appropriate policies, resources, skills and activities. The mission focuses on key functions or activities of promoting evaluation's usefulness, advocating evaluation's importance and supporting the evaluation community. The four (4) Strategic Objectives are connected closely to specific

outcomes and impacts. These expected results may or may not represent important links to future UN management reform. This is to be explored in the 2018 MTR.

11. The final feature is ***Comparability***. This includes the 2013 Independent assessment that provides an important baseline for the 2018 MTR. As well, meaningful comparisons and references will be made to other relevant networks whilst taking into account any differences in the vision and mission between such networks and UNEG. These include:

- **OECD-DAC Evaluation Network** whose mandate is very similar to UNEG and published a September, 2016 review – Evaluation Systems in Development Cooperation.
- **UN Representatives of Internal Audit Services (UNRIAS)** – Brings together all UN auditors – 2016 JIU published a timely publication on the state of the internal audit system within the United Nations System.
- **Evaluation Cooperation Group (ECG)** that also has a similar sounding mandate to UNEG
- **Evaluation Associations** (e.g. EvalPartners, EvalSDGs, IOCE, the Canadian Evaluation Society, the European Evaluation Society, Africa Regional Evaluation Association)

UNEG Strategy 2014-2019

12. UNEG is a voluntary, professional evaluation network. It brings together members responsible for evaluation in the UN system, including the specialized agencies, funds, programmes and affiliated organizations. Since 2013, UNEG has grown from 43 members and 3 observer members to the current 47 members and 5 observer members (see Annex D). Members have voluntarily contributed, since 2004, nearly \$ 2.3 million to UNEG. This does not take into account the significant in-kind contributions of time provided by UNEG members to network activities such as participation on working groups, interest groups, task forces, attending the AGMs, or the cost of hosting UNEG (Secretariat services) provided by UNDP.

13. In 2019, at the end of the current strategy, UNEG and its forerunners will celebrate its 35th anniversary. UNEG, and its predecessors, date back to 1984 when it operated as a more informal Inter-Agency Working Group on Evaluation (IAWG). In 2004, the UNEG was established to proactively work towards achieving a mutual set of objectives and deliverables that are relevant to its membership. It continues to the present day as a voluntary professional network within the United Nations dedicated to evaluation.

14. Shortly after the establishment of UNEG came the release of the UNEG Norms and Standards for Evaluation in the United Nations System. These were approved in 2005. They were an immediate success. They were recognized by the United Nations General Assembly (Resolution A/62/253, December 2007) as “a landmark for the harmonization and simplification of the evaluation function in the United Nations system”. They remain the most widely quoted UNEG product to date, both within and outside the UN system. During this period, the concept

of UNEG membership was also introduced. It created a sense of ownership of deliverables. It also instilled a sense of responsibility to participate and abide by the normative principles.

15. Over the years, important progress has been made towards professionalizing the evaluation function within the UN system. This includes the establishment of other “Foundational Documents” including elaboration of competencies for evaluators, job descriptions, evaluation policies, and ethical guidelines for evaluations. Mirroring the OECD DAC approach, ‘Peer Review’ has become an important part of reinforcing evaluation professionalization. Upon request, select UNEG members participate in assessing the policies, practices and results of other UNEG members. To date, approximately 18 Peer Reviews have been completed; some members have done the exercise twice.

16. During the initial stage of this Inception Report (IR) process, interviews and group discussion were conducted with the MTR Management Group (November 7th 2017) and the UNEG Executive group (November 9th 2017). Following these sessions, one-on-one exchanges took place with several interested members from both groups, among them the Chair of the MTR Management Group, the Executive Chair, UNEG’s Executive Coordinator and the respective Vice-Chairs for Strategic Objectives 1 and 4. Through these limited discussion, and an initial review of documentation, resulted in the identification of several topics and issues. These will constitute an important part of our Review. They will be refined as the work progresses. At this stage, what is most interesting is that these emerging topics and issues continue to echo many of the same opinions and concerns that were expressed in the *2013 Independent Assessment*, and thus a key area for exploration in the Review is why such issues remain, including:

- ***Members’ contribution and participation in UNEG is perceived to be uneven.*** While there has been considerable success during the period of 2004-2012, some issues continue to persist such as resource contributions (stable funding), support for UNEG Secretariat and participation (in-kind contributions). The current context comes through clearly in the analysis of participation in SO Working and Interest Groups. (See Annex E for a comparative profile of participation in 2013 and 2017). Among the strategic objectives, concerns continue to be expressed among IR interviewees over the mismatch between supply and demand of resources.
- ***The relevance of UNEG is assessed differently in terms of the value-added that members derive.*** There is little question that UNEG has demonstrated its value both internally and externally. However, there is a perception among IR interviewees that the value of the network should be something more. That it should evolve towards something that has even more impact and external recognition. Currently the network appears divided. Members draw a range of benefits from the network: a large segment of members do benefit most from internal opportunities for networking; they underscore the value of making contacts and learning from other members and partners; they point to the benefits derived from the

Evaluation Norms and Standards; and most importantly they highlight the benefits of the Peer Review process that is supported by the network. These benefits meet objectives for a more accountable evaluation function (through the Norms and Standards and the Peer Review mechanism) as well as broader learning and networking. A more binding focus may be needed for the network. The balance between accountability and learning continues to be an issue, one seemingly at odds with the other.

- ***The perception that UNEG, and its working and interest groups, are not being sufficiently oriented towards practical and useable results.*** While an emphasis on budgets and accountability issues continue to persist, it is suggested by IR interviewees that evolution must more address network commitments to concrete outputs. At the same time, some argue that the continuing evolution of UNEG towards normative and policy work, and away from a strong focus on development, is a positive trend. The ‘bifurcation’ of UNEG’s agenda continues to be a real issue among IR interviewees. While there is good expertise among the members of the group, there is a certain ‘radio silence’ surrounding what UNEG can and should do, especially in terms of operational work.
- ***Internal governance issues remain a concern.*** This includes the mandate and focus of AGMs and its overall ‘modus operandi’. Like UN governance, there is fragmentation. Unlike formal organizations, UNEG has no operational mandate. There is no broader, horizontal coordination. In fact the very word ‘coordination’ elicits a negative, visceral response within the group. Members cannot be compelled to follow any particular orientation. Some would argue that there is no binding focus or agenda. Anything that suggests a “coordinated agenda” is met with resistance. UNEG’s capacity to formulate results-oriented decisions and follow them up effectively can be disquieting to some IR interviewees. Roles and authorities, the need to improve effectiveness, and slow decision-making linger and thought to negatively influence the network’s current situation. The obligation to work by consensus has not entirely disappeared, the approval process for this IR is but one example, and accountability for anything operational is somewhat indeterminate.
- ***The diversity of the membership continues to be both an advantage and disadvantage.*** UNEG is made up of members with a range organisational function and corresponding human and financial resource. Alongside the network members that represent large, operational organisations are smaller evaluation units with no country programmes. These are usually attached to normative, intergovernmental organizations. They have fewer human and financial resources. Smaller agencies need support, and cannot copy the bigger organizations. Larger organizations have resources and could possibly manage without UNEG. At the same time, the Peer Review process would struggle without the volunteer support from smaller agencies. Currently, smaller organizations have the same voice as the larger organizations. It brings significantly more in-kind resources to the table. The dilemma of inclusiveness and exclusiveness continues to rise in the face of calls for greater effectiveness and efficiency. As well, the push to expand membership raises questions over the end result that is attached to increased inclusiveness.

