



UNEG

United Nations Evaluation Group

UNEG Strategy 2014-2019

Detailed program of work for the period 2015-2016

July 2015

*This document is subject to review and update in Nov. 2015.

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Section 1. Introduction

Purpose of the document

The purpose of this document is to present the programme of UNEG's work for the period 2015-2016, which reflects the collective effort of UNEG membership to respond to the UNEG Strategy 2014-19. This document provides an update of the progress made to date, since the adoption of the strategy, and indicates the further efforts and deliverables necessary to help fully realize the overarching objectives of the UNEG's Strategic Plan.

The document reflects the leadership of the Chairperson and Vice-Chairpersons, and more importantly the responsibilities of the UNEG membership in the form of conveners and co-conveners, facilitators, resource persons and participants. An underlying principle of UNEG is participation across the system and this document reflects the diversity of participation that has been achieved through active engagement with all of the member agencies.

The UNEG Strategy

The UNEG Strategy 2014-2019 was published in November 2013. It focused on a more results-oriented and outward-looking approach in order to increase the efficiency and accountability of UNEG. This was an important evolution from the foundation-building phase, which helped to create the conditions for evaluation functions to develop. The work undertaken in the earlier phase continues to inform the practice globally today, and has given UNEG an important visibility.

Building on the previous work, the new strategy set out four (4) overarching strategic objectives, each of which contained a sub-set of initiatives and activities meant to enhance a particular area of work, and UNEG as a whole. The areas relate to addressing: i) quality (that UN evaluation functions operate according to international norms and standards); ii) utility (the purpose of evaluations is explicit); iii) learning and accountability dimensions; and iv) responsiveness. The four areas conflate into strategic directions.

- 1) Evaluation functions and products of UN entities meet the UNEG Norms and Standards for evaluation;
- 2) UN entities and partners use evaluation in support of accountability and programme learning;
- 3) Evaluation informs UN system-wide initiatives and emerging demands; and
- 4) UNEG benefits from and contributes to an enhanced global evaluation profession.

Review of the period 2014-15

The first phase in the implementation of the UNEG Strategy was used to set up new management and operational structures, the most significant of which was the creation and competitive processes for the filling of Chair and Vice-Chair positions. The term of each was limited to 2 years, renewable once, to allow sufficient time for delivering on objectives and also opportunities for rotating leadership positions within the membership. The four Vice-Chairs are responsible for managing and coordinating activities in their respective areas. The

UNEG Chair is responsible for overseeing the implementation of the programme, with the support of the Executive Coordinator. The Executive Group, comprising the Chair, Vice-Chairs and Executive Coordinator, meets regularly and ensure synergies are realized. The UNEG Secretariat offers support to the work of the Executive Group and UNEG activities.

The most significant areas of progress in the first year (from 2014 AGM to 2015 AGM), apart from the setting up of a new, expanded Secretariat, included the following¹:

- The adoption of the first stand-alone UN General Assembly Resolution on evaluation (A/RES/69/237);
- Partnerships with the international evaluation communities on evaluation products and initiatives;
- Clear expression of deliverables for each of the strategic objective areas;
- Broader participation by agencies through members who were active on a wide range of UNEG priorities, allowing for cross fertilization and sharing of ideas;
- Responding to the challenges expressed in the 2015 Annual General Meeting;
- Enhanced use of technology for meeting and engagement; and
- A new UNEG website.

Upcoming period 2015-2016

In the coming year, 2015-2016, UNEG will continue to work towards the four strategic objectives. Some of the key activities planned under each objective include the following:

Strategic Objective 1:

- Update a “fit for purpose” technical competency framework (CF) document, including a mechanism and guidelines to implement it in the UN system
- Conduct three peer reviews
- Update UNEG Norms and Standards
- Support the efforts of members in the area of decentralized evaluation

Strategic Objective 2:

- Effectively reach out and advocate for use of evaluation. Activities include the following: publish the SO2 2014 product on use of evaluation; active outreach to evaluation community and relevant partners; provide accessible information to evaluation community; and research agenda moving towards impact of evaluations.

Strategic Objective 3:

- Continue to advocate the importance of evaluation, including integrate evaluation into the SDG outcome document
- Develop papers on SDG evaluability
- Continue to work on the independent System Wide Evaluation issues and participate in the Interim Coordination Mechanism.
- Support the efforts of members in the areas of gender equality, human rights and humanitarian evaluation

¹ The UNEG work plan 2014-2015 is available on request from the UNEG Secretariat.

Strategic Objective 4:

- Track and report on implementation of the UN GA resolution on national evaluation capacity development; the update on the progress on NECD will be fed into the next QCPR report
- Continue to engage closely with partners to produce evaluation products and to plan and implement various initiatives, including EvalSDGs, EvalGender, and EvalYouth.

2015 is an important year for the evaluation community with the launch of a new set of international development goals, the Sustainable Development Goals (SDGs), and the International Year of Evaluation. The UNEG Executive Group will play a ‘sounding board’ role in providing feedback and guidance to the work of the four groups, as needed, to ensure greater synergies and coherence across the four strategic areas of work. This will be particularly exercised in the critical cross-cutting areas related to the SDGs and the post-2015 development agenda, as well as the International Year of Evaluation.

Members and Summary of Expected Costs 2015-2016

Currently, 146 UNEG members from 38 agencies participate in the work of four Strategic Objectives.²

The indicative costs of operation, by Strategic Objective, and the sources of funds are summarized in Table 1. As the specific activities are yet to be finalized in some cases, including their required budget figures, this section is subject to review and update in six month, November 2015. At the beginning of the year, each Strategic Objective is allotted \$30,000.

² Based on the Strategic Objective members list as of May 2015. The figures reflect duplicate headcounts, as some participate in multiple groups.

Table 1. Summary of Expected Costs May 2015 – April 2016 (as of May 2015)³

Strategic Objective	Areas of Planned Activities '15-'16	Total Expected costs / activity	Expected source of funds			Funding gap as of May '15
			UNEG Fund	Member Agency Contribution	Partner Contribution	
1	1)Professionalization	30,000	15,000			15,000
	2)Peer Review	112,000	64,000 ⁴	48,000		0
	3)Norms and standards	2,000	2,000			0
	4)Decentralized evaluation	5,000	1,000			4,000
Subtotal		149,000	82,000	48,000		19,000
2	1)Publish the product on use of evaluation	15,000	15,000			0
	2)Active outreach to evaluation community	10,000	5,000			5,000
	3) Provide accessible information to evaluation community	10,000	10,000			0
	4)Research agenda moving towards impact of evaluations	TBD				
Subtotal		35,000	30,000			5,000
3	1)SDGs	70,600 ⁵	30,000	30,000 ⁶		10,600
	2)HEIG	30,000		30,000		0
	3)ISWE	TBD				
	4)Gender and Human Rights	TBD				
Subtotal		100,600	30,000	60,000		10,600
4	Contribution to Intl' Eval community	440,000	205,000 ⁷	235,000		0
	Benefit from Intl' Eval community	110,000		110,000		0
Subtotal		550,000	205,000	115,000	230,000	0
Secretariat	Website and email list servers/ maintenance.	25,000	25,000			0
	2016 Evaluation Week	15,000	15,000			0
	Travel costs	20,000	20,000			0
	1 full-time prog. assistant	66,000	66,000			0
	Miscellaneous	5,000	5,000			0
Subtotal		131,000	131,000			0
Total		965,600	478,000	223,000	230,000	34,600

³ See Section 2 for a detailed breakdown of activities and resource plans under each Strategic Objective.

