UNEG
United Nations Evaluation Group

Strategy
Document

UNEG Partnership Strategy

The first UNEG Partnership Strategy was prepared by the UNEG Partnerships Working Group, established under Strategic Objective 4 of the UNEG Strategy 2014-2019. The first Strategy was finalized and published following the UNEG Annual General Meeting (AGM) in Rome in May 2018.

The Strategy was reviewed in 2020 by the UNEG Partnerships Working Group. The main changes include a review of the Purpose of Partnerships, a streamlined Partnership Development and Governance section and alignment to the UNEG Strategy 2020-2024. It was presented and approved at the UNEG AGM 2021.

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Acronyms

ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
DAC	Development Assistance Committee
ECG	Evaluation Cooperation Group
IOCE	International Organization for Cooperation in Evaluation
OECD	Organisation for Economic Co-operation and Development
SDG	Sustainable Development Goal
UN	United Nations
UNEG	United Nations Evaluation Group

Introduction

1.   Evaluation is emerging as a profession and the demand for evaluation is growing. The changing global landscape and demands means there is a larger need for broader participation of civil societies, governments, academia, United Nations (UN) agencies, financial institutions, the private sector and other partners to engage in monitoring, as well as assessing progress and decision-making in development initiatives both nationally and internationally.

2.   Partnerships, as a means, have never before in the history of international cooperation been more critical. Intensive global engagement brings together governments, the private sector, civil society, the UN system and other actors. Mobilizing and utilizing all available resources is required to transform the world into a better place by 2030.[1] The Sustainable Development Goals (SDGs) also highlight the importance of partnerships – SDG 17: Partnerships for the goals[2] – and is of relevance to the United Nations Evaluation Group (UNEG) and its Members.[3]

> *"To successfully implement the 2030 Agenda for Sustainable Development, we must swiftly move from commitments to action. To do that, we need strong, inclusive and integrated partnerships at all levels"*
>
> UN Secretary-General Ban Ki-moon

3.   With the adoption of the UNEG Strategy 2014-2019,[4] UNEG decided to engage more with the evaluation community beyond the UN system in order to "benefit from and contribute to an enhanced global evaluation profession". The UNEG Strategy 2020-2024[5] has mainstreamed partnerships with the wider international evaluation community as underpinning all UNEG's efforts.

4.   Specifically, the UNEG Strategy 2020-2024 identifies three Strategic Objectives (SOs) that UNEG should focus work on to achieve its mission: SO1 – Develop and safeguard professional norms, standards and guidance; SO2 – Enhance professionalization and capacity; SO3 – Influence policy-making and operational work through evaluation. Partnerships, knowledge management and collaboration on evaluation are considered major enablers of UNEG's work and, as such, contribute to the achievement of all three Strategic Objectives. Building on its work to develop effective partnerships over recent years (see Appendix 1), UNEG intends to deepen its approaches to partnerships. In this regard, partnerships are a means rather than an end in itself and, hence, are cross-cutting across all UNEG Strategic Objectives.

5.   UNEG developed and finalized its Partnership Strategy in October 2018 and reviewed the Strategy in 2020. This revised version is based on the experience of the UNEG Working Group on Partnerships in applying the Strategy over the last two years and it is guided by the *UNEG Strategy 2020-2024* (2019), the

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[1] UN (2015). Partnerships for Sustainable Development Goals: A legacy review towards realizing the 2030 Agenda. Available at https://sustainabledevelopment.un.org/sdinaction/publication/partnerships-a-legacy-review.

[2] Available at https://www.un.org/sustainabledevelopment/globalpartnerships/

[3] UNEG is a voluntary professional network that brings together units responsible for evaluation in the UN system, which includes UN departments, specialized agencies, funds and programmes, and affiliated organizations.

[4] Available at www.unevaluation.org/UNEG_Strategy_2014-2019.

[5] Available at http://www.uneval.org/document/download/3451

UNEG Principles of Working Together (2019)[6] and the *UNEG Principles for Stakeholder Engagement* (2017).[7]

Purpose, objectives and scope of the Strategy

Definition of partnership

6.   For the purpose of this Strategy, partnership is defined as:

> A collaborative relationship and/or a strategic alliance between UNEG and an external entity to work towards mutually agreed objectives with a shared understanding of roles and responsibilities based on the comparative advantage of each entity.

