



# UNEG Principles of Working Together (2022)

The UNEG Principles of Working Together (PWT) define the principles by which UNEG functions in terms of membership, governance, ways of working and funding. It is a living document, updated in consultation with UNEG members when required.

This version represents the seventh iteration of the PWT and was adopted after the UNEG AGM 2022, held virtually in January 2022.

The first PWT were adopted at the UNEG Annual General Meeting in Geneva, April 2007. They were subsequently revised at the AGMs in Nairobi (March 2009), Paris (April 2011), Rome (April 2012), New York (April/May 2015) and Nairobi (2019).

1.	Introduction.....	3
2.	Vision.....	3
3.	Mission.....	3
4.	UNEG Membership.....	4
5.	Partnerships.....	6
6.	Governance.....	7
7.	Elections.....	9
8.	Working Methods.....	10
9.	Funding.....	11

## 1. Introduction

1. The United Nations Evaluation Group (UNEG) is a voluntary network that brings together the central offices responsible for evaluation in the UN system. UNEG works to support the strengthening and harmonization of evaluation practices. The aim is to ensure that United Nations evaluation functions provide credible and useful evidence to inform and strengthen the work of the United Nations system in pursuit of its goals, including the Sustainable Development Goals, the Agenda 2030 for sustainable development, as well as other internationally agreed goals in the environment and humanitarian fields.

2. UNEG's central role has been to develop and advocate for common norms and standards for all UN evaluations, and other specific normative and technical guidance. The [UNEG Norms and Standards](#) underpin the professionalization of evaluation functions in the UN, enabling organizations to continuously learn, and improve organizational effectiveness and responsiveness.

## 2. Vision

3. UNEG envisions that evaluations, at all levels, produce credible evidence that is used to inform relevant, efficient and effective delivery of the Agenda 2030 and other UN commitments and compacts; contribute to good governance and oversight of the UN system; and ultimately impact the lives of the people we serve.

## 3. Mission

4. UNEG's mission is to promote, strengthen and advocate for a robust, influential, independent and credible evaluation function throughout the UN system for decision-making, accountability and learning. UNEG aims to:

- Set the UN evaluation normative framework to reflect emerging or innovative developments as well as good practices in evaluation.
- Provide a forum for professional engagement, support and exchange globally and locally.
- Advocate for the strategic use of evaluations in all UN entities and beyond to inform decision-making and enhance results.
- Influence evaluation practices in all entities of the UN system.
- Encourage partnerships for joint evaluation.

## 4. UNEG Membership

5. UNEG membership is **institutional** with each UN entity represented by the office responsible for the evaluation function within that entity<sup>1</sup>. A UN system entity refers to the departments or offices of the Secretariat, UN Funds and Programmes, UN Specialized Agencies, the IAEA and organizations institutionally related to the UN<sup>2</sup>.
6. Where applicable, this central evaluation office also represents the decentralized evaluation functions or regional offices of the UN entity.
7. UNEG membership is divided in two categories: **Full Members and Observers**. All UNEG members, regardless of category, must support, promote and play an active role in the implementation of UNEG’s vision and [strategy](#).
8. At the institutional level, the individual who heads the evaluation function is their agencies’ primary focal point/ representative within UNEG and is referred to as the “UNEG Head”.
9. At the operational level, staff in the evaluation function led by the UNEG Head are considered UNEG members. At the request of the UNEG Head, staff in decentralized or regional offices may also participate in the UNEG work groups.

### Full membership

10. To qualify for Full Membership, the evaluation function must:
  - Be the evaluation unit or a unit in charge of evaluation within a UN system entity;
  - Have an approved evaluation policy (or equivalent document) that subscribes to the [UNEG Norms and Standards](#) and [UNEG Ethical Guidelines for Evaluation](#); and
  - Have at least one full-time professional staff member, or equivalent, devoted to evaluation.
11. **Full Members** commit to being actively engaged in UNEG by:
  - Contributing to the UNEG Work Plan by participating in the UNEG Working Groups and Task Forces;
  - Contributing financially and/or in-kind to UNEG’s work (see [Funding](#));
  - Attending the Annual General Meetings (AGMs);

---

<sup>1</sup> The term “office” is generic and encompasses evaluation units, sections, divisions, branches, services and programmes.

