

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

ANNEX J

UNEG at the crossroads

UNEG Heads meeting
Geneva April 6th 2018

Findings and preliminary conclusions of the Mid-Term
Review of the UNEG Strategy 2014-2019

Wayne MacDonald and Faith Tempest



INFINITY

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Introduction

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- Scope of the Review
 - Period 2015-2018
 - Capture evolving context
- Review Objectives
 - Relevance of strategic focus in rapidly changing context
 - UNEG's progress and achievement towards its goals
 - Efficiency in use of financial resources
 - UNEG's internal governance, management and operational structure
- Review Team Guidance
 - MTR Management Group

Review Methodology

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- Document Analysis
- Quantitative Analysis
- Interviews
- E-Surveys
- Comparative Benchmarking
- SWOT Workshops – New York, Geneva & Rome
- [Reference Data Tables 1 and 2](#)

LIMITATIONS

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- Timing of UNDP's announcement on its position regarding support to the Secretariat (after collection of the survey data and completion of interviews)
- Some questions in UNEG member e-survey with high non-response rates (up to 20% for some questions)
- E-surveys for Evaluation Community and Evaluation Users had low response rates
- Given the locations of the SWOT (New York, Rome, Geneva), although participation was higher than in 2013, UNEG members outside these locations were unable to participate in the SWOT workshops

Logic Model – United Nations Evaluation Groups Strategy 2014 -2019



UNEG profile

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- **Started in 1984 - Inter Agency Working Group (IAWG) - and later UNEG (2003)**
- **Grew from 18 members (1986) to 29 members (1999)**
- **Current UNEG - 47 members, 7 observers and 5 institutional partners**
- **Executive Group – 1 Chair plus 4 Vice-Chairs (all D-2 level, with 4 from Europe/1 from NY), and Executive Coordinator (D1)**
- **UNEG Heads – D2 (19%); D1 (19%); P5 (29%); P4 (26%)**
- **Who appoints UNEG Heads – Governing body (11%), organization head (65%); other (24%)**
- **Gender of UNEG Heads – male (60%); female (40%)**
- **Evaluation function – centralized only (45%); centralized/decentralized (48%)**
- **Joint evaluation activities – none undertaken (57%)**
- **National Evaluation Capacity Development – None (73%)**
- **Has approved evaluation policy/system for tracking evaluation recommendation implement (93%)**

Findings - Relevance

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Are UNEG's Strategic Objectives relevant to UNEG's role as a professional network; to the interests and needs of members; to the SDGs; and to the UN Reform agenda?

Reference Data Tables: 16, 17, 19, 21, 23, 25

Relevance of SOs to UNEG vision and mission ₉

- UNEG heads (91%) feel the SOs are relevant or strongly relevant to UNEG's vision and mission, somewhat higher proportion than Staff (71%); a quarter of staff stated they did not know.
- There was little distinction between size of unit, although respondents in large units were more likely to state they did not know
- There is appreciation for the SOs encompassing the work of evaluation units and giving clear direction for UNEG (especially within larger strategies including the SDGs)
- There is concern that the SOs need to be reviewed to reflect changes in evaluation, as well as the broader context of the SDGs and UN reform
- There is also concern that the SOs have lost direction/ become fragmented, and that the WGs are either not delivering or are tangential to the SOs

Relevance to interests of UNEG members

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- The SOs are considered to be strongly representative or representative of member interests, although almost a quarter of UNEG Staff stated that they did not know
- However they are also seen to be broad, the result of compromise necessary to be relevant to the diverse membership of UNEG
- The UNEG Norms and Standards are by far the most relevant and useful aspect of UNEG's work to its members. This is similar (though not directly comparable) to the 2013 assessment
- Areas of less relevance are promoting innovation, facilitating capacity development networks beyond the UN, facilitating partnerships beyond the UN, promoting joint initiatives and supporting NECD. There is a difference of opinion on the latter two issues between UNEG Heads and UNEG Staff
- Of much more concern is the relevance or focus of the working groups under each SO – these need to be more focused and responsive UNEG member needs

