



UNEG

United Nations Evaluation Group

UNEG Strategy 2014-2019

Detailed program of work for the period 2017-2018

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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 2017-2018 (from 2017 Annual General Meeting to 2018 Annual General Meeting), which reflects the collective effort of UNEG membership to respond to the UNEG Strategy 2014-19.

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 and the Midterm Review of the 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 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.

At 2017 AGM, UNEG approved the Terms of Reference of the Midterm Review (MTR) of the Strategy. The purpose of the MTR is "to explore whether UNEG is doing the right things, and things right, particularly given the Agenda 2030 / Sustainable Development Goals (SDGs). Results of the review are expected to help UNEG identify what adjustments would be needed to the current strategy and inform the design of the next UNEG strategy 2020-2025." ([click to view MTR Terms of Reference](#))

A Senior Evaluator Mr. Wayne MacDonald has been selected to conduct the MTR. He reports to a Management Group, which oversees the assessment process and ensure the finalization

and proper implementation of the TOR ([see ToR of the Management Group](#)). The inception report was drafted in December 2017 and the final MTR report will be finalized and presented at the May 2018 AGM.

Management Group members:

<p>Geneva:</p> <ul style="list-style-type: none"> • Miguel Jiménez Pont (ITC), Chair • Marco Zanin, Sylta Georgiadis (OHCHR) 	<p>Vienna</p> <ul style="list-style-type: none"> • Javier Guarnizo (UNIDO) • Katharina Kayser (UNODC) 	<p>New York</p> <ul style="list-style-type: none"> • Janet Wieser (DPI) • Mathew Varghese (UNICEF)
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Review of the period 2014-17

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 three years (from 2014 AGM to 2017 AGM), included the following¹:

- 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);
- Working papers on use of evaluation, stakeholder engagement, evaluations in the SDG era, humanitarian evaluations, FAQ to support reporting on the UN-SWAP evaluation performance indicator, etc. published;
- Partnerships with the international evaluation communities on evaluation products and initiatives;
- Clear expression of deliverables for each of the strategic objective areas;
- Broader participation by agencies through members who were active on a wide range of UNEG priorities, allowing for cross fertilization and sharing of ideas;

¹ The UNEG work plan 2014-2015, 2015-2016, 2016-2017 are available on the UNEG website.

- Responding to the challenges expressed in the Annual General Meetings.

Period 2017 AGM -2018 AGM

Some of the key activities planned under each objective include the following:

Strategic Objective 1:

- Conduct a demand survey for Peer Reviews and other assessment/evaluation modalities and prepare a review of implementation of management responses for peer reviews
- Pilot professionalization projects using Evaluation Competency Framework (ECF), explore collaboration opportunities with UNSSC and UNITAR, and strengthen partnerships to foster professionalization of evaluation
- Advance in conceptualization on how decentralized evaluation can contribute to inform United Nations reform, with a particular focus on Agenda 2030
- Prepare to update the UNEG ethical guidelines and code of conduct in light of the 2016 Norms and Standards

Strategic Objective 2:

- Finalize and disseminate guidance/principles for stakeholder engagement in evaluation and a checklist for quality recommendations and continue to work on knowledge management focusing on use of evaluation

Strategic Objective 3:

- Continue to advocate the importance of evaluation and building evaluation capacities
- Continue work to set out UNEG's role and contribution to the follow-up and review of progress towards the SDGs
- Continue to support the efforts of members in the areas of gender equality and human rights, including revision of UN-SWAP EPI Technical Note
- Continue to support the efforts of members in the areas humanitarian evaluation, including seeking feedback on specific tools and analytical approaches developed to improve the prominence given to Humanitarian Principles (HP) in evaluation
- Develop culturally responsive criteria for evaluations

Strategic Objective 4:

- Take stock and identify expectations and demands for partnership within UNEG and with existing and potential partners
- Build up a common UNEG partnership strategy
- Continue to engage with partners as needed

Members and Summary of Expected Costs 2017-2018

Currently, 147 colleagues from 32 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. According to UNDP ATLAS finance report, the resource balance of

² Based on the Strategic Objective members list as of February 2018. The figures reflect duplicate headcounts, as some participate in multiple groups.

UNEG is USD 814,367 as of 12 February 2018, including committed amount of about \$100,000³, and approximately USD 208,000 through two one-time contributions (about \$130,000 for system-wide evaluation initiative & the UN World Data Forum from UNDP and about \$78,000 for gender equality activities from UN Women).

Table 1. Summary of Expected Costs 2017-2018 (as of Feb 2018)⁴

Strategic Objective	Areas of Planned Activities '15-'16	Total Expected costs	Expected source of funds			Funding gap as of Feb'18
			UNEG Fund	Member Agency Contribution	Partner Contribution	
1	1) Ethics and Code of conduct Guidance	TBD	TBD			
	2) Peer Review	80,000 ⁵	30,000	50,000 (UNFPA)		0
	3) Professionalization	29,000	29,000			0
	4) Decentralized evaluation	0	0			0
Subtotal		109,000	59,000	50,000		0
	1) Finalize and disseminate guidance/principles for stakeholder engagement in evaluation	0	0			0
	2) Finalize and disseminate a checklist for quality recommendations	0	0			
	2) Knowledge management	0	0			
Subtotal		0	0			
3	1) SDGs	TBD	TBD			
	2) Gender and Human Rights					0
	3) HEIG					0
	4) ISWE					
	5) Culture and Evaluation	15,000	15,000			0
Subtotal		15,000	15,000			0
4	Partnership demands & expectations; Partnership Strategy	20,000	20,000			0
Subtotal		20,000	20,000			0
Secretariat	Website and email list servers/ maintenance	28,000	28,000			0
	2018 Evaluation Week	50,000	50,000			0
	Travel costs	25,000	25,000			0
	1 full-time prog. assistant	80,000	80,000			0
	Mid-Term Review	80,000	80,000			
	Other costs and Miscellaneous	8,500	8,500			0
Subtotal		271,500	271,500			0
Total		415,500	365,500			0

³ Committed amount refers to items of which purchase orders have been raised.