<sup>2</sup> Official list of U.N entities available at: [https://www.ungm.org/Shared/KnowledgeCenter/Pages/VBS\\_UNSystem](https://www.ungm.org/Shared/KnowledgeCenter/Pages/VBS_UNSystem)

- Representing UNEG in relevant fora; and
- Sharing evaluation plans and evaluation reports and uploading them to the [UNEG Evaluation Database](#) in a timely manner, subject to the member's disclosure policy in force.

12. Full Members are entitled to:

- Benefit from the support of UNEG and its members in evaluation-related matters;
- Vote in UNEG elections and other specific matters; and
- Participate in identifying and prioritizing UNEG's strategic direction and activities.

## Observers

13. Observers are evaluation functions which do not meet the [Full Membership](#) criteria but which agree with and commit to contributing to UNEG's mission.

14. Observership is a transitional status and, with support from the UNEG Membership Committee, observers are expected to comply with the criteria for full membership.

15. Observers may participate in UNEG activities (including the Work Groups) and attend UNEG events such as the AGM and EPE. They ideally support UNEG work through financial support or in-kind support.

16. Observers do not hold voting rights and may not participate in closed business sessions of the AGM unless invited.

## Others

17. JIU, in its capacity as a system-wide oversight body with a mandate on system-wide evaluation and oversight over evaluation functions, is an ex-officio member of UNEG. Ex-officio members do not have voting rights.

18. Organizations which do not enter in these categories may engage with UNEG as partners (see [Partnerships](#)).

## Membership applications, resignation, termination and reactivation

19. Evaluation Offices that meet the above requirements and wish to apply for either [Full Membership](#) or [Observership](#) should request an application form from the [UNEG Secretariat](#). Completed applications should be returned to the UNEG Secretariat who will then submit to the UNEG Membership Committee for review and next steps.

20. The UNEG Membership Committee is responsible for reviewing all membership applications, meeting with applicants to discuss eventual points for clarification and mutual expectations, and supporting observers working to meet the criteria for full membership. The Membership Committee will also engage with

members failing to meet the membership requirements as outlined above ([para. 11](#)) for a period of more than two years to discuss their membership status. The Committee is composed at the AGM and is comprised of three to five UNEG Heads. It is chaired by a UNEG vice-Chair.

21. Once the application process is completed, the Committee Chair will inform the ESC of the Committee's proposal before sending the application and proposal to UNEG Heads who will be given two weeks to review and raise questions if necessary. The Committee's proposal will be accepted on a no objection basis and the applicants will be considered members or observers from that point. If necessary, the application will be put forward for discussion and eventual agreement by majority vote under the UNEG Business session at the AGM.

22. A member may withdraw from UNEG at any time via written notification to the Membership Committee who will then inform the ESC and UNEG Heads.

23. To reactivate membership, the evaluation function must submit a new membership/ observership application to the UNEG Secretariat and undergo the same application process as new members.

## 5. Partnerships

24. In line with the [UNEG Partnership Strategy](#), UNEG may establish partnerships with organizations/ institutions outside the UN system to work on a specific deliverable in its work programme that contributes to the overall UNEG Strategy. UNEG partners include: umbrella organizations<sup>3</sup>; network coalitions; regional or global evaluation associations; academia (universities)/research institutions/global think tanks; inter-governmental and other international organizations; global or regional training institutions; governments; foundations; and the private sector.

25. UNEG defines a partnership as "[a] collaborative relationship and/ or a strategic alliance between UNEG and an external entity to work towards mutually agreed objectives with a shared understanding of roles and responsibilities based on the comparative advantage of each entity".

