



UNEG Small Evaluation Function Strategy

The UNEG Small Evaluation Function Strategy was prepared by the UNEG Evaluation Function Working Group.

The Working Group was established in early 2023 under Strategic Objective 1 of the UNEG Strategy 2020-2024, led by co-coordinators Demetra Arapakos (OIOS) and Jicheng Zhang (IAEA). The strategy was prepared by Nathan Galer (consultant), with valuable inputs received from Working Group members and small evaluation functions across the UN system.

Following the decisions made at the UNEG Annual General Meeting (AGM) in Malaga in February 2024, the UNEG Small Evaluation Function Strategy was revised and published.

Foreword

It is with great pleasure that I introduce the first UNEG Strategy for small evaluation functions of the United Nations system. This milestone represents a significant achievement in our collective endeavor to enhance evaluation capacity across the UN. This Strategy is a testament to UNEG's commitment to inclusivity, ensuring that smaller evaluation functions are empowered and supported by UNEG's collective efforts.

The development of this Strategy has been a collaborative journey, bringing together the diverse experiences and insights of UNEG members, particularly of small evaluation functions. It highlights our shared vision of a robust and effective evaluation system across the UN system and beyond, fostering an environment where all evaluation functions, regardless of size, can thrive and contribute meaningfully to achieving the UN Sustainable Development Goals.

I would like to extend my heartfelt thanks to the coordinators of the UNEG Evaluation Function Working Group, under whose diligent stewardship this Strategy was crafted. Their dedication and hard work have been instrumental in realizing this vision. I also wish to acknowledge the invaluable contributions of UNEG members who participated in surveys, workshops, and interviews, providing the foundational insights that have shaped this Strategy.

As we move forward, it is my hope that this Strategy becomes a useful resource, fostering discussions and contributing to our efforts for strengthening small evaluation functions within the UNEG framework and across the global evaluation community.



Isabelle Mercier
UNEG Chair

Preface

As co-coordinators of the UNEG Evaluation Function Working Group (EFWG), it is our pleasure to share with you the first UNEG Strategy for small evaluation functions of the United Nations system. Against the backdrop of evolving efforts to build evaluation capacity in the UN system, UNEG launched the EFWG in early 2023. The EFWG was dedicated to supporting the capacity building of small evaluation functions in the UN system and advocating for greater inclusivity by UNEG. The intended outcomes of the EFWG were fully aligned with the strategic objectives outlined in the UNEG Strategy 2020-2024.

The EFWG convened five regular meetings from March to November 2023. These meetings generated momentum for small evaluation functions and allowed for an active discussion on common challenges and opportunities, including expectations for strengthened support from UNEG.

Drawing insights from these meetings, the EFWG deployed a survey among 41 small evaluation functions then hosted an online workshop to garner and validate inputs for crafting an UNEG Small Evaluation Function Strategy. The Strategy was expertly drafted by Nathan Galer (consultant), who also conducted interviews with UNEG members to corroborate the preliminary inputs and thoughts collated by the Working Group. An accompanying Guidance Document, featuring a guidance note and a compendium of good practices, supplements this strategy with practical wisdom and insights for small evaluation functions to further strengthen their capacity.

This revised version of the Strategy responded to the (draft) decisions made at the UNEG Annual General Meeting 2024¹ to clarify action owners, clarify the definition of a small evaluation function, and recognize the potential to mobilize support from large evaluation functions. The UNEG Annual General Meeting also stressed the need to incorporate the Small Evaluation Function Strategy into the next UNEG Strategy (2025-2029). This is an important recognition of the value of this strategy.

This revised version also added reference to the Mid-term Review of the UNEG Strategy (2020-2024), which found that UNEG should further strengthen small evaluation functions.

We would like to take this opportunity to express our appreciation to our colleagues in the EFWG for their valuable work, as well as our gratitude to the many UNEG members who generously participated in the EFWG survey, workshop, and interviews – your collective wisdom and insights have made this strategy possible.



Demetra Arapakos
Coordinators of the UNEG Evaluation Function Working Group



Jicheng Zhang

¹ Appendix 3. (Draft) Decisions of UNEG Annual General Meeting 2024, on the draft UNEG Strategy for Small Evaluation Functions submitted in January 2024, and Actions Taken by EFWG.

Table of Contents

ACRONYMS	5
INTRODUCTION	6
Objectives	6
Scope	6
Structure of this strategy	7
BACKGROUND: THE NEED FOR SUPPORT TO SMALL EVALUATION FUNCTIONS	8
Initiatives undertaken by the Evaluation Function Working Group (2023)	9
SPEAKING AS ONE: THE VOICES OF SMALL EVALUATION FUNCTIONS	11
UNEG’S SUPPORT TO SMALL EVALUATION FUNCTIONS	12
APPENDIX 1 - LOGIC MODELS	14
Consolidating and conveying the voices of small evaluation functions.	14
Building the capacity of small evaluation functions: the enabling environment.....	14
APPENDIX 2 – HIGHLIGHTS OF EFWG ACTIVITIES IN 2023	16
APPENDIX 3 – DRAFT DECISION OF UNEG ANNUAL GENERAL MEETING 2024 AND ACTIONS TAKEN BY EFWG	22

