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# UNEG Chair Annual and Financial Report 2019

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This report was prepared by Susanne Frueh, UNEG Chair for presentation and discussion at the AGM 2019.

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## Introduction

1. The UNEG Chair's Annual and Financial Report 2018/2019 presents an overview of UNEG activities from May 2018 to April 2019. It also contains the financial report for Financial Year January to December 2018.
2. This is the first UNEG Chair's report, replacing the annual report previously prepared by the UNEG Executive Coordinator. Arild Hauge (UNDP) stood down from this post in November 2018 and I take this opportunity to thank him for his services to UNEG.

## Overview of UNEG Work and Achievements in 2018-2019

3. The chair's report reflects on UNEG's work and achievements as well as the chair and executive group's leadership provided during the year.
4. Last year was an unusual year for UNEG. To some extent, this entailed business-as-usual, i.e. getting the working groups to submit their proposals in line with approved overall workplans agreed to in Nairobi and these could be eventually approved by the EG only in December. We approved 14 workplans and a funding envelope of \$247K and most activities are on track to be delivered in time for Nairobi. We also introduced direct interaction between the Executive Group and the Working Groups to facilitate information sharing with us but also between the groups and reported back regularly to the membership. This work was fully supported by a streamlined semi-virtual one-person secretariat replacing two staff.
5. The year, however, was marked by some extraordinary opportunities on UN reform and required ad hoc and often time sensitive engagement by the Chair, the vice-chairs and some of the Working Groups (WGs). This challenged our ability to consult broadly within reasonable timeframes but in this, we were not unique in the UN System as system-wide reform was rolled with short and tight deadlines, with new versions of documents appearing literally overnight for yet another round of comments by the following day. Thanks to the proactive efforts of a number of UNEG members, I believe we were able to step up to the plate and secure a place for UNEG in system-wide reform and the Agenda 2030.
6. Key achievements include *inter alia* a strong role for evaluation in the Funding Compact agreed to between members states and the UN Development System; our participation on the UNDAF redesign group and the development of interim guidance on UNDAF evaluations; inputs into the SG's strategy on system-wide evaluation, inputs into the revision of the OECD/DAC evaluation criteria; securing funding from the UK to second a UNEG senior staff to the UN Transition Team to jumpstart system-wide evaluation.
7. UNEG also followed up on the recommendations of the mid-term review (see Annex 3 for a proposed management response to the review). Two task forces with broad participation focused on (i) the Principles of Working Together and (ii) the development of the next UNEG strategic plan. Both of these are for discussion and endorsement at the Nairobi AGM.
8. We had three new potential membership applications (1 for initial observer status and 2 for full member status) showing a modest growth in membership. There were continuous requests for UNEG

engagement throughout the year. I represented UNEG at the Council of Europe while some of the new partnership requests were dealt with by the partnership working group. Just prior to the AGM I will participate on an expert panel on the future of the HLPF at the invitation of DESA. Miguel Jiménez Pont is giving a key note speech at a Commonwealth evaluation event in early May.

9. I therefore look back to a busy and challenging year with a certain sense of satisfaction, knowing however, that much will still need to be done. We opened the door on system-wide engagement but now will need to keep it open and walk through it. For this, we need the membership's full engagement and commitment. We also need for us to show to the outside that **"we all are UNEG"** in addition to working for our respective agencies. We must aim for a whole-of-network approach to our work at individual, agency and global level.
10. What we achieve is our common achievement. I would therefore like to thank the vice-Chairs and the co-conveners for their engagement and leadership throughout the year as well as all of the individual members that have dedicated some of their spare time to engage. It is now more important than ever, that UNEG can count on its members to deliver on what should be an ambitious vision and strategy.

## UNEG's Contribution to UN System-wide Governance and Management Reforms

11. There have been many simultaneous reform initiatives, which were not necessarily linked, in which we have been engaged over the past year. UNEG has been heavily involved/ actively engaged in the on-going discussions on the *Funding Compact (FC)*, independent *system-wide evaluation* and the *UNDAF guidelines*. Many of you have indicated your support for these initiatives – both through UNEG but also you own organisations - and I thank you for your contributions and engagement through these processes.

### UN Funding Compact

12. In 2017, the SG proposed a funding dialogue to look at how the UN development system was funded, resulting in discussions to establish a FC to give the UN system a more stable basis to meet the ambitious goals and timelines set out in the 2030 Agenda. The *Funding Compact* was developed, and its implementation will be guided, by a number of parameters including: shared purpose; national ownership and leadership; mutual accountability; transparency; diversity; results; ambition; innovation; complementarity; and synergies. The final *FC* was sent to member states on 14<sup>th</sup> March 2019 for endorsement by ECOSOC in May 2019.
13. We were able to provide comments to the numerous iterations of the *FC*, often under very strict time constraints, and again, I thank everyone for their timely contributions.
14. The FC affects three priority areas in our strategic plan and how they need to be pursued in the future:  
(i) increased joint and system-wide work by UNEG members (FC commitment 2)<sup>1</sup>; (ii) improved

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<sup>1</sup> Indicator 2: To increase collaboration on joint and independent system-wide evaluation (ISWE) products to improve UN support on the ground. Indicator (QCPR – new): % of UNSDG Evaluation Offices (EO) engaging in joint or ISWE; Baseline 20 (2018):

quality of UNDAF evaluations (FC commitment 8)<sup>2</sup>; and (iii) greater transparency through publication of UNEG member reports on our website by SDG (FC commitment 9)<sup>3</sup>. In many aspects the FC has triggered a high interest by Member States, as well as the Secretary-General's Office, in UNEG's work and high expectations that UNEG is able to deliver on improved transparency and joint/system-wide evaluative evidence.

## System-wide Evaluation

15. As seen in the FC, independent system-wide evaluation (SWE) has been a key component in the SG's UN reform and a commitment which the Executive Office of the SG (EOSG) has been keen to deliver. As I reported in March 2019, the UK's Conflict, Stability and Security Fund (CSSF), through its Multilateral Strategy (MuSt) UN Reform Programme, indicated its intention to provide GBP400K in funding to set up a function to start ISWE implementation. EOSG reached out to the UNEG Chair to lead the negotiations with the UK and thus gave us the opportunity to shape the roadmap towards strengthened SWE in line with the UNEG N&S. By the time of the AGM, the first tranche of the funding (GBP 200K) is expected to be in the pooled fund held by UNDP. A second payment is envisaged for November 2019, dependent on a clear financial statement in October showing expenditure to date and an updated financial plan for the remaining period which ensures that the remaining funds will be spent in full.
16. UNEG was asked to identify a senior member of staff who could be seconded to the UN Transition Team to undertake this work as Senior Adviser (ISWE) (see job description in Annex 2). The tasks listed are key elements contained in the EOSG strategy for implementing ISWE. UNEG Heads nominated three very high caliber candidates who were interviewed in April by a panel comprised of three UNEG Heads, including Katharina Kayser (UNODC) and Andrew Fyfe (UNCDF) and chaired by Miguel Jiménez Pont. The selected candidate is Mathew Varghese of UNICEF and I would like to thank UNICEF for facilitating this secondment. I would also like to thank UN Women and OIOS for their strong nominations.
17. The road ahead will require our continued engagement and, in this context, I propose to set up an ISWE WG led by either the Chair or a vice-Chair (VC) to provide guidance and support to the Senior Advisor. The tasks to be embarked on are listed in Annex 2 as reflected in the ToR for the Senior Advisor. Given

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10/35 or 29% of EOs have engaged in joint evaluations; Target (2021): 75% of EOs will have engaged in a joint evaluation; Baseline (2018): 7/35 or 20% have engaged on an ISWE product; Target (2021): 50% of EOs will have engaged in at least one ISWE.

<sup>2</sup> Indicator 8: To improve the quality and utility of UNDAF evaluations Indicator (DCO): % of UNDAF evaluation reports with good or excellent rating on methodology used; Baseline (2016): 10/36 or 28%; Target (2021): 75%

Indicator (DCO): % of UNDAF evaluations that contain all the following: actionable recommendations, with a clear target audience and timeframe for implementation, and a management response; Baseline (2016): 10/36 or 28% (23/62 for management response); Target (2021): 100%

<sup>3</sup> Indicator 9: To increase accessibility of corporate evaluations and of internal audit reports, within the disclosure provisions and policies set by governing bodies at the time of report issuance

Indicator (DCO): % of UNDS entities authorized within disclosure provisions and policies who have made their corporate evaluations available on the UNEG website; Baseline (2018): 10/48, or 21%; Target (2019): 100%

Indicator (QCPR – new): % of internal audit reports issued in line with the disclosure provisions and policies set by the relevant governing bodies, which are available on a dedicated searchable UN-RIAS platform/ website, pending availability of resources; Baseline 2018: 0; Target (2021): 100%

Indicator (FMOG): % of inter-agency pooled funds posting evaluation reports on the UNEG website Baseline; Baseline (2018): 0%; Target (2019): 100%

the strong interest in this by the EOSG we will need to ensure that we meet the early milestones for the roadmap (e.g. a multi-year plan for system-wide evaluation engagement, updating of the current policy).

18. UNEG is thus being given an unprecedented opportunity to have an active voice in UN reform through the establishment of SWE capacity in the UN. We cannot afford to fail and must demonstrate the relevance of our combined work and the need for SWE to inform system-wide work, such as the 2030 Agenda.

## UNDAF

19. Members of the UNDAF WG have been actively engaged in the processes related to the UNDAF evaluations. Our contributions to the two streams – UNDAF Guidelines and UNDAF Evaluation Guidelines in the note to the SG and DSG – have been led by Masahiro Igarashi, with critical support from Shravanti Reddy (UN Women) and Omar Awabdeh (FAO) who participated in the design group for the former.
20. As reported by Masa at the end of March, the consultations were held at a frantic pace and involved a multiplicity of uncoordinated processes of which UNEG was not always officially in the loop. Despite this, we have provided strong comments in both processes and are currently waiting to see what happens next. A key missing element here is the question whether or not UNDCO will have a small evaluation function. While UNEG can and will assist with the development of guidance and piloting the new Guidelines, the day-to-day quality assurance of UNDAF evaluations need a central home. We have advocated with the UN Secretariat for the need of a UNDCO evaluation function to oversee and support UNDAF evaluations. We will discuss the issues in detail in the session on UN reform during the AGM.

