



UNEG

United Nations Evaluation Group

UNEG Strategy 2014-2019

Detailed program of work for the period 2016-2017

July 2016

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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 2016-2017, 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 2015-16

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 two years (from 2014 AGM to 2016 AGM), included the following¹:

- The adoption of the first stand-alone UN General Assembly Resolution on evaluation (A/RES/69/237);
- Integration of evaluation in the new 2030 Agenda for Sustainable Development;
- Updated *Norms and Standards for Evaluation* (2016);
- Updated Evaluation Competency Framework (2016);
- Peer reviews conducted and draft peer review guidance developed (to be finalized in 2017);
- Working papers on use of evaluation, evaluations in the SDG era, and humanitarian evaluations published;
- Partnerships with the international evaluation communities on evaluation products and initiatives;
- Clear expression of deliverables for each of the strategic objective areas (90% planned activities were achieved, on track or in progress in 2015-2016);
- Broader participation by agencies through members who were active on a wide range of UNEG priorities, allowing for cross fertilization and sharing of ideas (38 agencies and 188 members engaged in implementing the UNEG workplan in 2015-2016);
- Responding to the challenges expressed in the Annual General Meetings;
- Enhanced use of technology for meeting and engagement.

Upcoming period 2016-2017

In the coming year, 2016-2017, 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:

- Dissemination of updated UNEG Norms and Standards, supported by the EG and the Secretariat
- Elicit pilot professionalization project proposals from UN agencies, and collect results and lessons
- Complete two peer reviews (ITC and UNODC) in 2016 and initiate four peer reviews (ICAO, WHO, UNFPA and UNICEF)
- Support the efforts of members in the area of decentralized evaluation and conduct an analytical synthesis of decentralization

Strategic Objective 2:

- Elaborate guidance/principles for stakeholder engagement in evaluation

¹ The UNEG work plan 2014-2015, 2015-2016 are available on request from the UNEG Secretariat.

- Develop a checklist for quality recommendations
- Commission a study on governance and use of evaluation
- Effectively reach out and advocate for use of evaluation

Strategic Objective 3:

- Continue to advocate the importance of evaluation and enhance SDG related discussions among UNEG members
- Set out UNEG’s engagement on country-level evaluations and country-led reviews and assist in developing a road map for SDGs with UNEG Heads, led by the EG
- Support the efforts of members in the areas of gender equality, human rights and humanitarian evaluation
- Support the efforts of members in culturally responsive evaluations in the UN System
- Continue to work on the Independent System Wide Evaluation issues and participate in the Interim Coordination Mechanism

Strategic Objective 4:

- Track and report on implementation of the UN GA resolution on national evaluation capacity development
- Continue to engage closely with partners to produce evaluation products and to plan and implement various initiatives, including EvalSDGs, EvalGender, and EvalYouth
- Identify practical steps to implement the Global Evaluation Agenda 2020, adopted at the Kathmandu Global Evaluation Forum in November 2015.

The UNEG Executive Group will continue playing 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 UNEG Road Map for SDGs and dissemination of the updated Norms and Standards.

Members and Summary of Expected Costs 2016-2017

Currently, 209 colleagues from 37 UNEG member and observer 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. According to UNDP ATLAS finance report, the resource balance of UNEG is USD 761,733 as of 11 July 2016, among which, approximately USD 315,000 was through two one-time contributions (about \$180,000 for SO4 and about \$135,000 for gender equality activities), and were earmarked for specific activities.

² Based on the Strategic Objective members list as of July 2016. The figures reflect duplicate headcounts, as some participate in multiple groups.

Table 1. Summary of Expected Costs May 2016 – April 2017 (as of July 2016)³

Strategic Objective	Areas of Planned Activities '15-'16	Total Expected costs	Expected source of funds			Funding gap as of July '16
			UNEG Fund	Member Agency Contribution	Partner Contribution	
1	1)N&S dissemination	40,000	40,000			0
	2)Peer Review	82,000 ⁴	82,000			0
	3)Professionalization	27,000	27,000			0
	4)Decentralized evaluation	10,000	10,000			0
Subtotal		154,000	159,000			0
2	1) Elaborate guidance for stakeholder engagement	0	0			0
	2) Develop a checklist for quality recommendations	5,000	5,000			0
	3) study on governance and use of evaluation	20,000	20,000			0
	4) Knowledge management on use of evaluation	0	0			0
Subtotal		25,000	25,000			0
3	1)SDGs	TBD	TBD			
	2)Gender and Human Rights	52,000	27,000 ⁵	25,000 ⁶		0
	3)HEIG	95,000	Up to 40,000 ⁷	55,000 ⁸		0
	4)ISWE					
	5)Culture and Evaluation	30,000	20,000	10,000 ⁹		0
Subtotal		177,000	87,000	90,000		0
4	Contribution to Intl' Eval community	290,000	135,000 ¹⁰	5,000 ¹¹		150,000
	Benefit from Intl' Eval community	110,000	65,000 ¹²	45,000 ¹³		0
Subtotal		400,000	200,000	50,000		150,000
Secretariat	Website and email list servers/ maintenance	15,000	15,000			0
	2017 Evaluation Week	15,000	15,000			0
	Travel costs	20,000	20,000			0
	1 full-time prog. assistant	80,000	80,000			0
	Miscellaneous	5,000	5,000			0
Subtotal		135,000	135,000			0
Total		891,000	606,000	140,000		150,000

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

⁴ The amount does not include cash or in-kind contributions from panel members' agencies or agencies being peer reviewed.

⁵ From the UN Women contribution to UNEG earmarked for activities for gender equality.

⁶ UN Women.

⁷ Actual amount is pending on contributions from participating member agencies.

⁸ WFP \$35,000, UNHCR \$20,000.

⁹ UNESCO.

¹⁰ From the UNICEF contribution to UNEG earmarked for SO4.

¹¹ From UN Women, or the UN Women contribution to UNEG earmarked for activities for gender equality.

¹² From the UNICEF contribution to UNEG earmarked for SO4.

¹³ From UN Women, or the UN Women contribution to UNEG earmarked for activities for gender equality.

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 2015-2016, a detailed work plan for the coming year 2016-2017 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.