⁴ In principle, the funding for peer reviews will be allocated from the UNEG Peer Review fund (earmarked contributions) upon endorsement and approval by the PR Convener sub-group and the SO1 Vice-Chair. As of June 2015, the Peer Review Fund has \$101,109, including \$11,109 from WFP (transferred via UNICEF); \$40,000 from UNRWA (earmarked for UNRWA peer review); and \$50,000 from UNDP. The 8% General Management Services (GMS) fee will be deducted. SO1 will allocate \$52,000 from the Peer Review Fund and \$12,000 from the SO1 seeds fund for the Peer Review sub-group.

⁵ This includes a consultant fee for the UNEG senior advisor for advocacy (to be recruited).

⁶ This does not include SDG2 seminar contributed by Rome-based agencies.

⁷ UNICEF contributed \$200,000 to UNEG, earmarked for SO4.

Section 2. Detailed Programme of Work by Strategic Objective

This section presents a summary of the work under each of the four Strategic Objectives. It first presents the overall architecture of the Objective, including the vision, existing opportunities, modalities, and assumptions of the respective Objective. Followed by a brief summary of the progress made in 2014-2015, a detailed work plan for the coming year 2015-2016 is discussed, including a table of specific activities, timetable, and indicative budget estimates.

As the specific activities are yet to be finalized in some cases, including their required budget figures, this section is subject to review and update in six month, November 2015.

Strategic Objective 1: Evaluation functions and products of UN entities meet the United Nations Evaluation Group (UNEG) Norms and Standards for evaluation

1. Architecture of the Strategic Objective

Vision Statement:

Evaluation is essential for advancing development and serves as an enabler of change. It is geared towards bringing about change through its processes, and helping to make a difference on the ground for people in need. Of critical importance is the role it plays in measuring success against targets and intentions and reporting on it thus promoting learning, transparency and accountability. It has a quality assurance dimension and drives normative managerial and leadership behavior.

In this context and building on its previous achievements, it is imperative for UNEG to continue to strengthen the strategies and mechanisms of evaluation in the UN system. This entails operating at multiple levels within and outside the UN system at the global, regional and other levels in order to build evaluation capacity of the UN, thus improving its visibility and credibility to play critical role within the wider development and evaluation community. The SO1 work plan will focus on the following:

- Advance the ***professionalization of evaluation***:
- For evaluation to be taken seriously it needs to distinguish itself as a profession which requires policies, strategies and practices within UN agencies that bring about changes at agency and by implication staff level. It shall include, amongst others, advocating for a revision of agency evaluation policies that reflect the UNEG norms and standards in terms of independence, credibility and use – through strengthened frameworks that include increased commissioning and use of Peer Reviews in line with OECD/DAC standards. The agencies should reflect developments in professional associations and networks and thus demonstrate an outward focus as well. At the individual level and towards

professionalizing the category it is necessary to update and apply the UN evaluation technical competency framework.

As a largely virtual network the UNEG needs to exploit opportunities to provide on-going and high-quality exposure to its members for networking, knowledge sharing and dissemination and capacity development. It should partner with relevant networks, platforms and associations to create mutually reinforcing synergies thus enhancing its outreach and making evaluation an attractive area to work in, and also improving institutional and individual capabilities and capacities.

- Provide quality assurance for evaluation units through **Peer Reviews**

The nature of evaluation work mean that the quality assessment of units cannot be done credibly either by the evaluand (agencies) or units themselves. UNEG recognizes that its member agencies need to operate according to the highest international standards with regards to independence, credibility and utility, and thus has a Peer Review system to quality assure its units. This is an important area of work and the Peer Review Reports and management responses are in the public domain to foster transparency. Apart from substantial work being done to ensure that the Peer Review are done in partnership with the OECD/DAC group, guidance updated, a systematic process undertaken to identify members of panels and for the function to be adequately resourced.

- Promote the **UNEG norms and standards** for a more effective and targeted system of evaluation

UNEG needs to adhere to international good practice which is reflected in the UNEG norms and standards, and which also ensures that there is credibility for the function. These norms and standards reflect in essence the key imperatives of independence, credibility and utility, and also take into account organizational context. They form the bedrock for evaluations, and are used to assess the effectiveness of units themselves, therefore clarity on what the norms and standards are is important. Whilst the norms and standards in their current form have been important in advancing the evaluation function, especially during the setting up and developmental phases, these need to be revisited to ensure, inter alia, their promotion, relevance and alignment with global practice. As an overarching and strategic area, which initial work shall be done within this SO, the area shall be the responsibility of the EG to ensure to broader promotion.

- Address the **decentralized evaluation function**

Many of the central UNEG members engage with the decentralized (or self-reporting) element of the evaluation function. This takes diverse forms and it is generally challenging. The purpose of this area of work with the SO is to bring together relevant units to advance conceptualization of the area, share lessons, etc. The decentralized element is a feature of many evaluation policies, and with increasing attention paid to the quality of decentralized

evaluation, and which central units play some role in (quality assurance, quality assessment) is requires dedicated attention.

Existing Opportunities:

Over the past decade UNEG has acquired much credibility and has a good reputation in the UN system and the evaluation community worldwide. Given the dynamic nature of the profession and the growth of global, regional and sub-regional networks and associations, it needs to be exposed to and responsive to partnering opportunities. Given the nature of the UN, evaluators in the system are privileged by having access to key stakeholders and can contribute significantly to global debates through their work. The advancement of the UNEG Norms and standards and Peer Reviews are pivotal in driving evaluation practice in a positive manner and UNEG can use its membership reach to advance both the development and evaluation agenda.