## HLPF

21. In July 2018, I moderated the HLPF side-event "Accelerating SDG implementation through evaluation evidence: Case of SDG-6". UNICEF successfully organized this panel as a UNEG/UNICEF event featuring Indran Naidoo (UNDP) and George Laryea-Adjei (UNICEF), and sector/government WASH specialists. The event brought together over 80 participants from governments, civil society organizations and development partners who were engaged in a vibrant dialogue on the importance of embedding evaluation into national plans and policies to demonstrate progress towards SDGs achievement.<sup>4</sup>
22. I have been invited to participate in the 2019 Expert Group Meeting on Lessons learned from the first cycle of the High-Level Political Forum on Sustainable Development (HLPF), to be held at UN Headquarters in New York from 6 to 7 May 2019. The Expert Group Meeting aims to bring Member States, the UN system, academia and other stakeholders together to take stock of lessons learned from the first cycle of the Forum notably on the Voluntary National Reviews and thematic reviews, consider

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<sup>4</sup> Watch the event: <https://youtu.be/igZDoLZk8kU>

ways to improve the peer learning element in VNRs, and the comparability and impact of the VNRs on national processes.

23. In my assessment, the **HLPF is the key opportunity for the work of UNEG on Agenda 2030** to be heard and used, and thus for evaluations to influence policy makers and the delivery of Agenda 2030. We must move, however, beyond side-events on the margins of the HLPF to: (i) working with national partners to help them use evaluative evidence to shape their voluntary national reports and (ii) aim at issuing an authoritative UNEG SWE report or compendium to be tabled at the HLPF. The latter can only be achieved with a robust SWE secretariat in the future.

### **Engagement with other evaluation communities**

24. We have been actively engaged with other members of the evaluation community both through our Partnership WG, but also through the DAC Evaluation Criteria WG. I, along with a number of UNEG colleagues, attended the DAC Evaluation Network meeting in February which again provided an opportunity for us to strengthen our partnership with EvalNET. The WG under Peter Wichmand, and Vijaya Vadivelu and Julia Engelhart's leadership provided a set of UNEG members comments which I submitted to the DAC Secretariat. Unfortunately, there was not time for a common UNEG position. On the other hand, the comments illustrated that UNEG membership is as split on the proposed revisions as is the DAC membership. We will be able to discuss the revised proposed criteria with Per Oyvind Bastoe, Chair of EvalNET, in Nairobi.
25. On 9 November 2018, I participated in the High-Level Event "Towards a New Evaluation Culture and Policy" at the Council of Europe. My speech, which highlighted the UNEG N&S's contribution to strengthening the evaluation function, was well received and discussions among the participants were rich. This event confirmed that UNEG N&S have influence beyond the UN as increasingly international organizations are seeking to align their policies to the UNEG N&S. **In my view, there are great opportunities to partner with other like-minded international organizations - whether on ISWE or on evaluation practice exchanges. Our future partnership strategy implementation should bear this in mind.**
26. In March, I was approached by the Canadian Evaluation Society to consider a UNEG-CES partnership. I have referred this proposal to the partnership group who is in direct contact with the CES for the Annual Meeting in 2020. A similar partnership could also be envisaged with the AEA - where UNEG members for many years have been visibly engaged but not necessarily as a bona fide partner.
27. As you are aware, UNAIDS is in the process of strengthening its evaluation function. This has seen the creation of a UNAIDS Cosponsor Evaluation network which brings together representatives of the evaluation offices of UNAIDS cosponsors<sup>5</sup> as a thematic interest group of UNEG to leverage UNAIDS Cosponsor capacities, resources and experience on evaluation. The aim is to promote and coordinate joint and systemwide evaluations on AIDS; provide inputs and resources to the design and implementation of specific evaluations, and; serve as a reference for AIDS-related evaluations. The Network has developed a TOR and a number of work areas are already underway including a peer review of the UNAIDS evaluation policy and a midterm evaluation of the UNAIDS strategy. The respective EXDs of the evaluation network are being briefed and the network members will meet during

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<sup>5</sup> ILO, UN Women, UNDP, UNESCO, UNFPA, UNHCR, UNICEF, UNODC, WHO and WFP.

the Evaluation Week in Nairobi. **The “coalition model” adopted by UNAIDS constitutes a relevant model for our future engagement on joint and ISWE.**

## UNEG’s New Ways of Working

28. 2018-2019 has been a transition year for UNEG and we have been functioning in uncharted territories, in particular with regards management of UNEG funds. That said, I believe we have set some good foundations on which we can further build over the next year.

### UNEG Executive Group

29. The 2018-2019 UNEG Executive Group comprised Miguel Jiménez Pont (ITC, SO1), Masahiro Igarashi (FAO, SO2 and Partnerships) and Indran Naidoo (UNDP, SO3). We have met (both online and in person) numerous times over the course of the year and the minutes of each meeting have been distributed to UNEG Heads both electronically and via SLACK. As Chair, I have greatly benefitted from the experiences and knowledge shared by my Executive Group colleagues. We have had a good and supportive collaboration throughout the year which has been critical during this period where we have been pulled in many different directions for which I thank each member. We have shifted from a model where the VCs are overseeing the SO work to a model where VCs are engaging on their SOs but where the SO co-convenors now have a direct link to the EG (more below). We have to recognize that our “day jobs” at times have to take precedence over UNEG work and this made it difficult at times to find suitable spots for EG meetings.

30. 2019 is an election year for UNEG. Miguel Jiménez Pont and Indran Naidoo were elected at the AGM 2018 and both have indicated that they are willing to continue in their capacities as VCs for their second year. Masahiro Igarashi and I were both elected as UNEG VC and UNEG Chair respectively at the AGM 2017 meaning our terms have been completed. In early April, we sent a call for nominations for UNEG Chair and VC and, at time of writing, we have received one nomination for UNEG Chair and three nominations for UNEG VCs. All with the exception of one current VC are Europe-based (2 Rome, 2 GVA, 1 Paris). In this regard, I would like to recall the proposal of the mid-term review to also consider geographic VC positions.

31. The nominations and elections at the AGM will follow the process outlined in the revised Principles of Working Together which, although not yet approved, invites nominations for VCs from among senior members of staff, as opposed to UNEG Heads only. The Executive Group and members of the Governance Task Force agree that senior staff will be able to bring make important contributions and also benefit greatly from the opportunity. I thank Joel Rehnstrom (UNAIDS) for volunteering to manage the election process at the AGM.

32. The final draft of the PoWT leaves the number of VCs open. In my view, the number of VCs should reflect the leadership needs of UNEG and may therefore fluctuate but should remain below 5. A VC should be someone able to make a serious time commitment to the workings of UNEG. At this point, I would suggest that we need VCs to cover the following: professionalization/peer reviews; partnerships; UNDAF; and system-wide evaluation (the latter ideally should be NY-based). One VC should also take on the role of treasurer of the pooled fund - although this could be done by an existing VC. VCs should



also be seen as a lead in their respective duty stations and call together the membership on a regular basis to exchange information, progress updates and encourage engagement. **It is critical that VCs have their own portfolio and thus free the Chair to engage at a more strategic level. At the same time, there needs to be a strong sense of accountability of all members of the Executive Group.**

## Outreach

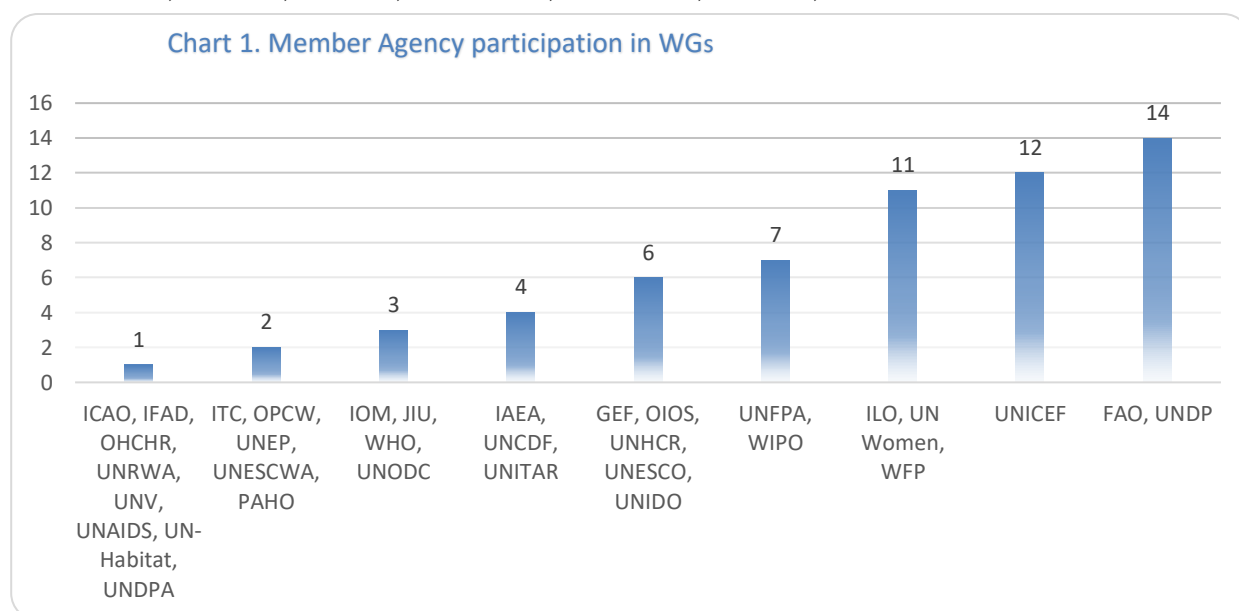
33. Whenever possible, I have called for ad-hoc meetings in New York and Geneva taking advantage of travel to these locations. These have been useful opportunities to reach out to the membership. It would be good to see this interaction continued, possibly not just by the Chair but also by the membership in each location or through locally-based VCs. UNEG can only become stronger through such interaction which should involve all staff and not only heads. UNEG's regional presence, such as in Bangkok through UNEDAP, should be further promoted including in leadership roles.