- ***Some additional views on the importance of partnership.*** Unlike the 2013 assessment, the ToR for the 2018 Review (Annex A) did not explicitly single out ‘partnership’ (SO4) for attention. All Strategic Objectives were weighted equally, as described in the logic model (Figure 1 - below). Based on some IR interviewee feedback, ‘partnership’ was raised, as an issue that requires greater attention and discussion. Here IR interviewees highlighted whether the right things are being done and done well on this strategic objective (SO4). For this reason, we have singled out ‘partnership’ for attention in the list of questions (Annex H).
- ***The future of UNEG – What are you and what do you hope to be?*** The UN Secretary General’s (SG) management reform agenda, launched in January 2017, brings both opportunity and threat to UNEG. The SG’s emphasis has been placed on improving management effectiveness and efficiency.² This has been translated into calls for stronger leadership; better use of resources (including evaluation); enhanced transparency and accountability, more effective implementation of UN mandates, and strengthening results-based management. UNEG has been asked. For example, they have supported OIOS in their preparation of a map of the oversight architecture across the UN system. Parallel efforts are on going for all oversight functions, including audit, investigation and evaluation. The establishment of a centralized, independent evaluation office is a scenario now on the table. The OIOS has been requested to obtain the facts regarding current UNEG members’ respective mandates, structure and resources. This trend may run slightly counter to those who wish to see UNEG continue as a small learning network. It also raises the concern over whether UNEG’s strategic objectives remain relevant. Time, however, is compressed. A white paper from the UNEG Chair has had limited circulation, within and beyond UNEG. The next report on UN Management Reform from the Secretary General’s Office is due out shortly. There may be an urgency and push to put something quickly in place, and to have a General Assembly (GA) resolution before the end of 2017. Otherwise reform may be pushed to the future, with the GA requesting more information before deciding on any restructuring or strengthening of the SG’s mandate. The immediate path for UNEG, at the moment, is murky. The good news is that at least on paper implementation of the UN management reform timetable does coincide with the Mid-term Review and final phase of the UNEG Strategy (2014-2019). There is an opportunity to position UNEG Strategy 2020–2025 to address emerging expectations that directly link to the SG’s call for action.

The above issues or topics should not be misconstrued as Review ‘findings’. The above items simply reflect emerging issues or topics that came up during initial conversations for this inception report (IR). As such, they are subject to further investigation and analysis during the actual MTR Review

² The SG’s ‘call to action’ was later elaborated by a UN Internal Review Team on Management Reform (July 2017).

Theory of Change

17. From an evaluation perspective, Michael Quinn Patton's recent publication "*Principles-Focused Evaluation*" (2017) may also be very timely, given the concern listed above. Patton notes that three basic questions prevail in any review of principled-driven entities:

- To what extent are the principles (in the case of UNEG – Norms and Standards) meaningful and actionable by those to whom they are targeted?
- If meaningful, to what extent are principles adhered to?
- If adhered to, what results from principles-based evaluation activities?

18. Patton's approach provides a way forward to navigate complex dynamic systems and networks like UNEG. Patton conceptualizes principles "as foundations for a system of belief or behaviour or for a chain of reasoning". UNEG is a principles-driven network. The emphasis within UNEG is on mission fulfilment, strategy, advocacy campaigns, policy change, system change and complex dynamic interventions. Patton underscores how principles can be useful to a network like UNEG:

- They inform choice at forks in the road
- They are ground in values about what matters to those who develop, and adopt and attempt to follow them;
- They provide direction, but not detailed prescriptions, so they offer opportunities to adapt to different contexts, changing understands and varied challenges;
- They are interpreted and applied contextually and situationally to ensure relevance;
- They are the rudder for navigating complex dynamic systems
- They are based on experience, knowledge and evidence about how to be effective, and can enhance effectiveness;
- They require judgement in application and dependent on the quality of decision-making
- They have opposites that point in contrary directions, forcing consideration of alternative course of action;
- They point to consequences, outcomes and impacts
- They can be evaluated for both process (implementation) and results

19. UNEG's Norms and Standards for Evaluation are clear articulations of such principles. The use of the Norms and Standards to guide the Peer Review process articulates how clearly UNEG is principles driven.

20. In addition to Patton's recent reflections on evaluation, there is also some research available on the influences of networks (see Goss Gilroy, 2015), especially evidence-based, applied research on development policy. The approach taken is to understand the usefulness and influence of networks is strictly drawn from a 'functional' or 'utilitarian' perspective. A

functional perspective is important for several reasons. Like the very member organizations, what a network does is related to how it is structured and resourced. Changing one element, without changing the other elements, may have profound impacts, sometimes negatively or unanticipated, on the network and its objectives. Introducing new functions or giving greater weight to certain network purposes might also be counterproductive in terms of achieving the network's original objectives and those who depend on the network. The counterfactual situation may also elicit a variety of outcomes. Here the question is asked, In the absence of the network, would anything change? These are very relevant issues not only for applied research policy networks in the development field but also for evaluation networks.

21. Within the evaluation world, a vast diversity of networks exist (e.g. Country and regional evaluation associations, DAC-OECD EvalNet for donor countries, Evaluation Cooperation Groups for the multilateral development banks). A variety of assumptions are at the heart of these different groupings, with a common focus on what dissimilar types of networks should be, rather than embracing their diversity. The research speaks to the relevance, effectiveness and efficacy of networks through the important role they play in filtering, amplifying, investing, convening, community building and facilitating activities. Mendizabal (2006) suggests that networks can fulfil 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 understood 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

22. The weight placed on any particular function, or combination of functions, can result in significant differentiation among networks. Some networks might be considered 'key agents of change'. Members determine the main change they seek to achieve. Some evaluators 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. Such networks are more akin to an independent entity or elaborate secretariat. In practice, most networks have both characteristics but with a lean towards one versus the other, depending the emphasis placed on the above functions. These roles are never static. Situations can quickly become fluid, driven by changing outside influences and factors. At the moment, UNEG appears to be less an 'agent of

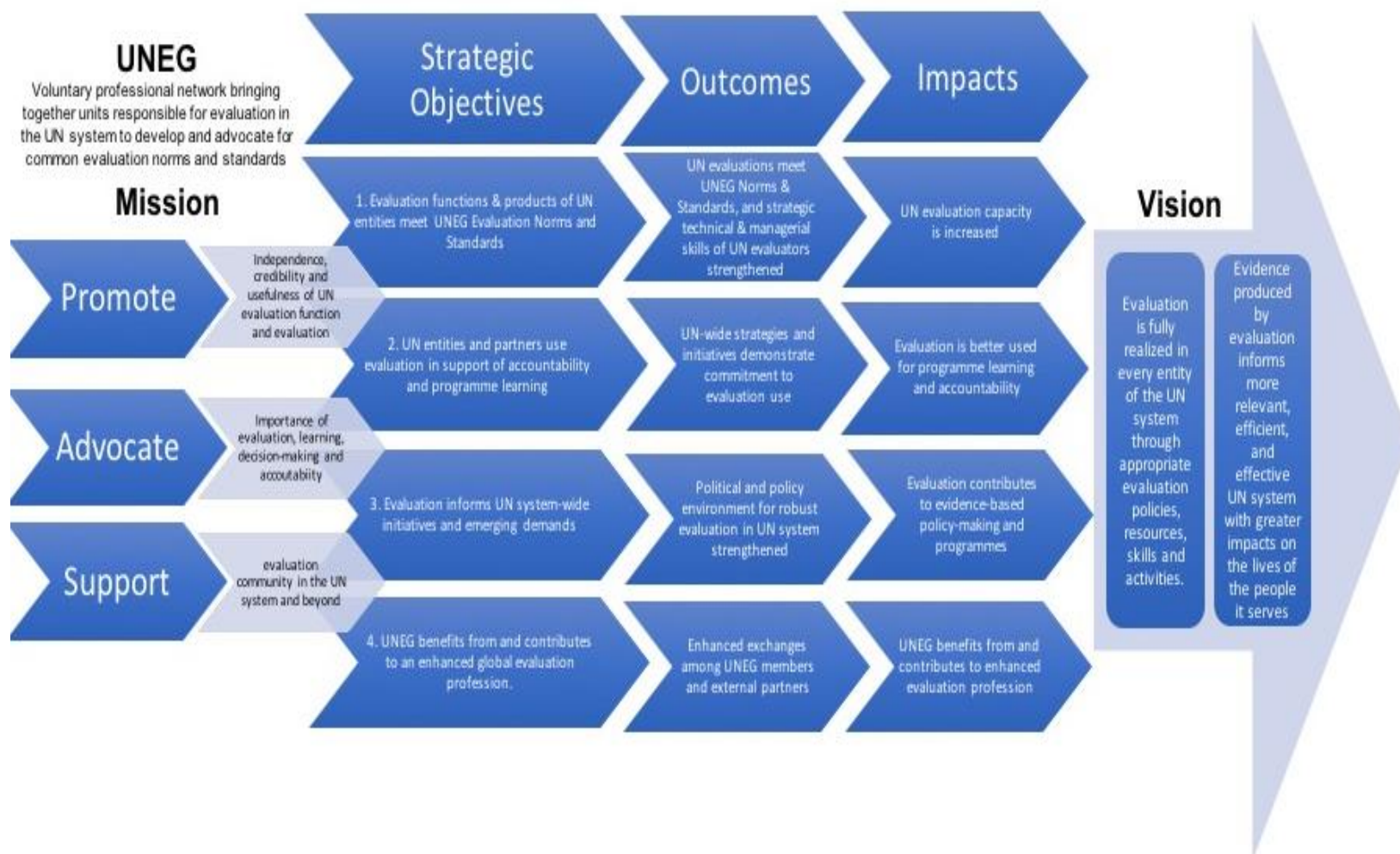
change’ and more a ‘support’ network, but this remains to be more fully described through the Review, based on the relationship between these functions and the vision and mission of UNEG. An important starting point is to determine what the current situation for UNEG members, and what might be anticipated in the future.

