



UNEG
United Nations Evaluation Group

UNEG Strategy 2020-2024

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Foreword

“We must build on the work that has been donewe need more accountability, on the level of each individual agency carrying out its mandate, but also its contribution to the work of the United Nations system and of the system as a whole. A strong culture of accountability also requires effective and independent evaluation mechanisms”.

UN Secretary-General, Antonio Guterres, remarks to the General Assembly on taking the oath of office, 12/16

The second UNEG Strategy sets out UNEG’s role at a time when the UN development system is at a crossroads, with a stronger impetus than ever to work as one, to deliver as one and to be held accountable as one. The timing of the new Strategy falls into a critical period of rethinking the UN development system and the system at large, searching for new ways to address a new and ambitious global Agenda for Sustainable Development, the 2030 Agenda. It also coincides with a keen interest and demand from Member States and senior management alike to benefit from rigorous, credible and independent evaluations, both at individual agency level but also at system-wide level.

We have achieved great progress on evaluation in the UN system through the combined efforts of the membership. We are now a recognized as a *Norms & Standard setter*, as an *Engine for Capacity-building* and last, but most importantly, as an *Influential Network* that can effect change.

Nevertheless, the mid-term review of the 2014-19 Strategy was a rallying cry which concluded that UNEG is now at a crossroads of its own and that, while much has been achieved, the network needs to respond to changes in the external context. UNEG will need to find ways in which to engage in UN reform, both as individual agencies and as a network. The current environment puts evaluation high on the UN political agenda and UNEG must take advantage of this, re-focusing itself, in a balanced manner, more outwardly than is currently the case.

The UNEG Strategy 2020-2024 is our joint response to this rallying cry. It is a framework to guide our work over the next five years. We have trimmed down our strategic objectives from four to three and mainstreamed partnerships with the wider international evaluation community as underpinning all our efforts. We continue to focus on our core business of setting norms and standards for evaluation functions within the UN system, and building the professional capacities of our staff and partners. The new Strategy also reflects the new environment in which we are working, not least in light of processes to reform the United Nations development system, but also in the context of the SDGs and 2030 Agenda. UNEG has been advocating for a system-wide evaluation mechanism for many years and, in the absence of one, has filled the gap when possible. We welcome the opportunity to actively engage and contribute directly in these processes, and the focus given to this in our new Strategy demonstrates our collective commitment to do so.

All UNEG members contributed to drafting the Strategy. Special thanks to the members of the UNEG Strategy Working Group who, under the leadership of Indran Naidoo, UNDP and Carlos Tarazona, FAO have accomplished a difficult feat: consensus among a diverse group of members on what we should be aiming for. We have a lot of work ahead of us yet, with full support of all members, I am confident that UNEG can and will achieve even greater things in the next five years.

Susanne Frueh
UNEG Chair
Paris, September 2019

Introduction

1. The [United Nations Evaluation Group \(UNEG\)](#) has come a long way since it was established as an inter-agency network 35 years ago. Initially called the Inter-agency Working Group for Evaluation (IAWG), it had just 18 members operating informally. Today UNEG has 50 member agencies and operates under a set of agreed protocols outlined in the UNEG Principles of Working Together¹. Some milestones that mark UNEG's evolution include: the publication of the UNEG Norms and Standards (N&S) in 2005; the launch of a peer review process providing support for evaluation functions and offices in 2007; and the adoption of Ethical Guidelines and Code of Conduct in 2008 which further enhanced UNEG's professionalism.
2. In 2010 and 2012, UNEG encouraged greater exchanges by establishing communities of practice. Members also recognized the need to help strengthen national evaluation systems and capacities, which was highly appreciated by Member States and helped advance evaluation at the country level. In 2013, UNEG adopted its first multi-year strategy for the period 2014-2019² to increase its strategic focus and effectiveness. The Strategy included provisions for a mid-term review (MTR) which was conducted in 2018³, the results of which informed the current strategic thinking process.
3. A further critical milestone was the adoption of the revised UNEG N&S in 2016⁴. The revised N&S emphasize the principles of independence, credibility and utility, and outline how evaluation functions should be governed, funded and managed. Several agencies refer to this document when enhancing their own evaluation policies, in a manner that better reflects evaluation as a profession that promotes learning, transparency and accountability. The UNEG Evaluation Competency Framework (ECF), approved in June 2016, is another of UNEG's contributions towards the development of the evaluation profession.
4. Ensuring more robust evaluation functions in the United Nations (UN) system has not been easy, and only a strong UNEG can support a function which is essentially providing critical oversight for more robust debates and program improvement. Evaluation aligns with the UN's commitment to be more transparent and accountable, and the 2016 N&S outline many key and important elements of evaluation, such as financial benchmarks, reporting lines and prevention of bias.
5. The UNEG Strategy 2020-2024 is the result of a participative process within UNEG. It focuses on common goals, and establishes intended outcomes and results. It draws on the MTR, the debates and decisions adopted at the 2018 and 2019 Annual General Meetings, as well as members' feedback. It also considers the latest decisions related to UN development system reform, and the challenges and opportunities facing the evaluation community in the SDG era.