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. With the Sustainable Development Goals agenda, evaluation functions need to be stronger than ever and sufficiently nimble to be able to be of use to decision- and policy-makers, support national evaluation capacity development and be a compelling change agent for improvements in the lives of beneficiaries.

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:

- Increased opportunities for professionalization in the UN system:

With the 2016 revised evaluation competencies for the UN system, a new norm on professionalism and a conceptualization of what professionalization of evaluation in the UN system is comprised of, it is envisaged that the UN evaluation community gains more clarity of UN evaluation professionalization goals, needs & issues in the 2016-2017 biennium. The revised competencies, which have been aligned with the revised norms

and standards are envisaged to stimulate use for various intended purposes, such as development and learning to hiring of evaluators. The overall goal of these efforts is to enhance clarity and definition of UN evaluation practice and to equip the contemporary evaluator, head of evaluation unit and commissioner of evaluation in the UN with the competencies needed to deliver high quality, credible, gender and human rights sensitive evaluations in an ethical and effective manner in the Sustainable Development Goals era..

- Promote research and development for a more effective and targeted system of evaluation:

Whilst adhering to international good practice which is reflected in the UNEG norms and standards, there shall be ongoing demands for research into system-wide and agency specific needs that must respond to contextual imperatives. This will include identifying areas for focus for targeted research and investigation to improve upon the policy and institutional standpoints in order to produce action-oriented guidance documents. Addressing the needs of agencies within the overarching thrust of improving evaluation for better development effectiveness can be a strength of a diverse UN network.

- Apply knowledge management tools optimally to improve capacity development and knowledge sharing for UNEG members:

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.

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, humanitarian and evaluation agendas.

With the increasing interest and advancement of professionalization of evaluation by other external entities, such as IOCE, IDEAS, CES, EES and other VOPEs, there is a momentum that UNEG can take advantage of through engagement with these external entities to identify common interests, opportunities, economies of scale and other benefits of mutual value. For example,

these can be in the areas of harmonizing overarching core professionalization principles, identifying a core training curriculum and database etc.

Pilot examples on the use of competencies, for example, in hiring practices, in learning and development, self-assessment activities and other areas will showcase how professionalization of evaluation is implemented in the UN. Some UN organizations have already embarked developing professionalization opportunities distinct to the needs of their organizational settings. These can be further developed and used as professionalization pilot practices during the 2016-2017 biennium.

Modalities

Under the leadership of the UNEG Vice-chair, three (3) sub-groups will continue with their work programme¹⁴. These will continue to be groups with voluntary members 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) 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. The focus during 2016-2017 will be on introducing innovative modalities to strengthen engagement among UNEG members in delivering the UNEG Work Plan.

Assumptions

Evaluation in the UN is relevant to global, regional and national stakeholders to assess and contribute to progress in achieving the Sustainable Development Goals.

Evaluation is perceived as a distinct, value added and credible profession that can contribute to accountability and learning in relation to the Sustainable Development Goals.

Support for evaluation in the UN system is improved. Increased resources are allocated for evaluation.

Awareness of contemporary requirements related to the revised UN evaluation competencies is enhanced, and opportunities for professionalisation are introduced and/or increased.

¹⁴ The Norms and Standards sub-group has achieved its objectives and was therefore concluded by the end of the 2015-2016 biennium.

Management and leadership at all levels support the revised UNEG Norms and Standards, and the revised UN Evaluation Competencies.

The UNEG Executive Group, UNEG Heads and members understand UN evaluation professionalisation goals, needs & issues and support the continued work of the professionalisation group. UNEG working group members are strongly committed, perform well & achieve intended progress and results.

External stakeholders related to the professionalisation of evaluation are willing to engage actively with UNEG and commit to collaborate.

Risks

Support from the leadership of the organization is inadequate resulting in under-resourced evaluation functions.

Less credible, i.e. low quality evaluations damage the reputation of evaluation as a profession and decrease the opportunities for wide use of evaluations for evidence based decision-making.

Inadequate professionalisation opportunities. Evaluation professionalisation opportunities are exclusive to few privileged groups.

Misuse of UN norms and standards, and evaluation competencies.

Missed opportunities to strengthen evaluation functions, for example, by Heads not using UNEG peer review recommendations for improving evaluation functions.

2. Progress made in 2015-2016

The Norms and Standards sub-group and its drafting group prepared the draft updated *Norms and Standards*. At the 2016 AGM, UNEG members were invited to comment on the document again. The revised document was endorsed.

The **Professionalization sub-group** updated the evaluation technical competency framework and prepared a concept note on a professionalization system. The two documents were presented at the 2016 AGM and finalized afterwards.

Peer Review sub-group: From 2015-2016, three peer reviews were initiated, including those of the Evaluation Division of the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA); the Monitoring and Evaluation Unit of the International Trade Centre (ITC); and the Independent Evaluation Unit of the United Nations Office on Drugs and Crime (UNODC).

The Peer Review sub-group also piloted the draft guidance on the peer review process in 2015-2016. The guidance will be finalized in the coming year.

The newly established **Decentralized Evaluation Interest Group** explored possible areas of work and conducted a survey on the model/capacity of decentralized evaluation function of the participating agencies. Participating agencies started to take turn to introduce their decentralized evaluation function to group members at the Group meetings. The UNEG Executive Coordinator together with the Group also coordinated with UNEG members to provide UNEG comments to the new UNDAF/UNSDF guidance for the 2030 Agenda.

3. Plans for 2016-2017

After the 2016 AGM, the Norms and Standards sub-group was disbanded following the completion of its assignments. In May/June the updated *Norms and Standards* was professionally copy-edited and a preamble was developed. The updated *Norms and Standards* document was released in early July 2016. A dissemination strategy has been developed to ensure that the updated 2016 N&S will be of influence in the UN system and beyond. Work will continue on the dissemination of the norms and standards workstream under the direction of the UNEG Executive Group and the Secretariat.

The Peer Review sub-group will complete two peer reviews (ITC and UNODC) and initiate four new peer reviews in 2016-17. The four UNEG member agencies which requested peer reviews in 2016 and 2017 are: the International Civil Aviation Organisation (ICAO), the World Health Organization (WHO), the United Nations Population Fund (UNFPA), and the United Nations Children Fund (UNICEF). The sub-group will also finalize the guidance on the peer review process, as well as conduct a study on the implementation of management response to peer reviews.

