Transforming our world through evaluation: Engagement and partnerships for the better

WORLD WE WANT

Report on the Third EvalPartners Global Forum
Held in Bishkek, Kyrgyz Republic, April 26 to 28, 2017
The tunduk is the upper-dome of a yurt, an ancestral dwelling used by nomads in the steppes of Central Asia. It allows the liberation of smoke and gives access to a view of the sky.

The tunduk is the central image of the Kyrgyz flag which has inspired the colour of the titles throughout this report.

In addition to this report, 30 video testimonies were posted on YouTube*.

* For the full YouTube link, visit https://www.youtube.com/playlist?list=PL03_XAYyGiXrH-pAv7S2upTXNUv5Wz1_k

Acknowledgements

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List of Abbreviations

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<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>CIS</td>
<td>Commonwealth of Independent States</td>
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<td>CLEAR</td>
<td>Center for Learning on Evaluation and Results</td>
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<td>CSO</td>
<td>Civil society organization</td>
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<td>DFID</td>
<td>Department for International Development</td>
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<td>ECD</td>
<td>Evaluation capacity development</td>
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<td>EPMG</td>
<td>EvalPartners Management Group</td>
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<td>GPFE</td>
<td>Global Parliamentarians Forum for Evaluation</td>
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<td>HLPF</td>
<td>High-Level Political Forum</td>
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<td>IOCE</td>
<td>International Organization for Cooperation in Evaluation</td>
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<td>LAC</td>
<td>Latin-America and the Caribbean</td>
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<td>MP</td>
<td>Member of parliament</td>
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<td>NGO</td>
<td>Non-governmental organization</td>
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<td>P2P</td>
<td>Peer-to-peer</td>
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<td>SDGs</td>
<td>Sustainable Development Goals</td>
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<td>ToR</td>
<td>Terms of Reference</td>
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<td>UNDP</td>
<td>United National Development Program</td>
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<td>UNEG</td>
<td>United Nations Evaluation Group</td>
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<td>UNICEF</td>
<td>United Nations Children's Fund</td>
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<td>UNITAR</td>
<td>United Nations Institute for Training and Research</td>
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<td>USAID</td>
<td>US Agency for International Development</td>
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<td>VOPE</td>
<td>Voluntary organization for professional evaluation</td>
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<td>YEE</td>
<td>Young and emerging evaluators</td>
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EXECUTIVE SUMMARY

The Third EvalPartners Global Forum was held in Bishkek, Kyrgyz Republic, on April 26-28, 2017. The Forum theme was “Transforming our world through evaluation: engagement and partnership for the better world we want.” The Forum brought together 153 participants from 51 countries.

The Forum was organized together with the International Organization for Cooperation in Evaluation (IOCE), the United Nations Evaluation Group (UNEG), the Global Parliamentarians Forum for Evaluation, the Kyrgyz M&E Network, and the Eurasian Evaluation Alliance. The Parliament and the Government of the Kyrgyz Republic were strong partners in the event.

EvalPartners works to contribute to the 2030 SDGs through the implementation of the EvalAgenda 2020. The Forum provided a platform for exchange of experiences between evaluation stakeholders and blending of their ideas, and lead to reaffirmed engagement and strengthened partnerships. The Forum agenda was designed to provide EvalPartners Networks space to reflect on accomplishments, to plan future activities, to promote cooperation among Networks and engagement of new partners into Network operation, and to enrich Networks’ visions with perspectives from multiple evaluation stakeholders.
The Forum advanced understanding of the role of the EvalAgenda 2020 in the implementation of SDGs

Participants to the Forum discussed possible contribution of the EvalAgenda 2020, which is built around three interconnected pillars (building individual evaluation capacity, strengthening institutional evaluation capacity and creating an enabling environment for evaluation), towards implementation of the 2030 Agenda for the Sustainable Development (2030 Agenda). Discussions in the Forum highlighted that individual evaluators can contribute towards the SDGs if there is a demand for evaluation rooted in the values that undergird the SDGs; and if evaluators have relevant approaches, methods, and techniques. The evaluation profession should develop such approaches, methods, and techniques and make them available to individual practitioners through training and the sharing of experiences. This in turn will require development and strengthening of local, regional and international partnerships that would support capacity building of individual evaluators.

On the institutional level, the role of evaluation is to provide evidence necessary for making decisions on national and local SDG priorities and implementation processes. This role should be supported by institutional policies, norms, standards, and guidelines that establish broad stakeholder participation, including engagement of the most vulnerable, both in evaluation and in discussions on implementation of evaluation findings and recommendations.

Discussion related to the enabling environment for evaluation led to similar conclusions. There is a need to build the demand for evaluation results among a broad range of stakeholders, including parliamentarians, citizens, and the media. This demand should be institutionalized through corresponding laws and policies on evaluation practice and use. As translation of SDGs to national and local levels remains a challenge, one of the functions of evaluation is to make SDGs meaningful for various stakeholders and in various contexts.

Discussion of the state of evaluation use in various sectors revealed profound gaps among countries in the level of development of national evaluation systems: while some countries have made considerable advances including the establishment of national evaluation policies, there are many states where demand for evaluation from national government and parliament is low. But even countries with established national evaluation systems face serious challenges, e.g. poor enforcement of national evaluation policies or insufficient supply of high-quality evaluations.
Another common theme that emerged in the discussions was the need to make SDGs meaningful to national and local decision-makers. Evaluation has a potential to address this issue, but evaluators will need to build their own awareness and understanding of SDGs.

The Forum shaped EvalPartners plans for the next two years

The discussions at the Third Global Forum led to and informed the EvalPartners decision to launch two flagship programs to drive forward the EvalAgenda 2020. These Flagship programs will strengthen all the existing EvalPartners Networks by adding value to their activities as well as lead to new initiatives.

**Flagship Program 1: Strengthen National Evaluation Systems.** The program will provide support to at least 15 countries to strengthen national evaluation policies and systems. As a result, each country will have a legal and institutional framework and guiding principles for evaluation activities and a defined, systematic approach to implementation that spans across national and sub-national levels and across all sectors, with a particular emphasis on the country ownership and “no-one left behind” focus of the SDGs.

**Flagship Program 2: “Evidence Matters” Campaign** aims to raise the profile of evaluation amongst a wide range of stakeholders. Within the framework of this program, EvalPartners will investigate and respond to the demand for evaluation with new stakeholders (e.g., civil society, environmental action groups, private sector, academia, media); simplify evaluation language for better communication; generate key messages and easily disseminated communication tools for use by the evaluation sector.

All EvalPartners Networks (EvalGender+, EVALSDGs, EvalYouth, EvalIndigenous and Global Parliamentarian Forum for Evaluation) have established their roadmaps for the next two years. For example, plans include the first Global Parliamentarian Forum for Evaluation international event in 2018, the first EvalYouth Face to Face Conference that will showcase the contributions of young and emerging evaluators to the EvalAgenda 2020. EVALSDGs and EvalYouth also plan to create regional/language sub-networks to reach beyond the English-speaking community.

The Forum culminated in the adoption and signing of the Bishkek Partnership Statement that reaffirmed Forum delegates’ engagement in evaluation as an effective instrument for promoting and supporting equitable sustainable development as well as their commitment to the 2030 Agenda, the Sustainable Development Goals, and the EvalAgenda 2020.
BACKGROUND

EvalPartners is an innovative partnership to enhance the capacities of Civil Society Organizations (CSO) to influence policy makers, public opinion and other key stakeholders so that public policies are based on evidence, and incorporate considerations of equity and effectiveness. The objective of the Initiative is to enhance the capacities of CSOs to engage in a strategic and meaningful manner in national evaluation processes, contributing to improved country-led evaluation systems and policies that are equity-focused and gender equality responsive.

EvalPartners was initiated in 2012 by the International Organization for Cooperation in Evaluation (IOCE) and UNICEF driven by the shared vision that evaluation should be widely used as a powerful tool to improve development interventions to make this world a better place.

IOCE brings together regional and national evaluation associations, communities of practices, networks and societies (that are commonly called Voluntary Organizations for Professional Evaluation – VOPEs, an umbrella term created by EvalPartners). IOCE aims to contribute to stronger VOPEs and to promote a vision of a VOPE as a natural platform for dialogue about evaluation and its use among all stakeholders, including evaluation practitioners, commissioners and users in government, parliament, the private sector, civil society and the media, on local, national, regional and global levels.
In teaming up with IOCE, UNICEF, represented by its Evaluation Office, shared the vision of the VOPE as a platform for a professional dialogue and promoted the importance of developing evaluation capacity both on individual and institutional levels and of creating an enabling environment for evaluation.

To ensure engagement of a broad range of evaluation stakeholders, EvalPartners started with the organization of the First Global Evaluation Forum that took place in Chiang Mai, Thailand, in December 2012. Eighty participants from 37 countries represented national and regional VOPEs, UN agencies, bilateral and multilateral donors, academia, governments, and parliament. During four days of intense deliberations Forum participants defined the plan for EvalPartners activities for the next two years. Several Task Forces were established to implement those activities.

Key achievement of EvalPartners in the two years following Chiang Mai Forum included the designation of the year 2015 International Year of Evaluation (EvalYear 2015), the development of VOPE Institutional and Advocacy Toolkits, the launch of the Peer-to-Peer Small Grants Program and the Innovation Challenge grants program, training for government officials in selected Latin American countries on gender responsive evaluation policies, the launch of free e-learning courses in Arabic, French, Russian, and Spanish. EvalPartners also supported the launch of the South Asia Parliamentarian Forum for Development Evaluation and the African Parliamentarians’ Network on Development Evaluation. Due to the growing recognition of EvalPartners, and especially the successful global celebration of the International Year of Evaluation, EvalPartners have established itself as a global platform for a dialogue among all key evaluation stakeholders – from decision makers to evaluation practitioners.

The next stage in EvalPartners evolution started in 2015 with the launch of the EvalGender+ network in early 2015. Thematic networks became the key operational vehicle of EvalPartners. EVALSDGs, EvalYouth, EvalIndigenous and Global Parliamentarian Forum for Evaluation were established by the end of 2015.

The Second EvalPartners Global Evaluation Forum was held in November 2015 in Kathmandu, Nepal. It brought together 136 representatives from VOPEs, development partners, governments, and parliaments. The Forum was organized in cooperation with the Parliament of Nepal, the Community of Evaluators of the South Asia, and the Community of Evaluators of Nepal with support from the government of Nepal.

The Kathmandu Forum was the climax of the EvalYear 2015. Participants adopted the Global Evaluation Agenda 2016-2020 that established the road map for the development of evaluation in the SDGs era. The Forum also engaged participants representing all evaluation stakeholders into the development of Network plans for the coming two years. The closing ceremony was held in the Parliament of Nepal to celebrate the important role of decision-makers in promoting the use of evaluation for the benefit of all citizens with no one left behind.
THIRD EVALPARTNERS GLOBAL FORUM: PURPOSE AND DESIGN

The Third EvalPartners Global Forum was held in Bishkek, Kyrgyz Republic, on April 26-28, 2017. The Forum theme was “Transforming our world through evaluation: engagement and partnership for the better world we want.” The Forum brought together 153 participants from 51 countries.

