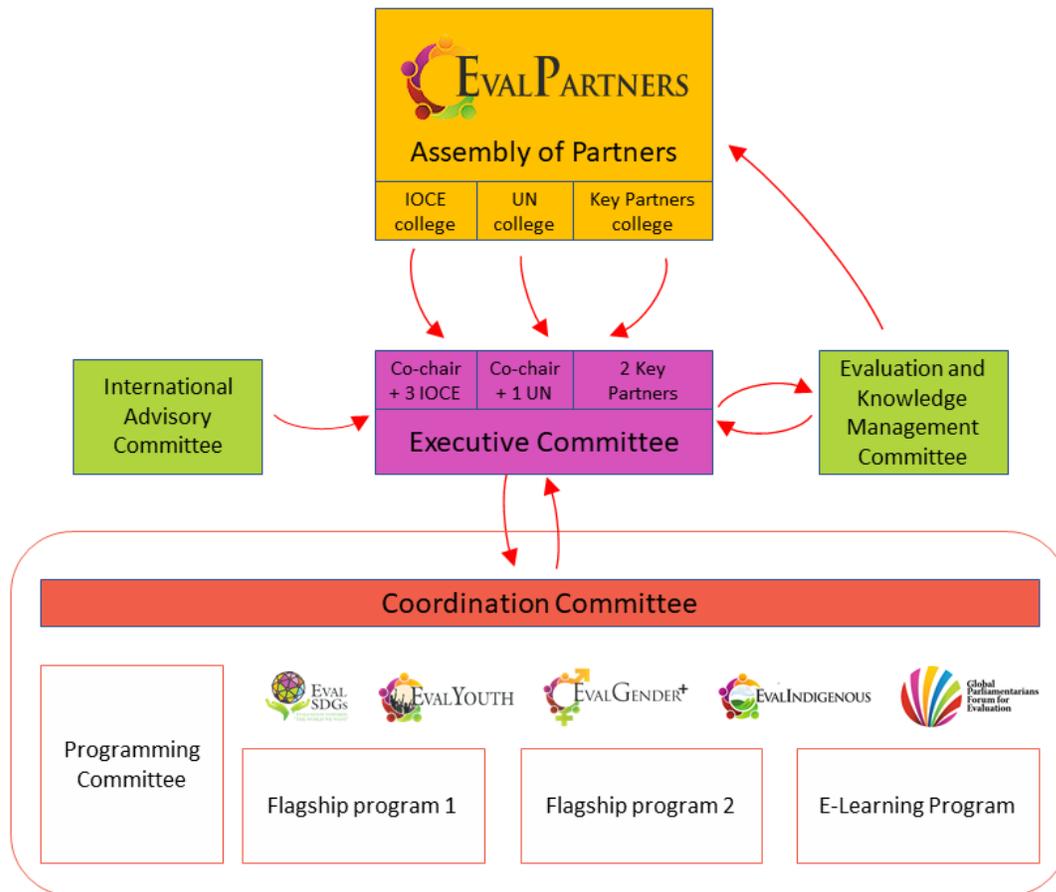


EvalPartners Governance and Structure September 9, 2019 (Final)



EvalPartners Members

1. EvalPartners is a partnership of organizations, formal or informal, who have a set of values and goals in common and who share a common vision for evaluation defined in Agenda2020.
2. Partner organizations agree to adhere to the following partnership statement expressing their commitment to the initiative and their willingness to contribute actively.
 - a. EvalPartners is an apolitical global initiative advocating for evaluation field building and evidence-based policy making. Members of EvalPartners affirm their engagement in evaluation as an effective instrument for promoting and supporting equitable sustainable development. Members of Evalpartners form an alliance based on values of equity, gender equality, and social justice while embedding shared principles of partnership, innovation, engagement, transparency, collaboration, inclusivity, and human rights, driven



- by a desire to improve our world through questioning, experimentation, evidence-building, and learning.
- b. Members of EvalPartners adhere to the 2030 Agenda and the Sustainable Development Goals, and strongly support their achievement for the benefit of people, planet, prosperity, peace, and partnerships. Members of EvalPartners contribute to these Goals through the evaluation trade in terms of learning from experiences, providing rigorous and useful data, and continuously improving local, national, regional, and global interventions.
 - c. Members of EvalPartners pledge to invest continued effort in working in collaboration with others to support common objectives, the Sustainable Development Goals, and the ultimate vision of a peaceful, fair, equitable, and just global society in equilibrium with its natural environment.
3. Partner organizations belong to one of three **colleges**: the IOCE college; the United Nations college; and the Key Partners college.

