



UNEG

United Nations Evaluation Group

UNEG Programme of Work 2022

This work programme was prepared following the 2022 AGM and is subject to review and update as necessary

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Introduction

1. The 2022 Work Plan was developed based on the discussions and outcomes of the AGM2022¹ (held virtually due to the COVID-19 pandemic). It is specifically designed to meet UNEG's three Strategic Objectives²:

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

2. The 2022 work plan will be implemented by 21 work groups comprised of 251 staff from 35 UNEG member agencies³. A UNEG Membership Committee was also established at the 2022 AGM. As part of its terms of reference ([Annex 2](#)), the Committee will review all membership applicants; meet with applicants to discuss eventual points of clarification and mutual expectations; and support Observers working to meet the criteria for full Membership. It will also engage with those Members seeking to strengthen their adherence to the *UNEG Norms and Standards*. The Membership Committee 2022 is led by Andrew Fyfe, UNEG vice-Chair with participation by Eddie Yee Woo Guo (OIOS), Lisa Sutton (UN Women) and Josephine Mwenda (UNOCT).

3. As agreed at the 2022 AGM, a Heads-level Task Force has been established to continue formal engagement on system wide evaluation (SWE) in 2022. Oscar Garcia, UNEG Chair, is leading the Task Force with participation by FAO, IFAD, ILO, UN Women, UNFPA, UNIDO and WFP. The Task Force does not have a defined work plan but will meet on an as needs basis. The UNEG Chair will communicate and update all UNEG Heads also on an as needs basis.

¹ The 2022 AGM was held virtually because of the COVID pandemic.

² As defined in the [UNEG Strategy 2020-2024](#).

³ FAO, GEF, IFAD, ILO, IOM, ITC, OCHA, OHCHR, OIOS, OLA, UN Environment, UN Women, UN-DGC, UN-Habitat, UNAIDS, UNCDF, UNCTAD, UNDESA, UNDP, UNDSS, UNEP, UNESCO, UNESCWA, UNFPA, UNHCR, UNICEF, UNIDO, UNITAR, UNOCT, UNODC, UNRWA, WFP, WHO and WIPO.

SO1: Develop and safeguard professional norms, standards and guidance

SO1 Peer Review Working Group

Coordinators: Alan Fox (UNDP), Julia Engelhardt (WIPO), Rachel Sauvinet-Bedouin (FAO)

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Initiative budget	Request for UNEG funds
Workstream 1 (Main Priority): Support individual peer reviews to contribute to strengthened UN evaluation functions	Four peer reviews and a roster of potential panel members	Solicit interest of: <ul style="list-style-type: none"> • UNEG Heads and senior UN evaluators to participate in PR panels • UNEG members in particular from small evaluation functions to be peer-reviewed • Partners to participate in peer reviews • Support to individual peer review through dedicated PRWG focal point 	Send an email to UNEG members and contact partners	FAO in collaboration with WG members	N/A	Continuous work	\$20,000 to \$25,000 per PR ⁴	\$75,000 ⁵
	Documented lessons learned from each peer review conducted in 2022 using a standard template of questions	Follow-up on and sharing of lessons learned and good practices from each peer review conducted in 2022	Brief paper on lessons learned and good practices for 2022	WIPO in collaboration with evaluand and PR board	N/A	Continuous work		

⁴ The budget per peer review will depend on the capability of the office to pay. Smaller agencies might require more support than bigger ones.

⁵ UNICEF will undergo a peer review in 2022 but will cover the costs. The budget is therefore for three peer reviews in 2022.

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Initiative budget	Request for UNEG funds
<p>Workstream 2: Assist peer review panels, participants, focal points, and others in the undertaking of the peer reviews by providing consistent guidance and materials aimed to improve the quality of peer reviews</p>	Guidelines, templates, and other supporting materials	Finalization of guidelines and other support materials for the conduct of and follow-up to peer reviews, in particular, integrating recommendations from the <i>Utility Study</i> relating to systems, processes, follow-up, and learning from peer reviews	Meetings and webinars	UNEP leading in collaboration with WG members	N/A	End of October		
<p>Workstream 3: Peer reviews are conducted in consideration of the Use of the Norms and Standards in the full spectrum of assessment modalities of evaluation functions against the Norms and Standards</p>	Document mapping the assessment modalities and frameworks	Mapping of assessment modalities and frameworks used over the past few years by UNEG members and other organizations	Meetings and documents	ILO, UNICEF ICC; FAO in collaboration with WG members		End of October		
<p>Workstream 4: Reach out to key partners and users of peer reviews to exchange practices, lessons learned and collaborate in strengthening evaluation functions</p>	Develop a position/ partnerships strategic paper including the stakeholders, goals, objectives, benefits, ground rules, among other elements of the partnerships	Identify opportunities for forming strategic partnerships with other organizations / Panel coming into place and invite potential partners	Meetings and bilateral dialogue	UNDP; UNHCRS; ILO; WIPO; UNICEF in collaboration with WG members	EvalNet, MOPAN, members of Regional Evaluation Communities, as well as representatives from other evaluation communities	Continuous		
Total								\$100,000

Outstanding activities from 2021 to be finalized in 2022

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe
<p>Workstream 5: Promotion within and beyond UNEG of the peer review modality as a UNEG knowledge product to support peer reviews and as a tool for professionalizing independent evaluation functions building on the Norms & Standards.</p>	<p>Publication and dissemination of the Stock-Taking Study on the utility of Peer reviews and Self-Assessment Maturity Matrix</p>	<p>Final discussion on adjustments to be made to the report</p>	<p>Meeting</p>	<p>FAO in collaboration with WG members</p>		<p>End of June</p>
		<p>Final review of the Maturity Matrix before finalization</p>	<p>Meeting</p>	<p>UNEP in collaboration with WG members</p>		<p>End of June</p>
		<p>Consider the future work of the maturity matrix and decentralized evaluation functions</p>		<p>UNRWA</p>		

SO1 Ethics Working Group

Coordinators: Michael Schroll, OIOS and Vivien Knips, WFP

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Initiative budget
UN evaluations meet UNEG Norms & Standards and apply UNEG Ethics Principles	Ethics Guidelines are disseminated and discussed within UNEG community and externally	Ongoing task for WG members; publication via LinkedIn groups and similar platforms	Consultation and discussion; upload	All WG members, UNEG Secretariat	N/A	Ongoing	
	Quarterly newsletter issued and disseminated within UNEG community and externally	Draft, design and finalize four newsletters in 2022, one each for one of the four principles of the Guidelines	Individual WG members are assigned to lead newsletter development	Individual WG members; all WG members to review draft UNEG Secretariat for distribution among UNEG members		Q1,2,3,4	
	Prepare, manage and complete consultancy re application of Guidelines	Contract consultant, manage process, actively participate in review, feed results into workplan 2023	Survey, video consultation, reporting	Coordinators and all WG members		Jan. to Sept. 2022	\$20,000 ⁶
	Promote Guidelines during evaluation conference	Prepare and facilitate the EES conference session	Roundtable discussion	Individual WG members at conference, all members to review content	Possibly external consultant to join roundtable	May/June 2022	
	Translation of Guidelines	Pro-bono translation into Arabic; WG members to explore options for free translation into other languages	Pro-bono arrangements	WG members	To explore	Ongoing	

⁶ WFP will fund and issue the contract for the consultant.

SO1 Gender, Disability and Human Rights Working Group

Coordinators: Sabas Monroy (OHCHR), Tara Kaul (UN Women)

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Initiative budget	Request for UNEG funds
Integration of new OECD-DAC criteria and disability inclusion in GE&HR guidance	Updated guidance document	Update of GE&HR guidance for the integration of the new OECD DAC evaluation criteria, disability inclusion and LNOB	Internal small group	OHCHR, UN Women, UNODC, IOM, FAO, UNESCWA, GEF, UNICEF	Consultant - TBD	10 months March 2022- January 2023	\$20,000	\$20,000 ⁷
Integration of gender equality in evaluations	Reports on the UN SWAP EPI	Support on the UN SWAP EPI reporting	Co-convener	UN Women	-	Ongoing	-	
Knowledge sharing on integration of gender equality in evaluations	Webinars	Exchange of experiences on integration of gender equality in evaluations	Internal small group	UN Women, OHCHR, IFAD, IOM, FAO, WFP, GEF, UNICEF	-	Ongoing		
Integration of disability inclusion in evaluations	Reports on the UN DIS evaluation indicator	Support on the UN DIS evaluation indicator reporting	Co-convener	OHCHR	-	Ongoing	-	-
Knowledge sharing on integration of disability inclusion in evaluations	EPE session, webinars and wider dissemination	Exchange of experiences on integration of disability inclusion in evaluations	Internal small group	OIOS, ILO, UN Women, OHCHR, UNODC, IFAD, IOM, FAO, WFP	UN DIS Secretariat	EPE held in Feb 2022, dissemination ongoing	-	-
Total								\$20,000

⁷ UNEG received \$9,200 in funding from UNODC for the work of the Working Group in 2021, which could be used in 2022 for this activity.