Modalities:

Under the leadership of the UNEG Vice-chair, four (4) sub-groups will be established. It will be a volunteer group drawn from UNEG membership which dedicates itself to advance each key output area of SO1 by generating products and services that individually and collectively advance the UN evaluation function. Resources shall be available to sub-group conveners to ensure that planned deliverables are achieved. The sub-groups shall be as follows:

- 1) Peer Reviews
- 2) Professionalization of evaluation
- 3) Norms and standards
- 4) Decentralized Evaluation Interest Group

The heads of each sub-group shall be a UNEG member, who may be a volunteer or elected person and who shall serve for the duration of the Vice-Chairpersonship of the SO, ie. 2 years. Written progress reports, as per approved work-plan, shall be shared with UNEG membership.

Assumptions

Support for evaluation in the UN system is improved; resources are delegated for evaluation; and management and leadership at all levels support UNEG Norms and Standards. A potential risk is that the requisite support from leadership of the organization is inadequate resulting in under-resourced evaluation functions.

2. Progress made in 2014-2015

Peer Review sub-group: In 2014, three peer reviews were completed, including Office of Evaluation of the World Food Programme (WFP); Independent Evaluation Office of Global Environment Facility (GEF); and Evaluation Office of United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women).

A management response in relation to recommendations of the Lessons Learned Study of Peer Reviews of UNEG Evaluation Functions and a draft guidance on the peer review process were produced, as well as a Peer Review funding mechanism proposal.

Professionalization of Evaluation sub-group: The sub-group developed a report, addressing the following elements:

- the state of professionalization among UN agencies
- assessment of how the Competency Framework (CF) is used in recruitment practices and other initiatives
- input on how the CF should be revised
- professionalization options that UNEG could consider

Norms and Standards sub-group: A survey on revising Norms and Standards was conducted in order to elicit from UNEG members their experience in applying the Norms and Standards and their views on them; and to make some concrete suggestions as to how UNEG could focus its work in revising the Norms and Standards.

3. Plans for 2015-2016

Peer Review sub-group: Three UNEG members have requested peer reviews in 2015. They are: Evaluation Division of the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA); Independent Evaluation Unit of the United Nations Office on Drugs and Crime (UNODC); and Evaluation and Monitoring Unit of the International Trade Centre (ITC).

In addition to conducting three peer reviews, the sub-group will

- Identify and plan for 2016 Peer Reviews
- Pilot and further develop PR Guidance document (conduct and incorporating reflections lessons learned notes and any revision N&S)
- Manage Peer Review Funding Mechanism

Professionalization sub-group: In the upcoming year, the sub-group will work on the following:

- To update the UNEG evaluation technical competency framework,
- To propose a conceptual system and process for certification/credentialing,
- To engage with exiting certification/credentialing initiators
- To share information on professional development opportunities for UNEG members.
- Monitor and promote the implementation of the Management Response

Norms and Standards sub-group:

Workshops on the findings of the survey were held in Geneva, Rome and New York with UNEG members. A report on the survey results will be shared soon. Based on the Issues Paper on Revision of UNEG Norms and Standards (2013) and the results of the survey (2015), a taskforce composed of UNEG Heads will be formed soon to update the Norms and Standards. They will be supported by interested UNEG members and the UNEG Executive Group.

Decentralized Evaluation Interest Group:

The Interest Group will start with a review of how the decentralized evaluation functions operate in UNEG member agencies. More activities will be developed soon.

SO1: Table of outcomes, outputs, activities and resource plan, 2015-2016

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Indicative budget required	Expected contribution	Funding gap
SO1. Evaluation functions and products of UN entities meet the UNEG Norms and Standards for evaluation									
Outcome 1.1 UN evaluations meet UNEG Norms and Standards <u>Indicators</u> (i) norms and standards affirmed (ii) Supportive documents produced and discussion forums initiated	Output (a) UNEG norms and standards updated (2015-2016)	Activity (i) to be developed	Norms and Standards Sub-Group	UNEG Heads	OECD/DAC Evaluation Associations and Networks	2015-2016	2,000	2000 UNEG	0
		Activity (iii): Use of Blogs etc. and UNEG Website to develop vibrant engagement on subject across UN				2015-2016	N/A		
Outcome 1.2: Peer Reviews improve quality of evaluation function in the UN	Output (a): Peer reviews of evaluation functions are conducted in 6 agencies (by 2015)	Activity (i): conduct three peer reviews in 2015; establish a funding mechanism – funding will be managed by UNEG Secretariat;	Peer Review sub-group	Selected agencies for 2015 – UNRWA, ITC UNODC (peer reviews started in 2015 and will be finished in 2016)	OECD/DAC Evalnet	2015 (3 peer reviews)	100,000 total estimate: 40,000-UNRWA; 40,000-UNODC; 20,000-ITC	UNEG to allocate 52,000 to partially cover costs of peer reviews: 36,000 – consultant contracts; 10,000-50% of travel and DSA for UNEG panel members; 6000-format and design of 3	N/A (If UNEG provides 52,000 there will be no funding gap as other costs will be covered by UNRWA and UNODC

								peer review reports	
		Activity (ii): review and update the current UNEG Framework for Professional Peer Reviews of the Evaluation Function of UN Organizations. This will be guided by the timing of the revalidation of the UNEG N&S.	Peer Review sub-group		IFIs and other agencies with Peer review functions	Review the framework to identify any key issues by Nov 2015; update it after the revalidated N&S	10,000	UNEG 10,000	N/A
		Activity (iii): finalization of the guidance on the peer review process, including editing and design	Peer Review sub-group				2000	UNEG 2000	N/A
<p>Outcome 1.3 Strengthened strategic, technical, and managerial skills of UN evaluators</p> <p><u>Indicators</u> 1.3 (i): evaluation technical competency framework updated</p> <p>(ii) a conceptual system and process for certification/credentialing validated (feasibility and cost) and proposed</p> <p>(iii): engagement with existing certification/credentialing initiators</p> <p>(iv): mechanism created/improved by UNEG for</p>	<p>Output (a): UN evaluation technical competency framework document is reviewed and updated</p>	<p>Activity (i): Update a “fit for purpose” technical competency framework (CF) document, including a mechanism and guidelines to implement it in the UN system</p> <p>Activity (ii): Validate draft CF document with sub-group members</p>	<p>Consultant in close interaction with sub-group members</p>	<p>UNEG sub-group members (UNDP, UNICEF, WFP, ICAO, UNFPA, OIOS, FAO, ILO, UN Women etc.)</p>	<p>Evaluation Associations (CES, AEA, EES/UKES), IDEAS, DFID, the World Bank etc.</p>	<p>Dec 2015</p>	<p>\$15,000</p>	<p>UNEG</p>	
		<p>Output (b): A concept document drafted and validated (by sub-group members and SO1 Vice-Chair)</p>	<p>Activity (iii): Identify options on what kind of system and process for applying and recognising evaluation competencies UNEG should and could have in place assessing the goals of such a system, as well as the its potential strengths and weaknesses</p> <p>Activity (iv): Analyse the feasibility and cost</p>	<p>As above</p>	<p>As above</p>	<p>As above</p>	<p>As above</p>	<p>\$15,000</p>	<p>UNEG</p>