23. At the moment, UNEG incorporate many of the functions typical of most networks (see Figure 1: Logic Model below). 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 standards (*filtering* and *amplifying* function). 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).

24. Both ‘support’ and ‘change agent’ elements are present in UNEG’s logic model, which is drawn from the UNEG 2014-2019 Strategy. The hierarchy or weight attached to each of the outcomes in the logic model is equal, but the Review may uncover whether there should be an emphasis on particular objectives. This will of course depend on where UNEG sees its future. At present, the emphasis seems to be moving more towards ‘change agent’, especially in terms of UNEG’s expected visionary results. Within the context of the SG’s UN Reform agenda, this move may become even more pronounced, but it remains to be more fully described in the coming weeks. It will also influence UNEG’s decision-making and determine what may be anticipated in the future.

Figure 1: UNEG Logic Model – Strategy 2014- 2019

Logic Model – United Nations Evaluation Groups Strategy 2014 -2019



Review Framework, methodology and data collection

25. The Midterm Review will be structured around the questions identified in the Review Matrix given in Annex F. The Review will utilise a comparable methodology and approach as was used in the *2013 Independent Assessment* of UNEG³ but with a number of adjustments that will help us to better draw conclusions around the “3Cs” approach identified above.

26. The Review will adopt a mixed methods approach, which will allow triangulation across different data instruments. The following instruments and approaches will be used for data collection:

- Document review
- An online survey of stakeholders representing three key clusters: UNEG members, the evaluation community and evaluation users
- Key informant interviews with representatives of the three clusters as well as with stakeholders in comparator networks
- Focus group discussions as part of a SWOT analysis
- An analysis of comparator networks
- Case studies
- Analysis of secondary data

27. The 2013 Assessment identified three key stakeholder clusters for UNEG: UNEG members, the broader evaluation community, and evaluation users (see Figure 2 below). This Review will utilise a similar clustering, but with some adjustments in the participants in each cluster. Adopting a similar clustering will allow us to draw conclusions on the first of the three Cs – **change over time**.

28. The Review will make some adjustments in the constituents of cluster 2 (the evaluation community) and cluster 3 (evaluation users) which should will add detail to the analysis, allow for more granularity in understanding the views of different stakeholders, and take into account the views of a broader range of stakeholders. The analysis will be disaggregated by different stakeholder groups, something that was missing from the 2013 analysis.

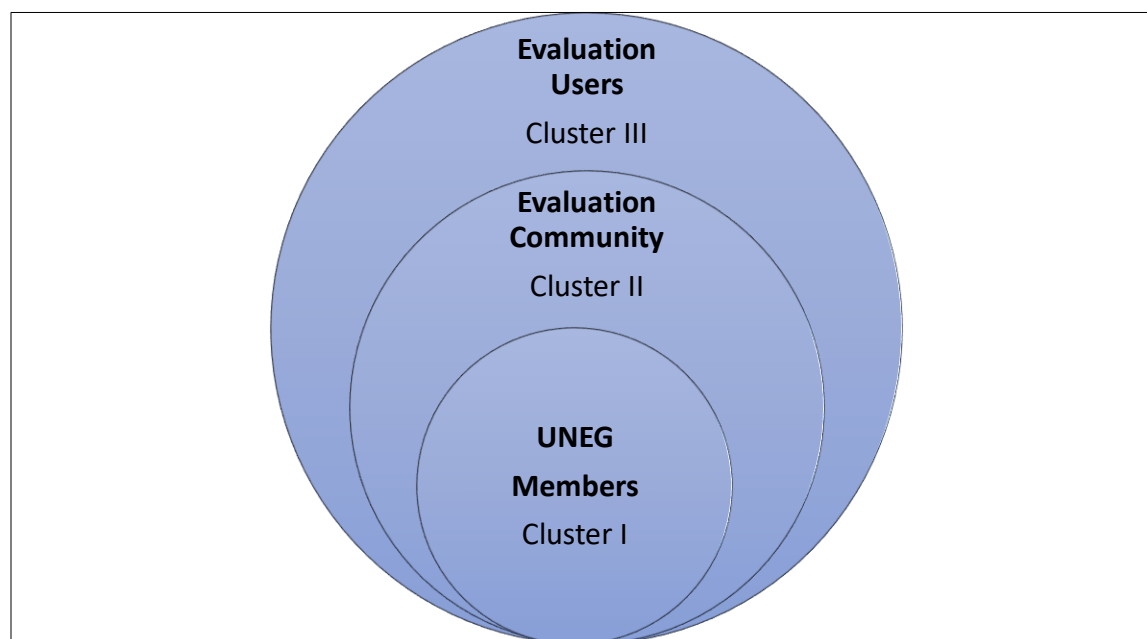
29. Specifically, the 2018 MTR will broaden the constituent group of cluster 3 to include evaluation users within UNEG member organisations – ie those parts of UN entities which would be expected to utilise evaluation results, such as planning or programming divisions or management and administration divisions. Given the objective of the network to improve evaluation across the UN, such stakeholders would potentially be key observers of the impact of UNEG’s work. Additionally, within this cluster we will seek to get a more representative balance between donor and programme countries in stakeholders representing member states. This will allow not only a broader summative assessment of UNEG’s influence, but also contribute to the formative aspects of the review, particularly in the context of the current UN

³ Kluyskens, J and C Faubert Independent Assessment of the United Nations Evaluation Group (UNEG). 2013

reform agenda. Broadening this cluster will help to better assess UNEG's **consequence** (results) – the second of our three Cs. These additional members of the cluster will be identified in two ways: we will identify UN users of evaluation through UNEG members, asking them to nominate key informants within their organisation with whom the Review team can speak. For member states, the 2013 Assessment included relatively few member states representing programme countries. It will be useful to include such member states, particularly in the context of Agenda 2030 and the SDGs. Member states which have conducted SDG voluntary national reviews and who are programme countries would be a key opportunity to identify potential members of this cluster. If feasible, programme countries which have not conducted a VNR will also be included to provide further comparison.

30. For the third C – **comparability** - the Review will seek to adjust the entities included in cluster 2, the evaluation community, to include networks and partners, which are more comparable to UNEG as networks of evaluators.

Figure 2: Clusters of stakeholders to be included in the Midterm Review



Source: Kluyskens and Faubert 2013

31. We will continue with the document review and collect additional materials as we go along and receive additional material from interviewees (See Annex C for a partial list of documents consulted during the inception phase).

32. We will conduct semi-structured interviews with at least 35 persons, representing different stakeholders per cluster. A draft Review Matrix has been prepared based on the key evaluation questions (see Annex F). This should enable the Review Team to assess the organizational context of UNEG, including the governance and internal structures such as the financial and administrative set-up, monitoring systems, internal capacities, values and work processes. Of critical importance is the relational context in which UNEG works with its

members and other inter-organizational and intra-organizational stakeholders. The Review team will use an interview-reporting format for internal use. This will be the basis for later analysis and synthesis. The template will include data, drawn from a recent OIOS survey of UNEG member that includes among the many questions such things as members' size, evaluation budget and reporting function.

33. We will conduct a survey (making use of the Survey Monkey package) with all UNEG members (member heads and staff assigned to UNEG). The emphasis is to determine how member organizations have benefitted from UNEG and how they have contributed to UNEG and its different organizational entities such as working and interest groups and task forces. This will be an email survey and will serve the purpose of collecting more structured feedback on the performance of UNEG and its future direction. It will allow for analysis of the interrelationship and dynamic between the secretariat with its members and among UNEG members. A draft survey, consisting of open and closed questions will be shared with the MTR Management Group 'support intermediaries' before its launch.

