

UNEG Partnership Strategy - Draft

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(revised)**

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1.0 Introduction

Evaluation is emerging as a profession, and the demand for evaluation is growing. Changing global landscape and demands means there is a larger need for broader participation of civil societies, governments, academia, UN agencies, financial institutions and private sector to engage in monitoring, assessing progress and decision-making, in development initiatives both nationally and internationally.

Partnership as a means has never before in the history of international cooperation been more critical. An intensive global engagement brings together Governments, private sectors, civil societies, the UN systems and other actors. Mobilizing and utilizing all available resources is required to transform the world into a better place by 2030.¹ Sustainable Development Goals (SDGs), as well, highlight the importance of partnerships – SDG 17: Partnerships for the goals,² and is of relevance to UNEG and its members.

Building on the work carried out by United Nations Evaluation Group (UNEG)³ in recent years with regards to developing effective partnerships (see appendix 1), UNEG intends to rationalize and deepen its approaches to external partnerships.

With the adoption of the current *UNEG Strategy 2014-2019*,⁴ UNEG decided to engage more with the evaluation community external to the UN system in order to “benefit from and contribute to an enhanced global evaluation profession.” As part of Strategic Objective (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 the intention to enhancing 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.⁵ In this regard, partnerships are a means rather than an end in itself and hence are cross-cutting across all UNEG Strategic Objectives (SOs).

This Partnership Strategy is guided by *UNEG Strategy (2015)*, *Principles of Working Together (2015)*⁶ and *Principles for Stakeholder Engagement (2017)*.⁷ Inputs from UNEG surveys⁸, discussions, and review of documents also facilitated the development of this strategy.

“To successfully implement the 2030 Agenda for Sustainable Development, we must swiftly move from commitments to action. To do that, we need strong, inclusive and integrated partnerships at all levels”

- UN Secretary General
Ban Ki-moon

¹ UN (2015). Partnerships for Sustainable Development Goals: A legacy review towards realizing the 2030 Agenda

² <https://www.un.org/sustainabledevelopment/globalpartnerships/>

³ UNEG is a voluntary professional network that brings together units responsible for evaluation in the UN system (including UN departments, specialized agencies, funds and programmes, and affiliated organizations.

⁴ UNEG Strategy 2014-2019 was finalized and published in April 2013; however, it was updated in May 2015.

(<http://www.uneval.org/document/detail/1459>).

⁵ UNEG Strategy 2014-2019 Detailed Program of Work for the Period 2017-2018

⁶ <http://www.unevaluation.org/document/detail/1780>

⁷ <http://www.uneval.org/document/detail/2046>

⁸ Surveys were conducted with UNEG Heads, current partners and potential partners

Definition of Partnerships

Partnerships are forged to achieve something significant by two or more partners that cannot be accomplished by each one independently. In general, a partnership is an arrangement where partners agree to cooperate to advance their mutual interests. Partnerships are entered into by organizations to increase the likelihood of each achieving their mission and expanding their reach.

For the purpose of this strategy, partnership is defined as *“a collaborative relationship and/or a strategic alliance between UNEG and an external entity to work towards mutually agreed objectives with a shared understanding of roles and responsibilities based on the comparative advantage of each entity.”*

2.0 Purpose, Objectives and Scope

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.

Objectives

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.

Scope

This strategy outlines the procedure for UNEG to engage in system-wide partnerships. It also provides a framework for scaling-up partnerships established by individual agencies.

For UNEG to be successful as an institutional leader and global champion in the evolving world of evaluation, it is important for UNEG to collaborate with partners with diverse expertise, innovative knowledge, capacities and resources that could enhance the importance, use, and professionalization of evaluation within and outside the UN system.

The length of time for partnerships can vary – short-term or long-term. UNEG’s role in the partnership could be instrumental, facilitative or operational. The nature and scope of the partnership have to be based on the specific comparative advantage of UNEG and the partner(s) involved in achieving the shared goal.

While fostering partnership across the UNEG SOs, it should be kept in mind that not all external partnership will be associated with UNEG directly. It will depend on the activity carried out, and UNEG members could establish many of these partnerships by themselves or in collaboration with another member at the agency level. There are already agency level partnerships between UNEG members and between a UNEG member and external partners. Whether the partnership should be with UNEG (using UNEG brand) or should remain with UNEG members (at agency level) should be vetted on a case by case basis.

