



UNEG
United Nations Evaluation Group



Evaluation Practice Exchange (EPE)

8-9 MAY 2018 • FAO HEADQUARTERS • ROME



Food and Agriculture
Organization of the
United Nations



IFAD
Investing in rural people



**World Food
Programme**



Programme

The EPE will have three main themes, covering relevant aspects of the work of evaluation professionals.

Under each of these themes, several topics will be discussed in separate sessions.

These themes are:

- 1. Managing Evaluations**
- 2. Evaluation Principles**
- 3. Evaluation Methods**

Theme 1 • Managing Evaluations

Session 1.1

Quality Assurance beyond the checklist: how can we ensure the reports are evidence-based?

Lead convener: Oscar Garcia (IFAD)

Collaborators: Patricia Vidal (ILO), Diego Fernández (WFP)



Modality: Simulated case study presentation and plenary • **Time:** Tues, 11.00am • **Room:** Philippines C277

This session will address the difficulties faced by Evaluation Managers to ensure good quality reports beyond the use of checklists. The experience of three United Nations agencies in establishing quality assurance standards and checklists for centralized and decentralized evaluations will be shared. After that participants will be provided with a case to reflect on ways to ensure final evaluation reports are making good use of evidence. The quality and sequence of evaluation questions will be considered. The interactive session will end with a summary of lessons learned and areas for future research.



Session 1.2

Following up on recommendations: what are the successful practices?

Lead convener: Julia Engelhardt (WIPO)

Collaborators: Mark Keating (IFAD), Ada Ocampo (UNICEF), Michaela Berndt, (UNIDO), Kamolmas Jaiyen (IAEA OIOS), Katharina Kayser, (UNODC)

Modality: World café • **Time:** Wed, 9.00am • **Room:** Iraq A235

This session will focus on the ways managers/organizations cope with recommendations resulting from evaluations. It is observed that, quite often, evaluation offices struggle with the follow-up of recommendations for different reasons. Therefore, the session will build on the sharing of practices and experiences, and participants will brainstorm on how to improve the utilisation of recommendations resulting from evaluations. Space will be kept for participants to discuss their needs. Collaborators will orient the debate around two questions: i) what are the approaches used by various agencies? ii) what are the challenges and practical solutions?

Session 1.3

As evaluation managers, we all face similar challenges: let's share and learn from them

Lead convener: Julie Thoulouzan (WFP)

Collaborators: Aurélie Larmoyer (FAO), Amélie Solal-Céline (FAO), Ahmedou OuldAbdallahi (FAO), Sara Holst (FAO), Federica Zelada (WFP)



Modality: Best response game • **Time:** Tues, 4.00pm • **Room:** Iraq A235

This session will allow Evaluation Managers to reflect upon common challenges in managing an evaluation and brainstorm about several different strategies for addressing each of these challenges. These may relate to steering the evaluation process in an effective way despite the fluidity and complexity of the environment we are working in, managing conflict within the evaluation team, or ensuring constructive engagement from key stakeholders.

Session 1.4

How can we ensure a gender-focused evaluation?

Lead convener: Inga Sniukaite (UNWOMEN)

Collaborators: Felix Herzog (UNESCWA), Dawit Habtemariam (WFP), Catrina Perch (IFAD), Nicoletta Lumaldo (IFAD), Muge Dolun (UNIDO), Katharina Kayser (UNODC), Messay Tassew (UNWOMEN)



Modality: Small group discussion • **Time:** Tues, 2.00pm • **Room:** Philippines C277

In many ways the wheels of evaluation turn very slowly and as a profession we have a long way to go to really integrate gender equality in our evaluation work. This session will provide a forum to share and exchange ideas, good practices and practical experiences in integrating gender perspectives into evaluations, taking in consideration the varied capacities, focus area of work, challenges and the diversity of UNEG members. The session is also designed to challenge the participants to advance their thinking and work in this critically important area within the framework of the UN SWAP Evaluation Performance Indicator.