SO1 Environment and Social Impact Working Group

Coordinators: Johannes Dobinger (UNIDO), Juha Uitto (GEF), Mike Spilsbury (UNEP) and Nanthi Nanthikesan (IFAD)

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Initiative budget	Request for UNEG funds
Improved coverage of environmental aspects in evaluations; UNEG members use the guidance produced by the WG	Guidance for improved coverage of environmental aspects in evaluations	<ul style="list-style-type: none"> Dialogue among WG members to agree on contents of guidance Development of a draft guidance document for discussion by UNEG members Dissemination of WG outputs through EPE, blogs and other modalities 	<ul style="list-style-type: none"> WG supported by a senior consultant 	GEF, IFAD, UNEP, UNIDO + FAO, IOM, OIOS UNCDF, UNDP, UNESCO, UNFPA, UNHCR, UNICEF, WFP	Footprint Evaluation	31.1.2023	\$50,000	\$50,000 ⁸
							Total	\$50,000

⁸ In the group's report to the AGM 2022, the Working Group had initially indicated an expected budget of \$35k. The ESC agrees with the proposed financial adjustment.

SO1 Private Sector Interest Group

Coordinator: Christophe Legrand (UNCDF)

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners
Knowledge and Capacity on Evaluating the private sector supported	Active and effective peer support mechanism	Members exchange their experience related to past, future and ongoing evaluations that involve the private sector, and provide advice and support as needed.	Meetings to be organized on a demand basis.	All members IG	None
	Enhance awareness on the challenges to evaluate the private sector and document some methods and tools available to design and implement an evaluation of the private sector.	Organize internal presentations of evaluations conducted by participating agencies to exchange good practices, challenges and lessons learned.	Presentations followed by group discussions.	All members IG	None
Awareness of development actors approaches to evaluating private sector	Members are aware of the different definitions of the private sector, approaches to conceptualising the private sector and principles, methods and tools to evaluate the private sector.	Organize webinars on approaches, methods and tools to evaluate private sector support by reaching out and potentially establishing partnerships with think tanks, research centres, academia and other relevant players with expertise in the topic. Building on the work of the Methods Group and the Policy Influence Group as well as other overlapping UNEG WG, the Private Sector Group will capitalize on the extensive work done when relevant to organise and explore collaborations to identify best practices, tools and methods.	Webinars to be organized either by this subgroup or by another subgroup. Potential topics for deeper dives include the Principles of the Buzan Declaration, Addis Ababa Action Agenda, OECD DAC Standards for Blended Finance, DCED, CGAP, GIIN, UN Global Compact, UNDP SDG Impact Principles and others as relevant.	All members IG	To be defined

SO2: Enhance professionalization and capacity

SO2 Professionalization Working Group

Coordinators: Brook Boyer (UNITAR), Mona Selim (WFP)

Contribution to UNEG TOC outcomes:

- More relevant, effective, and efficient UN programmes
- Guidance and initiatives carried out by UNEG, its members and partners contribute to enhance the global evaluation profession

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe (2022)	Initiative budget	Request for UNEG funds
Evaluation functions are staffed with competent professionals UNEG members undertake and/or collaboratively engage in capacity development initiatives beyond WFP	UNEG online self-paced foundations course for mid-level evaluation officers	Revision of course syllabus	Online self-paced	ITCILO with review from PWG		Q2	\$85,000	\$85,000
		Provide available content to service provider		PWG to be supplemented by ITCILO		Q1/Q2		
		Develop modules		ITCILO with review from PWG		Q2/Q3		
		Develop storyboard and design		ITCILO with review from PWG		Q3		
		Upload course to virtual learning environment		ITCILO		Q3		
		Pilot course		PWG testing		Q3/Q4		
		Roll-out and monitor course		ITCILO		Q4		
		Evaluation micro-learning opportunities landing page on online SDG learn platform		Revise specifications as needed	Online platform			
		Design landing page and courses / microlearning lists with update advanced filters		External IT provider		Q2		

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe (2022)	Initiative budget	Request for UNEG funds
		Launch (limited) call for micro-learning opportunities (Criteria for inclusion to be developed)		PWG		Q2		
		Tag micro-learning opportunities to ECF Framework		PWG		Q2		
		Launch landing page			External IT provider	Q2		
		Maintain and update landing page		PWG		Q3 and Q4		
							Total	\$95,000

SO2 Methods Use and Appropriateness Working Group

Coordinators: Tina Tordjman-Nebe (UNDP), Henri van den Idsert (UNHCR), [3rd coordinator tbc]

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Request for UNEG funds
Produced learning products and services on methods that are of relevance to UNEG members and Supported UN evaluators in the selection of appropriate methods for optimal evaluation design	Compendium of methods 2021 finalized and published	<ul style="list-style-type: none"> - Create 2-page summaries for 2021 methods - Update compendium with 2021 method summaries - Online Publication - Dissemination within UNEG 	Word/PDF	UNHCR, UNICEF, GEF, UNDP		Ongoing; Q4 2022	
	Online tool developed and operational displaying evaluation methods and applications in the UN presented during webinars 2019-2021 and other sources	<ul style="list-style-type: none"> - Continue to work with UNEG to host online platform - Commission consultant to code and finalize online product - Dissemination activity across UNEG partners 	Online web-hosted tool	UNHCR, GEF, UNICEF		Ongoing; Q4 2022	\$12,500
Continued engagement with like-minded organizations (such as the World Bank and 3ie) and broadened engagement with partners and communities of practice	3-4 webinars on selected methods co-facilitated by UN and external experts provided to Methods WG members. Session write-ups developed	<ul style="list-style-type: none"> - 3-4 webinars (1hr each) - Write-up of webinars to feed into compendium 2021/2022 	Online webinars	OIOS, UNESCO, UNHCR, UNICEF, UNDP, FAO, ILO,	Yes – to be identified	April-Dec 2022	
	Likeminded organizations attend and co-facilitate webinars on methods	<ul style="list-style-type: none"> - Consultations and joint webinars with partners and CoPs in evaluation 	Online webinars	NA	Yes – to be determined	2022	
Total							\$12,500

SO2 Evaluating Policy Influence and Normative Working Group

Coordinators: Veridiana Mansour Mendes (WIPO), Felix Herzog (UNEP)

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Initiative budget	Request for UNEG funds
Awareness, knowledge and capacities evaluating influence on policy are enhanced	Active and effective peer support/peer exchange mechanism	Organize peer support/peer exchange sessions for participants to share their experiences related to past, ongoing and future evaluations involving policy influence interventions and/or normative work (on demand)	Online meeting	WFP with collaboration from all	N/A	May – December 2022	In-kind resources	N/A
	Challenges, gaps, entry points and a few good practices for improving evaluations of policy influence interventions across the UN are identified and communicated	Finalize the stocktaking study on UN' approaches to monitoring and evaluation of policy influence interventions. ⁹	Commissioned study	GEF (coordinator). ESCWA, UNCDF, UNEP, UNOCT and WIPO (steering group). Collaboration from all	N/A	July 2021 – June 2022	\$20,000 (UNEG) + \$8,250 (the GEF) + in-kind resources	\$20,000
		Discuss and disseminate the stocktaking study and the identified practices/principles for UN' approaches to monitoring and evaluation of policy influence interventions within UNEG.	Online meeting, webinar and/or production of communication material (<i>TBD upon completion of the study</i>)	GEF with collaboration from all	<i>TBD upon completion of the study</i>	May – December 2022	In-kind resources	N/A

⁹ The study had a threefold purpose of: i) taking stock of different definitions/understandings of policy support and types of policy influence interventions within the UN; ii) reviewing existing frameworks, tools and methods for monitoring and evaluating these interventions across the UN; iii) identifying good practices and areas to improve the UN's approach to monitoring and evaluating policy influence interventions, thus contributing to strengthening the UN system's policy support to Member States.