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

- To elicit pilot professionalization project proposals from UN agencies, and collect results and lessons to be presented at AGM 2017
- To present the evaluation competency framework to internal and external stakeholders and at strategic events, and develop marketing products and tools for the evaluation competency framework

Decentralized Evaluation Interest Group:

The Interest Group will continue exchanging information through presentations and discussions and populating the repository of information. It will conduct an analytical synthesis of decentralization based on evidence from the survey on the decentralized evaluation function, MOPAN assessment, peer reviews and JIU study.

SO1: Table of outcomes, outputs, activities and resource plan, 2016-2017

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									
<p>Outcome 1.1 UN evaluations meet UNEG Norms and Standards</p> <p><u>Indicators</u> (i) norms and standards affirmed (ii) Supportive documents produced and discussion forums initiated</p>	<p>Output (a) UNEG norms and standards updated (2015-2016)</p>	<p>Activity (i) copy editing and publication of update norms and standards (ii) dissemination plan to be developed Activity (ii) Implementation and monitoring of the dissemination plan</p>		<p>UNEG Executive Group and the Secretariat</p>	<p>OECD/DA C Evaluation Associations and Networks</p>	<p>2016-2017</p>	<p>Total estimate: \$40,000</p> <p>English version editing, design, printing (1500 copies): \$10500</p> <p>Other 5 languages translation, design: \$20,000 Printing: \$8000</p> <p>Shipment: \$1500</p>	<p>UNEG \$40,000</p>	
<p>Outcome 1.2: Peer Reviews improve quality of evaluation function in the UN</p>	<p>Output (a): Peer reviews of evaluation functions are conducted in 2 agencies (by 2016) and 4 peer reviews initiated for completion in 2017</p>	<p>Activity (i): finalize two peer reviews in 2016; funding will be managed by UNEG Secretariat;</p>	<p>Peer Review sub-group</p>	<p>Selected agencies for 2015-2016 – ITC UNODC (peer reviews started in 2015 and</p>	<p>OECD/DA C Evalnet</p>	<p>2016 (finalise 2 peer reviews)</p>	<p>Total estimate: 10,000- UNODC</p>	<p>UNEG to allocate 10,000 to partially cover costs of peer reviews:</p>	<p>N/A (If UNEG provides 10,000 there will be no funding gap)</p>

				will be finished in 2016)				consultant contracts;	
		Activity (ii) initiate 4 new peer reviews in 2016-2017	Peer Review sub-group	Selected Agencies for 2016-2017 – ICAO, UNFPA, UNICEF, WHO	OECD/DAC Evalnet	(initiate 4 peer reviews)	Total estimate: 70,000; ICAO – 10,000 UNICEF (self-financed) Travel for panel members: 20,000	UNEG to allocate 70,000 to partially cover costs of peer reviews for 2016-2017	Costs for new peer reviews to be identified.
		Activity (iii): finalization of the guidance on the peer review process, including editing and design. In addition ICAO peer review will serve as a pilot to develop an approach to the peer reviews of small evaluation functions	Peer Review sub-group				2000	UNEG to allocate 2000	N/A
		Activity (iv) conduct of the study on the implementation of management response to peer reviews	Peer Review sub-group						N/A

<p>Outcome 1.3 Strengthened strategic, technical, and managerial skills of UN evaluators</p> <p><u>Indicators</u> <i>1.3 (i):</i> Increased opportunities for professionalization in the UN, including the strengthening of competencies of UN Evaluators <i>1.3 (ii):</i> Increased awareness of the competency requirements for Evaluation Heads and Commissioners of evaluation <i>1.3 (iii):</i> Enhanced synergies with external stakeholders</p>	<p>Output (a): Lessons and success stories identified and reported to AGM 2017</p>	<p>Activity (i): pilot professionalization project proposals elicited from UN agencies, monitored, progress reviewed and results and lessons collected, selecting a sample to present at the AGM 2017</p>	<p>Process for proposal elicitation and selection established by co-conveners</p> <p>Input from sub-group members who implement the pilots</p>	<p>Co-conveners And sub-group members</p>	n/a	Feb 2017	n/a	n/a	n/a
	<p>Output (b): UNEG products and tools marketing the UN evaluation competencies, including a standard template for a PP presentation for briefings</p>	<p>Activity (ii): Interactive presentations and debriefings to internal (UNEG member agencies) and external stakeholders on the UNEG evaluation competencies</p> <p>Activity (iii) products and tools to market the ECF designed and marketed to UNEG</p>	<p>Co-conveners' and sub-group member champions promote the professionalisation agenda among UNEG members and externally</p> <p>Publish the updated competency document and the concept note</p> <p>Call for a product/tool design competition among UN agencies</p> <p>Marketing service provider/consultant to support design of products/tools</p>	<p>Co-conveners</p> <p>Sub-group members</p> <p>Marketing consultant</p>	<p>Evaluation Associations (CES, EES/UKES), IDEAS, DFID, the World Bank etc. (interactive presentations and debriefings)</p>	March 2017	<p>\$10,000</p> <p>\$5000 for publishing the competency document and the concept note (Editing: \$3000 Design for the competency document: \$2000)</p>		

	Output (c): summary of outcomes of strategic events at which UNEG has participated	Activity (iv): Proactive engagement and identification of opportunities at EES (Panel on professionalization at EES conference 2016), IOCE professionalisation Community of Practice, EvalPartners for a and other conferences during 2016-2017, including UNEG Evaluation Practice Exchange	Participation at selected events that present opportunities to identify and deepen collaborations	Vice-Chair, co-conveners and partial coverage for facilitator fees and DSA	As above	2016-2017	\$12,000 (estimate) Travel, DSA and participation cost at the EES Conference in Maastricht, 2016 (3 UN staff members for whom UNEG is to cover 50% of their travel and consultant facilitator fees and DSA)		
Outcome 1.4 Decentralized Evaluation Interest Group: Advance in conceptualization on how to address challenges in the decentralization of evaluation functions within the United Nations	Output (a): Exchange of information through presentations and discussions	Activity (i): UNODC presentation	Decentralized Evaluation Interest Group	UNODC	N/A	June 2016	N/A	N/A	N/A
		Activity (ii): ILO Presentation	Decentralized Evaluation Interest Group	ILO	N/A	September 2016	N/A	N/A	N/A
		Activity (iii): UNDP Presentation	Decentralized Evaluation Interest Group	UNDP	N/A	November 2017	N/A	N/A	N/A
		Activity (iv): UNFPA presentation	Decentralized Evaluation Interest Group	UNFPA	N/A	January 2017	N/A	N/A	N/A
		Activity (iv): UNFPA update the DEIG survey	Decentralized Evaluation Interest Group	New members	NA	December 2016	N/A	N/A	N/A
	Output (b): continue populating the repository of information created in the google shared	Activity (i): Share documents, templates, presentations, papers	Decentralized Evaluation Interest Group	All members	N/A	June-April 2017	N/A	N/A	N/A