Acronyms

AGM	Annual General Meeting, UNEG
DAC	Development Assistance Committee
EFWG	Evaluation Function Working Group
ESC	UNEG Executive Steering Committee
EPE	Evaluation Practice Exchange, UNEG
FTE	Full-time Equivalent
IAEA	International Atomic Energy Agency
JIU	Joint Inspection Unit
LTA	Long Term Agreement
N&S	UNEG Norms & Standards
OECD	Organisation for Economic Co-operation and Development
OIOS	Office of Internal Oversight Services, UN Secretariat
PPBME	Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation, and the Methods of Evaluation
SDG	Sustainable Development Goals
SO	Strategic Objective
STAls	UN Secretariat Administrative Instructions
UN	United Nations
UNEG	United Nations Evaluation Group
WG	Working Group

Introduction

1. The United Nations Evaluation Group (UNEG) '[Norms and Standards for Evaluation \(2016\)](#)' recognize the variety of UNEG membership: "The United Nations system consists of a variety of entities with diverse mandates and governance structures. This is reflected in the size, resources and capacities encompassed by UNEG members". Amongst these UNEG members are many small evaluation functions.

2. UNEG seeks to be inclusive, with the [UNEG Strategy 2020 – 2024](#) aiming for the "the inclusion of a diverse range of UNEG members (small, medium and large)", and appreciating that "in-kind contributions from small and large UNEG members remain indispensable".

3. To further strengthen UNEG's inclusion of small evaluation functions, in early 2023 UNEG established the Evaluation Function Working Group (EFWG) with the vision "to strengthen the inclusivity and capacity of evaluation functions in the UN system". In its inaugural work plan, the EFWG committed to delivering:

- A strategy for strengthening small UN evaluation functions, including their meaningful engagement with UNEG;
- A Theory of Change for strengthening the capacity of small evaluation functions; and
- A compendium of good practices and identification of key issues/constraints facing small evaluation functions.

4. The long-term vision for this UNEG Small Evaluation Function Strategy is derived from the UNEG Strategy 2020–2024 for:

A United Nations system supported by robust, influential, independent, innovative, and credible small evaluation functions.

Objectives

5. The objectives of this Strategy are to:

- Guide small evaluation functions to convey their voices more effectively to UNEG and pursue collective action;
- Raise UNEG's awareness of the context and needs of small evaluation functions;
- Steer UNEG's support to small evaluation functions; and
- Support small evaluation functions in their efforts to strengthen their functions.

Scope

6. For the purposes of this strategy, the EFWG applied the parameter of number of full-time staff members to define a "small evaluation function" in the UN system. A "small evaluation function" is therefore defined as those consisting of five or fewer full-time staff members dedicated to evaluation

activities. This simplified approach allows for broad inclusion of small evaluation units in need of critical capacity building. This definition aligns with that of the Office of Internal Oversight Services (OIOS), which defined small evaluation functions as “with fewer than five full-time staff members”. It also took into consideration the findings from EFWG’s survey implemented in 2023 and the suggestions of the members of the Working Group. Additionally, it aligns with the findings presented in the Mid-term Review of the UNEG Strategy (2020-2024), which asserted number of staff as a key parameter.

7. It is important to recognize that within this range, small evaluation functions vary considerably, including in terms of staffing, financial resources, structure, and organisational positioning. For example, the context of a function that consists of just one full-time staff member for evaluation, located within a multifunctional department (e.g., alongside internal audit), is substantially different from a function that consists of five full-time staff members, located in an independent evaluation office.

Structure of this strategy

8. This strategy takes a user- and action-centric approach, crafted around two actions:

✓ **Section 1 - Speaking as One:** the voices of small evaluation functions

How can small evaluation functions collate their voices to “speak as one” to UNEG and advocate for support tailored to small evaluation functions?

Section 1 action owners:	EFWG, small evaluation functions in the UN system
Section 1 supporting parties:	UNEG Executive Steering Committee (ESC), UNEG Secretariat, other members of UNEG
Timeframe:	one year from approval by UNEG (by Q3 2025)

✓ **Section 2 – UNEG’s Support to** small evaluation functions

How can UNEG further strengthen the support provided to small evaluation functions?

Section 2 action owners:	UNEG ESC (assisted by the EFWG, UNEG Secretariat)
Section 2 supporting parties:	EFWG, small evaluation functions in the UN system, other members of UNEG
Timeframe:	two years from approval by UNEG (by Q3 2026)

Background: the need for support to small evaluation functions

9. The Joint Inspection Unit (JIU) report '[Analysis of the Evaluation Function in the United Nations system, 2014](#)' recognized that, "there is a need to focus on strengthening those [evaluation] offices that have lower levels of maturity, that are seriously underfunded and where staffing is not at high professional grade". The JIU highlighted that these small evaluation functions oftentimes require relatively more support, explaining that, "one size does not fit all, and associated with this is the need to consider economies of scale. This principle predisposes small organizations to spend more [on evaluation] in relative terms than larger organizations". The JIU also emphasized the potential offered by well-supported small evaluation functions, noting that, "when small organizations invest in the [evaluation] function...the level of development is above average".

10. The [UNEG Norms and Standards for Evaluation \(2016\)](#) recognize that UNEG members are at different stages of their journey towards their implementation. UNEG members therefore need varying levels of support, tailored to their context.