signposting professional development opportunities for UNEG members		aspects of setting up a system and process (once the type of system is determined by consensus)							
	Output (c): Mapping of training programmes in evaluation	Activity (v): Analysis of current offer in evaluation training programmes	Sub-group members	Sub-group members	n/a	Dec 2015	n/a	n/a	
	Output (d): Engagement with external organisations and participation to identify mutual interests	Activity (v): Participate in topical interest groups/forums to disseminate UNEG progress and to identify mutual interests, including the need to harmonise and coordinate	Sub-group Co-conveners	Sub-group Co-conveners	Evaluation Associations (CES, AEA, EES/UKES) , IDEAS, DFID, the World Bank etc.	Ongoing, as opportunities arise	n/a ⁸	n/a	n/a
	Output (e): A UNEG centralised professional development platform to disseminate opportunities in evaluation training developed	Activity (vi): Create an online resource such as an Outlook events calendar enabling UNEG members to be aware of professional development opportunities in evaluation	UNEG Secretariat with input from UNEG member agency focal points in charge of training opportunities	UNEG Secretariat and UNEG member agencies	n/a	June 2015 (set up and operational)	n/a	n/a	n/a
Outcome 1.4 On Decentralized Evaluation Interest Group Indicators:	Output (a) a review of how the decentralized evaluation functions operate in UNEG member agencies produced	Activity (i): desktop review	Decentralized Evaluation Interest Group	Interested UNEG member agencies		October 2015	UNEG \$5000	UNEG \$5000	
		Activity (ii): to be developed							

⁸ Contingent on funding of Co-conveners by their Organisations to participate in conferences. Some activities that enable participation in topical interest groups (activity (v)), may be online and may not require funding.

Strategic Objective 2: UN entities and partners use evaluation in support of accountability and programme learning

1. Architecture of the Strategic Objective

Vision statement:

While the need for evaluations is by now well established, the use of evaluations to enhance projects and programmes, and to provide accountability can still be improved significantly. Understanding the factors that enhance use better, UNEG will confirm the understanding and reach out to UNEG members and users of evaluations to move towards a situation where evaluations will be regularly considered to improve policies, projects and programmes.

Existing opportunities:

The work over the past year has contributed to a much better understanding of the factors that enable use of evaluation. UNEG over the past years has been able to improve its outreach to members and partners through innovative methods such as webinars, online events updates and meetings. Combining the knowledge with the available methodologies and an improved relationship to planners in some Agencies it will be able to disseminate the knowledge more efficiently.

Modalities:

The work will be coordinated by the vice-chair. The group will meet regularly to discuss the work required and will where appropriate identify smaller groups of UNEG members to work on specific topics. Key decisions regarding the direction of the work will be discussed at the regular meetings.

All members of the group are encouraged to identify appropriate opportunities to reach out to other evaluators or planners and will present and verify the work being conducted on behalf of the group.

Assumptions:

Group members will have sufficient time and support from their respective offices to engage meaningfully in the group.

2. Progress made in 2014-2015

The work on the topic of Strategic Objective two is a new area of work for UNEG. The work before 2015 AGM primarily included the following activities: (a) collation of existing information on use of evaluation; (b) collecting views of UNEG members and other stakeholders through interviews and questionnaire; (c) information gathering and analysis and the creation of a compendium of approaches that work in practice. A product "Evaluation Use in the UN System: conclusions from

the Data” with six key messages and supporting case studies was produced before and presented at 2015 AGM.

3. Plans for 2015-2016

For the period 2015 – 2016 the working group will focus on outreach and advocating for the use of evaluation. Three different work streams are planned during this period:

- 1) Following the positive feedback from the last AGM regarding the product that has been produced the SO 2 group will finalize and publish the product.
- 2) Using the opportunities provided by the Year of evaluation as well as actively monitoring meetings of the evaluation community. The members of SO2 will actively reach out to members of the community. During these events the understanding of the factors contributing to the use of evaluation will improve, as well as the thinking on how to best ensure use of evaluation will be communicated to the broader evaluation community.
- 3) The group aims to provide accessible information to the UNEG members and to some degree to the overall evaluation community. Currently it is planned to develop a format and select cases for the case study of the month that will be shared with UNEG members. UNEG members are encouraged to produce additional case studies which will be available in an updated product and in a repository of relevant cases for the use of evaluation. Using the expertise of UNEG on webinars a webinar will be produced that highlights mechanisms that encourage use of evaluations.

Should resources especially the time of members allow the group might work on quantifying use and starting to estimate impact of evaluation use. However, the group recognizes that this is a long process and therefore might start this by assessing how use is captured during evaluations. In particular how use other than the implementation of recommendations can be captured.

SO2: Table of outcomes, outputs, activities and resource plan, 2015-2016

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Indicative budget required	Expected contribution	Funding Gap
SO2. UN entities and partners use evaluation in support of accountability and programme learning									
<p>Outcome 2.1 Evaluations are used for strategic decision making and organizational learning</p> <p><u>Process indicator:</u> Two documents produced by March 2016</p> <p><u>Overall indicator:</u> Extent to which evaluations are used for strategic decision-making and organizational learning"; the baseline would be provided by the study; the target would have to be set against that baseline</p>	Output : Reach out and advocate for use of evaluation	Activity (i): Publish the product on use of evaluation. Quality assurance, Copy editing Publishing	Working group will work on the substance, with specialist tasks such as layout or printing outsourced.	UNEG members	Same as above	April to July 2015	UNEG members and funding for specialized tasks	UNEG 15000	
		Activity (ii): Active outreach to evaluation community and relevant partners	Working group	UNEG members	Same as above	April 2015 to April 2016	Maybe 10 000 for travel and meetings UNEG members time	UNEG 5000	5000
		Activity (iii): Provide accessible information to evaluation community a) Case study of the months b) Add cases to product c) Webinar	Working group	UNEG member in particular UN Women, UNICEF for webinar	Same as above	May 2015 to April 2016	UNEG members time	UNEG 10000	
		Activity (iv): Research agenda moving towards impact of evaluations: How is use captured during evaluations?	Working group	UNEG members	Same as above	Jan 2016 to April 2016 depending on progress of other activities	UNEG members time		

Strategic Objective 3: Evaluation informs UN system-wide initiatives and emerging demands

1. Architecture of the Strategic Objective

Vision Statement:

The UNEG Strategy for 2014 to 2019 places major emphasis on enhancing the external orientation of UNEG. It envisages the use of targeted advocacy among member states and senior policy makers in the UN to integrate evaluation in the post-2015 development agenda, encourage the use of evaluation in the policy formulation process as well as enhanced demand for system-level evaluation in the future as a critical input to help guide on-going reform efforts.