Purpose

7.   The main purpose of this Strategy is to foster and mainstream internal and external partnerships that contribute to the achievement of UNEG's objectives, mission and vision with greater impact.

> **Definitions:**
>
> - **Internal partnerships**: among UNEG working/interest groups and UNEG Members.
> - **External system-wide partnerships**: UNEG as a system with an external partner such as those mentioned in paragraph 16.
> - **External agency-level partnerships**: UNEG Member with an external partner (not covered by this Strategy).

Objectives

8.   The objective of the Strategy is to guide UNEG and its Working Groups when selecting, prioritizing, establishing, monitoring and successfully managing and implementing partnerships to achieve shared goals in the world of evaluation. The Strategy also aims to identify roles and responsibilities of each actor within the partnership in order to ensure transparency and accountability.

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[6] Available at http://www.unevaluation.org/UNEG_Principles_of_Working_Together_2019
[7] Available at http://www.unevaluation.org/UNEG_Principles_for_Stakeholder_Engagement_2017

Scope

9.   This Strategy outlines the procedure for UNEG to engage as a network in partnerships. It also provides a framework for scaling-up partnerships established by individual agencies.

10.   The duration of a partnership can vary – short-term (e.g. to achieve a specific joint objective) or long-term (e.g. establishing a long-term framework for partnership). UNEG's role in the partnership could be instrumental, facilitative or operational. The nature and scope of the partnership have to be based on the specific comparative advantages of UNEG, the individual UN agencies and the partner(s) involved in achieving the shared goal.

11.   While fostering partnerships is a cross-cutting element of UNEG's Strategic Objectives, it should be kept in mind that not all external partnerships will be associated with UNEG directly. Agency-level partnerships should not be confused with UNEG (network-level) partnerships.

12.   UNEG provides a forum for exchange and platform to discuss partnerships, and facilitates how Members can best leverage synergies and/or benefit from these partnerships, where feasible. UNEG acts as a catalyst and plays a convening role in connecting stakeholders (internal and external) or promoting joint evaluation activities to be undertaken by agencies while facilitating partnerships with external entities (e.g. country-level SDG-based or United Nations Sustainable Development Cooperation Framework evaluations).

Approach to UNEG partnership

13.   UNEG, while defining the need for partnership, should not only contemplate what the partnership can achieve as a whole, but also the potential concrete benefits for both UNEG and its Members. The approach presents forms and types of partnerships UNEG could engage in. This is detailed in Appendix 5: UNEG types of partnership, benefits and requirements..

Types of partnerships

14.   The following are the most likely forms of partnerships that UNEG may enter into. These range from simple collaboration (less binding), to cost-sharing and strategic alliances (more binding and formal commitment).

    a. **Collaborations** – These are organizational partnerships for sharing knowledge and information, and coordinating efforts. However, organizations operate with greater autonomy and with no permanent organizational commitment (e.g. existing partnerships with the Evaluation Cooperation Group [ECG] and Active Learning Network for Accountability and Performance in Humanitarian Action [ALNAP]). There is no shared governance, resources or programmes.

    b. **Cost-sharing alliances** – These partnerships occur when one partner provides certain resources and the other brings additional and/or different resources. For example, one contributes with technical knowledge and the other provides funding. It is important to note that both partners have shared benefits and costs. Examples could include donor agency funding for UNEG activities in evaluation capacity development or normative work, or development of guidance/standards to develop national evaluation policies.

    c. **Strategic alliances** – These are partnerships where partners have shared decision-making power and there is joint programming. Partners manage a programme (set of activities) of mutual interest to achieve shared goals and respective organizational missions. Examples include peer reviews, joint research on methodologies, normative standards and meta-evaluations on one or more SDGs. Roles and responsibilities are agreed upon in strategic alliances. Some cost-sharing alliances could mature into strategic alliances.

Types of partners

15.   It is vital for UNEG to ensure that partnerships are strategic, whether it is for promoting norms and standards, sharing knowledge and information, learning, capacity development, use of evaluation and innovation in evaluative thinking.