"The size, resources and capacities encompassed by UNEG members...influences what is appropriate — or indeed possible — in terms of alignment with the Norms and Standards in practice... all UNEG members commit to implementing progressively the Norms and Standards."

UNEG Norms & Standards, 2016

11. OIOS of the UN Secretariat compiles a biennial dashboard of evaluation functions of Secretariat entities, most of which are small evaluation functions.² In 2023, OIOS combined the results of this dashboard with insights from OIOS-led interviews, data quality assessments, surveys, and desk reviews to produce an analytical report³ that highlighted several key challenges faced by small evaluation functions, including:

- Inadequate capacities and skills necessary to engage in impactful internal evaluations;
- Evaluation culture needing greater leadership engagement and commitment, a stronger appreciation of the value of evaluation, and more use of innovative methods;
- Evaluation structures requiring the establishment of a policy;
- Challenges to ensuring independence and credibility of internal evaluations, and the identification of sufficiently empowered staff; and
- The need for dedicated and sufficient resources.

12. More recently, the Mid-term Review of the UNEG Strategy (2020-2024) highlighted how small evaluation functions are facing significant barriers to participation and professional development within the existing UNEG framework, noting, "despite efforts over the past ten years, users continue to perceive small members as being at a disadvantage versus large ones. They are unable to fully participate in all network activities. Access to capacity building opportunities remains out of reach. Larger members still dominate discussions, decisions, and overall strategic direction. There continues

² <https://oios.un.org/file/9808/download?token=oO3jkbRi>

³ <https://undocs.org/en/A/78/70>

to be a call for more network efforts to ensure that small organizations have a voice, contribute to the network. There is a perception that their needs and aspirations are still not sufficient[ly] taken into account within the network.”

Initiatives undertaken by the Evaluation Function Working Group (2023)

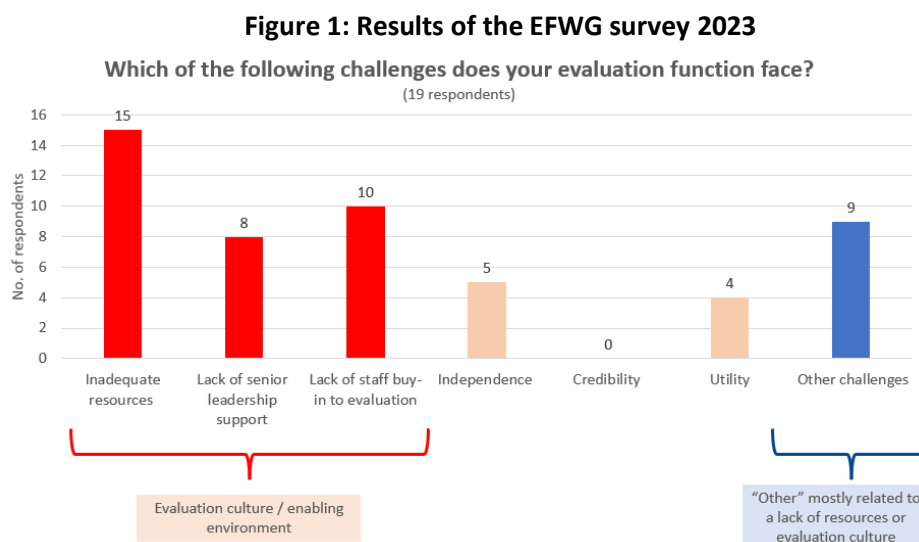
13. Within this broader context, and based on feedback from UNEG members, UNEG launched the Evaluation Function Working Group (EFWG) which, throughout 2023, initiated consultations and data collection efforts to better understand the context of small evaluation functions. These efforts included:

- *Five working group meetings;*
- *A survey circulated to forty-one evaluation functions in October 2023, with detailed responses received from nineteen functions (see Appendix 2 for detailed results);*
- *An online, two-hour workshop attended by twenty-eight participants in November 2023, garnering over four hundred suggestions and interactions (see Appendix 2 for a summary);*
- Interviews with ten UNEG members throughout December 2023.

14. The responses to the EFWG survey provided a useful landscape of small evaluation functions, notably that:

- Most were from an evaluation unit in a multifunctional organizational unit (e.g. alongside internal audit and other oversight functions);
- Around 40% consisted of mostly part-time staff; and
- Most completed less than two evaluations annually, with annual evaluation budgets below \$100k.

15. The EFWG survey results showed the main challenges faced by small evaluation functions pertained to the lack of an evaluation culture and enabling environment (Figure 1). These results were corroborated by the EFWG Workshop and one-to-one interviews.



16. The insights from these recent EFWG initiatives, combined with a review of UNEG member resources, informed this UNEG Small Evaluation Function Strategy.

Speaking as One: the voices of Small Evaluation Functions

17. Small evaluation functions generally face similar challenges in capacity building and share similar views on the support they would like to receive from UNEG. However, to date, small evaluation functions have not had a distinct mechanism for collating their voices and collectively calling for support from UNEG. Moreover, despite having an appetite to contribute to UNEG, small evaluation functions face resource constraints (financial and human) that hinder their participation in UNEG’s AGM, Evaluation Practice Exchange, Working Groups, and other activities. Therefore, a multi-strand approach is key to UNEG’s inclusion of perspectives from small evaluation functions.