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Initiative budget	Request for UNEG funds
	Practices to address some of the critical challenges and gaps identified by the stocktaking study are mapped and compiled	Discuss and map additional approaches, methods and tools in collaboration with UNEG Members, including other working groups	Online meeting and/or webinar	FAO with collaboration from all	<i>TBD upon completion of the study</i>	June – December 2022	In-kind resources	N/A
		Establish partnerships with external partners experienced in evaluating policy influence interventions	Online meeting and/or webinar	<i>TBD upon completion of the study</i>	<i>TBD upon completion of the study</i>	June – December 2022	In-kind resources	N/A
							Total	\$20,000

SO2 Evaluating Capacity Development Working Group

Coordinators: Katia Barrech (IOM), Sima El Najjar (FAO). Alternate coordinator: Lavinia Monforte (FAO)

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe
<p>1. Knowledge and understanding of methods to evaluating capacity development broadened</p> <p>Contributing to Strategic Objective 2: Enhance professionalization and capacity</p>	<p>1.1 A final guidance document on evaluating capacity development work is shared with UNEG members and endorsed by UNEG Heads</p>	<p>1.1.1 Exchange on approaches, methodologies and good practices to evaluate Capacity Development</p>	<p>Exchanges will be done within the Capacity Development Evaluation working group, and other UNEG working groups and non-UN entities</p> <p>The outcome of this exchange will be reflected in the UNEG capacity development evaluation guidance document in order to enrich it with practical examples and good practises. .</p>	<p>Lead: FAO, UNITAR</p> <p>IOM, OLA, UNEP, UNHCR, UNIDO, UNICEF, UNODC, UN Women, WFP</p>	<p>NA</p>	<p>Q1 and Q2</p>
		<p>1.1.2 Organize annual sessions with the private sector to discuss and exchange on capacity development evaluation methodologies</p>	<p>There are differences in approaches to capacity development between the private and development organizations, but lessons can be valuable and useful.</p>	<p>Lead: IOM UNODC, FAO, IOM, OLA, UNEP, UNHCR, UNIDO, UNITAR, UNICEF, UN Women, WFP</p>	<p>Private institutions</p>	<p>Q2 and Q4</p>
		<p>1.1.3 Deliver an EPE session: “Stepping up UNEG Evaluation of Capacity-Development”</p>	<p>Interactive online session (refer to the EPE session programme)</p>	<p>Lead: FAO (TBD)</p>		<p>Q3</p>

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe
		1.1.4 Launch the final version of the guidance document on how to evaluate Capacity development, focusing on the practical examples and good practices added, during the CD group EPE session	Organize an event to re-launch the UNEG capacity development evaluation framework.	Leader: FAO, UNITAR FAO, IOM, OLA, UNEP, UNHCR, UNIDO, UNITAR, UNICEF, UN Women, WFP	NA	
	1.2 The guidance document on how to evaluate capacity development is used by the UNEG community and continuous knowledge exchange opportunities are put in place	1.2.1 Use the guidance document on how to evaluate Capacity Development and other relevant methodologies: Case studies and lessons learned on agencies' experiences evaluating Capacity-Development presented and discussed during the interest group regular meetings	Members of the CDE Interest group should facilitate the use (in their Offices) of the guidance document, as well as of any other relevant methodology/ approach shared, in order to collect practical examples to be included in the guidance document itself. The goal is to enhance the use of dedicated methodologies and to capitalize on practical examples. This area also includes the potential evaluation itself to enhance capacities (practical examples and lessons learnt). The continuous use of the guidance document will in turn enrich it as living document.	Leader: all members FAO, IOM, OLA, UNEP, UNHCR, UNIDO, UNITAR, UNICEF, UN Women, UNODC, WFP	NA	Q3, Q4

SO2 Evaluation Synthesis Interest Group

Coordinators: Ben Murphy (UNDP), Deborah McWhinney (WFP) and Shivit Bakrania (UNICEF)

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe
Inter-agency coordination on synthesis	Repository of agency synthesis products	<ul style="list-style-type: none"> Carry out a mapping of synthesis-related work in the UN system Create table and repository Share and discuss synergies among WG 	N/A	Responsible: WFP, UNDP, UNICEF Collaborating: FAO, GEF UNESCO, UNODC, UN	OECD-DEC Evalnet, ALNAP	June 2022
Enhanced synthesis approaches through inter-agency learning		<ul style="list-style-type: none"> Regular sharing of lessons, challenges, gaps. Option for topic-focussed sessions 	n/a		n/a	July 2022-March 2023
Provide advisory group input into one collaborative SDG synthesis	1 synthesis product reviewed	<ul style="list-style-type: none"> Group peer review 	N/A		3ie (TBC)	May 2023

SO2 Decentralized Evaluation Interest Group

Coordinators: Leslie Thomas (UNRWA), Valentina Prosperi (UNICEF)

Preamble: In order to clearly delineate the scope of work of the Decentralized Evaluation Interest Group (DEIG), below is a definition of the term “decentralized evaluation”: *Evaluations conducted by independent and external evaluators but commissioned and managed by business units outside the central Evaluation Office. Those can be programmatic offices in headquarters, liaison offices, regional and/or country offices.*

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe
Strengthened decentralized evaluation functions among UN Agencies with the view to contribute to generate credible evidence that support progress towards the SDGs	Output a: Exchange of experiences and identification of good practices through webinars focussing on priority themes	Initiatives to enhance the utilization of results	DEIG webinar	Lead: FAO	N/A	March 2022
		Follow-up to decentralized evaluations and tracking of recommendations		Lead: UNICEF	N/A	May 2022
		External Quality Assurance experiences		FAO / tbd		June 2022
		Lessons from capacity building initiatives, training		Lead: IOM and UNRWA		Oct 2022
	Output b: Update Mapping of key features of DE Functions across UN agencies	Update Mapping of key features of DE Functions across UN agencies	UNEG topical document	All members	N/A	First draft revisions May-June 2022, inclusive of central function reviews Target to share initial draft to the heads of participating UNEG Heads Aug-Sept 2022.
	Output c: Establish synergies with other UNEG Working Groups on relevant themes	Explore opportunity to support work of the UNCF WG in particular with respect to safeguards of independence; Explore synergies related to work of the PRWG		All DEIG members + other UNEG WGs	N/A	From May 2022
Output d: Summary document on thematic webinars, highlights on	Develop brief summaries on the webinar topics and capture key learnings / experience features.	An annual summary on the webinars held, key discussion	All DEIG members	N/A	December 2022	

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe
	discussion points, key lessons		points – developed collaboratively			
	Output e: Disseminate key lessons on DE function mapping within UNEG and among the wider evaluation community	Explore distribution approach for the DE mapping and/or potential EPE session	Presentations to selected fora including UNEG EPE, OSCE Evaluation Network Meeting, etc	All members	Other UN agencies not represented in the DEIG, OSCE	2022-2023

SO2 Evaluation Practice Exchange Organizing Committee

Coordinator: Geeta Batra (GEF)

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe
A relevant, stimulating Evaluation Practice Exchange (EPE) September 2022- January 2023.	Establish the format (virtual, in-person, or hybrid)	Meetings with the EPE coordinating committee	Online meetings	EPE OC	N/A	April – May 2022
	Identify the topics for EPE sessions	Review the 2020-2021 sessions and outputs Conduct an online survey	Desk Online survey	EPE OC	Consultant	April-May 2022
	Obtain commitment from volunteers to lead each session	Call for expressions of interest Select person/team to lead each session	Desk/email			May-August 2022
	EPE sessions delivered	Quality-assure design and delivery of EPE sessions	Desk/email/ online			September 2022 – January 2023
	Two day in-person EPE as part of UNEG EvalWeek 2023.	Coordination of sessions with presenters and logistical arrangements for the event	TBD			January 2023

Note: Funding for the logistical arrangements of the in person EPE is included in the budget for the UNEG Evaluation Week (\$50K). The costs of a consultant to support the EPE OC will be covered by the GEF IEO.