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The Forum agenda was designed to provide EvalPartners Networks space to reflect on accomplishments, to plan future activities, to promote cooperation among Networks and engagement of new partners into Network operation, and to enrich Networks’ visions with perspectives from multiple evaluation stakeholders.

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Activity</th>
<th>Outcomes</th>
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<tr>
<td>Provide space and time for Network discussions</td>
<td>• Network meetings on Day 1 and Day 3</td>
<td>Bishkek Statement</td>
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<tr>
<td>Promote exchange and cooperation among Networks</td>
<td>• Cross-Network meetings on Day 2</td>
<td>Network plans</td>
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<td>Enrich Networks’ vision with perspectives from multiple evaluation stakeholders</td>
<td>• Reflection on linkages among main pillars of the EvalAgenda 2020 and key themes of the SDGs on Day 1 • Sectoral meetings (government, development partners, private sector, academia, VOPEs) on Day 2 • Cross-sectoral meetings on Day 2 • Perspectives from thought leaders on Day 2</td>
<td>EvalPartners Flagship Programs</td>
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Opening plenary

The Forum opened with welcome from EvalPartners Co-chairs Mr. Colin Kirk and Mr. Ziad Moussa. Mr. Kirk noted that EvalPartners, started as a partnership between the UN and VOPEs, proved to be very powerful and durable and kept attracting new partners. Mr. Moussa started by reminding participants about the conference theme and that the Forum should lead to reaffirmed engagement and strengthened partnerships among evaluation stakeholders. EvalPartners seeks to contribute to the Sustainable Development Goals (SDGs) by promoting evaluation as a building block driven by the EvalAgenda 2020. Mr. Moussa also noted that EvalPartners was always open to new partners. While it started as a partnership between VOPEs and UN agencies, it was eventually joined by members of parliaments, young and emerging evaluators, indigenous evaluators, and representatives of the private sector. Mr. Moussa reminded participants that the Global EvalPartners Forum was not a regular evaluation conference, but a platform for exchange of experiences and blending of ideas.

Then Forum participants were welcomed by Hon. Altynai Omurbekova, Vice Speaker of the National Parliament of the Kyrgyz Republic. The Vice Speaker indicated that the National Parliament is playing an important role in the development of effective governance. The law adopted in 2014 laid the foundation for the national M&E system that is expected to improve the effectiveness of state programs in the interests of people. Members of Kyrgyz Parliament were actively involved in the launch of Eurasian Parliamentarian Forum for Evaluation in 2016. Hon. Omurbekova also stressed that evaluation should play an important role in parliamentary oversight of SDG implementation in the Kyrgyz Republic.

Hon. Oleg Pankratov, Vice Prime Minister of the Kyrgyz Republic, welcomed the Forum participants to the hospitable land of Kyrgyzstan. He noted that evaluation was an integral part of implementation of national development strategies. The Kyrgyz Republic has committed to the SDGs; in addition, the President has initiated the development of national sustainable development goals that should be achieved by 2040. Attainment of the SDGs requires engagement and partnership among all stakeholders.

Hon. Olfa Soukri Cherif, Member of the Tunisian Parliament and of the GPFE Steering Committee, recalled the launch of the Global Parliamentarians Forum for Evaluation in the Parliament of Nepal in 2015 and the next important achievement in turning members of parliaments into advocates for evaluation – the launch of the Tunisian Parliamentarian Forum that has a mandate to
promote the SDGs and to advocate to strengthen evaluation capacity of the national parliament. Hon. Cherif called upon the Forum participants to renew their commitment to the SDGs, celebrate accomplishments, and create new energy to make better policies for a better world.

Ms Tessie Catsambas, IOCE Legacy Leader, presented a video featuring EvalPartners history – from its inception in Accra in 2012 to the Chiang Mai Forum, celebration of EvalYear 2015, the Kathmandu Forum and finally to the Third Global Forum in Bishkek.

Mr. Marco Segone, chair of the United Nations Evaluation Group (UNEG), started by reminding delegates that evaluation capacity development goes well beyond training and reaches strengthening institutional capacity. He also insisted that an enabling environment for evaluation is crucial. The adoption of the SDGs – the first ever universal global goals – and the recognition of the role of country-led evaluation in the SDGs follow-up and review offer the evaluation community a unique opportunity to advance evaluation use and this opportunity should not be missed.

Ms Tatiana Tretiakova, Chair of the National M&E Network of the Kyrgyz Republic, shared that the National M&E Network that started in 2005 by training individual evaluators quickly realized the importance of the development of the national M&E system and turned to working with government and parliament. Ms Tretiakova also noted that the Network participated in all EvalPartners Fora and that this provided a strong impetus for its operations and enabled it to bring international ideas and experiences to the national evaluation practices.

Forum Co-chairs Ms Ada Ocampo and Mr. Benoit Gauthier concluded the opening plenary by reminding participants that the purpose of the Forum was to review EvalPartners’ progress, exchange ideas and experiences, and plan future activities.
DISCUSSIONS THAT ENRICHED EVALPARTNERS NETWORKS’ VISION WITH PERSPECTIVES FROM MULTIPLE EVALUATION STAKEHOLDERS

Reflection on linkages between the main pillars of the EvalAgenda 2020 and the key themes of the SDGs 2030 Agenda

The EvalAgenda 2020 is built around three interconnected pillars: building **individual evaluation capacity**, strengthening **institutional evaluation capacity**, and creating an **enabling environment** for evaluation.

The 2030 Agenda puts **people** at the center of development to ensure that all human beings can fulfill their potential in dignity and equality, and that no one is left behind. For this to happen, people should live in a healthy environment (**planet**), be free of violence (**peace**), and benefit from economic and technological progress (**prosperity**). Implementation of this ambitious goal is possible only in **partnership** among all countries, all stakeholders and all people, including members of the evaluation community.

Participants to the Forum were invited to brainstorm on 15 questions that emerge at the intersection between EvalAgenda 2020 pillars and key themes of 2030 Agenda. Action ideas developed as a result of this exercise are presented in Figure 1 (details are found in Appendix 2). In summary, the Forum participants thought that individual evaluators can contribute to the implementation of the 2030 Agenda vision if there is a demand for evaluation rooted in the values that undergird the SDGs and if evaluators have adequate approaches, methods, and techniques. The evaluation profession must develop such approaches, methods, and techniques and make them available to individual practitioners through training and the sharing of experiences. This in turn will require the development and strengthening of local, regional, and international partnerships that support capacity building of individual evaluators.

On the institutional level, the role of evaluation is to provide evidence necessary for making decisions on national and local SDG priorities and implementation processes. This role should be supported by institutional policies, norms, standards, and guidelines that establish broad stakeholder participation, including engagement of the most vulnerable, both in evaluation and in discussions on implementation of evaluation findings and recommendations.
Discussion related to the enabling environment for evaluation led to similar conclusions. There is a need to build demand for evaluation among a broad range of stakeholders, including parliamentarians, citizens, and the media. This demand should be institutionalized through corresponding laws and policies on evaluation practice and use. As the translation of SDGs to national and local levels remains a challenge, one of the functions of evaluation would be to make SDGs meaningful for various stakeholders and in various contexts.

Overall, the discussion on linkages among the main pillars of the EvalAgenda 2020 and key themes of the SDG Agenda indicated the need to establish a positive cycle where trust and demand for evaluation evidence from a broad range of stakeholders would drive the demand for evaluation from the governments and parliaments. This demand would drive methodological innovation and capacity building of evaluation professionals leading to inclusive evaluations and the production of credible evidence to inform decisions relevant to SDG implementation.

**Sectoral meetings**

Sectoral meetings were conducted to assess the state of evaluation use in various sectors and identify the optimum ways for EvalPartners to engage stakeholders from these sectors.
The discussion of the state of evaluation in Governments/Parliaments sector revealed a mixed picture. There are many countries where demand for evaluation from the national government and parliament is low. In the countries that have institutionalized evaluation on the national level, e.g. Benin, Mexico, and South Africa, the demand for evaluation is high. For example, in Mexico there are about 200 evaluations per year, in South Africa, 50 to 60 evaluations per year. At the same time countries with high demand for evaluation face challenges with insufficient supply of high-quality evaluations. Still they have already experienced policy, organizational and operational improvements due to use of evaluation findings.

Participants to the Governments/Parliaments sector meeting thought that EvalPartners should support cooperation between VOPEs and parliaments to build capacity of the parliamentarians. There is also a need to develop a repository of toolkits, methods, and evaluation reports localized to specific contexts. Participants also noted that EvalPartners should seek to create a platform for engagement with government officials similar to the model of the Global Parliamentarians Forum for Evaluation.

Participants of the Development Partners sector meeting noted that the private sector has expertise in auditing, performance and risk management and is widely recognized for its strength in evidence-based decisions. Evaluation stakeholders should learn from this expertise. For this reason, the value proposition for evaluation for the private sector has not been clearly articulated. There is also a barrier due to different terminology that is used for performance monitoring and evidence-based decision-making. At present there are few platforms for evaluators and private sector actors to interact. Participants also thought that parliamentarians could be used as a bridge between private sector and the evaluation community.

Participants of the Academic sector meeting made several significant observations. (1) Academia is not included in the EvalAgenda 2020. (2) The situation with evaluation teaching is mixed. In some countries, there are Master's level courses in evaluation. In the past four years, Master's level courses have been in the highest demand due to a steady increase in job opportunities. At the same time, in many countries academic institutions offer few evaluation courses. (3) Another challenge is that academia is more focused on the theory of evaluation and less on practical ways of doing evaluation. (4) Some participants SDGs. Representatives of development partners noted that UN agencies should seek cooperation with the European Commission that is an active player in the area of evaluation. They also felt that EvalPartners should better articulate its results and impact.

Participants of the Private sector meeting noted that the private sector has expertise in auditing, performance and risk management and is widely recognized for its strength in evidence-based decisions. Evaluation stakeholders should learn from this expertise. For this reason, the value proposition for evaluation for the private sector has not been clearly articulated. There is also a barrier due to different terminology that is used for performance monitoring and evidence-based decision-making. At present there are few platforms for evaluators and private sector actors to interact. Participants also thought that parliamentarians could be used as a bridge between private sector and the evaluation community.
were also concerned that academia did not pay enough attention to SDGs in general and evaluation of SDGs specifically. (5) Another concern was that academic institutions, at least in Africa, are not interested to cooperate with each other. (6) Finally, IPDET, an important source of evaluation education, was discontinued.