Existing Opportunities:

UNEG conducted intensive advocacy work in 2014 in the context of advocating and supporting the adoption of a UN General Assembly Resolution [A/RES/69/237 "Capacity building for the evaluation of development activities at the country level"](#). The Resolution was adopted by forty-two countries. , UNEG is already a member of the interim coordination mechanism (ICM) established by the UN General Assembly overseeing implementation of the system-wide evaluation (ISWE) policy initiative under the chair of the Joint Inspection Unit (JIU). This reflects UNEG's appreciation of the strong evaluation - policy linkage potential offered by ISWE to strengthen the contribution of the UN evaluation community to UN's broader efforts. UNEG has also already completed relevant work including a Resource Pack for supporting joint evaluation work; a FAQ on UNDAF evaluations; and, guidance on UNDAF Evaluation ToRs. UNEG also has previous experience in engaging in UN system level evaluations such as on the Delivering as One (DaO) evaluation.

Modalities:

Under the leadership of the UNEG Vice-Chair, several sub-groups will be established, including:

- 1) SDG Evaluation Working Group
- 2) Gender Equality and Human Rights Working Group
- 3) Humanitarian Evaluation Interest Group
- 4) Independent System-wide Evaluation (ISWE) Working Group

The Vice-Chair will work with the UNEG Chair and the Executive Group collectively on advocacy work. She will also liaise with ISWE secretariat and coordinator, and represent UNEG at ICM meetings (with SO4 Vice- Chair as alternate).

Assumptions:

In order to fully realize the vision and to respond in a timely and effective way to emerging demands, UNEG needs to develop a capacity to provide a high-level of timely support and inputs.

2. Progress Made in 2014-2015

After months of advocacy and consultations, on 19 December 2014, the UN General Assembly Resolution A/RES/69/237 “Capacity building for the evaluation of development activities at the country-level” was approved through general consensus and cross-regional support from forty-two member states. The UNEG SO3 UN Resolution Working Group provided strong support throughout the preparation and consultation process leading to the drafting and adoption of the resolution.

In 2014, SO3 reviewed and updated the UN-SWAP Evaluation Performance Indicator based on the feedback provided by UN entities after the pilot year of the original *Technical Note and Scorecard* developed by UNEG and on the results of survey administered amongst all UN-SWAP EPI Focal Points. The UN-SWAP reporting cycle opened on 15th December 2014 and ended on the 30th of January 2015.

During 2014, UNEG continued to participate as a member of the ISWE Interim Coordination Mechanism (ICM),. Other ICM members include OIOS, DESA, OCHA, and JIU as chair.

A flagship report “Evaluation Change Lives” was published in March 2015.

3. Plans for 2015-2016

- 1. Flagship Report on Evaluation in the UN:** this was a major product of 2014, published in March 2015. Dissemination will proceed throughout the International Year of Evaluation (IYE), coordinated by UNEG Chair and Secretariat, and through all UNEG members. **This working group will thus not continue in 2015.**
- 2. Resolution on Evaluation:** This result from the 2014 UNGA was well-recognized at the High Level Event of the UNEG 2015 Evaluation Week. Reflecting its substantive focus on National Capacity Development, the follow-up work stream in 2015 moves to SO4 with its focus on external partnerships. SO4 will also report on its implementation to QCPR. **Refer to SO4 workplan for further details.**
- 3. The SDGs and evaluation:** Getting evaluation integrated into the SDG UNGA outcome statement is UNEG’s top-priority and immediate advocacy target. Marco as UNEG Chair will lead this effort, supported by the Secretariat, the Executive Group and others as needed. Following through on the evaluation implications of the agreed SDG statement is a long-term agenda for UNEG. While recognizing that this is important for the whole of UNEG and has implications across the SO’s, it also needs to be coordinated and focused, given the breadth of potential. Accordingly, **an SDG working group has been set up under SO3**, co-convened by Helen Wedgwood and Indran Naidoo, to provide a forum for cross-agency exchange of thinking and experience, and development of supporting materials. The specific priorities and deliverables will be firmed up through the first phase of the group’s work, and is expected to initially focus on lesson-learning from MDG evaluative efforts to help build the evaluability of SDGs, and later, on evaluation of SDG implementation plans at agency, thematic and member-state level. Indicative outputs in

2015 include technical background papers and support materials for a systematic approach across UNEG to building evaluability, in collaboration with UNEG's partners. The SDG evaluation challenge is proposed as a topic for AGM 2016, as well as a potential theme for AGM2016 High Level Event, building on the experience of the SDG2 evaluability seminar in Rome, and other initiatives across and beyond UNEG is one of many evaluation groups interested in this subject, the workplan proposes this as a collaborative effort with SO4 to take full advantage of UNEG's partnerships work.

- 4. Gender Equality & Human Rights:** Building on previous years' work, this working group will serve as a resource for UNEG by supporting the efforts of members to integrate gender equality and human rights in evaluation processes. The focus is on supporting members with the implementation of the mandated United Nations System Wide Action Plan – Evaluation Performance Indicator, helping ensure the intended outcome that UN evaluations are gender-and-human rights responsive, and overall output that gender equality and human rights are integrated in the evaluation systems of UNEG members, indicated by the proportion of UNEG members implementing the UN-SWAP EPI Scorecard and Technical Guidance, and meeting or exceeding requirements for the UN-SWAP EPI. Led by UN Women, an Annual report on the performance of UNEG Members on the UN-SWAP EPI will be prepared; capacity development activities provided including Webinars with tips for reporting on EPI and sharing experiences, and a 2016 EPE session. 2-3 'Good practice' briefs on integrating gender equality and human rights in evaluation for UNEG newsletter or blog will be prepared.
- 5. Humanitarian Evaluation Interest Group (HEIG):** Discussions during the 2015 Evaluation Week identified a number of areas where the specificities of evaluation in humanitarian contexts merit further consideration and analysis in the complex global context increasingly faced by UNEG and its members. The interest group, established formally at the 2015 AGM, will take forward this agenda by establishing linkages with the other SOs to ensure that humanitarian evaluation specific dimensions are referred to and taken into account as required (e.g. SO1's review of the Norms and Standards; Professionalisation). In addition it will serve as a resource for UNEG members by providing links to relevant information and methodological discussion space; and, based on reviews of relevant current literature and gap analysis, will develop technical guidance on identified priority themes (e.g. on ethics, and evaluation of humanitarian principles and standards). In the lead up to the 2016 World Humanitarian Summit, it will collaborate with SO4 and external partners to increase awareness of humanitarian evaluation issues and lessons.

