



# UNEG Principles of Working Together

The UNEG Principles of Working Together was fully adopted at the UNEG Annual General Meeting in Geneva, April 2007. They have been subsequently revised at the AGMs in Nairobi (March 2009), Paris (April 2011), Rome (April 2012) and New York (April/May 2015).

## Table of Contents

<b>1. Introduction.....</b>	<b>1</b>
<b>2. Vision and Mission.....</b>	<b>1</b>
<b>3. UNEG Membership .....</b>	<b>1</b>
<b>4. Partnership .....</b>	<b>2</b>
<b>5. Governance.....</b>	<b>2</b>
<b>6. Working Methods .....</b>	<b>4</b>
<b>7. Elections .....</b>	<b>4</b>
<b>8. Funding .....</b>	<b>5</b>
<b>9. Review of the UNEG Principles of Working Together.....</b>	<b>5</b>
<b>Annex 1 UNEG Membership/Observer Status Application Form .....</b>	<b>6</b>
<b>Annex 2 Membership/Observer Status Application Review Checklist.....</b>	<b>7</b>

## 1. Introduction

1. The United Nations Evaluation Group (UNEG) is a voluntary network that brings together units responsible for evaluation in the UN system. UNEG helps advance the effectiveness, efficiency, impact and sustainability of the UN system's work by promoting and strengthening evaluation. The Group's central role has been to develop and advocate for common norms and standards for all UN evaluations. The UNEG Norms and Standards underpin professionalization of UN evaluation functions that enables UN organizations to continuously learn and improve organizational effectiveness and responsiveness.

## 2. Vision and Mission

### Vision

2. UNEG envisions that evaluation is fully realized in every entity of the UN system through appropriate evaluation policies, resources, skills and activities. Thereby, evidence produced by evaluation informs a more relevant, efficient and effective UN system with greater impact on the lives of the people it serves.

### Mission

3. UNEG's 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.

## 3. UNEG Membership<sup>1</sup>

4. A **UNEG member**<sup>2</sup> is primarily an evaluation unit<sup>3</sup> or a unit in charge of evaluation within a UN system entity (which could be a programme or a fund, a specialized agency, a department or an office of the Secretariat, or the secretariat of a commission). Each entity can have only one evaluation unit which represents its evaluation function as a UNEG member. Where decentralized evaluation functions or regional offices exist, membership is represented by the central evaluation unit. The UNEG member should achieve, or strive to achieve, the UNEG Norms and Standards and should be committed to UNEG work.
5. In addition to the above criteria, to be a UNEG Member the evaluation unit must have at least a professional staff fully devoted to evaluation.

---

<sup>1</sup> The criteria for membership and observer status described herein will be applied to new applications from 2015, and the existing membership will not be revoked.

<sup>2</sup> In some cases, the staff members of a UNEG member are casually referred to as UNEG members without any implication on the definition herein.

<sup>3</sup> The word 'unit' here does not imply it must be defined as a 'Unit' under the organization's nomenclature. It could be defined as an Office, a Department, a Unit or a part of an organizational unit responsible for evaluation.

6. Each UNEG member is represented by an individual who is normally the head of the unit. This individual is referred to as a **UNEG Head**. The UNEG Head is obliged to update regularly the UNEG Secretariat on the list of staff members in his or her unit.
7. A **UNEG observer** is an evaluation unit or a unit in charge of evaluation within a UN entity that does not meet all of the above membership criteria. A UNEG observer may be invited to participate in UNEG activities, including Strategic Objective groups and sub-groups. A UNEG observer does not hold voting rights. A UNEG observer should agree with and contribute to UNEG's mission. There is no expectation that an observer will become a member.

## 4. Partnership

8. UNEG can also invite other evaluation networks to be **Institutional Partners**. Institutional Partners are usually invited to attend the UNEG Annual General Meeting and Evaluation Practice Exchanges (EPE) as guests. The current institutional partners include: Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) Network on Development Evaluation (EvalNet); Evaluation Cooperation Group (ECG); International Organisation for Cooperation in Evaluation (IOCE); and Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP).
9. Regional UN evaluation groups, such as the United Nations Evaluation Development Group for Asia and the Pacific (UNEDAP), can be invited as Institutional Partners to attend UNEG Annual General Meetings and Evaluation Practice Exchanges (EPE).
10. The Executive Group can decide to invite, as a guest, evaluation units of other institutions to attend UNEG AGM and EPE as appropriate and on exceptional basis, and provided the mission of the entity does not contradict the normative values that UN espouses.
11. Those units wishing to become members, observers or institutional partners should contact the UNEG Secretariat for an application form. Completed applications will be reviewed by the UNEG Secretariat, based on the checklist in Annex 2, based on which the UNEG Executive Group will make a proposal for final decision by UNEG Heads. UNEG Heads will approve new members/observers/institutional partners on a no objection basis.