The meeting came up with several recommendations on how EvalPartners could better engage with the academic sector. Representatives of academia should always be part of EvalPartners meetings. It would be useful to create regional academic networks on evaluation. P2P could be used to promote an interest in SDGs evaluation in academia – in the next round of P2P, EvalPartners could potentially support two or three pilot projects on this topic. Representatives of EvalYouth said that they could help academia to collaborate and inform academia about needs of young and emerging evaluators.

The VOPEs sectoral meeting highlighted that the key role of VOPEs was to promote an enabling environment for evaluation and to build both the demand and supply side. Participants of the meeting came up with several recommendations for EvalPartners: to facilitate the formulation of a results framework for regional/national VOPEs based on the EvalAgenda 2020; to support capacity strengthening of VOPEs through Networks; to support visibility and recognition of the VOPEs using VOPEs as a mediator for communication and linkages with local governments and other national stakeholders; to promote a framework of norms and principles for VOPEs.

Cross-sectoral meetings

Building on the discussion during sectoral meetings, cross-sectoral meetings explored ideas and possible actions around the use of evaluation, engagement and partnership in accelerating progress towards the implementation of the SDGs and the EvalAgenda 2020, as well as the long-term sustainability of EvalPartners.

The first group deliberated on the question: “Implementing the SDGs: What is the most effective approach for evaluators and evaluation in the current implementation of the SDGs?” Many participants raised concerns about the overall situation with SDGs adaptation and implementation in their countries. In most of the countries, stakeholders, especially government executives in line departments, are still complacent about SDGs. One reason for this is that stakeholders are not fully aware of the SDGs and their corresponding indicators. This leads to the lack of commitment among the government and other stakeholders to plan for the implementation of SDGs. As a result and according to participants, most countries have not yet set the national mechanisms for adaptation and implementation of SDGs. To make things worse, national statistics are not well organized and reliable.

In some countries, like Afghanistan, Bhutan and Sri Lanka, governments have already established mechanisms to design development projects in line with SDGs, and there are adequate monitoring systems. However, evaluation of SDGs-related activities is still not institutionalized. According to participants, the lack of evaluation culture and understanding of importance of evaluation in the SDG context is a problem in most countries.
Talking about necessary activities to support the implementation of SDGs, participants noted the need to change existing planning and implementation approaches to ensure the involvement of people on the local level. Planning and implementation should use a bottom-up approach, rather than a top-down one that is commonly used by almost all government, non-government, private and other organizations.

Institutional evaluation practices also need to change. Participants identified the need to have monitoring and evaluation plans to make sure that SDGs indicators are measured at regular intervals to track progress or lack thereof. The current practice that exists in many countries when all evaluations of government programs are done by the respective government departments should be changed. In the participants’ view, evaluation should be done independently and should look into the contributions of intervention to SDGs.

As for individual evaluators, the first step for them would be to build their own awareness of SDGs and of specific SDG indicators. Also, evaluators should ensure the involvement of a broad range of stakeholders in evaluation, including people from the grassroots level.

Group participants specifically highlighted the need to develop common methodologies for SDGs evaluation. It was seen as important to strengthen SDGs evaluation skills and the capacity of people in government as well as in other institutions including private sector and VOPEs as well as individual evaluators.

The second group focused on the question: “Evaluating the SDGs: What is the relative responsibility of national evaluation systems and of international entities?” Participants of the meeting were concerned that there were substantial differences among national M&E systems. Some countries have working systems, while others don’t. The state of a national evaluation system in a given country strongly depends upon the presence of evaluation champions within the government and the support of evaluation from national leaders. Another challenge is the uneven distribution of resources given to countries by donors to support SDG implementation and evaluation. In addition, when evaluations are done, their results are not shared which undermines their use.

The group offered a number of suggestions, including setting up a Technical Committee on the Implementation of SDGs; intensive capacity building for VOPEs and other evaluation stakeholders by UN and EvalPartners; creating and strengthening partnerships within countries and across countries; sharing cases of good (and bad) practices; mobilizing connections to bring in resources and capacity building. VOPEs should act as a bridge between government and other partners.

Another group discussed the question: “SDGs and the Global North: How can the Global North be brought into the discussion on the SDGs and their evaluation?” Participants were concerned that governments in the Global North were still seeing SDGs as relevant only to the Global South. For example, the EU is hardly engaging in the implementation of the SDGs. In the UK, SDGs are not seen as a global agenda. DFID has an
SDG mandate, but only in the context of foreign aid. In Finland, the SDG mandate is given to the office of the Prime Minister, but the process of SDG implementation is reduced to the development of an SDG indicator booklet by the Ministry of Environment. No evaluation is foreseen at program or policy levels. In the USA, there is a strong tradition of separating domestic and international development, and there is no discussion of SDGs in the domestic context.

Participants discussed several possible venues for bringing the Global North in the discussion about the SDGs, their evaluation and associated challenges. Participants thought that civil society could play a significant role as a watchdog of governments implementing SDGs, but this would require building civic society capacity on evaluation issues. The UN system is the main platform for SDG discussion; it could also play an important role, though at present UN agencies are busy with reforming their own monitoring and evaluation system to track SDG implementation.

There is a growing interest in SDGs in the private sector. However, the private sector was not traditionally interested in evaluating its social and economic impact. Hence, the private sector may have little interest in facilitating the dialogue on SDGs and their evaluation between the Global North and South.

VOPEs are also crucial in bringing the global Agenda 2030 to the table at the national level. EvalPartners is uniquely placed to lobby for and promote reporting by the Global North on the SDGs. EvalPartners could also take the role of facilitating the dialogue between the Global North and South more actively.

Another discussion focused on the question: “Evaluation partnerships: How can we sustain EvalPartners for the long term?” EvalPartners has successfully grown due to the inspirational power of its founding idea to bring together a broad range of stakeholders interested in promoting evaluation. EvalPartners sustainability depends on its ability to remain inspirational for a broad range of stakeholders as well as to manage challenges associated with growth and increasing diversity of membership.

In the past, many EvalPartners activities were project- and grant-driven. Most of the work for these projects was done by volunteers and EvalPartners did not do a good job of accounting for the financial value of volunteering. In the future, according to participants, EvalPartners should consider two modes of operation (with money and without grant money) and find how it could be sustainable in both cases.

A number of participants highlighted the need for EvalPartners to keep its focus on building the capacity of VOPEs. VOPEs could and should serve as national platforms for dialogue on the evaluation of SDGs. But in many countries, VOPEs are still weak and their capacity and credibility need to be enhanced.

Some participants were also concerned that, so far, EvalPartners has mainly been a partnership between VOPEs and the UN system and called for a broader partnership and especially involving representatives from the private sector. This would require EvalPartners to clearly define its value for members from different sectors: what values EvalPartners are promoting, what products it is producing and distributing. In addition, as membership diversity grows, EvalPartners will need to define common values and a vision that all members could share.

Internal communication is an important challenge for EvalPartners. For example, some participants said that they did not know what the Global Parliamentarians Forum for Evaluation, one of the EvalPartners networks, does.

Other participants called for strengthening EvalPartners external communication. EvalPartners should better communicate why and how it operates, the added value of its work and especially the amount of volunteer time and effort contributed to its various activities. It is also important to clearly articulate outcomes and impact of EvalPartners.
Discussion of the question “Implementing the EvalAgenda 2016-2020: What are the most promising strategies to continue the implementation and reporting on the EvalAgenda 2016-2020?” started with brief presentations of the situation in different countries. For example, Nepal has established a national EvalAgenda 2016-2020, a five-year plan, jointly developed by government, VOPEs, civil society, academia, UN agencies and DFID during a 3-day workshop convened by the national Parliamentarians’ Forum for Evaluation. But this is a unique experience.

The scope of activities on the national level is closely linked to the level of maturity and activity of local VOPEs. For example, the American Evaluation Association, one of the oldest evaluation VOPEs, has activities under all three pillars of EvalAgenda 2020.

In Sri Lanka, the national VOPE is actively involved in the development of the national evaluation policy in cooperation with Sri Lankan Parliamentarians’ Forum which wants to have a parliamentary committee to advocate for evaluations.

In Chile, the national VOPE is active advocating for strengthening the evaluation field, for use of evaluation in decision-making and for diverse approaches to evaluation. Young evaluators make 60 percent of new VOPE Board members; women also 60 percent. The new board developed a strategic plan for the VOPE that covers almost all elements of the EvalAgenda. The plan calls for working closely with the public sector and having workshops for public officials twice a year. Another planned component is to try to publish papers to disseminate learning. In addition, the VOPE plans to work with the Ministry of Finance/Economy on evaluation standards developed for Latin America.

In Argentina, there is no legislation on monitoring and evaluation, but a new government is putting efforts in this area to institutionalize monitoring and evaluation in different ministries. The national VOPE has joined efforts with the government to help align previous programs with SDGs. The VOPE is also working on the development of evaluation institutional capacity.

In Bolivia, the VOPE was dormant until about a year ago, but now it resumed its activities and is working on a strategic plan based on the EvalAgenda.

Participants concluded that, given that each country is different, it would be difficult to have a uniform measurement mechanism that would allow for the comparison or aggregation of data on implementation of EvalAgenda 2020 even at the regional level. Identifying outcomes of activities and attribution of change is also a challenge. One possible solution would be to develop an Evaluation Development Index (like the USAID NGO Sustainability Index) that would measure the state of national evaluation systems in a comparable manner in all countries. Another suggestion was to conduct an evaluation of EvalPartners in 2018. Some suggested that this evaluation could be done by EvalYouth, but others have raised issues of lack of independence.
The issue of the differences in national contexts kept emerging in many discussions in the Forum. It was specifically addressed in the discussion of the question “SDGs, EvalAgenda, and cultural contexts: How can the specifics of national and cultural contexts be factored into the SDG and EvalAgenda equation as assets rather than constraints?” Participants were concerned that often indigenous communities are lumped together, hence their voices cannot be heard or taken into account in the evaluation perspective. Moreover, national interests may not necessarily represent all communities within society. There are many examples when first nations’ interests differ from the mainstream ones, but are neglected.

According to participants, cultural contexts and differences must be taken into account in order to achieve the SDGs. Planning and evaluation should look for deep value underlying cultures and practices to be relevant to diverse communities. The SDGs should be connected to the core community values to become relevant and get incorporated into lives of community members.

SDGs must be translated into languages spoken by indigenous groups and clarified so they can buy in. The translation should not be mechanical, but should ensure adequate representation of underlying concepts into local contexts.

The implementation of the SDGs must look at the local level to assure effective policy connecting practice and value. In particular, indicators need to be built through an ethnographic lens. Traditions should also be considered in the implementation of the SDGs.

Thought leaders panel in plenary
Prominent evaluation thought leaders were invited to reflect on issues and ideas emerging from Forum discussions.