	drive in decentralization by members the group	and other relevant documents							
	Output (c): Organize a session on DEIG EPE 2017	Activity (i): Decide content and focus of the activity	Decentralized Evaluation Interest Group	All members	N/A	June 2016 April 2017	N/A	All members	N/A
		Activity (ii): Make arrangements with UNEG Secretariat	Decentralized Evaluation Interest Group	TBD	N/A	June-January	N/A	N/A	N/A
	Output (d) Analytical synthesis of decentralization based on evidence from the survey on the decentralized evaluation function, MOPAN assessment, peer reviews and JIU study	Activity (i): Draft TOR	Decentralized Evaluation Interest Group	UNODC, UNFPA	N/A	July-August 2016	N/A	N/A	N/A
		Activity (ii): Hire consultant	Decentralized Evaluation Interest Group	UNODC UNFPA	N/A	September 2016	N/A	N/A	N/A
		Activity (iii):conduct the analysis	Consultant	Consultant	Consultant	October November 2016	10,000 USD	UNEG	N/A
		Activity (iv):review contents and provide comments	Decentralized Evaluation Interest Group	All members	N/A	November December 2016	N/A	N/A	N/A
		Activity (v):disseminate and use product	Decentralized Evaluation Interest Group	All members	TBD	January April 2017	N/A	N/A	N/A

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. Evaluations should make relevant and timely contributions to organizational learning, informed decision-making and accountability for results.

Existing opportunities:

The work over the past year has contributed to a much better understanding of the factors that enable use of evaluation. The sub-group commissioned a study on the use of evaluation that identified the following aspects as critical to enhance the use of evaluations in the UN system: users and stakeholders should be consulted throughout the evaluation process; evaluators need to ensure that recommendations are relevant and feasible; the support of senior decision-makers is key, as is their commitment to the implementation of recommendations; management responses and follow-up processes need to be institutionalized; and, sharing of evaluation findings should promote cross-organizational learning.

The work programme for the SO2 has been organized accordingly to allow for a systematic approach to enhance the use of evaluation among UNEG members. 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. This aspect will have a continuity under the work of the sub-group on Knowledge Management.

Modalities:

The work will be conducted by four (4) sub-groups and coordinated by the vice-chair. The sub-groups will meet regularly to discuss the work required and work on specific topics. Key decisions regarding the direction of the work will be discussed at the all SO2 members meetings.

Each sub-group has identified a convener. 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. The Group will meet three times per year to assess progress made by the subgroups and prepare a collective presence during the next UNEG AGM.

2. Progress made in 2015-2016

The main objectives of the group in 2015-2016 were to engage UN evaluators and users and have forward looking discussions to further promote use of these messages to change behaviour, especially among evaluators, to enhance evaluation use.

Further work was undertaken to validate the main messages highlighted in the SO2 product "Evaluation Use in the UN System: Conclusions from the Data". The product was also externally reviewed and edited.

Four (4) [webinars were organized](#) on the topic of use of evaluation:

- 23 February, 2016, UNICEF, What makes for useful evaluation recommendations?
- 15 March, 2016, ICAO, The role and commitment of senior decision-makers
- 5 April, 2016, GEF, What makes a meaningful stakeholder engagement in evaluation?
- 19 April, 2016, IFAD, Rooting evaluation independence in the context of multilateral development organizations

3. Plans for 2016-2017

For the period 2016 – 2017 the working group will focus on outreach and advocating for the use of evaluation. Four different work streams are planned during this period:

- 1) Elaborate guidance/principles for stakeholder engagement in evaluation
- 2) Develop a checklist for quality recommendations
- 3) Commission a study on governance and use of evaluation
- 4) Sub-group on knowledge management focused on better use of evaluations:
 - Webinars on good practices
 - Message of the month
 - Interviews with evaluators
 - Other

SO2: Table of outcomes, outputs, activities and resource plan, 2016-2017

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> Three documents produced by March 2017</p> <p><u>Overall indicator:</u> Extent to which evaluations are used for strategic decision-making and organizational learning</p>	Output : Reach out and advocate for better use of evaluation	Activity (i): Elaborate guidance/principles for stakeholder engagement in evaluation	Working group	FAO (convener); IFAD, ILO, OIOS, WFP	All UNEG members	Jul – Dec 2016	UNEG members time	None	
		Activity (ii): Develop a checklist for quality recommendations	Working group	WFP (convener) ESCWA, IAEA, OCHA, UNFPA, UNICEF, UNITAR	All UNEG members	Jul – Dec 2016	UNEG members time	UNEG 5000	
		Activity (iii): Commission a study on governance and use of evaluation	Working group	IFAD (convener), ILO, OIOS, UNITAR	All UNEG members	Jul 2016 – Jan 2017	UNEG members time	UNEG 20000	
		Activity (iv): Sub-group on knowledge management focused on better use of evaluations: Provide accessible information to - Webinars on good practices - Message of the month - Interviews with evaluators - Etc.	Working group	IAEA (convener), IFAD, ILO, UNFPA, UNICEF, WFP	Additional evaluation practitioners and VOPEs	Jul 2016 – Apr 2017	UNEG members time	None	

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 2030 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 and 2015 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", and incorporating evaluation in the new 2030 Agenda for Sustainable Development](#). In the context of the SDGs, in 2016, UNEG published a working paper "Evaluation in the SDG era: lessons, challenges and opportunities for UNEG". 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. The UNDP, through its National Evaluation Capacity Programme has already engaged all UNEG members to participate in a range of initiatives relating to capacity building generally. More specifically, it has focused on the SDGs and seeks to continue using this modality and platform for advancing the evaluability of SDGs. This will help to build country level and owned evaluation capacity as well as that of agencies.