18. In response to this context, to give greater voice to small evaluation functions UNEG should consider:

- a) **A continuing working group specifically for small evaluation functions.** This could be a continuation of the current EFWG. If so, the EFWG may be renamed to reflect a focus on small evaluation functions. The WG would ideally be inclusive of representatives from small evaluation functions and from large evaluation functions to allow varied perspectives.
- b) **A regular survey of UNEG small evaluation functions and non-member functions.** This survey could provide longitudinal data on the needs of small functions. It could also be circulated in advance of UNEG AGMs to invite members to prioritise their needs.
- c) **Improved representation of small evaluation functions on the UNEG ESC.** Commenting on the UNEG ESC, the Midterm Review of the UNEG Strategy (2020-2024) noted, “more diversity... would benefit the network and give greater voice to small organization members.”
- d) **Representation of small evaluation functions** during the preparation for UNEG-wide strategies (e.g., UNEG Strategy 2025-2029).

19. The EFWG Workshop used the ‘COM-B model of behaviour change – capability, opportunity and motivation’ⁱ to understand how UNEG can better support small evaluation functions. The results of the workshop highlighted that the unmet needs of small functions are mainly related to limited capabilities and that UNEG lacks awareness of the expectations and contexts of small functions.

“Why might UNEG not already be providing more support for small evaluation functions?”
(EFWG Workshop results)

Insufficient Capabilities = 80% e.g. UNEG is unaware of your expectations and/or context.

Insufficient Opportunity = 20% e.g. UNEG lacks time/finances/staff.

Insufficient Motivation = 0%

20. Encouragingly, the results do not indicate that UNEG lacks motivation to provide support to small functions. Thus, **small evaluation functions should focus their efforts on collating their needs and expectations and conveying these to UNEG.**

Section 1 action owners: EFWG, small evaluation functions in the UN system

Section 1 supporting parties: ESC of UNEG, UNEG Secretariat, other members of UNEG

Time frame: one year from approval by UNEG (by Q3 2025)

UNEG's support to small evaluation functions

Quick wins:

- ✓ Continuing the Working Group dedicated to strengthening small evaluation functions.
- ✓ Endorsing an UNEG Small Evaluation Function Strategy.
- ✓ Representation of small evaluation functions during the preparation for UNEG-wide strategies (e.g., UNEG Strategy 2025-2029).

21. Small evaluation functions have identified as high-priority two ongoing activities supported by UNEG, amongst those highlighted in UNEG's Strategy 2020–2024:

- a) **Facilitating peer reviews and self-assessments of small evaluation functions**, tailored to the specific context of small evaluation functions. The UNEG [Stocktaking Study on the Utility of Peer Reviews](#) (2022) highlighted these exercises can lead to “change that is transformational”, especially where a peer review panel includes a representative from a donor, and a panel chair to “position the peer review with the organization's management”. (UNEG Strategy 2020 – 2024, Strategic Objective 1). Initial discussions between the EFWG and the Peer Review Working Group on cross-WG collaboration took place in 2023, and this collaboration is expected to be further developed in 2024.
- b) **Engaging with governing bodies, Member States, and/or management** to advocate for the value of UNEG and evaluation, as appropriate. By doing so, UNEG will encourage support for small evaluation functions, as well as encouraging entity-level evaluation culture. (UNEG Strategy 2020 – 2024, Strategic Objective 3)

22. To further enhance UNEG's customized support to small evaluation functions, small evaluation functions suggested a range of new initiatives that UNEG could introduce to enhance UNEG's tailored support for small evaluation functions:

- a) **Support for participation at the UNEG AGM & EPE**
 - **Re-establish a hybrid AGM and EPE.** This will allow broader participation, from small evaluation functions.
 - **Consider financial mechanisms to support attendance.** This could include reduced financial contributions to UNEG (i.e., membership fees) from those small evaluation functions that participate in WGs and attend the AGM. UNEG could also supplement the costs of attendance for small evaluation functions, on a rotational basis.
- b) **Guidance tailored to the context of new and/or small evaluation functions**, including:
 - A ‘starter kit’ of pre-existing guidance to support small evaluation functions;
 - Specific training for small evaluation functions;

- Contextual notes on the adaptability of UNEG/OECD-DAC evaluation guidance; and
 - Guidance on evaluation communications.
- c) **Facilitate peer support from large evaluation functions to targeted small evaluation entities.** UNEG could consider mobilizing support from larger UNEG members to provide tailored support to small evaluation entities. This may be particularly useful where the larger evaluation function is thematically or geographically close to a smaller function.
- d) **Facilitate secondments and staff exchanges.** This could be a win-win for sharing knowledge, experience, and perspectives.
- e) **Provide a compilation of materials to help small evaluation functions nurture an evaluative culture within their entity.** For example, an evaluation policy template that requests the signature of all divisional directors to ‘nudge’ these leaders towards evaluation.
- f) **Highlight opportunities for evaluation functions to evolve their policies, plans, or connections with colleagues.** For example, UNEG could highlight the launch of system-wide initiatives like UNDIS as opportunities for functions to update their policies or offer support to colleagues.
- g) **Systematically include small evaluation function representatives in UNEG WGs.** Doing so may require revisions to the format of UNEG WGs to accommodate the resource constraints faced by small evaluation functions. The Midterm Review of the UNEG Strategy also proposed UNEG “establish mechanisms to ensure balanced representation from both large and small evaluation functions”.