16.   When engaging with a partner, UNEG must ensure that it is with a reputable institution/network. The type of partner would largely depend on the strategic purpose or the need identified. This Strategy does

not cover UNEG Observers.[8] Examples of potential types of partners, based on the surveys conducted, include:

a. **Umbrella organizations** (e.g. the Organisation for Economic Co-operation and Development [OECD] / Development Assistance Committee [DAC], International Organization for Cooperation in Evaluation [IOCE], ECG);

b. **Network coalitions** (e.g. ALNAP, EvalPartners);

c. **Regional or international evaluation associations** (e.g. European Evaluation Society [EES], African Evaluation Association [AfrEA], American Evaluation Association [AEA], Canadian Evaluation Society [CES], Australasian Evaluation Society [AES], the UK Evaluation Society [UKES], International Development Evaluation Association [IDEAS]);

d. **Academia (universities) / research institutions / global think tanks**; **intergovernmental and other international organizations** (e.g. the Green Climate Fund [GCF], Council of Europe);

e. **Global or regional training institutions** (e.g. the International Program for Development Evaluation Training [IPDET], Centers for Learning on Evaluation and Results [CLEAR]);

f. **Governments** (donor countries, emerging economies and developing countries);

g. **Foundations**;

h. **Private sector** (e.g. impact investment community, International Initiative for Impact Evaluation [3ie Impact]).

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[8] A UNEG partner is not a UNEG observer. A UNEG observer is an evaluation unit or unit in charge of evaluation within a UN entity that does not meet all the criteria for UNEG membership. A UNEG observer may be invited to participate in UNEG activities including Working Groups or Task Forces but does not hold any voting rights. On the other hand, a UNEG partner is an organization/institution outside the UN system with whom UNEG collaborates for a specific activity to achieve a specific purpose contributing to the overall UNEG Strategy. A UNEG partner may be invited to participate in the UNEG Annual General Meeting (AGM) and/or Evaluation Practice Exchanges (EPEs) but cannot participate in the work of the Working Groups or Task Forces.

Principles and criteria

Guiding principles

17.   The UNEG Partnership Strategy is underpinned by the following guiding principles that should be applied whenever UNEG is considering entering into a new partnership or reviewing an existing one:

    a.   Ensure transparency while at the same time avoiding conflict of interest.

    b.   UNEG should preserve its neutral and impartial role in partnerships.

    c.   Ensure there is inclusive engagement.

    d.   New partnerships should be based on the comparative advantages of each partner.

    e.   Recognize, understand and allow differences in cultures/practices that exist in partners/organizations.

    f.   Trust is an essential ingredient. Ensure equal status among all partners, in addition to developing and maintaining trust.

    g.   The nature and role of UNEG in a partnership (e.g. leader, facilitator or participant) should be determined by the nature and relevance of inputs and services to be provided.

    h.   A partnership should lead to a clear and mutually beneficial added value with regard to results pertinent to shared goals and objectives.

    i.   A partnership should serve as a means for greater effectiveness in the "evaluation world" in terms of evaluation norms and standards, capacity development, professionalization, use/utilization, innovation, evaluative thinking, approach, methods and culture in line with UNEG's vision, mission and Strategic Objectives.

18.   The guiding principles are subject to revision, as necessary.

Success factors for partnership

- Fully committed and engaged partner organizations (not few individuals).
- Active commitment to ensuring benefits and value addition for partners.
- Learning culture in day-to-day operations and capacity building.
- Genuine respect and increased trust among different players (partners).
- Ensure there is sufficient clarity on roles, responsibilities and working arrangements.
- Have a strategic impact over and above the local success factors.
- Leadership.

Source: Summarized from Tennyson, Hurel and Sykes (2002); Funnel (2006); and Sanginga (2006).

19.   The core values of effective partnerships include *respect, genuine commitment, patience, persistence and transparency.*[9]

Criteria

20.   The following criteria should be considered in identifying partners:

a.   Partnerships should be strategic and pragmatic:[10]

- partnerships should directly contribute to the Strategic Objectives and/or strategic focus areas identified by UNEG.

b.   The partner is a network or an institution involved in one or more of the following:

- conducting/managing evaluations;

- promoting innovative evaluation thinking and approaches;

- contributing (or potentially contributing) to furthering:

  - evaluation culture

  - evaluation capacity development

  - utilization or use of evaluation

  - professionalization of evaluation

c.   The partner is a recognized institution or network. This includes satisfactory assessment on:

