



# UNEG Evaluation week 2019 NAIROBI



## Professional Development Seminars & Evaluation Practice Exchange Sessions

13 - 15 May 2019, United Nations Office at Nairobi (UNON), Nairobi, Kenya

# Professional Development Seminars



## Seminar 1

### Big data for evaluation: How to walk the walk

**Organiser** – Adan Ruiz Villalba (WIPO)

**Facilitator** – Claudia Isabel Marques de Abreu Lopes, Research Fellow, UN University, International Institute for Global Health

**Modality** - Lectures and group work | **Time** - Monday, 10:45am | **Location** - Conference Room 10

In this seminar we will discuss how big data can be used for evaluation, providing some case studies for discussion and guidelines to design an evaluation using big data. The participants will be exposed to critical discussions about big data (related to measurement and ethics) and to new methodologies to use big data as complementary to other data sources for evaluation.



## Seminar 2

### Evaluation Theories and Approaches: Applications in evaluation practice

**Organiser** – Alena Lappo (FAO)

**Facilitator** – Daniela Schroeter, Western Michigan University

**Collaborator** – Julia Engelhardt (WIPO)

**Modality** - Small group activities, case studies, and open discussions | **Time** - Monday, 10:45am | **Location** - Training Room 4

This workshop presents an introduction to historical and contemporary theories and approaches to evaluation in interdisciplinary contexts. The primary focus is on key evaluation terminology and classifications of theories and approaches recommended by evaluation thought leaders. Workshop participants will gain insight into how their own backgrounds, training, and contexts influences their choice of or preference for particular approaches.

Participants are encouraged to bring a computer to use during the workshop. Please read the case found at <https://bit.ly/2Vw6Y4N> prior to the Seminar.



## Seminar 3

### Approaches to impact evaluation

**Organiser** – Martin Barugahare (UN-Habitat)

**Facilitator** – Dr. Atika Pasha

**Modality** - Lectures, interactive exercises/practical applications of the methods | **Time** - Monday, 10:45am | **Location** - Conference Room 8

The seminar will introduce and discuss evaluation methods that can be used to determine causal and attributable impacts of programmes/interventions. It will elaborate on how these methods differ from other kinds of evaluations that are used commonly (process, M&E). Participants will learn how the framework of the programme can determine the impact evaluation methods and design that are eventually applied, and what programme and participant related issues can threaten the validity of this design. The session aims to provide participants with an understanding of advantages of impact evaluation, and some technical understanding of methods and designs.



## Seminar 4

### Use of Qualitative Analysis Software for Evaluations e.g. NVIVO

**Organisers** – Martin Barugahare (UN-Habitat), Sara Holst (FAO)

**Facilitators** – Victor Kiwujia (Lida), Ronald Waiswa (Lida)

**Modality** - Training datasets, online materials, and guiding analysis information | **Time** - Monday, 10:45am | **Location** - Training Room 6

This seminar is aimed at strengthening evaluation capacity of participants in use of qualitative evaluation data. The training will provide participants with a thorough understanding of qualitative evaluation data and a pragmatic step-by-step process for conducting qualitative data management, analysis and visualization. The hands-on and very interactive training provides participants with improved knowledge & understanding of qualitative M&E data; practical skills for qualitative data management, analysis and visualization using NVIVO; and opportunity to share knowledge and experiences in qualitative M&E data analysis.

Participants are required to bring a computer to use during the session.



## Seminar 5

### Revisiting the Foundations of Humanitarian Evaluation: Reflections on current practice and future directions

**Organiser** – Jane Mwangi (UNICEF)

**Facilitators** – James Darcy (Independent Consultant) and Neil Dillon (ALNAP)

**Collaborator** – Ada Ocampo (UNICEF)

**Modality** - Presentations and associated discussion groups | **Time** - Monday, 10:45am | **Location** - Conference Room 11

The seminar will be a reflection from recent theory and practice on humanitarian evaluations, and the session will consider the following:

- Context and trends in humanitarian evaluation
- Challenges from the humanitarian evaluation literature:
- Reflections on the function of humanitarian evaluations
- Evaluation evidence in the wider diagnostic framework
- Implications for UN agencies humanitarian evaluation work