EvalPartners Authority Structure

4. The basis of authority of EvalPartners is the **Assembly of Partners** which is comprised of all partners in good standing. The Assembly of Partners meets at least once a year. Meetings are called by the Executive Committee.
5. The IOCE college carries the voice of the Voluntary Organizations for Professional Evaluation (VOPEs) and IOCE is their representative.
6. The UN college comprises interested UN agencies who share the goals of EvalPartners.
7. The Key Partners college regroups all other entities in the evaluation ecosystem which adhere to the ideals of EvalPartners and enter the partnership for the common good and without motivation of financial gain. A motivation letter from the potential candidates should be sent to the Executive Committee and the latter could provisionally accept new key partners until formal approval by the Assembly of Partners.
8. Furthermore, the following committees exist: the Executive Committee, the International Advisory Committee, the Programming Committee, the Networks, the Coordination Committee, and the Evaluation and Knowledge Management Committee.
9. The Assembly of Partners delegates its executive authority to the **Executive Committee** comprised of up to 8 members: the President and the Treasurer of the IOCE; 2 additional representatives chosen by the IOCE; 2 representatives chosen by the UN college; and 2 representatives chosen by the Key Partners college. The Executive Committee must consult both the Assembly of Partners and the Coordination Committee regarding key strategic decisions; it sets deadlines to consultation that are reasonable and consistent with the decision requirements.
10. The Executive Committee is responsible for the management of EvalPartners, in particular, the overall strategic coordination of efforts as well as fundraising.
11. The Executive Committee is co-chaired by the highest-ranking representative from the IOCE college and by one of the representatives from the UN college selected by members of the UN college. The Executive Committee co-chairs lead any activity of the Assembly of Partners.
12. Although striving for unanimity, Executive Committee decisions are made by a majority of votes of those present. No proxy voting is allowed. In case of an equality of votes, a consensus of the two co-chairs becomes the decision.



13. Contracted staff may take part in the deliberations of the Executive Committee at the discretion of the Executive Committee co-chairs.
14. Each college decides how their representatives to the Executive Committee are selected.
15. All colleges must comprise at least five members before their representatives can sit on the Executive Committee.
16. The terms of office of each individual on the Executive Committee is no less than 2 years and no more than 3 years. Terms can only be renewed beyond this maximum after a dividing period of 2 years.
17. The Executive Committee meets at least six times a year. Meetings are called by the co-chairs. The Executive Committee reports at least twice a year to the Assembly of Partners on priorities and results, including during an annual general meeting.
18. The **International Advisory Committee** is comprised of past leaders of IOCE and EvalPartners as well as representatives of strategic partners who have proactively supported EvalPartners. Its membership is decided by the Executive Committee. It is available to support the Executive Committee regarding issues of strategic importance, as decided by the Executive Committee or its co-chairs.