Partnerships for many of the UNEG members are not new. Most evaluation policies refer in various ways to partners as internal and external stakeholders for both accountability and learning. A number of them also envisage establishing “core learning partnerships” by bringing together representatives from the organizations themselves, governments, and other organizations participating in the initiatives being evaluated to enhance credibility and ownership of the evaluation.⁹ These agency level partnerships should not be confused with UNEG (network) partnership.

UNEG could, however, provide a forum/platform to discuss these partnerships and facilitate how members can leverage synergies and/or benefit from these partnerships, where feasible. UNEG could act as a catalyst and play a convening role in connecting stakeholders (internal and external) or promote joint evaluation activities to be undertaken by agencies while facilitating partnerships with external entities (e.g., country-level SDG or UNDAF evaluations).

3.0 Approach to UNEG Partnership

UNEG, while defining the need for partnership, should not only contemplate on what the partnership can achieve as a whole but also about the potential concrete benefits for UNEG and its members in particular. The approach presents forms and types of partnerships that UNEG could engage.

Forms of Partnership (desirable/useful to UNEG)

The following are most likely forms of partnership that UNEG may enter into. These could range from collaborations (weakest/simplest) to cost-sharing alliances and strategic alliances (strongest).

- **Collaborations** – These are organizational partnerships for sharing of knowledge and information, coordinating efforts. However, the organizations operate with greater autonomy and with no permanent organizational commitment (e.g., existing partnerships with ECG and ALNAP). There is no shared governance, resources or programs.
- **Cost-sharing alliances** – These partnerships occur when one partner provides certain resources, and the other brings different resources. For example, one brings technical knowledge, and the other brings funding. It is important to note that both partners have shared benefits and costs. Examples could include donor agency funding for UNEG activities in ECD or normative work or development of guidance/standards to develop national evaluation policies.
- **Strategic alliance** – These are partnerships where partners have shared decision-making power, and there is joint programming. Partners manage a program (set of activities) of

⁹ UNEG (2016). Evaluation in the SDG era: lessons. Challenges and opportunities for UNEG (<http://www.uneval.org/document/detail/1912>)

mutual interest to achieve shared goals and respective organizational missions. Examples could include peer reviews, joint research on methodologies, and normative standards, and meta-evaluations on one or more SDGs. Roles responsibilities are agreed upon in strategic alliances. Some cost-sharing alliances could mature into strategic alliances.

Type of Partners

It is vital for UNEG to ensure that partnerships are strategic whether it is for promoting norms and standards, sharing knowledge and information, learning, capacity development, use of evaluation and innovation in evaluative thinking.

An important factor that UNEG should consider in selecting a partner is to ensure that it is a reputable organization/institution. The type of partner would largely depend on the strategic purpose or the need identified. This strategy does not cover UNEG Observers¹⁰ (see Appendix 8). Examples of the potential type of partners, based on UNEG surveys conducted, include:

- Umbrella organizations (e.g., OECD/DAC, IOCE, ECG);
- Network coalitions (e.g., ALNAP, 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, CLEAR¹¹)
- Governments (donors countries, emerging economies and developing countries);
- Foundations; and
- Private Sector (e.g., impact investment community).

4.0 Principles and Criteria

¹⁰ A UNEG partner is not a UNEG observer. A UNEG observer is an evaluation unit or unit in charge of evaluation within a UN entity that does not meet all the UN member criteria. UNEG observer may be invited to participate in UNEG activities including Strategic Objective (SO) groups and sub-groups; however, the UNEG observer does not hold any voting rights. On the other hand, a UNEG partner is an organization/institution outside the UN system with whom UNEG collaborates with for a specific activity to achieve a specific purpose contributing to the overall UNEG Strategy. UNEG partner may be invited to participate in UNEG Annual General Meeting (AGM) and/or Evaluation Practice Exchanges (EPE) but not to the SO working group or subgroup.

¹¹ IPDET (International Program for Development Evaluation Training); CLEAR (Centres for Learning on Evaluation and Results)

Guiding Principles

The UNEG partnership strategy is underpinned by the following guiding principles that should be applied whenever UNEG is considering entering into a new partnership or alliance or reviewing an existing partnership. The guiding principles are subject to revision as experience is gained.