34. The instruments for the Review will be developed such that they will provide the data as identified in the Review Matrix, though as appropriate will be tailored to the recipient group. This is particularly true for the online survey, which will be tailored to the three different clusters to ensure that for each cluster it focuses on relevant questions and enhances the likelihood of good response rates. Such tailoring will also allow for more granular analysis. The protocols for key informant interviews will also be tailored.

35. The SWOT analysis will be conducted in two stages. The online survey for UNEG members will include questions regarding the strengths, weaknesses, opportunities and threats to UNEG and responses to these will be used to structure and facilitate the face-to-face group SWOT workshops in New York, Geneva and Rome.⁴ The SWOT exercise will be in the form of focus group discussion on initial findings emerging from the SWOT portion of the survey as background. The group SWOT discussion will provide us with additional data and interpretation about what works well in UNEG and what are the challenges within the network.

36. We will hold face-to-face interviews (depending on location) via Skype or telephone with key informants of other networks. This will help us to collect data for benchmarking UNEG against similar evaluation networks. The emphasis here will not be so much on process, as was the case in the *2013 Independent assessment*, but more on results achieved. Significant variations between networks in terms of progress and results accomplished will trigger attempts to identify what process elements or external factors are contributing to a network's success.

37. Two additional instruments are proposed which were not included in the *2013 Independent Assessment*. Firstly, the Review will seek to identify and record case studies, which can show the influence or impact of UNEG. Identification of potential case studies will be part of the process of identification of evaluation users within UN agencies – UNEG members will be

⁴ Some initial interest has also been expressed by organizations in Vienna.

asked to identify potential examples. Secondly, UNEG has the last four years undertaken a number of surveys and questionnaires of its members. These, together with other surveys such as the OIOS survey identified above, potentially provide a rich seam of secondary data relating to the network, its capacities and member perspectives, and will be included in the Review.

38. To ensure the accuracy and validity of the data and findings, the MTR Review Team will ensure that more than one data source is used to support the key findings of the study (triangulation). The team will also ensure that the right conditions prevail (confidentiality) to allow interlocutors to speak candidly and openly. Survey questions will be sent to individual email addresses and findings will not be attributed to one interlocutor only. The MTR Review Team will conduct their work in a neutral and independent manner with an open and unbiased view of all aspects of the assessment. Indeed, UNEG's vary norms and standards will be fully respected. Conclusions will be based on findings, and recommendations will be clearly connected to findings. It is expected that recommendations will be limited to no more than 5-7, constructed in a SMART manner, thus avoiding vagueness and generalities. Recommendations will also and will be developed in a participatory way with UNEG members. The MTR review team will strive for an output that is practical, easy to read and useable by the target audience – UNEG members.

Limitations

39. Limitations to the Review will be similar to those of the 2013 Assessment. Again, the Review team will not conduct country visits except those to Geneva, Rome, Vienna and New York. At this stage, the possibility of including visits to Paris and Vienna along with the visit to Geneva is being considered and, if agreed, would allow face to face interaction with more UNEG members as well as members of the Evaluation Community cluster. Absent these visits, key informant interviews will be undertaken by phone or video call.⁵

40. The survey will be a key source of data and a low response rate will reduce its utility. Given the recent survey of UNEG members by OIOS and other ongoing internal UNEG surveys, the Review will need to ensure that the survey is as focused as possible and will seek support from the MTR Management Group in publicising and requesting respondents to complete the survey.

41. The current process of UN reform initiated by the Secretary General in 2017 will be an important factor in UNEG's future strategy and positioning. While it is expected that further detail on proposals relevant to UNEG will emerge during the period of the Review, it may be the case that proposals are still of limited detail, in turn limiting the ability of the Review's formative aspects in relation to UN reform.

⁵ There is a need to clarify if the Review Team will be able to talk directly to/send surveys directly to member states. The *2013 Independent Assessment* did not.

Proposed division of tasks and schedule

Division of tasks

Tasks	Consultant	Location
Document Review	Both	Remote
Interviews for inception report	Both	Remote
Developing review matrix	Both	Remote
Drafting inception report	Both	Remote
Developing data collection instruments:		
Interview protocols	Lead: Faith Tempest	Remote
Survey design and testing	Lead: Faith Tempest	Remote
Administering survey	Lead: Faith Tempest	Remote
Key informant interviews	Both	Remote
SWOT analysis facilitation	Lead: Wayne MacDonald	
Face to face interviews in Geneva, Rome and Vienna, and SWOT workshop	Both	Geneva, Rome, Vienna
Face to face interviews in New York and SWOT	Lead: Wayne MacDonald	New York
Analysis results SWOT	Lead: Wayne MacDonald	Home
Data analysis and synthesis	Both	Home
Report drafting	Both	Remote
Workshop for presentation of results	Both	tbd
Presentation to AGM	Lead: Wayne MacDonald	Rome

Schedule

42. The proposed work plan and timetable is presented below. The specific timing of the missions to New York and Geneva/Rome, along with the timing of the facilitated workshop to

discuss the results of the Review will be confirmed based on consultation with the Management Group and UNEG members.

Proposed work plan and timetable

MTR Activities	Nov. 2017			December 2017					January 2018				February 2018				March 2018					April 2018				May 2018		
	10/ 11	17/ 11	24/ 11	1/ 12	8/ 12	15/ 12	22/ 12	29/ 12	5/1	12/1	19/1	26/1	2/2	9/2	16/2	23/2	2/3	9/3	16/3	23/3	30/3	6/4	13/4	20/4	27/4	4/5	11/5	18/5
Inception Phase																												
Document review, consult with Mgmt Group and Executive Group																												
Drafting inception report																												
Presentation of inception report to UNEG Heads via Mgmt Grp																												
Data collection																												
Survey design, test and administration																												
Secondary data collection																												
Interviews: UNEG members, comparator organisations, external stakeholders																												
Mission New York																												
Mission Geneva/ Rome/ Vienna																												
SWOT analysis																												
Data analysis and synthesis																												
Reporting Phase																												
Drafting report																												
Submission draft report																												
Results presentation workshop																												
AGM																												
Finalisation of report																												

Mission dates (New York and Geneva), and results presentation workshop date still to be confirmed.

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 2020-2025.

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,
 - 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.
 - 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.
 - 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.
 - 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?
 - 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'?
 - 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:

- Desk review of relevant material, including SO progress reports, UNEG Annual and Financial Reports, etc.
- Survey of relevant stakeholders, including the UNEG members, SO working group members, and users of evaluation (including representatives of senior management of UN agencies)
- 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.
- 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 be 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 from 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 Mid-Term 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, providing 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. *Members 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: References (partial list)

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- UNEG "Norms and Standards" Foundation Document, June 2016
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- UN-Joint Inspection Unit. "State of the Internal Audit Function in the United Nations System" Prepared by Sukayri and Terzi, Geneva 2016.
- UN, "Independent Evaluation of Delivering as One", Evaluation Management Group, New York, June 2012
- UN-Joint Inspection Unit "State of the Internal Audit Function in the United Nations System" Geneva 2016
- United Nations, "Initial Ideas on Management Reform: Inputs from the Internal Review Team on Management Reform". Internal Review Team, July 2017.

ANNEX D: List of UNEG Members and Observers

UN Secretariat Departments and Offices and Regional Commissions

- Department of Economic and Social Affairs (DESA), Development Cooperation Policy Branch
- Department for General Assembly and Conference Management (DGACM), Monitoring, Evaluation, Risk Management and Statistical Verification Unit (MERS)
- Department of Public Information (DPI), Evaluation and Communications Research Unit
- Department for Peacekeeping Operations (DPKO)/Department for Field Support (DFS), Evaluation Team
- Department of Safety and Security (DSS) (temporary member)
- Office for the Coordination of Humanitarian Affairs (OCHA), Evaluation and Guidance Section
- Office of United Nations High Commissioner for Human Rights (OHCHR), Policy, Planning, Monitoring and Evaluation Service
- Office of Internal Oversight Services (OIOS), Inspection and Evaluation Division
- Peace Building Support Office (PBSO), Financing for Peacebuilding Branch
- United Nations Economic Commission for Africa (ECA), Programme Planning and Monitoring and Evaluation Section
- United Nations Economic Commission for Europe (ECE), Programme Management Unit
- United Nations Economic Commission for Latin America and the Caribbean (ECLAC), Programme Planning and Evaluation Unit
- United Nations Economic and Social Commission for Asia and the Pacific (ESCAP), Evaluation Unit
- United Nations Economic and Social Commission for Western Asia (ESCWA), Strategic Directions & Partnerships Section