## UNEG Secretariat

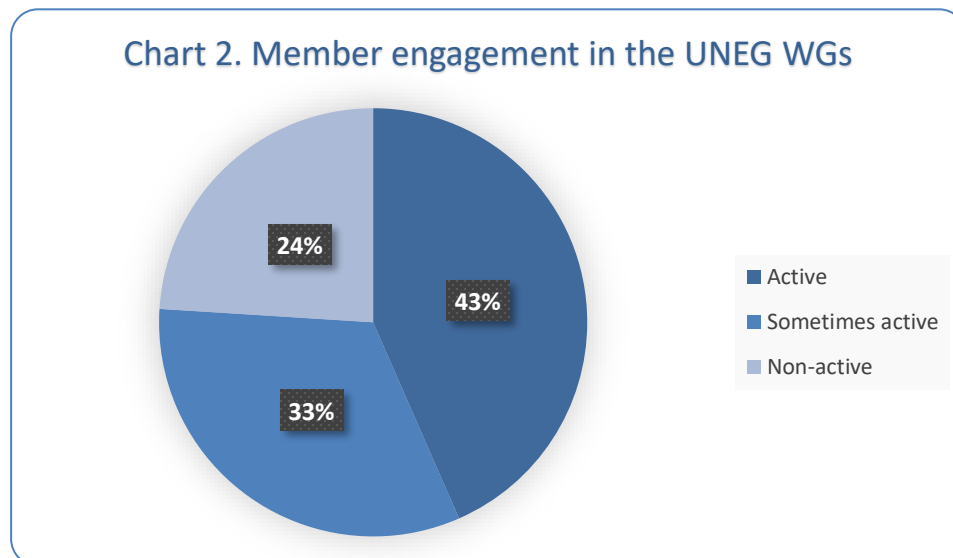
34. In March 2018, UNDP announced that it was regretfully reducing its support to UNEG, including its sponsorship of the UNEG Secretariat. It was agreed at the AGM 2018 that 2018-2019 would be a transition year during which the secretariat position and function would be reviewed as part of a new business model for UNEG. Due to the time it has taken to develop the PoWT and the Strategy this review has yet to take place although the Secretariat and the Chair have been monitoring the situation closely and will, based on the experience to date, as well as the Nairobi commitments, develop a future blueprint.
35. In July 2018, (Michelle) Bo Weston, a Paris-based consultant, was contracted to serve as UNEG Secretariat (see job description in Annex 1). She has been working on a part-time basis (3 days a week), on a contract issued by UNDP IEO and, given her proximity, has been working from UNESCO offices to ensure closer synergies during the transition period. Having originally held this position from 2006-2012, she was able to bring with her the experience and knowledge that has made the transition relatively smooth. Her contract is due to end in June 2019. Given Bo's excellent work over the past year her contract should be continued.
36. Alternative options of Secretariat modalities tabled at the 2018 AGM included: having another member host the Secretariat; establishing a mobile Secretariat (providing the website and finances are stable); and UN volunteers supporting the function.
37. I believe it is important to have a dedicated, professional Secretariat function supporting UNEG. Whilst it has been beneficial for the Secretariat to be based locally to my office, a virtual Secretariat could function well depending on the person in the position.
38. Once the new strategy has been approved **we will need to review the Secretariat function.** There may be an opportunity and/ or need for the Secretariat to take on a more substantive role which is not yet accounted for in the TOR. I would suggest, in the meantime, that the respective UNEG Chair's office issue the contract for the Secretariat staff/consultants and process payments with requests for reimbursement from the UNEG pooled funds to be made on a quarterly or bi-annual basis.

## UNEG Working Groups

39. At the AGM 2018, 14 WGs were established (see Work Plan and WG report). The EPE Organising Committee was established after the AGM.
40. Following the UNEG AGM in Rome (May 2018), the UNEG WGs prepared their detailed work plans, in consultation with the members of the UNEG Executive Group. The draft Work Programme 2018-2019 was sent to UNEG Heads for initial comments in November 2018, before being sent for approval on a no objection basis on 1st December. As in the past, much time was lost between the AGM in May and finalization of the work plan in December, meaning the WGs have essentially only had five months to implement their work plans. Such delays arise because of the time it takes for: WG membership to be finally determined; co-conveners to be nominated; work areas to be agreed upon etc. At the AGM this year, we wish to have more concrete agreements and decisions taken during the work plan session so that implementation can begin immediately after the meeting.
41. There were some external factors which meant that some of WGs were unable to deliver on their agreed work plan. Some WGs were affected by lack of time of the co-convenors or other constraints. Others, such as the DAC Evaluation Criteria WG initially developed a detailed work plan which had to be revised in line with the process being managed by the DAC EvalNET. The work programme of the UNDAF WG was greatly affected by its unforeseen engagement in the revision of the UNDAF guidelines. We were invited to provide comments on the evaluation indicator and technical guidance of the disability SWAP, which was tasked to the Human Rights and Gender Equality WG. The ability of these WGs to adapt to the changing environment highlights our ability to be flexible and should be commended.
42. 32 out of 48 member agencies participated across the WGs (see Chart 1). These engagements reflect, in part, office capacities. Other participants in the UNEG WGs include ALNAP which participated in the HEIG, as well as members of the regional offices of UNEG agencies. Members who did not participate in the WGs 2018-2019 were: CTBTO, DPO, IMO, OCHA, DGACM, DGC, PBSO, DESA, UNCTAD, UNECA, UNECE, UNECLAC, UNESCAP, UNICRI, WMO and WTO.



43. The Executive Group held four meetings over the course of the year with the co-Conveners to discuss progress in their agreed work plans and prepare for the UNEG Evaluation Week 2019. This regular engagement with the WGs has been beneficial and, in most cases, each WG has been represented during the meetings. The minutes of these meetings were distributed on SLACK.
44. We asked WG co-conveners to report on member engagement over the course of the year (based on the list of WG members). The results were mostly positive with an overall good level engagement (see Chart 2).<sup>6</sup> It was hard for some groups to provide exact feedback however. In some groups, agencies were represented by multiple staff members but, for example, only one would attend the meetings (who we assumed was then reporting back to their colleagues).
45. I would like to remind members that staff participate in the WGs in their individual capacity. In signing up to a WG, they are committing to participating and contributing to delivering the agreed work plan. **All members of the groups are equal and everyone should feel empowered to contribute in their personal capacities among peers.** The conveners (term to be decided) are responsible for ensuring delivery of the work plan, attending meetings with the Executive Committee, and preparing and presenting at the AGM. Conveners should feel also empowered and supported, both by their own senior management and the Executive Committee, to do so.



46. Issues and areas for consideration highlighted by the co-conveners and which need to be addressed both in discussions at the AGM and eventually in the Principles of Working Together include:
- i. How conveners are chosen from the WG members and, should criteria or a TOR be established? How long is their mandate and should there be more rotation?

<sup>6</sup> Engagement was based on regular participation in conference calls and meetings, and written contributions when requested.

- ii. How can WG members engage, other than conference calls? Should WGs have a travel budget? Current EG policy does not allow for this but some WGs have said this is an impediment.
- iii. How can WG co-conveners encourage regular active participation by members? What are the implications, if any, if WG members don't participate? Should WGs be trimmed down to reflect active membership?

## **Fund management**

47. In the absence of a UNEG Executive Coordinator, UNEG funds have been managed by the UNEG Executive Committee. In June 2018, following my request, UNDP IEO created a pooled fund code for UNEG, as such we are no longer able to report on expenditures by donors. This has greatly simplified financial reporting. A pooled fund implies no earmarking. While we will continue to be able to reflect soft earmarking the annual financial reporting is done on the sum of the contributions and not by contribution. I would like to thank UNDP for their continued financial and technical support over the last year.
48. After the AGM 2018, the WGs prepared and submitted their final workplans and budget requests. These were initially discussed by the UNEG Executive Committee and, when required, revised by WG co-conveners. The final work and budget plan was sent to UNEG Heads for approval on a no-objection basis with a proposed budget for the work year 2018-2019 of \$247,000, not including the costs of the UNEG Secretariat.
49. Under the new ways of working, WGs were asked to identify a member who could issue contracts for external consultants when required. The issuing agency could request reimbursement from the UNEG pooled fund either upon issuance of the contract or work completion. To request reimbursement, the implementing agency had to submit relevant documentation (e.g. TOR, contract) to the UNEG Secretariat. Requests for reimbursement of contracts under \$5K were sent directly from the Secretariat to UNDP IEO for processing, whilst request of over \$5k went through the UNEG Chair. All expenditures still incur the 8% General Management Support (GMS) charge. There were initial difficulties with getting this going and one WG initially had difficulties finding a member to advance the funds and contract the consultant before solution was found. This funding model, although not ideal, is the most appropriate for the current set-up but may require reconsideration down the line. It requires members to take on fund administration roles for their WGs or other UNEG activities.
50. For travel in my capacity as UNEG Chair, I have asked Executive Committee members for their advance approval to use UNEG funds. Where possible I have used non-UNEG funded travel opportunities to engage with various UNEG constituencies to keep the burden on the UNEG budget to a minimum. However, the representational requirement of the Chair/VC position needs funding, in particular if smaller agencies and non-Heads are to engage. The collective decision on use of the UNEG pooled funds for travel for strategic engagements should therefore be taken by the EG and transparently recorded. Regarding the secretariat staff payments, the UNEG Secretariat submits a monthly certificate of payment to which I approve and which is then submitted to UNDP IEO for payment.