Session 1.5

The role of donors in evaluations: how should we involve them and how to manage expectations

Lead convener: Amir Piric (UNESCO)

Collaborators: Thuy Le (UNIDO), Ahmedou OuldAbdallahi (FAO), Luisa Belli (FAO)

Modality: Presentation and sharing of experiences • **Time:** Wed, 11.00am • **Room:** Ethiopia C285

This session will be an opportunity for the Evaluation Managers/Officers to exchange on their experiences in dealing with donors in general during the evaluation process. Participants will reflect on the common challenges they face managing their relationships with donors and will discuss upon good practices to address them. The discussion will also cover ways to engage donors so they become strong supporters and advocates for evaluation. Eventually, the session will reflect on ways to leverage on this donor support to further promote a results-based and evaluation culture within our organizations. Donors' involvement both at macro (organization) and micro (evaluation) level will be discussed.

Session 1.6

Procuring UN evaluators externally: learning from current practices and suggestions for improvement

Lead convener: Andrew Fyfe (UNCDF)

Collaborators: Luisa Belli (FAO), Isabel Suarez Garcia (UNWOMEN), Robert Stryk (UNRWA)



Modality: Working groups on key questions • **Time:** Wed, 2.00pm • **Room:** Iraq A235

This session will address the difficulties that UN evaluation systems meet when it comes to hiring and working with external consultants. It is observed that procuring credible, expert evaluators is not easy. Moreover, there is evidence of growing frustration from some suppliers of evaluation services of the difficulties in working for international commissioners of evaluation, ranging from a lack of clarity around what is expected from evaluators to a lack of time or budget. The session has two objectives: i) to start a conversation between UNEG members on good practices in designing and managing the procurement of our evaluations within the UN system; ii) to consider possible responses to the broader evaluation community on what we can all do to improve the practice of seeking or procuring our evaluation experts.

Theme 2 • Evaluation Principles

Session 2.1

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

Lead convener: Deborah McWhinney (WFP)

Collaborators: Amélie Solal-Céligny (FAO), Marta Bruno (FAO)



Modality: Group discussion and Mentimeter • **Time:** Tues, 11.00am • **Room:** Ethiopia C285

This session proposes to define the 'impact of evaluation' as the 'use of evaluation'. The latter endorses three main uses amongst which two will be discussed: i) conceptual use, which refers to the evolving conceptualization and understanding of those who design strategies and programmes; and ii) process use, which refers to the changes to implementation or programming resulting from interactions between the evaluation team and key stakeholders. The following questions should lead the discussion: i) what entry points have you identified to increase the use of evaluation evidence in your organizations? ii) what are the challenges that you have faced? iii) how have you used the evaluation process to increase the use of evaluation evidence?



Session 2.2

In a "post-truth" era, how can we evaluators ensure we adapt and remain heard?

Lead convener: Adan Ruiz Villalba (WIPO)

Collaborators: Aurélie Larmoyer (FAO), Patricia Vidal Hurtado (ILO)

Modality: Three working groups • **Time:** Wed, 11.00am • **Room:** Philippines C277

This session will address the difficulties evaluators encounter regarding their credibility and their influencing power in a "post-truth" context. Such a context implies that evaluators may be seen just as uncertain as other information professionals, or that they may be challenged by more attractive narratives. Participants will discuss and reflect on how the evaluation profession in the United Nations can provide an answer to alternative facts/post-truth in the public discourse, and on how to support decision-making in the international arena during the era of the SDGs.

Session 2.3

Cost of evaluations: how to rationalize the use of resources for evaluations?

Lead convener: Amélie Solal-Céligny (FAO)

Collaborators: Ahmedou OuldAbdallah (FAO), Aurélie Larmoyer (FAO), Sara Holst (FAO)



Modality: Role plays • **Time:** Tues, 2.00pm • **Room:** Ethiopia C 285

As Evaluation Managers, we often have to justify the cost of our evaluations to Project Managers who do not see the rationale for a high budget. We are sometimes challenged by evaluation users on the use of resources, related either to the time spent in the field, or the size of the evaluation team. On the other hand, we might face requests from donors who require specific impact assessments that may increase the budget of the evaluation. Besides, we are sometimes confronted with people who argue that there is no need to spend resources for an evaluation office when there already is an audit function in an organization. During this session, we will share our experience related to justifying or adjusting the cost of evaluations in our organization, through role plays.