UN Programmes and Funds established by the General Assembly

- Joint United Nations Programme on HIV/AIDS (UNAIDS), Evaluation Unit
- United Nations Conference on Trade and Development (UNCTAD), Evaluation and Monitoring Unit
- International Trade Centre (ITC), Evaluation and Monitoring Unit
- United Nations Development Programme (UNDP), Independent Evaluation Office
- United Nations Capital Development Fund (UNCDF), Evaluation Unit
- United Nations Volunteers (UNV) programme, Evaluation Unit
- United Nations Environment Programme (UNEP), Evaluation Office
- United Nations Population Fund (UNFPA), Evaluation Office
- United Nations Human Settlements Programme (UN-Habitat), Evaluation Unit
- Office of the United Nations High Commissioner for Refugees (UNHCR), Policy Development and Evaluation Service
- United Nations Children's Fund (UNICEF), Evaluation Office
- United Nations Office on Drugs and Crime (UNODC), Independent Evaluation Unit
- United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), Evaluation Division
- United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), Evaluation Office
- World Food Programme (WFP), Office of Evaluation

UN Specialized Agencies working through the Economic and Social Council

- Food and Agriculture Organization (FAO), Office of Evaluation
- International Civil Aviation Organisation (ICAO), Evaluation and Internal Audit Office
- International Fund for Agricultural Development (IFAD), Independent Office of Evaluation
- International Labour Organisation (ILO), Independent Evaluation Office
- International Maritime Organization (IMO), Internal Oversight and Ethics Office and the Technical Co-operation Division
- United Nations Educational, Scientific and Cultural Organization (UNESCO), Evaluation Section
- United Nations Industrial Development Organization (UNIDO), Evaluation Group
- World Health Organization (WHO), Office of Internal Oversight Service
- Pan American Health Organization (PAHO), Office of Internal Oversight and Evaluation Services
- World Intellectual Property Organization (WIPO), Evaluation Section
- World Meteorological Organization (WMO), International Oversight Office

Related Organizations and Funds

- Comprehensive Nuclear-Test-Ban-Treaty Organization (CTBTO), Evaluation Section
- Global Environment Facility (GEF), Independent Evaluation Office
- International Atomic Energy Agency (IAEA), Programme Evaluation Function
- International Organization for Migration (IOM), Office of the Inspector General
- Organisation for the Prohibition of Chemical Weapons (OPCW), Office of Internal Oversight
- World Trade Organization (WTO), Technical Cooperation Audit Unit

Observer

- World Bank, Independent Evaluation Group
- Joint Inspection Unit of the United Nations System (JIU)
- SDG Achievement Fund (SDG-F), Evaluation Unit
- United Nations Institute for Training and Research (UNITAR), Planning, Performance and Results Section

ANNEX E: Overview of Participation: Profiles 2013 and 2017


Participation in Task Forces, Organising Committees 2011-13 and AGM 2010-12														
Source: UNEG Website, data compiled in March 2013 / data on AGM from annual AGM reports														
Members	Task Force / Organising Committee**											Participation in AGM		
	ENW	HR& GE	IE	NEC	JE	SEF	N&S	PR	WG- KM	EPE	NONIE	2010	2011	2012
CTBTO												✓	✓	
DPI														
DPKO												✓	✓	
FAO												✓	✓	
GEF												✓	✓	
IAEA												✓	✓	
ICAO												✓	✓	
IFAD												✓	✓	
ILO												✓	✓	
IMO												✓	✓	
IOM												✓	✓	
ITC												✓	✓	
JIU (obs)												✓	✓	
MDG-F (obs)														
OCHA												✓	✓	
OHCHR												✓	✓	
OIOS												✓	✓	
OPCW												✓	✓	
UNAIDS														
UNCDF												✓	✓	
UNCTAD														
UNDESA														
UNECA														
UNECE														
UNECLAC														
UNDP												✓	✓	
UNEP												✓	✓	
UNESCAP												✓	✓	
UNESCO												✓	✓	
UNESCWA														
UNFPA												✓	✓	
UNHCR												✓	✓	
UNODC														
UNOSS (pen)														
HABITAT												✓	✓	
UNICEF												✓	✓	
UN WOMEN												✓	✓	
UNIDO												✓	✓	
UNRWA												✓	✓	
UNV												✓	✓	
WFP												✓	✓	
WHO												✓	✓	
WIPO												✓	✓	
WMO												✓	✓	
W. Bank (obs)												✓		
WTO														

Source: Kluyskens and Faubert, 2013

Chair / Co-Chair / Convener		Member
* UNEP was interim co-Chair of the IE-TF		
** ENW	:	Evaluation of Normative Work Task Force
HR&GE	:	Human Rights and Gender Equality Task Force
IE	:	Impact Evaluation Task Force
NEC	:	National Evaluation Capacity Task Force
JE	:	Joint Evaluation Task Force
SEF	:	Strengthening the Evaluation Function Task Force
N&S	:	Norms and Standards Task Force
WG-KM	:	Working Group on Knowledge Management
NONIE	:	Network of Networks for Impact Evaluation, Organising Committee
EPE	:	Evaluation Practice Exchange 2012 Seminar Organising Committee
PR	:	Peer Review Task Force

Participation in Strategic Objective Working Groups, Interest Groups and Task Forces 2017-2018 and AGM 2014-2017																					
Source: UNEG Website, data compiled by UNEG (November 2017) and AGM reports																					
Member	Strategic Objective Work & Interest Groups/Task Forces 2017-2018																	AGM Participation			
	SO1					SO2		SO3						SO4							
	GEN	PRWG	PEWG	DEIG	E&CCG	GEN	KMIG	GEN	SDGWG	GE&HRWG	ISWEWG	HEIG	C&EIG	GEN	PSTF	PC	2014	2015	2016	2017	
CTBTO																	✓			2✓	
DGACM																					
DPI																		3✓		✓	
DPKO																					
FAO			2	2	2	2	2		3	3		3	3		3	3	2✓	3✓	3✓	7✓	
GCF																					
GEF		2															2✓	3✓	3✓	2✓	
GGGI						2			2												
IAEA																	✓	2✓	2✓	2✓	
ICAO																	2✓	2✓	2✓	✓	
IFAD																	2✓	2✓	✓	3✓	
ILO			2	2					2								2✓	✓	7✓	✓	
IMO																		✓			
IOM																				✓	
ITC																			2✓	✓	
JIU*																	2✓	3✓	2✓	3✓	
OCHA																	✓	✓	✓	✓	
OHCHR																	2✓	✓	3✓	2✓	
OIOS																	✓	21✓	✓	2✓	
OPCW																			✓	✓	
PAHO																				✓	
PBSO																		2✓			
SDG-F*																				✓	
UN-HABITAT																	✓	2✓	✓	2✓	
UNAIDS																	✓	2✓	✓		
UNCDF																	2✓	✓	✓	2✓	
UNCTAD									2	2									2✓	✓	
UNDESA																					
UNDP				2		2			3	2		2	2				5✓	7✓	7✓	7✓	
UNDSS*																		4✓	✓	✓	
UNECA																	✓	✓	✓	2✓	
UNECE																	✓	✓	2✓		
UNECLAC																					
UNEP																	✓	2✓	3✓	2✓	
UNESCAP																	✓	✓	✓		
UNESCO													2					2✓	2✓	✓	
UNESCWA																	✓	2✓	✓	✓	
UNFPA				2														5✓	3✓	8✓	
UNHCR												2					✓	✓	3✓	3✓	
UNICEF		2		3						3		2					4✓	8✓	5✓	3✓	
UNIDO						2											2✓	2✓	3✓	4✓	
UNITAR*																			2✓	2✓	
UNODC				2					2		2						2✓	2✓	5✓	6✓	
UNWRA						3						2					2✓	2✓	2✓	✓	
UNV				2					2								2✓	2✓	✓	✓	
UNWOMEN				2					3	3		3		2			4✓	3✓	2✓	4✓	
WFP			2	4	3		2		2	2		3					2✓	2✓	4✓	5✓	
WHO																		3✓	5✓		
WIPO																	2✓	✓	3✓	2✓	
WMO																		✓	2✓		
W.Bank*																					
WTO																					