Quick wins:

- ✓ Facilitating peer reviews and self-assessments of small evaluation functions.
- ✓ Systematically including small evaluation function representatives in UNEG WGs.
- ✓ Promoting the implementation of the Small Evaluation Function Strategy and supporting the integration of it into the next UNEG Strategy.

Section 2 action owners: ESC of UNEG (assisted by EFWG), UNEG Secretariat.

Section 2 supporting parties: EFWG, small evaluation functions in the UN system, other members of UNEG.

Timeframe: two years from approval by UNEG (by Q3 of 2026)

An accompanying Guidance Document to this Strategy, including a guidance note for small evaluation functions and a compilation of insights from practitioners, supplements this strategy. The Guidance Document is intended for technical guidance and reference only.

Appendix 1 - Logic models

Consolidating and conveying the voices of small evaluation functions.

IMPACT	Well-supported, credible, and influential small evaluation functions.					
OUTCOMES	Greater inclusivity of UNEG.	Greater sharing of / access to UNEG resources.	UNEG with a fuller understanding of the context of small evaluation functions.	A strong community of small evaluation functions sharing support & knowledge.		
OUTPUTS	UNEG AGM receives a consolidated overview of prioritised needs, challenges, and opportunities of small evaluation functions.	A specific AGM session is allocated for small evaluation functions.		UNEG Programmes of Work & strategy include activities and a budget specific to small evaluation functions.		
	UNEG leaders address collective calls to action from small evaluation functions.	A representative from small evaluation functions sits upon the UNEG Executive Steering Committee (ESC).		A map of small evaluation functions across the UN system, including UNEG members and non-members.		
ACTIVITIES	Working group specifically for small evaluation functions, with regular meetings.	Regular survey of UNEG small evaluation functions and non-member evaluation functions.	Communications guided by good practices.	Monitoring of time dedicated by UNEG to small functions.	An annual hybrid session for small evaluation functions at UNEG's EPE.	Monitoring of the number of requests from small functions for UNEG support .
INPUTS	Evaluation function resources (human, financial).		UNEG member resources (human, financial, in-kind).		Motivation from UNEG ESC and Heads to support small evaluation functions.	

Building the capacity of small evaluation functions: the enabling environment.

IMPACT	Robust, influential, independent, innovative, and credible small evaluation functions (Vision for the UNEG Small Evaluation Function Strategy, derived from UNEG Strategy 2020 – 2024)						
OUTCOMES	An enabling environment with a commitment from entity leadership to: - provide predictable and adequate resources to their evaluation function. - use, publicize and follow up on evaluation outcomes; and		An evaluative culture with entity-wide appreciation for evaluation as a basis for learning, accountability, and evidence-based decision-making.		Useful evaluations that support entity-wide learning, accountability and decision making, and in doing so, reinforce an entity-wide evaluative culture and bolster entity-wide impacts.		
OUTPUTS	Leadership approved, user-centric evaluation policy.		User-centred annual/multi-annual evaluation plans.		User-centred evaluations.		
	Communications plans and products that encourage an enabling environment.		Useful evaluation products that go beyond 'standard' evaluation reports.		Internal partnerships that facilitate, emphasise an enabling environment.		
ACTIVITIES	Seek and secure opportunities to communicate to entity leadership and programmatic staff.		Invite leadership to take responsibility for evaluation, with step-by-step calls to action.		Annual/multi-annual evaluation plan.		Deliver credible and useful evaluation products (in addition to evaluation reports).
	Communications plan & products.		Identify evaluation advocates/champions.		Draft evaluation policy.		Optimise evaluation timing.
	Motivate entity leadership to take responsibility for evaluation.		Nurture internal partnerships.		Plan, conduct, and report on evaluations.		Identify and leverage opportunities for momentum.
INPUTS	Evaluation function resources (human, financial)	Entity-wide resources e.g. programme teams (human, financial)	Motivation and effort of evaluation functions	UNEG support and cumulative experience of UNEG members	UNEG N&S and guidance	UN regulations and requirements e.g. STAI, PPBME	UNEG templates for evaluation policies, plans and processes

Appendix 2 – Highlights of EFWG activities in 2023

(i) UNEG Small Evaluation Function Workshop (28 November 2023).

What are the main barriers to strengthening small evaluation functions? (most voted by attendees)

1. Lack of senior leadership support.
2. Lack of evaluation utilisation.
3. Reporting lines do not allow full delivery of the role or ability to speak freely.

What ‘quick wins’ are achievable for small evaluation functions? (most voted)

1. Evaluation policy mandating at least 2% of project resources to be planned for evaluations.
2. Simplify scope of evaluations to make them more meaningful and manageable.
3. "Celebration" of a small number of impactful evaluations to make the function more visible.
4. Increase engagement with evaluands and adopt a more collaborative approach.
5. Undertake the UNEG self-assessment exercise.

“Why might UNEG not already be providing more support for small evaluation functions?”

Insufficient Capabilities = 80% e.g. UNEG is unaware of your expectations and/or context.

Insufficient Opportunity = 20% e.g. UNEG lacks time/finances/staff.