51. This current fund management system is somewhat fragile and does not ensure the full checks and balance previously provided by the Executive Coordinator. **The revised Principles of Working Together proposes that a VC undertake the role of treasurer and I strongly support this proposal.**

## UNEG Mid-Term Review Management Response

52. The UNEG MTR was presented and discussed at the AGM 2018 however, a formal management response (MR) was not issued. I am pleased to report that the MTR recommendations have been addressed over the course of the year by both the EG and the WGs. It is recommended that the table in Annex 2 serve as the official management response to the MTR and **is approved during the Nairobi AGM.**

## UNEG Communications and Knowledge Management

53. The UNEG Twitter account has attracted 550 new followers since August 2018, bringing the number of followers to 4689. The Secretariat has been actively (re)tweeting job opportunities and news from UNEG members, UNEG-related announcements and news from the wider evaluation community.
54. In February 2018, the Secretariat established a workspace in [SLACK](#) (Searchable Log of All Conversation and Knowledge). The objective was to provide UNEG members, in particular members of the WGs, a space for discussions and document sharing. The workspace currently contains 22 channels – one for each of the WGs/ Task Forces, one for general UNEG announcements and five “private channels” (UNEG Heads, strategic WGs, UNEG Executive Group and WG co-conveners). As of March 2019, 173 colleagues have subscribed to the UNEG workspace. Despite the advantages that this platform provides, it is still being underused by the UNEG membership. In addition to the Secretariat, only one WG regularly posted in the platform.
55. The UNEG email lyrics list serve continues to pose problems for those with the un.org suffix, with messages not being delivered. The Secretariat has invited members to provide personal email addresses to ensure that they receive notifications but few have followed up on this offer.

## UNEG website

56. The [UNEG Evaluation Report database](#) currently contains 9,978 reports published by 25 members and one observer<sup>7</sup>, dating back to 1997. Whilst some members are very systematic in adding their documents to the UNEG website, others are not. For example, in 2018, only 12 members<sup>8</sup> (6%) uploaded their reports to the database.
57. **A key commitment of the FC is for UNEG members to publish their reports on the UNEG website** and I therefore strongly encourage you to do so. Furthermore, a new filter has been implemented in the

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<sup>7</sup> DPI, FAO, GEF, IFAD, ILO, ITC, OHCHR, OIOS, SDG-Fund (observer), UN-Habitat, UNCDF, UNDP, UNECE, UNECLAC, UNESCO, UNESCWA, UNFPA, UNHCR, UNICEF, UNIDO, UNITAR, UNV, UN Women, WFP and WIPO.

<sup>8</sup> FAO, IFAD, UNCDF, UNDP, UNECE, UNESCO, UNHCR, UNICEF, UNIDO, UNITAR, UNV and WFP.

database for reports to be uploaded and searchable by SDG. For reports that are already available in the website, members are asked to kindly review and apply the filter as this cannot be done automatically.

58. Members' evaluation policies are also available in the [document library](#) of the UNEG website. It currently contains the policies of 39 members (81%). Again, I encourage those whose evaluation policy is not available on the website to please send it to the Secretariat for uploading<sup>9</sup>.

## UNEG Financial Report 2018

59. Below is the financial report for 2018, with records of contributions and expenditures over the year. 2018 started with an opening balance of \$635,273.

### 2018 Financial Contributions

60. At the UNEG AGM 2018, a membership fee scheme based on the size of the evaluation unit was approved (see Annex 3, Table a). In 2018, UNEG received a total of \$210,935 in membership fees, as well as a \$300 participation fee for the UNEG EPE 2018 (see Annex 3, Table b). Thank you to those who have paid your membership fee, in particular WFP and WHO whose contributions were above the suggested figure. Whilst some contributions included the 8% surcharge, not all did, and I would like to remind colleagues to please include this fee in your contributions. I would also like to thank UNDP for their contribution of \$100K for the Secretariat during the transition period.
61. A number of UNEG members have not paid membership fees for the period 2015-2018, nor have they been actively engaged in any recent UNEG work. Whilst we recognize and appreciate that this may be due to capacity within these offices, in accordance with the revised UNEG Principles of Working Together, the EG/Executive Steering Committee will send a formal request to them to adhere to their obligations. **If no active engagement is subsequently observed, full membership may be revoked and the member relegated to observer status.**

### 2018 Expenditure Report

62. Total expenditure from the UNEG funds in 2018 was \$171,514. Summary details are provided in the table below (see Annex 4c for detailed expenditure)<sup>10</sup>.
63. The approved Work Plan budget for 2018-2019 was \$247,000, including \$65,000 for the Peer Review WG and \$53,000 for the Human Rights and Gender Equality WG. Of the budget approved Work Programme, only \$71,000 has been spent between January and April 2019.

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<sup>9</sup> Agencies whose evaluation policy is not currently available on the UNEG website: CTBTO, DPO (formerly DPKO), IMO, OHCHR, PAHO (currently being revised), UN DGACM, UN DGC (formerly DPI), UN PBSO and WTO.

<sup>10</sup> Based on Atlas generated reports provided in April 2019.

Table 1. Summary of 2018 Expenditures		
	Description	Amount
SO1	Consultant travel to attend the Evaluation Week 2018 & 8% GMS	\$7 559,18
SO3	Consultant fee (Laurie Douglas designer) & 8% GMS	\$2 073,60
SO4	International consultant fee and travel, & 8% GMS	\$15 641,37
Eval Week 2018	Conference costs including catering, audio visual & 8% GMS	\$56 607,11
Secretariat	Consultant and secretariat fees and travel, EG travel, printing UNEG N&S, UNEG website and communications, other miscellaneous	\$89 831 <sup>11</sup>
<b>Grand Total</b>		<b>\$171,513,64</b>

64. As reported by the WGs in their reports, members have also made important direct and in-kind contributions for which we were very grateful.

Table 2. 2018 UNEG Account Balance Summary	
2018 Opening Cash Balance	\$635,321
2018 Membership fees received (including fees for 2017 received in 2018)	\$311,095
2018 Actual expenditures	(\$171,514)
<b>2018 Closing Cash Balance</b>	<b>\$874,902</b>

## Financial Year 2019

65. 2019 opening balance was \$874,902, not including \$178,000 in earmarked funds<sup>12</sup>. Total opening balance including earmarked funds is \$1,052,902. We have already received \$89,800 in membership fees for 2019. Expenditures from January – April 2019 are indicated in the Table 3 below.

Table 3. UNEG Expenditures January – April 2019	
SO 1 Professionalisation Working Group (for work year 2018-2019)	\$20,000
UNEG Evaluation Week 2019	\$51,000
UNEG Secretariat salary (January – March)	\$12,800
UNEG Executive Group member and Secretariat Travel: - UNEG Chair to NY FC meeting in February; DESA Expert meeting in May - VC and Secretariat staff to Rome Strategic Planning Meeting in January	\$4,169
UNEG website URL purchase (5 year)	\$471
GMS (8%)	\$7,075
<b>Total expenditure January – April 2019</b>	<b>\$95,515</b>

<sup>11</sup> Funded by UNDP's transition funding for the Secretariat of USD100K.

<sup>12</sup> \$78k from UN Women for human rights and gender equality work, and \$100k from UNDP for ISWE.

66. As in previous years, we will send an invitation for 2019 membership fees after the AGM and again towards the end of the year.
67. Forecast expenditures for 2019 are detailed below. As previously indicated, we allocated a budget of \$248,000 for the work year 2018-2019 (not including Secretariat costs). Of this, only \$95,515 has been spent. Three 2018-2019 WGs will be submitting requests for reimbursement after the AGM.

<b>Table 4. Tentative Budget Expenditures 2019-2020</b>	
SO1 Peer Review Working Group (Peer Review of UNESCO and ICAO in 2019)	\$30,000
SO1 Professionalisation Working Group (proposed travel to AEA and consultancy work in 2020)	\$35,000
SO1 Ethics and Code of Conduct Task Force* (for 2018/2019)	\$20,000
SO2 UNDAF Task Force (approved 2018/2019 but not spent)	\$10,000
SO3 SDG Working Group* (for 2018/2019)	\$15,000
SO3 DAC Evaluation Criteria Task Force	\$15,000
SO3 Gender Equality and Human Rights Working Group* (for 2018/2019)	\$53,000
Use of Evaluation Interest Group* (for 2018/2019)	\$5,000
Humanitarian Evaluation Interest Group (proposed content designer/final revisions HP pilot guide)**	\$25,000
Partnership Working Group (proposed development of partner database, communications products, partnership events)**	\$25,000
UNEG Secretariat (Secretariat salary and travel costs, website maintenance and development, communication costs etc.)	\$100,000
UNEG AGM 2020	\$50,000
<b>Total tentative funding envelope 2019-2020</b>	<b>\$383,000</b>

Note:

\* Funds that were approved for the work year 2018-2019 which will be dispersed after the AGM when the member who issued the contract submits the request for reimbursement.

\*\* New Working Group requests for funding.

## Membership applications

68. We received two membership applications in 2019 - from the United Nations Office of Counter-Terrorism (UNOCT) (January) and the Department of Management Strategy, Policy and Compliance (DMPSC) of the UN Secretariat (April). We also received one observer application from the UN Office of Legal Affairs in April. These are available in Annex 4 and will be discussed during the closed business meeting session at the AGM.
69. These applications evoke earlier discussions on the nature of the Group. With the increase in UN Secretariat small self-evaluation offices that work quite differently from larger independent offices and



that by design cannot fully meet the N&S, we need to find the right balance between inclusiveness and mandates.