Relevance: comparing present and future UNEG roles

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- Both UNEG Heads and Staff expect all roles to be more strongly relevant in the future
- There are some shifts in the ranking, with expectations of increased emphasis on strengthening staff competence, and reduced emphasis on the independence of evaluation as a practice in UN organisations
- Both of the roles which are outward focused (networking beyond the UN) are expected to be less relevant
- Joint initiatives and supporting national evaluation capacity development are expected to be more relevant

Relevance to Agenda 2030 and the SDGs

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- In general, UNEG members agree that the SOs are strongly relevant or relevant to the SDGs; a smaller proportion of UNEG heads than UNEG staff felt they are strongly relevant; most respondents describe them as somewhat relevant
- Relevance is linked to the broad SDG agenda (so SOs are inevitably relevant) or the framework nature of the SDGs; also noted that SOs 3 and 4 are more relevant than SOs 1 and 2
- The UN focus of the SOs, with little emphasis on national evaluation capacity development is an issue which needs to change to make the SOs more relevant to SDGs
- Respondents noted that since the SOs were developed before the SDGs were agreed there should be review to make the articulation clearer
- Some respondents and interviewees noted that the SDGs were not relevant to them – though there are potentially many links as shown in the following slide

Selected UNEG Members Mapped to SDGs

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Relevance to the UN reform agenda

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- Only 17.7% felt the SOs were strongly relevant to UN reform, 49% that they are relevant. 8.3% of respondents felt they are not relevant.
- In the survey this had a high rate of “don’t know” responses (25% overall, 29.3% UNEG staff, 20.6% UNEG heads) perhaps indicating lack of clarity on the UN reform agenda
- Respondents feel that it is possible to “reverse engineer” the SOs to the objectives of UN reform (eg coherence, better accountability, joint work etc), the more recent developments in UN reform may require more work on defining UNEG’s specific role.

Relevance of SOs to UN reform agenda

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- UNEG heads and staff feel that the SOs are relevant to the UN reform agenda, but not strongly so, with a large proportion of 'don't know' responses
- SO3 considered to be clearly related to UN reform; some disagreement about the others
- Several respondents noted that UNEG should take advantage of the SG's efforts to raise the profile of evaluation; and that the SOs need to be reviewed (especially at WG level) to be more responsive and relevant
- Recent statement at ECOSOC suggests that there is still lack of clarity on potential UNEG role

Findings - Effectiveness

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?

Reference Data Tables: 33, 36, 37, 39, 41, 45

Effectiveness: achievements before 2014

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2004-2012 Accomplishments

- Norms and standards (2005)
- Peer Review – 10 members (2006-2012)
- GA Reference to UNEG in 2008 TCPR/ 2012 QCPR
- Strengthen secretariat (2007)
- Principles of Working Together (2007;2009)
- Ethical Guidelines (2008)
- Core Competencies (2008)
- First Evaluation Practice Exchange (2008)
- Guidance Evaluation ToRs (2010)
- Guidance Quality Checklist (2010)
- Guidance Evaluation Follow-up (2010)
- Guidance FAQ UNDAF evaluations (2011)
- Framework for Peer Review (2011)
- First Non-UNDP Chair elected (2011)
- Human Rights & Gender Equality (2011)
- Admission of new members vote (2012)
- Guidance – UNDAF Management Response (2012)
- Guidance Strengthen National Evaluation (2012)
- Guidance impact evaluation (2013)
- UNEG Strategy (2013)

Effectiveness: achievements since 2014

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2014- 2018 Accomplishments

- UNGA Resolution (2014)
- Guidance Joint evaluations (2014)
- Guidance Human Rights and Gender equality (2014)
- Guidance Normative Work (2014)
- UNEG Strategy update (2015)
- International Year of Evaluation (2015)
- Principles of Working Together (2015)
- Updating Norms and Standards (2016)
- Updating competencies framework (2016)
- Enhancing humanitarian assistance
- Enhancing decentralized evaluation
- Live webinars
- Evaluation Learning Weeks
- System-wide Evaluation, UNSWAP
- Peer Reviews – 8 members (2013-2017)