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) Culture and Evaluation Interest Group (newly established group)

In the past, the ISWE Working Group was tasked to coordinate ISWE-related activities between JIU/ICM and UNEG members. In 2016, it is proposed that the Vice-Chair will take over this task by liaising with the ISWE Secretariat and Coordinator and representing UNEG at the ICM meetings (with SO4 Vice-Chair as alternate). As ISWE's work is strategically important to UNEG and its

members, SO3 will continue to engage in ISWE-related activities at the Vice-Chair level, ensuring close communication with the UNEG Chair and the Executive Group. The Vice-Chair will also work with the UNEG Chair and the Executive Group collectively on advocacy work.

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 2015-2016

After months of advocacy, evaluation was integrated in the new **2030 Agenda for Sustainable Development**. An evaluability seminar on SDG2 hosted by Rome-based Agencies (FAO, IFAD, WFP and CGIAR) was organized in November 2015. The newly established SDG working group also developed a working paper “Evaluation in the SDG era: lessons, challenges and opportunities for UNEG”.

In the past year, two (2) UN SWAP Evaluation Performance Indicator Reporting Cycle Results (2014 and 2015) were published as UNEG working papers. The **Gender Equality and Human Rights** working group also developed and piloted *Guidance on Peer Learning Exchange for UN-SWAP EPI*. A brief “In Focus” UNEG Praxis Gender Equality & Human Rights was launched. The working group also organized webinars, including one on “What can we learn from evaluations of corporate gender mainstreaming.”

The newly established **Humanitarian Evaluation Interest Group** developed a working paper on humanitarian principles in evaluations based on a meta-analysis of evaluation practice. This Interest Group was formally established at the 2015 AGM, in response to a perceived gap within UNEG of a space (for discussion, peer learning and guidance development) that could bring together humanitarian evaluation practitioners within the broader UNEG network. This Interest Group aims at identifying, signaling and improving practice on the specificities characterizing the Evaluation of Humanitarian Action to ensure they are adequately considered in UNEG’s work (particularly at normative level). Moreover, the HEIG also serves as a resource for UNEG members by: **(a)** providing links to relevant information and analysis on topical issues of interest to Humanitarian Evaluation practitioners within UNEG – and beyond (e.g. on the topic of Emergency-Development nexus; and **(b)** developing technical guidance on identified priority themes (e.g. on reflecting Humanitarian Principles when Evaluating Humanitarian Action).

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. In 2015-2016, UNEG members also engaged as members of two Evaluation Management Groups (EMGs) which were established to support two evaluations commissioned in 2014 by the UN General Assembly. The two topics are: a) a meta evaluation and synthesis of UNDAF with a particular focus on poverty alleviation evaluation; and b) an evaluation of the UN system’s contribution to building national capacities for statistical analysis and data collection to support the achievement of the MDGs

and other internationally agreed development goals. UNEG members contributed financially to the two evaluations.

3. Plans for 2016-2017

The SDGs and evaluation: Details of the workplan for the SDG working group will continue to evolve from discussion of SDG Roadmap among UNEG Heads.

- Work on urgent advocacy action to secure visibility and relevance of the UN evaluation system in the Global Follow-up and Review Mechanism and ECOSOC Dialogue under discussion in New York (immediate to HLPF July 2016)
- Set out UNEG's engagement on country-level evaluations and country-led reviews (when UNSDF guidance is finalized)
- Share information on SDG related study or activities via group meetings, webinars or blogs
- Assist UNEG Heads in developing a roadmap for the UN evaluation system in the context of Agenda 2030 when needed (by AGM and High Level Political Forum (HLPF) 2017)

Gender Equality & Human Rights working group:

- Review and revise the UN SWAP EPI; develop Q&A on how to apply UN-SWAP Evaluation Criteria; continue the UN-SWAP EPI Peer Learning Exchange; and continue to prepare UN-SWAP EPI performance report.
- Develop a Guidance Note on Evaluation of Corporate Gender Equality Policy
- Organize webinars, prepare working group brief "UNEG Praxis: Gender Equality & Human Rights in Evaluation"
- Organize regional event(s) on sharing practice integrating Human Rights and Gender Equality in evaluation

Humanitarian Evaluation Interest Group (HEIG):

- Links between HEIG and other relevant UNEG Strategic Objectives and workstreams maintained, and options for closer collaboration and inputs to specific normative products and guidance explored.
- Follow up to HEIG study on 'Reflecting Humanitarian Principles in Evaluation including developing and piloting specific tools and guidance to improve the prominence given to Humanitarian Principles (HP) when evaluating Humanitarian Action.
- Resume and re-focus HEIG's work to produce an 'Analysis and synthesis of evaluations addressing the Emergency / Development nexus' and start engaging in communication and outreach activities around this HEIG product and related topic.

Independent System Wide Evaluation (ISWE):

- Contribute to the GA's independent review of ISWE
- Continued agency engagement in the EMGs and ECOSOC dialogues
- Participation in planned ISWE events:

- Geneva event with Member States and Agency Heads
- Regional Groups and Member State briefings
- ECOSOC dialogues on policy review, financing and future topics and ISWE mechanism
- Dialogues with General Assembly during QCPR

Culture and Evaluation Interest Group: The matter of culture has not been given much attention within the UN evaluation community so far. The newly established interest group will look at the linkages between culture and evaluation in a more systematic way, and to generate operationally relevant lessons that all UN organizations can benefit from. This will create the opportunity for UNEG members to collectively engage in a complex issue and to learn from each other in the process. External stakeholders, such as EvalPartners, Academia, partner organizations in Member States, and experts on the topic, will be invited to enrich the debate and to contribute to some of the deliverables to be produced for the next AGM 2017 and thereafter. Deliverables include:

- Short working paper on culturally responsive evaluations in- and outside the UN System
- Report on UNEG members' perceptions and needs
- Summary of a facilitated online discussion on the topic with external stakeholders
- Development of a reader-friendly Tool-book for Conducting Culturally Responsive Evaluations in the UN System (late 2017)