Insufficient Motivation = 0%

What UNEG support already exists but needs to be more fully implemented or adapted for small functions? (most voted)

1. Facilitating external and peer reviews of evaluation functions & self-assessments.
2. Engaging with governing bodies, Member States, management.
3. Representation at UNEG: Working groups, ESC.
4. Developing certification programme for evaluation managers and /or evaluators.
5. Supporting the development of policy frameworks, institutional set-ups, and governance.

What could be introduced by UNEG (or its members) that does not already exist? (most voted)

1. Working Group and interest group specifically for small evaluation functions.
2. Annual in-person event e.g. at UNEG AGM.
3. Secondments from larger entities.
4. Communications training to overcome resistance e.g. IFAD guidance on how evaluands receive evaluation results.
5. Products, guidance, and services, including the maturity matrix checklist for self-assessment, adapted to the reality of small functions

“Why might entity leaders and entity programme staff not already be providing more support for small evaluation functions?”

Insufficient Capabilities = 0% e.g. they lack understanding of evaluation.

Insufficient Opportunity = 33% e.g. they lack a routine for engaging with you or lack resources.

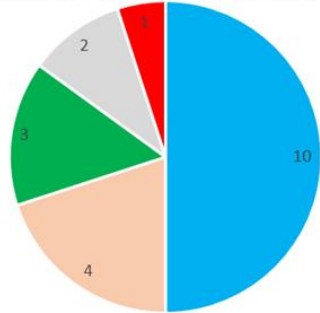
Insufficient Motivation = 67% e.g. they are unaware of risks or obligations, they lack incentives.

How do we encourage entity leaders and entity programme staff to facilitate support? What good practices have you noted or adopted? (most voted)

1. Evaluation function connecting and collaborating with programme teams, for example attending training organised for programme teams.
2. Demonstrate the use and value of evaluations.
3. Shore up political support and create a community of practitioners amongst those in the knowledge management ecosystem at your entity.
4. Evaluations and evaluative products aligned with entity-wide strategic planning cycle.
5. Specific training for entity leaders on evaluation & its benefits.

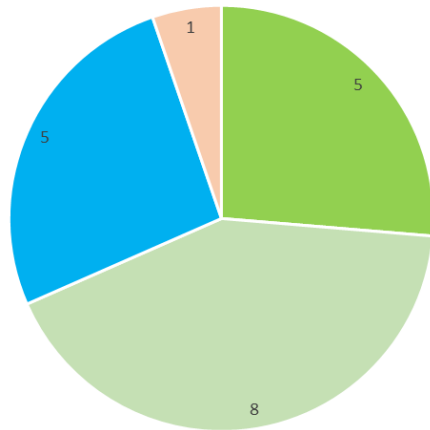
(ii) Evaluation Function Working Group survey of small evaluation functions (October 2023): results

Q1. How would you describe the structure of your evaluation function?



- Dedicated evaluation unit, but within a multifunctional department/ division/unit
- Unit not dedicated to evaluation (includes other activities within a multifunctional division)
- Stand-alone evaluation unit, largely independent from management and/or operations
- Other, please explain
- No dedicated evaluation unit but staff assigned to evaluation roles

Q4. What is the level of staff member leading the evaluation function?

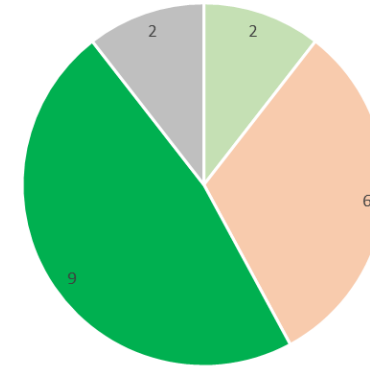


- D1 or D2
- P5
- P4
- P3 or below

Around 40% are functions consisting of mostly part time staff.

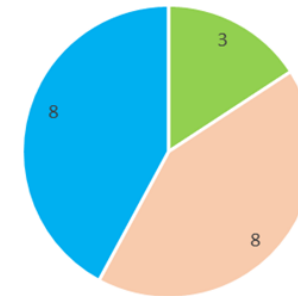
Where there is a majority full-time staff, the average function size is 4 FTE

Q3. What is the reporting line of your evaluation function?



