United Nations Evaluation Group

Norms and Standards for Evaluation
UNEG Mission

• UNEG is a unique interagency professional network in the UN system that aims to advance the effectiveness, efficiency, impact and sustainability of the UN system’s work by promoting and strengthening evaluation.

• UNEG’s mission is to:
  – promote the independence, credibility and usefulness of the evaluation function and evaluation across the UN system;
  – advocate for the importance of evaluation for learning, decision-making and accountability;
  – support the evaluation community in the UN system and beyond
UNEG Membership:
47 members and 3 observers

- Funds & programmes: ITC UNCDF UNICEF UNCTAD UNHCR UNDP
  UN-Women UNEP UN-Habitat UNODC UNFPA UNRWA UNV WFP (14)
- Specialized agencies: FAO ICAO IFAD ILO IMO UNESCO UNIDO
  WHO WIPO WMO (10)
- Related, associated and other organizations: CTBTO IAEA OPCW
  WTO IOM UNAIDS (6)
- Regional commissions: UNESCAP UNESCWA UNECA UNECE
  UNECLAC (5)
- Departments & offices: OCHA OHCHR OIOS DPI DPKO UNDESA
  PBSO DGACM (UNDSS (to be approved)) (8)
- Research and training institutes: UNICRI, UNITAR (2)
- Others: GEF PAHO (2)

- Observers: JIU SDG-F World Bank
- Institutional Partners: DAC Evalnet, ECG, IOCE, WSSCC
UNEG strategic objectives (SO)

- SO1: a stronger evaluation function
- SO2: strengthening use
- SO3: System-wide evaluations
- SO4: UNEG co-leading global evaluation partnership
Evaluation received increased prominence within the 2030 Agenda
92 events of the EvalYear

Events organised:
- by Evaluation Associations (VOPEs)
- by UN Agencies
- by Governments
- by Parliamentarian Forum
- by Multilateral Banks
- by Universities
- by Think Tanks

UNEGER United Nations Evaluation Group
Global Evaluation Agenda 2016-2020 launched
2016 Workplan implemented thanks to strong engagement

• 90% activities being implemented

• 38 Agencies and 188 members engaged in implementing UNEG workplan
UNEG Updated Norms and Standards

- N&S impact so far
- Why N&S have been updated
- What are the key enhancements
- Overview of 2016 Norms and Standards
N&S impact so far

• It has been used successfully to strengthen and harmonize evaluation practice and has served as a key reference for evaluators around the world.

• 2005 *Norms and Standards for Evaluation* has served as a landmark document for the United Nations and beyond.
  – At least 33 UNEG member agencies’ evaluation policies/guidelines make reference to it
  – Numbers of downloads of 2005 *Norms and Standards* are both about 80,000 (as of July 2016)
Why N&S have been updated

The last decade has witnessed many changes in global, regional and national contexts, and in the practice of evaluation.

- The first-ever International Year of Evaluation.
- The adoption of the new 2030 Agenda for Sustainable Development and the Sustainable Development Goals
Why N&S have been updated

• This evolving context and the increasing demands for accountability and national ownership in evaluation require an updated *Norms and Standards* document in order to guide and further strengthen evaluation practices.
Adoption of the updated N&S

• UNEG working group and drafting group led the process - 2015/16
  – extensive consultation process,
  – several studies and surveys, and
  – participatory workshops

• Updated Norms and Standards were discussed and unanimously adopted at the 2016 UNEG Annual General Meeting in Geneva in April 2016
What are the key enhancements

- The 2016 *Norms and Standards* better reflect the strategic changes happened in the last 10 years
- Now consolidated into one document, norms and standards are interrelated and mutually reinforcing, reflecting the evolving context.
2016 Norms and Standards

• The ten general norms should be upheld in the conduct of any evaluation.