26. Partnerships can be collaborative (e.g. information and knowledge sharing, coordination); cost-sharing (e.g. technical or financial resources); or strategic (e.g. management of a programme or activity of mutual interest to achieve shared goals and respective organizational missions). The duration of a partnership can vary – short-term or long-term.

27. Partners may be invited to participate in one or more of the various UNEG fora, including the AGM, EPE and/ or Working Groups. Partners do not hold voting rights in UNEG.

28. The procedure to engage in a partnership with UNEG is determined in the [UNEG Partnership Strategy](#).

---

<sup>3</sup> For example, the Organisation for Economic Co-operation and Development Development Assistance Committee Network on Development Evaluation (OECD DAC EvalNet), the International Organization for Cooperation in Evaluation (IOCE) and the Evaluation Cooperation Group (ECG) of the multilateral development banks.

## 6. Governance

29. The AGM is the decision-making body of UNEG for decisions that require full membership agreement such as policy, normative and programmatic decisions. Decisions are, in principle, taken by consensus but may be put to a vote if requested by a minimum of five Full Members present.

30. The AGM provides the forum for UNEG Heads to discuss, adopt and review UNEG's [five-year Strategy](#); review progress and deliverables from the previous UNEG annual work programme; endorse the UNEG Annual Report presented by the Chair; and determine and adopt the UNEG annual work programme for the upcoming year, including tentative funding envelopes for activities.

31. Only UNEG Heads or their designated representative may represent the UNEG member agency in any formal approval or voting capacity.

32. Between AGMs, when decisions require agreement of the full membership, the UNEG Chair can convene a virtual Extraordinary General Meeting.

### UNEG Executive Steering Committee

33. Outside of the AGM, the ESC is responsible for day-to-day operational decisions concerning UNEG's work programme (as mandated by the AGM), funding and quality assurance issues.

34. Specifically, the ESC keeps abreast of and is responsible for: guiding and coordinating work being carried out by the UNEG Work Groups; issuing joint statements (in consultation with UNEG membership); and monitoring progress towards expected results defined in each Strategic Objective.

35. The ESC is comprised of the UNEG Chair and no more than five UNEG vice-Chairs. The composition of the ESC reflects the diversity and balance of UNEG members in terms of: institutional type, gender, size and location. ESC members are mutually accountable and collegial.

36. Failure of the AGM to endorse the Chair's Annual Report necessitates the election of a new ESC.

### UNEG Chair and vice-Chairs

37. The UNEG Chair must be a [UNEG Head](#). UNEG vice-Chairs can be senior evaluation professionals who have full institutional backing. All must be willing and able to invest the time and effort required to hold a leadership role within UNEG.

38. The UNEG Chair and vice-Chairs are elected in their personal (not institutional) capacities for a term of two years, renewable once, provided that their UN institutional tenure as an evaluator remains uninterrupted.

39. The UNEG Chair is responsible, inter alia, for:

- Leading, coordinating and facilitating the UNEG Annual Work Programme to meet UNEG Strategic Objectives (SOs) as decided by the AGM;

- Chairing the AGM;
- Reporting on UNEG activities in the UNEG Annual Report presented at the AGM;
- Providing guidance and leadership to the ESC, especially when difficult or significant decisions are required;
- Overseeing the work and functioning of the UNEG Secretariat;
- Representing UNEG in external fora and, when so doing, espousing UNEG’s position as opposed to their entity or personal position;
- Ensuring a relevant flow of information to Members;
- Issuing “Chair White Papers”, in consultation with the membership, without necessarily forming a common UNEG position; and
- Assigning responsibilities within the ESC (in consultation with the vice-Chairs).

40. Vice-Chairs may be responsible for functional areas such as, but not limited to: treasury, communications, partnerships and knowledge management. In addition, they may be assigned oversight of a specific Strategic Objective and the relevant Working Groups.