SO3: Influence policy-making and operational work through evaluations

SO3 Humanitarian Evaluation Interest Group

NB This group is in the process of applying to become a Work Group to obtain funding to fulfil the workplan, below.

Coordinators: Laura Olsen (UNICEF), Sara Holst (FAO)

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Initiative budget	Request for UNEG funds
More evaluations include better quality assessments of the humanitarian principles, creating a strong evidence base from which the international aid community can learn.	A well-publicized, high quality guide for evaluation managers and evaluators both inside and outside the UN system to evaluate the adherence and application of the humanitarian principles in humanitarian action.	<ul style="list-style-type: none"> Update the UNEG HEIG guidance (produced in 2017 but never published) based on feedback from experts that has already collected by HEIG members, new material about evaluating the humanitarian principles, including evaluations that have assessed this theme, and HEIG members' feedback. Disseminate the guidance widely through promotional campaigns including events. 	This work will be undertaken by an external consultant, who will work closely with members of the HEIG.	Members of the HEIG	No external partners will be engaged in the production of the guidance. However, external partners like ALNAP might potentially be engaged in the dissemination of the guidance.	<ul style="list-style-type: none"> May – June 2022: revision of the existing TORs and recruitment July – September 2022: revision of the guidance (depending on consultant availability) October – December 2022: finalization and dissemination 	\$20,000	\$20,000
							Total	\$20,000

SO3 COVID-19 WG

Coordinator: Carlos Tarazona (FAO) and Mona Fetouh (UNICEF)

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Initiative budget	Request for UNEG funds
<p>Evidence from UN evaluations is used within and beyond individual UN agencies to strengthen COVID-19 response</p> <p>Linked to SO3 key areas of action (a), (b) and (c)</p>	<ul style="list-style-type: none"> Evidence map produced Follow-up evaluative work produced (synthesis, lessons learned etc) 	<ul style="list-style-type: none"> Step 1: Carry out a mapping of evaluative evidence available within the UN to identify gaps and potential information needs Step 2: Undertake potential follow-up work on areas where gaps or potential for use exist 	<ul style="list-style-type: none"> External Consultancy Virtual, hybrid and/or face-to-face meetings 	<p>Responsible: FAO, OIOS, UNIDO, WHO</p> <p>Collaborating: UNHCR, UNICEF, UNESCO, WFP, ILO, GEF</p> <p><i>In coordination with the Synthesis WG</i></p>	<p>COVID-19 Global Evaluation Coalition, ALNAP</p>	<p>Evidence mapping: June-August 2022</p> <p>Follow-up work: August-December 2022</p>	\$10,000	\$10,000
<p>Visibility of UNEG and its members is enhanced</p> <p>Evidence from UN evaluations is used beyond individual UN agencies</p> <p>Linked to SO3 key areas of action (b) and (e)</p>	<ul style="list-style-type: none"> Meetings in relevant fora are attended 	<ul style="list-style-type: none"> Represent UNEG members in activities organized by relevant partners Update evaluation plans database Provide inputs to collaborative COVID-19 evaluation arrangements/fora Act as a liaison between COVID-19 networks and UNEG members 	<ul style="list-style-type: none"> Virtual, hybrid and/or face-to-face meetings 	<p>Responsible: UNICEF, UNDP, ILO</p> <p>Collaborating: FAO, UNHCR, UNFPA, WFP, OCHA, OIOS</p>	<p>COVID-19 Global Evaluation Coalition and Core Group, ALNAP, SWE Unit, McMaster Forum COVID END?</p>	Ongoing		
<p>UNEG members' capacities to undertake credible evaluations during COVID-19 times is strengthened</p>	<ul style="list-style-type: none"> Learning events organized Share events related to COVID-19 evaluation 	<ul style="list-style-type: none"> Identify topics of common interest Organize learning events (e.g., EPEs, webinars) on selected 	<ul style="list-style-type: none"> Survey on learning needs Virtual, hybrid and/or face- 	<p>Responsible: OIOS, FAO, UNAIDS</p> <p>Collaborating:</p>		<p>Survey: May 2022</p> <p>Learning events: June-</p>		

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Initiative budget	Request for UNEG funds
Linked to SO3 key areas of action (f)	<ul style="list-style-type: none"> Guidance evidence gap map disseminated Collect and promote guidance developed on gap areas 	<p>topics of common interest</p> <ul style="list-style-type: none"> Disseminate and promote guidance already collected Promote development of guidance on: evaluability, real time data collection and/or ensuring the voices of rights holders are heard (?) Update COVID-19 repository on UNEG website 	to-face meetings	FAO, UNICEF, UNDP, ILO, WFP		December 2022		
							Total	\$10,000

SO3 UN Cooperation Framework Working Group

Coordinators: to be decided in the next meeting of the WG, with the right quorum. Temporary co-conveners: Bikul Tulachan (UNICEF) and Patricia Vidal (ILO)

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe
1. Enhanced evaluation culture, quality and use of UNSDCF evaluations	1.1 Coordinated UNSDCF evaluations and application of the UNSDCF evaluation guidelines	1.1.1 Regular liaison with DCO HQ and the regions to identify upcoming UNSDCF evaluations for optimal synergies and inputs into the CF evaluations	Task team	tbc	n/a	2022
		1.1.2 WG support to help align UN agency level country programme evaluations with UNSDCF evaluations, in terms of timeline and complementarity	Task team	tbc	UNCT UN Agency evaluation offices	2022
	1.2 Evaluation related guidance and templates produced on adhoc basis to supplement the UNSDCF evaluation guidelines	1.2.1 The WG provides technical advice to and supports the development of technical guidance materials on request, in coordination and jointly with DCO	Task team	tbc	n/a	2022
		1.3 WG contribution to an increased uptake of UNSDCF evaluation results	1.3.1 WG participation in third- party organized meetings, workshops, and other fora, to promote the UNSDCF evaluations and facilitate knowledge exchange for UN entity-wide learning as well as learning at the regional and national level.	Task team	tbc	tbc
	1.3.2 Coordination with other UNEG WGs (professionalization, NECD and Decentralized evaluation IG) + regional UN networks (UNEDAP, UNNESSA UNELAC) to raise awareness and enhance capacities on the UNSDCF evaluations.		Task team	TBC	UNEDAP, UNNESSA UNELAC	2022

SO3 National Evaluation Capacity Development Working Group

Coordinators: Grace Igweta (WFP), Heather Bryant (UNDP), Renata Mirulla (FAO) and Riccardo Polastro (UNICEF)

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Initiative budget	Request for UNEG funds
SO3: Influencing policy-making and operational work through evaluation Supporting National Evaluation Capacities Development	1. Report on the implementation of the UNGA Resolution published and disseminated (2021-2022)	1.1 Main report edited, designed, and disseminated (see output 3 below), with shorter briefing note 1.2 Country case studies adapted to complement dissemination of report messages	Multiple	FAO & UNDP on report production UNODC to review & propose options	N/A	January - June	\$18,000	\$18,000
	2. Development and support to implementation of an Action Plan based on the report's recommendations	2.1 Develop matrix of actions in response to the recommendations 2.2 Consultations with UNEG Heads 2.3. Support implementation	Multiple	UN Women UNICEF & WFP Leading on development of matrix; all to contribute	N/A	Action plan: mid 2022 Implementation: ongoing	\$15,000	\$15,000
	3. Engagement and dissemination of good practices on NECD support both within UNEG and globally	3.1 gLOCAL Session 3.2 EES 3.3. IDEAS 3.4 NEC Conference 3.5 At least one EPE session and/or sub-regional UN grouping sessions 3.7 Other regional conferences/events – calendar to be developed	Online, in-person attendance	UNDP, FAO to lead	N/A	Continuous throughout 2022	\$10,000	\$10,000
	4. Knowledge sharing and codification	4.1 Gather NECD materials 4.2 Organize BBLs on good practices 4.3 Develop Repository of materials and “lessons learned” papers (initially internal to UNEG & later externally/possibly in collaboration with GEI) 4.4 Prepare compendium of good practices on NEC (continue in 2023)	Online repositories	WFP, UNICEF & FAO to lead		Ongoing	TBC	TBC