⁴ See Section 2 for a detailed breakdown of activities and resource plans under each Strategic Objective. The amount does not include the 8% General Management Service (GMS) charge.

⁵ The amount does not include cash or in-kind contributions from panel members' agencies or agencies being peer reviewed.

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 2016-2017 (between AGMs), a detailed work plan for 2017-2018 (between AGMs) 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 and issues. 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 of guidance 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.

Modalities

Under the leadership of the UNEG Vice-chair, three (3) sub-groups will continue with their work programme⁶. 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 Review
- 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.

Written progress reports, as per approved work-plan, shall be shared with UNEG membership. The focus during 2017-2018 will be on sharing good practice to strengthen engagement among UNEG members.

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

⁶ The Norms and Standards sub-group has achieved its objectives and was therefore concluded by the end of the 2015-2016 biennium.

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 2016-2017

2016 AGM endorsed the [updated Norms and Standards](#). Consequently, the publication was finalized and published in June 2016. Copies of the English version of the publication and translations of the other five UN working languages (Arabic, Chinese, French, Russian, and Spanish) were printed and made available online. The publication was distributed to UNEG members, UNRCs, Member States, OECD-DAC EvalNet members, multilateral banks and other key stakeholders. A briefing with member states in New York and a [webinar](#) targeting the global evaluation community were organized in 2016.

The **Professionalisation sub-group** finalized the [Evaluation Competency Framework \(ECF\)](#). Copies of the ECF were printed and distributed to UNEG members, country offices, member states, and evaluation networks. Leaflet on Evaluation Competency Framework as well as an easy-to-use tool for ECF were developed and designed. A [webinar](#) was organized in December 2016. The Convenors also participated in different international settings introducing the updated ECF (i.e. the European Evaluation Society Conference, UN System Staff College week-long training on monitoring and evaluation, etc.). Six pilots that aim to implement the Evaluation Competency Framework in five UN organizations (UNFPA, ILO, WFP, ICAO, UN Women) were assessed and launched in order to exchange experiences and lessons learned. Some of the results were presented at the AGM 2017.

Peer Review sub-group: Three peer reviews 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), were completed. Previously, four UNEG member agencies requested peer reviews in 2016 and 2017. They 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). As of August 2017, UNICEF peer review panel was completed and a management response provided. WHO peer review was cancelled with the organization assessing the function as part of a broader corporate evaluation; the UNFPA peer review was postponed until October 2017 and an External Strategic Review initiated instead of a Peer Review; and the ICAO peer was put on hold due to staff turnover of both members of the function.

The **Decentralized Evaluation Interest Group** members continued to share their experience on decentralized evaluations to group members (UN Women, UNICEF, UNODC, ILO and UNDP presented their experiences on decentralized evaluation in 2016-2017) and populating the repository of information created in the google shared drive in decentralization. An exploratory study of the decentralized evaluation functions across UNEG agencies has been conducted.

3. Plans for 2017-2018

The SO1 proposed priorities for 2017-19 would be to update the **UNEG ethical guidelines and code of conduct** in light of the 2016 Norms and Standards to be undertaken by a new timebound task team. The exact timeframe for this work will be dependent on capacity and commitment of task team members.

In addition to complete peer reviews and other assessments, the **Peer Review sub-group** will update peer review guidance, including the guidance on small peer reviews and typology of UNEG assessments of evaluation functions and conduct a demand survey for Peer Reviews and other assessment/evaluation modalities and prepare a review of implementation of management responses for peer reviews.

The **Professionalisation of Evaluation sub-group** will focus on three work streams: 1) Lessons learnt from piloting professionalization projects using Evaluation Competency Framework (ECF) and by exchanging good practices in discussion fora; 2) Support Initiatives for practical Capacity Strengthening on Evaluation, including exploring collaboration opportunities with UNSSC and UNITAR; 3) Strengthen partnerships to foster professionalization of evaluation.

Decentralized Evaluation Interest Group aims to advance in conceptualization on how decentralized evaluation can contribute to inform United Nations reform, with a particular focus on Agenda 2030. It will continue exchanging information through presentations and discussions focused on the results of the exploratory study of the decentralized evaluation functions and populating the repository of information.

SO1: Table of outcomes, outputs, activities and resource plan, 2017-2018

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									
Outcome 1.1 UN evaluations meet UNEG Norms and Standards	Output (a) Ethics and Code of Conduct Guidance TF	Activity (i): Update UNEG ethical guidelines and code of conduct Activity (ii): Convene TT meeting at UNEG Evalweek 201	Ethics Task Team	TT Co-conveners and task team members plus consultant input as required	None	TBD	TBD	TBD	TBD
Outcome 1.2: Peer Reviews improve quality of evaluation function in the UN	Output (a): Peer reviews of evaluation functions are conducted; peer review guidance is updated; peer review management responses are reviewed.	Activity (i): Conduct of UNEG professional peer reviews and other assessments of evaluation functions UNICEF	Peer Review sub-group		Evalnet Norway	August complete			