- Ensure transparency while at the same time avoiding conflict of interest;
- UNEG should preserve its neutral and impartial role in partnerships;
- Ensure there is inclusive engagement;
- New partnerships should be based on the comparative advantages of each partner;
- Recognize, understand and allow differences in cultures/practices that exist in partners/organizations;
- Trust is an essential ingredient. Ensure equal status among all partners, in addition to developing and maintaining trust;
- The nature and role of UNEG in a partnership (e.g., leader, facilitator or participant) should be determined by the nature and relevance of inputs and services to be provided;
- While partnerships may be shaped at the global level, benefits at regional/country level should be taken into account;
- A partnership should lead to a clear and mutually beneficial added value with regard to results pertinent to shared goals and objectives; and
- A partnership should serve as a means for greater effectiveness in the “evaluation world” in terms of evaluation norms and standards, capacity development, professionalization, use/utilization, innovation, evaluative thinking and culture in line with UNEG’s vision, mission and strategic objectives (SOs).

Success Factors for Partnership

- Fully committed and engaged partner organizations (not few individuals).
- Active commitment to ensuring benefits and value addition for partners.
- Learning culture in day-to-day operations and capacity building.
- Genuine respect and increased trust between different players (partners).
- Ensure there is sufficient clarity on roles, responsibility and working arrangements.
- Having a strategic impact over and above the local success factors.
- Leadership.

Source: Summarized from, Tennyson, Hurel and Sykes (2002); Funnel (2006); and Sanginga (2006)

The core values of effective partnerships include respect, genuine commitment, patience and persistence, and transparency.¹²

Criteria

The following criteria should be considered in identifying partners:

¹² KPMG (2015). Unlocking the Power of Partnerships (<https://assets.kpmg.com/content/dam/kpmg/pdf/2016/01/unlocking-power-of-partnership.pdf>)

- Partnerships should be strategic.¹³
- 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.
- The partner is a recognized institution (external to UN system). This includes satisfactory assessment of the institution on:
 - Governance and control (e.g., governance, internal control, ethics);
 - Ability to deliver (past performance, staff capacity and capability and programme management);
 - Financial stability (e.g., financial viability/sustainability, financial management and value for money); and
 - Monitoring (policies and procedures).¹⁴
- The partnership with the institution/network satisfies the following principles:
 - UNEG's independence, impartiality, credibility, and integrity;
 - Ensures no unfair advantage is awarded to the partner;
 - Transparency
- 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 senior-level commitment for the partnership.
- There is a comparative advantage in partnering (leading to greater effectiveness).

The criteria should be used to vet the overall merit of the partnership; however, the requirements may be adjusted based on the form of partnership and type of partners. The principles and criteria should guide the engagement and development of partnerships (see Appendix 7).

Purpose of Partnership

Partnerships should be strategic (preferably) that does not mean it cannot be opportunistic. The purpose of partnerships, although distinct yet inter-linked, could broadly include, but not limited

¹³ On a rare instance opportunistic partnership may be pursued.

¹⁴ Please also refer Due Diligence Assessment Questionnaire for more details – Appendix 4.

to the list presented below.¹⁵ This indicative list is based on insights from UNEG surveys, discussions and review of UNEG documents.

Purpose of Partnership	Examples of Potential Activities/Sub-activities
<ul style="list-style-type: none"> • Strengthen/deepen the independence, relevance, credibility, ownership, and use of evaluation 	<ul style="list-style-type: none"> ✓ Promotion of norms and standards ✓ Promotion of ethical guidelines ✓ Foster and facilitate country-led SDG evaluations by developing guidance documents for conducting SDG evaluations at country level
<ul style="list-style-type: none"> • Enhance processes to cooperate/collaborate with global evaluation communities to share knowledge and facilitate/foster national evaluation capacity development(NECD) 	<ul style="list-style-type: none"> ✓ Events/sessions at evaluation conferences(sharing knowledge and good practices) ✓ Dissemination of knowledge and good practices (including through online platform/website) ✓ Develop guidance tools for NECD ✓ Foster/facilitate south-south and triangular cooperation in NECD
<ul style="list-style-type: none"> • Create a political and policy environment that increasingly values evaluation as a key element of relevance and effectiveness 	<ul style="list-style-type: none"> ✓ Guidance document (for the government) to develop national evaluation policies (with adaptation due to different types of countries)
<ul style="list-style-type: none"> • Provide leadership on evaluation (enhancing the credibility of evaluation) 	<ul style="list-style-type: none"> ✓ Side events in HLPF or other global events ✓ Meta-evaluation(s) of SDG(s) ✓ Develop guidelines for conducting SDG evaluations ✓ Ensure UNEG norms, standards, ethics, and competencies are widely used and are the “go to” reference for evaluations (beyond UN and development agencies/organizations)
<ul style="list-style-type: none"> • Promote evaluation culture. Seek opportunities to engage with partners to promote an evaluation culture (to a wider range of audience) 	<ul style="list-style-type: none"> ✓ Normative work of UNEG ✓ Foster building capacities of youth in evaluation ✓ Engage in partnership with Academia (Universities)/Training Institutes in developing curricula for ECD (for youth and national officials) ✓ Foster south-south and triangular cooperation in ECD
<ul style="list-style-type: none"> • Promote the integration of evaluation results into national processes to maximize their utility 	<ul style="list-style-type: none"> ✓ Develop guidelines for evaluating national development plans (which can be used by developing country governments with necessary adaptations)