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Initiative budget	Request for UNEG funds
	5. Explore options for and feasibility of data base of national evaluators	5.1. Explore options for developing or collaborating with others to develop database of national evaluators	TBC	WFP and OHCHR to lead			TBC after idea developed	
Total								\$43,000

SO3 Peacebuilding Working Group

Coordinators: Fumika Ouchi (UNDP), Tammy Smith (PBSO), Tim Heine (PBSO), Vijaya Vadivelu (UNDP)

Introduction: Conducting and/or managing evaluations of peacebuilding related programmes and efforts presents unique challenges to evaluation professionals all along the process chain. From appropriately capturing the context of crises and interventions, drafting ToRs with a peacebuilding lense, to recruiting consultants with the required expertise, to coordinating joint evaluations or efforts across multiple agencies. Further, measurement and the scarcity of data are perennial challenges for peacebuilding evaluations. The Peacebuilding Working Group has two workstreams : One to take stock of currently available resource materials scattered across various UN agencies, and the other to help expand individual and/or organizational knowledge and skills in methodological approaches for peacebuilding evaluations. The mode of operation will include virtual sharing of organizational practices, lessons and best practices and methodological knowledge – including how to approach and operationalize ‘fuzzy concept’ such as social cohesion, developing common understanding of peacebuilding efforts at the UN system, and soliciting ideas for innovation. Further topics to explore in this workstream are how peacebuilding evaluation can help support better achievement of SDG 16 and how improved programme design can ultimately yield better evaluation results.

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies
1. Improved availability of resource material for the effective and efficient conduct and management of peacebuilding evaluations in the UN system	System-wide capacity and resource mapping of PB evaluations	<p>WS1-i) Map available capacities for PB evaluations across the UN system to assess where such capacity exists within Agencies, Funds and Programmes (AFPs) and Secretariat bodies, of the gaps and of barriers or bottlenecks for connecting those with capacity to those who need support.</p> <p>WS1-ii) Map available reference material, guidance notes, resources information, and training opportunities on PB evaluations to help those preparing to undertake peacebuilding evaluations.</p>	Online	PBF UNDP
2. Improved System-level capacity for conducting or managing peacebuilding evaluations	Community of Practice (CoP) established - through virtual knowledge exchanges and learning events - to improve shared understanding, knowledge and skills among UNEG	<ul style="list-style-type: none"> Virtual Learning Event on Peacebuilding Evaluations (May 25, tbc) Virtual Learning event on Evaluations of the HDP Nexus (date tbd); SDG 16; and 	Online	

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies
	<p>members of the best practices and lessons learned in the methodology, process and approaches used in peacebuilding evaluations, including areas of support at country offices, regional offices, and HQ.</p>	<p>methodology (including utility of peacebuilding evaluations)</p> <p>*Targeted discussions/good practice exchanges on evaluation features or criteria that are unique to peacebuilding evaluations. The exchanges will lead to agreement on common standards for PB-evaluations and include inter alia how relevance is defined for PB-programming and that ToCs should demonstrate how the approach will positively affect a conflict factor (i.e. not the development/sectoral outcome).</p>		

Partnerships Working Group

Co-coordinators: Aya Shneerson (WFP), Sarah Faber (FAO) and Thomas Rossmuller (UNICEF)

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe
1. Improved implementation of UNEG's Partnership Strategy and partnership building	1.1 Partnership Strategy revised	Review strategy and align with UNEG Theory of Change	Internal meetings and work done by PWG	FAO, UNDP, UN-Women	n/a	Q2-4
2. Improved cooperation between UNEG, UNEG Working Groups and its partners	2.1 UNEG WG partnership needs assessed, prioritized, and supported	Consultation with WGs on their partnership plans and ideas, prioritization with UNEG head, support and facilitation to WG.	Consultation with UNEG WG coordinators; internal meetings, meetings with UNEG head; coordination with WGs and partners.	All PWG members (WFP, UNICEF, FAO, UNDP, UN-Women, UNFPA, OIOS)	UNEG WGs, UNEG partners, other potential partners	Q1-4
	2.2 UNEG-EvalPartners HLPF VNR Lab organized	Support EvalPartners UNGA Resolution task team in organizing the VNR Lab on country-led evaluation of SDGs.	Establishing VNR lab task team with EvalPartners, coordination meetings	UNICEF, UN-Women, WFP, UNICEF	EvalPartners	Q2-3
	2.3 UNEG- GEI partnership strengthened	Exploring partnership opportunities and modalities and discussing formalization with UNEG head and WG(s) where relevant/appropriate.	Meetings with NECD WG, UNEG head, GEI contact person	FAO, UNFPA, UNICEF	GEI, UNEG NECD WG	Q3-4
	2.4 UNEG- MOPAN peer-review partnership strengthened	Coordinate partnership modalities with UNEG peer-review WG, facilitate partnership between them and MOPAN	Meetings with NECD WG, UNEG head, GEI contact person	UNITAR, FAO, WFP	MOPAN, UNEG peer-review WG (Andrew Fyfe)	Q4
	2.5 UNEG- IOCE NECD and professionalization partnerships strengthened	Consult with UNEG professionalization and NECD WGs on partnership opportunities with IOCE, contact IOCE, facilitate potential partnerships	Meetings with NECD and professionalization WGs, UNEG head, MOPAN contact person	FAO, UNFPA	IOCE, UNEG NECD and Professionalization WGs	Q3-4

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe
3. Widened perspectives of UNEG members on evaluation topics	3.1 Partnership Forum 2022 hosted by PWG	Organization of a Partnership Forum 2022 with a selected UNEG Partner	Internal meetings and coordination meetings with selected partner for forum	All WG members (WFP, FAO, UNDP, UNICEF, UN-Women, UNFPA, OIOS)	To be identified	Q3-4

UNEG Projected Expenditure 2022

Strategic Objective/ Working Group	Work Plan overview	Requested Budget	ESC Comments
SO1 Peer Review Working Group	Four peer reviews	\$100,000	
SO1 Gender, Disability and Human Rights WG	Update of GE&HR guidance for the integration of the new OECD DAC evaluation criteria, disability inclusion and LNOB	\$20,000	
SO1 Environment and Social Impact WG	Guidance for improved coverage of environmental aspects in evaluations	\$50,000	
SO2 Methods Use and Appropriateness WG	Online tool developed and operational displaying evaluation methods and applications in the UN presented during webinars 2019-2021 and other sources	\$12,500	
SO2 Professionalization WG	UNEG online self-paced foundations course for mid-level evaluation officers (\$85k) and Evaluation micro-learning opportunities landing page on online SDG learn platform (\$10k)	\$95,000	
SO2 Evaluating Policy Influence and Normative Working Group	Finalize the stocktaking study on UN' approaches to monitoring and evaluation of policy influence interventions.	\$20,000	
SO3 Humanitarian Evaluation IG	Guide for evaluation managers and evaluators both inside and outside the UN system to evaluate the adherence and application of the humanitarian principles in humanitarian action.	\$20,000	
SO3 COVID 19 WG	Mapping of evaluative evidence available within the UN to identify gaps and potential information needs and eventual follow up	\$10,000	
SO3 NECD Working Group	1. Publication and dissemination of the Report on the implementation of the UNGA Resolution (USD18k); 2. Develop matrix of actions in response to the recommendations (USD15k); 3. Engagement and dissemination of good practices on NECD support both within UNEG and globally (USD10k)	\$43,000	
UNEG Evaluation Week 2023*	Hosting of the UNEG 2023 Evaluation Week, including the EPE	\$50,000	
Total		\$420,500	

*Note: Funds may not be dispersed until 2023

Total tentative budget 2022	
UNEG Secretariat (including Secretariat salary, travel, website development and maintenance)	\$120,000
UNEG Work Programme 2022	\$420,500
Total proposed UNEG budget work year 2022	\$540,500

Annex 1: UNEG Secretariat Work Plan 2022

Ongoing

Support to UNEG Chair and Executive Steering Committee:

- Convene ESC meetings, and ESC and WG meetings
- Prepare and finalise meeting minutes
- Contribute to the conceptualisation of the Secretariat function
- Identify and analyze key issues potentially requiring the UNEG Chair's attention and collective action or position as needed
- Assist with the finalisation of the UNEG Work Programme 2022

Coordination with WG coordinators and members

- Encourage and facilitate the use of Teams by WGs
- Advise on working practices
- Assist with dissemination of WG publications and materials

UNEG fund management

- Track member contributions
- Track expenditures from the UNEG fund
- Identify best practices for and coordinate payments from the UNEG fund with UNDP

Communication and knowledge management

- Manage the content of the UNEG website, including the event calendar, vacancy announcements etc.
- Maintain UNEG's social media presence on LinkedIn and Twitter
- Maintain Lyris email membership lists
- Develop the content and format of the UNEG newsletter
- Manage and quality assure UNEG publications

UNEG Evaluation Week 2023

- Support the preparation of the UNEG EPE and AGM during the preparatory stages and during the event.
- Prepare the UNEG Financial and Annual reports 2022.
- Follow up to the UNEG EPE and AGM, including preparation of the AGM Decisions Document.
- Assist with the constitution of the UNEG WGs post AGM2022.