¹ The latest version of the UNEG Principles of Working Together was approved at the UNEG Annual General Meeting 2019 in Nairobi, Kenya. Available at www.unevaluation.org/UNEG_Principles_of_Working_Together_2019.

² Available at www.unevaluation.org/UNEG_Strategy_2014-2019.

³ Available at www.unevaluation.org/MTR2018.

⁴ Available at www.unevaluation.org/2016-Norms-and-Standards.

6. This Strategy guides UNEG’s work to foster and harmonize evaluation practice in the UN system over the next five years. It reflects the diversity and strength of the UNEG membership and is testimony to the expertise and experience members bring to create a better UNEG for a better UN.

Agenda 2030 and the repositioning of the UN system

7. The complexity of the 2030 Agenda, including the interlinkages with the Sustainable Development Goals (SDGs), are challenging the UN evaluation community like never before and are placing heavy demands on already stretched evaluation offices whose main focus is on their own agency’s work. At the same time, the impact of system-wide reform and system-wide agendas can only be assessed through system-wide evaluation (SWE) efforts. UN reform, therefore, presents a **unique opportunity for UNEG to support SDG-readiness in all UN evaluation entities, inform system-wide policy-making and promote the use of evaluation at organization and system-wide levels.**

8. UNEG has been promoting the need for SWE capacity since 2008, albeit with limited success. The UN Secretary-General’s 2013 policy on the *Independent System-wide Evaluation (ISWE) of Operational Activities for Development of the United Nations Systems* was an important step towards recognizing the need for more SWE. Despite a lack of funding and reporting platforms, the pilot phase nevertheless showed the potential value-added of a system-wide evaluative voice.

9. This value-added was acknowledged by the Secretary General in his 2017 seminal report “*Repositioning the UN Development System*”⁶. Recognizing the system needed to develop to remain relevant and deliver on its support to governments in the implementation of the 2030 Agenda, the Secretary-General, among many other proposals, indicated his intention to set up a small independent SWE unit. He also proposed a funding dialogue to look at funding of the UN development system which resulted in discussions, in early 2019, to establish a Funding Compact (FC) that would give the UN system a more stable basis to meet the ambitious goals and timelines set out in the 2030 Agenda.

10. Evaluation features strongly in the FC not only as a means to increase transparency, but also to obtain independent and credible feedback on performance, as more complex development goals such as poverty reduction, gender equality, climate change, etc. are addressed. In many ways, the FC initiated greater interest by Member States and the Secretary-General’s office in UNEG’s work, and established high expectations that UNEG deliver on improved transparency and joint/system-wide evaluative evidence. The FC has had direct implications for all areas of UNEG’s strategic plan and how they need to be pursued in the future, in particular:

- i. Increased joint and SWE by UNEG members (FC commitment 2)⁷;

⁵ Available at: <https://bit.ly/2Yloznr>.

⁶ Available at: <https://www.un.org/ecosoc/en/node/1213351>.

⁷ Indicator 2: To increase collaboration on joint and independent system-wide evaluation (ISWE) products to improve United Nations support on the ground. Indicator (QCPR – new): percentage of UNSDG Evaluation Offices (EO) engaging in joint or ISWE; Baseline 20 (2018): 10/35 or 29 percent of EOs have engaged in joint evaluations; Target (2021): 75 percent of EOs will have engaged in a joint evaluation; Baseline (2018): 7/35 or 20 percent have engaged on an ISWE product; Target (2021): 50 percent of EOs will have engaged in at least one ISWE.