		Strategic External Review (pilot) UNFPA		Co-convener / UNEP	None	Oct -Jan	\$50k UNFPA	none	none
		Activity (ii) Administer a demand survey for peer reviews (and explore the associated supply for peer review panel members)	Peer Review sub-group	WG Co-conveners and Members	None	November - January	none	none	none
		Activity (iii): Document the various approaches to reviews and evaluations of Evaluation Functions	Peer Review sub-group	WG Co-conveners and Members UNDP lead and private consultant	None	November - March	\$15K	UNEG fund	\$15K
		Activity (iv) Update peer review guidance, including the guidance on small peer reviews and typology of UNEG assessments of evaluation functions	Peer Review sub-group	WG Co-conveners and Members	None	On hold will follow on from demand survey and modality review	none	none	none
		Activity (v) Conduct a review of implementation of management responses for peer reviews	Peer Review sub-group	WG Co-conveners and private consultant	None	Jan - March	\$15K	UNEG fund	\$15K

Outcome 1.3 Strengthened strategic, technical, and managerial skills of UN evaluators	Work stream 1) Lessons learnt from piloting professionalization projects using Evaluation Competency Framework (ECF) and by exchanging good practices in discussion fora Output (a): Good practices and lessons learnt identified and reported to AGM 2018 Output (b): Dissemination and sharing of the ECF continued	Activity (i): Commission a consultancy to review the Working Group's piloting of the Evaluation Competency Framework undertaken. • Develop TOR • Compile library • Recruit consultant • Review and finalize report + ppt Activity (ii) Present the review of the piloting exercises at UNEG's Evalweek 2018 Activity (iii): Marketing the UNEG ECF through interactive presentations and discussions within UNEG and beyond.		WG Co-conveners and private consultant		November 17- January- 18	USD 11,000	UNEG fund	
				Co-conveners and WG members		May 2018			
				Co-conveners, and WG members		November 17 - May 18			

	<p>Work stream 2) Support Initiatives for practical Capacity Strengthening on Evaluation among UN staff and beyond</p> <p>Output (c): UNEG N&S and the ECF presented and discussed at the UNSSC training 2017</p> <p>Output (d): Options for future collaboration between UNEG and UNSSC explored</p> <p>Output (e) Opportunities to support the dissemination of UNITAR's evaluation training for managers explored</p>	<p>Activity (iv): Support UN Staff College (UNSSC) in their delivery of training modules related to UNEG's mandate and the ECF</p> <p>Activity (v): Explore the opportunities for UNEG to provide support to UNSSC's efforts to develop a training focusing on evaluation for the agenda 2030</p> <p>Activity(vi) Support the dissemination of UNITAR's evaluation training</p>		<p>Vice Chair and WG Co-conveners</p> <p>Vice Chair and Co-conveners</p> <p>Co-conveners and WG members</p>			<p>WG budget USD 5,000</p>	UNEG fund	
	<p>Workstream 3) Strengthen partnerships to foster professionalization of evaluation</p> <p>Output (f): Experiences exchanged on professionalization of evaluation initiatives</p>	<p>Activity (vii): Reach out to colleagues of international evaluation societies and VOPE;s (EES; AEA; UK; Canada) to strengthen network.</p>		Co-conveners and WG members			<p>USD 13,000</p>	UNEG fund	

	Output (g): Professionalisation agenda promoted at strategic events where UNEG has participated	Activity (viii) Organise and facilitate a round table discussion to exchange experiences on evaluation professionalization initiatives Activity (viii): Proactively engage and identify opportunities to promote the professionalisation agenda, among UNEG members and externally (through liaising with other UNEG WGs and through participating in relevant conferences and discussion forums)		Co-conveners, WG members, other UN stakeholders and VOPE's Co-conveners and WG members					
Outcome 1.4 Decentralized Evaluation Interest Group: Advance in conceptualization on how decentralized evaluation can	Output (a): Exchange of information through presentations and discussions focused on the results of the exploratory study	Activity (i): UNODC / WIPO/ UNFPA presentation focus on NECD	Decentralized Evaluation Interest Group	WIPO UNODC UNFPA	N/A	December 2017	N/A	N/A	N/A
		Activity (i): UNHCR ?	Decentralized Evaluation Interest Group	UNHCR	N/A	TBC	N/A	N/A	N/A

contribute to inform United Nations reform, with a particular focus on Agenda 2030		Activity (ii): WFP presentation: New decentralized evaluation function (2 years of implementation)	Decentralized Evaluation Interest Group	WFP	N/A	Feb 2018	N/A		
		Activity (iii): UNDP /UNWOMEN /ILO Presentation focus on independence Vs Utility including and reporting lines	Decentralized Evaluation Interest Group	UNDP/ UN WOMEN /ILO	N/A	March 2018	N/A	N/A	N/A
		Activity (v): ILO Capacity building of M&E staff	Decentralized Evaluation Interest Group	ILO	NA	April 2018	N/A	N/A	N/A
		Activity (ii): UNFPA Presentation focus on the Review of the Policy	Decentralized Evaluation Interest Group	UNFPA	N/A	June 2018	N/A	N/A	N/A
	Output (b): Continue populating the repository of information created in the google shared drive in decentralization by members the group	Activity (i): Share documents, templates, presentations, papers and other relevant documents, update the DEIG survey.	Decentralized Evaluation Interest Group	All members	N/A	Nov-April 2018	N/A	N/A	N/A
	Output (c): Organize a session on DEIG EPE 2018	Activity (i): Decide content and focus of the activity	Decentralized Evaluation Interest Group	All members	N/A	Nov 2017 Jan 2018	N/A	All members	N/A
		Activity (ii): Make arrangements	Decentralized Evaluation Interest Group	TBD	N/A	Jan- 2018	N/A	All members	N/A

		with UNEG Secretariat							
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Strategic Objective 2: UN entities and partners use evaluation in support of accountability and programme learning

1. Architecture of the Strategic Objective

Vision statement:

1. The use of evaluations to enhance projects and programmes deliverables, and to provide accountability and learning can still be improved significantly in the United Nations System. Evaluations should make relevant and timely contributions to organizational learning, informed decision-making and accountability for results.

Existing opportunities:

2. Over the past years, the work on this strategic objective has contributed to a 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.