Other

- Liaise with stakeholders and partners
- Monitor relevant work of other networks, i.e., ECG, OECD/DAC EvalNet
- Contribute/ participate in the UNEG Peer Review Working Group

Annex 2: UNEG Membership Committee – Draft Terms of Reference

Background

As a voluntary network bringing together the central evaluation offices across the UN system, the role of the UN Evaluation Group (UNEG) is to ‘promote and strengthen evaluation’ across the UN and, in so doing, ‘help advance the fulfilment of the Sustainable Development Goals and Agenda 2030, as well as other environmental and humanitarian agendas’ (Principles of Working Together, 2022: 1).

UNEG currently counts 55 member agencies from across the UN system which, together, implement the various mandates given by Member States in areas such as peace and security, support to humanitarian crises, human rights, development cooperation and implementation of broader normative commitments by Member States in key areas of international public policy.

Demand for UNEG membership is growing – with 6 UN agencies being admitted in 2021. Furthermore, the Secretary-General recently issued Administrative Instructions (ST/AI/2021/3) requiring all (75) Secretariat entities to establish evaluation policy and functions, and to conduct evaluations. It is against this backdrop that the UNEG Executive Steering Committee proposed to its 2022 Annual General Meeting the **setting up of a Membership Committee** to support applications from prospective Members and to help existing members meet the full requirements of UNEG membership as set out in the *Principles of Working Together* (2022).

Box 1: UNEG Membership Requirements¹⁰

Institutional Requirements	Organisational Requirements	Membership Entitlements
<p>To qualify for Full Membership, the evaluation function must:</p> <ul style="list-style-type: none"> - Be the evaluation unit or the unit in charge of evaluation within a UN system entity - Have an approved evaluation policy (or equivalent document) that subscribes to the UNEG Norms & Standards and UNEG Ethical Standards for Evaluation - Have at least one full-time professional staff member, or equivalent, devoted to evaluation (PoWT 2022, 11) 	<p>Full members commit to being actively engaged in UNEG by:</p> <ul style="list-style-type: none"> - Contributing to the UNEG Work Plan by participating in UNEG Working Groups and Task Forces - Contributing financially/or in kind to UNEG’s work - Attending the AGMs and representing UNEG in relevant fora and uploading evaluation plans and reports to UNEG evaluation database (subject to member’s disclosure policy) 	<p>Full Members are entitled to:</p> <ul style="list-style-type: none"> - Benefit from the support of UNEG and its members in evaluation-related matters - Vote in UNEG elections and other specific matters; - Participate in identifying UNEG’s strategic direction and activities; and - Participate in UNEG events; including the Evaluation Practice Exchanges (EPE) and other ad hoc UNEG webinars/training events.

¹⁰ The Box above presents only the requirements for full membership. The PoWT also sets out the requirements for Observer Membership: ‘13. Observers are evaluation functions which do not meet the Full Membership criteria but which agree with, and commit to contributing to UNEG’s mission. 14. Observership is a transitional status and, with support from the UNEG Membership Committee, observers are expected eventually to comply with the criteria for full Membership. 15. Observers may participate in UNEG activities (including the Work Groups) and attend UNEG events such as the AGM and EPE. They ideally support UNEG work through financial support or in-kind support. 16. Observers do not hold voting rights and may not participate in closed business session of the AGM unless invited’.

Formal remit

As set out in the revised Principles of Working Together (PoWT) (2022), the formal remit of the Committee is to:

- ‘review all membership applicants, meet with applicants to discuss eventual points of clarification and mutual expectations, and support Observers working to meet the criteria for full Membership’ (PoWT: 20).
- ‘engage with Members failing to meet the UNEG membership requirements¹¹ for a period of more than two years to discuss their membership status. (PoWT: Ibid).

The PoWT also sets out the working arrangements for the Committee:

- ‘The Committee is constituted at the AGM and is comprised of three to five UNEG Heads. It is chaired by a Vice Chair’.

Proposed areas of work

The broader strategic direction of the UN Evaluation Group is currently well-described in both the vision and mission for UNEG in the 2020 – 2024 Strategy¹²:

UNEG Vision:

‘UNEG envisions that evaluations within the UN system produce knowledge and evidence that can be used to inform relevant, coherent, sustainable, effective and efficient delivery [by the United Nations] towards the achievement of the 2030 Agenda, contribute to good governance and oversight of the UN system, and positively impact the lives of the people we serve’ (UNEG Strategy: 7)

UNEG Mission:

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

- *Safeguard and influence the quality of evaluation practice in the UN system*
- *Support the professionalisation and capacities of its membership*
- *Advocate for the use of evaluations in policymaking and operational work of the UN system and beyond; and*
- *Facilitate partnerships and collaboration on evaluation in the UN system and beyond (Ibid)*

In support of these strategic objectives, and drawing on the requirements for Membership (PoWT: 11), it is proposed to organise the focus of the Committee’s work around the following three objectives:

- i) Continue to act as the **first point of contact** for prospective UNEG Members and Observers, explaining the benefits of UNEG membership, as well as what is expected of Members once they join UNEG.

¹¹ UNEG Membership Requirements are set out under Point 11 of the Principles of Working Together.

Full members are expected to: ‘i) be the Evaluation Unit or the Unit in charge of evaluation within a UN system entity; ii) have an approved evaluation policy (or equivalent document) that subscribes to the UNEG Norms and Standards and UNEG Ethical Guidelines for Evaluation; and iii) have at least one full-time professional staff member, or equivalent, devoted to evaluation’. (PoWT: 11)

¹² <http://www.uneval.org/document/detail/2696>

This would build on work started in 2021 to systematically engage with prospective members, explaining the benefits of UNEG Membership as well as what is expected of members once they join UNEG.

Proposed activities

- Schedule ‘interviews’ with prospective members to understand how the evaluation function in their organization is set up, what their motivation is in seeking to become a UNEG member, and how far they are already meeting the requirements of full or observer membership (for more information, see attached in Annex the application form that prospective Members are requested to fill out)

ii) Provide **ongoing *ad hoc* support to newly admitted Members and Observers**

Since 2020, UNEG has welcomed a number of new Full and Observer UNEG Members. The work here would involve reaching out to ensure that new Members are aware of the full range of current UNEG activities and opportunities to participate and answer any questions new Members may have.

Proposed activities

- Schedule periodic group calls with new Members/Observers and answer questions that they may have including providing information and contacts to other working groups depending on information requirements.

iii) **Working with existing Members** to help them progressively meet the *UNEG Norms and Standards* and the requirements of membership as set out in the PoWT

This would require broader outreach to the full UNEG membership, focusing on areas where Members may need support to strengthen their respect of the requirements for membership whether from an institutional perspective (e.g progress with Evaluation Policies, staffing within their Units etc) or on a more day-to-day perspective to help Members move steadily towards meeting the different elements of the Norms & Standards.

In providing this support, the MC would make full use of existing UNEG tools supporting evaluation professionalization such as the Norms and Standards, the UNEG Self-Assessment Maturity Matrix as well as the full range of normative and practical guidance documents already produced by UNEG (e.g. guidance around ethics, gender/human rights/disability, professionalization).