41. Vice-Chairs provide support to and may represent the Chair should s/he be unable to represent UNEG in external fora.

42. The UNEG Treasurer is responsible for ensuring sound management and reporting on the use of UNEG resources. S/he is also responsible for approving expenditures against the UNEG budget, related administrative tasks and establishing financial administration best practices with the agency hosting the UNEG Fund.

## **UNEG Secretariat**

43. The UNEG Secretariat facilitates the work of UNEG, inter alia, by: supporting the ESC; maintaining a platform for communication and discussion among members, including the UNEG website and communities of practice; serving as a focal point on members and activities, and external communication; providing operational support to facilitate UNEG activities; assisting the Treasurer in monitoring and reporting of UNEG funds; preparing and following membership and partnership applications; monitoring and reporting on the use of evaluation; providing technical support to UNEG activities when resources are made available for such purpose; organizing the UNEG AGM in liaison with the host agency; and preparing the UNEG Chair’s Annual Report and Treasurer’s Financial report, in consultation with the relevant person.

44. The UNEG Secretariat may include one or several consultant(s) selected through an open recruitment process managed by the UNEG Chair, in consultation with the ESC. Staff are contracted by the entity managing the UNEG Fund, in line with their recruitment processes.

45. The UNEG Secretariat reports to the UNEG Chair and is funded from the UNEG Fund (See [Funding](#)).

## 7. Elections

46. Elections for UNEG Chair and vice-Chairs are held virtually prior to the AGM. The process is presided over by a volunteer Election Official who is a UNEG Head with support from the UNEG Secretariat. The results will be announced at the AGM.

47. At least two months before the AGM, the UNEG Secretariat sends a call for nominations for UNEG Chair and or/ vice-Chair (as required), and a volunteer Election Official.

48. UNEG Heads may either be nominated by another UNEG Head, and confirm they accept the nomination or may self-nominate. Nominations must be sent to the UNEG Secretariat by the given deadline. The Secretariat will then circulate the names of candidates and those who self-nominated must be seconded by at least one other UNEG Head. The Secretariat will announce the confirmed candidates who will then be invited to submit their vision statement outlining their motivation, objectives and implementation plan at least one month before the AGM.

49. UNEG members wishing to serve as a vice-Chair may also self-nominate or be nominated by another UNEG member (not necessarily a UNEG Head). The nominee must have full support of their respective UNEG Head. The candidate must provide a vision statement outlining their motivation, objectives and implementation plan at least one month prior to the AGM.

50. Nominees for vice-Chairs may indicate which functional role they wish to undertake, although the final outcome may only be decided once the ESC has been constituted.

51. The UNEG Secretariat will circulate the names and supporting documents of candidates at least one month before the AGM.

52. Online voting will open at least two weeks before the AGM. Voting will be anonymous. The candidate voted for by the majority of voters will be elected UNEG Chair. If no candidate receives a simple majority, a run-off election shall be organized between the two candidates with the highest number of votes.

53. Voting for vice-Chairs will depend on the number of positions available and the number of candidates. If there are more candidates than positions, then the candidates voted for by the majority of voters will be elected. In the case that there are an equal or fewer number of candidates to the number of vice-Chair positions, voters will be invited to vote “yes” or “no” for the candidates. Any candidate with 50% and over of “yes” will be considered elected.

54. If the Chair or a vice-Chair resigns their position, a by-election will be organized electronically within one month of the resignation.

55. If the Chair or vice-Chair is elected mid-term in a by-election, and the remaining term is less than half a year, the elected candidate can continue in the position without another election at the next AGM and the term is be extended by two years.

56. If the remaining term is more than half a year, the position will be subject to election when the original two-year term expires.