Session 2.4

Evaluation and hindsight: assessing past interventions against yesterday's standards or today's wisdom and criteria

Lead convener: Fabrizio Felloni (IFAD)

Collaborators: Olivier Cossée (FAO), Natalia Acosta (UNDP), Simona Somma (IFAD)



Modality: Scenario simulation • **Time:** Tues, 4.00pm • **Room:** Ethiopia C285

In our evaluations we typically assess projects, programmes, policies and strategies that have been prepared in the past. However, some of our present standards, knowledge, criteria and practices might have not been available at the time of the design. Therefore, should evaluators assess only based upon standards, practices and knowledge available at the time of the design, or could we include our latest standards? Indeed, a strong case can be made in favour of the incorporation of standards and criteria considered as useful for stakeholders. In this situation, what role should the stakeholders play in deciding what criteria and standards (of the past and of the present) should be adopted for the evaluation?



Session 2.5

What does independence mean today?

Lead convener: Jo Puri (GCF)

Collaborators: Indran Naidoo (UNDP), Chery Gray, Michael Spilsbury (UNEP)

Modality: Oxford-style debate • **Time:** Wed, 2.00pm • **Room:** Ethiopia C285

This session will focus on the politics of independence in evaluations. The discussion will provide an opportunity to re-assess some of the pitfalls of the evaluation profession, especially in the post-truth era. An important question that evaluation officers often face is: what does independence mean? The principle has been dealt with differently by various organizations. With the Green Climate Fund (GCF) setting up its new evaluation policy, it's a good time to reflect upon what could have been done differently in the interpretation and operationalization of the concept of 'independence'. Does independence imply a trade-off with 'use'?

Session 2.6

Full Disclosure? What evaluators don't write about

Lead convener: Olivier Cossée (FAO)

Collaborators: Fabrizio Felloni (IFAD), Michael Craft (OIOS), Marta Bruno (FAO)



Modality: Group work on different scenarios • **Time:** Wed, 9.00pm • **Room:** Ethiopia C285

As evaluators, we like to think that we promote full transparency. In practice however, there are real life constraints to how transparent we can be. Those constraints go from the uncomfortable feeling coming from the evaluation of the performance of other non-UN partners to the fact that evaluators may be ill-equipped to analyse financial malpractice or individual performance. The aim of this session is to come up with an initial taxonomy of the most recurrent 'un-saids' in evaluations and also discuss and explore mitigation and lateral measures through which the information can be fed into the organizational learning and accountability mechanisms through other routes.

Theme 3 • Evaluation Methods

Session 3.1

No baseline: how to measure impact?

Lead convener: Anna Henttinen (WFP)

Collaborators: Muge Dolun (UNIDO), Carlos Tarazona (FAO), Srilata Rao (OIOS)



Modality: Safari / world cafe • **Time:** Wed, Tues, 4.00pm • **Room:** Philippines C277

This session will cover examples of different types of evaluations and situations where an organization has attempted to measure impact but has had no baseline to demonstrate change from before the implementation of the programme/intervention/policy/strategy. Presenters will share examples of how they (their organizations) have creatively resolved this issue and worked to demonstrate impact, with reflection and discussion with participants. Both experimental and non-experimental evaluations will be covered through different practical examples.



Session 3.2

Making the best use of Theories of Change in evaluations

Lead convener: Michael Carbon (IOE/IFAD)

Collaborators: Alexandra Chambel (UNFPA), Thuy Le (UNIDO)

Modality: Group discussions on key topics • **Time:** Tues, 11.00am • **Room:** Iraq A235

The participants will discuss the challenges and opportunities in using Theories of Change (ToC) in evaluations. This session will start with a short introduction on what ToC is and how it is used in UNFPA, UNIDO and IFAD evaluations, to be followed by group discussions. Three group discussion topics are envisaged: i) what is the value added of using theory of change in an evaluation? ii) how do we engage evaluation stakeholders in the design and validation of a theory of change? iii) what are useful tools we can use to help us reconstruct a theory of change to support an evaluation?