Proposed activities

- Establish via survey the demand for support by UNEG Members around strengthening their respect of different aspects of the Norms and Standards as well as the requirements of membership (set out in Box 1)
- Organise peer support sessions around different aspects of the Norms + Standards (drawing on existing materials and bringing in subject matter experts from the Working Groups and Interest Groups across the UNEG network) ¹³

¹³ This would follow up a proposed key action in the current *UNEG Strategy 2020 – 2024* (under Strategic Objective 1): ‘..UNEG and its members would further enhance and safeguard evaluation functions by a) promoting the Norms and Standards, with a focus on developing products, guidance and services to support their use and b) facilitate adherence to the UNEG N + S through self-assessments and the external review of evaluation functions’.

- Promote independent use of the *UNEG Self-Assessment Maturity Matrix for UN Evaluation Functions* as a capacity development tool¹⁴ in collaboration with the UNEG Peer Review Working Group

Final Remarks

In proposing the programme of work above, it is important to recall the broader spirit of the UN Evaluation Group which is intended to be a voluntary group of all UN evaluation entities working together to improve the practice and utility of evaluation across the UN system.

In this spirit, the support that is proposed by the Membership Committee is intended to build demand for professionalisation activities by UNEG members in line with the normative foundations already developed by UNEG and making full use of existing professionalisation resources available across the UN evaluation system.

In organising the Committee's work, we could aim to partner with existing Working Groups/Interest Groups on topics of specific interest and provide a more active dissemination and utilisation mechanism to help UNEG members make use of existing and evolving material.

Within the narrower confines of the Strategic Objective 1 programme of work under the current UNEG Strategy, we could also consider a close relationship between the Membership Committee and the Peer Review Working Group which is working towards meeting a target of 100% of UNEG Members completing a 'validated self-assessment/external review' against the Norms and Standards by 2024.¹⁵ By offering UNEG Members targeted support to improve adherence to different aspects of the Norms and Standards before a peer review, this could help increase the demand for peer reviews as mechanisms to validate progress achieved to date, while providing recommendations on further areas for improvement.

Such cooperation with the Peer Review Working Group and other Working Groups/Interest Groups would be good examples of UNEG 'working as one' to the benefit of all Members.

¹⁴ One important feature of this UNEG Maturity Matrix – which builds on earlier OIOS and JIU tools – is the definition of different attributes of maturity (against a 4-point scale) which are provided for each of 50 + performance dimensions organized by the Norms & Standards.

¹⁵ Note also that in addition to the target around validated self-assessments/external reviews, the Membership Committee's work could help UNEG meet other targets within Strategic Objective 1 including: a) 'by 2021, 100 per cent of the Norms and Standards will have specific guidance materials to support their use (including in system-wide evaluation)' and b) 'by 2021, 100 per cent of UNEG members will have an approved evaluation policy'.

Annex 3: UNEG Executive Steering Committee members

	Role	Contact
Oscar Garcia	UNEG Chair	oscar.a.garcia@undp.org
Andrew Fyfe	UNEG vice-Chair, SO1 Focal Point	andrew.fyfe@uncdf.org
Anne-Claire Luzot	UNEG vice-Chair, SO2 Focal Point	anneclaire.luzot@wfp.org
Lori Bell	UNEG vice-Chair, SO3 Focal Point	belll@unhcr.org
Adan Ruiz Villalba	UNEG vice-Chair, Treasurer, SO3 Focal Point	adan.ruizvillalba@wipo.int
Bo Weston	UNEG Secretariat	unevaluationgroup@gmail.com

UNEG Work Group coordinators 2023

	Name	Contact
SO1 – Develop and Safeguard Professional Norms, Standards and Guidance		
Peer Review WG	Alan Fox	Alan.fox@undp.org
	Rachel Sauvinet Bedouin	Rachel.Bedouin@fao.org
	Julia Engelhardt	julia.engelhardt@wipo.int
Ethics WG	Vivien Knips	vivien.knips@wfp.org
	Michael Schroll	michael.schroll@un.org
Gender, Disability and Human Rights WG	Tara Kaul	Tara.kaul@unwomen.org
	Sabas Monroy	Sabas.monroy@un.org
Environment and Social Impact WG	Juha Uitto	juitto@thegef.org
	Michael Spilsbury	michael.spilsbury@un.org
	Johannes Dobinger	J.Dobinger@unido.org
	Nanthi Nanthikesan	s.nanthikesan@ifad.org
Private Sector IG	Christophe Legrand	christophe.legrand@uncdf.org
SO2 – Enhance Professionalization and Capacity		
Professionalisation WG	Brook Boyer	brook.boyer@unitar.org
	Mona Selim	mona.selim@wfp.org
Methods Use and Appropriateness WG	Henri van den Idsert	vandenid@unhcr.org
	Tina Tordjman-Nebe	tina.tordjman-nebe@undp.org
Evaluating Policy Influence and Normative Work WG	Felix Herzog	herzogf@un.org
	Veridiana Mansour Mendes	veridiana.mansourmendes@wipo.int
Evaluating Capacity Development WG	Katia Barrech	kbarrech@iom.int
	Sima El Najjar	Sima.ElNajjar@fao.org
	Lavinia Monforte	Lavinia.Monforte@fao.org
Decentralised Evaluation IG	Valentina Prospero	vprospero@unicef.org
	Leslie Thomas	l.thomas@unrwa.org
Evaluation Synthesis IG	Deborah McWhinney	deborah.mcwhinney@wfp.org

	Name	Contact
	Ben Murphy	ben.murphy@undp.org
	Shivit Bakrania	sbakrania@unicef.org
Evaluation Practice Exchange OC	Geeta Batra	gbatra@thegef.org
SO 3 – Influence Policy-making and Operational Work through Evaluations		
Humanitarian Evaluation IG	Sara Holst	sara.holst@fao.org
	Laura Olsen	lolsen@unicef.org
COVID-19 WG	Carlos Tarazona	Carlos.Tarazona@fao.org
	Mona Fetouh	mfetouh@unicef.org
UNSCDF WG	Bikul Tulachan	btulachan@unicef.org
	Patricia Vidal	vidalhurtado@ilo.org
NECD WG	Heather Bryant	heather.bryant@undp.org
	Renata Mirulla	Renata.Mirulla@fao.org
	Grace Igweta	grace.igweta@wfp.org
	Riccardo Polastro	rpolastro@unicef.org
Use of Evaluation IG	Robert Stryk	rstryk@unicef.org
Peacebuilding WG	Tim Heine	tim.heine@un.org
	Fumika Ouchi	fumika.ouchi@undp.org
	Vijaya Vadivelu	vijayalakshmi.vadivelu@undp.org
	Tammy Smith	smith24@un.org
Work areas under the remit of the UNEG Chair		
SWE TF	Oscar Garcia	Oscar.a.garca@undp.org
Partnerships WG	Sarah Faber	Sarah.Faber@fao.org
	Thomas Rossmuller	trossmuller@unicef.org
	Aya Shneerson	aya.shneerson@wfp.org

Annex 4: UNEG 2022 Working Group members

* Denotes the WG coordinators

SO1 – Develop and Safeguard Professional Norms, Standards and Guidance		
Peer Review Working Group (uneg-so1-prwg@list.unevaluation.org)		
Name	Email	Agency
Alan Fox*	alan.fox@undp.org	UNDP-IEO
Christophe Franzetti	cfranzetti@iom.int	IOM
Claudia Ibarguen	c.ibarguen@unesco.org	UNESCO
David Rider Smith	ridersmi@unhcr.org	UNHCR
Denis Jobin	djobin@unicef.org	UNICEF
Javier Guarnizo	j.guarnizo@unido.org	UNIDO
Jennifer Worrell	jennifer.worrell@un.org	OHCHR
Judit Jankovic	Judit.Jankovic@icc-cpi.int	ICC
Juha Uitto	juitto@thegef.org	GEF
Julia Engelhardt*	julia.engelhardt@wipo.int	WIPO
Katinka Koke	katinka.koke@unitar.org	UNITAR
Leslie Thomas	l.thomas@unrwa.org	UNRWA
Michael Spilsbury	michael.spilsbury@un.org	UNEP
Peter E. Wichmand	wichmand@ilo.org	ILO
Rachel Sauvinet Bedouin*	Rachel.Bedouin@fao.org	FAO
Riccardo Polastro	rpolastro@unicef.org	UNICEF
Robert Stryk	rstryk@unicef.org	UNICEF
Ethics Working Group (uneg-so1-ewg@list.unevaluation.org)		
Name	Email	Agency
Adedayo Gbadebo	adedayo.gbadebo@opcw.org	OPCW
Amanuel Zerihoun	amanuel.zerihoun@undp.org	UNDP-IEO
Claudia Martinez Mansell	claudia.martinezmansell@fao.org	FAO
Esther Kaggwa	ekaggwa@unicef.org	UNICEF
Filippo Pompili	filippo.pompili@wfp.org	WFP
Judit Jankovic	judit.jankovic@icc-cpi.int	ICC
Marcel van Maastrigt	maastrigt@unhcr.org	UNHCR
Michael Schroll*	michael.schroll@un.org	OIOS
Nuha Shakir	nuha.shakir@fao.org	FAO
Patricia Ralijemisa	pralijemisa@wmo.int	WMO
Silvina Coria	silvina.coria@opcw.org	OPCW
Simon Bettighofer	sbettighofer@intracen.org	ITC