Effectiveness: achieving Strategic Objectives

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- General – SOs are so broad they will never be achieved. Members not sure about overall progress. No targets have been set (KPI). Insufficient monitoring being conducted. With no measures, no way to say whether useful or interesting results are being achieved. At working group level and Vice-Chairs, communication is sporadic.
- SO1 – 76% of UNEG Heads believe on track, but only 47% of Staff, with 40% saying they do not know. All acknowledge the updated Norms and Standards and guidance has been good. This is seen as something concrete and visible. More could have been done on certification
- SO2 – Both Heads (39%) and Staff (35%) generally agree, with 44% of staff saying they do not know. More should have been done to promote use. It is unclear what UN organizations do with evaluations.
- SO3 – Heads (27%) and Staff (22%) are less convinced that SO3 is on track. Somewhat in limbo. More could be done and communication is insufficient. Limited achievement. To what extent evaluation is actually informing UN system wide initiative is unclear to members.
- SO4 - Heads (30%) and Staff (29%) are also convinced that SO3 is on track, with 55% of Staff expressing that they do not know what is happening. Formulation of SO is vague. Needs to be sharpened and ensure a broad base support to UNEG. Has had more influence outside UN than within. The work does not seem to be leading to much

Effectiveness: emerging messages

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- In 2013: no clear strategic objectives against which to conduct an assessment
- In 2018 there is a clear specification of objectives, achievable results and outcomes.
- All strategic objectives are given equal weight in the Strategic Plan but UNEG members do not rate them equally
- The interviews suggest that UNEG Strategic Objectives resulted from much negotiation and compromise. The issue was how to curtail ambition given the reality of resources.
- There is a perception that there are too many objectives and work streams.
- SO1 is a carry over from earlier and represents the daily business of UNEG; SO2 is new and has been kept small
- If there is confusion, it exists around SO3 and SO4, which are less clear. One is looking inward to the UN (SO3) and the other is looking outward beyond the UN (SO4)

Effectiveness: Is UNEG on track to achieve each of its stated outcomes?

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- Heads believe that SO1 (64%) and SO4 (58%) are being accomplished. Staff less convinced by as much as 10-20%.
- Both Heads and Staff agree that the evidence of achievement for SO2 and SO3 is also less than convincing. SO2 is not seen as an outcome but more a statement of principle.
- Staff believe that the absence of hard data and targets make the outcomes difficult to track and to assess progress. Little to no discussion ever takes place. There is much room for improvement.

Effectiveness – Is UNEG on track to achieve each of its stated Impacts?

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- Again, UNEG Heads (40%-53%) are much more convinced than staff (28%-36%) that expected impacts are being achieved.
- UNEG Heads (30%-40%) and UNEG Staff (45%-55%) claim that they simply do not know whether UNEG activities are achieving their expected impacts.
- There is a belief, especially UNEG heads that impact is being realized and most visible for SO1 (e.g. Norms and standards and evaluation competency).
- System wide across agencies is not strong.
- Currently, evaluation plays a less important role in the UN system than the role it used to play within the MDG/Paris-Accra framework

Effectiveness – UNEG Activities

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- UNEG heads (70.6%) believe that UNEG activities are helping to achieve UNEG's vision and mission. UNEG staff less so (57.1%)
- Significant proportions of UNEG Heads (26.5%) and UNEG Staff (28.6%) don't know, or are unconvinced, whether UNEG activities are helping to achieve UNEG's vision and mission.

Effectiveness: Ranking Strategic Objectives in relation to UNEG vision and mission

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- UNEG Heads and Staff recognize that in spite of the Strategy's presentation, some Strategic Objectives are more important than others.
- Both UNEG Heads and Staff rank order the Objectives in the order they appear
- UNEG Heads (60.6%) and Staff (53.9%) agree that Strategic Objective one is the most important.
- UNEG Heads (57.6%) and Staff (61.5%) agree that Strategic Objective four is the least important.