- governance and control (e.g. governance, internal control, ethics);

- ability to deliver (e.g. past performance, staff capacity).

d.   The partnership with the institution/network satisfies the following principles:

- UNEG's independence, impartiality, credibility and integrity;

- ensuring no unfair advantage is awarded to the partner;

- transparency.

e.   There is senior-level commitment for the partnership:

- there is a mutual will to pursue a common goal (indicated by willingness to share/contribute resources and commitment of senior management);

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[9] KPMG (2015). Unlocking the Power of Partnerships – A Framework for Effective Cross-Sector Collaboration to advance the global Goals for Sustainable Development Available at https://assets.kpmg.com/content/dam/kpmg/pdf/2016/01/unlocking-power-of-partnership.pdf.

[10] In some instances, an opportunistic partnership may be pursued.

- there is a top-level commitment (in the partner organization) for the use of evaluation, building evaluation culture and professionalization of evaluation within the organization first and then globally/regionally.

f. There is a comparative advantage in partnering (leading to greater effectiveness).

21.   The criteria should be used to vet the overall merit of the partnership; however, the requirements may be adjusted based on the form of partnership and type of partners. The principles and criteria should guide the engagement and development of partnerships.

Purpose of partnerships

22.   Partnerships should primarily be strategic and pragmatic, but that does not mean they cannot be opportunistic. The purpose of partnerships, although distinct yet interlinked, could broadly include those presented in the list below, linked to the UNEG Strategic Objectives.

SO1: Develop and safeguard professional norms, standards and guidance	• Share knowledge and collaborate on: evaluation criteria, codes of conduct, guidance documents • Conduct peer reviews • Develop joint peer review methodology • Develop / share / raise awareness on gender, human rights, disability, social, environmental standards and guidance
SO2: Enhance professionalization and capacity	• Organize study groups to develop and share innovative methodologies • Share knowledge and collaborate on: evaluation methods, tools, approaches • Organize events/sessions at evaluation conferences • Support platforms for dissemination of knowledge and good practices • Update and promote evaluation competencies relevant to the contemporary global context • Develop curricula for evaluation training and certification with academia/training institutes • Advocate for professionalization of evaluation • Conduct joint evaluations
SO3: Influence policy-making and operational work through evaluations	• Support capacity development and awareness raising at different levels (national, regional, global) • Organize joint trainings and advocacy initiatives in support of national evaluation capacities development and evaluation culture • Join forces to support evaluation in influencing policy and decision-making

	- Collaborate on system-wide evaluations - Share experiences and good practices in stakeholder engagement - Facilitate evaluation thinking mindset among stakeholders/networking - Facilitate the collection and utilization of lessons learned, good practices and recommendations among stakeholders - Support SDG evaluation and reporting - Set up a joint knowledge base - Conduct and disseminate synthetic reviews and meta-studies on relevant topics of interest - Feed evaluation findings into policy papers

23. Appendixes 2 and 5 provide examples of possible partnerships and their purpose (perceived benefits).

Partnership development and governance

24.   A crucial aspect to ensure the successful implementation of this Strategy is to have a clear decision-making mechanism and governance structure within UNEG on partnerships. All UNEG Members should be aware of the partnerships entered into by UNEG and the purpose of the partnership. Having a governance mechanism ensures inclusiveness, transparency and accountability.

25.   To facilitate implementation of the Strategy, UNEG should start with a "light" mechanism to identify/reassess and work with partners towards implementing Strategic Objectives, as follows:

   a. Partnerships can be proposed by the UNEG Secretariat, the potential partner itself, single UNEG Members or the UNEG Working Group conveners.

   b. The UNEG Partnerships Working Group facilitates partnerships by: supporting contacts and networking, providing advice and reviewing engagement plans, supporting communication and outreach, monitoring the partnership activities and reporting to the UNEG Annual General Meeting (AGM). The Partnerships Working Group can help tailor the engagement plan to the specific needs.

   c. The engagement plan includes the purpose of the partnership, activities proposed and resource implications, if any, contact information, indicative time frame and expected results. (Annex 4 of the Strategy).

   d. The Partnerships Working Group sends the engagement plan to the UNEG Secretariat for circulation to the UNEG Executive Committee. Upon submission, the UNEG Executive Committee should deliberate and decide on the partnership within a reasonable time.