# Evaluation Practice Exchange Sessions

## Theme 1: Managing Evaluations



### Session 1.1 Providing comprehensive evidence without losing utility

**Organiser** – Harvey Garcia (FAO)

**Collaborators** – Carlos Tarazona (FAO), Robert Stryk (UNICEF), Sara Holst (FAO)

**Modality** - Facilitated Oxford-style debate | **Time** - Tuesday, 8:30am | **Location** - Conference Room 8

In this seminar we will debate the different scenarios related to the use of evaluations. The session will touch base on various variables that affect the length of the evaluation process such as the time it takes to engage stakeholders and conduct a rigorous process (e.g. data collection), peer reviews, feedback loops, and writing process. It will also address the need for comprehensive evidence in evaluation in the context of development-related versus humanitarian-related evaluation.



### Session 1.2 Coaching junior evaluation officers - sharing our experiences

**Organiser** – Alena Lappo (FAO)

**Collaborators** – Alena Lappo (FAO), Katinka Koke (UNITAR), Marco Segone (UNFPA)

**Modality** - Testimonials from junior evaluators, discussions in a “speed dating” and a “negotiation game” format and a presentation  
**Time** - Tuesday, 11:00am | **Location** - Conference Room 8

Building on UNEG’s competency framework and the priorities set by the Evaluation Agenda 2020, this session focuses on discussing challenges and opportunities for building capacities of junior evaluators and evaluation officers from the perspective of both junior and senior UNEG colleagues. It will also provide insights to young evaluators and their supervisors on defining a career path with meaningful and specific goals as well as discuss useful steps in finding opportunities to reach them.



### Session 1.3 Best Practices for Recommendation follow up. Can we maximize use with the right procedures?

**Organiser** – Robert Stryk (UNICEF)

**Collaborators** – Michael Spilsbury (UN Environment), Ada Ocampo (UNICEF)

**Modality** - Presentation and group discussions | **Time** - Wednesday, 3:00pm | **Location** - Conference Room 10

There are different ways that recommendations can be followed up, from very loose procedures to rigid procedures. Some are more engaging than others. The session aims to clarify what are the determining factors to use different methodologies for recommendation and follow up, and what are emerging good practices for these situations.



### Session 1.4

## Whose evaluation is it anyway and why does it matter? Let's talk about country evaluations

**Organisers** – Ada Ocampo (UNICEF), Harvey Garcia (FAO), Ada Ocampo (UNICEF)  
**Collaborators** – David Thomas Rider Smith (JIU), Harvey Garcia (FAO), Robert Stryk (UNICEF), Carlos Tarazona (FAO), Sara Holst (FAO)

**Modality** - Talk show | **Time** - Wednesday, 8:30am | **Location** - Conference Room 8

The discussion in this session will be centered around the various aspects of ensuring national ownership of evaluations and how it contributes to national evaluation system and fulfillment of the Agenda 2030. More specifically, the discussion will include experiences from national (or government) evaluations done by governments / CSOs of their own programmes, joint evaluations with UN, donor, government and CSO involvement, and UN evaluations with inputs from government, CSOs and donors.



### Session 1.5

## As managers, we also make mistakes: Let's share them and learn from them

**Organiser** – Sara Holst (FAO)  
**Collaborator** – Roberto Borlini (WFP)

**Modality** - Vignettes and group discussions | **Time** - Wednesday, 2:00pm | **Location** - Conference Room 10

This session will focus on personal reflection on how making mistakes, owning them and learning from them is part of the professional journey for everyone, including managers.

As leaders, we gain credibility and authenticity when we acknowledge our own failings and are open in discussing these with our peers and our staff. Leaders can create and reinforce a culture that counteracts the “blame game” and makes people feel both comfortable with and responsible for surfacing and learning from failures. This requires consistently reporting failures, small and large; systematically analyzing them; and proactively searching for opportunities to experiment.



