UNEG Draft Partnership Strategy

May 10-11, 2018

2018 UNEG Annual General Meeting

FAO, Rome, Italy

Background - Process

- **Surveys** (UNEG Heads, current and potential partners).
  - o Perceived benefits.
  - o Type of partners.
  - o Challenges associated with existing partnerships.

- **Desk review** (UNEG documents, other relevant UN agency documents and literature on partnership).

- **Interviews** – 12 (selected SO4 working group members, current and past UNEG Chairs, selected current partners).

Background - Process

Familiarity with Partners/Partnership Modalities
that UNEG has Engaged in (UNEG Heads)

Yes
39.1%

Not fully
60.9%

N = 23
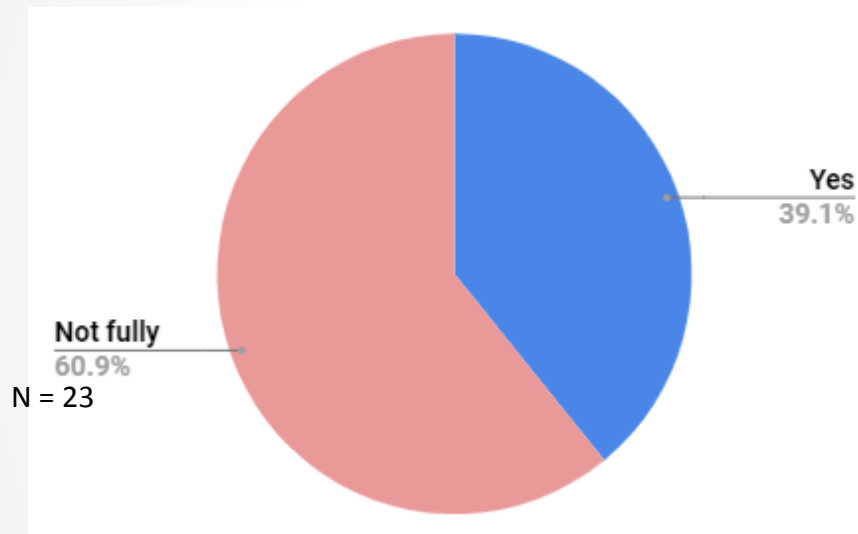
Indicate Partners
(familiar with)

8/30 responded

- IOCE (EvalPartners/ EVALSDGs) – 6
- ALNAP - 4
- ECG -2
- OECD/DAC -1

- *IDEAS -2*
- *VOPEs -1*
- *3ie - 1*

Source: Results from UNEG Heads Survey

Background - Process

No.	Perceived Benefits by UNEG Heads
1	➤ Learning and knowledge sharing
2	➤ Promotion of/use of UNEG Norms and Standards ➤ More engagement with organizations outside the UN
3	➤ Access to additional resources ➤ Opportunities to engage in partnerships for joint evaluations of SDGs
4	➤ Greater visibility
5	➤ Conducting joint evaluation capacity development (ECD) activities

Source: Results from UNEG Heads Survey

Purpose and Objective

PURPOSE

- The main purpose of this strategy is to foster external partnerships contributing to the achievement of the UNEG's objectives, mission, and vision with greater impact.

OBJECTIVE

- The objective of the strategy is to guide UNEG to select prioritize, establish and successfully manage partnership to achieve shared goals in the world of evaluation.

Forms of Partnerships

- **Collaborations** (e.g., ECG, ALNAP).
  - No shared governance, resources or programs.
  - Sharing of knowledge and information.

- **Cost-sharing alliances** (e.g., funding for UNEG activities in ECD or normative work or development of guidance documents).
  - Each partner brings certain resources.

- **Strategic alliances** (e.g., peer reviews, joint research on methodologies, meta evaluations on one or more SDG(s).
  - Shared decision-making power.
  - Joint programming/initiatives.

Type of Partners

- Umbrella organizations (e.g., OECD/DAC, IOCE, ECG).

- Network coalitions (e.g., ALNAP, EvalPartners, EVALSDGs, Global Parliamentarians Forum for Evaluation).

- Regional or international evaluation associations (e.g., EES, AfrEA, AEA, CES, AES, UKES, IDEAs).

- Academia (Universities)/Research Institutions/Global think tanks.

- Inter-governmental and other international organizations (e.g., Green Climate Fund, Council of Europe).

- Global or regional training institutions (e.g., IPDET, CLEAR).

- Governments.

- Foundations.

- Private Sector (e.g., impact investment community).

Criteria to be Considered in Identifying Partners

- Partnerships should be strategic.
  - Partnerships should directly contribute to the SOs and/or strategic focus areas identified by UNEG (including the purpose of partnerships).