- ii. Improved quality of UN Sustainable Development Cooperation Framework (UNSDCF) (former UNDAF) evaluations (FC commitment 8)⁸; and
- iii. Greater transparency through the publication of UNEG member’s reports on the UNEG website by SDG (FC commitment 9)⁹.

11. In parallel, the repositioning vision of the Secretary-General focuses on an empowered and more effective Resident Coordinator system guided by a strategic United Nations Development Framework. The need for more robust and credible UNSDCF evaluations, which will most likely remain decentralized evaluations managed at the country level, was highlighted by the ISWE pilot conducted in 2016. UNEG is expected to contribute to the development of guidelines, training and quality assurance mechanisms in order to safeguard the objectivity and credibility of these exercises.

12. To achieve the commitments of the FC, a roadmap for implementing the Secretary-General’s vision of SWE capacity was developed. While the roadmap builds on what UNEG has to offer as a professional network, including the N&S, it also called for updating the 2013 policy on independent SWE; the establishment of a Secretariat/unit in charge of coordinating/managing ISWE activities; and the development of a multi-donor trust fund to ensure future funding for SWE. UNEG was also asked by the Executive Office of the Secretary-General (EOSG) to second a senior staff to help develop and start up the architecture with funding being provided by a Member State for the first year of activities.

13. Looking ahead there are a number of key opportunities for UNEG in the era of the SDGs. Notably, UNEG should (matching Strategic Objectives [SOs] are in parentheses):

- i. *Develop methodological and process guidance.* This should be one of UNEG’s main strategic engagements in the coming years. It be done in partnership with other actors including academia, international organizations, national governments, regional evaluation associations, civil society and so forth, as evidenced for example in the discussions to revise the DAC Evaluation Criteria. All of this will require an international dialogue and joint action (SO1).
- ii. *Build on its capacities as well as those of its partners.* New methodological approaches will require updating the skill set of UNEG member’s staff, as well as a more robust decentralized evaluation capacity. Building national evaluation capacities should be an integral part of UNEG’s evaluation efforts, including advocating for greater use of evaluation evidence in Voluntary National Reviews (VNRs). As a network UNEG needs to pool its training resources

⁸ Indicator 8: To improve the quality and utility of UNDAF evaluations; Indicator (DCO): percentage of UNDAF evaluation reports with good or excellent rating on methodology used; Baseline (2016): 10/36 or 28 percent; Target (2021): 75 percent; Indicator (DCO): percentage of UNDAF evaluations that contain all the following: actionable recommendations, with a clear target audience and timeframe for implementation, and a management response; Baseline (2016): 10/36 or 28 percent (23/62 for management response); Target (2021): 100 percent.

⁹ Indicator 9: To increase accessibility of corporate evaluations and of internal audit reports, within the disclosure provisions and policies set by governing bodies at the time of report issuance. Indicator (DCO): percentage of UNDS entities authorized within disclosure provisions and policies who have made their corporate evaluations available on the UNEG website; Baseline (2018): 10/48, or 21 percent; Target (2019): 100 percent; Indicator (QCPR – new): percentage of internal audit reports issued in line with the disclosure provisions and policies set by the relevant governing bodies, which are available on a dedicated searchable UN-RIAS platform/website, pending availability of resources; Baseline 2018: 0; Target (2021): 100 percent; Indicator (FMOG): percentage of inter-agency pooled funds posting evaluation reports on the UNEG website Baseline; Baseline (2018): 0 percent; Target (2019): 100 percent.

at country and regional level, using regional evaluation networks and training providers when available (SO2).

- iii. *Better plan and publish evaluative work.* An initial step would be for UNEG to map plans for single and joint evaluations categorized by SDG and country. A further step would be to ensure that these have common evaluation questions and collect pre-defined data to, in turn, inform system-wide analysis. Such a mapping will help forge partnerships at the country and global levels. However, given the limited resources available for this kind of work, which is currently only seen as a sporadic add-on, any increase will likely remain marginal unless incentive systems are developed, including demand and interest by policy makers. All of this will require national and global partners beyond the UN to participate and contribute (SO3).
- iv. *Engage systematically in joint and system-wide evaluations:* One way to increase these would be for members to create “coalitions” of those agencies that have significant work in a specific area¹⁰. SWEs could be prepared for the annual discussions of the voluntary national reports and reviews during the High-Level Political Forum (HLPF) or other relevant fora (SO3).
- v. *Develop platforms for communicating evaluative evidence.* In order to meet the increased demand for SWE knowledge, UNEG needs to update the way it communicates its evaluative body of work. The UNEG website should become a more user friendly and searchable tool; it should also become more results focused. Beyond the website a more systematic and purposeful engagement at relevant substantive fora is required. For this, UNEG needs to act as one but also needs to build partnerships with policy makers, academia, evaluation associations etc. (SO3).