## UNEG Chair's Reflections

70. 2018-2019 has been a very busy year for UNEG resulting in an extraordinary workload but also in significant new opportunities. In addition to ensuring the implementation of our work plan, we have been called upon to contribute to the important and ongoing discussions on UN reform. Whilst this has been very time consuming, our contributions have been greatly valued, have opened doors and, for the most part, been taken into consideration by all those concerned. UNEG, through this engagement, has become more visible in the UN system which may mean that more demands will be made upon us which we need to be ready to meet.
71. It has also been an important period for internal reflection for UNEG – both through the revision of the Principles of Working Together and our strategic plan for the years to come. Whilst we need to give further thought and discussions on both these issues at the AGM, I see that there is still much enthusiasm among members for our work areas.
72. We must, nevertheless, remain realistic in what we can do – both internally and externally. We are a volunteer network whose members have full time day jobs and we run the risk of spreading ourselves too thin. The Executive Steering Committee will need to provide strong leadership, and we will no doubt be calling on you for your timely, relevant inputs. The commitments we make in Nairobi will need to be translated into action. This will require further thinking on the type and size of a standing Secretariat to support the work of the membership. My assessment at this point is that we need to reflect on the need for a more robust Secretariat support to future Chairs.
73. This will also require a more empowered and accountable Executive Group - now to be renamed the “Executive Steering Committee” (ESC). The current workload and engagement of the Chair is not sustainable as a volunteer engagement, and there needs to be a common sense of burden sharing for this role. It can work if, for example, the Chair has a leadership team ready and able to contribute. Above, I outlined the type of roles the VCs should be playing. If there is strong engagement from the ESC then we may be able to continue with the current lean Secretariat model. If not, then consideration will need to be given to an Executive Coordinator position, with a strong evaluation background.
74. With the new Strategic Plan, we need to become more results-driven and measure our own progress, or lack thereof, on a regular basis. This will require the development of set of key performance indicators, some of which can be drawn from the FC.
75. This will also require that UNEG engagement becomes part and parcel of UNEG member agencies staff performance plans and assessments so staff can get due credit and recognition for their engagement but also full support and time needed from their heads. **It is only when we have staff at all levels engage productively and freely in the work of UNEG that UNEG can live up to its vision.**

**In terms of the sessions at this AGM, our decisions should focus on:**

- i. Final adoption of the PoWT;

- ii. Agreement on the revised UNEG vision and strategy;
- iii. Agreement on how to engage on ISWE and UNDAF (should the strategy not yet be endorsed);
- iv. Reviewing new membership applications and how these can best fit an evolving UNEG;
- v. Approval of the Secretariat budget for 2019-2020 and tentative approval of funding envelopes for WGs (Table 4 above);
- vi. Closure of inactive WGs and consideration of new WG depending on demand.

76. I thank you all again for your contributions over the year and hope that we can continue along this path for 2019/2020. It's been an honor and good challenge to lead the Group in the past year.

# Annex 1: UNEG Secretariat Terms of Reference

Location: Home-based

Type of Contract: International Consultant

Languages Required: English

Duration of Contract: a maximum of 125 working days within a 12 month period

## Background

This position is home-based and reports to the UNEG Chair.

The [United Nations Evaluation Group \(UNEG\)](#) was established in 2003, as the successor to the Inter-Agency Working Group on Evaluation, and has a membership of 48 organizational entities responsible for evaluation in the UN system. Its mission is to promote the independence, credibility and usefulness of the evaluation function and evaluation across the UN system, to advocate for the importance of evaluation for learning, decision-making and accountability, and to support the evaluation community in the UN system and beyond. According to the [UNEG Strategy 2014-2019](#), UNEG's work has been focused on four strategic objectives: 1) Evaluation functions and products of UN entities meet the UNEG Norms and Standards for evaluation; 2) UN entities and partners use evaluation in support of accountability and programme learning; 3) Evaluation informs UN system-wide initiatives and emerging demands; and 4) UNEG benefits from and contributes to an enhanced global evaluation profession.

UNEG organizes Annual General Meetings (AGM) at which members takes decisions related to UNEG, and defines the annual UNEG Work Programme to be implemented in-between the AGMs. Member elected UNEG Chair and vice-Chairs, together with the Executive Coordinator, form the UNEG Executive Group which meets (virtually) monthly and makes necessary decisions to facilitate the work in-between UNEG Annual General Meetings (AGMs).

Further details on UNEG can be found on its website ([www.unevaluation.org](http://www.unevaluation.org)).

## Duties and Responsibilities

### Support to UNEG Chair and Executive Group

- Convening of Executive Committee meetings; including proposing Agenda; presenting memberships-related and other UNEG-wide matters arising; preparation of Minutes for circulation and comments before final recording.
- Identify and analyze key issues potentially requiring Chair attention and collective action or position as needed
- Preparation of Annual Report of the UNEG Chair and Annual General Meeting Report
- Support efforts in system-wide policy and advocacy issues with position paper drafts as relevant

### Support to UNEG Work Programme

- Work with Executive Group and Working Groups to finalize and implement work programme and provide secretariat support as needed for activities, such as UNEG assessment/review, EG elections/survey, member inquiries, external inquiries, etc.
- Provide technical and operational support, conduct research, analyze issues/data as needed, draft reports and relevant documents in support of specific Strategic Objective/Working Group initiatives

- Coordinate various activities requiring consultation among UNEG different constituencies (members, observers, working group members, institutional partners, etc.)
- Liaise with stakeholders and partners
- Monitor relevant work of other networks, i.e., ECG, OECD/DAC EvalNet.

### **Event Planning and Organization**

- 2019 EvalWeek: 2019 EvalWeek will take place in Nairobi, Kenya (dates to be confirmed). In collaboration with the Executive Group and the organizing committees/hosting agencies, plan and organize different elements of the EvalWeek; travel to Nairobi to support the EvalWeek (may need to travel a few days before the EvalWeek starts); provide technical and logistical support on-site; conduct post-event follow-ups;
- Plan and organize other events (high-level events or side events), webinars and joint activities

### **Communication and Knowledge Management**

- Liaison/coordinate with UNEG constituencies (internal and external)
- Manage and quality assure UNEG publications, including working with designers/editors/printers and build disseminate strategy for UNEG publications/materials
- Produce promotional materials as needed
- Manage website content and databases
- Prepare UNEG newsletters, updates, statements/letters and other communications
- Manage membership: update emailing lists and member agency/members profiles
- Manage community of practice/discussion forum (e.g. SLACK)
- Promote UNEG webinars and products
- Light edit videos/audios and manage UNEG YouTube channel
- Manage UNEG social media accounts

### **Fund Monitoring**

With support of the hosting agency,

- Manage UNEG members' contributions
- Review and monitor budget allocation
- Monitor UNEG financial transactions

### **Human Resources and Procurements**

- Provide support to recruitment, contract management and other related issues in collaboration with the hosting agency.

### **IT related**

Liaise and work with IT specialist of the hosting agency:

- Manage online software/licenses (i.e. virtual meetings/webinars/e-magazine/e-scheduling, etc.)
- Maintain UNEG website

### **Competencies**

Core Competencies:

- Communicating Information and Ideas: Communicating clearly and effectively. Seeking to understand the ideas of others. Facilitating and encouraging open communication;
- Ethics and Values: Reliably delivering on promises and honouring commitments made. Demonstrating consistency in upholding and promoting the values of UN in actions and decisions. Demonstrating an appreciation of differences in values and learning from cultural diversity;
- Organizational Awareness: Understanding, building and using formal/ informal systems and contacts in a complex organizational and global environment to obtain results. Applying corporate thinking and demonstrating political acumen;
- Self-management and Emotional intelligence: Managing relationships with others to achieve mutual benefits;
- Working in Teams: Working effectively with colleagues in ways that allow the achievement of shared objectives.

#### Functional Competencies:

- Building Strategic Partnerships: Establishing, maintaining and utilizing a broad network of contacts. Building partnerships and strategic alliances;
- Client Orientation: Understanding and meeting or exceeding client needs. Anticipating and addressing client needs and concerns. Developing innovative approaches to meeting client needs. Ensuring overall provision of quality services to clients;
- Design and implementation of Management Systems: Ensuring that UNEG has the internal management systems it requires to support the achievement of its objectives, and to function effectively and efficiently;
- Job Knowledge and Technical Expertise: Demonstrating and applying professional and/or technical expertise/knowledge of the discipline. Identifying and seeking to expand knowledge and improve work processes;
- Promoting Accountability and Results Based Management: Monitoring and promoting practices, procedures and systems that support accountability and results-based management;
- Promoting Organizational Change and Development: Performing work and process redesign to improve individual, team, and organizational effectiveness.

### **Required Skills and Experience**

#### Education:

- Master's Degree or equivalent in Economics, Social Sciences, International Relations, Political Sciences or related fields.

#### Qualifications:

- 10 years of relevant experience at the national or international level including sufficient experience in professional management-support services;
- Some experience in the design, monitoring and evaluation of development projects;
- Sound understanding of the functioning of UN system and different types of UN agencies;
- Ability to use various office computer softwares, including web-based information management systems;
- Proven ability to perform tasks involving multiple and diverse clients;
- Knowledge of UNDP's administrative, financial and operations processes, rules and regulations, including procurement.

- Knowledge of ATLAS is an advantage.

**How to Apply:**

Applicants should submit their CV, cover letter and financial proposal by Friday, 1 June 2018 to [n.issa@unesco.org](mailto:n.issa@unesco.org) and copy [s.frueh@unesco.org](mailto:s.frueh@unesco.org)

## Annex 2

### a. Terms of Reference - Senior Adviser ISWE

**POST LEVEL: P5/6**

**DUTY STATION: NEW YORK**

DATE PREPARED: April 2019

#### **1. REPORTS TO: UNEG Chair - direct report.**

The UNEG Chair sets up a governance group for ISWE with representative from the UNEG Executive committee, Transition Team of the Secretary General's Executive Office, JIU and DCO. This interim coordination mechanism will remain in place until the ISWE Secretariat is set up and institutionally established.

#### **2. PURPOSE OF THE POST**

The Senior Coordinator provides UNEG's evaluation expertise for the development of the Secretary General's roadmap, institutional architecture and policy for Independent System-wide Evaluation. The post will also be instrumental to provide technical expertise for the preparation of a limited number of ISWE-related accountability and learning products.