3. The work programmer for the SO2 has been organized accordingly to allow for a systematic approach to enhance the use of evaluation among UNEG members. UNEG 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:

4. The work will be conducted by three (3) 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.

5. 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:

6. Group members will have sufficient time and support from their respective offices to engage meaningfully in the group. The Group will meet during the year to assess progress made by the subgroups and prepare a collective presence during the next UNEG AGM.

2. Progress made in 2016-2017

7. The main objectives of the group in 2016-2017 were to engage UN evaluators and users and have forward looking discussions to further promote use of these messages to change behavior, especially among evaluators, to enhance evaluation use.
8. The sub-groups have produced draft documents of their respective areas of work that were presented to the UNEG Annual General Meeting in May 2017 that took place in Vienna.
9. The following draft documents were produced:
 - 1) [Guidance/principles for stakeholder engagement in evaluation](#);
 - 2) Checklist for quality recommendations; and
 - 3) Study on governance and use of evaluation.
10. The sub-group on Knowledge Management prepared a series of webinars that enhanced the dissemination and use of evaluations through mass dissemination. Seven webinars were organized on the topic of use of evaluation since 2016:
 - 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](#).
 - 18 October 2016, UN Women and UNFPA, [UNEG updated norms and standards for evaluation](#).
 - 15 November 2016, IFAD, [How IFAD promotes learning among development](#).
 - 25 October 2017, IFAD, [What works for gender equality and women's empowerment – a conceptual framework for evaluating transformational change](#).

3. Plans for 2017-2018

11. For the period 2017–2018 the working group will focus on finalizing the products and documents oriented to enhance the use of evaluations. Three different work streams are planned during this period:
 - 1) Finalize and disseminate guidance/principles for stakeholder engagement in evaluation
 - 2) Finalize and disseminate a checklist for quality recommendations
 - 3) Sub-group on knowledge management focused on better use of evaluations:
 - Webinars on good practices and the deliverables of the sub-groups.
 - Message of the month.
 - Interviews with evaluators.
 - Other.

SO2: Table of outcomes, outputs, activities and resource plan, 2017-2018

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									
Outcome 2.1 Evaluations are used for strategic decision making and organizational learning <u>Process indicator:</u> Three documents produced by April 2018 <u>Overall indicator:</u> Extent to which evaluations are used for strategic decision-making and organizational learning	Output : Reach out and advocate for better use of evaluation	Activity (i): Finalize and disseminate guidance/principles for stakeholder engagement in evaluation	Working group	FAO (convener); IFAD, ILO, OIOS, WFP	All UNEG members	Jul – Dec 2017	UNEG members time	None	
		Activity (ii): Finalize and disseminate a checklist for quality recommendations	Working group	WFP (convener) ESCWA, IAEA, OCHA, UNFPA, UNICEF, UNITAR	All UNEG members	Jul – Dec 2017	UNEG members time	UNEG None	
		Activity (iii): Sub-group on knowledge management focused on better use of evaluations: Provide accessible information to <ul style="list-style-type: none"> - 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 2017 – Apr 2018	UNEG members time	None	

Strategic Objective 3: Evaluation informs UN system-wide initiatives and emerging demands

1. *Architecture of the Strategic Objective*

Vision Statement

UNEG external orientation is enhanced and the evaluation function and recommendations are fully integrated and used in the policy formulation processes related to the 2030 development agenda as a result of UNEG targeted advocacy among member States and senior policy makers in the UN. Enhanced demand for system-level evaluation becomes a critical input that helps guide on-going reform efforts.

Existing Opportunities

UNEG conducted intensive advocacy work in 2014 and 2015 to support 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 2016, UNEG published a working paper "[Evaluation in the SDG era: lessons, challenges and opportunities for UNEG](#)". In the context of the debate of the UN system-wide governance and management reforms, UNEG has been engaged in discussions on the role of evaluation and UNEG in the UN system. The release in December of the report of the Secretary General on *Repositioning the United Nations development system to deliver on the 2030 Agenda* should enrich the debate on what UNEG can offer from the evaluation perspective to support the UN reform.

UN member states have started to review their development agenda to align it with the 2030 Agenda and the SDGs, but measuring and evaluating progress remains a major challenge for most. There is an increasing need for evaluation advice and development of evaluation capacities to comply with the follow up and review mechanism. If required by UN member States, UNEG members can support efforts in this area.

UNEG has published in the past a Resource Pack to support joint evaluation work; a FAQ on UNDAF evaluations; and a 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. More tools and guidance on evaluating the SDGs might provide clarity on methods and approaches as well as help in the assessment of sustainable development initiatives.

Modalities

Under the leadership of the UNEG Vice-Chair, several sub-groups were established to deal with some cross-cutting issues, 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

In the context of the UN system-wide governance and management reforms, UNEG Chair, SO3 Vice Chair and the Executive Coordinator have been working closely in this regard.

2. Progress made in 2016-2017

The **Culture and Evaluation Interest Group** was established in 2016 and seeks to reflect the importance of ensuring culturally sensitive evaluations in particular within the context of the 2030 Agenda. During the past year, the group commissioned a discussion paper on culturally responsive evaluations in and outside the UN system. Representatives from the group also made presentations at the European Evaluation Society Conference in September 2016 and at the UNEG Evaluation Practice Exchange 2017.