## 5. Governance

### Annual General Meeting

12. The **Annual General Meeting (AGM)** is the decision-making body of UNEG, where UNEG members<sup>4</sup> will make decisions in principle by consensus. Decisions, apart from elections, are only put to a vote if requested by a minimum of five members present. The AGM provides the forum for UNEG Heads to

---

<sup>4</sup> The decisions at the AGM are taken by UNEG members, each represented by a UNEG Head or someone deputizing for the Head. Decision-making processes are normally made during a dedicated session within the AGM.

review progress and results from the work programme and decide on specific strategies and work areas for the upcoming years.

### **Chair**

13. The **UNEG Chair** is responsible for chairing the AGM, coordinating and facilitating UNEG's work to meet UNEG strategic objectives as decided by the AGM, and representing UNEG in external engagement.<sup>5</sup> The Chair must be a UNEG Head. He or she is elected in his or her personal (not organizational) capacity. The term of office for the Chair is two years, renewable once.

### **Vice Chairs**

14. The Chair is supported by Vice Chairs. Vice Chairs are responsible for taking the lead in UNEG work towards its strategic objectives. Each Vice Chair works with a number of interested colleagues, under the framework of **Strategic Objective groups and sub-groups**, to deliver the activities associated within the strategic objective he or she is in charge of and is encouraged to develop a results framework to achieve them. Annually, each Vice Chair leads the review of the progress achieved under his or her strategic objective and reports to the AGM, and suggests the way forward. Vice Chairs are elected in their personal (not organizational) capacities. The term of office for the Vice Chairs is two years, renewable once.

### **Secretariat**

15. The UNEG Secretariat is housed in and supported by the UNDP Independent Evaluation Office. It is headed by the UNEG Executive Coordinator, who is designated by the Independent Evaluation Office of UNDP. The UNEG Secretariat facilitates the work of UNEG, inter alia, by providing: a platform for communication and discussion among the members, including the UNEG website and communities of practice; a focal point for information, including on its members and activities, and for external communication; operational support as needed to facilitate UNEG activities, such as publications and meetings; financial management of funds entrusted to UNEG and contract management through UNDP; preparation of documentation regarding candidates for membership and observer status; and technical support to UNEG activities when resources are made available for such purpose. At AGMs, the Executive Coordinator reports on UNEG activities and financial situation to the members and makes proposals on the necessary staffing of the UNEG Secretariat.

### **Executive Group**

16. The Executive Group is composed of the Chair, the Vice Chairs and the Executive Coordinator, and serviced by the UNEG Secretariat. Between AGMs, the Executive Group is responsible to operationalize decisions concerning UNEG's ongoing work mandated by the AGM. The Executive Group is responsible for guiding UNEG work in line with UNEG Strategy, and monitoring the progress towards the expected results defined for each strategic objective. The Executive Group will refer any decision to change any aspect of memberships, governance body, elections, working methods and funding, as described below, to the UNEG heads.

---

<sup>5</sup> The Chair may request other UNEG members to represent UNEG on his/her behalf.

## 6. Working Methods

17. **Strategic Objective groups and sub-groups** are the primary working modality of UNEG, defined by time-bound delivery of products or services. The length of a group's work programme is not bound to one year between AGMs, as long as the multi-year work programme is clearly established. In addition, **interest groups** may be established for specific topics that may be of interest to limited number of members. An **Interest group** is led by a UNEG Head and may not sit under any strategic objective areas, unless otherwise decided by the AGM. The UNEG Head who leads the interest group is responsible to develop and implement the work plan and report it at the AGM. An **organizing committee** may be established for a particular event or series of events, such as the AGM and the EPE organizing committees.
18. The **mandates** and **priorities** of **Strategic Objective groups and sub-groups** are established at the AGM, and are reviewed at the following AGM in the light of progress achieved towards the expected results. Strategic Objective groups and sub-groups establish a **work plan** based on the mandate and priorities as agreed by the AGM. The work plan should be formulated with clearly defined roles and responsibilities, outputs, expected outcomes, proposed budget and timeline. The conveners of the sub-groups must work closely with the respective Vice Chair, to ensure their work aligns with the Strategy and contributes to the strategic objective.
19. In the event that a strategic objective is no longer a priority or the objective has been achieved, it can be changed or removed as decided by the AGM.