Mr. Robert Lahey, observer consultant from Canada, started with the statement that evaluation capacity development (ECD) remained a challenge, and that ECD should be carried in a broader context than SDGs. Mr. Lahey expressed concern that evaluation practice seemed to gravitate towards policy evaluations that were associated with higher risks to decision-makers and were more complex to do. Project evaluations are easier to do and less sensitive, and they can help to build evaluation culture and trust in evaluation among decision-makers. Mr. Lahey also commented on the importance of communication with the world outside evaluation community: evaluators are passionate about evaluation, but they are a very small group. And communication efforts should be sustained: “we will never stop climbing a mountain, still making important baby steps along the way”.

Mr. Indran Naidoo, Director of UNDP Independent Evaluation Office, began by acknowledging the wisdom of EvalPartners’ approach that emphasizes the diversity of partners. The Forum has allowed for a lot of reflection looking outward, outside of the box of evaluation practice, rather than inward. Discussions in the Forum resonated with the Bangkok Declaration on
national evaluation capacity for the Sustainable Development Goals era that challenges the perception that evaluation competence comes only from the North and asserts that evaluative judgement has to be culturally relevant. EvalPartners privileges diversity and bringing people from the margins into evaluation. By doing this, EvalPartners is changing the perception of the evaluation profession in that it should stop being elitist and become more populist.

Ms Donna Podems, evaluation consultant and academic from South Africa, highlighted several issues emerging from discussions in the Forum. There is a clear need to localize SDGs and make them meaningful to people who make decisions. It is important to make SDGs, EvalPartners, and evaluation language accessible: numerous acronyms and technical jargon are barriers to comprehension and use. It is necessary to clarify what it means to evaluate the SDGs. At the same time, we should ensure that evaluation supports social equity, is methodologically inclusive, and recognizes different forms of knowledge. Ms Podems also called for innovative approaches to assessing development and moving from indicators to the concept of managing human and natural systems.

Hon. Natalia Nikitenko, Member of Parliament of the Kyrgyz Republic, noted that while members of parliaments bear the responsibility for national development, many of them are not aware of evaluation as a way to increase the effectiveness of development or achieve the SDGs. It is important to institutionalize evaluation in parliaments and to make sure that both parliamentarians and members of staff working in parliaments have access to evaluation resources.

Mr. Jyrki Pullkinen, government official from Finland, started by recognizing that SDGs are still not fully understood by the governments of donor countries and that working on evaluations with partner countries in the South is a challenge. Mr. Pullkinen also called for a re-invention of evaluation and the creation of evaluation 2.0.
NETWORK ROADMAPS

The Forum Program provided EvalPartners Networks time and space to discuss their roadmaps for the next two years capitalizing on ideas emerging from various discussions in the Forum. Resulting roadmaps were presented in a concluding plenary session.

Roadmap for EVALSDGs

The Network activities are implemented by four Working Groups. The Advocacy Working Group will continue the production of a series Briefing Papers on the role of evaluation in SDGs as well as work towards participation in the High Political Level Fora in 2017 and 2018, and collaboration with EPMG on the Evidence Matters campaign.

The Spotlights Working Group will continue to work with current Spotlight countries to develop materials on evaluation used in the SDGs process. The group will also coordinate with other EvalPartners national evaluation capacity development activities to integrate SDGs-related evaluation considerations.

The Guidance Working Group will work on competencies for evaluation and the SDGs, develop training materials and partnerships to embed them in training events, and consider revitalizing EvalPartners e-learning platform and creating additional materials for VOPE Toolkit.

The Communication Working Group will support the EVALSDGs website and social media, develop a series of webinars, and coordinate its communication efforts with other working groups and EvalPartners Networks.

The Network has also agreed to expand the language base and establish language groups (initially, French, and Russian) as well as consider to setting specific thematic groups.

Roadmap for EvalGender+

The Network restructured its operations and has established four Task Force Groups: Capacity Building, Fundraising and Networking, Communication and Advocacy, and Knowledge Management.

The ultimate goal of the Network is to ensure that all SDGs are achieve with gender-responsive and equity-focused lenses. To achieve this goal, the EvalGender+ plans to serve as a focal point
for advocacy, knowledge sharing, technical training, South-South cooperation, and motivation and commitment to change. The Network has agreed that its work will be country-based and build on progress achieved.

**Roadmap for EvalIndigenous**

This is the youngest EvalPartners Network and it had its first face-to-face meeting at the Forum. Members of the Network have decided that the United Nations Declaration on the Rights of Indigenous Peoples will serve as the foundation for their work. EvalIndigenous aims to advance the recognition, value, and involvement of Indigenous peoples in global evaluation practice and endeavors, and to promote and Support Indigenous people’s evaluation agendas.

After the Forum, EvalIndigenous will plan to develop an inventory of Indigenous Evaluation Practice in the global evaluation context, to promote the voices of Indigenous evaluators in the local evaluation context, to promote Indigenous evaluation practices within the global evaluation community, and to support the evaluation community’s efforts for strengthening their own local Indigenous practices.

**Roadmap for EvalYouth**

Network activities are carried by the Task Forces. Conferences Task Force will be in charge of annual virtual conferences, a webinar series, and the organization of the first EvalYouth Face to Face Conference that is meant to showcase the contributions of young and emerging evaluators to the EvalAgenda and to the evaluation of the SDGs.

Mentoring Program Task Force will work to launch a pilot mentoring program for young evaluators, develop a global database of mentors and mentees, and seek partnerships with academic institutions.

YEEs in VOPE Governance Task Force will launch an information campaign to promote the idea that young and emerging evaluators should play an active role in VOPEs, including taking leadership roles. The task force will also work to establish EvalYouth regional chapters and to have focal points in national and regional VOPEs.
Roadmap for Global Parliamentarians Forum

Participants of the GPFE meeting have agreed to work toward convening a major international event led by the members of parliaments in Sri Lanka in 2018.

Other agreed-upon activities include:

- Drafting the GPFE Constitution that shall elaborate on such issues membership, accountabilities, options for relationship and alignment with regional fora, etc.

- Supporting the establishment and growth of regional parliamentarian networks – prepare activities in LAC, CIS, and possibly other regions.

- Production of video testimonies – on establishing national and regional networks – with support from EvalYouth.

- Explore connections with regional parliaments.

- Capacity development including training of parliamentarians – seek cooperation with CLEAR, UN WOMEN, replicate the UNITAR experience.

- Harvest success stories to showcase the value of GPFE to donors.

- Have representatives of other EvalPartners Networks as focal points.

- Promote the inclusion of youth parliamentarians and youth parliaments in partnership with EvalYouth.

- Build on the EvalPartners advocacy toolkit to develop a strategy to strengthen advocacy, how to advocate for promoting evaluation SDGs, incorporating evaluation in draft laws, promote partnerships, etc.
The concluding plenary session culminated in the motion to adopt the Bishkek Partnership Statement that reaffirms Forum delegates’ engagement in evaluation as an effective instrument for promoting and supporting equitable sustainable development, their commitment to the 2030 Agenda and the Sustainable Development Goals, and to the EvalAgenda 2020. The motion was unanimously accepted.

We, participants of the Third EvalPartners Global Evaluation Forum, meeting in Bishkek, Kyrgyz Republic, April 26 to 28 2017, reaffirm our engagement in evaluation as an effective instrument for promoting and supporting equitable sustainable development. As members of Voluntary Organizations for Professional Evaluation (VOPEs), parliaments, governments, organizations for development cooperation, foundations, universities, the private sector, and civil society, including the next generation of evaluators, we form an alliance based on values of equity, gender equality, and social justice, driven by a desire to improve our world through questioning, experimentation, evidence-building, and learning.

We adhere to the 2030 Agenda and the Sustainable Development Goals, and strongly support their achievement for the benefit of people, planet, prosperity, peace, and partnerships. We realize that these Goals impact on the practice of evaluation worldwide by setting high expectations in terms of learning from experiences, providing rigorous and useful data, and continuously improving local, national, regional, and global interventions.
We stand by the EvalAgenda 2016-2020 which emphasized the importance, for the global family of nations, of the enabling environment for evaluation, the development of institutional capacities to promote, support, and use quality evaluations, the improvement of individual capacities to produce and to use evaluations, and the inter-linkages among these first three dimensions.

Meeting in Bishkek, we have taken stock of the realizations of recent years, particularly those driven by the action of the numerous constituencies of EvalPartners and other contributors to the global evaluation movement. While celebrating accomplishments, we also understand the magnitude of the task before us in supporting the attainment of the Sustainable Development Goals by 2030. We have agreed that success demands that multiple bridges be built among networks of people pursuing betterment in specific areas, be they geographic, topical, sectoral, or of another nature.

Consequently, we, participants of the Third EvalPartners Global Evaluation Forum, pledge to invest renewed effort in working in collaboration with others to support the objectives of the EvalAgenda 2020, the Sustainable Development Goals, and the ultimate vision of a peaceful, fair, equitable, and just global society in equilibrium with its natural environment.

Bishkek, the Kyrgyz Republic, 28 April 2017
CLOSING CEREMONY

The Forum closing ceremony took place in the chambers of the Parliament of the Kyrgyz Republic, where Forum participants took the seats of parliamentarians.

**Hon. Chynybai Tursunbekov**, Speaker of the Parliament of the Kyrgyz Republic, welcomed Forum participants: “It is important for the Kyrgyz Republic to hear your voices in our parliament.” The Hon. Speaker noted that the role of evaluation in effective governance had increased tremendously. In 2014, the national parliament passed a law that laid the foundation for the national M&E system and allowed for coordination of efforts of all evaluation stakeholders. He concluded by expressing the hope that the EvalPartners Forum would provide an impetus to evaluation development in the Kyrgyz Republic.

Then the floor was given to members of national parliaments of Bhutan, Colombia, and Uganda who spoke about importance of evaluation use. They also called for institutionalization of evaluation in parliaments and exchange of experiences.
Hon. Jigmi Rinlin, Member of Parliament, Bhutan: “Unless there is evidence, it is difficult to make good decisions.” “If I want to be reelected, I need evaluation.”

Hon. Samuel Hoyos, Member of Parliament, Colombia: “I believe that evaluation is a powerful tool to improve democracy and public policy.”

Hon. Evelyne Mpagi-Kaabule, Member of Parliament, Uganda: “Without evidence, policy-makers will be making useless policies.”

Mr. Marco Segone, Chair of UNEG, highlighted that all Forum participants, though representing different sectors, were united in the will to transform the world through evaluation and use of evidence to inform public policies that leave no one behind.

EvalPartners Co-chairs Mr. Colin Kirk and Mr. Ziad Moussa presented the Bishkek Partnership Statement and asked EvalYouth representatives to come to the front to carry an evaluation banner as a symbol of their commitment to the present and future of evaluation profession.
EVALPARTNERS FLAGSHIP PROGRAMS

Discussions at the Third Global Forum prompted the EvalPartners decision to launch two flagship programs to drive forward the EvalAgenda2020. These Flagship programs will strengthen existing EvalPartners Networks by adding value to their activities as well as lead to new initiatives.