¹⁵ This is in an indicative list to guide further discussions.

Purpose of Partnership	Examples of Potential Activities/Sub-activities
	✓ Foster evaluation of national development plans (country-driven).
<ul style="list-style-type: none"> • Advancement of the professionalization of evaluation 	<ul style="list-style-type: none"> ✓ Update and promote evaluation competencies relevant to the contemporary global context ✓ Promote ethics in evaluation ✓ Peer reviews (with North-South perspectives)
<ul style="list-style-type: none"> • Seek opportunities to engage to bring innovation into the evaluation 	<ul style="list-style-type: none"> ✓ Working with organizations/institutions in adopting/adapting innovative technologies/approaches to evaluation ✓ Develop guidance on using new technologies/approaches in SDG evaluation (at country and global level)

Appendix 2 provides examples of possible partnerships and for what purpose (perceived benefits), based on survey results. Furthermore, while there are other possibilities for UNEG to engage in formal/informal collaborations that are internal to the UN system (e.g., UN Innovation Network), the scope of this strategy does not cover such collaborations.

5.0 Governance

A crucial aspect to ensure the successful implementation of this strategy is to have a clear decision-making mechanism and governance structure within UNEG on partnership. All UNEG members should be aware of the partnerships entered into by UNEG and the purpose of the partnership. Such a structure should also facilitate wider dissemination of individual Agency collaborations. The following are key aspects to be addressed:

- Establish a ‘Partnership Committee (PC).’ It can be a sub-committee under SO4 working group¹⁶ (ideally chaired by a UNEG Head) with a core set of committed members selected on a rotational basis¹⁷.
- Identify partners for all identified strategic purpose(s), determined by UNEG, for which partners will add value for greater effectiveness¹⁸. Identification of partners can happen through two possible ways:
 - By UNEG members/SO working groups through their existing relationships (suggested to the PC)¹⁹; and
 - By the committee itself through search.

¹⁶ In the event of not having a separate SO for partnership (as it is a cross-cutting theme), the Partnership Committee should remain independent of any SO and the Chair of the committee should “report” to the UNEG Chair.

¹⁷ The membership is open to all UNEG members.

¹⁸ While the committee will function under SO4, it will cater to developing external partnerships for all SOs, as required.

¹⁹ Any UNEG member could propose a partner for a specific UNEG identified strategic need

- Vet identified partners. The PC will conduct a preliminary assessment to examine if the proposed/identified partner fits the purpose, benefits UNEG and its members and meets all criteria.²⁰ Refer Appendix 3 for a checklist.
- Prepare an engagement plan. Once the partner(s) is/are identified the PC will prepare an engagement plan indicating purpose, activities to be undertaken, resources required/shared, lead contact/champion, and expected results (including contribution to UNEG Strategy). Refer Appendix 5 for a template of the engagement plan.
- Identify lead contact/champion for the partnership. Each partnership should have a lead contact (champion) in UNEG – (a UNEG member) – in managing the partnership. The lead contact/champion for the partnership should be identified at the time of preparing the engagement plan. There should be a counterpart (lead contact) for the identified partner also.
- Review and consensus on the engagement plan. The engagement plan will be submitted to the SO4 working group/Vice-Chair²¹ for distribution to the UNEG Heads for review and comments. This not only ensures inclusiveness but also facilitates the possibility to use/leverage the partnership beyond the original purpose. The UNEG Heads should agree on the partnership and the plan (on no-objection basis).
- Partnership documentation. Once the UNEG Heads have agreed to the partnership, appropriate documents/agreements should be prepared to ensure that there is a common understanding of the shared goals and expected results by UNEG and the partner. Refer Appendix 6 for points to be considered in preparing a partnership agreement.
- Monitor and report. The PC will also report periodically on existing partnerships during UNEG meetings (i.e. AGM) and also make recommendations for continuing or exiting the partnerships (before the end of the partnerships).