UNEG Vision and Mission

14. **Vision:** UNEG envisions that evaluations within the UN system produce knowledge and evidence used to inform relevant, coherent, sustainable, effective and efficient delivery towards the achievement of the 2030 Agenda, contribute to good governance and oversight of the UN system, and positively impact the lives of the people we serve.

15. **Mission:** UNEG’s mission is to promote, strengthen and advocate for a robust, influential, independent, innovative, and credible evaluation function throughout the UN system to support decision-making, accountability and learning. UNEG aims to:

- Safeguard and influence the quality of evaluation practice in the UN system;
- Support the professionalization and capacities of its membership;
- Advocate for the use of evaluations in policy-making and operational work of the UN system and beyond; and
- Facilitate partnerships and collaboration on evaluation in the UN system and beyond.

¹⁰ A good example of this is the new UNAIDS coalition that brings together the 11 evaluation units of UNAIDS Cosponsors to engage in joint and SWE related to HIV/AIDS.

Theory of Change

16. UNEG has developed a Theory of Change (ToC) to ensure strategic alignment and connection between the UNEG Strategy and its members' needs and priorities, as well as UN system-wide initiatives and the Agenda 2030/SDGs. The ToC is a tool to summarize and communicate internally and to all UNEG stakeholders, how UNEG's **vision, mission, strategic objectives and key areas of action** are part of and contribute to the way forward to an inclusive and sustainable global development process.

17. The ToC, as presented in Appendix 1, is a living document that may be updated to further reflect, recollect and ensure that the UNEG Strategy remains aligned to a wider context, new international developments and the way forward to achieve the SDGs.

18. Further, the UNEG ToC seeks to foster the development of a theory of change across the pillars of the UN system, with explicit preconditions and assumptions to be considered and/or monitored. Expanded ownership and use of the ToC by UNEG members is encouraged to enhance a common understanding and sharing of UNEG's strategic perspectives by all members.

Strategic Objectives 2020-2024

19. To achieve its mission, UNEG's work focuses on three Strategic Objectives (SO):

- SO1: Develop and safeguard professional norms, standards and guidance;
- SO2: Enhance professionalization and capacity; and
- SO3: Influence policy-making and operational work through evaluations.

20. Partnerships, knowledge management and collaboration on evaluation are considered major enablers of UNEG's work and, as such, contribute to the achievement of all three SOs.

21. Each SO has a series of key areas of action that are intended to lead to an outcome, as illustrated in the UNEG ToC.

22. With the oversight and support of the UNEG Executive Steering Committee, the associated SO **Working and Interest Groups will articulate how their activities are aligned to the key areas of action** and how they will ultimately contribute to UNEG's outputs and outcomes.

SO1: Develop and Safeguard Professional Norms, Standards and Guidance

23. Setting and updating norms and standards for evaluation in the UN system has been a core business of UNEG since its foundation. The UNEG N&S for Evaluation have served as a landmark document for the UN and beyond. They have been used successfully to strengthen and harmonize evaluation practice, and served as a key reference for evaluators across the globe.

24. In 2016, the UNEG N&S were revised¹¹ to reflect the evolving context and increasing demands for accountability and national ownership. The ten general norms should be upheld in the conduct of any evaluation; the four institutional norms should be reflected in the management and governance of evaluation functions. The five associated standards support the implementation of these normative principles, including on human rights and gender equality.

25. UNEG promotes adherence to the N&S through the external review processes of evaluation functions and the development of relevant guidance materials. Despite ongoing initiatives to expand the coverage of peer reviews and develop new guidance materials¹², future work in this area remains necessary. The increasing recognition of the N&S and their application in SWE, such as UNSDCF and SDG evaluations, will require the development of relevant guidance materials, as well as the preparation and implementation of specific training packages for a variety of stakeholders.