EvalPartners Operational Structure

19. EvalPartners delivers programming via Networks, Flagship initiatives, an e-Learning program, and a Programming Committee. Additionally, the Executive Committee may create ad hoc working groups or task forces for transient tasks.
20. **Networks** are self-managed initiatives created by the Assembly of Partners to promote the EvalPartners' vision in a specific subject area or with a particular group of individuals.
21. Networks are created based on a case presented to the Assembly of Partners which includes
 - i. a Concept Paper outlining the purpose, the rationale, the priorities of the Network, and alignment with EvalPartners mission, vision, and values;
 - ii. a governance charter;
 - iii. a list of members / stakeholders;
 - iv. a demonstration of inclusion of the three colleges (in particular regional VOPEs) in the Network planning and operations;
 - v. a communication charter;
 - vi. a theory of change for the Network;
 - vii. a performance framework;
 - viii. an action plan and budget for the first year of operation;
 - ix. a risk management plan.
22. Network leadership includes at least two co-chairs, each selected by separate colleges; all three colleges may decide to appoint a Network co-chair. Each college decides how their Network co-chairs are selected; the Network co-chairs do not necessarily have belong to the institutions who selects them.
23. The full composition of Network leadership is decided within each Network, based on democratic principles. Network leadership is reported to the Executive Committee who decides whether to endorse it.



24. The terms of office of Network co-chairs is no less than 2 years and no more than 3 years. Terms can only be renewed beyond this maximum after a dividing period of 2 years; in the interpretation of this statement, partial terms count as full terms.
25. Networks plan their action within the more global EvalPartners strategic plan.
26. Networks actively engage regional VOPEs in their strategic and action planning.
27. Networks present annual action plans to the Executive Committee for approval.
28. Networks can raise funds for their activities; such funds are remitted to the IOCE for financial management purposes; appropriate administration fees must be budgeted by the Networks. Networks keep the Coordination Committee apprised of their fundraising efforts.
29. Networks carry out their work using democratic principles.
30. Networks report semi-annually using a common results-reporting framework devised by EvalPartners.
31. Networks also report less formally at each meeting of the Coordination Committee, identifying barriers to action and emphasizing opportunities for collaboration among Networks.
32. **Flagship initiatives** are EvalPartners-wide sets of goals and activities that reflect the global nature of EvalPartners and its long-term objectives. They involve all Networks in joint programming.
33. Flagship initiatives are led by ad hoc flagship committees established by the Executive Committee.
34. The **e-Learning program** delivers online training in support of all aspects of the mission and vision of EvalPartners. The e-learning program is led by an ad hoc working group established by the Executive Committee.
35. The **Programming Committee** comprises at least one member of the Executive Committee assisted by other individuals selected by the Executive Committee to ensure delivery on responsibilities. Given the special connection between the IOCE and VOPEs and given that VOPEs are key players in EvalPartners programming, it is anticipated that the Programming Committee will be essentially delegated to the IOCE. The Programming Committee is tasked with the management of the EvalPartners programs which may include Peer-to-Peer grants, Innovation Challenge grants, and Mobility grants. The Programming Committee meets on a need basis. Meetings are called by the representative of Executive Committee.
36. The **Coordination Committee**, comprised of at least one member of the Executive Committee, up to two representatives from each Network (although only one can be funded to attend face-to-face meetings of the coordination committee unless such meeting takes place in the context of a larger event such as a Global Evaluation Forum), one representative from each Flagship initiative, and one representative from the Programming Committee, ensures
 - i. the alignment of the Networks with EvalPartners' mission and vision;
 - ii. the flow of information among Networks, Flagship initiatives, and Programming Committee as well as with the Executive Committee and the Assembly of Partners;
 - iii. the accountability for and reporting on results and learnings;
 - iv. that its concerns are brought to the attention of the Executive Committee;
 - v. that its innovative ideas and opportunities are raised with to the Executive Committee.The Executive Committee must react to all Coordination Committee communications within the reasonable time requirements of the Coordination Committee.



The Coordination Committee meets at the will of the majority of its members but at least four times per year; it maintains clear and accessible documentation of its work, the issues it encounters, the options analyzed, and the decisions made. It reports to Executive Committee through its member who sits on that committee.