Effectiveness: achieving vision and mission

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- Heads are more convinced than Staff that UNEG's activities are supporting achievement of its vision, though at this level there is a relatively high degree of uncertainty
- All recognize that there is an order of magnitude in the SOs in terms of their contribution to achieving the vision and mission of UNEG
- Both Heads and Staff rank the order of the objectives as they appear in the Strategy, with SO1 being the most important, SO4 the least important

Effectiveness – influencing evaluation capacity and performance with organizations ²⁷

- UNEG Heads are more certain than staff that UNEG has influenced learning (81.3%) and increased accountability (71.9%) within their organizations
- If one part of evaluation capacity is increased resources, UNEG Heads are less convinced about UNEG's influence (46.9%)
- UNEG Staff are generally less convinced on all fronts. A higher proportion does not know or see the influence of UNEG within their organizations (15.1% to 28.3%)
- UNEG Staff agree with heads, but to a lesser extent, that UNEG's influence has been in terms of fostering learning (60.4%) and increasing accountability (56.6%), but more convinced that it has translated into increased resources to evaluation (51%).

Effectiveness: Unexpected or unintended results Identified by UNEG Heads

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- UNEG membership was leveraged in the revision of members' evaluation policy - mandated independent evaluations of projects (at a certain budget threshold), and strengthened evaluation capacities.
- UNEG representatives were invited to deliver workshop for senior management.
- UNEG has impacted staff career development, recruiting consultants, and discussing joint evaluation activities that had not captured in members' strategic plan.
- Auditors seemed to have learned more about the positive aspects of survey research and (data visualization) presentation of results in their reporting.
- UNEG provided evaluation training for participants in the evaluation of On Site Inspection Exercises in conducted in 2008 and 2014.

Effectiveness: Unexpected or unintended results Identified by UNEG Staff

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- UNEG has enabled bilateral collaborations with other agencies
- UN SWAP engagement was considered a helpful tool for galvanizing support for integrating human rights and gender in evaluation.
- UNEG has helped uplift evaluation, making it an activity and a function that is guided in an official capacity by a UN entity.
- The contributions of some interest groups have been singled out (e.g. the HEIG) has produced guidelines on evaluating humanitarian principles that was considered timely given the expenditure of vast amounts of resources in conflict situations.
- It is known that UNEG is a good network - but the AGM, held in Vienna was not utilised as a tool to trigger cultural change within the organisation.
- Peer Review: need to strength independence and reinforce the function, among others.

Effectiveness: achievements

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- UNEG's influence on member organisations' practice has been mixed, with most influence on fostering learning and increasing accountability; almost half of UNEG Heads said that UNEG was not helpful in increasing resources for evaluation.
- UNEG Staff are less convinced than UNEG Heads regarding the influence of UNEG within their organization
- Unexpected results tended to be positive outcomes – UNEG Heads note leverage, staff career development, consultant recruitment, senior management access; UNEG Staff noted agency collaboration, UN SWAP engagement and HEIG contributions
- Positive influence on auditors was noted as an unexpected result