* Observer or Temporary Members

 SO Lead Interest Group/Work Group member**SO Abbreviation Guide**

SO1: GEN - General

SO1: PRWG - Peer Review Working Group

SO1: PEWG - Professionalization of Evaluation Working Group

SO1: DEIG - Decentralized Evaluation Interest Group

SO1: E&CCG - Ethics and Code of Conduct Guidance

SO2: GEN - General

SO2: KMIG - Knowledge Management Interest Group

SO3: GEN - General

SO3: SDGWG – Sustainable Development Goals Working Group

SO3: GE&HRWG - Gender Equality and Human Rights Working Group

SO3: ISWEWG - ISWE Working Group

SO3: HEIG - Humanitarian Evaluation Interest Group

SO3: C&EIG - Culture & Evaluation Interest Group

SO4: GEN - General

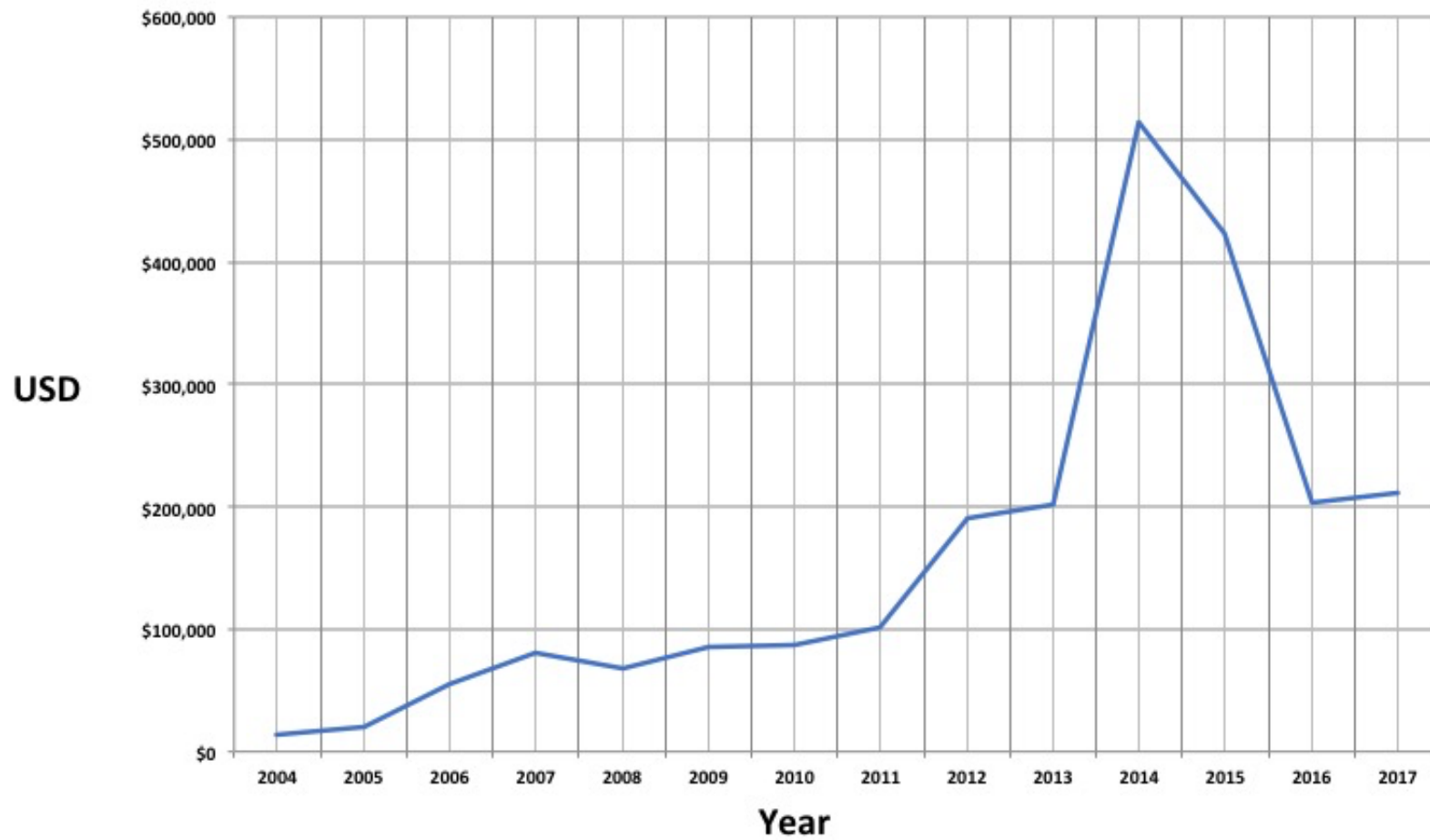
SO4: PSTF - Partnership Strategy Task Force

SO4: PC - Partnership Committee

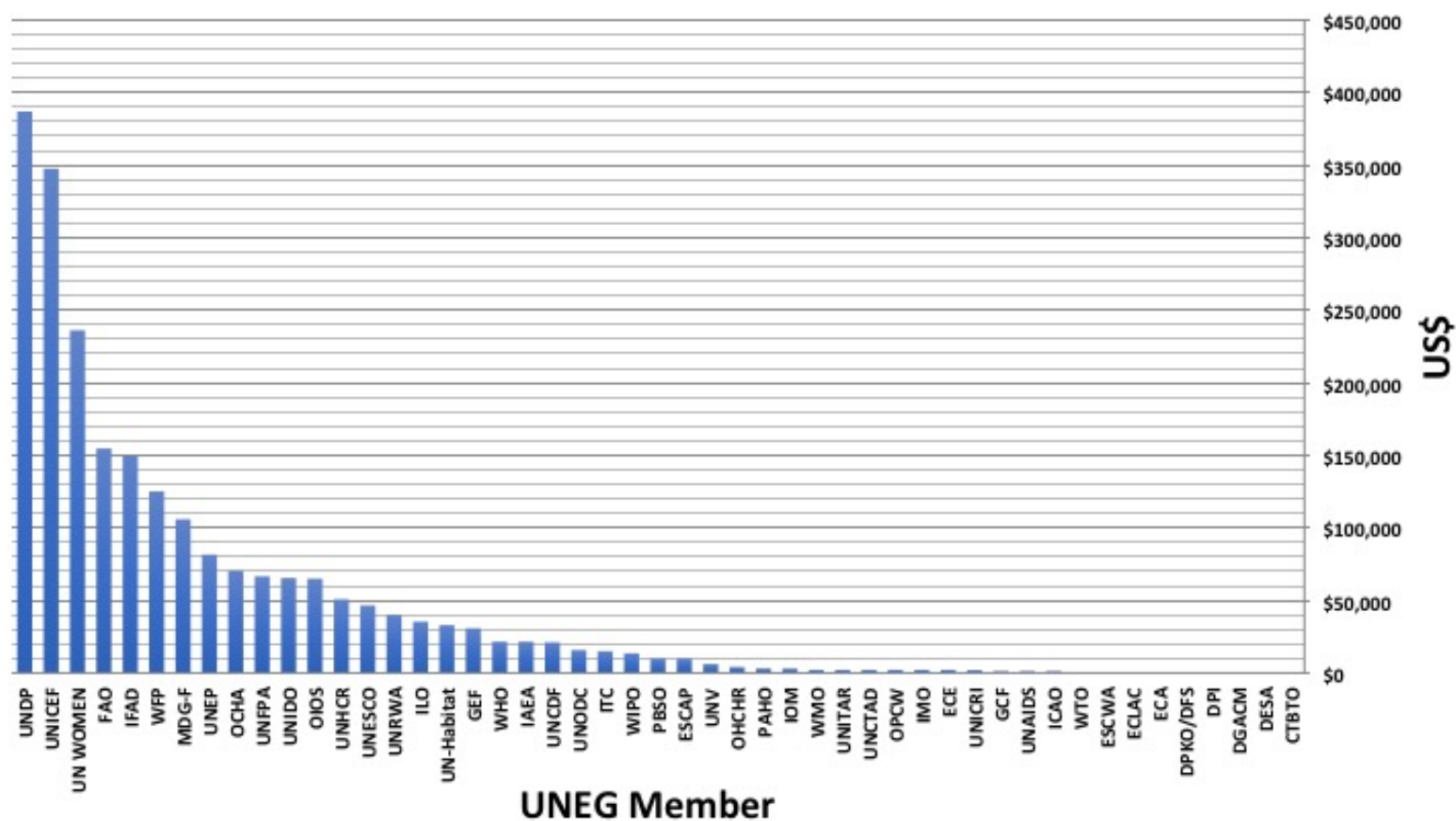
Annual General Meetings

2014	Bangkok, Thailand	(April 2-4)	55 Participants
2015	New York, United States	(March 9-12)	106 Participants
2016	Geneva, Switzerland	(April 27-29)	96 Participants
2017	Vienna, Austria	(May 17-19)	94 Participants
2018	Rome, Italy	(May 10-11)	