FLAGSHIP PROGRAM 1:

**Strengthen National Evaluation Systems.** The program will provide support to at least 15 countries to strengthen national evaluation policies and systems. As a result, each country would have a legal and institutional framework and guiding principles for evaluation activities and a defined, systematic approach to implementation that spans across national and sub-national levels and across all sectors, with a particular focus on the country ownership and “no-one left behind” focus of the SDGs.

FLAGSHIP PROGRAM 2:

**“Evidence Matters” Campaign** aims to raise the profile of evaluation amongst a wide range of stakeholders. Within the framework of this program, EvalPartners will investigate and respond to demand for evaluation with new stakeholders (e.g., civil society, environmental action groups, private sector, academia, media); simplify evaluation language for better communication; generate key messages and easily disseminated communication tools for use by the evaluation sector.
## APPENDIX 1.
### Bird’s Eye View of the Program

| April 25 | 9am–5pm (lunch pause) | Pre-Forum workshops |
| 5pm–7:30pm | Delegates on their own for dinner |
| 7:30pm–9pm | VOPE Toolkit training |

| April 26 | 9am–10:30am | Opening plenary |
| 11am–12:30pm | Reflections on core questions: concurrent round table discussions (15, one per core question); 30-minute discussions in three rounds |
| 1:30pm–5pm | Network meetings |
| 7:30pm–9:30pm | Awards Ceremony and Reception |

| April 27 | 9am–10:30am | Cross-Network meetings |
| 11am–12:30pm | Sectoral meetings |
| 1:30pm–3pm | Cross-sectoral meetings |
| 3:30pm–5pm | Learned perspectives from thought leaders |
| 5pm–7:30pm | Delegates on their own for dinner |
| 7:30pm–9pm | Reflections on collective impact |

| April 28 | 9am–10:30am | Network meetings |
| 11am–12:30pm | Plenary presentation and discussion |
| 3:00pm–5pm | Closing ceremony at the Parliament of the Kyrgyz Republic |

| April 29 | 9am–5pm | EvalPartners Management Group meeting |
**APPENDIX 2. Reflections on core questions**

**Individual evaluation capacity**

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<tr>
<th>2030 Agenda theme</th>
<th>Question</th>
<th>Responses</th>
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| **People**        | How do we ensure that evaluators embed equity and gender in their approaches? | • Create a demand for equity and gender responsive evaluations.  
                     |                                                                          | • Develop and teach evaluation techniques responsive to equity and gender; these techniques should enable evaluators to identify context-specific dimensions of equity and gender.  
                     |                                                                          | • Support the sharing of practices used by evaluators to embed equity and gender in their approaches. |
| **Planet**        | What contribution do we expect evaluators to make to the promotion of ecologically conscious values? | • Evaluators can contribute to promotion of ecologically conscious values by:  
                     |                                                                          | • Advocating for/promoting the significance of evaluating interventions that directly affect the environment.  
                     |                                                                          | • Advancing methodological innovations in the evaluation of interventions related to climate change, ecological conservation, environmentally responsible behaviors, etc.  
                     |                                                                          | • Strengthening local, regional and global partnerships to advance evaluation associated with ecologically responsive societal values. |
| **Prosperity**    | How can evaluators be trained to consider all facets of prosperity and to put the voiceless and the marginalized at the center? | • Create EvalEthics – an EvalPartners network that will make ethics a trend by initiating discussions and forums.  
                     |                                                                          | • Include ethics in evaluation standards and methodologies.  
                     |                                                                          | • Provide training and mentoring to young and emerging evaluators on ethical aspects of evaluation.  
                     |                                                                          | • Create a community of practice on participatory approaches. |
| **Peace**         | How can individual evaluators contribute to a grand societal goal like freedom from fear and violence? | • Evaluation designs should integrate considerations of peace, conflict resolution, and the effects of interventions on conflicts and peace as cross-cutting themes.  
                     |                                                                          | • Individual evaluators should be supported by VOPEs, academia, and other institutions providing necessary capacity building.  
                     |                                                                          | • Evaluation criteria could be revised to integrate consideration of peace and conflict prevention. |
| **Partnership**   | How can evaluators support global and regional partnerships for sustainable development? | • Develop comprehensive Terms of Reference (ToR) considering SDGs, democratic, and independent thinking of evaluators.  
                     |                                                                          | • Create a culture of evaluation by engaging community, especially youth, academia, and volunteer groups  
                     |                                                                          | • Strengthen trust between evaluators, donors, governments, and NGOs |
### Institutional evaluation capacity

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<th>2030 Agenda theme</th>
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| People            | How can evaluation promote dignity, equality and right-based approaches?  | • It is crucial to ensure the independence of evaluation.  
• Evaluators should be aware of power relations. Evaluation teams should be composed in a culturally-diverse way.  
• Focus on equity and human rights should be embedded in institutional evaluation policies and guidelines to ensure that the equity and human rights focus is explicit from ToR stage on.  
• Evaluation needs to use and promote equity and rights language, e.g. ‘people’s entitlement’ rather than patronizing ‘beneficiary’ and ‘intervention’. |
| Planet            | How can evaluation equip institutions to support sustainable growth and responsible use of resources? | • The role of evaluation is to produce evidence and data required for effective policy-making on sustainable development, in order to inform it.  
• Evaluation findings should be used for communication, education, and building of coalitions in order to engage effectively with mass-based constituencies to get policy-makers to develop and implement appropriate policies for sustainable growth. |
| Prosperity        | How can evaluation contribute to reducing institutional barriers to prosperity for all? | • Barriers may diminish if all stakeholders are involved in discussions on implementation of evaluation recommendations.  
• Evaluation should consider bringing together different stakeholders to highlight the barriers and consider their needs.  
• Evaluation should not be afraid of raising issues of political barriers, highlighting stakeholders who are blocking, and suggesting solutions.  
• Evaluation must provide the basis for discussion on the evidence rather than on purely political opinion. |
| Peace             | How can evaluation strengthen values and systems that reduce conflict and promote shared wellbeing? | • Tool used by evaluators should be adapted to address the complexity of conflict situations.  
• Evaluation should promote real participation and ownership by involving all stakeholders in the reflection and appreciation of various values.  
• Commissioning agencies should build capacity to manage evaluations that use various methods (mixed methods) and to use them meaningfully. |
| Partnership       | How can evaluation help in reaching out to the most vulnerable and develop genuine partnerships for addressing their needs? | • Identify who the most vulnerable are using existing evaluation approaches, e.g. gender-sensitive, community-based, culturally sensitive methodologies.  
• Raise awareness of evaluation when reaching out to new partners.  
• Institutionalize the engagement of the most vulnerable in the development of policies, norms, standards, and guidelines. |
## Enabling environment for evaluation

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<th>2030 Agenda theme</th>
<th>Question</th>
<th>Responses</th>
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| People            | Which factors will help improving governance and inclusiveness through evaluation? | • Engage parliamentarians and citizens to help establish and embed evaluation standards.  
• Strive to put supportive policies and legislation in place.  
• Develop a supply of skilled evaluators.  
• Build strong data systems and baseline data disaggregated by gender and minority groups.  
• Work at national and international level but also involve local communities.  
• For inclusivity, synthesize and package evaluation information appropriately for public consumption.  
• Build political will through building political culture for evaluation.  
• We may need to change the way we think about the concept of evaluation, moving beyond a technical process and considering its political implications and the needs and involvement of all stakeholders. |
| Planet            | Which conditions will allow a full contribution of evaluation to sustaining our world? | • Demand for and trust in evaluation findings, which requires advocacy with policy makers and parliamentarians.  
• Linkages with media and other influential channels to allow fuller use of evaluation findings.  
• Attention to unintended results.  
• SDG-related evaluation criteria and frameworks. |
| Prosperity        | What evaluation mechanisms can help foster innovation and social responsibility? | • Promote the use of participatory methods though the project cycle and all evaluation stages.  
• Link knowledge management and evaluation to bring social change.  
• Build evaluation mechanisms into decision-making processes for social accountability.  
• Co-create solutions for adaptive planning. |
| Peace             | How can national evaluation systems contribute to safe, democratic, and inclusive societies? | • Improve national statistical systems to ensure collection and availability of relevant data disaggregated by gender and other dimensions of vulnerability.  
• Promote the focus of civil society on safety, inclusivity, and democracy to foster use of evaluation findings.  
• Foster communication between parliamentarians and evaluators, provide summary of evaluation reports to parliamentarians to support use. |
| Partnership       | Are conditions in place to foster the participation of all countries, all stakeholders, and all people? | • Participation of ALL is difficult to ensure.  
• A practical Theory of Change for SDGs is missing.  
• It is difficult to translate SDGs and the EvalAgenda to national and local level.  
• It is important to increase financial and technical support to the national and local levels.  
• Involve tribal/indigenous representatives through VOPEs. |
APPENDIX 3.  
Thought Leaders Contribution

Comments by Robert Lahey

Before I deliver my remarks I would like to say two things:

• First and foremost, I would like to thank the people of Kyrgyzstan in general and Bishkek in particular for being such good hosts. The warmth and welcome that you have extended to Forum delegates is much appreciated.

• Secondly, to help put my comments in context, I would like to let you know a couple of things about myself – I have a strong passion for evaluation. But, I am also a practical person – I know that in the field of Evaluation challenges are always lurking and so, rather than ignoring them, looking for ways to turn those challenges into opportunities and seeking solutions that are going to work.

There are eight points I would like to make in my comments, but, given time limitations, I can only give highlights:

1. First, **kudos** to EvalPartners, the IOCE, UNEG and the other partners responsible for organizing the Global Forum. Such an international conference is important as a learning tool, but it is equally important in times when increasing parts of the world are becoming isolationist.

2. Second, the **matrix framework** that the conference organizers have developed – cross-referencing the framework of EvalAgenda 2020 and the SDG framework – is very good in providing a broad framework for discussion of the conference theme and dissecting its components. That said, I would raise **two points of caution** to participants:

   • Don’t simply assume that the goal(s) of National Evaluation Capacity Development (NECD) have been met. There are many gaps and much work left to do in supporting NECD around the globe. To assume otherwise would be ignoring the reality.

   • In considering where and how to support NECD, this should not simply be done only in the context of the SDGs. The ‘new paradigm’ of 10 years ago would suggest that NECD should be country-led and developed in support of the country’s national development plan, if it is to be effective and sustainable.

3. Being a bit provocative, I would suggest with my third point that it might be **timely for a formative-type review of EvalAgenda 2020**, with two items in mind for deliberation:

   • Giving more exposure/profile to the ‘demand’ side for Evaluation capacity/capacity building. As Marco Segone mentioned in the opening session, there is a need to deliver the ‘capacity to supply’ and, even more important, the ‘capacity to demand’. For my part, I would add that ‘good evaluations are not enough’ – a recognized need and users are important for ensuring a successful evaluation system. While the framework of EvalAgenda 2020 does link in demand, particularly through the ‘enabling environment’ factors, it is muted and could be underplayed in terms of needed capacity building on the demand side.