## Theme 2: Evaluation Standards, Norms and Principles



### Session 2.1

#### We ask others to demonstrate impact: How can we demonstrate the impact of our evaluations?

**Organiser** – Grace Igweta (WFP), Evaline Diang'a (WFP)

**Collaborators** – Purity Njagi (UN-Habitat), Marian Read, Jane Oteba Njoroge (RCO)

**Modality** - Plenary and round table discussions | **Time** - Tuesday, 8:30am | **Location** - Conference Room 10

This session will engage participants in a discussion around factors that hamper the use of evaluations, from the design of the evaluation to its actual production, the latest thinking around enhancing use of evaluations, and how impact of such use would and/or should be measured. It will use the concept of “evaluation as intervention” and advance it along the lines that if we are to measure the impact of our evaluations, we have to treat each evaluation as an intervention in the context within which it is commissioned, managed and conducted. As with any intervention, a good intervention design is one that is accompanied by a well thought out intervention theory (variously known as programme theory or theory of change).



### Session 2.2

#### Taking stock of evaluations towards achieving the vision of 2030 Agenda: Open theory of change

**Organiser** – Juha I. Uitto, (GEF)

**Collaborators** – Suppiramaniam Nanthikesan (UNFPA), Oscar Garcia (IFAD), Patricia Hurtado Vidal (ILO), Mikal Khan (FAO), Veridiana Mansour (FAO)

**Modality** - Fishbowl | **Time** - Tuesday, 11:00am | **Location** - Conference Room 10

Theory of change is an important aspect of infusing rigour and shaping the evaluations to capture the intended consequences. As a rule (with notable exceptions, like IFAD), we seem to fall short of systematically internalizing externalities when we use the theory of change as the basis for our evaluations. Evaluations that are built around the internal logic of the intervention risk missing important dimensions in the broader context.

This session aims to promote awareness and understanding of this gap. The participants will explain how approach and innovations can help capture this dimension of constructing theories to address unplanned side effects (positive or negative) on inequalities and/or related to environmental sustainability.



### Session 2.3

#### Is impartiality of decentralized evaluations even possible? What are the mechanisms and features to ensure this?

**Organiser** – Robert Stryk (UNICEF), David Rider Smith (JIU)

**Collaborators** – Guy Thijs (ILO), Ricardo Furman (ILO)

**Modality** - Lectures, interactive exercises/practical applications of the methods | **Time** - Tuesday, 3:00pm | **Location** - Conference Room 8

This session is mainly aimed at those evaluation functions that have a significant interest in decentralized evaluation and will explore different factors to be considered as well as methods of operation that will allow better quality, more impartial decentralized evaluations. It will tackle questions such as, What is the rule of decentralised evaluation in UN System Organisation, What are the challenges and how is the quality of evaluations addressed?



## Session 2.4 Evaluations and audits: Experiences from combined functions synergies or competition?

**Organiser** – Julia Engelhardt (WIPO)

**Collaborators** – Adan Ruiz Villalba (WIPO), Soo Mee Baumann (IAEA), Robert Stryk (UNICEF)

**Modality** - Case studies and discussions | **Time** - Wednesday, 8:30am  
**Location** - Conference Room 10 with a secondary room in Conference Room 7

The session will provide examples of where evaluation functions could have synergies with audit and evaluation. While audit and evaluation are complementary from an accountability perspective, yet they are both different. Audits are done from a compliance perspective while evaluations are done from a learning perspective and strong stakeholder involvement. The session will also provide examples of how constraints and weaknesses could be transformed into strengths for both functions.



## Session 2.5 OECD DAC evaluation criteria: recent developments and potential for evaluation in the context of UN reform, changes in UN development system and Independent System Wide Evaluation

**Organiser** – Mikal Khan (FAO)

**Collaborators** – Julia Engelhardt (WIPO), Per Oyvind Bastoe (NORAD and DAC EvalNet), Meghan Kennedy Chouane, (OECD-DAC and DAC EvalNet), Guy Thijs (ILO)

**Modality** -Vignettes and group discussions | **Time** - Wednesday, 11:00am | **Location** - Conference Room 3

So far, the OECD DAC criteria have provided a benchmark for evaluation managers, practitioners and users, and while their application and interpretation have varied broadly, they remain an important reference point. This session provides a forward-looking learning and exchange opportunity among UNEG members on the new OECD DAC evaluation criteria and their appropriateness and use in future work. There will be an opportunity to reflect on the new criteria by applying them in examples of actual evaluations and providing ideas and inputs for the UNEG Norms and Standards and UNEG partnerships.