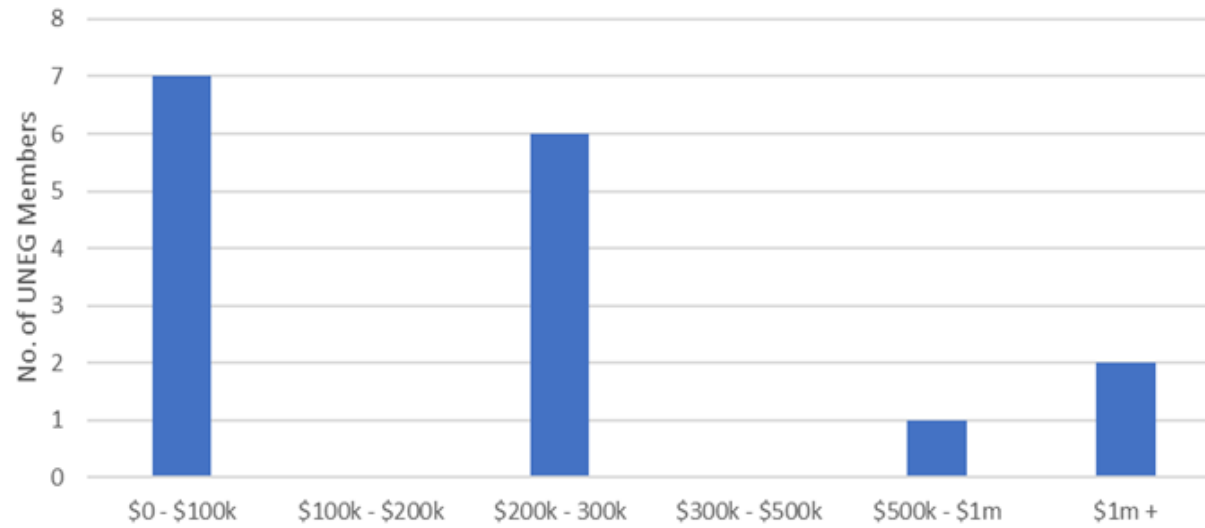
- an independent oversight function in your entity
- another management function in your entity
- the governing body and/or the head of the entity
- Other

Q8. Does your entity conduct evaluations directly, contract service providers, or some combinations of both?

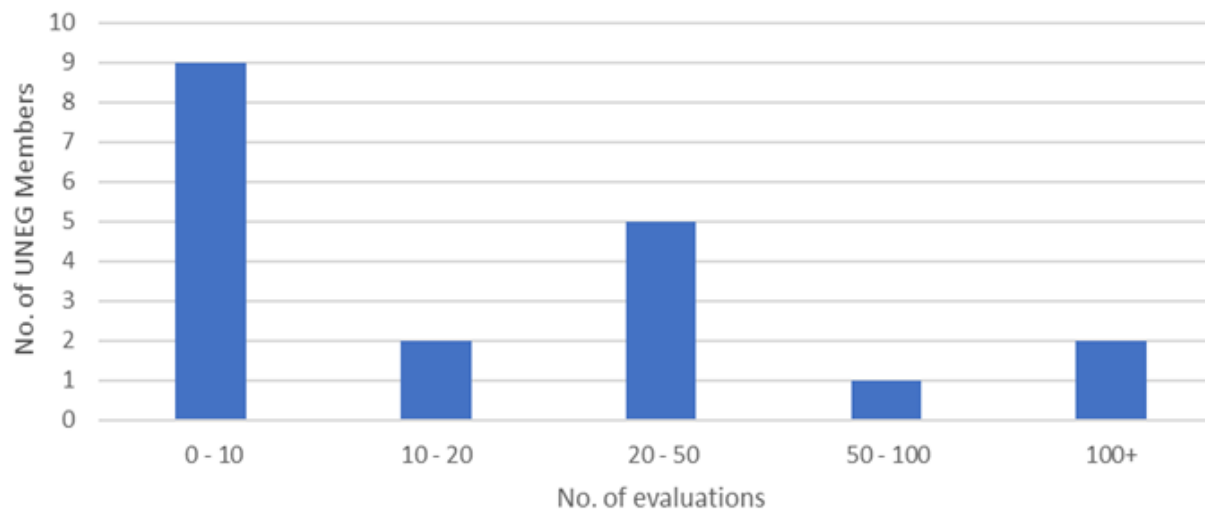


- My entity conducts evaluations directly
- My entity hires service providers to conduct evaluations
- Some combinations of both

