



# UNEG Work Programme 2011/2012

Details of the UNEG Work Programme 2011/2012 including:

- Decisions taken at the AGM 2011
- AGM follow-up including TF membership and work programmes

The Work Programme has been organized into four work areas:

- Evaluation approaches and methods
- Evaluation Capacity Development
- Harmonisation of evaluation
- Strengthening the Evaluation Function

# Evaluation Approaches and Methods

## Evaluation of Normative Work (ENW) Task Force

### ENW Work Programme 2010/2011

#### TF co-Chairs

- Barbara Torggler, UNESCO
- Demetra Arapakos, OIOS

#### Task Force Members

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#### TF agreed deliverables and work schedule

- An overview of what UNEG members are doing on evaluation of normative work (building on prior work undertaken by the TF on Impact Evaluation).
- Building on this, a definition of normative work (if possible).
- A guideline / handbook on conducting evaluations of normative work. This would include a set of outcome / impact indicators for evaluating normative work. (A final decision as to whether and how the TF will embark on the production of this deliverable will be taken at a later stage and in light of the insights gained when working on deliverables 1 and 2).

#### Next steps

- A smaller working group was formed within the TF which will work on designing the survey to UNEG members.

**Other issues identified by the TF (e.g. budget, requests for clarification)**

- No request for budget.
- Continuous exchange of information with the Impact Evaluation Task Force.

**Reminder of decisions taken at the AGM 2011**

**Task Force convener:** Bert Keuppens, UNESCO

**Deliverables and issues identified at the AGM 2011**

- TF to develop best practices in the evaluation of normative work.

## Human Rights and Gender Equality (HR & GE) Task Force

### HR&GE Work Programme 2011/2012

#### TF co-Chairs

- Shravanti Reddy/Priya Alvarez, UN Women
- Flaminia Minnelli, OHCHR

#### Task Force Members

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#### TF agreed deliverables and work schedule:

##### Handbook (April – July 2011)

- Feedback template for the Handbook (handbook to be revised within a 2-3 year period to include lessons learned from implementation)
- Copy-editing of the Handbook, translation into the UN official languages, and printing (depending on funding availability)
- Implementation plan for the approved dissemination strategy for the Handbook (explore creation of working group)

##### Guidance Document (June – March 2011)

- Revise and finalize the guidance document (explore creation of working group)

##### On-going activities (June – March 2011 – 2012)

- Disseminate the Handbook
- Collect and systematize feedback received on the Handbook to inform finalization of the guidance document and revision of the Handbook in 2-3 years

**AGM 2012 (April)**

- Present the Guidance Document for approval at the AGM
- Provide feedback on use of Handbook to date

**Other Areas for Consideration, if time permits (2011–2012)**

- Reflect on lessons learned from the experience of preparing the handbook applicable to future UNEG work.
- Determine ways of going beyond dissemination/training to actively stimulating and monitoring and follow-up on the use of the handbook in evaluations. Synergies to be explored with other Task Forces, e.g. on Evaluation Capacity Development.
- To consider expanding the work of the TF to include guidance for institutional and humanitarian evaluations, evaluation design and a collection of best practices.
- Consider how to systematically integrate HR & GE issues in system wide evaluation processes (e.g. UNDAF).
- Explore possibilities of developing a training module related to the handbook, including looking into existing activities to develop proposals

**Other issues identified by the TF (e.g. budget, requests for clarification)**

- The TF is seeking ways to finance the translation and publication of the Handbook. No additional funding is requested at this time. However, should it become necessary, the TF will request UNEG to reconsider up to the established maximum of US\$10,000

**Reminder of decisions taken at the AGM 2011**

**Task Force convener:** Romain Sirois, OHCHR

**Deliverables and issues identified at the AGM 2010**

- TF to develop and enclose a feedback form to be disseminated with the Handbook.
- TF to revise the guidance document and to finalize for presentation at AGM 2012.
- Handbook to be revised within 2-3 year framework including lessons learned from implementation.
- TF to explore possibilities of developing a training module related to the handbook, including looking into existing activities to develop proposals.

Considerations for the TF:

- Reflect on lessons learned from the experience of preparing the handbook applicable to future UNEG work.
- Determine ways of going beyond dissemination/training to actively stimulating and monitoring and follow-up on the use of the handbook in evaluations. Synergies to be explored with other Task Forces, e.g. on Evaluation Capacity Development.
- To consider expanding the work of the TF to include guidance for institutional and humanitarian evaluations, evaluation design and a collection of best practices.
- Consider how to systematically integrate HRGE issues in system wide evaluation processes (e.g. UNDAF).