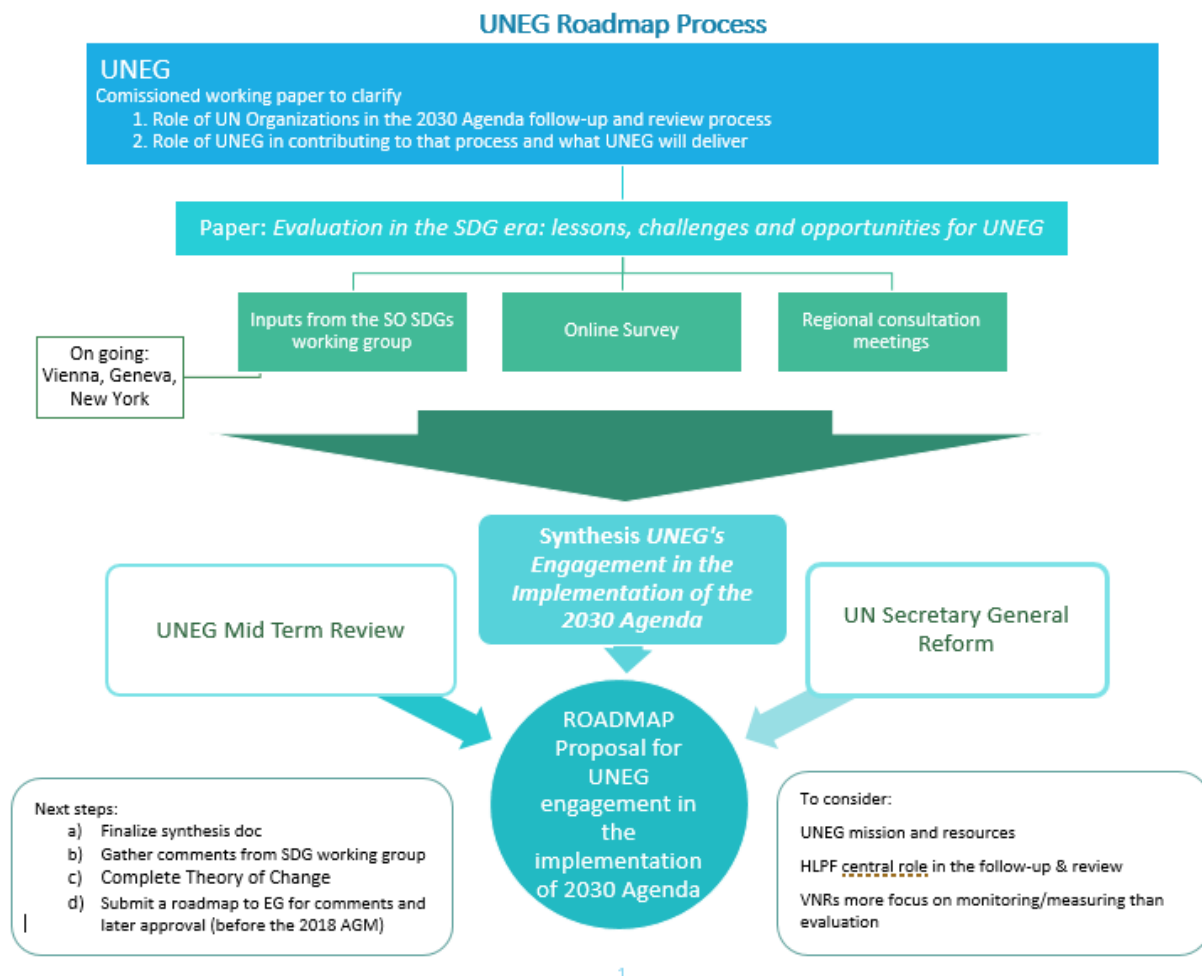
In the past year, the **Gender Equality and Human Rights** working group produced 5 key products: (i) Independent Review of UN-SWAP Evaluation Performance Indicator (EPI) Reporting; (ii) UN-SWAP EPI 2016 Reporting Cycle Results; (iii) UN-SWAP EPI Peer Learning Exchange Lessons learned; (iv) Good practices for Integrating Gender Equality and Human Rights in Evaluation; and (v) Guidance on Evaluating Institutional Gender Mainstreaming. The group also revised the UN-SWAP EPI and organized a regional event in collaboration with UNEDAP.

The independent review of UN-SWAP EPI reporting looked at 46 reports from 23 reporting entities and found significant discrepancies between review ratings included in the original scorecard and the independent assessment with 81 per cent of those originally rated as “exceeding requirements” re-classified as “meets”, “approaches” or “misses”.

The **Humanitarian Evaluation Interest Group** was established after the 2015 AGM. The work of the group focused on two issues: humanitarian principles and humanitarian-development nexus. In the past year, the group developed a draft guidance on evaluating humanitarian principles, with multiple options, which will be tested and piloted in 2017. The group plans to prepare a working paper, which maps and analyses evaluations addressing the humanitarian-development nexus. 110 evaluations were reviewed and nine countries of study were included in the mapping.

The **SDGs Working Group** was launched at the AGM 2015. In 2016, outcomes included the organization of the HLPF side events in New York in July, as well as webinar series and presence at the regional conferences. One of the key activities of the group aimed to set out the role of the UN Evaluation System in the follow up and review mechanism of the Agenda 2030, at global, thematic, regional and national level.

As part of the roadmap development process, an online survey was administered and 3 regional consultations on the roadmap were organized in New York (North American-based agencies), Geneva (Geneva-based agencies and UNESCO) and Rome (Rome-based agencies). The survey and the consultations were to reach clarities on the role of UN organizations in the 2030 Agenda’s follow-up and review process at different levels, UNEG’s contribution according to that role and what the Group will deliver. Overall, the consultations highlighted the need to do advocacy work to get political support, to coordinate initiatives (diagnostics, preparedness studies, and training) to avoid duplications, to broaden the concept of evaluation capacity development, to break the silo approach and to develop knowledge products with use in mind.