## Theme 3: Evaluation Methods



### Session 3.1 Expanding our toolkit of evaluation methods: Examples from emerging UN practice

**Organisers** – Tina Tordjman-Nebe (UNICEF), Andrew Fyfe (UNCDF)  
**Collaborators** – Inga Sniukaite (UN Women), Alena Lappo (FAO),  
Veridiana Mansour Mendes (FAO), Pietro Tornese (UNCDF)

**Modality** - Presentations and Q&A | **Time** - Tuesday, 8:30am | **Location** - Conference Room 11

The goal of this session is to look in detail at a number of predominantly qualitative evaluation approaches: contribution analysis, qualitative comparative analysis and outcome mapping that have been applied by different UN agencies: UNICEF, UNCDF, UNWOMEN and FAO in recent evaluation exercises. The evaluations will be a mix of programme and thematic evaluations with a focus mainly on the UN's support to Member States' development policy under the SDGs.

Participants are encouraged to bring a computer to use during the session. Please read the preparatory materials at <https://bit.ly/2GUC1hj>.



### Session 3.2 Making the best use of Theories of Change in Evaluations

**Organiser** – Roberto Borlini (WFP)  
**Collaborator** – Caspar Merkle (UN Women)

**Modality** - presentations and group discussions | **Time** - Tuesday, 11:00am | **Location** - Conference Room 11

In this session, we expect participants to share their experiences with theories of change, from development to their application during evaluation exercises. Colleagues will go into break-out groups and discuss the five “W” of theory of change: why (why we need them), when (when we develop them), who (who develops them), what (what do they look like), where (where they should be applied). Finally, we will also discuss challenges and lessons about the “how” (how we go about developing a TOC).



### Session 3.3 How to go about the management of Joint Evaluations: A best response game

**Organiser** – Jacqueline Flentge (WFP)  
**Collaborators** – Alexandra Chambel (UNFPA), Bushra Hassan (UNDP Regional  
Bureau for Asia-Pacific)

**Modality** - Plenary Introduction and Dynamic group activities | **Time** - Tuesday, 3:00pm | **Location** - Conference Room 11

With the global 2030 Agenda defining multi-stakeholder partnerships a tool for the achievement of the SDGs, the undertaking of joint evaluations takes momentum. This session will allow participants to get a better understanding of joint evaluation-related aspects that require coordinated decision making; recurrent practical challenges and ways those can be overcome; and opportunities for coordinated (i.e. among interested UNEG member agencies) planning and learning on joint evaluations.



### Session 3.4 Low-cost, useful and good quality evaluations?

**Organisers** – Jane Mwangi (UNICEF), Michele Tarsilla (UNICEF), Ada Ocampo (UNICEF)

**Collaborators** – Martina Rathner (UNESCO), Javier Guarnizo (UNIDO), Ricardo Furman (ILO)

**Modality** - Panel discussion and group work | **Time** - Wednesday, 2:00pm | **Location** - Conference Room 11

This session intends to trigger a discussion on the challenges and lessons associated with the management and conduct of low-cost evaluations that could both meet professional evaluation quality standards and be useful to evaluation commissioners and other relevant stakeholders. In an effort to better understand the pros and cons of this specific type of evaluations, participants from different organizations will share their experiences and reflections on the correlations existing amongst low-cost evaluations, quality and utility.



### Session 3.5 Evaluating Policy Support

**Organisers** – Veridiana Mansour Mendes (FAO), Alena Lappo (FAO)

**Collaborators** – Andrew Fyfe (UNCDF), Pietro Tornese (UNCDF), Julia Engelhardt (WIPO), Felix Herzog (UN-ESCWA), Xuebing Sun (FAO)

**Modality** - Showcase results, group work and presentation | **Time** - Wednesday, 8:30am | **Location** - Conference Room 11

This session aims to explore the challenges experienced by colleagues in the UN System when evaluating policy support e.g. related to SDGs. Participants will work in small groups on real case challenges and will jointly develop possible solutions by proposing methods and approaches to tackle them. At the end of the session participants are expected to have: i) a common understanding on the challenges involved in this type of evaluation; ii) knowledge of different practices experienced by the different organizations; and iii) a set of options to evaluate policy support.