Effectiveness: challenges

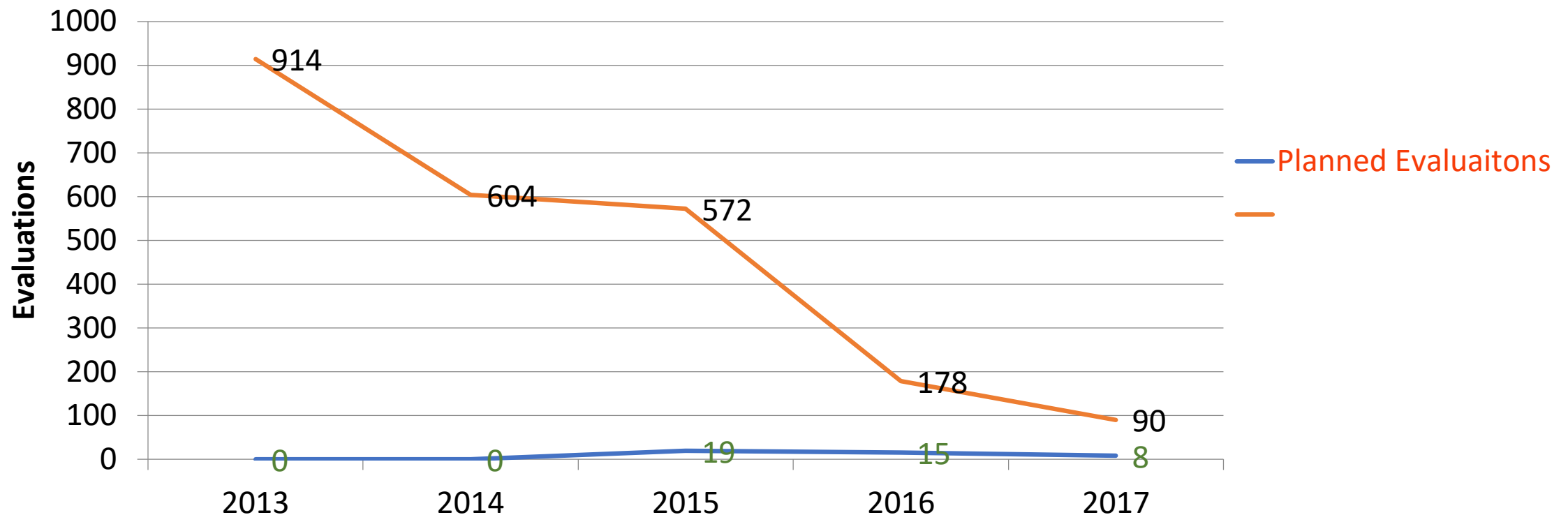
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- Programme modalities have faced challenges in delivering results - similar to 2013 it was felt that there are too many interest/ working groups and focus is diffused
- The Strategic Plan has brought a level of formalization to the network, and increased the pressure to deliver products, sometimes to the detriment of the working/ interest group
- There is limited communication between groups or interaction across groups (eg meeting regularly throughout the year as previously done)
- When comparing UNEG to other sources of professional support, little has changed since 2013; over half of UNEG Heads and Staff feel that UNEG's contribution is essential or important, but a large proportion (43%) are less positive
- Rather less than half of UNEG members thought that the UNEG programme implementation modality reflects good practice in comparison to other networks, but a large proportion did not know

Effectiveness: example of challenges

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**Depositing Evaluation Plans and Completed Evaluation
in UNEG's Archives from 2013-2017**



Findings - Partnerships

Is UNEG well positioned, in terms of partnership and cooperation, within the UN system – does it contribute to major UN objectives? And within the broader evaluation community outside of the UN

Partnerships: contribution to Agenda 2030

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- UNEG has anticipated topics of interest within the wider UN system – gender, human rights, ISWE etc
- UNEG Strategy agreed before SDGs, which open an opportunity for review (and potentially evaluation) at national level as well as evaluation of UNEG member actions
- The SDGs will demand a stronger emphasis by UNEG on national evaluation capacity development
- Concern that SOs do not yet apply an ‘SDG lens’ to their work including SO3; and that UNEG N&S, guidance, products need revision to reflect SDGs
- Contributing to Agenda 2030/ SDGs will require stronger UNEG emphasis on joint evaluation/ system-wide initiatives

Partnerships: contribution to UN reform

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- UNEG has contributed to UN reform processes through guidance and ISWE
- UNEG Heads and Staff feel that the SOs are strongly or somewhat relevant to the current UN reform agenda, but UNEG priorities need to better reflect UN reform
- The 2013 assessment urged UNEG to engage in UN reform but UNEG has not sustained relationships with UN interagency groups
- More recent engagement in UN reform has been encouraged by the Chair through development of two White Papers