3. Plans for 2017-2018

SDGs working group

- Assist UNEG Heads in finalizing a roadmap. The SDGs Working Group will summarize the conclusions of the consultation process and it will discuss further a draft for the roadmap to be presented at the 2018 AGM. It also plans to continue using this modality and platform for advancing the evaluability of SDGs. This will help strengthen the evaluation capacities within the UN system and build national evaluation capacities that will enhance the quality of the country-led reports about progress on the SDGs.
- Participate and conduct advocacy activities (presentations, key speeches in other international forums and institutions) to explain UNEG mission and added value as well as to promote the evaluation function in regards to the SDGs.
- 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, including a side event during the annual meeting of the High-Level Political Forum.

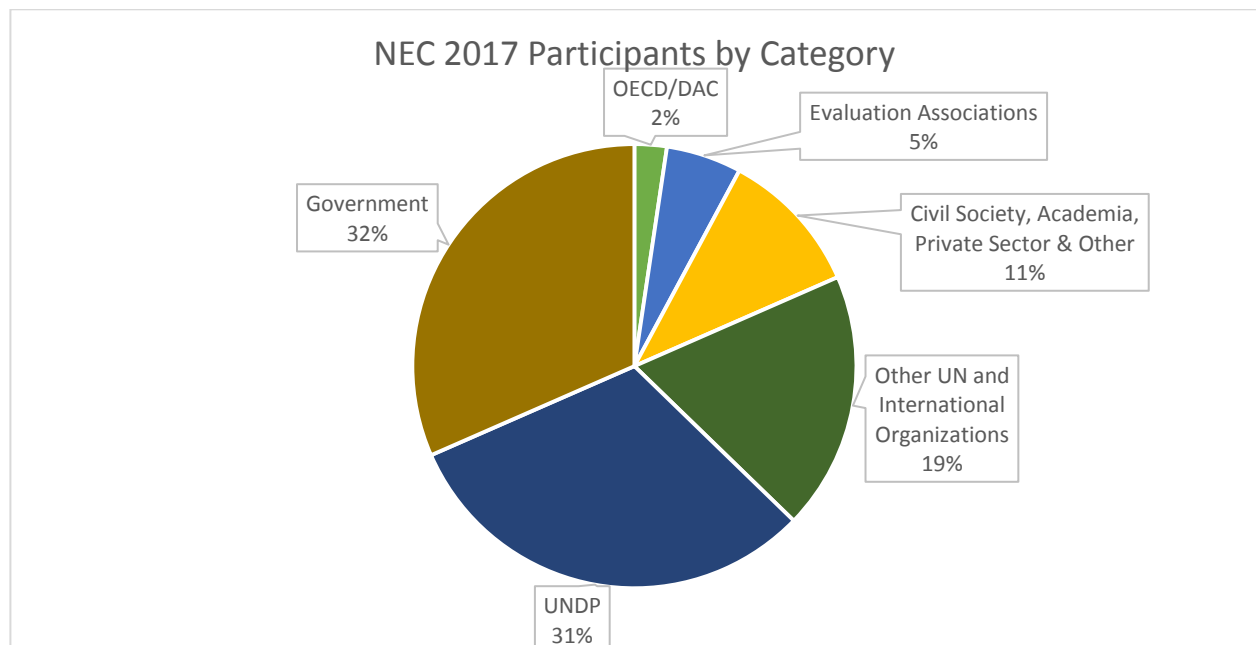
- Produce and share knowledge material and information on SDGs related studies and/or activities via group meetings, webinars or blogs.

In the context of reporting progress towards the achievement of the SDGs, SO3 has engaged UNEG members to participate in a range of initiatives, especially through UNDP's [National Evaluation Capacities \(NEC\) Conferences](#).

National Evaluation Capacities (NEC) Conference:

In his capacity of UNDP IEO Director, Indran Naidoo, SO3 Vice Chair, has engaged UNEG and its members with the National Evaluation Capacities (NEC) Conference in Istanbul 18-20 Oct 2017, organized by the United Nations Development Programme (UNDP) Independent Evaluation Office (IEO).

The conference brought together more than 500 participants from more than 110 countries under the banner of People, Planet and Progress in the SDG Era. Many UNEG members as well as other UN organizations (19%) participated in NEC. The unprecedented turnout at the event – far beyond the original target of 300 - is a testament to the increasing interest in – and progress by – national governments in developing credible and comprehensive evaluation systems.







An inspiring keynote speech by Ms. Michelle Gyles-McDonnough, Director, Sustainable Development Unit, Executive Office of the Secretary General at the United Nations, called on the participants to identify how the evaluation community can build upon the progress it has made so far to accelerate action for achievement of the SDGs, particularly in relation to measurement and evaluation approaches; strengthening national systems and capacities; improving data collection and analysis, including local level and better disaggregated data; expanding and deepening partnerships and stakeholder engagement; and, ensuring funding for evaluation activities that are core to making the 2030 agenda of sustainable development a reality.

At NEC, UNEG Chair Susanne Frueh participated in a high-level panel that discussed whether or not there is a need to revise the “DAC Evaluation Criteria”, given the increasingly complex and

interconnected world in which development and evaluation are undertaken. Other speakers included Ms. Caroline Heider, Director General, Independent Evaluation Group of the World Bank, the Chair of the OECD DAC Evaluation Network Per Oyvind Bastoe, and Ms. Riitta Oksanen in her dual role as a both representative of the Government of Finland and the President of the EES. UN Women Independent Evaluation Office, one of the conveners of the UNEG **Gender Equality and Human Rights** working group, spoke on “leaving no one behind: from global commitments to national experiences in setting up frameworks to evaluate the SDGs”. It also organized a workshop on *Evaluating the Sustainable Development Goals within a “No one left behind” lens through equity-focused and gender-responsive evaluations*.

An informal consultation was also organized for UNEG members and Ms. Michelle Gyles-McDonnough, Director of SDG Unit at SG’s office on sidelines of the [NEC conference](#) in Istanbul on 18 October.