Session 3.3

Country Programme Evaluations – methodological challenges

Lead convener: Dawit Habtemariam (WFP)

Collaborators: Patricia Vidal Hurtado (ILO), Fumika Ouchi (UNDP), Natalia Acosta (UNDP), Mar Guinot (UNDP), Youri Bless (UNDP), Carlos Tarazona (FAO), Fumiko Nakai (IFAD), Simona Somma (IFAD), Ramona Desole (WFP)



Modality: Snowball discussions and Mentimeter • **Time:** Wed, 2.00pm • **Room:** Philippines C277

Each collaborating organization will present a CPE experience in which they faced methodological challenges, and then expose the solutions they found to deal with those challenges. Discussion will focus on priority CPE methodological challenges/issues, including over-dependence on qualitative dimension of mixed method, lack of ToC, engaging stakeholders, lack of baseline and time series data, contribution analytical method, implications of SDGs/UN Reforms of CPE methods and comparability of CPE methods.

Session 3.4

ICT for data collection and analysis in evaluations

Lead convener: Katinka Koke (UNITAR)

Collaborators: Shravanti Reddy (UNWOMEN), Juha Uitto (GEF), Hansdeep Khaira (IFAD), Brook Boyer (UNITAR), Olivier Vandamme (UNITAR), Michael Craft (OIOS), Luisa Belli (FAO)



Modality: World café “Show and tell” • **Time:** Tues, 2.00pm • **Room:** Iraq A235

The discussion topics will focus on how different ICT tools such as machine learning, geospatial data and big data can be used in evaluations for both data collection and analysis. Participants will learn from four out of the six different presentations organized by the collaborators who will talk about their organizations' experience. Participants will then get the opportunity to interact with the collaborators by asking questions or sharing their own experiences, facilitated by the collaborator's discussion question.



Session 3.5

Evaluating policy support

Lead convener: Veridiana Mansour (FAO)

Collaborators: Olivier Cossée (FAO), Alena Lappo (FAO), Juha Uitto (GEF), Carlo Carugi (GEF), Arild Hauge (UNDP), Sasha Jahic (UNDP), Andrew Fyfe (UNCDF), Felix Herzog (UNESCWA)

Modality: Working groups • **Time:** Wed, 11.00am • **Room:** Iraq A235

This session aims to explore the contemporary complexities and challenges of evaluating policy support through shared experiences of the different methods and approaches used by evaluators. Evaluators who have been – or are likely to be – involved in evaluations related to policy support (in particular regarding SDGs) are predominantly concerned with this topic. The five stages of evaluation (agenda-setting, policy-setting, implementation, M&E/data, policy environment) will be discussed in five working groups. At the end of the session participants are expected to have: i) a common understanding on the challenges and complexities involved in this type of evaluation; ii) knowledge of different practices experienced by the different organizations; and iii) a set of methods to evaluate policy support.

Session 3.6

Emerging principles and lessons learned for the development of organizational evaluation policies

Lead convener: Jo Puri (GCF)

Collaborators: David Ridersmith, Susanne Frueh (UNESCO), Andrea Cook, (WFP), Ludovica Soderini (GCF Board Member), Masahiro Igarashi (FAO)



Modality: Presentation engaging the audience • **Time:** Wed, 9.00am • **Room:** Philippines C277

This session will consist of an interactive discussion on what we are learning from evaluation policies around the multilateral world and the extent to which these are helpful or act as bottlenecks in evaluations and reporting and measuring effectiveness, efficiency, sustainability and relevance. Discussion will also include an inquiry into where donors feel evaluations should reside in the reporting for donor agencies. A group of agency representatives will contribute to the discussion both with each other and the audience.

Lunch time seminars

Please be aware that food and drinks are not allowed in the meeting rooms

Evaluating Capacity Development: sharing experiences

Lavinia Monforte (FAO)

Time: Tues, 1.15pm • **Room:** Iraq Room 2 A235

In a round-table format, FAO Office of Evaluation (OED) will share its experience in developing an analytical framework to evaluate Capacity Development and will invite other agencies to share experiences and brainstorm guided by the following leading questions:

- How do agencies evaluate Capacity Development? Comparison of methods/approaches/analytical frameworks. What are the lessons learned?
- What are the major challenges in evaluating Capacity Development?
- Evaluating changes at enabling environment level - methodological challenges
- What could be a possible use of a Capacity Development framework by implementers?