The document process (including agreements) and support to partnership in gathering information from potential and existing partnership should come from the UNEG Secretariat, currently housed in UNDP.²² It is recommended that all partnerships should have a letter of agreement indicating the purpose, timeframe, roles, and responsibilities, results to be achieved and an exit clause. UNEG’s agreement for partnership should be with an institution/network (partner).²³ From the UNEG side, the UNEG Chair/Vice-Chair and the Executive Coordinator (the person who manages the UNEG Trust Fund) should sign the partnership agreement.²⁴

²⁰ UNEG could work with more than one partner for a specific purpose.

²¹ In the event of partnership not being a separate SO (in the future), the engagement plan can directly be circulated by the PC Chair to all the UNEG Heads.

²² A centralized location is preferable to ensure corporate memory/depository as UNEG members move in their jobs. In the future the ISWE Secretariat can be a possible host for the UNEG Secretariat also.

²³ The person signing on behalf of the partner should be a legally authorized person to sign on behalf of the institution/network.

²⁴ This should be discussed and resolved as part of UNEG’s larger governance issue as to who can sign and speak on behalf of UNEG, as technically UNEG is a professional volunteer network and not a “legal” body. Having the clarity will also facilitate attracting more funding for the UNEG Trust Fund (beyond the contributions of UNEG members).

6.0 Action Agenda

It is imperative that the strategy leads to an action plan. The action plan should include, but not limited to, the following:

1. Create the “Partnership Committee (PC).”
2. Identifying strategic purposes and specific needs/activities for which external partnership will add value and will be mutually beneficial.
3. Mapping of partners (existing and potential) in relation to identified strategic needs or potential benefits.
4. Create appropriate checklists and agreement templates.
5. Assessing (existing and potential) partners of their comparative advantages, complementary and innovative abilities/resources.
6. Finalize and embark on partnerships.
7. Manage partnership closely and renew/exit partnership(s), as required and appropriate.
8. Distill lessons from partnership experience for improved future engagement.

It is important to assign responsibilities to each agenda item (e.g., by UNEG Heads, SO Vice-Chairs, PC, UNEG Secretariat).

Acronyms

ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
AGM	Annual General Meeting
CLEAR	Centres for Learning on Evaluation and Results
DAO	Delivering as One
DAC	Development Assistance Committee
ECD	Evaluation Capacity Development
ECG	Evaluation Cooperation Group
EPE	Evaluation Practice Exchange
HLPF	High-level Political Forum
IASC	Inter-Agency Standing Committee
IAHE	Inter-Agency Humanitarian Evaluation
IOCE	International Organization for Cooperation in Evaluation
IPDET	International Program for Development Evaluation Training
ISWE	Independent System-Wide Evaluation mechanism
NECD	National Evaluation Capacity Development
OECD	Organisation for Economic Cooperation and Development
PC	Partnership Committee
SDG	Sustainable Development Goal
SO	Strategic Objective (of the UNEG Strategy)
SWAP	System-Wide Action Plan
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNEG	United Nations Evaluation Group
VOPE	Voluntary Organization for Professional Evaluation
WSSCC	Water Supply and Sanitation Collaborative Council

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- International Organization for Cooperation in Evaluation (<https://www.ioce.net/about-us>)
- OECD (<http://www.oecd.org/about/>)
- Water Supply and Sanitation Collaborative Council
(<http://wsscc.org/collaboration/collaboration-overview/>)

Appendix 1: Current Partners and Perceived Benefits

The current institutional partners include: Organisation for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) Network on Development Evaluation (EvalNet); evaluation Cooperation Group (ECG); International Organization for Cooperation in Evaluation (IOCE); Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP); and Water Supply and Sanitation Collaborative Council (WSSCC). The perceived benefits from the current partnerships (presented below²⁵) have been taken into account in defining scope and purpose of partnerships, going forward.