• The updated UNEG N&S includes 4 new Norms:
  a) Internationally agreed principles, goals and targets;
  b) Human rights and gender equality;
  c) National evaluation capacities, and
  d) Professionalism, with a stronger emphasis on the utility and use of evaluation.
New Norms

Norm 1: Internationally agreed principles, goals and targets

Within the United Nations system, it is the responsibility of evaluation managers and evaluators to uphold and promote, in their evaluation practice, the principles and values to which the United Nations is committed. In particular, they should respect, promote and contribute to the goals and targets set out in the 2030 Agenda for Sustainable Development.
Norm 8: Human rights and gender equality
The universally recognized values and principles of human rights and gender equality need to be integrated into all stages of an evaluation. It is the responsibility of evaluators and evaluation managers to ensure that these values are respected, addressed and promoted, underpinning the commitment to the principle of ‘no-one left behind’.
Norm 9: National evaluation capacities

The effective use of evaluation can make valuable contributions to accountability and learning and thereby justify actions to strengthen national evaluation capacities. In line with the General Assembly resolution A/RES/69/237 on building capacity for the evaluation of development activities at the country level, national evaluation capacities should be supported upon the request of Member States.
New Norms

Norm 10: Professionalism

Evaluations should be conducted with professionalism and integrity. Professionalism should contribute towards the credibility of evaluators, evaluation managers and evaluation heads, as well as the evaluation function. Key aspects include access to knowledge; education and training; adherence to ethics and to these norms and standards; utilization of evaluation competencies; and recognition of knowledge, skills and experience. This should be supported by an enabling environment, institutional structures and adequate resources.
2016 Norms and Standards

• The four institutional norms should be reflected in the management and governance of evaluation functions.

• The associated standards support the implementation of these normative principles.
Norms For evaluation

General Norms for Evaluation

• Norm 1: Internationally agreed principles, goals and targets
• Norm 2: Utility
• Norm 3: Credibility
• Norm 4: Independence
• Norm 5: Impartiality
• Norm 6: Ethics
• Norm 7: Transparency
• Norm 8: Human rights and gender equality
• Norm 9: National evaluation capacities
• Norm 10: Professionalism
Norms For evaluation

Institutional Norms for Evaluation in the United Nations System

• Norm 11: Enabling environment
• Norm 12: Evaluation policy
• Norm 13: Responsibility for the evaluation function
• Norm 14: Evaluation use and follow-up
Standards for evaluation

Standards 1: Institutional Framework
Standard 1.1: Institutional framework for evaluation
Standard 1.2: Evaluation policy
Standard 1.3: Evaluation plan and reporting
Standard 1.4: Management response and follow up
Standard 1.5: Disclosure policy

Standards 2: Management of the Evaluation Function
Standard 2.1: Head of evaluation
Standard 2.2: Evaluation guidelines
Standard 2.3: Responsiveness of the evaluation function

Standards 3: Evaluation Competencies
3.1 Competencies
3.2 Ethics
Standards for evaluation

Standards 4: Conduct of Evaluations
Standard 4.1: Timeliness and intentionality
Standard 4.2 Evaluability assessment
Standard 4.3 Terms of reference
Standard 4.4 Evaluation scope and objectives
Standard 4.5 Methodology
Standard 4.6 Stakeholder engagement and reference groups
Standard 4.7 Human rights-based approach and gender mainstreaming strategy
Standard 4.8 Selection and composition of evaluation teams
Standard 4.9 Evaluation report and products
Standard 4.10 Recommendations
Standard 4.11 Communication and dissemination

Standards 5. Quality
Standard 5.1 Quality assurance system
Standard 5.2 Quality control of the evaluation design
Standard 5.3 Quality control at the final stage of evaluation
2016 Norms and Standards

• The 2016 *Norms and Standards* will serve as the framework for the UNEG evaluation competencies, peer reviews and benchmarking initiatives.

• The 2016 UNEG *Norms and Standards* will be subject to periodic review and updating by UNEG members.
Q&A