## Lunch time seminar – Sustainable Development Goals: How prepared are we for evaluation of interventions?

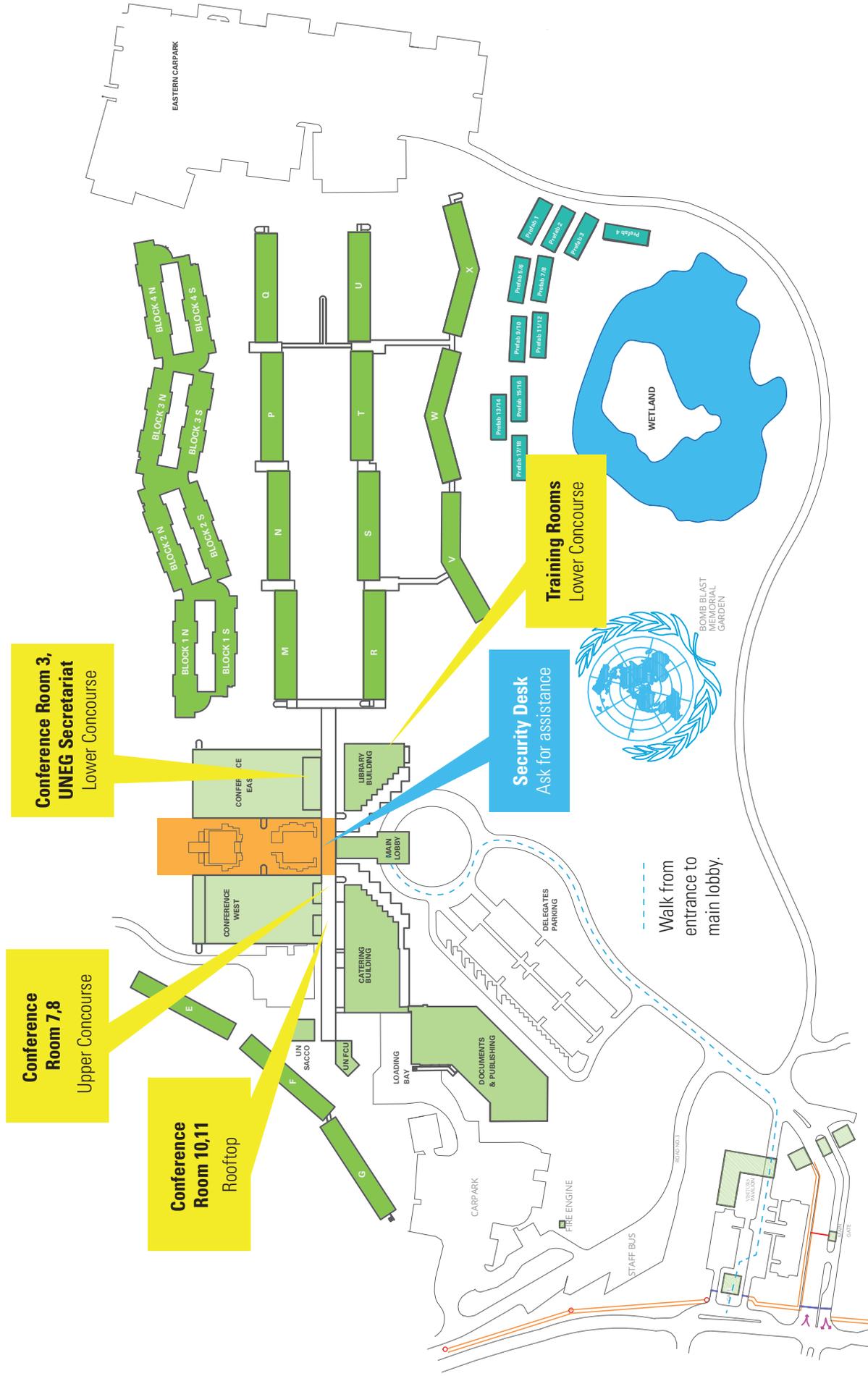
**Organisers** – Jillian Campbell (UN Environment), Ludgarde Coppens (UN Environment), Robert Ndugwa (UN-Habitat), Donatien Beguy (UN-Habitat)