## Impact Evaluation (IE) Task Force

### IE Work Programme 2010/2011

#### TF co-Chairs

- Caspar Merkle, UN Women
- Tullia Aiazzi, FAO

#### Task Force Members

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#### TF agreed deliverables and work schedule

- Guidance document 1: The role of IE in the overall M&E system;
- Guidance document 2: IE of UN normative and institutional support work;
- Guidance document 3: Propose methods for addressing the challenge of attribution in multi-stakeholder interventions or contribution analysis;
- Develop dissemination strategy for guidance documents;
- Contribute to substantive aspects of NONIE 2012: peer review of presentations, definition of meeting's

contents; identification of key speakers;

- Liaise with JETF to identify synergies and areas for collaboration
- Liaise with UNEG TFs and other networks: ALNAP WG on JHIE; IDEAS, 3IE

Task/event	Date/deadline
Comments on the outline for GD 2	17 May 2011
Comments to draft GD 1	
TF second meeting	June
Finalisation of GD 1	July 2011
Circulation of draft GD2	Mid-June
Finalisation of GD 2	August 2011
Submission of GD 1 and 2 to UNEG Heads	September 2011
Discussion about GD 3	June 2011
Elaboration of dissemination strategy for GD	September-October 2011
July 2011	Confirmation of dates and location for EPE, AGM and NONIE
Work on NONIE 2012	September 2011-March 2012
NONIE, EPE, AGM 2012	Second half of April 2012

#### **Other issues identified by the TF (e.g. budget, requests for clarification)**

- At this point in time, the TF is working on the basis of the resources committed before the AGM 2011, which amount to USD 30,000 contributed as follows: UNEG in 2010 USD 10,000; UNICEF USD 10,000; FAO USD 5,000; UN Women USD 5,000. UNESCO had committed on 10 November 2010 to contribute USD 2,000.
- The co-chairs would like to know whether the TF will be entitled to further financial support from the Secretariat, should it be required for developing the agreed upon deliverables.

#### **Reminder of decisions taken at the AGM 2011**

**Task Force convener:** Tullia Aiazzi, FAO

#### **Deliverables and issues identified at the AGM 2011**

- TF to continue with deliverables identified (Clarify the role of IE in the overall M&E system; Propose methodology for IE of normative and institutional support work; Propose methods for addressing the challenge of attribution in multi-stakeholder interventions or contribution analysis).
- Discussion of Joint IE to continue (i.e. in Humanitarian work).

## NONIE Meeting 2012 Organising Committee

NONIE OC Work Programme 2010/2011			
<b>OC co-Chairs</b>			
<ul style="list-style-type: none"> <li>Margareta de Goys, UNIDO</li> <li>Juha Uitto, UNEG Executive Coordinator</li> </ul>			
<b>Organising Committee Members</b>			
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<b>OC agreed deliverables and work schedule</b>			
<ul style="list-style-type: none"> <li>Organisation of the NONIE Meeting 2012 in FAO Headquarters, Rome (tentative dates 19-20 April 2012).</li> <li>Detailed work schedule to be defined.</li> </ul>			
<b>Other issues identified by the OC (e.g. budget, requests for clarification)</b>			
<ul style="list-style-type: none"> <li>The NONIE 2011 Meeting had a budget of EUR130K most of which met from contributions from AFD and DFID. A full breakdown of the costs needs to be requested from AFD (hosts of the 2011 meeting) for the OC to plan.</li> <li>Two bilaterals have indicated that they will be willing to make financial contributions towards the organisation of the NONIE 2012 Meeting and there is indication that some funding .The OC needs to confirm this and identify any other sources of funding, including from among UNEG members. Who and how the budget will be managed also needs to be clarified.</li> <li>The OC recognises that the assistance of an external consultant maybe required to assist with the organisation of the NONIE meeting.</li> </ul>			
Reminder of decisions taken at the AGM 2011			
<b>Task Force convener:</b> Juha Uitto, UNEG Executive Coordinator			
<b>Deliverables and issues identified at the AGM 2011</b>			
<ul style="list-style-type: none"> <li>Organisation of the NONIE 2012 Meeting.</li> </ul>			

# Evaluation Capacity Development

## Evaluation Practice Exchange 2012 Seminar Organizing Committee (EPE OC)

### EPE OC Work Programme 2010/2011

#### Organising Committee co-Chairs

- Emily Hampton-Manley, OIOS
- Lori Bell, FAO

#### Organising Committee Members

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#### Organising Committee agreed deliverables and work schedule (from EPE 2011)

- Identify the principles and delivery modalities of the EPE 2012.
- Undertake preparatory work with respect to identification of EPE themes, presenters, session formats and required administrative support.
- Conduct the EPE 2012 over up to 2 full days (23-24 April 2012) at FAO, Rome (co-hosts WFP & IFAD).
- Prepare a summary report of the substantive EPE seminars.
- Prepare a document on EPE process and any lessons learned.
- Explore broadcasting via webinar.
- Explore interest of regional offices in conducting their own regional EPEs.