UNEG Total Voluntary Contributions 2004-2017



Total UNEG Voluntary Contributions 2004-2017 by Member in US\$



ANNEX F: Review Matrix

Review Topic	MTR TOR Objectives/Specific Questions	Data source						
		Document review	Survey (subdivide by clusters)	Key informant interviews	Focus Group Discussions / SWOT	Comparator network analysis	Case studies	Secondary data
Relevance: Current UNEG strategic focus areas and approaches in a rapidly changing development context and environment	To what extent are the current four SO goals and corresponding programmes relevant to: The purpose, mandate, and function of UNEG as a professional evaluation network; and 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)?							
	<ul style="list-style-type: none"> To what extent are the Strategic Objectives and associated programmes relevant to the interests, needs and concerns of UNEG members and other stakeholders? Are there aspects which are not relevant? To what extent are the four Strategic Objective goals and associated programmes perceived by members to represent the vision and mission of UNEG as a professional network? To what extent are the four Strategic Objective goals and associated programmes thought by members to be relevant to Agenda 2030 and the SDGs, particularly as they relate to evaluation? Do the four Strategic Objectives and associated programmes reflect the appropriate emphasis for UNEG's work in the context of the current UN reform agenda? 	X	X	X				X
		X	X	X	X			
		X	X	X	X			
		X	X	X	X			

Review Topic	MTR TOR Objectives/Specific Questions	Data source						
		Document review	Survey (subdivide by clusters)	Key informant interviews	Focus Group Discussions / SWOT	Comparator network analysis	Case studies	Secondary data
Effectiveness: UNEG's Progress towards achieving its goals	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?							
	<ul style="list-style-type: none"> To what extent are UNEG Strategic Objectives clearly defined, including the specification of achievable results and outcomes? Are associated work plans/ programme activities and products contributing to the achievement of Strategic Objectives? What areas of influence has UNEG had on its own members' organisational practices (such as innovation and change, or policy and resources) – has there been any change since 2013? What is the source of that influence? Has the current programme implementation modality enhanced delivery of outputs/results Does the programme implementation modality reflect good practice in comparison with other similar organisations Have there been unexpected and/or unintended results from UNEG's activities and approaches 	X	X	X	X		X	
		X	X	X			X	X
			X	X				
		X	X	X	X			
			X			X		
			X	X	X			
Efficiency: Use of financial resources	To what extent has UNEG been efficient in the use of resources provided by its membership and UNDP?							
	<ul style="list-style-type: none"> Is the funding model appropriate and adequate for the current functioning of the network? Would it support changes in the functioning of the network? Is the membership fee pilot valid and sustainable? Does the current UNEG policy and criteria on Membership/ Observer/ Partner categories meet the needs of the network? 	X	X	X				
		X	X	X	X	X		
		X	X	X	X			

Review Topic	MTR TOR Objectives/Specific Questions	Data source							
		Document review	Survey (subdivide by clusters)	Key informant interviews	Focus Group Discussions / SWOT	Comparator network analysis	Case studies	Secondary data	
Governance: Management and Operational Structure.	To what extent have the current ‘ <i>decision-making mechanisms</i> ’ 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? To what extent has the current ‘ <i>programme implementation modality</i> ’ 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’? 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?								
	<ul style="list-style-type: none">• Are decision-making processes within Vice-Chair led programme implementation modalities, Executive Group, AGM and Secretariat timely and effective? Are they inclusive and representative?• Do the governance mechanisms represent good practice when compared with other similar organisations• Are the decision making mechanisms effective in supporting prioritisation of work• Have changes made since 2013 in governance addressed issues impeding UNEG’s effectiveness – do they support prioritisation of work, have they improved coordination of working groups to achieve strategic objectives?• Is the Secretariat as currently functioning an effective mechanism to support the coordination of the work of the SO groups• What issues have emerged over the past four years that constituted an opportunity, support or threat to the sustainability of UNEG? What issues are expected to emerge in the near future?	X	X	X	X				
						X			
			X	X	X				
		X	X	X	X				
			X	X					

Review Topic	MTR TOR Objectives/Specific Questions	Data source						
		Document review	Survey (subdivide by clusters)	Key informant interviews	Focus Group Discussions / SWOT	Comparator network analysis	Case studies	Secondary data
Partnerships:								
Is UNEG well positioned, in terms of partnership and cooperation, within the UN system? And within the broader evaluation community, outside of the UN?	• To what extent has UNEG contributed to and benefitted from its partnership relations with other groups within the UN such as IASC, UNDG, JIU, UNRAIS? And its relationships with other evaluation networks (e.g. OECD DAC, ECG, IOCE and other regional evaluation associations)?	X	X	X	X	X		X
	• To what extent does UNEG contribute to major UN objectives such as Agenda 2030/ SDGs?	X	X	X	X			
	• To what extent has UNEG adapted to ongoing reforms within the UN?	X	X	X	X			

ANNEX G: Cluster overview (to be further populated)

Cluster 1: UNEG members and observers		
Members	Head	Email
CTBTO	Edwin Dindi Ndubi	Edwin.Dindi.Ndubi@ctbto.org
DPKO	Kym Taylor	taylor12@un.org
FAO	Masahiro Igarashi (Vice Chair)	OED-Director@fao.org
GEF	Juha Uitto	juitto@thegef.org
IAEA	Carsten Meyer	C.Meyer@iaea.org
ICAO	Tuncay Efendioglu	TEfendioglu@icao.int
IFAD	Oscar Garcia (Vice Chair)	o.garcia@ifad.org
ILO	Guy Thijs	thijs@ilo.org
IMO	Sung-Jin Kim	sjkim@imo.org
IOM	Christophe Franzetti	cfranzetti@iom.int
ITC	Miguel Jimenez-Pont	jimenez@intracen.org
OCHA	Scott Green	green10@un.org
OHCHR	Jennifer Worrell	jworrell@ohchr.org
OIOS	"Eddie" Yee Woo Guo	guoy@un.org
OPCW	Lukasz Wieczerzak	Lukasz.Wieczerzak@opcw.org
PAHO	Maria C. Kobbe	kobbem@paho.org
UN DGACM	Maria Grazia Bovo	maria.bovo@un.org
UN DPI	Janet Wieser	wieser@un.org
UN Women	Inga Sniukaite	inga.sniukaite@unwomen.org
UN/DESA	Zina Mounla	mounla@un.org
UNAIDS		
UNCDF	Andrew Fyfe	andrew.fyfe@uncdf.org
UNCTAD	Madeeha Bajwa	madeeha.bajwa@unctad.org
UNDP	Indran Naidoo (Vice Chair)	indran.aidoo@undp.org
UNDP	Arild Hauge (Ex. Coordinator)	arild.hauge@undp.org
UNECA*	Eskedar Nega	enega@uneca.org
UNECE*	Catherine Haswell	Catherine.Haswell@unece.org
UNECLAC*	Raul Garcia-Buchaca	raul.garcia-buchaca@cepal.org
UNEP	Mike Spilsbury	Michael.Spilsbury@unep.org
UNESCAP*	Edgar Dante	dante@un.org
UNESCO	Susanne Frueh (Chair)	s.frueh@unesco.org
UNESCWA*	Khawla Mattar	mattark@un.org
UNFPA	Marco Segone	segone@unfpa.org
UN-HABITAT	Martin Barugahare	martin.barugahare@unhabitat.org
UNHCR	Ritu Shroff	shroff@unhcr.org
UNICEF	George Laryea-Adjei	glaryeaadjei@unicef.org
UNICRI	Itziar Arispe	arispe@unicri.it
UNIDO	Javier GUARNIZO	J.GUARNIZO@unido.org