No.	Perceived Benefits by UNEG	Perceived Benefits by Current Partners†
1	➤ Learning and knowledge sharing	➤ Facilitated engagement with UN system organizations (IOCE, ALNAP, OECD/DAC)
2	➤ Promotion of/use of UNEG Norms and Standards ➤ More engagement with organizations outside the UN	➤ Promotion of sound evaluation norms and standards (OECD/DAC, ALNAP) ➤ Greater outreach with evaluation community (IOCE, ALNAP)
3	➤ Access to additional resources ➤ Opportunities to engage in partnerships for joint evaluations of SDGs	➤ Better positioning in the international development arena (IOCE)
4	➤ Great visibility	➤ Increased access to quality evaluation knowledge (IOCE, ALNAP) ➤ Supporting and promoting the professionalization of evaluation (IOCE, OECD/DAC)
5	➤ Conducting joint evaluation capacity development (ECD) activities	➤ Facilitated conduct of joint evaluations with UN system organizations (ALNAP, OECD/DAC) ➤ Strengthening national evaluation capacity (IOCE)

† Survey responded by only ALNAP, IOCE and OECD/DAC

Note: The number (column 1) indicates the perceived ranking.

Source: Summary findings from surveys conducted with UNEG Heads and UNEG Current Partners (2018)

²⁵ Based on UNEG survey responses from 30 UNEG Heads and three current partners (ALNA, IOCE and OECD/DAC)

Appendix 2: Examples of Potential Partners and Purpose

SO	Examples of Possible Activities/Outputs†	Potential Partners	Partner with
1	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
2	Support 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	Governments, umbrella organizations, and networks (ALNAP, ECG, OECD/DAC), civil society academia, private sector	UNEG members/UNEG
3	Support engagement in SDG evaluations	Governments, civil society, private sector, global think tanks (3ie, ODI ²⁶)	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

†† 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

‡ In the OECD/DAC peer reviews conducted by donor countries, involving developing countries in the peer reviews would not only facilitate a “North-South perspective” but also enhance the capacity of the developing country, selected to participate, in terms of evaluation/peer reviews. Many emerging economies are becoming donors/potential donors (to the extent feasible). Note: IOCE (includes EvalPartners).

²⁶ 3ie (International Initiative for Impact Evaluation); ODI(Overseas Development Institute)

Appendix 3: Partnership Identification Checklist

Name/Description of Potential Partner:		
Criteria	Meet the Criteria (Yes/No)	Comments
Meets UNEG agreed list of purpose of partnerships		
It is a recognized institution/network (Global, Regional or National) <ul style="list-style-type: none"> - Governance & control (- Ability to deliver - Financial Stability 		(also refer due diligence assessment tool – Appendix 4)
It is responsible for/committed to <ul style="list-style-type: none"> - Conducting/managing evaluations - Promotion of innovative evaluation thinking and approaches - Furthering evaluation culture/capacity development - Professionalization of evaluation function - Use/utilization of evaluation 		
It satisfies UNEG principles of independence, impartiality, credibility, and integrity		
There is a senior-level commitment from the partner organization		
There is a willingness to commit resources (in-kind, financial, or both)		
There is a lead/champion identified for the partnership from within UNEG		
The partnership directly contributes to UNEG SO results and or its activities		
There is a comparative advantage to partner with this organization/institution (in terms of cost-effectiveness)		
There is no unfair advantage awarded to this partner		

Appendix 4: Due Diligence Assessment Tool

Criteria	Assessment			Remarks/Comments
	Yes	No	N/A	
1.0 Governance				
1.1 Does the potential partner have a documents legal basis? (e.g., Statute, registration number)				
1.2. Does the potential partner have any pending legal actions against it?				
2.0 Fraud, Bribery and Corruption				
2.1 Does the potential partners have policies on fraud, bribery, and corruption?				
2.2 Does the potential partners have a documented zero-tolerance approach to fraud?				
3.0 Internal Control				
3.1 Are there documented policies and procedures				
3.2 Are there independent audit reports?				
4.0 Ethics				
4.1 Does the potential partner comply with human rights principles				
4.2 Does it have a demonstrated ethical staff recruitment and retention policy (e.g., vis-à-vis minorities, disabilities, and gender)?				
4.3 Is it listed as having violated UN Security Council resolutions?				
5.0 Past Performance				
5.1 Has the potential partner worked with UNEG or UN agencies previously?				
5.2 Has it complied with all previous commitments (within/outside UN system)?				
5.3 Does it have a satisfactory recommendation from previous engagements?				