#### Other issues identified by the Organising Committee (e.g. budget, requests for clarification)

- Need for additional Organising Committee members.

### Reminder of decisions taken at the AGM 2011

**Organising Committee convener:** Lori Bell, FAO/OED

#### Deliverables and issues identified at the AGM 2011

- Organisation of the EPE 2012
- Consolidate lessons learned from the organisation of the EPE for the next organising committee.
- To pull together emerging issues that could inform all TF's areas of work.

## National Evaluation Capacity (NEC) Task Force

### NEC Work Programme 2010/2011

#### TF co-Chairs

- Marco Segone, UNICEF
- Guy Thijs, ILO

#### Task Force Members

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#### TF agreed deliverables and work schedule

##### ***Timeframe: (May – December 2011)***

- Identify good practices in national evaluation systems and facilitate south/south knowledge sharing building on ongoing or planned activities:
  - Study being conducted by UNEDAP in Asia and the Pacific on national M&E systems
  - UNDP Second International Conference on Use of national evaluations (South Africa)
  - ILO country case study on how to engage social partners in national evaluation systems
  - UNICEF Webinars on Equity-focused evaluations, country-led M&E systems and National evaluation capacity development
  - UN Women Evaluation Capacity Building Projects with regional evaluation associations – IPEN and AGDEN
  - Good practices on National Evaluation systems in Latin America and Caribbean Region

##### ***Timeframe: (January 2012- April 2012)***

- Commence process of producing guidelines on Evaluation Capacity Development, by developing ToRs and annotated outline - including practical tips for national partners on M&E- to be presented to 2012 AGM
- Jointly mobilizing resources to produce Guidelines on Evaluation Capacity Development after annotated outline is endorsed by 2012 AGM

##### ***Continuous (throughout duration of the TF)***

- Support Global/regional evaluation associations in creating or strengthening national evaluation associations, enhancing evaluation standards, and facilitating knowledge sharing between associations

and networks by:

- Disseminating UNEG material such as UNEG Evaluation norms and standards, UNEG manual on Human rights and gender-sensitive evaluations, etc amongst associations
- Make MyM&E website available to evaluation associations as a knowledge management system to support evaluation capacity development
- Commitment to share experience, identify opportunities and facilitate synergy among UNEG TF members on National Evaluation Capacity Development

**Other issues identified by the TF (e.g. budget, requests for clarification)**

- Appropriate budget to hire a consultant to develop the Guidelines (after annotated outline is endorsed by 2012 AGM) on National Evaluation Capacity Development will be needed and is expected to be mobilized amongst members of UNEG

**Reminder of decisions taken at the AGM 2011**

**Task Force convener:** Guy Thijs, ILO

**Deliverables and issues identified at the AGM 2011**

- Identify good practice in national evaluation systems and facilitate south-south knowledge sharing.
- Review current state of contribution of Evaluation Offices of UN organizations in national capacity development for evaluation.
- Development of Guidelines for Evaluation Capacity Development.
- Propose measures to implement the guidelines.
- Support global and regional evaluation associations/networks in creating or strengthening national evaluation associations, enhancing evaluation standards, and facilitating knowledge sharing between associations and networks.

# Harmonisation of Evaluation

## Joint Evaluation (JE) Task Force

### JE Work Programme 2010/2011

#### TF co-Chairs

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#### Task Force Members

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#### TF agreed deliverables and work schedule

The TF will focus on the two main deliverables as recommended by the AGM:

- Guidance for joint evaluation.
- Guidance for UNDAF evaluation.

UNDAF Evaluation: Work towards developing UNDAF guidance package as follows:

- Finalise the draft FAQ on UNAF evaluation and disseminate through UNEG / DOCO websites (mid-2011)
- Revise the 2006 guidance on UNDAF evaluation TOR and disseminate through UNEG / DOCO (early 2012)
- Prepare and disseminate guidance on Management Response to UNDAF evaluations (early 2012)

Joint Evaluation: Work towards developing JE guidance as follows:

- Conduct a survey to map out joint evaluation experiences and lessons of UNEG members and to identify topics relevant for JE guidance.
- Disseminate and review survey findings and prepare a concept note on JE guidance (late to early 2011)

- c) Identify and share good practices in joint evaluation (early 2012)
- d) Finalise JE guidance document (mid to late 2012)

**Other issues identified by the TF (e.g. budget, requests for clarification)**

The TF will require a small budget for a consultancy to prepare the guidance document on joint evaluation.