SO3: Table of outcomes, outputs, activities and resource plan, 2016-2017

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									
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.	Output (a): UNEG’s engagement on SDG evaluation supported	Activity (i): Work on urgent advocacy action to secure visibility and relevance of the UN evaluation system in the Global Follow-up and Review mechanism and ECOSOC Dialogue under discussion in New York: side events (immediate to HLPF July 2016)	SDG Working Group convened by Indran with cross Exec Group and secretariat support; work with SO4 Vice- Chair on synergies between the working group and EvalSDGs initiative			July 2016		UNDP UNICEF UN Women UNFPA and partner organizations	
		Activity (ii) Set out UNEG’s engagement on country-level evaluations and country-led reviews (when UNSDF guidance is finalized)				2016-2017	TBD	TBD	
		Activity (iii) Share information on SDG related study or activities via group meetings, webinars or blogs				2016-2017			

		Activity (iv) Assist UNEG Heads in developing a Roadmap for the UN evaluation system in the context of Agenda 2030 when needed (by AGM and High Level Political Forum (HLPF) 2017)				By AGM 2017		TBD	
Outcome 3.2 UNEG evaluations integrate Gender Equality & Human Rights	UNEG members have increased awareness and capacity to integrate gender equality and human rights in evaluation	Activity (i) Review of the UN SWAP EPI reporting & Revision of UN-SWAP EPI	Management Group – hiring consultant to conduct the review	UN Women UNEP UNESCO UNCTAD OHCHR UNICEF UNCDF		July - September	25000	UN Women	
		Activity (ii) Q&A how to apply UN-SWAP Evaluation Criteria	Working document developed by sub-group	UNCTAD UNODC OHCHR		September - October			
		Activity (iii) UN-SWAP EPI Peer Learning Exchange	Coordinated by sub-group	UNEP UNESCO OHCHR		November 2016 – January 2017			
		Activity (iv) UN-SWAP EPI performance report & presentation	Working document developed by sub-group	UN Women UNODC		March 2017			
		Activity (v) Guidance Note on Evaluation of Corporate Gender Equality Policy	Working document developed by sub-group	UN Women GEF		September - December			
		Activity (vi) Webinar series	Organized through UNEG platform	OIOS UNDP UNFPA UNCDF	To be engaged in webinars (TBD)	Ongoing			

		Activity (vii) 2 Briefs – “UNEG Praxis: Gender Equality & Human Rights in Evaluation”	Working document developed by sub-group (work with designer to establish template for use)	UNESCO UNODC		Ongoing	2000	UNEG (earmarked funds from UN Women)	
		Activity (viii) UNEG EPE				April 2017			
		Activity (ix) Regional Event/s on sharing practice integrating Human Rights and Gender Equality in evaluation		UNDP UNFPA UN Women OIOS (if in NYC)	UN regional groups	TBD	25000	UNEG (earmarked funds from UN Women)	
Outcome 3.3 Humanitarian Evaluation specificities appropriately considered in UNEG’s work	Technical papers and evaluation guidance materials developed by HEIG disseminated within UNEG and beyond, and their pilot and use facilitated	Activity (i) Links between HEIG and other relevant UNEG Strategic Objectives and workstreams maintained, and options for closer collaboration and inputs to specific normative products and guidance explored. <i>Target for 2016-17:</i> Minimum of one set of inputs from HEIG contributed to another SO activity (e.g. SO Professionalisation or Eval SDG).	Activity coordinated by Interest Group co-convenors (WFP and UNHCR)	Interest Group co-convenors: WFP and UNHCR with inputs from other HEIG members		Sept-2016 April 2017			

		<p>Activity (ii) Follow up to HEIG study on ‘Reflecting Humanitarian Principles in Evaluation including developing and piloting specific tools and guidance to improve the prominence given to Humanitarian Principles (HP) when evaluating Humanitarian Action. Follow up actions will include engaging in communication, dissemination activities.</p> <p><i>Target:</i> A minimum of 2 technical / guidance products developed and piloted, and 2 related communications events.</p>	Activity coordinated by sub-group led by WFP	OCHA OHCHR UNWOMEN WFP ALNAP (as UNEG Observer Member)	<p>Possible linkages with members of the IASC-Inter-Agency Humanitarian Evaluation (IAHE Group)</p> <p>Possible external members (e.g. ALNAP Network members engaging in communication activities including webinars</p>	Sept-2016 April 2017	\$50,000	<p>Expected contributions: WFP \$35,000</p> <p>UNEG up to \$15,000</p>	Request to UNEG support pending decision on contributions by HEIG members
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		<p>Activity (iii) Resume and re-focus HEIG's work to produce an 'Analysis and synthesis of evaluations addressing the Emergency / Development nexus' and start engaging in communication and outreach activities around this HEIG product and topic.</p> <p><i>Targets:</i> One technical paper issued and minimum of one related communication event.</p>	<p>Activity coordinated subgroup led by UNCHR, FAO, WHO</p>	<p>FAO IOM OCHA UNDP UNFPA UNHCR WHO WFP ALNAP (as UNEG Observer Member)</p>		<p>Sept-2016 April 2017</p>	<p>\$45,000</p>	<p>UNHCR \$20,000 for technical paper for activity (iii) FAO on activity (iii) TBA</p> <p>UNEG up to \$25,000</p>	<p>Request to UNEG secretariat support pending decision on contributions by HEIG members</p>
<p>Outcome 3.4 UNEG effectively engaged with the ISWE mechanism and work programme</p>	<p>UNEG's experience fed into ICM's continued development</p>	<p>Activity (i): Engage with Interim Coordination Mechanism (ICM), continue agency engagement in the EMGs and ECOSOC dialogues, participate in planned ISWE events</p>	<p>ICM representation: SO3 vice-chair/SO4 vice-chair; Volunteer UNEG members</p>			<p>2016-2017</p>			
<p>Outcome 3.5. UNEG evaluations are culturally responsive</p>	<p><u>Output (a)</u> Short working paper on culturally</p>	<p><u>Activity (a)</u> Collection of information on: Past efforts and lessons learned in</p>	<p>UNEG working group under SO3; Convener UNESCO;</p>	<p>UNESCO (convener) UNDP GEF ILO</p>	<p>Academia, EvalPartners, partner organizations in Member</p>	<p>October 2016</p>	<p>USD 10,000</p>	<p>UNEG USD 10,000</p>	

	responsive evaluations in- and outside the UN System	integrating a cultural perspective in evaluations conducted by UN Agencies (stock-taking); Good evaluation practices outside the UN (stock-taking); Lessons to be learned from academic literature.	Participating Agencies; A consultant to be hired to help with the production of output	Others who are interested	States, experts to be invited to join some of the activities				
	<u>Output (b)</u> Report on UNEG members' perceptions and needs as they relate to the importance of paying attention to culture and cultural context in evaluation and on the required tools	<u>Activity (b)</u> Data collection through a survey and / or interviews				<u>Output (b)</u> January 2017	USD 10,000	UNEG USD 10,000	
	<u>Output (c)</u> Summary of facilitated online discussion on the topic with external stakeholders	<u>Activity (c)</u> Conduct of online discussion with external stakeholders				January 2017	USD 10,000	UNESCO contribution: USD 10,000	