   • Putting more articulation around the expectations for the various stakeholders implicated in the framework; in other
words, being clear on the assumptions for success. This is an important element of the theory of change underlying the actions of EvalAgenda 2020.

The rationale for doing both items is that they will serve to give better definition to NECD efforts and likely improve the ability to monitor progress and draw lessons for future adjustments at a country level – in other words, giving a better focus on country-level implementation.

4. Fourth, the question of ‘What drives evaluation?’ is an important one for, without understanding it, we may find that evaluation does not get used and indeed may not be considered useful or relevant. Careful consideration needs to be given to the many potential ‘uses’ and ‘users’ of evaluation information. But, evaluation cannot be everything to everyone at any point in time. There is a need to identify the key priorities for evaluation – what questions need to be answered? And, who needs the information? In thinking of this, it may be useful to be modest in situations where evaluation is just starting to be introduced – for example, a program evaluation, rather than a more threatening and difficult policy evaluation. Part of what needs to happen is a building of confidence and trust between the providers/suppliers of evaluation and the senior officials who are hopefully the users. This does not come automatically.

5. My fifth point relates to evaluation and the SDGs; the subject has many dimension that need discussion. First and foremost, evaluation needs to find a place at the table if the so-called ‘monitoring and review’ is going to be effective. The work of EVALSDGs is very useful in this respect. They have produced five briefing papers that are excellent and should be required reading for anyone implicated and interested in the SDGs. But more needs to be done if evaluative thinking is going to get built into SDG implementation, monitoring, analysis and reporting. Additionally, the Evaluation function can be positioning itself to facilitate other aspects of the monitoring and reporting on SDGs; for example, indicator development; or, application of theory of change analysis to SDG implementation. These may be non-traditional roles for evaluators however.

6. Associated with the above, my sixth point relates to the importance of cooperation and coordination across UN agencies and development partners. With the introduction of the SDGs, it is not ‘business as usual’. UNEG can play a very useful role here. The thinking, planning for and execution of evaluation of the SDGs needs to be done differently, whether at a national, regional or global level. There is a need for cooperation across institutions and across agencies. Additionally, at a country level, UNEG could play a very important role in facilitating and supporting NECD – in ways that might be considered both traditional as well as non-traditional.

7. Communication, my seventh point, is a critical factor for every participant to this Forum for several reasons. I will mention two:

• The passion participants to the Forum have for Evaluation is generally not shared to the same extent by others. This for several reasons. Evaluation is generally not well understood in every country, even those where it has resided for some years. We need to be aware of this and working to communicate with others in ways that resonate.

• In a world that some describe as ‘post-truth’, where social media is increasingly the ‘go to’ source for information, Evaluators need to consider how best to identify
users, their needs and improve our ability to respond to those needs in a timely and effective manner.

8. Finally, with my last point, I would liken our role as Evaluators to ‘mountain climbers’ – we continue to strive for a summit that we may never actually reach, in part because of the ever-changing landscape. Yet, in spite of obstacles faced, we continue the journey, learning from one another, becoming smarter in knowing how to make gains along that path. We keep the passion; avoid becoming cynical in face of set-backs; and, look for solutions to make for a better world.

Comments by Donna Podems

The hard work, intense discussion and the passion for evaluation happening at this meeting has been a true privilege to hear, observe, and be a part of. It is from this experience that I have drawn some key themes. They are in no particular order, and constitute a mix of ideas, gaps and questions.

1. **SDGs.** We are faced with the job of facilitating, identifying and determining how to make sense of the SDGs. This is a ‘synthesis challenge’ – use the data to look across sectors to determine cumulatively or collectively what is happening, why and with what effect, and how will we guide others to do this? We need evaluation champions and leaders who understand and can explain evaluation. Which brings me to my next point.

2. **ACCESSIBLE LANGUAGE.** I have two points.

   • **SDGs, Evalpartners, IOCE, VOPES, to those outside, these relationships, partnerships and acronyms are likely confusing and prevent full engagement.**

   • **Evaluation needs to be meaningful to non-evaluators.** We need to be careful about evaluation jargon, acronyms, and the very real challenge of allowing multiple, powerful organizations to define evaluative words and concepts that best suit their needs and objectives, and in doing so exerting elitist power, that does nothing but bring confusion to the field.

3. **EVALUATION.** Here I have three points.

   • **There are evaluands other than projects, programs and policies.** What does it mean to evaluate an SDG beyond evaluating a program?

   • **Who will do the evaluation – who is an evaluator?** With some governments developing evaluator competency lists, and some UN organizations developing others for example, it is allowing powerful groups to make these decisions; EvalAgenda 2020 states that this should remain with the VOPEs – we need to be mindful of that.

   • **Third, related to an earlier point, there appears to be a lack of conceptual clarity about what it means to evaluate an SDG – as evaluators how do we ensure that multiple approaches, valuing frameworks and theories are understood, and considered.** For example, that gov’ts, donors or even evaluators do not reject approaches purely on their label such as Feminist Evaluation that offers what I consider universal tenant of any evaluation, to be kind; or Democratic Evaluation, which regardless of how you interpret democracy, provides useful thinking about inclusion and deliberation, or Systems Evaluation that may seem overwhelming but offers a useful concept of boundaries. We need competent evaluators.

4. **SOCIAL EQUITY – BUILDING LINKAGES.**

   How do we encourage the design and implementation of evaluations that support social equity?
5. **EVALUATION CRITERIA.** Related to that, is the elephant in the room; which I see (and struggle with) as a practitioner who works with governments, donors, academia and civil society; the need to think about and engage with evaluative criteria; how do we value something and who gets to decide how something is valued – what happens when values clash? Who gets heard?

6. **EVALUATION CAPACITY.** Building evaluation capacity in civil society and in governments is a topic much mentioned, though I am left wondering how are we building evaluative thinking capacity.

7. **INNOVATION.** My final point, is: How are we promoting, discussing, testing and encouraging innovative ways to evaluate development?

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**Comments by Jyrki Pulkkinen**

**Agenda 2030 and Evaluation in Finland**

Agenda 2030 integrates development policy and sustainable development policies in “donor” countries

- In Finland, the two policies are now interlaced, but not fully integrated.

- The Finnish national agenda emphasizes policy coherence and global partnerships.

- The integration of the two policies would need an integrated and a coherent evaluation policy too. However, we are not there as yet.

As part of the Agenda 2030 as well as Finnish national policy priorities, the role of private sector is growing in development co-operation and development financing.

- Development co-operation changing from donations to impact investing.

- This complicates traditional evaluation approaches in development.

**Role of evaluation in Agenda 2030**

Agenda 2030 and the use of national systems in evaluation

- No national evaluation policy framework exists currently in Finland.

- Most of the public policy sectors in Finland do have an evaluation system of their own, but we still lack of a coherent and unified one.

- Evaluation units started to collaborate only recently.

**Agenda 2030 requires better national capacities in evaluation**

- Finland’s own national capacities needs an update too. There is a need for a university level programme on evaluation.

- Finland has been committed to support evaluation capacities at the global level (EvalPartners and IOCE).

- Finland has a vivid national evaluation association which organizes many events and awareness raising on evaluation.

**Follow-up and evaluation of Finland’s national 2030 Agenda**

Agenda 2030 requires systematic long term monitoring and evaluation

- At policy level the responsibility of the follow-up is with the National Commission on Sustainable Development.

- National Development Policy Committee is responsible for follow-up of Finland’s commitment on Global partnerships and policy coherence for development.

- National Audit Office will integrate the Agenda 2030 in their national auditing agenda.
• The national agenda does not specify the role of the national evaluation units in the follow up process – which can be seen as a weakness of the agenda.

• However, it emphasizes the collaboration and capacity development of the evaluation units and the work towards more unified and systematic evaluation of the sustainable development in Finland.

**Agenda 2030 brings along some challenges for development evaluation**

**Policy coherence for sustainable development**

• More coherent national evaluation policy
• More collaborative evaluation practices
• More broad evaluation mandates integrating different policy sectors

**Partnerships in the Agenda 2030**

• New methodologies to evaluate private sector impact
• New approaches to evaluate complex programme set-ups
• New approaches to evaluate innovation and impact investments

**Challenges in follow-up and indicator data**

• Utilization of Big Data in evaluation in order to fill gaps in indicator data
APPENDIX 4.
Network Plans

EVALSDGs

Road Map

EvalAgenda 2020 - Conceptual framework

Positive Outcomes (incl SDGs)

The enabling environment for evaluation

Inter-linkages among these first three dimensions

Evaluation policies

Evaluation systems

Networks & partnerships (VOPEs, government, private sector, science)

Evaluation knowledge, methods, data and products

Sector/specialization

Evaluation capacities for evaluation

Individual capacities for evaluation

Inter- linkages among these first three dimensions

Evaluation resources

Resource mobilization and management

Integration and synthesis of results

Evaluation use

Commissioners, users

Evaluation context and culture

Communication and dissemination

Evaluation demand

Complexity scale, time and pace

Global  Regional  National  Sub-national  Local

Values

equity, gender equality, and social justice

Shared principles

partnership, innovation, inclusivity, and human rights

Shared principles

partnership, innovation, inclusivity, and human rights

Individual capacities

for evaluation

Evaluation use

Commissioners, users

Evaluation context and culture

Communication and dissemination

Evaluation demand

Complexity scale, time and pace

Global  Regional  National  Sub-national  Local

Values

equity, gender equality, and social justice

Shared principles

partnership, innovation, inclusivity, and human rights

Global  Regional  National  Sub-national  Local
EVALSDGs is a sub-network of the Global EvalPartners network which is a partnership between IOCE and UNEG and other partners. The sub-networks are implementation mechanisms for the Global Evaluation Agenda2020. The sub-networks operate under the EvalAgenda Principles and the IOCE (as the auspicing body for EP) Code of Conduct.
EVALSDGs Advocacy Working Group

• Priorities
  1. Continue Briefing Paper series
  2. Work towards participation in HLPF 2017 & 2018
  3. Collaborate with EPMG on Evidence Matters campaign

• Output Targets
  4. At least two more Briefing Papers in 2017 and four in 2018; downloads to exceed 1,000 for each year.
  5. Advocacy through the HLPF results in increased profile for evaluation compared to HLPF 2016 side events.
  6. EVALSDGs generates and promotes at least three key messages related to evaluation and the SDGs.