Partnerships with the evaluation community

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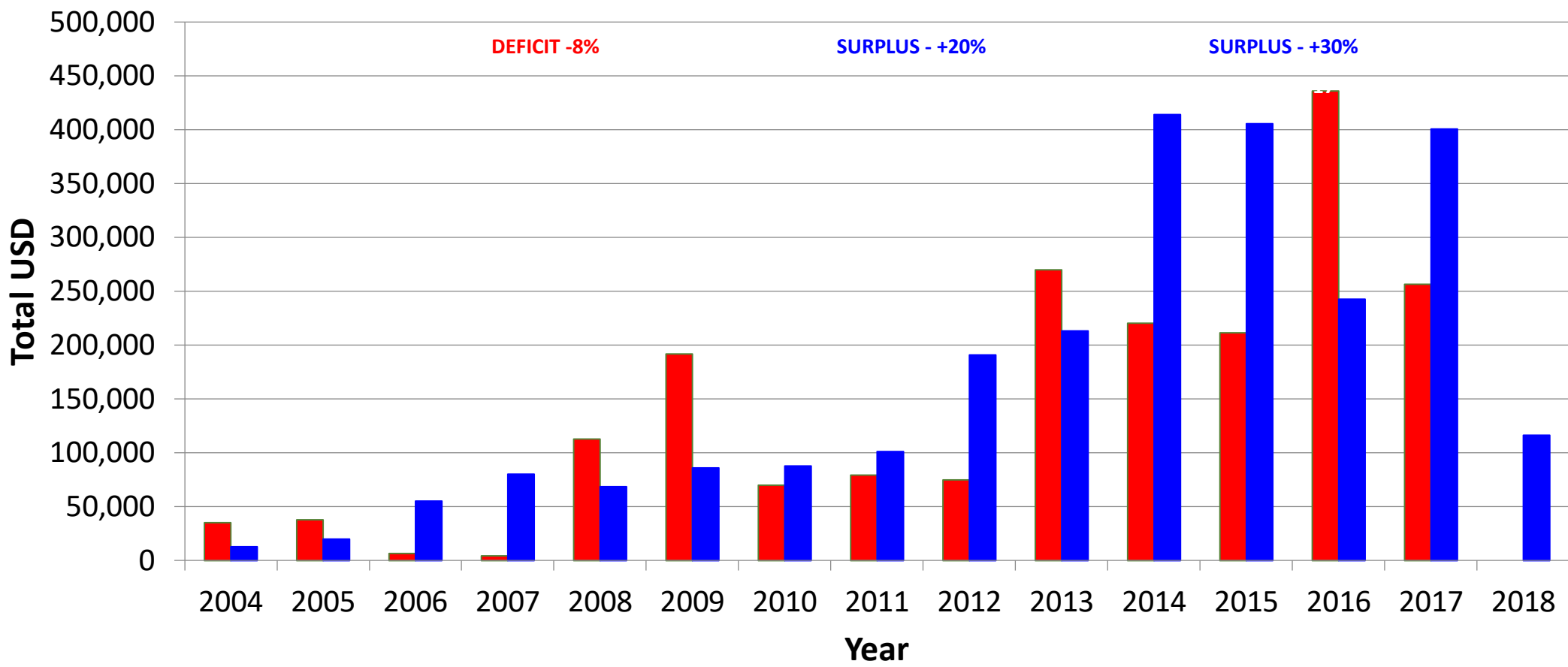
- The 2013 Assessment noted that UNEG failed to develop relationships with inter-agency policy groups; this situation has persisted, though good relationship with UNRIAS
- Between 2014-2017 SO4 made strong links to the evaluation community, in particular IOCE, EvalPartners, and through UNEG's observer status on other evaluation networks (ECG, EvalNet) and observer members in UNEG (ALNAP, JIU)
- Concerns among UNEG members about the emphasis on external partnerships led to the review of the partnership strategy; although partnerships are considered to be relevant, a very large majority of UNEG members (83%) do not know what the Partnership Strategy Task Force is doing
- There is a clear difference in opinion regarding expanding observer membership with UNEG Heads being much less supportive than UNEG Staff, who feel that more openness would promote cross-fertilization of ideas, learning opportunities, raising professional standards, improve funding and mitigate irrelevance

Findings - Efficiency

To what extent has UNEG been efficient in the use of resources provided by its membership and UNDP?

Reference Data Tables: 58, 60, 61

Total Annual UNEG Contributions and Expenditures (2004-2018)



Efficiency: sustainability of membership fee pilot

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- Almost half of UNEG heads feel that the membership fee pilot meets the needs of members.
- Results based on unit size are less strongly supportive of the pilot, but there is relatively little differentiation in support between different sized units
- For those that commented, there was strong support for keeping the pilot as is, with the tiered approach considered fair
- Since 2014, each year has seen an increase in the number of members making the contribution
- There is a view that the fee should remain voluntary, but conversely if mandatory it would be easier for some members to pay
- A number of members noted that there is insufficient information on how spending decisions are made, and requested more detailed reporting
- There is very strong support for seeking financial support from other institutions