37. The financial management of EvalPartners is delegated to the IOCE and follows IOCE rules and practices.

EvalPartners Learning Structure

38. The **Evaluation and Knowledge Management Committee** is created by the Executive Committee and reports jointly to the Executive Committee and to the Assembly of Partners.
39. The composition and leadership of the Evaluation and Knowledge Management Committee is decided by the Executive Committee. It should reflect the diversity of EvalPartners and the existence of the Assembly of Members' colleges.
40. The Evaluation and Knowledge Management Committee is responsible for devising a realistic performance measurement and evaluation plan for EvalPartners and overseeing its implementation.
41. The Evaluation and Knowledge Management Committee also advises the Executive Committee on the production of value added knowledge products such as country case studies, thematic white papers, and lessons learned from classes of projects.
42. The Evaluation and Knowledge Management Committee meets at least four times per year. Meetings are called by the chair of the Committee who is appointed for one year by Committee members.

Statutory Review

43. This structure must be reviewed one year after its implementation.



Code of Conduct

44. EvalPartners is fully committed to the principle of engagement, transparency, inclusivity, honesty, integrity and fair play in the conduct of its business. To uphold public trust and protect public interest, it is important for all partners, committee members, employees, and consultants (PCMEC) to handle EvalPartners' business in a just and impartial manner so that its reputation is not tarnished by dishonesty, impropriety or corruption. To this end, this Code of Conduct sets out the standard of behavior expected.

General Standards

45. PCMEC shall ensure that their conduct would not bring the Organization into disrepute. They shall not at any time or in any respect do anything which may compromise or impair their integrity, impartiality, objectivity or ability to perform duties. They shall adhere to the spirit and the letter of any rules or orders made for EvalPartners' practices and procedures.
46. Decisions made by any PCMEC on EvalPartners matters shall be motivated by the pursuit of the objectives of EvalPartners and be framed within the values of EvalPartners.

Specific Standards

47. **Gifts or souvenirs presented to PCMEC in their capacity as such.** If the gift or souvenir is distributed to all participants in public activities, such as a ball pen, file folder or key clasp, etc., it may be retained by the recipient. If the gift or souvenir is a personal item with a value below \$50, such as a plaque or pen inscribed with the name of the recipient, it may be retained by the recipient. If the gift or souvenir bears a value exceeding \$50, it should be declined or presented to the organization.
48. **Sponsorships offered to PCMEC in their capacity as such.** Any sponsorship to attend events or speaking engagements offered to a PCMEC to specifically represent EvalPartners shall be disclosed to the Executive Committee.
49. **Advantages offered to PCMEC in their private capacity.** Where a PCMEC is offered an advantage in their private capacity, they may accept it if the acceptance will not affect the performance of their duties as a PCMEC and they will not feel obliged to do something in return in connection with EvalPartners for the offeror; otherwise, they should decline the offer. When a PCMEC is in doubt as to whether they should accept an offer of advantage, they should consult with the Executive Committee.
50. **Financial conflict of interest.** A PCMEC shall not participate in a source selection process or administration of any award (such as contract, cooperative agreement, grant, or purchase order) which raises a conflict of interest or the perception of a conflict of interest. A conflict of interest shall be deemed to exist for a particular award when any of the following is the case: (i) the PCMEC, a member of their immediate family or domestic partner has a direct financial or ownership interest in any of the offerors; (ii) the PCMEC, a member of their immediate family or domestic partner is employed or about to be employed, discussing employment or is a consultant to any of the offerors; (iii) the organization represented by the partner or committee member has direct interests in the award. Anyone who encounters a conflict of interest, real or potential, shall recuse themselves from any dealing with that specific award.
51. **Operational conflict of interest.** A PCMEC should not take part in an EvalPartners' decision related to the use of funds that were made available to EvalPartners by the organization represented by the PCMEC. This provision aims to create a distinction between the roles of funder and partner within EvalPartners.



52. **Partners and committee members bidding for EvalPartners' contracts.** Partners and committee members should avoid entering into any business contract (e.g., for the supply of consulting services) with EvalPartners to prevent the public perception of partners and committee members using their capacity to obtain financial gains from EvalPartners.
53. **Use of confidential or privileged information.** A PCMEC shall not disclose any confidential or privileged information of EvalPartners to any party unless they are authorized to do so. A PCMEC shall not take advantage of, or let any person or organization benefit from, the confidential or privileged information obtained in their official capacity.