26.   Support for reviewing engagement plans and preparing partnership agreements should come from the UNEG Secretariat.

27.   UNEG should assess the implementation of the Strategy, following the piloting of the mechanism above.

Checklist for partnership development

- ✓ Identify the interest of potential partners or UNEG Working Groups.

- ✓ Establish a clear and strategic reason (need) for the partnership (essential for identifying the right partner).

- ✓ Champions and/or strong leaders for the cause are crucial. The person leading the partnership should be empowered and recognized by respective organizations (partners).

- ✓ Goals set should be simple and credible to ensure shared understanding. Be flexible in defining the success. The purpose of the partnership should be clear.

- ✓ Recognize, understand and allow differences in cultures/practices in partners/organizations.

- ✓ Ensure ownership and management/senior level commitment in the partner organizations. This can be verified by the actual resources and cost commitment/investment for the partnership.

- ✓ Ensure equal status among all partners, in addition to developing and maintaining trust.

- ✓ Make sure there is sufficient clarity on roles, responsibilities and working arrangements, and hold each partner accountable.

- ✓ Procedures and protocols for decision-making, governance and communicating with other stakeholders during the partnerships should be established.

- ✓ Assess, monitor and manage partnerships, including performance management for sustainability and success.

- ✓ Have an exit strategy. Learn the "art of exit" and prepare to let go. Every partnership must eventually consider the merits of transitioning and ending. Some partnerships will have to renew shared goals and commitments while others may end altogether.

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Appendix 1: Current partners and perceived benefits

Current institutional partners include: Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC); Network on Development Evaluation (EvalNet); Evaluation Cooperation Group (ECG); International Organization for Cooperation in Evaluation (IOCE); Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP); and Water Supply and Sanitation Collaborative Council (WSSCC). The perceived benefits from the current partnerships (presented below) have been taken into account in defining scope and purpose of future partnerships.

No	Perceived benefits by UNEG	Perceived benefits by current partners
1	✓ Learning and knowledge sharing	✓ Facilitated engagement with UN system organizations (IOCE, ALNAP, OECD/DAC)
2	✓ Promotion and use of UNEG Norms and Standards ✓ More engagement with organizations outside the UN	✓ Promotion of sound evaluation norms and standards (OECD/DAC, ALNAP) ✓ Greater outreach with evaluation community (IOCE, ALNAP)
3	✓ Access to additional resources ✓ Opportunities to engage in partnerships for joint evaluations of SDGs	✓ Better positioning in the international development arena (IOCE)
4	✓ Great visibility	✓ Increased access to quality evaluation knowledge (IOCE, ALNAP) ✓ Supporting and promoting the professionalization of evaluation (IOCE, OECD/DAC)
5	✓ Conducting joint evaluation capacity development activities	✓ Facilitated conduct of joint evaluations with UN system organizations (ALNAP, OECD/DAC) ✓ Strengthening national evaluation capacity (IOCE)

Survey responded by 30 UNEG Heads and three partners (ALNAP, IOCE and OECD/DAC).

Note: The number (column 1) indicates the perceived ranking.

Source: Summary findings from surveys conducted with UNEG Heads and current partners (2018).

Appendix 2: Examples of potential partners and purpose

SO	Examples of possible activities/outputs	Potential partners	Partner with
1	Joint evaluations and joint capacity development programmes	Governments, civil society foundations, academia/research institutions	UNEG Members
	Exchange of knowledge and good practice in evaluation (e.g. Community of Practice, Evaluation Practice Exchange)	Umbrella organizations and networks (ALNAP, ECG, IOCE, OECD/DAC), academia (learning partner), global think tanks, civil society	UNEG/UNEG Members
	Peer reviews	OECD/DAC, governments*	UNEG
	Foster professionalization of evaluation	Umbrella organizations and networks, international/regional evaluation societies (EES, AfrEA, APEA, EvalMENA, Eurasian Network, AEA, UKES, CES, AES)**, governments, foundations, academia, private sector	UNEG/UNEG Members
2	Support use of evaluation in programme design, planning, oversight and management	Governments, civil society, private sector	UNEG Members
	Support the use of evaluation results for learning	Governments, umbrella organizations and networks (ALNAP, ECG, OECD/DAC), civil society, academia, private sector	UNEG/UNEG Members
	Support the use of evaluation for Voluntary National Reviews (VNRs)	Governments, umbrella organizations and networks, civil society, academia, private sector	UNEG/UNEG Members
3	Support engagement in SDG evaluations	Governments, civil society, private sector, global think tanks (ODI)***	UNEG/UNEG Members
	Provide technical and methodological advice on UN-wide policy initiatives (QCPR, UNSWAP, IASC and UNSDCF)****	Governments	UNEG/UNEG Members
	Technical knowledge of humanitarian evaluations developed and shared	ALNAP, academia/global think tanks	UNEG/UNEG Members
	Applying principles of ethically, gender equality and culturally responsive evaluation in evaluation practice	Governments, umbrella organizations and networks (OECD/DAC, ECG, ALNAP)	UNEG/UNEG Members