Decentralized Evaluation and National Evaluation Capacity: hands-on experiences from the field

Adan Ruiz Villalba (WIPO) and Alexandra Chambel (UNFPA)

Time: Wed, 1.15pm • **Room:** Iraq Room 2 A235

This seminar will adopt the form of a talk-show that will cover three main topics in relation to Decentralized Evaluation and National Evaluation Capacity. UNFPA and WIPO will ask questions to the three agencies presenting (UNFPA, UNWOMEN and UNODC) that will elicit different perspectives about the following issues:

- How can agencies design and implement a cost-effective model of decentralized evaluation at the national level?
- How are the models of decentralized evaluation really working in practice at national and regional levels?
- What are the major challenges of decentralized evaluation in middle-income countries?
- What is beyond accountability? How can the UN better position itself vis-à-vis the national governments in the national evaluation agenda? Evaluation of their own policies, strategies and programmes in the context of the SGDs?

UNEG side meetings (open to all EPE participants)

Professionalization of Evaluation Working Group Meeting – the way forward

Jacqueline Flentge (WFP) and Susanne Mattsson (UNFPA), co-conveners of the WG for professionalization of evaluation

Time: Tues, 1.15pm • **Room:** Nigeria C215

Ethics and Code of Conduct Guidance Task Force meeting: the way forward

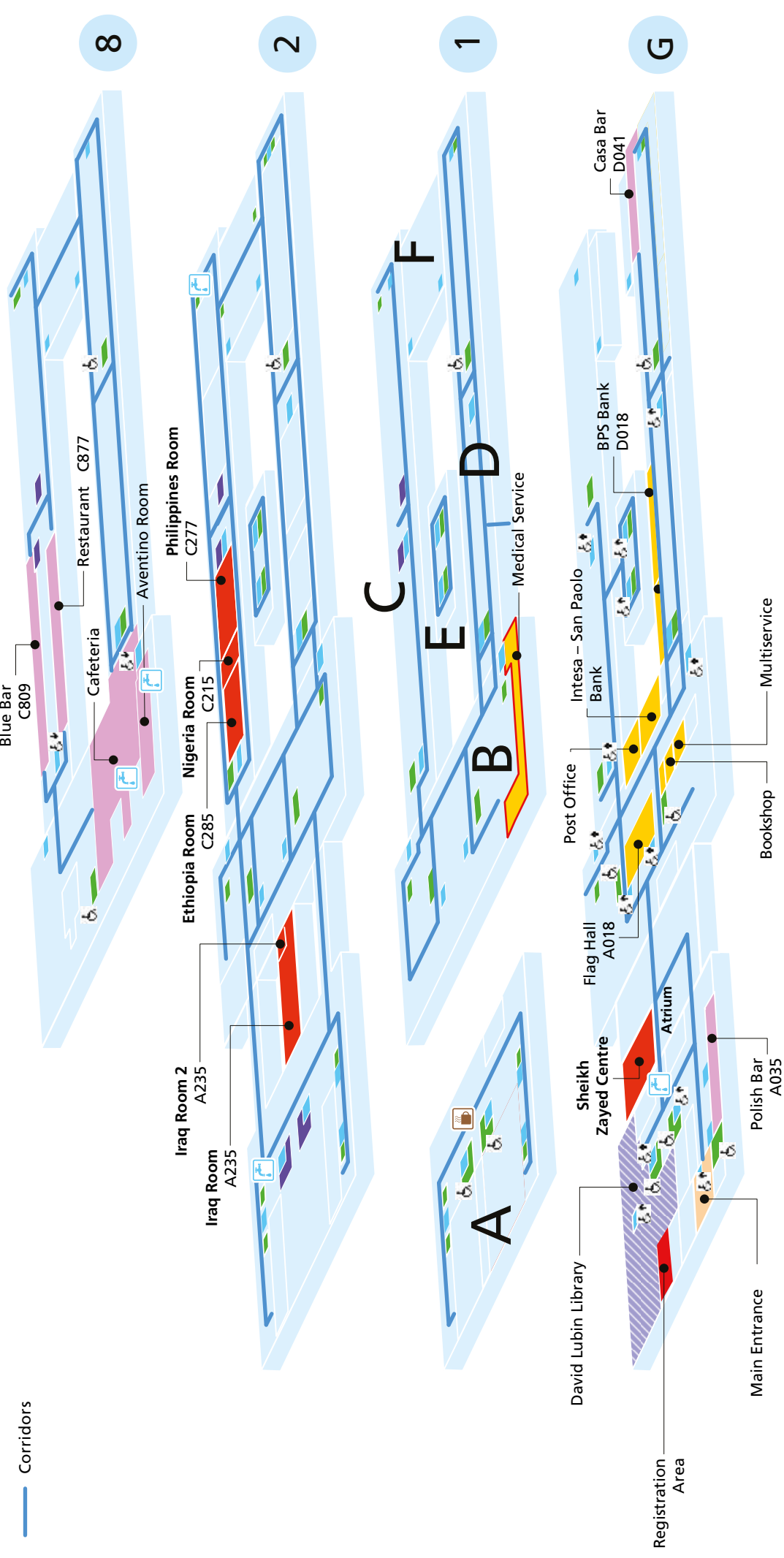
Gaby Duffy (WFP) as convener of the Task Force