Efficiency: expanding observer status

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- Overall, more than half of UNEG members felt that observer status should be opened up to outside professional networks. However, this masks differences between UNEG heads who are less receptive to the idea, and UNEG staff who are significantly more keen
- Key benefits cited are cross fertilisation of ideas/ learning, and specific technical work
- Experience in other networks varies, with ALNAP having the most open policy (but also the most resources supporting the network)

Efficiency

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- The membership fee pilot has brought more resources, despite its voluntary nature, and the network currently has a substantial reserve.
- 2017 saw little draw down on funds in comparison to 2016, an unusually high spending year, but more than in 2014 or 2015
- The costs of the AGM are of concern to some members of the network, who do not see that it provides value for money
- The use of a pooled arrangement managed by the Secretariat (UNDP) has associated transaction costs, both financial and otherwise which some other networks avoid
- The funding model is disproportionately reliant on one member (UNDP) providing significant resources, which is a weakness; UNDP has indicated that it cannot maintain the current level of support

Findings - Governance

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Have decision-making mechanisms been effective, inclusive and representative? How well does work planning and prioritization work? Has the programme implementation modality been appropriate? How effective is the UNEG Secretariat in supporting and coordinating the work of various SOs? To what extent is the Secretariat sustainable?

Reference Data Tables: 48, 53, 54, 55

Governance: decision-making mechanisms

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- Comparing 2013 to 2018, with the exception of increased concerns over the role and voice of smaller organizations, some improvements have occurred over the past years in all indicators.
- There is a substantial difference in views between UNEG Heads, who tend to be more favourable than Staff in their opinion of the role of governance mechanisms in making UNEG more effective.
- It was felt that decision-making in the Executive Group could be more transparent, including better sharing of AGM decisions by UNEG Heads with UNEG staff
- View is that the network should be more inclusive and less hierarchical with more representative leadership space for other constituencies (e.g. smaller agencies, lower levels (P-5, P4).
- The governance mechanism lacks some of the features of other networks which are designed to ensure continuity in leadership
- Other large networks have adopted governance mechanisms which are intended to ensure representativeness on governance mechanism for all constituencies in the network

Governance: prioritization and achieving objectives

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- Staff are more positive than UNEG Heads about working/interest groups reporting to schedule and being held responsible by AGM.
- Staff believe that interest/working groups should meet on a more regular basis for updates on the work that is going on in the different agencies.
- The mandates of working groups need clarifying.
- There is a general perception that the pace has slowed, and the loss of momentum has become even more pronounced over the last 12-16 months
- The Vice Chair arrangement was intended to improve coordination across working groups, but this has not functioned as envisaged
- There are concerns that the working groups are not able to take advantage of synergies, and may be duplicating work

Governance: Secretariat

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- While the role/mandate of the Secretariat is relatively clear, the Executive Coordinator role is less clear.
- Differences in view are pronounced between UNEG Heads and Staff regarding the clarity of role/mandate for Executive Coordinator and Secretariat. UNEG staff were much less favourable, and believed the role and mandate needed revising.
- The role of the Secretariat has not met expectations that it would be more proactive in supporting the working groups

Preliminary Conclusions

Emerging Conclusions: the good news

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- UNEG contributes to the professionalization and strengthening of the evaluation function; normative work is still the cornerstone
- UNEG continues as an important reference source
- Many front-end accomplishments
- UNEG and evaluation is specifically on the UN reform radar (UN Secretary General)
- Preserved membership diversity

Emerging Conclusions: more good news

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- Opportunities have emerged
- Resource base is more secure than in 2013
- UNEG's approach continues to be UN centered
- Maintained partnerships outside the UN

Emerging conclusions: the less good news

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- Performance information to monitor and evaluate UNEG's contribution to the evaluation function is limited
- To add value UNEG needs to engage in concrete activities which generate knowledge and experience that is beneficial to UNEG members and others
- UNEG activities appear unfocused and loosely connected to higher level strategic logic
- UNEG has lost momentum and is experiencing lower commitment levels
- In comparison to 2013, less sense of ownership/ commitment and reduced recognition and legitimacy within the broader UN