- The partner is a network or an institution involved in one or more of the following:
  - Conducting/managing evaluations;
  - Promotes innovative evaluation thinking and approaches; and
  - Contributing (or potentially contributing) to furthering:
    - Evaluation culture;
    - Evaluation capacity development,
    - Utilization (use) of evaluation; and
    - Professionalization of evaluation.

Criteria to be Considered in Identifying Partners

- The partner is a recognized institution (external to UN system). This includes satisfactory assessment of the institution on:
  - o Governance and control (e.g., governance, internal control, ethics);
  - o Ability to deliver (past performance, staff capacity and capability and programme management);
  - o Financial stability (e.g., financial viability/sustainability, financial management and value for money); and
  - o Monitoring (policies and procedures).
- The partnership with the institution/network satisfies the following principles:
  - o UNEG's independence, impartiality, credibility, and integrity.
  - o Ensure no unfair advantage is awarded to the partner.
  - o Transparency.

Criteria to be Considered in Identifying Partners

- There is a senior-level commitment for the partnership.
  - There is a mutual will to pursue a common goal (indicated by willingness to share/contribute resources and commitment of senior management).
  - There is a top-level commitment (in the partner organization) for the use of evaluation, building evaluation culture and professionalization of evaluation within the organization first and then globally/regionally.

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

Governance - Why

- Clear decision-making mechanism and governance structure within UNEG on partnerships.

- All UNEG members are aware of partnerships entered into by UNEG and the purpose of the partnership.

- Inclusiveness

- Transparency

- Accountability

Governance - How

- Establish a "Partnership Committee (PC)."
- Identify partners.
  - By UNEG members/SO working groups.
  - By the PC.
- Vet identified/existing partners.
- Prepare an engagement plan.
  - Identify the lead contact/champion for the partnership (in UNEG and the partner).
- Review and consensus on the engagement plan.
- Partnership documentation.
- Monitor, evaluate and report.

Comments/Discussions

Potential Purpose/Activities and Partners

Strategic Objective (SO)	Examples of Possible Activities/Outputs†	Potential Partners	Partner with
1 **(adherence to norms and standards and strengthened evaluation capacities)**	Joint evaluations and joint capacity development programmes	Governments, civil society foundations, academia/research institutions	UNEG members
	Exchange of knowledge and good practice in evaluation (e.g., COP, EPE, etc.)	Umbrella organizations and networks (ALNAP, ECG, IOCE, OECD/DAC), Academia (learning partner), global think tanks, civil society	UNEG/UNEG members
	Peer reviews	OECD/DAC, Governments‡	UNEG
	Foster professionalization of evaluation	Umbrella organizations and networks, International/regional evaluation societies (EES, AfrEA, AEA, UKES, CES, AES)††, governments, foundations, academia, private sector	UNEG, UNEG members

† Compiled from UNEG Strategy 2014-2019 and UNEG Detailed program of work 2017-2018

‡ OECD/Donor countries and developing countries

†† AEA – American Evaluation Association; AES- Australasian Evaluation Society; AfrEA – African Evaluation Association; CES – Canadian Evaluation Society; EES – European Evaluation Society; UKES – The UK Evaluation Society

Potential Purpose/Activities and Partners

Strategic Objective (SO)	Examples of Possible Activities/Outputs†	Potential Partners	Partner with
2 **(use of evaluation)**	Support the use of evaluation in programme design, planning, oversight, and management	Governments, civil society, private sector	UNEG members
	Support the use of evaluation results for learning through improved knowledge management	Governments, umbrella organizations, and networks (ALNAP, ECG, OECD/DAC), civil society academia, private sector	UNEG members/UNEG

† Compiled from UNEG Strategy 2014-2019 and UNEG Detailed program of work 2017-2018

Potential Purpose/Activities and Partners

Strategic Objective (SO)	Examples of Possible Activities/Outputs†	Potential Partners	Partner with
3 **(evaluation contributes to evidence-based policy and programs)**	Support engagement in SDG evaluations	Governments, civil society, private sector, global think tanks (3ie, ODI)	UNEG, UNEG members
	Provide technical and methodological advice on UN-wide policy initiatives (QCPR, SWAP, system-wide evaluation, DAO, IASC, and UNDAF)	Governments	UNEG, UNEG members
	Technical knowledge of humanitarian evaluations developed and shared	ALNAP, academia/global think tanks	UNEG, UNEG member
	Applying principles of culturally responsive evaluation in evaluation practice	Governments, umbrella organizations, and networks (OECD/DAC, ECG, ALNAP)	UNEG, UNEG members

† Compiled from UNEG Strategy 2014-2019 and UNEG Detailed program of work 2017-2018

3ie (International Initiative for Impact Evaluation); ODI(Overseas Development Institute)