NEC Conference Website	
NEC Conference Concept Note	
Conference Programme	
UNDP IEO Director’s presentation at NEC2017	

Gender Equality & Human Rights working group

- Revise the UN-SWAP EPI Technical note
- Finalize the Guidance Note on Evaluation of Corporate Gender Equality Policy
- Organize webinar series on good practices
- Explore options for a regional event
- Establish a sub-group to support UN-SWAP EPI Peer Learning Exchange
- Prepare for UN-SWAP EPI Reporting Cycle 2017

Humanitarian Evaluation Interest Group (HEIG)

- Establish new or reinforce existing links with other UNEG working groups and interest groups
- Monitor piloting/testing of the draft guidance materials produced by mid-2017 for their possible update in 2019
- Finalize and disseminate the mapping of evaluations on the Humanitarian-Development nexus.

Culture and Evaluation Interest Group

Applying principles of CRE in evaluation practice would ensure the influence of culture on human behaviours and is taken into consideration during all stages of the evaluation.

A pragmatic approach towards realizing these aspirations would be to develop a brief concept note, that:

- Articulates a brief description of the criteria;
- Identifies a sample set of questions to illustrate how it can be used in practice;

- Identifies the conditions when it would be appropriate to use the criteria [recognizing that CRE may not apply in all instances and for all evaluations]; and
- Suggests a set of potential indicators that can help provide meaningful information regarding whether an evaluation adheres to CRE practice or not.

SO3: Table of outcomes, outputs, activities and resource plan, 2017-2018

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 2030 Agenda Follow-up and Review mechanism and ECOSOC Dialogue under discussion in New York (HLPF)	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	UNDP UNESCO and others		ongoing	No funding required		
		Activity (ii) Set out UNEG's engagement on country-level evaluations and country-led reviews				ongoing			
		Activity (iii) Share information on SDG related study or activities via group meetings, webinars or blogs				ongoing			
		Activity (iv) Assist UNEG Heads in developing a Roadmap on UN agencies engagement in the 2030 agenda and its follow up and review process				ongoing (based on survey and consultation results)			
Outcome 3.2 UNEG evaluations integrate Gender Equality & Human Rights	UNEG members have increased awareness and capacity to integrate gender equality and	Activity (i) Revision of UN-SWAP EPI Technical Note		UN Women, OHCHR, UNICEF, UNESCWA, UNDP, UNFPA WFP, WHO		September-February 2018			
		Activity (ii) Finalization of Guidance Note on Evaluation of Corporate Gender Equality Policy		UN Women, OHCHR, UNICEF UNFPA, UNODC WFP, GEF		September – November 2017			

	human rights in evaluation	Activity (iii) Webinar series: including -Webinar series on good practices (IFAD and GEF) – October - Webinar on Guidance Note on Evaluation of Corporate Gender Equality Policy (November)		IFAD and GEF		Oct2017- April 2018			
		Activity (iv) Regional Events: The group will tap into and leverages regional or other platforms such as the upcoming NEC which will be held in Istanbul in <i>October 2017</i> .		UN Women UNDP		October 2017			
		Activity (v) Promotion and support the UN-SWAP EPI Peer Learning Exchange for 2017 reporting cycle.		UNCDF OHCHR UNIDO		September – December 2017			
		Activity (vi) Prepare UN-SWAP EPI performance report 2017		UN Women		On-going-April 2018			
		Activity (vii) UNEG EPE Development of a session on GE & HR at the EPE and/or ensuring integration of GE&HR throughout the EPE				May 2018			
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	Activity i) Links between HEIG and other relevant UNEG Strategic Objectives and workstreams established, and options for closer collaboration and inputs to specific normative products and guidance explored. <u>Target for 2017-18:</u> Minimum of one set of consolidated HEIG inputs contributed to another		Interest Group co-convenors: WFP and UNHCR with inputs from other HEIG members Activity i) focal points UNHCR and WFP OEV	ALNAP is member of HEIG (as UNEG Observer member)	Ongoing	No funding required		

	and use facilitated	SO activity (e.g. SO Professionalisation or Eval SDG) or EPE event organised by HEIG or co-organised with another SO or Interest Group.							
		<p>Activity ii Monitor the piloting/testing of the draft HEIG product: “Guidance on Evaluating Humanitarian Principles” focusing on seeking feedback on specific tools and analytical approaches developed to improve the prominence given to Humanitarian Principles (HP) in evaluation. Follow up actions will include engaging in communication, dissemination activities.</p> <p><u>Target for 2017-18:</u> : Format for collecting feedback provided to interested parties to the testing and a set of minimum three piloters’ feedback gathered, discussed and validated to feed into the update and finalisation of the HP evaluation guidance in 2019</p>		Activity ii) Activity facilitated by WFP OEV as part of a task team comprising UNICEF and UNHCR;		Ongoing	No funding required		

		<p>Activity iii) Finalise and disseminate the UNEG-HEIG-commissioned “Mapping and synthesis of evaluations on the Humanitarian Development Nexus” and start engaging in communication and outreach activities.</p> <p><i>Targets for 2017-18:</i> Mapping finalised and circulated to HEIG and UNEG members and beyond. A minimum of one presentation delivered to UNEG audience. Shorter learning briefs developed and shared within and beyond HEIG.</p>		Activity iii) Facilitated by UNHCR are part of a task team comprising also FAO, WHO.		March 2018	No funding required		
Outcome 3.4 UNEG effectively engaged with system-wide UN reforms		Activity (i): Engage with the system-wide UN reforms, including providing inputs and organizing events	UNEG Chair Vice Chair Executive Coordinators EG members and UNEG Heads			2017-2018			
Outcome 3.5. UNEG evaluations are culturally responsive	Output (a) Applying principles of Cultural responsive evaluation in evaluation practice to	<p><u>Activity (a)</u> articulates a brief description of the criteria;</p> <p><u>Activity (b)</u> identifies a sample set of questions to illustrate how it can be used in practice;</p>		UNESCO (convener) UNDP GEF ILO Others who are interested	Academia, EvalPartners, partner organizations in Member States, experts to be invited to join	November 2017- April 2018	USD 10,000 -15,000	UNEG USD 15,000	