**Collaborators** – Tiina Piironen (UN Environment), Susanne Bech (UN-Habitat)

**Modality** - Presentation engaging the audience | **Time** - Tuesday, 2:00pm | **Location** - Conference Room 7

In the current context of UN reform, working at country level and integrating the principles of agenda 2030 such as leaving no-one behind and the economic, social and environment dimensions, SDGs are pushing complex agenda. Most SDGs are somehow connected, and their implementation will need to be synchronized for attainment of sustainable development at the local, national and global levels. Through the lense of ongoing work on urban and environment related SDG interventions, this session will discuss how certain indicators can provide information to better assess changes and impact of interventions and how this has implications for evaluation.

# UNON Compound map





## Logistical Information

### Registration and Access to the UNON Compound



Participants attending the UNEG Evaluation Week 2019 must have completed their registration online to obtain an access pass to the UNON Compound. UN staff attending UNEG Evaluation Week 2019 with New York and Geneva issued blue UN access badges, can use these badges to access the UNON compound. On the first day of the conference, there could be a bit of wait at the entrance, so we recommend you arrive in good time.

For security reasons, the identification badge must be worn and visible to UNON Security staff at all times while in the UNON Compound.

Entry to the UNON Compound is via the UN Avenue – off Limuru Road. The pedestrian access is through the Pavilion, north of the main vehicle access gates opposite the United States Embassy. Vehicles can drop off their passengers at a drive-in space in front of the gate.

### Transportation



Many hotels can assist you in obtaining transport. Some of the hotels provide transport to the UNON compound. If this is not available the following companies can assist you:

- **Hilltop:** +254 (0)20 272 3270
- **Jaycab Taxis:** +254 (0)20 721 0520 or +254 733 750455/+254 723 239750
- **Jatco:** +254 (0)20 444 8162 or +254 733 701494/+254 722 648383
- **Jimcab:** +254 (0)20 712 2565 or +254 737 333222/+254 722 711001
- **Kenatco:** +254 (0)20 250 6790 or +254 705 780011/+254 705 780016
- **Uber** and **Taxify** apps also work well and are reliable in and around Nairobi

### Wi-Fi



Free Wi-Fi is available in the UNON Compound and all meeting rooms. Select the wireless network connection named 'VISITORS' or 'DELEGATES' to enjoy internet. You are, however, requested to limit the number of personal gadgets you connect to the internet at the same time to ensure that the connection is working efficiently.

### Catering



Coffee and refreshments will be provided during coffee breaks.

Please note that the UNON Compound does not use single use plastics. Drinking water will be available, and participants will be provided with a re-usable water container. There will be water dispensers in or near the meeting rooms.

There are several caterers within the UNON Compound contracted to provide food and beverages for breakfast, lunches as well as snacks during coffee breaks for staff and visitors.

**Main Cafeteria:** located on the upper level of the main concourse, is available to participants from 12:00 to 14:00PM for lunch. The cafeteria offers a selection of first and second courses, grill and salads.

**Amaica:** located at the 'Old Cafeteria' offers Eritrean/Ethiopian food and grills/ barbecued specials as well as a wide array of Kenyan cuisine.

**Delegate's Lounge:** located on the lower level, next to Conference Room 1. The restaurant offers a selection of à la carte meals.

**Coffee Stations:** at the New Office Facility (UN Environment and UN-Habitat blocks) offer salad bar, soup, wraps and sandwiches.