Independent System Wide Evaluation (ISWE): UNEG is already a member of the interim coordination mechanism (ICM) established by UNGA for oversight of the implementation of the 2013 ISWE Policy, under JIU's chair. Building on its previous engagement and its guidance work on joint and UNDAF evaluations, in 2015 selected UNEG members will continue to engage through evaluation management groups for the two evaluations underway under this initiative: a meta-evaluation of UNDAF evaluations; and, an evaluation of the contribution of the UN to national capacities for statistical analysis and

data collection. In addition, Helen Wedgwood as SO3 vice-chair (with Colin Kirk as alternate) will represent UNEG in the ICM and maintain links with Scott Green, ISWE's coordinator, for oversight, progress review and feedback to UNEG. The ISWE Working Group will be activated later in the period, to take stock of the evaluation management group experience, and feed lessons into future ISWE development.

SO3: Table of outcomes, outputs, activities and resource plan, 2015-2016

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Indicative budget required	Expected contribution	Funding Gap
SO3. Evaluation informs UN system-wide initiatives and emerging demands									
<p>Outcome 3.1 Evaluation implications of SDGs recognized by executives and governing bodies of UNEG members, and demand for evaluation support responded to by UNEG.</p> <p>Indicators 3.1</p>	<p>Output (a): UNEG's engagement on SDG evaluation supported</p>	Activity (i): Discussion and information repository space established on UNEG website relating to SDG evaluation (June);	SDG Working Group convened by Helen & Indran with cross Exec Group and secretariat support; work with SO4 Vice-Chair on synergies between the working group and EvalSDGs initiative			June 2015	70,600	<p>WFP 30,000 for technical review and paper⁹</p> <p>UNEG 10,000 for publication and dissemination</p> <p>SDG2 Rome seminar budget contributed by RBA agencies</p> <p>\$ UNEG - support for UNEG Chair/ UN High Level participants to Rome; possible financial support for SDG evaluability review and briefings, publication. \$21,600 for a senior consultant on advocacy</p> <p>\$9000 for Printing and dissemination of "evaluation changes lives" report</p>	
		Activity (ii) Advocacy for integrating evaluation into the post-2015 development agenda, led by UNEG Chair, with support from the Exec Group, NY based UNEG Heads and the Secretariat				Sept/Oct 2015			
		Activity (iii) Briefing/support materials for UNEG wide advocacy for SDG evaluations (Sept/Oct);				Feb 2016			
		Activity (iv) SDG Evaluability Technical Background Paper, (building on relevant MDG evaluations and evaluability literature). Timing – Feb 2016 for UNEG AGM;				Nov 2015			
		Activity (v) SDG2 Evaluability Seminar, Rome Nov. 2015;				2015			
		Activity (vi) Identification of longer term programme of UNEG work, in collaboration with EG, SO4 and partners, for discussion at UNEG AGM 2016.							

⁹ Further request for contributions may be made for members' contributions for consultant expertise as needed.

Outcome 3.2 Gender Equality & Human Rights appropriately integrated into UNEG evaluation functions Indicators	Tbc by working group idc	Activity (i) Annual Report and follow up support on UNSWAP use & performance across UNEG;	Continuation of Gender SWAP Sub-Group, convened by Sabrina Evangelista UNWomen; work with SO4 Vice- Chair on synergies					UNEG: Support as a UNEG publication	
		Activity (ii) Capacity development webinars, seminars and good practice briefings.							
Outcome 3.3 Humanitarian Evaluation specificities appropriately considered in UNEG's work Indicators	Tbc by interest group idc	Activity (i) Links between HEIG and other relevant UNEG SO's/workstreams established;	Interest Group, convenor: Anne-Claire Luzot, WFP; work with the SO4 partnership committee to identify possible synergies			2015	\$30,000 Plus	WFP contribution: \$30k for technical paper Possible request to UNEG secretariat support pending decision of priorities by the HEIG	
		Activity (ii) Discussion and information exchange space established on UNEG website (July);				July 2015			
		Activity (iii) Gap analysis and at least one technical review paper produced on identified priority theme, by Feb 2016;				Feb 2016			
		Activity (iv) UNEG HEIG contributions to relevant seminars and conferences, in collaboration with SO4, ALNAP and other partners, in lead up to WHS (May 2016).				May 2016			
Outcome 3.4 UNEG effectively engaged with the ISWE mechanism and work programme Indicator	ISWE pilot evaluations appropriate use of UNEG's advice, norms and standards	Activity (i): UNEG represented appropriately in the two ongoing ISWE evaluations	ICM representation: SO3 vice-chair/SO4 vice-chair; Volunteer UNEG members in EMGs.			2015-2016			
	UNEG's experience fed into ICM's continued development	Activity (ii): Interim Coordination Mechanism (ICM) engaged with, contributing UNEG's perspectives, technical expertise and feedback on ISWE progress and results to UNEG membership					2015-2016		

Strategic Objective 4: Partnership – UNEG benefits from and contributes to an enhanced global evaluation profession

1. Architecture of the Strategic Objective

Vision statement:

Partnership is one of the most effective strategies to maximize impact with limited resources. Therefore, it should be a mean to achieve an end, and not an end in itself. Through strategic partnership, UNEG will achieve two results. On the one hand, it will maximize its capacity to reach out to external stakeholders, contributing to the global evaluation community while positioning itself as a leading actor. On the other hand, it will leverage partners' resources and capacities to achieve and enhance UNEG goals. Partnership should strengthen external and internal synergies to make UNEG a more effective network capable of achieving the expected results set out in the 2014-2019 UNEG Strategy.

Existing opportunities:

UNEG already has observer status in the main evaluation networks, including [OECD/DAC EvalNet](#) and [Evaluation Cooperation Group \(ECG\)](#) of the multilateral banks. In addition, UNEG, together with some UNEG members and UN Regional Evaluation group (i.e. UNEDAP), is already a member of [EvalPartners](#), the global partnership to strengthen national evaluation capacities co-led by IOCE. EvalPartners, composed of 50+ partners, including all regional Voluntary Organizations for Professional Evaluation (VOPEs) and several national ones, is the global partnership leading the global movement for 2015 International Year of Evaluation. Last but not least, [UN Regional evaluation groups](#) already exist in Asia and Pacific, Latin America and East and South Africa.

UNEG will build on these existing opportunities to leverage partners' capabilities to reach the selected UNEG outcomes and output below. In addition, new partnership with other strategic stakeholders, i.e. UNDG relevant task forces, women's and human rights NGOs and private foundations, will be explored.