## 8. Working methods

57. UNEG's Strategic Objectives identify areas of work agreed upon by the AGM. Work under each SO is implemented by one of the following types of work groups comprised of interested UNEG members:

- UNEG Working Groups – Formal group with either a one or multi- year work programme. Once a Working Group has achieved its deliverables, it can be dissolved. When an SO is no longer a priority or the objective has been achieved, the AGM can dissolve or modify the Working Group as required.
- UNEG Task Forces – Formal group to work on a specific task or deliver a specific output within a relatively short timeframe (up to one year). In principle, Task Forces are automatically dissolved at the AGM.
- UNEG Organizing Committees – Formal committee established to organize a particular event or series of events, such as the AGM and EPE.
- UNEG Interest Groups – Informal group established to share knowledge and experiences on a specific issue of interest rather than produce pre-identified deliverables.

58. Staff from UNEG member agencies (as defined in [paragraph 9](#)) may participate in the UNEG work groups. They are provided with the required means to ensure effective participation and are held accountable for results. Participants are fully engaged in addressing the specific tasks and deliverables, and contribute in a personal (rather than institutional) capacity.

59. Work groups are led by volunteer coordinators/co-coordinators elected from the Group's membership. They are not required to be a UNEG Head. In principle, the UNEG Chair and vice-Chairs should not coordinate any of the work groups unless with specific agreement from the ESC.

60. Under the overall guidance and support of the ESC, the coordinators/co-coordinators are responsible for: establishing a work plan based on the mandate and priorities as agreed by the AGM, with clearly defined roles and responsibilities, outputs, expected outcomes, proposed budget and timeline; reviewing progress; reporting to the ESC in between AGMs; and providing written updates for presentation to UNEG Heads at the AGM<sup>4</sup>.

61. All work groups must submit a full work and budget plan to the ESC within two months of the AGM. Formal work groups may request funding from UNEG funds to implement the deliverables in their agreed work plans. Informal work groups do not receive funding; individual participating members can, however, decide to financially contribute to the work of their group. If funding is required from UNEG, then their status can be revised either at the AGM or in between AGMs in consultation with UNEG Heads through the ESC. Once reviewed by the ESC, the full work plan is shared with UNEG Heads for approval on a no objection basis.

---

<sup>4</sup> Written updates submitted for the AGM should cover nature of the work; results achieved; contribution to the SO (if relevant); points for discussion or approval; financial reporting; and areas for next steps/ future work, including a tentative budget.

62. If work is complete, the group will be closed at the AGM. If further work areas have been identified and the group wishes to continue it will be discussed and submitted for approval at the AGM.

## 9. Funding

63. UNEG member offices commit to contributing financially or in-kind to the functioning of UNEG and towards achieving its [five-year Strategy](#) and Annual Work Plan.

64. Members' suggested minimum financial contribution is USD1,000 per year for each professional member of staff in the evaluation office. The suggested maximum financial contribution is USD20,000 per office, per year<sup>5</sup>.

65. With ESC due diligence and approval, UNEG may accept funds from non-members on the understanding that they are used to benefit UNEG's overall interest.

66. As a matter of principle, UNEG funds will only be used for purposes that benefit the membership at large.

67. UNEG funds, in line with the approved budget, are used to finance: the agreed to staffing and operational costs of the UNEG Secretariat; ESC member travel when representing UNEG (e.g. representation at other Network meetings and presentations at key UN forums); and UNEG activities as defined in the UNEG Work Programme. USD50K is automatically allocated to cover the costs of the AGM.

68. To reduce the administrative burden on the agency housing the UNEG Fund and the UNEG Secretariat, work groups are encouraged to advance payments from their own resources and solicit reimbursement. Contributions to and disbursements from the UNEG general fund will be reported in the UNEG Treasurer's Financial Report which is presented at the AGM.

69. UNEG members may also make direct financial contributions to the work of specific Groups, or to specific deliverables or events by, for example, organizing and paying for consultant travel. Such contributions are reflected in the work group's report to the AGM.

---

<sup>5</sup> All contributions incur an 8% GMS fee.