* Compiled from UNEG Strategy 2014-2019 and UNEG Detailed programme of work 2017-2018.

** AEA – American Evaluation Association; AES- Australasian Evaluation Society; AfrEA – African Evaluation Association; APEA – Asia Pacific Evaluation Association, EvalMENA – Evaluators Network of Middle East and North Africa, Eurasian Network of National Evaluation Associations, CES – Canadian Evaluation Society; EES – European Evaluation Society; UKES – the UK Evaluation Society.

*** 3ie – International Initiative for Impact Evaluation; ODI – Overseas Development Institute.

**** QCPR - Quadrennial Comprehensive Policy Review; UNSWAP - United Nations System-Wide Action Plan; IASC – Inter-agency Standing Committee; UNSDCF – United Nations Sustainable Development Cooperation Framework.

Appendix 3: Partnership identification checklist

Name/description of potential partner		
Criteria	**Meets the criteria (Yes/No)**	**Comments**
Meets UNEG agreed list of purpose of partnerships		
It is a recognized institution or network (global, regional or national), and has: - governance and control - ability to deliver		
It is responsible for/committed to: - conducting/managing evaluations - promoting innovative evaluation thinking and approaches - furthering evaluation culture/capacity development - professionalization of evaluation function - use/utilization of evaluation		
It satisfies UNEG principles of independence, impartiality, credibility and integrity		
There is a senior-level commitment from the partner		
There is a willingness to commit resources (in-kind and/or financial)		
There is a lead person and/or working group identified for the partnership from within UNEG		
The partnership directly contributes to Strategic Objective results and/or activities		
There is a comparative strength or advantage to partner with this institution or network (cost-effectiveness, etc.)		
There is no unfair advantage awarded to this partner		

Appendix 4: Template for engagement plan

1.   Name and description of the partner:
2.   Proposed by (a convener or a lead person):
3.   Counterpart lead person (name and position):
4.   Purpose of the partnership, and how it contributes to UNEG objectives:
5.   The comparative advantage of the partner - why this partner (include short background on past engagement, if applicable):
6.   Proposed activities for the partnership and expected results:
7.   Indicative time frame:
8.   Possible resource implications for UNEG and its Members:
9.   Additional comments/remarks (e.g. risk/mitigation measures, alternative options):

Note: Engagement plan to be prepared for new partnerships or with major change in the scope of existing partnerships.

Appendix 5: UNEG types of partnership, benefits and requirements

Type of partnership (as stated in the UNEG Partnership Strategy)	General purpose	Time horizon and examples	Benefits (for UNEG, UNEG Members and Partners)	Level of partnership	Requirements and level of approval	Role of UNEG Partnerships Working Group
Collaboration – Partner organizations operate with greater autonomy and with no permanent organizational commitment. There is no shared governance, resources or programmes.	1. Knowledge and information sharing	*Usually short-term* 1. Participating in conferences. 2. Peer reviews; etc.	**General Benefits for both parties:** • Enhance knowledge sharing and facilitate national evaluation capacity development. • Promote evaluation culture. • Seek opportunities to bring innovation into evaluation. • Evaluation practice exchange. • Advance the professionalization of evaluation. • Improve quality of evaluations. **General benefits for UNEG** • Compare with expertise from outside of UNEG. • Learn about points of view that may be different from UNEG's.	(A) UNEG Member level	• Information sent to the UNEG Executive Group and Partnerships Working Group	• Includes the partnership in a summary report to UNEG AGM
				(B) UNEG Working Group level	• Information sent to the UNEG Executive Group and Partnerships Working Group	• Includes the partnership in a summary report to UNEG AGM
				(C) UNEG-wide level	• Information sent to the UNEG Executive Group, UNEG Heads, Partnerships Working Group. • Short concept note sent to, and approved by the UNEG Executive Group.	• Includes the partnership in a summary report to UNEG AGM