The two overarching objectives of establishing the post are: a) to provide support to the SG's Transition Team for the design of a UN system-wide evaluation strategy, including potential adjustments to the UN evaluation architecture in line with the SG's repositioning exercise; and b) to support new/additional joint and system-wide activities by UNEG evaluation offices feeding into and informing the annual discussions at the High-Level Political Forum in New York.

*Specific deliverables and timeline:*

1. Support the UNEG Chair in the setting up of an interim secretariat for ISWE with staff and consultants funded through UNEG
2. Prepare an updated ISWE policy that reflects the UNEG Norms and Standards, articulates the system-wide architecture, responsibilities for evaluation and reporting and sets a clear commitment in line with the Funding Compact to joint and system-wide evaluation (by July 2019)
3. Prepare a concept note for design of a multi-donor funding facility to strengthen system-wide oversight (by July 2019)
4. Prepare a roadmap towards determine capacity needs for independent system-wide evaluation containing options for set-up, mandate, scope, potential reporting lines, synergies with existing functions/mandates (August 2019)
5. Provide oversight to the repository of existing evaluations that are made available on the UNEG website and ensure that they are organized by SDG (Ongoing)

6. Manage a Gap analysis of current SDG evaluation work (by June 2019)
7. Prepare in collaboration with the relevant UNEG Working Group, a plan for ISWEs to be undertaken for 2020-2030 with tentative indication of UN EOs and partners to be involved (by August 2019)
8. Coordinate a pilot of a new concept for UNDAF evaluations through conduct of a UNEG-led UNDAF in-country evaluation (November 2019)
9. The post requires working with UN entities and managing independent consultants to complete the specific tasks above.

### **3. QUALIFICATIONS AND COMPETENCIES**

a) EDUCATION: Master's Degree.

b) WORK EXPERIENCE: Over fifteen years' experience in progressively responsible professional work related to strategic planning, and management of development cooperation and evaluation work. At least 5 years' experience as a senior evaluator in a UN entity. Prior experience with system-wide evaluation exercises.

c) COMPETENCIES

- Substantive knowledge of UNEG norms and standards to prepare evaluation policy for UN entities.
- Knowledge of inter-governmental policy setting and ability to bring together various perspectives by political actors
- Solid track-record for conducting joint evaluations and UNDAF evaluations.
- Track record of ability to negotiate different viewpoints in complex institutional setting.
- Excellent analytical skills, including the ability to quickly and clearly synthesize ideas and feedback
- Integrity in decision-making with clear understanding of independence and consultation – and experience conducting policy papers that are consultative
- Ability to work autonomously while at the same time accepting guidance and demonstrating strong teamwork skills
- Demonstrated fund raising abilities and negotiations with donors.
- Excellent communication, negotiating, advocacy and problem-solving skills
- Demonstrated ability to work collaboratively in a multi-cultural environment and establish harmonious and effective working relationships, both within and outside the organization

The Incumbent works under the overall general guidance of the UNEG Chair. Incumbent requires only general guidance and is expected to operate independently and deliver products of high quality. Incumbent is expected to frequently exercise independent judgment in external meetings with other UN entities, member states and donors.

Candidates who are presently at a lower level may receive the higher level for the duration of the assignment, subject to their releasing organization's ability to provide a temporary position at this level.



**b. Proposed timeline (indicative) for key deliverables (based on Compact commitments and targets)<sup>13</sup>**

1. Preliminary UNDAF evaluation guidelines: **April 2019**
2. SWE architectural options finalized and agreed, including DCO role and capacities: **June 2019**
3. 2019-2030 SWE plan finalized and agreed (Mapping of current and future joint and SWE evaluation activities and opportunities and agreement on number of SWE, themes, timelines): **August 2019**
4. Revision of the ISWE policy (including UNDAF evaluation policy): **December 2019**
5. Design of system wide pooled fund for ‘strengthening system wide oversight work and data’: **December 2019**
6. Strategy for strengthening reporting and use of ISWE – engagement with Joint Inspection Unit, GA, ECOSOC, governing bodies – and proposal for ECOSOC liaison mechanisms (e.g. “Friends of Evaluation”): **December 2019**
7. SWE Communication strategy: **December 2019**
8. UNDAF evaluation pilot: **by March 2020**
9. Final UNDAF evaluation guidance: **December 2020**
10. Fully integrated/comprehensive system wide data platform in place: **December 2020**
11. Tools and systems to increase accessibility of evaluations and internal audit reports, including web-based platforms (websites): **June 2021**

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<sup>13</sup> At time of writing, the timeline was shifting by 1.5 months.

## Annex 3: UNEG MTR 2018 Recommendations and Follow up

MTR Recommendation	Rome discussions	Action by	Implementation Status
<b>Recommendation 1: UNEG to consider three (3) future thrusts that provide a lens for going forward, both in the short-term (2019) and long-term (2020-2025):</b>			
1. <b>SO1 remains UNEG’s foundation – Norms and standards</b> remain the base along with other activities such as peer review;	Agreed - N&S and EPE to be flagships	WGs under SO1	SO 1 focuses on evaluation functions and products of UN entities meeting the UNEG N&S.
2. <b>SDGs and Agenda 2030</b> open up the discussion about use, coalitions, and joint evaluations. More attention needs to be paid to UN political or policy fora such as the High-Level Policy Forum	Agreed - Contributing to Agenda 2030/SDGs to be a flagship project		UNEG side event was held at the HLPF 2018. A UNEG side event focusing on SDG 4 is planned for HLPF 2019
3. <b>UN Reform</b> – Seek to influence system-wide reform while recognizing that Agenda 2030 has shifted the focus of <b>action</b> to the country level.	Agreed - Engagement in UN reforms to be a flagship focus	The UNEG Chair and vice-Chairs, UNDAF Task Force	Ongoing. Various UNEG commenting on reform processes.
<b>Recommendation 2 - Recognizing that the proposed changes need time and discussion, UNEG consider forming task forces during an interim transition period until AGM 2019) focusing on strengthening the governance and working modalities of UNEG:</b>			
1. <b>Streamline the network’s working groups</b> to reflect a more prioritized, strategic and trimmer work plan (under the leadership of the Vice Chairs);	Agreed.	Vice-Chairs	SO4 mainstreamed with no longer a standalone work programme. The Partnership Working Group was established.

MTR Recommendation	Rome discussions	Action by	Implementation Status
<p>2. <b>Review the Principles of Working Together</b> to address <b>governance</b> concerns, membership status and member obligations.</p>	<p>Agreed. The Governance Task Force was established at the AGM</p>	<p>Governance Task Force</p>	<p>Task Force is reviewing the Principles. Amendments that will be proposed/ discussed at the AGM 2019.</p>
<p><b>Recommendation 3: With a focus on improving governance, the interim task forces should consider changes to Executive Group, Roles of Chair and Vice Chairs and Secretariat.</b></p>			
<p>1. <b>Consider the creation of an expanded Executive Steering Committee (ESC)</b> (eight members representing the 4 key constituencies [2 members from each constituency [and interim task forces [plus the Chair], with the authority to oversee the work of UNEG between AGMs.</p>	<p>Agreed without discussions</p>	<p>Governance Task Force</p>	<p>For consideration in the revision of the PWT.</p>
<p>2. <b>Consider expanding the role of Chair and redefining the role and responsibilities of the Vice Chairs</b> to cover key areas such a finance, communications and outreach, membership and partnership.</p>	<p>Agreed. It was suggested by some to have a global steering group with geographical representation and enhanced communications with UNEG Heads</p>	<p>Governance Task Force</p>	<p>For consideration in the revision of the PWT</p>
<p>2. <b>Consider strengthening the Secretariat</b>, the business model for the secretariat needs to be reviewed and consideration given to the role that will be expected from the secretariat by the membership.</p>	<p>Agreed in principle. However, given the withdrawal of UNDP has host for the Secretariat and the new SP exercise it is not clear how this would be done. 2018-2019 is a transition year, in view of UNDP's reduced support to the Secretariat function. UNEG Chair and vice-Chairs to review the role of the Secretariat. Options discussed at the AGM</p>	<p>Governance Task Force</p>	<p>For consideration in the revision of the PWT. Given rotating chairpersonship, a virtual Secretariat model is being piloted. A more robust Secretariat will require a more robust annual budget.</p>

MTR Recommendation	Rome discussions	Action by	Implementation Status
	were a) have another member host the Secretariat; b) have a mobile Secretariat; c) have UNV's support the Secretariat function.		
<p>3. <b>Consider how the AGM can be more effective</b> through new working arrangements that takes a more hands-off approach in terms of management, more open, and a source of information sharing around the production and dissemination of a more focused set of expected results.</p>	Agreed in principle.		<p>The Secretariat has prepared a concept note on the AGM to help define processes and improve decision making processes at the AGM.</p> <p>Could also be for consideration in the revision of the PWT?</p>
<p><b>Recommendation 4: With the aim of exerting greater influence, and reinforcing its position as a norms and standard setter in the international arena, that the interim task force consider paying special attention to membership criteria.</b></p>			
<p>1. <b>Consideration be given to a number of inter-governmental organizations (IOs)</b> that have expressed a keen interest to be part of UNEG, and recognize that some of the current membership do not meet the membership criteria but were grandfathered into UNEG.</p>	<p>Agreed that it is important to review the membership categories. In response the Governance Task Force was established at the Rome AGM</p>	<p>Governance Task Force</p>	<p>Work plan of the Governance Task Force focuses on reviewing the Principles, including membership criteria. The TF will discuss and propose amendments for discussion and approval at the AGM 2019.</p>
<p>2. <b>As part of review of the PoWT, membership criteria could be reviewed;</b></p>			