Modalities:

In 2014, under the leadership of UNEG Vice-Chair, a Partnership Committee was established. This will continue to function in 2015. The Committee will mainly facilitate partnerships with key strategic stakeholders, provide strategic guidance and quality assurance of expected outputs. The implementation of the actual outputs will be ensured by partner organizations or external consultants.

Assumptions:

Assumptions include (a) delivery of documents by other UNEG Strategic Objectives groups which are required to inform some of the SO4 outputs/activities; and (b) willingness of strategic partners to engage actively in partnership activities.

2. Progress Made in 2014-2015

Progress reports on implementation as well as itemized accounts will be presented annually to the UNEG Annual General Meeting. In 2014, good progress was made in implementing the workplan for Strategic Objective 4, and this was duly reported to UNEG members.

The Partnership Committee worked closely with partners, including OECD-DAC EvalNet, ECG, IOCE, EvalPartners and regional UN Evaluation Groups. The UNEG Strategy, work-plan, activities, and newsletters have been shared with aforementioned parties. UNEG, in partnership with EvalPartners, also worked on promoting the 2015 International Year of Evaluation and the General Assembly resolution on national evaluation capacity building.

In 2014, the *UNEG Guidance Document Integrating Human Rights and Gender Equality in Evaluation* was finalized and shared with the UNEG community and its partners via the UNEG website and social media. An E-learning will be developed in partnership with EvalPartners and UN Women based on this UNEG guidance document.

The Partnership Committee has also worked with partners on five projects, creating synergistic links that allow UNEG to benefit from the global evaluation community:

- Guidance on integrating gender into National Evaluation Policies;
- Systemic review on gender in development;
- E-learning course on Humanitarian Evaluation;
- E-learning on Advocacy Strategies for Evaluation; and
- EvalGender+, a global partnership to promote the demand, supply and use of Equity Focused and Gender Responsive Evaluations.

3. Plans for 2015-2016

The Partnership Committee will continue to strengthen institutional relationship with partners and work with them to promote evaluation and support advocacy work on integrating evaluation in the post-2015 development agenda. Starting from November 2015, UNEG will co-chair EvalPartners with IOCE and the SO4 Vice-Chair will serve as the co-Chair. Among other things, the Partnership Committee will track and report on the implementation of the UN General Assembly Resolution on national evaluation capacity development. It will also work with partners to contribute to EvalGender, EvalSDGs and EvalYouth initiatives.

SO4: Table of outcomes, outputs, activities and resource plan, 2015-2016

The matrix below outlines the work plan for Strategic Objective 4 in 2015. A number of activities are carried forward from 2014 where these are still under implementation or yet to be launched. A number of new activities have also been identified and these are highlighted in italics. Costs set out in the work plan are indicative, especially for new activities for which plans are not yet fully developed.

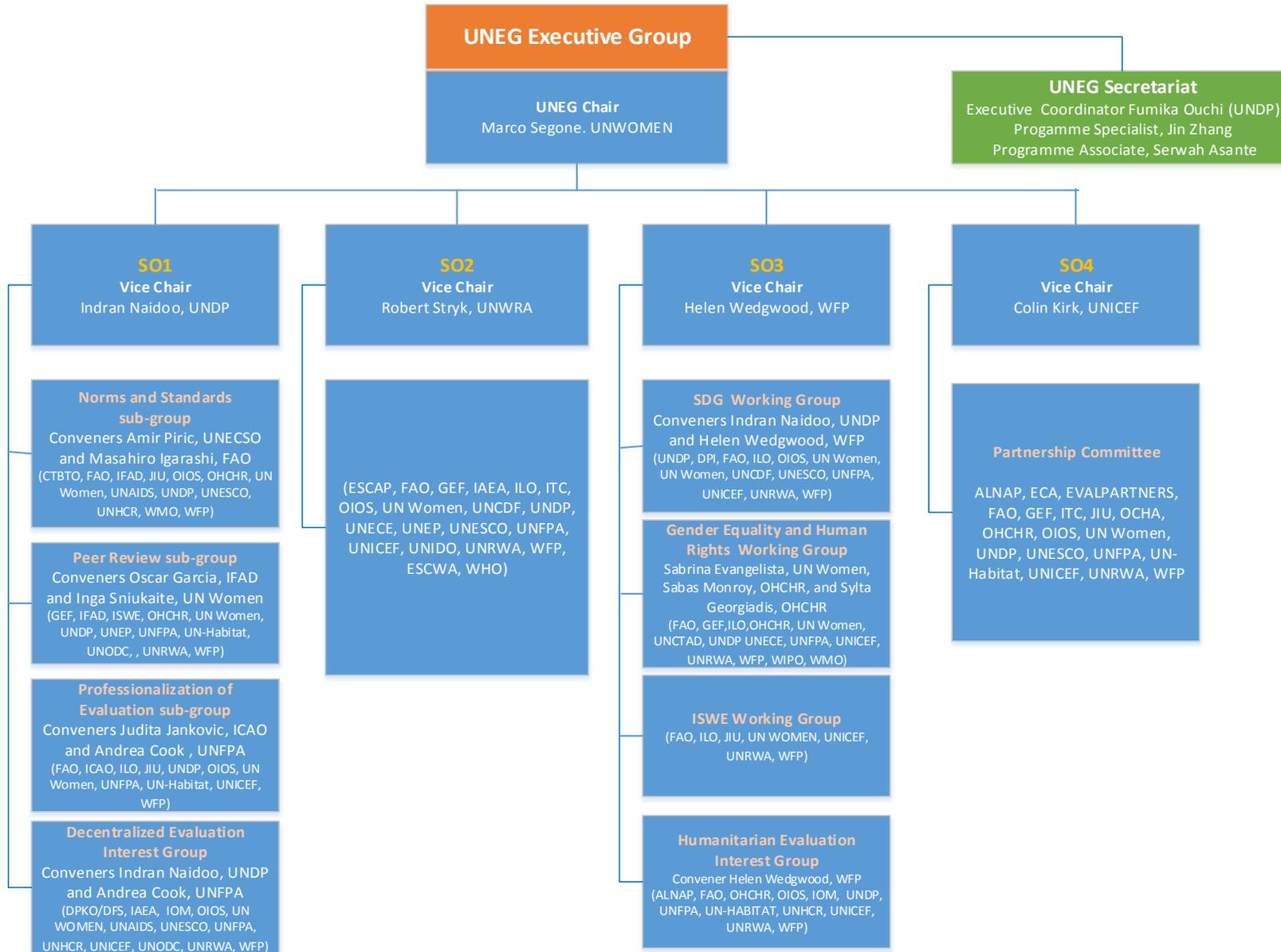
Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Indicative budget required	Expected contribution	Funding gap
SO4. UNEG benefits from and contributes to an enhanced global evaluation profession									
Outcome 4.1 UNEG is a recognized leader within the international evaluation community Indicators 4.1 (i) UN resolution on 2015 International Year of Evaluation enhances enabling environment for evaluation in regional and national contexts	Output (a): Relationship with EvalNet, ECG, IOCE, EvalPartners and Regional UN Evaluation Groups strengthened	Activity (i): Develop effective institutional relationship with EvalNet, ECG, EvalPartners, IOCE; <i>UNEG to co-chair EvalPartners with IOCE (SO4 Vice-Chair to serve as co-Chair from November 2015)</i>		UNEG Partnership Committee,	EvalNet, ECG, EvalPartners, IOCE and Regional UN Evaluation Groups	2015-2016	5,000	UNW (5,000)	0
		Activity (ii): Identify areas of potential mutual interest for partnership (EvalYear)		UNEG Partnership Committee	EvalNet, ECG, EvalPartners, IOCE and Regional UN Evaluation Groups	2015	NA	NA	NA
		Activity (iii): Implement joint initiatives identified above (EvalYear)		UNEG Partnership Committee	EvalNet, ECG, EvalPartners, IOCE and Regional UN Evaluation Groups	2015-2016	NA	NA	NA
	Output (b) 2015 International Year of Evaluation is supported by a global movement which enhances synergies between global and local initiatives	Activity (i) Sensitize Member States missions at UN HQ about the global movement for 2015 International year of Evaluation (Consultations with MS Regional Groups)		UNEG Chair, UNEG Partnership Committee	Friends of Evaluation Group (FoEG), EvalPartners	2015	NA	NA	NA
		<i>Activity (ii): Track and report on implementation of UN Resolution on national evaluation capacity development</i>		UNEG Chair, UNEG Partnership Committee	Friends of Evaluation Group (FoEG), EvalPartners	2015 - 2016	NA	NA	NA
		Activity (iii): Coordination with and support to national and regional strategies/events/initiatives to		UNEG Partnership Committee	EvalPartners, EES, EvalMena, ParlForum regional	2015 - 2016	200,000	200,000	0