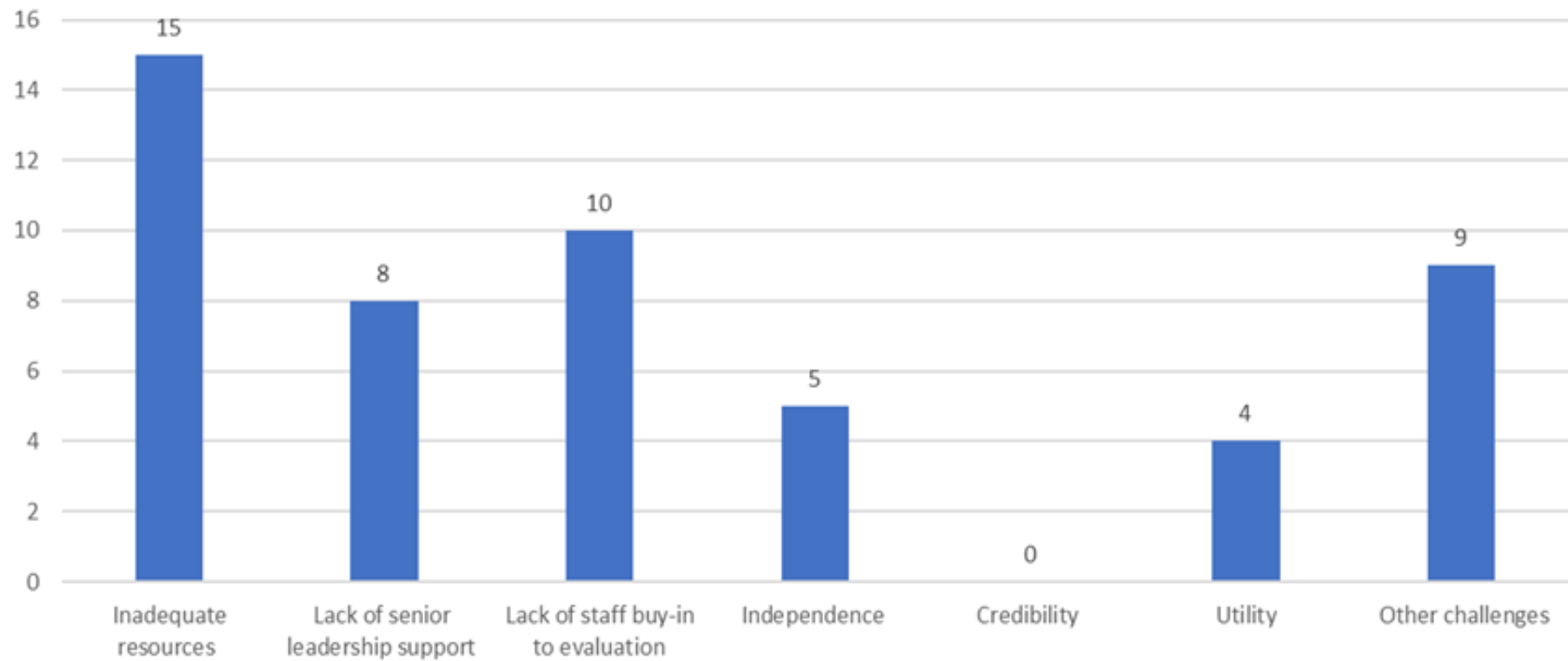
Annual evaluation budgets



Total number of evaluations in the period 2018 - 2022

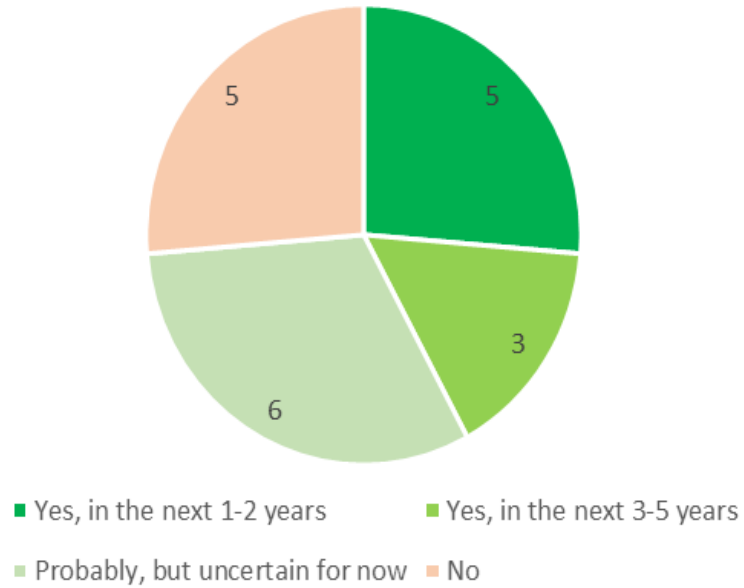


Q10. Which of the following challenges does your evaluation function face?



Note: Of the 9 'other challenges', the main themes were lack of: resources/staff, inadequate institutional independence, and lack of an evaluation culture.

Q13. Would your entity consider undergoing a UNEG Peer Validated Self-Assessment?



Note: Whilst 5 entities stated they would not consider undergoing a self-assessment, on digging deeper, 2 of those 5 did not have a dedicated unit, and another 2 had no full-time evaluators.

Appendix 3 – Draft Decision of UNEG Annual General Meeting 2024 and actions taken by EFWG

“Evaluation Function Working Group - Strategy on strengthening smaller evaluation functions NOT APPROVED. Need for greater clarity on if the document is a strategy for UNEG or a small functions strategy. Request to revisit the definition of a small function. Strengthening small evaluation functions is not only the responsibility of those small functions. Definition of small function needs to be clarified. The small functions strategy will also need to be incorporated into the next UNEG strategy.

Next steps: Working Group to consider feedback from the AGM and submit a redraft to UNEG Heads for comments. Working Group to set deadline (e.g. end of March 2024).”

The current revised version of the strategy has addressed the requests of the UNEG AGM, as summarised below:

UNEG AGM request:	Changes to the current document in response:
Need for greater clarity if the document is a strategy for UNEG or a small functions strategy.	Action owners and supporting parties are assigned for each section of activities. Time frame is added.
Request to revisit the definition of a small function. Definition of small function needs to be clarified.	Definition is further clarified and aligned to wider UN-system definitions. See paragraph 6 in section ‘Scope’.
Strengthening small evaluation functions is not only the responsibility of those small functions.	Recognition of the need to mobilize support from large evaluation functions is now included in the Preface and in the main text. Action owners are now including actors other than small evaluation functions.
The small functions strategy will also need to be incorporated into the next UNEG strategy.	A reference to this decision is included and emphasized in the Preface and in the revised text. EFWG will further promote the integration of UNEG Strategy for Small Evaluation Functions into the next UNEG Strategy, as outlined in the work plan for EFWG 2024.
	As requested during the discussion at the AGM, references to related text contained in the (draft) Mid-term Review of UNEG Strategy (2020-2024) are added.