	<u>Output (d)</u> for late 2017 Tool-book for Conducting Culturally Responsive Evaluations in the UN System	<u>Activity (d) in</u> <u>2017</u> Development of tool-book				<u>Output (d)</u> <i>Late 2017</i>	<u>2017</u> USD 15,000 – 20,000		<i>2017: USD</i> 15,000 – 20,000
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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. Since November 2015, the SO4 Vice-Chair has co-Chaired EvalPartners. 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 2016. 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.

1. Progress Made in 2015-2016

UNEG has enhanced its role in building partnerships with the global evaluation community. On behalf of UNEG, the SO4 Vice-Chair has co-Chaired EvalPartners with the International Organization for Cooperation in Evaluation (IOCE) since November 2015. SO4 supported EvalPartners initiatives of EvalSDGs, EvalGender+ and EvalYouth, which were launched in Kathmandu, Nepal, in November 2015 during the Global Evaluation Week. UNEG also supported the launch of Global Parliamentarians Forum on Development Evaluation.

In addition, the UNICEF-UNEG/ALNAP e-learning on humanitarian evaluation was launched. The e-learning initiative has produced positive results, evidenced by the number of people using the platform. The Joint Systemic Review on Gender Equality was published. UNEG also contributed to a Course on M&E at the UN System Staff College (UNSSC).

Additionally, the SO4 Vice Chair provided input to the QCPR report on the UN General Assembly Resolution A/RES/69/237 “Capacity building for the evaluation of development activities at the country level”. A side-event, “[No one left behind](#)” was organized during the Commission on the status of Women in March 2016. UNEG joined others to host two side events during the High Level Political Forum in New York in July 2016.

An EvalSDG Briefing on [Evaluation: a crucial ingredient for SDG success](#) was published. More importantly, the [Global Evaluation Agenda 2016-2020](#), a publication launched at the Global Evaluation Week in Kathmandu, was published.

2. Plans for 2016-2017

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 2030 sustainable development agenda. 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. In particular, through SO4 and in coordination with other UNEG working groups, it will identify practical steps to implement the Global Evaluation Agenda 2020, adopted at the Kathmandu Global Evaluation Forum in November 2015.

SO4: Table of outcomes, outputs, activities and resource plan, 2016-2017

The matrix below outlines the work plan for Strategic Objective 4 in 2016-17. A number of activities are carried forward from 2014-15 where these are still under implementation or yet to be launched. A number of new activities have also been identified. Costs set out in the work plan are indicative, especially for new activities for which plans are not yet fully developed.

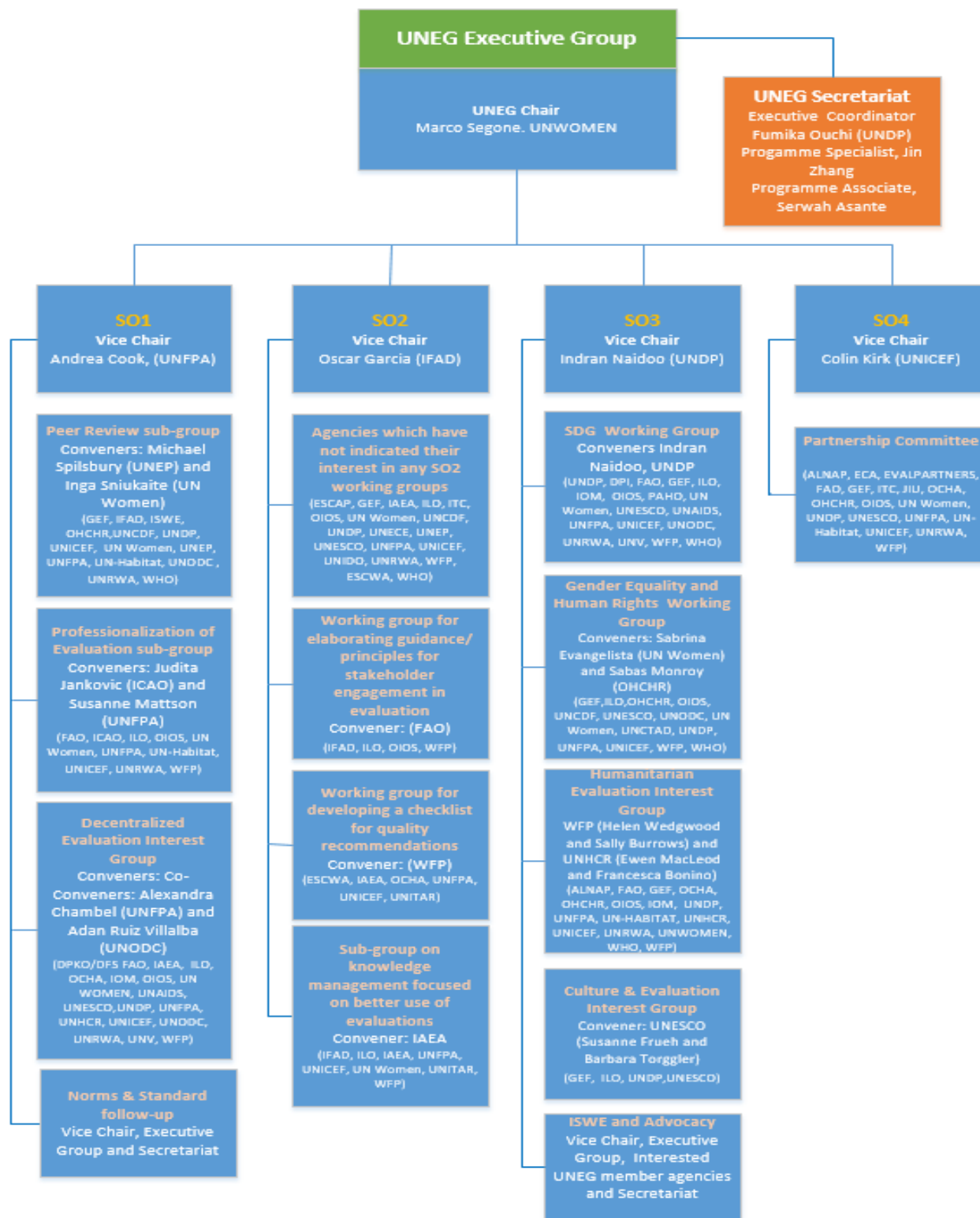
Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Indicative budget required	Expected contribution	Funding gap
SO4. UNEG benefits from and contributes to an enhanced global evaluation profession									
Outcome 4.1 UNEG is a recognized leader within 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 co-chairing EvalPartners with IOCE (SO4 Vice-Chair to serving as co-Chair since November 2015)</i>		UNEG Partnership Committee,	EvalNet, ECG, EvalPartners, IOCE and Regional UN Evaluation Groups	2015-2016	10,000	20,000 (SO4*)	0
		Activity (ii): Identify areas of potential mutual interest for partnership through the Global Evaluation Agenda 2016-2020 (GEA 2020)		UNEG Partnership Committee	EvalNet, ECG, EvalPartners, IOCE and Regional UN Evaluation Groups	2016	tbd	tbd	tbd
		Activity (iii): Implement joint initiatives identified above (GEA 2020): <i>(See Outcome 4.2 below)</i>		UNEG Partnership Committee	EvalNet, ECG, EvalPartners, IOCE and Regional UN Evaluation Groups	2015-2016	tbd	tbd	tbd
	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 on UNEG workplans <i>(Consultations with MS Regional Groups)</i>		With UNEG Executive Group, Secretariat, Partnership Committee	Friends of Evaluation Group (FoEG), EvalPartners	2016	tbd	tbd	tbd
		Activity (ii): Track and report on implementation of UN Resolution on national evaluation capacity development <i>(Undertake a mapping exercise on UN agencies' interventions on national evaluation capacity development; publish results)</i>		UNEG Chair, UNEG Partnership Committee Task team on mapping exercise	Friends of Evaluation Group (FoEG), EvalPartners	2016 - 2017	20,000	30,000 (SO4*)	N/A