		strengthen the demand for and use of evaluation at national and regional level			consultation, India evaluation week				
		Activity (iv): Support the organization of a strategic international event focusing on strengthening the demand for and use of evaluation in policy making <i>(SO4 inputs to be developed)</i>		UNEG Partnership Committee	EvalPartners, Global Evaluation Week	2015-2016	200,000 USD	200,000 EvalPartners	0
	Output (c) UNEG guidance are widely disseminated and its use facilitated, including through innovative and cost-effective initiatives	Activity (i) Widely disseminate and facilitate use of revalidated UNEG norms & standards		UNEG Partnership Committee, UNEG SO1 Group	EvalNet, ECG, EvalPartners, Regional UN Evaluation Groups	2015-2016	Waiting for updated guidance		
		Activity (ii) Widely disseminate and facilitate use of Updated UNEG Peer Review Framework		UNEG Partnership Committee, UNEG SO1 Group	EvalNet, ECG, EvalPartners, Regional UN Evaluation Groups	2015-2016	Waiting for updated guidance		
		Activity (iii) Widely disseminate and facilitate use of Revised UNEG competency framework		UNEG Partnership Committee, UNEG SO1 Group	EvalNet, ECG, EvalPartners, Regional UN Evaluation Groups	2015-2016	Waiting for updated guidance		
		Activity (iv) Widely disseminate and facilitate use of UNEG assessment on the use of evaluation		UNEG Partnership Committee, UNEG SO2 Group	EvalNet, ECG, EvalPartners, Regional UN Evaluation Groups	2015-2016	Waiting for updated guidance		
		Activity (v) Widely disseminate and facilitate use of UNEG GE&HR guidance, including by developing an e-learning course		UNEG Partnership Committee	EvalNet, ECG, EvalPartners, Regional UN Evaluation Groups	2014-2016	35,000	30,000 EvalPartners , 5,000 UNEG (for distribution of the publication; UNEG already covered the expenditures for editing, designing and printing)	0
	Output (d) Regional UN Evaluation groups are strengthened	Activity (1) Facilitate peer to peer mutual support among Regional UN Evaluation Groups when requested; <i>Consultation</i>		UNEG Partnership Committee,	EvalNet, ECG, EvalPartners, Regional UN				

		<i>and collaboration with regional UN evaluation groups to support the implementation of the UN Resolution and report on progress</i>		UNEG SO3 Group	Evaluation Groups				
Outcome 4.2 UNEG members benefit from innovative initiatives led by the global evaluation community, in partnership with UNEG <u>Indicators</u> 4.1 (i) UN staff and partners take advantage of external opportunities to strengthen their professional capacities	Output (a) UNEG capacity to benefit from the global evaluation community is enhanced in the area of knowledge management, credibility, access to additional resources and access to stakeholders	<i>Activity (i) An e-learning course on Humanitarian Evaluation is sustained and opened up to a wider audience, working with the SO3 Humanitarian Evaluation Interest Group to identify possible synergies</i>		UNEG Partnership Committee, SO3 Humanitarian Evaluation Interest Group	EvalPartners, EvalNet, IOCE	2015-2016	tbc	tbc	tbc
		<i>Activity (ii) A systemic review on gender in development is produced (near completion)</i>		UNEG Partnership Committee	EvalPartners, ALNAP, UNICEF	2015	110,000	110,000 (UN Women)	0
		<i>Activity (iii) Guidance on engendering inclusive National Evaluation Policies is further disseminated.</i>		UNEG Partnership Committee	EvalPartners, EvalNet, UNWomen	2015-2016	tbc	tbc	tbc
		<i>Activity (iv) Contribute to the process to launch EvalGender+ (near completion – launch in November 2015, Kathmandu, Nepal), working with the SO3 gender equality and human rights working group to identify possible synergies</i>		UNEG Partnership Committee, SO3 Gender and Human Rights Working Group	EvalPartners, EvalNet, UNWomen, Parliamentarian Forum	2015-2016			
		<i>Activity (v) Contribute to the process to launch EvalYouth. Concept note to be prepared.</i> <i>EvalYouth would bring partners together to support young evaluators and evaluations involving young people</i>		UNEG Partnership Committee		2015-2016	tbc	tbc	tbc
		<i>Activity (vi) Contribute to the process to launch EvalSDGs, Concept note to be prepared.</i> <i>EvalSDGs would bring partners together to support evaluation activities linked to the SDGs. Work with the SO3 SDGs and evaluation working group to identify possible synergies</i>		UNEG Partnership Committee, SO3 SDGs and Evaluation working group		2015-2016	tbc	tbc	tbc

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¹⁰ Information as of May 2015. To be updated.