MTR Recommendation	Rome discussions	Action by	Implementation Status
<b>Recommendation 5: UNEG to consider establishing a working group/task force aimed at developing a 2020-2025 strategy for adoption at the 2019 AGM with particular attention to issues pertaining to SDGs and Agenda 2030, evaluation use and professional development.</b>			
1. <b>Consideration be given to sharpening the understanding of what is “evaluation”, and its relationship to audit.</b>	Agreed. UNEG members agreed on the need to embark on a new strategic planning exercise and to establish a Strategic Planning Working Group to develop the UNEG Strategy 2020-2025.	No current discussions	Not started yet. Should entail reaching out to UNRIAS.
2. <b>Consideration be given to UNEG developing meta-evaluations and other evaluation products to be shared at fora related to Agenda 2030 (e.g. the HLPF) and UN Reform.</b>		UNDAF Task Force; HRGE Task Force	HRGE conducting an UNDAF evaluation meta-synthesis with a gender lens  UNESCO/UNICEF conducting a meta-synthesis of SDG Target 4.5
3. <b>Consideration be given to UNEG’s focus and direction on how it works through partnership and providing an appropriate enabling environment.</b>		Strategic Planning TF Remember – No more partnerships WG....	In progress
4. <b>Consideration be given to the many emerging evaluation topics that are coming to the table</b>		Strategic Plan TF. EPE. Also, cross cutting topic covered by a number of Working Groups	The next AGM should seek to identify and prioritize new topics and these could inform the planning of future EPEs.
5. <b>Consideration to issues that cut across countries such as human rights and gender.</b>		UNDAF Task Force; decentralised and	Ongoing

MTR Recommendation	Rome discussions	Action by	Implementation Status
		humanitarian evaluation interest groups	
6. <b>Consideration to joint evaluation.</b>		Activity/ focus of the DEIG & UNDAF Task Force	Ongoing. UNEG Secretariat should develop an online repository of joint evaluations.
7. <b>Consideration of what more can be done to improve communications and knowledge management (KM).</b>		Secretariat	This should be covered by the Communications strategy to be prepared by the Secretariat
<b>Recommendation 6: UNEG to consider the professional capacity of individuals (competency development, credentials / certification) as a key aspect of the current and future strategy</b>			
1. <b>Consider building on a similar logic of peer review of UN organizations</b>	Not fully sure what is meant here?	Strategic Plan TF  Professionalisation of Evaluation Working Group	UNEG training course developed to improve professional evaluation capacity. No credentials, but certificate up on course completion.
<b>Recommendation 7: Within the context of UN reform and UNEG's position within it, to consider further strengthening evaluation capacity across the UN system.</b>			
1. <b>Developing the next generation of products</b> with an eye to exploring new themes such as accountability to programme countries and to beneficiaries and governments;	Agreed and to be considered as part of the strategic planning process	Strategic Plan TF	

MTR Recommendation	Rome discussions	Action by	Implementation Status
2. <b>Further development of knowledge management</b> , including on-line workshops and seminars that reach out to user-client stakeholders;	Agreed	Professionalisation of Evaluation Working Group	UNEG training courses are being developed and run
3. <b>Permitting the creation of UNEG groups</b> to discuss joint needs and developing products and tools for mutual learning and benefit;	Agreed - The Evaluating Policy Support/ Normative Work Informal Group was established at the Rome AGM and the mandate of the Decentralized Evaluation Interest Group was extended	Evaluating Policy Support/ Normative Work Informal Group and DEIG	Both groups serve as learning mechanisms to develop innovative and practical solutions to support and conduct normative evaluations
4. <b>Developing Monitoring and Performance Measurement tools</b> to better allow UNEG members to assess their own performance in relation to the N&S, and to measure how <b>members</b> engage with UNEG, setting clear membership engagement parameters.	Agreed. AGM decided to to institutionalise a validated self-assessment on UNEG N&S (Peer Review Working Group)	Peer Review Working Group	PR Working Group looking to develop new assessment approaches including a peer validated self-assessment; a UNEG-validated self-assessment; or a publicly disclosed self-assessment against the UNEG N&S.
5. <b>Participate in the co-ordination effort linked to Independent System-Wide Evaluations (ISWE).</b>	Agreed	UNEG Chair and UNDAF Task Force.	The UNEG Chair is participating in these discussions on behalf of UNEG
<b>Recommendation 8: Consider redoubling efforts in terms of outreach</b>			
1. <b>Developing a communication strategy</b> , including the use of social media for both UNEG members and those who take an interest in UNEG.	Agreed.	Secretariat	Although a communication strategy is not being prepared, the Secretariat is active on social media, including FB and twitter. The objective is to share not only UNEG updates, but UNEG member updates. These are also

MTR Recommendation	Rome discussions	Action by	Implementation Status
			being included in a new UNEG newsletter format, although the newsletter distribution list is currently (December 2018) limited to UNEG members only. Secretariat to develop and present a Com Strategy to the next AGM
2. <b>Developing fund-raising efforts</b> around specific “projects” for which a convergence of interests exists.	Agreed without discussion	Membership at large	One recent example is the UNESCO/UNICEF/WB/Norway meta synthesis of SDG 4. Secretariat will track and report on such initiatives but they are currently ad-hoc and would need to be discussed as part of an implementation plan for the next Strategic Plan.
3. <b>Advocating and promoting the objectives and values of UNEG</b> with Member States, UN management and Boards.	Agreed without discussion	Chair and UNEG heads	Ongoing. UNEG Chair has been engaging with UNEG Heads encouraging their participation in discussions on the Funding Compact and ISWE, in particular encouraging their engagement with their respective management and Boards.
4. <b>Strengthening partnerships</b> within the UN to develop concrete joint programmes and tools.	Agreed. The UNEG Partnership Strategy was presented at the AGM. Partnership building was identified as a priority cross cutting issue (across all SOs). The	Partnership Working Group and partnership VC	The Strategy was revised and published after the AGM and the Partnership Working Group established a roadmap for its



MTR Recommendation	Rome discussions	Action by	Implementation Status
	<p>Professionalisation of Evaluation Working Group to focus on strengthening external partnerships, as well as fostering close cooperation within UNEG.</p>		<p>implementation in the 2018-2019 work programme. Elements include promotion of the UNEG Partnership (including a webinar); formalizing existing partnerships; support emerging and new partnerships; create a repository in the members only section of the UNEG website with up to date information on partnerships and collaborators.</p>

## Annex 4. UNEG Funds

### a. UNEG Membership Fee scheme (approved at AGM 2018)

	Size of the Evaluation Unit (including UNEG Head, professional and support staff)	Suggested Fee	Including 8% GMS	Agencies
Tier 5	15 or more staff members	\$20,000	\$21,600	FAO, IFAD, OIOS, UNDP, UNICEF, WFP
Tier 4	10-14 staff members	\$15,000	\$16,200	GEF, UN Women
Tier 3	5-9 staff members	\$10,000	\$10,800	IAEA, ILO, OCHA, UNEP, UNESCO, UNFPA, UNHCR, UNIDO, UNODC, WHO
Tier 2	3-4 staff members	\$5,000	\$5,400	CTBTO, DESA, DGACM, DPI, DPKO/DFS, ECA, ECLAC, ESCAP, ITC, PBSO, UN-Habitat, UNRWA, WIPO
Tier 1	2 or less staff members	\$1,000	\$1,080	ECE, ESCWA, ICAO, IMO, IOM, OHCHR, OPCW, PAHO, UNAIDS, UNCDF, UNCTAD, UNICRI, UNITAR, UNV, WMO, WTO

**b. UNEG Contributions 2015-2019 including earmarked funds (in USD)**

Tier	Agency	2015	2016	2017	2018	2019 <sup>14</sup>	Comments
Tier 5	FAO	21600	21600	21600	21600		
	IFAD	47237	-	21600	20000	23000	2015 contribution includes \$27237.08 earmarked for SO1 and 20,000 for 2015. 2019 payment pending
	OIOS	5000	20000	20000	20000		
	UNDP	20000	40000	150000	120000		2017 includes USD100K for ISWE. 2018 fee includes USD100k for the UNEG Secretariat
	UNICEF		20000	20000	-		
	WFP	47400		16200	24000	24000	2015 contribution \$15k for 2015 fee and \$32,400 earmarked for SO3 SDG WG
Tier 4	GEF	5400	5400	5000	5400		
	UN Women	150000	15000	15000	16200		2015 contribution earmarked for activities on gender equality (balance 2018: \$78,000) and \$30,000 for 2016 and 2017 membership. 2018 membership fee paid in 2016.
Tier 3	IAEA	-	10800	10800	-		
	ILO	10800	10780	10800	10800		
	OCHA	10000	10800	10000	10000		
	UNEP	10000	10000	10800	10800	10800	
	UNESCO	-	10800	5400	10800		
	UNFPA	-	10000	10800	10800	10800	
	UNHCR	10000	10800	10800	21600	-	Fee paid in 2018 for 2018/2019
	UNIDO	5535	-	5535	5535		
	UNODC	10800	-	10800	-		
	WHO	-	10800	10800	10800		
Tier 2	CTBTO			5400	5400		
	UNESCAP		5000	5000	-		
	ITC	3000	3000	3000	3000		2017 contribution was \$12k for 2015-2018
	PBSO		5000		-		

<sup>14</sup> Jan-March 2019

Tier	Agency	2015	2016	2017	2018	2019 <sup>14</sup>	Comments
	UN-Habitat		10000		10000		Received in 2018, for 2017-2018
	UNRWA	40000	-	-	-		Contribution earmarked for Peer Review and \$5k membership fee
	WIPO	-	-	5400	-	5000	
Tier 1	UNECE	-	1080	1080	1000		
	UNESCWA	-	-	1080	1080		
	ICAO	-	1060	-	-		
	IMO	-	1080	1080	-		
	IOM	1000	-	1080	-		
	OHCHR	1000	1080	1080	1080		
	OPCW	-	1080	1080	3240	-	Contribution for UNEG membership 2018-2020
	PAHO	1000	1080	1080	1080		
	UNAIDS	-	1080	1080	1000		
	UNCDF	5000	1080	1080	-	5400	
	UNCTAD	-	1080	1080	-		
	UNICRI	-	1080	1080	1080		2016 and 2017 contribution signed in 2015
	UNITAR	-	1080	1080	-		
	UNV	-	1080	1080	1080		
	WMO	1080	-	1080	-		
GCF*	-	-	1080	-			
	<b>Total</b>	<b>405853</b>	<b>242720</b>	<b>400935</b>	<b>346375</b>	<b>89800</b>	