## 7. Elections

20. The Chair must be nominated by at least one other member, accept the nomination, and be elected by the majority of voters. If no candidate receives a majority, a run-off election shall be organized between the two candidates with the highest number of votes. For each strategic objective, one Vice Chair is elected. The Vice Chairs must be nominated by at least one other member, accept the nomination and be elected by the highest number of votes. The candidates for the Chair and the Vice Chair positions must provide a statement outlining their vision on how they wish to achieve their respective objectives.
21. All elections will be conducted electronically to facilitate voting by those who cannot be physically present at the AGM, and will be organized by the Executive Coordinator. If the Chair or a Vice Chair resigns from the position, a supplementary election will be organized within 3 months of the resignation.
22. In case the Chair or a Vice Chair is elected mid-term in a supplementary election, and if the remaining term is less than half a year, the candidate elected can continue in the position without another election at the next AGM and the term will be extended by two years. 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. Funding

23. UNEG members are expected to contribute annually to the general UNEG fund. This UNEG fund is managed by the UNEG Secretariat. The members are encouraged to regularize their contributions as much as possible, in line with the work plan and resource requirements presented by the Vice Chairs at the AGM and the resource mobilization strategy. UNEG may accept funds from non-members, provided that the funds are to serve the interests of UNEG and not external interests.
24. The general UNEG fund is used to finance: the post of one UNEG programme specialist and required operational support for recruitment, procurement, travel, contractual management and payments; basic secretariat services such as websites, communications and publications; a portion of representation travel (up to 50 percent); and UNEG activities by the Strategic Objective groups and sub-groups, and organizing committees. As a matter of principle, the general UNEG fund will not be used for purposes that would not benefit the membership at large, such as social functions or events with limited participation, or technical work or representation travel that would be of interest to only a few entities.
25. The UNEG Secretariat will advise the Executive Group of the expenditures and funds available for funding activities of Strategic Objective groups and sub-groups and organizing committees and for representation travel.
26. UNEG members are also invited to make financial contributions to the work of specific interest groups, sub-groups, organizing committees, or to specific deliverables or events. In such a case, the contributing member is invited to make earmarked contributions to the general UNEG fund for transparency purposes and for the ease of post-delivery management of products and services (e.g. for reprints of publications).

## 9. Review of the UNEG Principles of Working Together

27. These Principles of Working Together are subject to review as decided by the UNEG Annual General Meeting in line with changing circumstances and needs.

# Annex 1 UNEG Membership/Observer Status Application Form

Name of Agency:

Title of Unit seeking membership:

Name/Title of person submitting the application:

Is your organization part of the UN system?

What is the governing body of your organization?

Who makes up the membership of your organization?

Where is the main responsibility for evaluation within your organization?

If the main responsibility for evaluation rests with another organizational unit than yours, what is the reason for your application?

What is the mandate of your unit? What proportion of the work your unit is evaluation? Does your unit have at least one professional fully dedicated to evaluation?

Does your unit commit to achieve, or strive to achieve, the UNEG Norms and Standards and should be committed to UNEG work?



## Annex 2 Membership/Observer Status Application Review Checklist

Name of Agency and Unit seeking membership/observer status:		
Date of Application:		
Criteria	Meet the Criteria? (Yes/No)	Comments
It is an evaluation unit or a unit in charge of evaluation within a UN system entity.		
There is no other unit in the entity which represents its evaluation function as a UNEG member.		
It is not a decentralized evaluation function or a regional office.		
There is at least a professional staff fully devoted to evaluation in the unit.		
The unit committed to achieve, or strive to achieve, the UNEG Norms and Standards and should be committed to UNEG work?		
Proposed Decision:		