	ensure the influence of culture on human behaviors and is taken into consideration during all stages of the evaluation	<u>Activity (c)</u> identifies the conditions when it would be appropriate to use the criteria [recognizing that CRE may not apply in all instances and for all evaluations]; and			some of the activities					
		<u>Activity (d)</u> suggests a set of potential indicators that can help provide meaningful information regarding whether an evaluation adheres to CRE practice or not.								

Strategic Objective 4: Partnership – UNEG benefits from and contributes to an enhanced global evaluation profession

With the adoption of the current UNEG Strategy 2014-2019, UNEG decided to work more with the evaluation community outside the UN system to “benefit from and contribute to an enhanced global evaluation profession”. As part of SO4, UNEG contributes to the international evaluation community by sharing its knowledge, engaging in norm-setting, and providing a venue for exchange among experts and practitioners, with a view to enhance the evaluation profession globally. Such a goal is better served by long-term engagement with like-minded partners with responsibilities to build or contribute to the effective functioning of national evaluation systems.

Why partnerships?

In this post-information revolution era, designing and directing development policies and humanitarian actions are no longer solely under the control of government technocrats and a few aid agencies. There is much broader participation of civil society, academia, and citizens themselves in monitoring, discussing and criticizing public actions, both nationally and internationally. The Sustainable Development Goals and the Agenda for Humanity exemplify this trend.

The UN agencies play a largely supporting and coordinating role in development and humanitarian processes. We provide normative frameworks, facilitate dialogues, provide policy advice, coordinate international cooperation, and support community-based actions. The evaluation of UN actions therefore becomes more credible if it is based on proper contextual analysis, which reflects national and local perspectives that enable us to understand why an action has worked or why not. For this reason, the evaluators can benefit from improved national and local evaluation capacity.

Likewise, the results of evaluations must be integrated into national processes to maximize their utility. National and local actors drive development process towards the achievement of the SDGs. In order for evaluations to contribute to the attainment of these goals, we must devise ways to reach out to these national and local actors, who are the potential users and beneficiaries of our evaluations.

What should UNEG aim to do?

In the period 2017-18, building on the experience gained so far, UNEG should develop a partnership strategy to ensure support and benefits are harnessed from long-term collaborations with likeminded and potential partners at global, regional, national and local levels. The bulk of the work during this period is thus focused on broadening UNEG knowledge and understanding of current and potential partners, as well as determining the best approaches for engaging in strategic cooperation with non-UN partners.

Subsequent to the development of UNEG Partnership Strategy, each potential partner will be engaged for more explicit agreement on what the partnership activities will entail. A mechanism (tentatively, the partnership committee) will be set up to review each partnership agreement and individual activities. Further, some innovative ideas will be sought from UNEG members for engagement with partners.

The table below provide detailed information on the outcomes, outputs, activities and resources for this work in 2017-18, as well as some prospective work for the following year (Work stream 3).

S04: Table of outcomes, outputs, activities and resource plan, 2017-2018

SO4: Table of outcomes, outputs, activities and resource plan, 2017-2018							
Outcome: Enhanced exchange among UNEG members and external partners (UNEG 2014-19)							
Outputs: i) Build and strengthen external partnerships for mutual learning and exchange & ii) share knowledge assets with and facilitate capacity development of global evaluation communities (UNEG 2014-19)							
Work-streams	Activities	Collaborating agencies	External partners	Timeframe	Indicative budget required	Expected contribution	Funding gap
Work stream 1: Taking stock and identifying expectations and demands for partnership within UNEG (a) Past and current partnerships identified and evaluated (b) Expectations from ongoing and potential partnerships identified	Work stream 1: (i) Identification of past and current partners (ii) Survey of i) UNEG heads; ii) UNEG partners and iii) potential partners for UNEG (iii) Drafting of ToR for partnership consultancy (survey analysis and partnership strategy development)	SO4 Working Group (FAO, ILO, PAHO, UNCTAD, UNDP, UNESCO, UNIDO, UNICEF, UNITAR, UNRWA, UNWOMEN, UNECA, WFP) SO4 Working Group with support from an external consultant	External partners as survey recipients None	September 2017 – January 2018 February-June 2018	20 000 (consultant)	UNEG Fund	
Work stream 2: Building up a common UNEG partnership strategy (a) Partnerships strategy developed (b) A decision-making mechanism (e.g.	Work stream 2: i) Preparation of draft partnership strategy ii) Presentation at AGM & review by UNEG members iii) Finalization of partnership strategy						

Partnership Committee) set up	iv) Set up a mechanism for decision-making on each partnership agreement & activities						
<p>Work stream 3: Moving UNEG partnerships to the next level, based on the new strategy</p> <p>(a) Partnership agreement with each partners</p> <p>(b) Various partnership activities supported</p> <p>(c) New and innovative partnership activities identified/piloted</p>	<p>Work stream 2:</p> <p>i) Potential partners reached out for developing an agreement for collaboration</p> <p>ii) Engagement by UNEG members in partnership activities identified</p> <p>iii) New and innovative partnership activities sought, and discussed for pilot</p>	<p>The partnership committee (tentative)</p> <p>Volunteers from UNEG members for each activity</p>	Partners identified in survey and the strategy	June 2018 – May 2019	35,000 (activities)	UNEG Fund	

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