Emerging conclusions: more less good news

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- More can be done to support professionalization of the evaluation function
- Governance is an issue
- UNEG needs to introduce Value for Money
- The imminent change in the resource base will impose constraints on the network and challenge sustainability
- UNEG's performance rating has dropped

Preliminary implications for UNEG as a network

UNEG's Strengths and Weaknesses in the face of emerging Opportunities and Threats

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Strengths

- Two-thirds of the inputs provide by UNEG Heads and Staff focus on three key assets:
- UNEG as a professional evaluation network
- Evaluation norms, standards and guidelines
- Sharing evaluation knowledge, learning, and practice

Weaknesses

- Two-thirds of the inputs focus on a much longer list of threats.

Opportunities

- Two-thirds of the inputs focus on three key opportunities
- Capacity building – Professionalization
- UN Reform – Independent System Wide Evaluation
- SDGS – Agenda 2030

Threats

- Two-thirds of the inputs focus on a much longer list of threats.

External Comparators

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- See Benchmarking sheets

UNEG – is it a strong network?

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- Possess many comparative advantages, not few.
- Do things better than other networks.
- Capabilities and resources are abundant, including financial assets and people, experience, knowledge and data.
- High innovation.
- Include members with recognizable accreditations, qualifications and certifications.
- Communications process and systems are finely tuned functions.
- Network is positioned to seize upon many opportunities, can be ambitious, focusing on growth orientation strategies.

UNEG – is it a weak, threatened network?

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- Weaknesses and threats predominate in comparison to few strengths and opportunities.
- Credibility of members may be called into question.
- Stakeholders, users, clients are confused about network's value added.
- Low Innovation, especially with respect to tool development.
- Network is more inward looking, inflexible, and comfortable, relying on a business as usual approach.
- Focus should be on tactics and activities that build internal capabilities and mitigate weaknesses.
- Defend against external challenges,
- Timing is not right to pursue overly ambitious objectives.

UNEG – a struggling network with prospects

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- Some agreed upon strengths and opportunities, however weaknesses and threats are numerous.
- Weaknesses may include but not limited to:
 - lack of formal recognition; ineffective knowledge sharing; unequal and limited participation; poor transparency and governance; passive communications and outreach; competition from other networks; limited accreditation; lack of focus (too many working groups and priorities).
- Internal capability building needs to be emphasized to take advantage of a few very favorable opportunities (SDGs and Secretary General UN Reform).

Course corrections short term

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- Sharpen the vision.
- Be a source of inspiration. UNEG should be more than the sum of its parts
- The network should be more nimble and adaptive, and move away from the constraints imposed by following objectives, hierarchies, etc.
- Mobilize all the professional talent, including both UNEG staff and UNEG heads.
- Focus more on content, lesson learning and sharing in key areas, with less emphasis on the production of guidance.
- Concentrate more effort on responding effectively to the challenges and opportunities of Agenda 2030, including re-scoping and focusing the work of SO3
- UNEG should continue as a platform for evaluation professionals to work together or share knowledge, but the platform itself could be improved and use different modalities for different objectives.

Governance: Core areas for future strategy

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- SDG-Agenda 2030
 - Conduct key externally valued activities as a network, to position UNEG itself as an actor within the UN system. This entails, using the timing of the SG reform and the 2030 Agenda to put evaluation 'knowledge' in the centre
- Evaluation use
 - Needs greater outreach to client stakeholder, users and partnership within the UN (e.g. planning people) and a more proactive approach, with key efforts in adopting a leadership position, in reaching out to other offices and functions within the UN system.
- Professionalization
 - Increase effort (e.g. credentials and/or certification), learning, knowledge and information sharing, with an emphasis placed on UN support to helping implement the SDGs and 2030 Agenda

Potential scenarios for UNEG

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- A coalition network focused on normative work and learning
 - Inward focused – filtering, investing in products for members, convening and community building
 - Influence through member empowerment; limited, not specialized secretariat
- A policy or agenda setting network
 - Outward focused – amplifying, investing, convening
 - Influencing policy, members as implementers, strong secretariat
- A hybrid of the two – an active community management network
 - Both inward and outward
 - Influence over decision makers, produces evidence based content, stronger secretariat