## Agenda for Professional Development Seminars and Evaluation Practice Exchange Sessions

\* Badge Collection Monday from 8-9am and Tuesday - Wednesday from 8-8:30am

Monday 13 May 2019 Professional Development Seminars					
09:00 - 10:00	Opening session - Conference Room 3				
10:00 - 10:45	Group Photo and Coffee break				
10:45 - 12:30	PDS 1 - Big data for evaluation: How to walk the walk <a href="#">Conference Room 10</a>	PDS 2 - Evaluation theories and approaches: Applications in evaluation practice <a href="#">Training Room 4</a>	PDS 3 - Approaches to impact evaluation <a href="#">Conference Room 8</a>	PDS 4 - Use of qualitative analysis software for evaluations e.g. NVIVO <a href="#">Training Room 6</a>	PDS 5 - Revisiting the foundations of humanitarian evaluation: Reflections on current practice and future directions <a href="#">Conference Room 11</a>
12:30 - 13:30	Lunch				
13:30 - 15:30	PDS 1 - Big data for evaluation: How to walk the walk <a href="#">Conference Room 10</a>	PDS 2 - Evaluation theories and approaches: Applications in evaluation practice <a href="#">Training Room 4</a>	PDS 3 - Approaches to impact evaluation <a href="#">Conference Room 8</a>	PDS 4 - Use of qualitative analysis software for evaluations e.g. NVIVO <a href="#">Training Room 6</a>	PDS 5 - Revisiting the foundations of humanitarian evaluation: Reflections on current practice and future directions <a href="#">Conference Room 11</a>
15:30 - 16:00	Coffee Break				
16:00 - 17:30	PDS 1 - Big data for evaluation: How to walk the walk <a href="#">Conference Room 10</a>	PDS 2 - Evaluation theories and approaches: Applications in evaluation practice <a href="#">Training Room 4</a>	PDS 3 - Approaches to impact evaluation <a href="#">Conference Room 8</a>	PDS 4 - Use of qualitative analysis software for evaluations e.g. NVIVO <a href="#">Training Room 6</a>	PDS 5 - Revisiting the foundations of humanitarian evaluation: Reflections on current practice and future directions <a href="#">Conference Room 11</a>
Tuesday 14 May 2019 Evaluation Practice Exchange Sessions					
08:30 - 10:30	EPE 1.1 Providing comprehensive evidence without losing utility <a href="#">Conference Room 8</a>	EPE 2.1 We ask others to demonstrate impact: How can we demonstrate the impact of our evaluations? <a href="#">Conference Room 10</a>	EPE 3.1 Expanding our toolkit of evaluation methods: Examples from emerging UN practice <a href="#">Conference Room 11</a>		
10:30 - 11:00	Morning tea				
11:00 - 13:00	EPE 1.2 Coaching junior evaluation officers – sharing our experiences <a href="#">Conference Room 8</a>	EPE 2.2 Taking stock of evaluations towards achieving the vision of 2030 Agenda: Open theory of change <a href="#">Conference Room 10</a>	EPE 3.2 Making the best use of Theories of Change in evaluations <a href="#">Conference Room 11</a>		
13:00 - 15:00	Lunch				
14:00 - 15:00	Lunch time seminar - Sustainable Development Goals: How prepared are we for evaluation of interventions? <a href="#">Conference Room 7</a>				
15:00 - 17:00	EPE 1.3 Best Practices for Recommendation follow up. Can we maximize use with the right procedures? <a href="#">Conference Room 10</a>	EPE 2.3 Is impartiality of decentralized evaluations ever possible? What are the mechanisms and features to ensure this? <a href="#">Conference Room 8</a>	EPE 3.3 How to go about the management of joint evaluations: A best response game <a href="#">Conference Room 11</a>		
17:00	Welcome reception (UNON Delegates Lounge)				
Wednesday 15 May 2019 Evaluation Practice Exchange Sessions					
08:30 - 10:30	EPE 1.4 Whose evaluation is it anyway and why does it matter? Let's talk about country evaluations <a href="#">Conference Room 8</a>	EPE 2.4 Evaluations and audits: Experiences from combined functions synergies or competition? <a href="#">Conference Room 10</a>	EPE 3.5 Evaluating policy support <a href="#">Conference Room 11</a>		
10:30 - 11:00	Coffee break				
11:00 - 13:00	EPE 2.5 OECD DAC evaluation criteria: Recent developments and potential for evaluation in the context of UN reform, changes in UN development system and independent system wide evaluation <a href="#">Conference Room 3</a>				
13:00 - 14:00	Lunch				
14:00 - 16:00	EPE 1.5 As managers, we also make mistakes: Let's share them and learn from them <a href="#">Conference Room 10</a>			EPE 3.4 Low-cost, useful and good quality evaluations? <a href="#">Conference Room 11</a>	
16:00 - 16:15	Coffee break				
16:15 - 17:45	Wrap up session <a href="#">Conference Room 3</a>				
19:00	Self-paid dinner				