26. UNEG will also need to monitor the evolution of methodologies, criteria (e.g. OECD-DAC Evaluation Criteria) and practices as this eventually will inform further adjustments to the N&S. UNEG strives to develop or update guidance materials for UNEG members and partners as the profession evolves.

Key areas of action

27. Under SO1, UNEG and its members would further enhance and safeguard evaluation functions by:
- (a) Promoting the N&S, with a focus on developing products, guidance and services to support their use;
 - (b) Facilitating adherence to the UNEG N&S through self-assessments and the external review of evaluation functions;
 - (c) Reviewing the outcome of the OECD-DAC criteria revision and determining how best to reflect this in the UNEG N&S and guidance materials; and
 - (d) Developing and/or promoting common methodologies, guidance and approaches in areas such as human rights and gender equality, “leaving no one behind”, evaluation use, decentralized evaluations, evaluability assessments, UNSDCF evaluations, etc.

Key Performance Indicators

- (a) By 2021, 100 percent of UNEG N&S have specific guidance materials to support their use (including in SWEs), and facilitate the conduct of validated self-assessments/external reviews. Baseline (2019): 0.
- (b) By 2021, 100 percent of UNEG members will have an approved evaluation policy. Baseline (2019): 78% (39 out of 50).

¹¹ www.unevaluation.org/UNEGN&S2016.

¹² For example, on methodologies for the conduct of evaluations.

- (c) By 2024, 100 percent of UNEG members have made progress in adhering to UNEG norms and standards, as confirmed through validated self-assessment or external review of their evaluation functions within the past five years. Baseline (2019): 0.
- (d) By 2024, a basic set of guidelines for SDG evaluability assessments and SDG evaluations will be developed. Baseline (2019): 0.

Associated UNEG Working/ Interest Groups

<ul style="list-style-type: none"> • Peer Review • Human Rights and Gender Equality • SDGs • Decentralised Evaluation • Partnerships 	<ul style="list-style-type: none"> • Ethics and Code of Conduct • UNSDCF • DAC Evaluation Criteria • Environment and Social Impact Assessment Working Group
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SO2: Enhance Professionalization and Capacity

28. Professionalization is the process by which a practice or trade is developed into a profession and widely recognized by group norms of conduct, competencies, qualifications, etc. Advancing professionalization of evaluation within the United Nations system is part of the UNEG mission and becomes of even greater importance as UNEG seeks to inform system-wide policy making and promote the use of evaluation at the organizational and system-wide level.

29. It is expected that evaluators belong to a cadre of professionals, with multidisciplinary backgrounds and experience, and are united in their commitment to the norms and standards that govern the profession. In UNEG, these principles are part of the UNEG N&S (2016) which govern all aspects of the profession and are explicit about the roles and responsibilities of different parties in the evaluation process. They also stipulate the rights and obligations of evaluators, evaluation managers and evaluands.

30. Norm 10 on professionalism is particularly relevant to this strategic objective as it clarifies the following: Evaluations should be conducted with professionalism and integrity. Professionalism should contribute towards the credibility of evaluators, evaluation managers and evaluation heads, as well as the evaluation function. Key aspects include access to knowledge; education and training; adherence to ethics and to the UNEG norms and standards; utilization of evaluation competencies; and recognition of knowledge, skills and expertise. This should be supported by an enabling environment, institutional structures and adequate resources.

31. Adherence to the evaluation principles of independence, impartiality credibility and utility is at the core of any professionalization process and does frame all developments in this area.

32. Among the UNEG standards is the requirement that individuals engaged in the design, conduct and management of evaluations possess the set of core competencies for their respective roles in evaluation. These have been clarified in the 2016 UNEG Evaluation Competency Framework (ECF)¹³. It outlines the competencies that are required for the professional conduct of evaluation in the UN system and beyond.

¹³ <http://www.unevaluation.org/2016-Evaluation-Competency-Framework>

Greater emphasis on capacity development and knowledge sharing is needed to ensure effective adoption of the framework.

33. Enhancing professionalization and capacity in the field is a further need. The continued decentralization of the UN system underlines a need for building evaluation capacity at regional and national levels. Within a decentralized context, the capacities of national actors must be strengthened as well and UNEG is committed to supporting national capacity building for evaluation, including by advising and supporting the establishment of national evaluation functions.