• Intermediate Outcome Targets (towards EvalAgenda2020 objectives)
  – Enabling Environment – Higher profile of evaluation in the SDGs follow-up and review process
  – Institutional Capacity – greater awareness of policy pointers related to evaluation and the SDGs
  – Individual Capacity – Briefing Paper downloads extend across all regions

EVALSDGs Spotlights Working Group

• Priorities
  1. Continue to work with current Spotlights to develop materials
  2. Collaborate with the Asia Regional Case Study team on structure and content, with a view to a dynamic platform for Spotlights
  3. Link with other EvalPartners national evaluation capacity development activities to integrate SDGs-related evaluation considerations

• Output Targets
  1. At least six key Spotlight countries actively generating material
  2. Spotlights section on website generates at least 1,000 downloads
  3. EVALSDGs generates and promotes at least three key messages related to evaluation and the SDGs.

• Intermediate Outcome Targets (towards EvalAgenda2020 objectives)
  – Enabling Environment – Higher profile of evaluation in the SDGs follow-up and review process from Spotlight countries
  – Institutional Capacity – qualitative evidence that Spotlight countries have appreciate being involved in Spotlights and other countries have used Spotlights material for designing their own NES
  – Individual Capacity – Individual practitioners report having used Spotlight materials
EVALSDGs Guidance Working Group

- **Priorities**
  1. Continue Pop-up Notes process
  2. Work on competencies for evaluation and the SDGs
  3. Collaborate with partners on training opportunities and develop training materials
  4. Consider revitalising e-learning and VOPE Toolkit additions

- **Output Targets**
  1. At least two more Pop-up Notes in 2017 and four in 2018; put on website; circulation to exceed 1,000 for each year.
  2. Develop and circulate output related to competencies
  3. EVALSDGs supports at least two training courses and generates basic materials that can be used in other training courses

- **Intermediate Outcome Targets (towards EvalAgenda2020 objectives)**
  - Individual Capacity – through Pop-ups use and feedback
  - Institutional Capacity – delivery of training courses (at least 2) with high satisfaction levels from participants, competencies output used by partners; materials for training on website, VOPE toolkit and evidence of use.

---

EVALSDGs Communications Working Group

- **Priorities**
  1. Continue regular EVALSDGs meetings process and website
  2. Develop a series of webinars (e.g. Continue Spotlight features, data and info from other networks)
  3. Collaborate with other working groups and wider EvalPartners on most effective way to present common messages

- **Output Targets**
  1. Regular monthly meetings and at least 2 webinars in 2017 & 4 in 2018 successfully conducted
  2. Website traffic reaches 10,000 hits
  3. Active social media profile

- **Intermediate Outcome Targets (towards EvalAgenda2020 objectives)**
  - Individual Capacity – Positive quantitative and qualitative feedback from members on website use and examples of how webinars are building capacity
  - Institutional Capacity – evidence of webinar downloads and use for institutional awareness raising and training activities
  - Awareness raising of evaluation in the SDGs implementation, follow-up and review processes
EVALSDGs Executive Group

- **Priorities**
  1. Managed growth of EVALSDGs, including resource generation to enable work
  2. Support operations of sub-network working groups and taskforce groups
  3. Collaborate with other networks and wider EvalPartners activities for strategic activities

- **Output Targets**
  1. Maintenance/growth of EVALSDGs active membership
  2. Working groups achieve targets; short-term taskforces generate expected results
  3. EVALSDGs contributes actively to wider EP activities

- **Intermediate Outcome Targets (towards EvalAgenda2020 objectives)**
  - Individual Capacity – support working groups to disseminate products
  - Institutional Capacity – increase in institutional partners for EVALSDGs that use EVALSDGs materials
  - Enabling Environment – engagement/recognition of EVALSDGs in strategic events promoting the SDGs/evaluation

New Taskforces

- **Innovation, Partnerships and Fund raising**
- The taskforces terms of reference will be developed by the new expanded management group
- Taskforces will be short-term and task-focused, with clear targets

Participation in EVALSDGs

1. Agree to abide by IOCE (EP) Code of Conduct
2. Self-nominate for working group/taskforces
3. Work under the guidance of the Working Group/Taskforce Chair/Co-chairs
4. Do not need to be a member of a VOPE or institutions
5. Do need to be actively involved in evaluations as an evaluator, commissioner or user of evaluations
6. Recognize the importance of engaging VOPEs in EVALSDGs activities
EvalGender+

EvalGender+ Interconnectedness with SDGs & EvalPartners Network Map (April 27, 2017)

Enabling Environment: Gender-Responsive Equity-Focused (GREF) Evaluation Systems
- Enabling Environment for evaluators
- The role of Parliamentarians Forum

Institutional Capacity: GREF VOPEs
- Menu of what VOPEs can do and link to actions, resources
- South-to-South

Individual Capacity: GREF Evaluators
- Capacity Development of evaluators and parliamentarians
- Role of EvalYouth
<table>
<thead>
<tr>
<th>Enabling Environment for Evaluation</th>
<th>Institutional Capacity toward Evaluation</th>
<th>Individual Capacity of Evaluators</th>
<th>How to get there</th>
<th>We want to get to</th>
</tr>
</thead>
</table>
| Gender responsive SDGs at the National & Global levels | Improve institutional capacity | - Clarify the type of institution: academic and research centers, Public & NGOs or Professional evaluation organization?  
- Conduct Gender diagnosis to diagnose whether organizations have gender issues – to determine base line | - Duplication of efforts  
- Basic clarity on definitions and concepts  
- Change in mindsets about gender  
- Different understanding based on stakeholders | Reorganized Task Force Groups:  
1. Capacity Building  
2. Fundraising and Networking  
3. Communication and Advocacy  
4. Knowledge Management |
| **Capitalize on opportunity to influence National policies to be formed by evidence with Gender responsive evaluation systems** | Consider competencies for evaluators | - How can there be proof? What do evaluators need? | **EvalGender+ as a focal point for**  
1. Advocacy  
2. Knowledge sharing  
3. Technical training  
4. South-South cooperation  
5. Motivation/commitment to change | ULTIMATE GOAL: Gender equality and empowerment - we want to achieve all SDGs with GREF lenses |
| **Identify and empower champions** | What programs are universities offering? | - Need to have basic standards – standardization and credentialing | **Country-based**  
- Demand must come from country, not come up with blueprint formula,  
- Different pathways based on local context-led specific changes that will be different from country to country | Gender responsive evaluation frameworks |
|  
- Support gender-responsive M&E framework  
- Motivating the elephant: Having a clear path | Analysing and integrating a gender perspective in the evaluation standards. | How to initiate education  
1. Capacity building  
2. Knowledge management disseminating  
3. Community and advocacy  
4. Fundraising and networking | **Be built on the progress/what works so far**  
- Not to reinvent another guidance but to disseminating knowledge (Augment and build on what works)  
- Advocacy to develop guidance based/built on national advocacy strategies | **Normative framework (i.e., national policies and/or law) that give enabling environment** |
|  
- Compile and share examples | Consider competencies for evaluators | - Ethics of individuals bidding | - Promote the use of online training – packaging so documents would be used (e.g., policy research, example of national policy format) |  
- Facilitate multi-stakeholder commitment – invite Parliament, Government, VOPEs, women’s organizations and gender-focused organizations, and academics - successful knowledge builders |
|  
- value of having example of how life was changed - next specific thing – collecting examples demonstrate what it | - What programs are universities offering? | - Need to have basic standards – standardization and credentialing | - Regional VOPEs should contribute and support – more field led (e.g., MENA reaching out to several countries, etc.) |  
- In partnership with other SDGs and Parliamentarians |
|  
- Thinking small – sustaining change behavior is hard |  
- Identify low level priorities to encourage successes going forward | How do we improve?  
1. Advocacy – sharing good practices  
2. Develop tools and responsibilities  
3. Competencies for  
4. Train in program design | - Advocacy to develop guidance based/built on national advocacy strategies | |
EvalIndigenous uses the United Nations Declaration on the Rights of Indigenous Peoples (2007) as the foundation for our work. EvalIndigenous is a multi-stakeholder partnership that intendeds to:

- **Advance** the recognition, value and involvement of Indigenous peoples in global evaluation practice and endeavours
- **Promote and Support** Indigenous people’s evaluation agendas

<table>
<thead>
<tr>
<th>Task</th>
<th>Resources and Supports</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1: To develop an inventory of Indigenous Evaluation Practice in the global evaluation context</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop a Survey</td>
<td>Draft survey, software</td>
<td>3 months</td>
</tr>
<tr>
<td>Identify key contacts; VOPEs, donor agencies, other civil society organizations</td>
<td>IOCE, EvalPartners, IDEAS, the evaluation community and Indigenous networks</td>
<td></td>
</tr>
<tr>
<td>Pilot a Survey</td>
<td>Web Software and two pilot sites</td>
<td>3 months</td>
</tr>
<tr>
<td>Distribute/Administer the Survey</td>
<td>IOCE and EvalPartners endorsement, Web software</td>
<td>2 months</td>
</tr>
<tr>
<td>Analyse Responses</td>
<td>Software (qualitative/quantitative) and analysts</td>
<td>2 months</td>
</tr>
<tr>
<td>Disseminate Findings and Document Feedback</td>
<td>Multi-media</td>
<td>2 months</td>
</tr>
<tr>
<td><strong>Objective 2: To promote the voices of Indigenous evaluators in the local evaluation context</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify Indigenous evaluators</td>
<td>IOCE, EvalPartners, and EvalPartners Networks, IDEAS, the evaluator community, Indigenous networks</td>
<td>3 months</td>
</tr>
<tr>
<td>Encourage the participation of Indigenous evaluators</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Record Indigenous evaluators’ stories</td>
<td>Local story gathers/listeners and recording equipment (audio, video), or note taking, editing software</td>
<td>6 months</td>
</tr>
<tr>
<td>Systematize recordings</td>
<td>Dropbox and/or other social media</td>
<td></td>
</tr>
<tr>
<td>Publication of project materials, including interviews</td>
<td>Website developer</td>
<td></td>
</tr>
<tr>
<td></td>
<td>YouTube channel and other social media platforms</td>
<td></td>
</tr>
<tr>
<td>Disseminate findings and document feedback</td>
<td>Conference(s), regional evaluator meetings, community gatherings/feasts, newsletters</td>
<td>3 months</td>
</tr>
<tr>
<td><strong>Objective 3: To promote Indigenous evaluation practices within the global evaluation community</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utilize the findings from objective 1 &amp; 2 to engage in and contextualize discussions with commissioners of evaluations</td>
<td>IOCE, EvalPartners, and EvalPartners Networks, IDEAS, the evaluator community, Indigenous networks</td>
<td>6 months</td>
</tr>
<tr>
<td>Advocate for a comprehensive Global Action Plan that aligns with local priorities</td>
<td>IOCE, EvalPartners, and EvalPartners Networks, IDEAS, the evaluator community, Indigenous networks</td>
<td></td>
</tr>
<tr>
<td><strong>Objective 4: To support the evaluation community’s efforts for strengthening their own local Indigenous practices.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utilize the findings from objective 1 &amp; 2 to engage in and contextualize discussions.</td>
<td>VOPEs, Indigenous organizations, other civil society organizations</td>
<td>3 months</td>
</tr>
<tr>
<td>Facilitate the development of comprehensive Local Action Plans</td>
<td>VOPEs, Indigenous organizations, other civil society organizations</td>
<td>3 months</td>
</tr>
<tr>
<td>Encourage mentoring local evaluation champions</td>
<td>VOPEs, IOCE, EvalPartners, other civil society organizations, and conferences</td>
<td>3 months</td>
</tr>
</tbody>
</table>
Anticipated Outcomes:

- **Increase** the recognition and understanding of Indigenous contexts for evaluation by the global evaluation community – from practitioners to commissioners of evaluation
- **Document** evaluation and research protocols developed by Indigenous communities and organizations
- **Facilitate** learning and sharing of experiences to cultivate understanding and use of different evaluation approaches and methods to ensure cultural responsiveness and inclusion in evaluation
- **Promote** innovation in approaches and methods used in Indigenous evaluation
- **Facilitate** spaces to promote Indigenous people’s self-determination of their evaluation agenda

EvalYouth

“An investment in EvalYouth is an investment in the future of evaluation.”