**Reminder of decisions taken at the AGM 2011**

**Task Force convener:** Krishna Belbase, UNICEF

**Deliverables and issues identified at the AGM 2011**

- Development of guidance for joint evaluation.
- Development of guidance for UNDAF evaluation.

# Strengthening the Evaluation Function

## Strengthening the Evaluation Function (SEF) Task Force

### SEF Work Programme 2010/2011

#### TF co-Chairs

- Rachel Bedouin, FAO
- Ram Babu, OPCW

#### Task Force Members

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## **TF agreed deliverables and work schedule**

### **The proposed deliverables are**

- (a) Guidance Note on quality assurance system (Championed by OPCW);
- (b) Guidelines for Self-Assessment (Championed by UNESCO);
- (c) A Guidance Note on the relationships between centralized and decentralized evaluation functions (Championed by UNDP) – This guidance note should help to better assess decentralized evaluation functions and, should feed into other deliverables produced by the former Evaluation of the Evaluation Task Force and the present Task Force.
- (d) Support to peer reviews - The review of the evaluation functions of UNEP and UN-HABITAT evaluation functions will start in the second half of 2011. Due to their location in Nairobi and the relative small size of the evaluation function of both organisations, the reviews of UNEP and UN-Habitat will be conducted by the same Peer Panel. The Panel will produce separate reports for each of the organisations. The review of of FAO's Office of Evaluation will take place in 2012 with preparatory work starting in the second half of 2011.

### Work Schedule:

In order to produce the deliverables, the TF is organized into working groups (WG) led by a WG champion. The first working Group on "Guidelines on quality assurance system" has the highest membership but no champion yet.

The next step is for each champion to convene a meeting and confirm the following work schedule:

- Each of the deliverables be circulated within TF by the end of October 2011
- Final draft be ready after incorporating comments/feedback of TF member by 1 December and circulated to UNEG members for comments.
- Document ready by the end of February 2012.

## **Reminder of decisions taken at the AGM 2011**

**Task Force convener:** Rob D. van den Berg, GEF

### **Deliverables and issues identified at the AGM 2011**

Given the broad scope and the multiple interpretations of the TF objectives as expressed during the AGM, the TF undertook a consultation process among its members and re-defined its objectives as follows:

- (a) Providing guidance or guidelines on the evaluation of evaluation function including quality assurance, self-assessment and external review and also the assessment of the relationships between centralized/ decentralised evaluation functions (for which examples exist in the peer reviews of UNDP, UNICEF and WFP);
- (b) Facilitating/coordinating information on peer reviews of evaluation functions; and
- (c) Providing feedback to the Norms and Standards TF whenever this TF generates relevant insights on self-assessments, peer and external reviews.

## UNEG Norms and Standards (N&S) Task Force

### N&S Work Programme 2010/2011

#### Task Force co-Chairs

- Colin Kirk, UNICEF
- Bert Keuppens, UNESCO

#### Task Force Members

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#### Task Force agreed deliverables and work schedule

##### Deliverable

- Issues and Options Paper outlining three scenarios
  - Keep existing N&S without modifications
  - Keep core of existing N&S but adapt some elements to changed environment
  - Rewrite existing N&S in a comprehensive manner

##### Work Schedule

- Identify issues – Summer 2011
- Chair to share initial ideas in draft form - January 2012
- Task Force to consolidate Issues and Options Paper – by March 2012

#### Other issues identified by the Task Force (e.g. budget, requests for clarification)

- Elements to consider in revising the N&S
  - External environment in which UNEG operates (UN Reform, political and aid environment, financial crisis, etc.)
  - Implementation of the N&S by UNEG member agencies
  - Demand for evaluation and identification of evaluation topics
  - Issues of evaluation quality, including credibility and independence
  - Evaluation utilization, including management responses
  - Communication of evaluation results

## Reminder of decisions taken at the AGM 2011

**Task Force convener:** Colin Kirk, UNICEF

### **Deliverables and issues identified at the AGM 2011**

- A gap analysis to identify areas for improvement of the UNEG N&S
- A review of N&S, leading to a proposal for revision
- Validation by a round table and discussion with UNEG members