Key areas of action

34. Under SO2, UNEG and its members would collectively and individually achieve greater professionalism through, *inter alia*:

- (a) Supporting UNEG members in the practical implementation of the 2016 Evaluation Competency Framework;
- (b) Developing and piloting a voluntary recognition/certification programme for evaluation managers and /or evaluators serving UN agencies, building on UNEG member experiences;
- (c) Supporting a global information hub related to professionalization for evaluation initiatives, tools and materials;
- (d) Organising annual Evaluation Practice Exchanges (EPE) and professional workshops in the margins of the AGM emphasizing key elements of professionalization, along the lines of the UNEG competency framework; and,
- (e) Developing and offering innovative learning products and services (including capacity building events) aimed at enhancing evaluation competencies of UNEG members, national governments and partners.

Key Performance Indicators

- (a) By 2021, innovative learning services and products (including capacity-building events) are developed/identified for strengthening evaluation competencies and knowledge among UNEG members, in accordance with the ECF. Baseline (2019): 3;
- (b) By 2021, a voluntary recognition programme for evaluators is piloted, and an information hub on professionalization of evaluation is established, in accordance with the ECF. Baseline (2019): 0; and,
- (c) By 2024, the evaluation competency framework is actively used by all UNEG members in areas such as staff recruitment and capacity development. Baseline (2019): 0 percent.

Associated Working/ Interest Groups

• Professionalization	• Evaluation Professional Exchange
• Evaluating Policy Influence	• Evaluation Methods
• Decentralized Evaluation	• National Evaluation Capacity
• Partnerships	• Evaluating Capacity Development

SO3: Influence Policy-making and Operational Work through Evaluations

35. For evaluations to make greater contributions to organizational learning, informed decision-making processes and accountability for results (UNEG Norm 2), both the UN evaluation community and individual evaluation units must seek to enhance the use and influence of evaluations within and outside the UN system. To this end, UNEG will seek to raise the awareness of the importance of evaluations in decision-making processes and support initiatives to improve their use at the system-wide and country level, and by individual organizations.

36. The Voluntary National Reviews for the SDGs and the UN Secretary-General's initiative to reposition the UN development system, provide great openings for the evaluation community to promote and show-case the use of evaluations for decision-making and public accountability.

37. UNEG has been asked to help shape a new SWE architecture and, in 2019, received funding from a Member State to second staff to the UN Transition Team. It is the first time UNEG has received such an invitation and gives it a stronger leadership role and voice on system-wide and joint evaluation.

38. At the country level, the value of evaluations could be shown by enhancing evaluation contributions to the UN Country Team, and by promoting and supporting the use of evaluation by national partners and stakeholders, including Voluntary National Review processes. Instrumental for this will be the existence of suitable systems for evaluating public policies.

39. UNEG will continue to provide practical advice and support initiatives for improved use of evaluations within individual organizations. UNEG will proactively seek national and global partners to achieve the purposes set out in this SO.

Key areas of action

40. Under SO3, UNEG and its members will collectively and individually, *inter alia*:

- (a) Support the development of policy frameworks, institutional set-ups and governance, normative standards and methodological guidance (e.g. SWEs, SWE architecture, UNSDCF evaluations, new types of joint evaluations);
- (b) Engage with and present evaluation products to governing bodies, Member States, management apparatus, and other key stakeholders within and outside the UN system;
- (c) Set up and promote the evaluation agenda to stakeholders, including through annual (partnership) forums;
- (d) Advocate for the establishment of national evaluation systems;
- (e) Constitute evaluation coalitions or joint platforms to support/coordinate joint or SWE efforts and products relevant for each SDG as well as other system-wide agendas (e.g. humanitarian assistance, HIV/AIDS); and
- (f) Provide practical advice and support to enhance the use of and learning from evaluations (e.g. by promoting open dissemination of evaluation reports) and further developing the understanding of the ways to enhance the use of evaluations (e.g. enhanced use of new media and information technology, improved presentation of evaluations and their results, knowledge management).