1. Background

As a global network, EvalYouth has set out an ambitious goal to promote young and emerging evaluators (YEEs), including young women, to become competent, experienced and well-networked professionals who contribute to evaluation capacity nationally, regionally and internationally.

2. EvalYouth: A Wise Investment

Since being launched in November 2015, EvalYouth has identified and mobilized YEEs across the globe, successfully executed an awareness campaign, and sponsored a number of signature events in 2016 and 2017. For example, in 2016, EvalYouth successfully hosted the first virtual evaluation conference with simultaneous translation into multiple languages ([https://goo.gl/ef4mVv](https://goo.gl/ef4mVv)), with over 600 registrants from six continents.

Examples of other accomplishments achieved include:

- Through generous grant and donor support, EvalYouth was able to bring 27 young and emerging evaluators (YEE) from across the globe to the EvalPartners 2nd Global Forum in Kathmandu, Nepal.
- Launching of 3 task forces (Task Force 1 – Promoting YEE in VOPE leadership; Task Force 2 – Development of a YEE mentoring program; and Task Force 3 – Organization of EvalYouth conferences), and launching of 3 regional subgroups of YEE (EvalYouthLAC, Francophone, MENA).
- Active promotion of EvalYouth activities through social media (Twitter, LinkedIn, Facebook, YouTube, google groups).
- Co-sponsor of the “Carrefour des évaluateurs émergents” au Forum international francophone en évaluation organized by RFE in December 2016 and of “Youth and emerging evaluators strand” at the 8th AfrEA Conference in March 2017 in Kampala, Uganda.
- A needs and assets assessment to understand the ways in which organizations that commission and/or use evaluation engage in YEE mentoring, and identify YEE mentoring gaps and opportunities for potential solutions. As a result, EvalYouth has designed the first global mentoring program for YEE and is about to launch its pilot and its fundraising campaign.
- An environmental mapping of engagement of YEEs in VOPE governance and activities.
- Plans to launch a new task force focusing on inclusion of youth and young people in the evaluation process will be officially launched in the first half of 2018.
3. EvalYouth 2017-18 Signature Activities

With this ambitious goal in mind, EvalYouth has identified several signature activities. We invite you to invest in the future of evaluation by contributing to one of these activities.

<table>
<thead>
<tr>
<th>Signature Activity</th>
<th>Estimated Timeline</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017 EvalYouth Virtual Conference</td>
<td>End of 2017</td>
<td>Funding secured for 6 hours of online platform access, 3 languages (English, Spanish and French), and technical support. Sponsor additional languages: $350 for each additional language. You choose the language.</td>
</tr>
<tr>
<td>2018 EvalYouth Virtual Conference</td>
<td>First half of 2018</td>
<td>$4,450 (USD) for 3 languages (English, Spanish and French) and 6 hours of online platform, interpreter time, and technical support. Sponsor additional languages: $350 for each additional language. You choose the language.</td>
</tr>
<tr>
<td>Evaluator Capacity-Building Webinars</td>
<td>Beginning in 2nd half of 2017, every 2-3 months</td>
<td>First webinar: $4,450 (USD) for 3 languages (English, Spanish and French) and 1.5 hours of online platform, interpreter time, and technical support. Subsequent webinars: $1,050 (USD) for 3 languages (English, Spanish and French) and 1.5 hours of online platform, interpreter time, and technical support. Sponsor additional languages: $350 for each additional language. You choose the language.</td>
</tr>
<tr>
<td>Attendance at international or regional evaluation conferences (partial travel bursaries), with specific criteria</td>
<td>Ongoing, as determined by evaluation conference organizers</td>
<td>$2,000 (USD) per attendee per international conference. $750 (USD) per attendee per regional conference. $500 (USD) per attendee per national conference.</td>
</tr>
<tr>
<td>Encouraging YEE to submit proposals and travel awards at international or regional conferences</td>
<td>Ongoing, as determined by evaluation conference deadlines</td>
<td>Volunteer time* to review draft proposals from a YEE and provide written feedback prior to the deadline. For example, for the 2017 conference, the AEA International &amp; Cross-Cultural group is sponsoring a mentorship program to support those who request peer coaching for putting together their travel award application materials and/or writing their conference proposals.</td>
</tr>
<tr>
<td>Encourage VOPEs to add a YEE strand at international, regional and national conferences</td>
<td>Ongoing, as determined by evaluation conference organizers</td>
<td>Volunteer time* to assist with conference planning activities.</td>
</tr>
<tr>
<td>Strengthening Individual Evaluator Capacities: EvalYouth Mentoring Program Pilot</td>
<td>Second half of 2017, Jul-Dec, 2017</td>
<td>$11,000 (USD) for the pilot phase of program. Pilot phase of the program aims to produce the content for each of the 6 Modules of the program and accommodate five (5) pairs of mentors and mentees from each region. (In total 40 pairs).</td>
</tr>
<tr>
<td>Strengthening Individual Evaluator Capacities: EvalYouth Mentoring Program Phase 2 - Expanded phase</td>
<td>First half of 2018</td>
<td>$8,000 (USD) for five (5) pairs of mentors and mentees from each region (in total 40 pairs) for the expanded phase of program. This phase aims to extend the reach, facilitate physical meetings among YEE and mentors as well as across pairs, allow international pairs, create a platform for YEE and mentors to share their experiences.</td>
</tr>
<tr>
<td>Signature Activity</td>
<td>Estimated Timeline</td>
<td>Estimated Cost</td>
</tr>
<tr>
<td>--------------------</td>
<td>--------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Strengthening Individual Evaluator Capacities: Publishing on and about EvalYouth</td>
<td>Beginning in the second half of 2017</td>
<td>Thematic sections featuring YEEs in peer-reviewed journals (as African Evaluation Journal, American Journal of Evaluation, Canadian Evaluation Journal) Volunteer time* to review draft papers including YEEs authors and provide written feedback.</td>
</tr>
<tr>
<td>Campaign to promote YEE leadership in VOPE: Harvesting stories from YEEs about their involvement in VOPE governance, committees and activities VOPE leaders about their experience of having YEEs in the Boards</td>
<td>Second half of 2017</td>
<td>Volunteer time* to: Coordinate with regional and national VOPEs and their EvalYouth focal points; Collect stories.</td>
</tr>
<tr>
<td>Campaign to promote YEE leadership in VOPE: Showcasing YEEs and VOPE leaders stories through a video campaign and through EvalYouth Newsletter, website and social media</td>
<td>Second half of 2017</td>
<td>$2000 (USD) for the development, coordination and follow up of the video campaign. Volunteer time* to: Edit videos; Edit and package story pieces to include in EvalYouth Newsletter and to disseminate through EvalYouth social media; Translate stories in different languages; Coordinate posting of package story on EvalYouth website.</td>
</tr>
<tr>
<td>Webinar campaign featuring YEEs and VOPE leaders to promote YEE leadership in VOPE</td>
<td>Second half of 2017</td>
<td>Volunteer time* to do coordination and promotion. Webinar series: $1650 (USD) for 3 languages (English, Spanish and French), four 30-minute webinars using the online platform, interpreter time, and technical support. Sponsor additional languages: $700 for each additional language. You choose the language.</td>
</tr>
<tr>
<td>Campaign to promote YEE leadership in VOPE: Design and dissemination of material to encourage the YEE to be part of the VOPEs (with an updated database of VOPE leaders contacts)</td>
<td>Second half of 2017</td>
<td>Volunteer time* for the: Development of the materiel and translation in different languages; Coordination, promotion, and follow up.</td>
</tr>
<tr>
<td>Showcasing the success stories of EvalYouth regional chapters (Francophonie, LAC, MENA) as a lever for promoting YEE leadership</td>
<td>Second half of 2017</td>
<td>Volunteer time* to: Coordinate with EvalYouth regional chapters; Collect stories; Translate in different languages.</td>
</tr>
<tr>
<td>Signature Activity</td>
<td>Estimated Timeline</td>
<td>Estimated Cost</td>
</tr>
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<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>EvalYouth Award for VOPEs – Exceptional contribution of YEEs in governance bodies</td>
<td>Annually, beginning in 2018</td>
<td>Volunteer time* to: Coordinate the call for submissions and the selection process; Promote the award and award winner.</td>
</tr>
<tr>
<td>Collaboration with partners to support internships and inclusion of YEEs in evaluation team</td>
<td>Beginning in the second half of 2017 and beyond</td>
<td>Volunteer time to: Coordinate with partners and regional VOPEs; Promote opportunities and follow up.</td>
</tr>
</tbody>
</table>

*: Any partner organisation is welcome to support technically the leadership and voluntary contribution of YEEs in those activities.

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**Global Parliamentarians Forum**

**To hold the first event** organized by the Global Parliamentarians Forum in Colombo, Sri Lanka 2018: advocacy, peer experience exchange – Task force to deliver a roadmap by end of May.

**Draft a constitution**: membership, accountabilities, options for relationship and alignment with regional Fora, etc. – Steering committee/ concept note by end of June.

Support establishment and growth of **regional parliamentarians networks** – prepare activities in LAC – CIS and possibly other regions. Volunteers assigned.

**Video testimonies** – with support from EvalYouth on establishing on national and regional networks.

**Explore** connections with regional parliaments.

**Capacity development** including training to parliamentarians – CLEAR, UN WOMEN; replicate UNITAR experience.

**Mobilize donors and funds** – harvest success stories to showcase to donors. Establish taskforce.

Welcome representatives of other EvalPartners networks as **focal points**.

**Promote** the inclusion of youth parliamentarians and youth parliaments in partnership with EvalYouth.

**Advocacy**: build on the EvalPartners advocacy toolkit to develop a strategy to strengthen advocacy, how to advocate for promoting evaluation SDGs, incorporating evaluation in draft laws, promote partnerships, etc.