Time: Wed, 1.15pm • **Room:** Nigeria C215

FAO Headquarters Orientation Map

- EPE Session
- Bar / Cafeteria
- Facilities
- WC
- WC for people with disabilities
- Corridors

- WC with Grab bars
- Lifts
- Lifts for people with disabilities
- Water Fountains
- Drink Dispenser



Logistical information

Location of the Meetings



The UNEG 2018 Evaluation Week will take place at **FAO Headquarters**, located at Viale delle Terme di Caracalla, in front of the Circo Massimo. It can be reached by car, bus, tram and metro line B (*Circo Massimo* stop).

The different sessions of the professional development seminar and the EPE will take place in the meeting rooms below:

- **Iraq A235**
- **Iraq 2 A235** (just beside the Iraq room)
- **Ethiopia C285**
- **Philippines C277**
- **Nigeria C215**
- **Sheikh Zayed Centre:** Atrium

The AGM will take place in the Iraq meeting room (A235).

All the meeting rooms are located on the second floor in building A and C. For ease of reference, see FAO Headquarters Orientation Map.

Dining facilities



Coffee and refreshments will be provided during coffee breaks.

The **FAO Cafeteria**, located on the eighth floor, Building B, is a free-flow cafeteria that offers a selection of first and second courses, grill and salads.

The **FAO Restaurant**, located on the eighth floor, Building C, offers a buffet and à la carte service. Please call ext. 56823 (Tel. 06-5705-6823) for reservations.

Hot meals are also available at the **Polish Bar** (ground floor, Building A) and the **Bar D** (ground floor, Building D).

Blue Bar (eighth floor, Building C) and **Eighth Floor Bar** (eighth floor, Building B) offer hot and cold beverages and a variety of pastries and sandwiches.

Vending machines with assorted refreshments are also located at various points throughout the premises, including the second floor of Building A and the ground floor of Building B.

Many of the restaurants and available services around FAO Headquarters are located on Viale Aventino.

Online community of practice



UNEG colleagues are invited to join **SLACK** to find EvalWeek documents, discuss EvalWeek topics, share ideas and thoughts, and receive updates/notifications. In addition, SLACK App is available for smartphone, ipad and desktop computer.

Wi-Fi Coverage



FAO offers free Wi-Fi coverage in all meeting rooms and catering areas.