		Activity (iii): Coordination with and support to national and regional strategies, events and initiatives to strengthen the demand for and use of evaluation at national and regional level <i>(UNITAR concept note on Support to National Evaluation Capacity Devt for the 2030 Agenda in the Asia-Pacific Region)</i>		UNEG Partnership Committee (UNITAR, UNDP)	EvalPartners, EES, EvalMena, ParlForum	2016 - 2017	20,000	20,000 (SO4*)	0
		Activity (iv): Support the organization of a strategic international event focusing on implementation of GEA 2020 <i>(SO4 inputs to be developed)</i>		UNEG Partnership Committee	EvalPartners, Global Evaluation Week	2016-2017	200,000	50,000 (SO4*)	200,000 tbd
	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 revaluated UNEG norms & standards		UNEG Executive Group, Partnership Committee, UNEG SO1 Group	EvalNet, ECG, EvalPartners, Regional UN Evaluation Groups	2016-2017	5,000	5,000 (SO4*)	0
		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	2016-2017	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	2016-2017	Waiting for updated guidance	5,000 (SO4*)	
		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	2016-2017	Waiting for updated guidance	5,000 (SO4*)	
		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	2016-2017	5,000	5,000 (UNW via SO4)	0
	Output (d) Regional UN Evaluation groups are strengthened	Activity (1) Facilitate peer to peer mutual support among Regional UN Evaluation Groups when requested;		UNEG Partnership Committee,	EvalNet, ECG, EvalPartners, Regional UN	2016-2017	NA	NA	NA

		<i>Consultation 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				
<p>Outcome 4.2 UNEG members benefit from innovative initiatives led by the global evaluation community, in partnership with UNEG</p> <p><u>Indicators</u> 4.1 (i) UN staff and partners take advantage of external opportunities to strengthen their professional capacities</p>	<p>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</p>	Activity (i) Development of regular M&E training at UNSSC (<i>Prepare concept note on proposed collaboration between UNEG/SO4 and the UN System Staff College (UNSSC).</i>)		UNEG Partnership Committee (UNICEF, UNITAR), UNEG SO1	UNSSC	2016-2017	5,000	5,000 (SO4*)	0
		Activity (ii) Support to EvalSDGs, <i>Workplan 2016-2017 to be updated.</i> <i>EvalSDGs is bringing partners together to support evaluation activities linked to the SDGs.</i>		UNEG Partnership Committee,		2016-2017	40,000	40,000 (SO4*)	0
		Activity (iii) Contribute to the process to launch EvalYouth. Work plan 2016-2017 to be prepared. (<i>Explore possible joint ventures e.g. mentorship/internship opportunities for young evaluators</i>) <i>EvalYouth will bring partners together to support young / emerging evaluators and evaluations involving young people</i>		UNEG Partnership Committee, UNICEF		2016-2017	20,000	20,000 (SO4*)	0
		Activity (iv) Support EvalGender+. <i>Work plan to be updated.</i> <i>Working with the SO3 gender equality and human rights working group</i>		UNEG Partnership Committee, SO3 Gender and Human Rights Working Group	EvalPartners, EvalNet, UNWomen, Parliamentarian Forum	2016-2017	45,000	45,000 (UNW via SO4)	0
		SO4*: all activities marked SO4* will be funded from the UNICEF contribution to UNEG earmarked for SO4							

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* Following agencies still need to sign specific SO2 sub-group: ESCAP, GEF, UNDP, UNECE, UNEP, UNESCO, UNIDO, UNRWA, WHO, OCHA, OHCHR, UNAIDS