			General benefits for partner • Learn about UN evaluation-related know-how and practice.			
Cost-sharing alliances – These partnerships occur when one partner provides certain resources and the other brings different ones. For example, one brings technical knowledge and the other provides funding. It is important to note that both partners have shared benefits and costs.	1. Knowledge and information sharing ongoing. 2. Implementing single or multiple activities with UNEG within a specific time frame.	*Usually short- to medium-term activities* 1. Donor agency funding for UNEG activities in evaluation capacity development or normative work, or development of guidance/standards to develop national evaluation policies. 2. UNEG sponsored events in conferences led by partners. 3. Peer reviews, joint research, etc. 4. Joint meta-analysis on specific topics, evidence gap analysis.	**General benefits for both parties** • Enhance knowledge sharing and facilitate national evaluation capacity development. • Promote evaluation culture. • Seek opportunities to bring innovation into evaluation. • Advance the professionalization of evaluation. • Share costs of joint activities and therefore minimize individual costs. • System-wide visibility of results. • Increased scale of activity. **General benefits for UNEG** • Visibility during partner events.	(A) UNEG Member level	• *(if no cost carried by UNEG)* Information sent to the UNEG Executive Group and Partnerships Working Group	• Includes the partnership in a summary report to UNEG AGM
				(B) UNEG Working Group level	• Information sent to the UNEG Executive Group and Partnerships Working Group • Detailed concept and budget sent to, and approved by the UNEG Executive Group	• Partnerships Working Group could facilitate the partnership at the start. • Partnerships Working Group can identify and connect with relevant UNEG Working Groups. • Includes the partnership in a summary report to UNEG AGM.
				(C) UNEG-wide level	• Information sent to the UNEG Executive Group and Partnerships Working Group.	• Partnerships Working Group could facilitate the partnership at the start.

			• Increase outreach beyond UNEG agencies' offices. **General benefits for partner** • Have a professional network implement evaluation-related activities in a professional manner on behalf of the partner. • Save time.		• Detailed concept/letter of intent and budget sent to, and approved by the UNEG Executive Group.	• Includes the partnership in a summary report to UNEG AGM.
Strategic alliance – These are partnerships where partners have shared decision-making power and there is joint programming. Partners manage a programme (set of activities) of mutual interest to achieve shared goals and respective organizational missions. Roles and responsibilities are agreed upon in strategic alliances. Some cost-sharing alliances could mature into strategic alliances.	1. Knowledge and information sharing. 2. Implementing single or multiple activities with UNEG. 3. Implementing strategic and long-term programme of work.	*Usually long-term activities* 1. Long-term activities that could include any activity from collaboration and cost-sharing alliances (e.g. long-term information sharing with ECG, ALNAP, EvalNet including their participation in UNEG meetings; alliances on evaluation of specific SDGs).	**General benefits for both parties** • Enhance knowledge sharing and facilitate national evaluation capacity development. • Promote evaluation culture. • Seek opportunities to bring innovation into evaluation. • Advance the professionalization of evaluation. • System-wide benefit of results. • Increased scale of activity. **General benefits for UNEG** • Access to up-to-date evaluation perspectives and methodologies;	UNEG-wide level only	• Information sent to the UNEG Executive Group and Partnerships Working Group. • Detailed concept and budget sent to, and approved by the UNEG Executive Group.	• Partnerships Working Group could facilitate the partnership at the start. • Partnerships Working Group monitors the partnership. • Partnerships Working Group facilitates "Bilateral Partnership Forums" with the partner. • Includes the partnership in a summary report to UNEG AGM.

		• Able to provide up-to-date inputs to emerging concepts and standards in evaluation (e.g. DAC Criteria). **General benefits for partner** • Participation in UNEG events (e.g. UNEG AGM, as approved by the UNEG Management). • Issues could be tabled in UNEG Working Groups or UNEG Executive Groups. • Long-term engagement of UNEG.	