Network: guest_internet
Password: wifi2internet

Meeting room capacities:



Nigeria: 22

Philippines: 61

Ethiopia: 86

Iraq 1: 165

Iraq 2: 40

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Agenda

Tuesday 8 May			
09.00-10.15	Opening session* - Sheikh Zayed Center		
10.15-11.00	Group photo and Coffee break - Atrium		
11.00-12.30	Session 1.1 • Quality Assurance beyond the checklist: how can we ensure the reports are evidence-based? OSCAR GARCIA, IFAD Philippines Room C277	Session 2.1 • We ask others to demonstrate impact: how can we demonstrate the impact of our evaluations? DEBORAH MCWHINNEY, WFP Ethiopia Room C285	Session 3.2 • Making the best use of Theories of Change in Evaluations MICHAEL CARBON, IFAD Iraq Room A235
12.30-14.00	Lunch		
13.15-14.00	Lunch-time seminar • Evaluating Capacity Development: sharing experiences LAVINIA MONFORTE, FAO Iraq Room 2 A235	Professionalization of Evaluation Working Group Meeting – the way forward JACQUELINE FLENTGE (WFP) and SUSANNE MATTSSON (UNFPA) Nigeria Room C215	
14.00-15.30	Session 1.4 • How can we ensure a gender focused evaluation? INGA SNIUKAITE, UNWOMEN Philippines Room C277	Session 2.3 • Cost of evaluations: how to rationalize the use of resources for evaluations? AMÉLIE SOLAL-CÉLIGNY, FAO Ethiopia Room C285	Session 3.4 • ICT for data collection and analysis in evaluations KATINKA KOKE, UNITAR Iraq Room A235
15.30-16.00	Coffee break: video projected (Myanmar FAO Country Programme Evaluation, 20') - Iraq Room A235		
16.00-17.30	Session 1.3 • As evaluation managers, we all face similar challenges: let's share them and learn from them JULIE THOULOZAN, WFP Iraq Room A235	Session 2.4 • Evaluation and hindsight: assessing past interventions against yesterday's standards or today's wisdom and criteria FABRIZIO FELLONI, IFAD Ethiopia Room C285	Session 3.1 • No baseline: how to measure impact? ANNA HENTTINEN, WFP Philippines Room C277
19.00	Self-paid dinner - Osteria Circo - Via dei Cerchi, 79		

Wednesday 9 May			
09.00-10.30	Session 1.2 • Following up on recommendations: what are the successful practices? JULIA ENGELHARDT, WIPO Iraq Room A235	Session 2.6 • Full Disclosure? What evaluators don't write about OLIVIER COSSÉE, FAO Ethiopia Room C285	Session 3.6 • Emerging principles and lessons learned for the development of organizational evaluation policies JO PURI, GCF Philippines Room C277
10.30-11.00	Coffee break: video projected (Niger FAO Country Programme Evaluation, 10') - Iraq Room A235		
11.00-12.30	Session 1.5 • The role of donors in evaluations: how should we involve them and how to manage expectations AMIR PIRIC, UNESCO Ethiopia Room C285	Session 2.2 • In a "post-truth" era, how can we evaluators ensure we adapt and remain heard? ADAN RUIZ VILLALBA, WIPO Philippines Room C277	Session 3.5 • Evaluating policy support VERIDIANA MANSOUR, FAO Iraq Room A235
12.30-14.00	Lunch		
13.15-14.00	Lunch-time seminar • Decentralized Evaluation and National Evaluation Capacity: hands-on experiences from the field ADAN RUIZ VILLALBA, WIPO and ALEXANDRA CHAMBEL, UNFPA Iraq Room 2 A235	Ethics and Code of Conduct Guidance Task Force meeting – the way forward GABY DUFFY, WFP Nigeria Room C215	
14.00-15.30	Session 1.6 • Procuring UN evaluators externally: learning from current practices and suggestions for improvement ANDREW FYFE, UNCDF Iraq Room A235	Session 2.5 • What does independence mean today? JO PURI, GCF Ethiopia Room C285	Session 3.3 • Country Programme Evaluations - methodological challenges DAWIT HABTEMARIAM, WFP Philippines Room C277
15.30-16.00	Coffee break: presentation of the "Unite Evaluation" tool by KATHARINA KAYSER, UNODC - Iraq Room A235		
16.00-17.30	Wrap-up session* - Iraq Room A235		

* these sessions will be webstreamed