Cluster 1: UNEG members and observers		
UNITAR	Brook Boyer	brook.boyer@unitar.org
UN PBSO	Tammy Smith	smith24@un.org
UNODC	Katharina Kayser	katharina.kayser@unodc.org
UNRWA	Robert Stryk	r.stryk@unrwa.org
UNV	Gelfiya Schienko	gelfiya.schienko@unv.org
WFP	Andrea Cook (Vice Chair)	andrea.cook@wfp.org
WHO	Elilarasu Renganathan	renganathane@who.int
WIPO	Rajesh SINGH	rajesh.singh@wipo.int
WMO	Alok Ojha	AOjha@wmo.int
WTO	Claude Trolliet	claudio.trolliet@wto.org
UNDSS (membership pending)	Daniel Igartua	igartua@un.org
Members of UNEG interest/ working groups	To be completed for the period 2014 -present	

*Regional Offices of the UN Secretariat

Observers	Head	Email
JIU	Urenthren PILLAY	UPILLAY@unog.ch
SDG-F	Paloma Duran	paloma.duran@undp.org
World Bank	Caroline Heider	cheider@worldbank.org
UNDPA*		
GCF	Jo (Jyotsna) Puri	jpuri@gcfund.org
GGGI	Warin Nitipaisalkul	Warin.Nitipaisalkul@gggi.org
ICC	Ian Fuller	Ian.Fuller@icc-cpi.int
Current and former Executive Group (including Vice-Chairs) and Secretariat		
To be completed for the period 2014-present		

CLUSTER II EVALUATION COMMUNITY		
NAME	ORGANISATION	DETAILS
UNEG institutional partners		
	Evaluation Co-operation Group members	
	OECD DAC-EvalNet members	
	International Organization for Cooperation in Evaluation members	
	The Active Learning Network for Accountability and Performance in Humanitarian Action members.	
	The Water Supply and Sanitation Collaborative Council (UNOPS) members	
Broader evaluation community		
	Head, Operation Evaluation Division, EIB	
	African Evaluation Association (AfrEA)	
	Asia Pacific Evaluation Association (APEA)	
	European Evaluation Society	
	American Evaluation Association	
	Evaluation Heads in donor agencies	
	IDEAS	

CLUSTER III: EVALUATION USERS		
NAME	ORGANISATION	DETAILS
UN Agencies and Departments		
		UN Agency representatives of programme, emergency and management divisions (at peer, senior and junior level) – 3 names nominated by UNEG Heads
	Inter-Agency Standing Committee	
Kanni Wignaraja	UN Development Operations Coordinataion Office	
	Representative of DSG office	
	OIOS	
	UN Representatives of Internal Audit Services	
Member States		
		Member States which have undertaken VNRs
		Top 10 donors to the UN
		Top 10 recipients of UN assistance

ANNEX H: Review Matrix Cluster Detail (to be completed)

Review Topic	MTR Objective/Specific Questions	Data source: Survey of Clusters		
		Cluster 1: UNEG member	Cluster 2: Evaluation Community	Cluster 3: Evaluation Users
Relevance: Current UNEG strategic focus areas and approaches in a rapidly changing development context and environment	To what extent are the current four SO goals and corresponding programmes relevant to: The purpose, mandate, and function of UNEG as a professional evaluation network; and 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)?			
	<ul style="list-style-type: none"> To what extent do the Strategic Objectives and associated programmes relevant to the interests, needs and concerns of UNEG members and other stakeholders? Are there aspects which are not relevant? To what extent are the four Strategic Objective goals and associated programmes perceived by members to represent the vision and mission of UNEG as a professional network? To what extent are the four Strategic Objective goals and associated programmes thought by members to be relevant to Agenda 2030 and the SDGs, particularly as they relate to evaluation? Do the four Strategic Objectives and associated programmes reflect the appropriate emphasis for UNEG's work in the context of the current UN reform agenda? 	X	X	X
Effectiveness: UNEG's Progress towards achieving its goals	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?			
	<ul style="list-style-type: none"> To what extent are UNEG Strategic Objectives clearly defined, including the specification of achievable results and outcomes? Are associated work plans/ programme activities and products contributing to the achievement of Strategic Objectives? 	X	X	X

Review Topic	MTR Objective/Specific Questions	Data source: Survey of Clusters		
		Cluster 1: UNEG member	Cluster 2: Evaluation Community	Cluster 3: Evaluation Users
	<ul style="list-style-type: none"> What areas of influence has UNEG on its own members' organisational practices (such as innovation and change, or policy and resources) – has there been any change since 2013? What is the source of that influence? Has the current programme implementation modality enhanced delivery of outputs/results Does the programme implementation modality reflect good practice in comparison with other similar organisations Have there been unexpected and/or unintended results from UNEG's activities and approaches 	X		X
		X		
		X		
		X	X	X
Efficiency: Use of financial resources	To what extent has UNEG been efficient in the use of resources provided by its membership and UNDP?			
	<ul style="list-style-type: none"> Is the funding model appropriate and adequate for the current functioning of the network? Would it support changes in the functioning of the network? Is the membership fee pilot valid and sustainable? Does the current UNEG policy and criteria on Membership/ Observer/ Partner categories meet the needs of the network? 	X		
		X		
		X		
Governance: Management and Operational Structure.	To what extent have the current ' <i>decision-making mechanisms</i> ' 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? To what extent has the current ' <i>programme implementation modality</i> ' 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'? 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?			
	<ul style="list-style-type: none"> Are decision-making processes within Vice-Chair led programme implementation modalities, Executive Group, AGM and Secretariat timely and effective? Are they inclusive and representative? Do the governance mechanisms represent good practice when compared with other similar organisations Are the decision making mechanisms effective in supporting prioritisation of work 	X		
		X		
		X		

Review Topic	MTR Objective/Specific Questions	Data source: Survey of Clusters		
		Cluster 1: UNEG member	Cluster 2: Evaluation Community	Cluster 3: Evaluation Users
	<ul style="list-style-type: none"> Have changes made since 2013 in governance addressed issues impeding UNEG's effectiveness – do they support prioritisation of work, have they improved coordination of working groups to achieve Strategic Objectives? Is the Secretariat as currently functioning an effective mechanism to support the coordination of the work of the SO groups What issues have emerged over the past four years that constituted an opportunity, support or threat to the sustainability of UNEG? What issues are expected to emerge in the near future? 	X		
Partnerships:				
Is UNEG well positioned, in terms of partnership and cooperation, within the UN system? Is UNEG well positioned within the broader evaluation community, outside of the UN?	<ul style="list-style-type: none"> To what extent has UNEG contributed to and benefitted from its partnership relations with other groups within the UN such as IASC, UNDG, JIU, UNRIAS? And its relationships with other evaluation partners and networks (e.g. OECD DAC, ECG, EvalPartners, EvalSDGs, IOCE and other regional evaluation associations)? To what extent does UNEG contribute to major UN objectives such as Agenda 2030/ SDGs? To what extent has UNEG adapted to on-going reforms within the UN? 	X		X
		X		X
		X		X

ANNEX I: Surveys and other Data Collection Exercises 2014-2017

Year	SO	Sub-group	Instrument	Topic	Comments
2014-15	1	Professionalisation	Survey	Use of and revisions to the Competency Framework	28.1% response rate
2014-15	1	Professionalisation	Mapping	Identify where organisations are in terms of professionalisation	
201-15	1	Norms and Standards	Questionnaire	Experience applying the N&S; proposed revisions, format and structure and prioritization of N&S	
2014-15	2		Survey	Factors supporting or hindering evaluation use	Part of a larger study including literature review, semi-structured interviews with users and case studies "Evaluation Use in the UN System: conclusions from the data"
2015			Questionnaire	Membership fee pilot	Seems to have had limited response (between 4 and 7 members on each question)
2015	1	Decentralised Evaluation Interest Group	Survey	Model/ capacity of the Decentralised Evaluation Function in participating agencies	11 agencies participated Key issue is the implications of decentralized evaluations for Agenda 2030, including UNDAF evaluations
2016	2	Use of Evaluation	Exploratory study	Governance and use of evaluation	Focuses on implications of UNEG members' governance structures in promoting the use of evaluative evidence for informed decision making.
2016	3	Culture and Evaluation interest group	Survey	UNEG members' perceptions and needs related to paying attention to a cultural perspective in evaluation.	Planned work
2016	3	SDG working group	Survey	Engagement in the implementation of the 2030 Agenda	

Year	SO	Sub-group	Instrument	Topic	Comments
2017		Executive Group	Survey	Member views on EPE, HLE and AGM format	Also to consider how to engage external partners
2017		OIOS	Survey	UNEG members' evaluation architecture	