Key Performance Indicators

- (a) By 2021, policy frameworks, institutional set-ups, normative standards and methodological guidance for system-wide evaluations, UNSDCF evaluations, and new types of joint evaluations are established with UNEG’s support. Baseline (2019): 0;
- (b) By 2021, 100 percent of UNEG members who have been authorized to do so by their governing bodies have made their corporate evaluations available on the UNEG website*. Baseline (2019): 10/48 (21 percent);
- (c) By 2021, 75 percent of UNEG members are engaging in joint evaluations*. Baseline (2019): 10/48 (21 percent);
- (d) By 2024, all UNSDCF evaluations are quality assured with UNEG support. Baseline (2019): 0;
- (e) By 2024, UNEG has supported the conduct of at least 4 SWEs, including new types of joint evaluations (e.g. SDG, humanitarian). Baseline (2019): 2 (humanitarian); 0 (development).

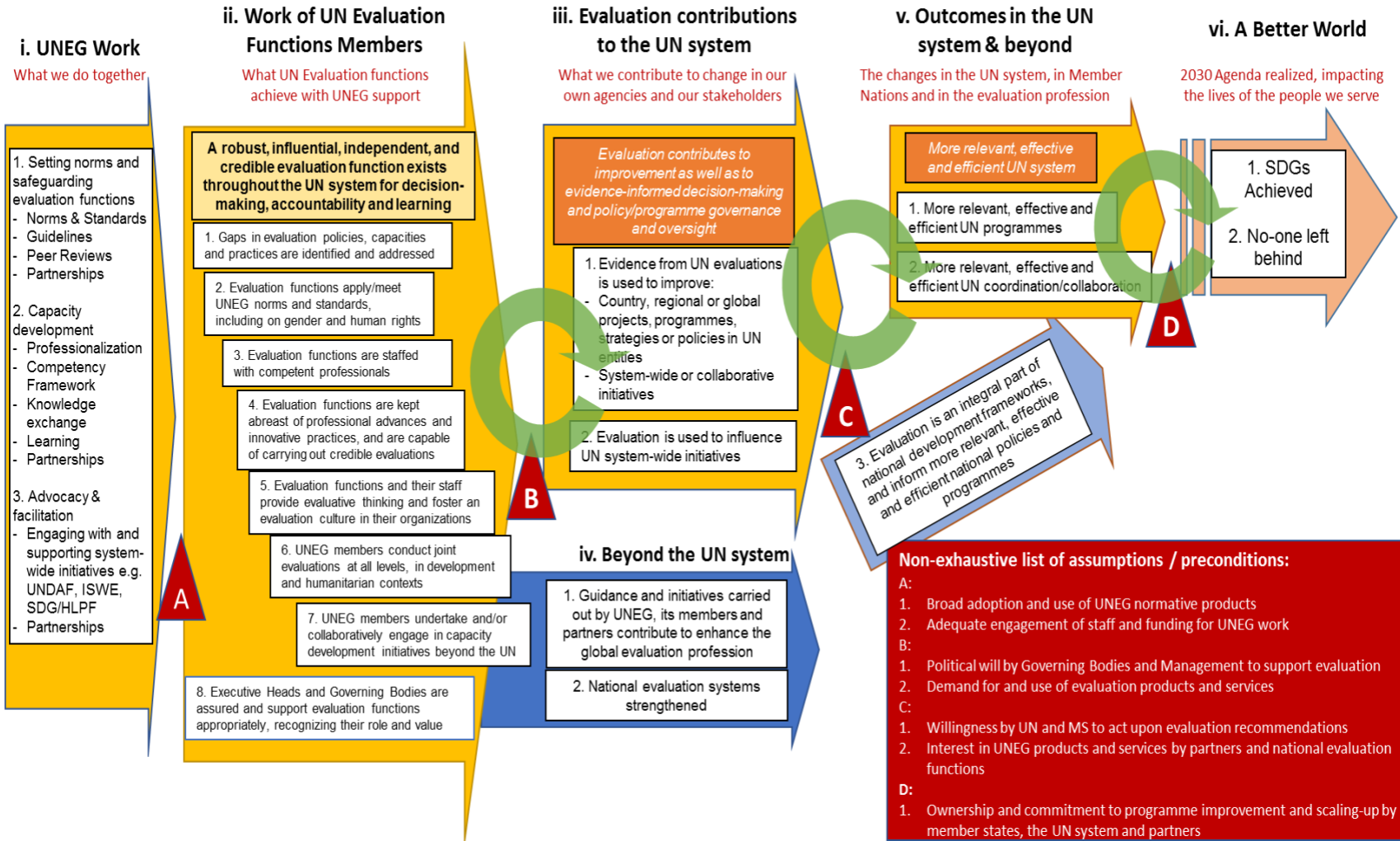
Associated Working/ Interest groups

<ul style="list-style-type: none">• Joint Evaluation• Evaluation Use• Partnerships	<ul style="list-style-type: none">• System-wide Evaluation• Humanitarian Evaluation
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Implementation, Monitoring and Evaluation