Source: Adapted from UNITAR's Due Diligence Assessment Questionnaire

Appendix 5: Template for Engagement Plan†

Name and Description of the Potential/Existing Partner:
Proposed by: Partnership Committee / SO# group or subgroup:
Proposed Purpose of the Partnership:
Contributes to SO# (Explain):
The comparative advantage of the partner (why this partner):
Proposed activities to be undertaken by the partnership and proposed performance indicators:
Roles and responsibilities of UNEG and the partner:
Timeframe:
Potential benefits (expected results):
Champion(s)/Lead(s) for the partnership: <ul style="list-style-type: none"> - UNEG - Partner
Total cost: Indicative cost sharing proportion <ul style="list-style-type: none"> - Partner: - UNEG: - Other (potential leverage):
Other shared resources: <ul style="list-style-type: none"> - Knowledge - People - Others
Partnership protocols, decision making, and governance:
Additional comments/remarks (including risk/mitigation measures) and ongoing communications during the partnership):

† Engagement Plan to be prepared for new partnerships, renewal of partnerships and addition/change of scope for existing partnership.

Note: Refer also Appendix 6 to add additional rows, as required.

Appendix 6: Possible Points in Preparing a Partnership Agreement

Who?

- Partner organizations (UNEG and _____)
- Partner representatives and their status (in their respective organizations)

When?

- Timelines
- Milestones

What?

- Proposed objectives
- Proposed activities
- Outline of work plan (if relevant)
- Resource commitments (from UNEG and partner)
- Roles and responsibilities
- Performance indicators

How?

- Decision-making process/procedures
- Governance
- Funding arrangements
- Risk management (measures to mitigate risks including staff/lead person turnover)
- Metrics for monitoring partnership performance
- Review process (partnership health check)

Communication

- Procedures for ongoing communications (between partners)
- Rules of branding
- Rules of the public profile of the partnership
- Confidentiality rules (if applicable)
- Protocols for communicating with other stakeholders

Others

- Mechanism to resolve difference (if necessary)
- Provision to add/drop partners to the existing partnership (if applicable)
- Exit strategy for the partnership as a whole

Note: The final agreement may cover most or all of the points mentioned above.

Source: Adapted from UNDP Guide to Partnership Building (2010).

Appendix 7: Checklist for Partnership Development

- ✓ Establish a clear and strategic reason (need) for partnership is essential in having clarity in identifying the right partner.
- ✓ Champions and/or strong leaders for the cause are crucial. The person leading the partnership should be empowered and recognized by respective organizations (partners).
- ✓ Goals set should be simple and credible to ensure shared understanding. Be flexible in defining the success. There should be clarity in understanding of the purpose.
- ✓ Recognize, understand and allow differences in cultures/practices that exist in partners/organizations.
- ✓ Ensure ownership and management/senior level commitment in the partner organizations. This can be verified by the actual resources and cost commitment/investment for the partnership.
- ✓ Ensure equal status among all partners, in addition to developing and maintaining trust.
- ✓ Make sure there is sufficient clarity on roles, responsibilities and working arrangements, and each partner is accountable.
- ✓ Have procedures and protocols for decision-making, governance and communicating with other stakeholders during the partnerships.
- ✓ Assess, monitor and manage partnerships, and this should include performance management for sustainability and success.
- ✓ Have an exit strategy. Learn the “art of exit” and prepare to let go.²⁷ Every partnership must eventually consider the merits of transitioning and ending. Some partnerships will have to renew shared goals and commitment while others may end altogether

²⁷ This could include defining the time period of the partnership, resources shared, having an exit clause (e.g., on completion, “non-performance”), having contingency plans right at the beginning, reviewing and monitoring the partnership activities and assessing if the partnership and its activities are relevant and whether they are contributing or not to the UNEG Strategy. Activities and partnerships once relevant need not continue to be relevant or add value in the current/future context and strategic needs. Recognize the key achievement of the partnerships, even if it is coming to an end.

Appendix 8: Comparison of UNEG Observer and UNEG Partner

	UNEG Observer	UNEG Partner
Who	An evaluation unit or unit in charge of evaluation within a UN entity	An organization/institution outside the UN system with whom UNEG collaborates with for a specific activity
Participation in SO groups/sub-groups activities	Yes (on invitation)	No
Participation in AGM and/or EPE	Yes	Yes (on invitation)
Voting rights	No	No
Term	Long-term	Defined period
Entry	Based on application	Based on specific need and application and approved engagement plan