\*Observer contribution

**c. UNEG contributions without earmarked funds**

Tier	Agency	2015	2016	2017	2018	2019 <sup>15</sup>	Comments
Tier 5	FAO	21600	21600	21600	21600		
	IFAD	20000	-	21600	21600		
	OIOS	5000	20000	20000	20000		
	UNDP	20000	40000	20000	20000		
	UNICEF		20000	20000	-		
	WFP	15000		16200	24000	24000	
Tier 4	GEF	5400	5400	5000	5400		
	UN Women	-	15000	15000	16200		2016/17 fees paid in 2015. 2018 fee paid in 2016.
Tier 3	IAEA	-	10800	10800	-		
	ILO	10800	10780	10800	10800		
	OCHA	10000	10800	10000	10000		
	UNEP	10000	10000	10800	10800	10800	
	UNESCO	-	10800	5400	10800		
	UNFPA	-	10000	10800	10800	10800	
	UNHCR	10000	10800	10800	21600	-	Fee paid in 2018 for 2018/2019
	UNIDO	5535	-	5535	5535		
	UNODC	10800	-	10800	-		
Tier 2	WHO	-	10800	10800	10800		
	CTBTO			5400	5400		
	UNESCAP		5000	5000	-		
	ITC	3000	3000	3000	3000		2017 contribution was \$12k for 2015-2018
	PBSO		5000		-		
	UN-Habitat		10000		10000		Received in 2018, for 2017-2018
	UNRWA	5000	-	-	-		
Tier 1	WIPO	-	-	5400	-	5000	
	UNECE	-	1080	1080	1000		

<sup>15</sup> Jan-March 2019

Tier	Agency	2015	2016	2017	2018	2019 <sup>15</sup>	Comments
	UNESCWA	-	-	1080	1080		
	ICAO	-	1060	-	-		
	IMO	-	1080	1080	-		
	IOM	1000	-	1080	-		
	OHCHR	1000	1080	1080	1080		
	OPCW	-	1080	1080	3240	-	2018 fee for period 2018-2020
	PAHO	1000	1080	1080	1080		
	UNAIDS	-	1080	1080	1000		
	UNCDF	5000	1080	1080	-	5400	
	UNCTAD	-	1080	1080	-		
	UNICRI	-	1000	1000	1080		2016 and 2017 fee paid in 2015
	UNITAR	-	1080	1080	-		
	UNV	-	1080	1080	1080		
	WMO	1080	-	1080	-		
	GCF*	-	-	1080	-		
	<b>Total</b>	<b>161215</b>	<b>242640</b>	<b>270855</b>	<b>247375</b>	<b>89800</b>	

**d. Detailed UNEG Expenditure 2018**

	Payment Description	Amount
<b>SO1</b>	Consultant travel to Evaluation Week 2018	\$6 999,24
	GMS	\$559,94
<b>ACT1 Total</b>		<b>\$7 559,18</b>
<b>SO3</b>	Local consultant fee (Laurie Douglas)	\$1 920,00
	GMS	\$153,60
<b>ACT3 Total</b>		<b>\$2 073,60</b>
<b>SO4</b>	International Consultant-fee	\$12 000,00
	Travel	\$2 482,75
	GMS	\$960,00
<b>ACT4 Total</b>		<b>\$15 442,75</b>
<b>EPE/AGM 2018</b>	Hospitality catering	\$8 052,50
	Audio Visual	\$17 663,49
	Conference	\$26 698,00
	GMS	\$4 193,12
<b>ACT5 Total</b>		<b>\$56 607,11</b>
<b>Others</b>	MTR consultant fee and travel costs	\$18 810,50
	UNEG Secretariat travel costs (January - June 2018)	\$9 514,00
	UNEG Chair travel (May 2018)	\$4 076,80
	Printing UNEG N&S	\$6 855,00
	Catering	\$261,03
	Lyris	\$1 200,00
	UNEG communications (webex, website hosting)	\$11 944,91
	Courrier	\$657,13
	UNEG secretariat fee and travel costs (July - December 2018)	\$23 520,61
	Miscellaneous (including GMS 8% costs)	\$12 991,02
<b>ACT6 Total</b>		<b>\$89 831,00</b>
<b>Grand Total</b>		<b>\$171 513,64</b>

**e. UNEG Expenditure 2014-2019**

Year	Amount
2014	\$210,049
2015	\$213,741
2016	\$408,936
2017	\$284,088
2018	\$171 513

## Annex 5: UNEG Membership Applications

### United Nations Office of Counter-Terrorism (UNOCT)

Name of Agency:	United Nations Office of Counter-Terrorism
Title of Unit seeking membership:	Strategic Planning & Programme Support Section
Is your organization part of the UN?	Yes
What is the Governing body of your organization?	The General Assembly
Who makes up the membership of your organization?	N/A (UN Secretariat Office)
Where is the main responsibility for evaluation within your organization?	The main responsibility for evaluation in the organization lies with the Strategic Planning & Programme Support Section. External evaluations are also carried out, especially as it pertains to the projects implemented by the UN Counter-Terrorism Centre, the capacity-building arm of UNOCT. This work will be supported by the Section.
If the main responsibility for evaluation rests with another organizational unit than yours, what is the reason for your application?	N/A
What is the mandate of your unit?	The mandate of the M&E function in UNOCT is to provide assurance to the USG of the UNOCT on whether programmes and projects are achieving their objectives, delivering outcomes and impact, and complying with the policies and rules of the UN. Specifically, the section is focus on supporting the Project managers with effective M&E frameworks to track project performance. A recent audit of the Office recommended the review of its five-year programme and in this regard, a project level assessment of the 5-year programme is about to be initiated. This will require engagement with UNEG in the development of processes and tools for the review.



<p>What proportion of the work of your unit is evaluation?</p>	<p>Evaluation will comprise 40 percent of the work of the section comprising programmes funded by extra budgetary resources.</p>
<p>Does your Unit have at least one professional fully dedicated to evaluation?</p>	<p>The Unit has one professional fully dedicated to M&amp;E</p>
<p>Does your unit commit to achieve, or strive to achieve the UNEG Norms and Standards and should be committed to UNEG work?</p>	<p>Yes</p>

## Department of Management Strategy, Policy and Compliance (DMPSC), UN Secretariat

Name of Agency:	The Department of Management Strategy, Policy and Compliance (DMPSC), UN Secretariat
Title of Unit seeking membership:	The Business Transformation and Accountability Division, Evaluation Section of DMSPC
Is your organization part of the UN?	Yes
What is the Governing body of your organization?	
Who makes up the membership of your organization?	DMSPC is a department within the UN Secretariat
Where is the main responsibility for evaluation within your organization?	To foster a culture of self-evaluation in the Secretariat entities pursuant to the report of the Secretary-General on <i>Shifting the management paradigm in the United Nations: ensuring a better future for all (A/72/492)</i>
If the main responsibility for evaluation rests with another organizational unit than yours, what is the reason for your application?	DMSPC is a department within the UN Secretariat
What is the mandate of your unit?	Pursuant to the report of the Secretary-General on <i>Shifting the management paradigm in the United Nations: ensuring a better future for all (A/72/492)</i> paragraph 61.
What proportion of the work of your unit is evaluation?	All
Does your Unit have at least one professional fully dedicated to evaluation?	Yes
Does your unit commit to achieve, or strive to achieve the UNEG Norms and Standards and should be committed to UNEG work?	Yes

## Office of Legal Affairs (Observership)

Title of Unit seeking membership:	Focal Point of Evaluation Office of the USG for Legal Affairs
Is your organization part of the UN?	Yes
What is the Governing body of your organization?	OLA is part of the UN Secretariat
Who makes up the membership of your organization?	OLA is part of the UN Secretariat (staff members)
Where is the main responsibility for evaluation within your organization?	Focal Point of Evaluation Office of the USG for Legal Affairs
If the main responsibility for evaluation rests with another organizational unit than yours, what is the reason for your application?	N/A
What is the mandate of your unit?	To strengthen OLA's monitoring and self-evaluation practices through the implementation of OLA evaluation policy, work plans and efforts. Developing and reviewing M&E methodologies, toolkits, templates and tools to support all OLA divisions in their assessment efforts.
What proportion of the work of your unit is evaluation?	80%
Does your Unit have at least one professional fully dedicated to evaluation?	In process of establishing a new additional position
Does your unit commit to achieve, or strive to achieve the UNEG Norms and Standards and should be committed to UNEG work?	Yes

## Membership applications and outcomes since 2014

Year	Organisation	Application	Outcome
2014	Department for General Assembly and Conference Management (DGACM)	Membership	Granted
	Peacebuilding Support Office (PBSO)	Membership	Granted
	CGIAR	Observer	Denied
	Organization of Security and Co-operation in Europe	Observer	Denied
	Council of Europe	Observer	Denied
2015	Pan American Health Organization	Membership	Granted
	United Nations Interregional Crime and Justice Research Institute	Membership	Granted
	United Nations Institute for Training and Research (UNITAR)	Membership	First granted observer status; became member in 2016 after a full-time evaluator was recruited
	Water Supply and Sanitation Collaborative Council (WSSCC)	Membership	Granted institutional partner status
2016	United Nations System Staff College (UNSSC)	Observer	Denied
2017	GAVI	Observer	Denied
	United Nations Department of Political Affairs (DPA)	Membership	Granted observer status
	GCF	Membership	Granted observer status
	GGGI	Membership	Granted observer status
	ICC	Membership	Granted observer status
2018	DPA	Membership	Granted
2019	United Nations Office of Counter-Terrorism (UNOCT)	Membership	Pending discussions at the AGM 2019
	Department of Management Strategy, Policy and Compliance (DMPSC)	Membership	Pending discussions at the AGM 2019
	Office of Legal Affairs (UN Secretariat)	Observer	Pending discussions at the AGM 2019