41. This Strategy, together with the revised Principles of Working Together, provides a framework for guiding and undertaking UNEG's work over the next five years.
42. Given the voluntary nature of the network, as well as its resource constraints, UNEG's work should focus on outputs and outcomes that are closely aligned to its SOs. The **agenda of the Working and Interest Groups should therefore be continuously revisited** and, if necessary, new groups be created to meet the needs and demands identified in the strategy.
43. Moving forward, UNEG should make greater use of strategic partnerships both within the UN system, as well as with its observers and external partners. These partnerships are key to achieving the SOs, and more broadly, the global efforts for enhancing the professionalization of evaluation and achieving sustainable development. In this regard, Working and Interest Groups should develop **partnership engagement plans** as part of their **planning and budgeting** processes.
44. Furthermore, ownership and use of UNEG deliverables by its membership is paramount. The knowledge and experience existing among UNEG members is diverse and rich. In the future, Working and Interest Groups should **discourage outsourcing of tasks to external consultants**, privileging the use of internal resources while ensuring the **inclusion of a diverse range of UNEG members** (small, medium and large) in the composition of the groups.
45. UNEG financial processes and resource mobilization efforts will continue to play an instrumental role in supporting delivery towards the strategic objectives. Voluntary contributions, membership fees as well as in-kind contributions from small and large UNEG members, remain indispensable for the implementation of UNEG's work.
46. The UNEG Chair is tasked with promoting the implementation of the strategy, but accountability for implementation will reside with all members (and not only the Chair or UNEG Heads).
47. The UNEG Secretariat will support knowledge management and communication through timely dissemination of news and relevant information for the membership.
48. Implementation will be regularly monitored by the Executive Steering Committee with support from the Secretariat, while progress towards the achievement of the key performance indicators will be reported in the Chair's Annual Report to the AGM. A set of risks and mitigation measures that may affect implementation is included below.
49. A forward-looking evaluation will be undertaken in the fourth year of implementation to inform the development of the next strategy, and will include an assessment of UNEG's contribution to the repositioning of the UN system.

UNEG Theory of Change



Risks and Mitigation Measures

Risk	Probability	Impact	Mitigation measures
Credibility and performance compromised by lack of UNEG leadership	**	***	If there is sudden turnover in the leadership of UNEG, or major changes in the groupings, it can affect continuity. A more collegial approach, a clearer strategic focus and the opening up of UNEG leadership positions to all members should minimize potential disruption due to changes at the top.
Demand on UNEG members goes beyond their capacity	**	**	The strategic plan is ambitious and given the voluntary nature of the UNEG the activities tends to cluster around the AGM. It is important that agencies and offices are fully involved in the activities and outputs, so that commitments are given adequate priority and carried through, and that a well-functioning secretariat support appropriate coordination and communication among the members. Staff engaging in UNEG working groups should have this reflected in their performance plans and be assessed on their engagement.
There is limited interest in partnering with UNEG	**	**	The strategic plan includes outcomes that cannot be achieved, or will not be best achieved, by UNEG alone. Working with like-minded partners should become a norm throughout UNEG, and be systematically envisaged in UNEG work-plans. The UNEG leadership will encourage members to reach out willing and potential partners, with support from the secretariat. The planned annual partnership forum could bring renewed energy into this aspect.
Financial sustainability of UNEG depends on timely payment of members' fees	**	**	The new fee scale is more transparent and equitable, and is necessary to fund a large share of UNEG activities as well as the secretariat. It is important that all agencies calculate in advance their dues, and make their payments on a timely manner. The secretariat should make regular calls to remind members of their contribution.
UN leadership and governance does not give serious support to evaluations and their use	**	**	Achieving a full repositioning of the UN system and the 2030 Agenda require a stronger role for evaluation. It is important that there is adequate engagement and interest from the part of Member States and development partners on UNEG's work, especially for the conduct and use of SWEs. An outreach strategy where messaging is coordinated could help mitigate this risk.

NOTES * low ** medium *** high