Simone Lombardini	simone.lombardini@wfp.org	WFP
Veridiana Mansour	veridiana.mansourmendes@wipo.int	WIPO
Vivien Knips*	vivien.knips@wfp.org	WFP
Gender, Disability and Human Rights Working Group (uneg-so1-gdhr@list.unevaluation.org)		
Name	Email	Agency
Adrian Shikwe	ashikwe@unicef.org	UNICEF
Angela Arevalo	angela.arevalonaranjo@un.org	OIOS
Arwa Khalid	Arwa.Khalid@fao.org	FAO
Carlos Rodriguez-Ariza	crodriguez-ariza@unicef.org	UNICEF
Carole Tronchet Pradhan	ctronchetpradhan@unicef.org	UNICEF
Catrina Perch	catrina.perch@wfp.org	WFP
Daisy Rebecca Nakasi	daisy.nakasi@un.org	OIOS
Debora Di Dio	didio@unhcr.org	UNHCR
Diane Abi Khalil	diane.abikhalil@fao.org	FAO
Elma Balic	ebalic@iom.int	IOM
Esther Kaggwa	ekaggwa@unicef.org	UNICEF
Iain Gately	iain.gately@un.org	ESCWA
Jin Zhang	jin.zhang@undp.org	UNDP-IEO
Kamilla Nabiyeva	knabiyeva@unicef.org	UNICEF
Katherine Aston	katherine.aston@un.org	UNODC
Kseniya Temnenko	ktemnenko@thegef.org	GEF
Marcel van Maastrigt	maastrig@unhcr.org	UNHCR
Marianne Schmitt	schmitt@intracen.org	ITC
Michele Tarsilla	mtarsilla@unicef.org	UNICEF
Monica Lomena	m.lomena-gelis@ifad.org	IFAD
Naomi Asukai	asukai@ilo.org	ILO
Nicholas Kowbel	kowbel@un.org	OIOS
Rita Magawa	magawa@unfpa.org	UNFPA EO
Roxana Gomez Valle	roxana.gomezvalle@unitar.org	UNITAR
Sabas Monroy*	sabas.monroy@un.org	OHCHR
Sara Herden P. M. Negrao	negrao@un.org	UNOCT
Syreen Forest	s.forest@unesco.org	UNESCO
Tara Kaul*	tara.kaul@unwomen.org	UN Women
Verena Knippel	v.knippel@unesco.org	UNESCO

Environment and Social Impact Working Group (uneg.so1-esiwg@list.unevaluation.org)		
Name	Email	Agency
Adrian Shikwe	ashikwe@unicef.org	UNICEF
Ben Murphy	ben.murphy@undp.org	UNDP-IEO
Ellen Vinkey	vinkey@un.org	OIOS
Elma BALIC	ebalic@iom.int	IOM
Hansdeep Khaira	hansdeep.khaira@wfp.org	WFP
Johannes Dobinger*	j.dobinger@unido.org	UNIDO
Juha Uitto*	juitto@thegef.org	GEF
Kamilla Nabiyeva	knabiyeva@unicef.org	UNICEF
Karen Cadondon	cadondon@unfpa.org	UNFPA EO
Luisa Belli	luisa.belli@fao.org	FAO
Maria Bombin	bombinm@who.int	WHO
Martina Rathner	m.rathner@unesco.org	UNESCO
Michael Carbon	michael.carbon@wfp.org	WFP
Michael Spilsbury*	michael.spilsbury@un.org	UNEP
Michele Tarsilla	mtarsilla@unicef.org	UNICEF
Mona Fetouh	mfetouh@unicef.org	UNICEF
Nanthi Nanthikesan*	s.nanthikesan@ifad.org	IFAD
Patricia Vidal	vidalhurtado@ilo.org	ILO
Robert Cissokho	rcissokho@unicef.org	UNICEF
Serdar Bayryyev	serdar.bayryyev@fao.org	FAO
Shravanti Reddy	shravanti.reddy@unwomen.org	UN Women
Taipei Dlamini	t.dlamini@unesco.org	UNESCO
Thanaa Al Shalchi	alshalch@unhcr.org	UNHCR
Xiaoling Zhang	xiaoling.zhang@undp.org	UNDP-IEO
Private Sector Interest Group (uneg-so1-psig@list.unevaluation.org)		
Name	Email	Agency
Alok Ojha	aojha@wmo.int	WMO
Christophe Legrand*	christophe.legrand@uncdf.org	UNCDF
Geeta Batra	gbatra@thegef.org	GEF
Guy Thijs	thijs@ilo.org	ILO
Kamilla Nabiyeva	knabiyeva@unicef.org	UNICEF
Kay Lau	kay.lau@unwomen.org	UN Women
Miguel Jiménez Pont	jimenez@intracen.org	ITC
Mikal Khan	mikal.khan@undp.org	UNDP-IEO
Thomas Calaghan	thomas.callaghan@unctad.org	UNCTAD

Thuy Thu LE	T.Le@unido.org	UNIDO
Tim Heine	tim.heine@un.org	PBSO
Xin Xin Yang	xxyang@unicef.org	UNICEF

SO2 – Enhance Professionalization and Capacity

Professionalisation Working Group (uneg-so2-pwg@list.unevaluation.org)

Name	Email	Agency
Alexandra Thenot	thenota@who.int	WHO
Brook Boyer*	brook.boyer@unitar.org	UNITAR
Claudia Schwarze	claudia.schwarze@wfp.org	WFP
Craig Russon	russon@ilo.org	ILO
Cyuma Mbayiha	cyuma.mbayiha@unwomen.org	UN Women
Demetra Arapakos	arapakos@un.org	OIOS
Eduardo Gomez Rivero	eduardo.gomez.rivero@undp.org	UNDP-IEO
Emmanuel Saka	esaka@unicef.org	UNICEF
Fiona Gatere	gatere@unhcr.org	UNHCR
Katia BARRECH	kbarrech@iom.int	IOM
Lis Pinero	Lis.Pinero@fao.org	FAO
Marzia Perilli	marzia.perilli@wfp.org	WFP
Messay Tassew	tassew@unfpa.org	UNFPA EO
Mona Selim*	mona.selim@wfp.org	WFP
Monica Chizororo	mchizororo@unicef.org	UNICEF
Rami Assaf	rami.assaf@fao.org	FAO
Rogers Mutie	rmutie@iom.int	IOM
Vincenzo Lionetti	lionetti@unhcr.org	UNHCR

Methods Use and Appropriateness Working Group (uneg-so2-muawg@list.unevaluation.org)

Name	Email	Agency
Abderrahim El Moulal	aelmoulal@iom.int	IOM
Adrian Shikwe	ashikwe@unicef.org	UNICEF
Ahmedou El Bah	a.el-bah@unesco.org	UNESCO
Alexandra Chambel	Alexandra.chambel@wfp.org	WFP
Angeline Wambanda	awambanda@iom.int	IOM
Anshuman Bhargava	anshuman.bhargava@fao.org	FAO
Anupam Anand	aanand2@thegef.org	GEF
Carlos Rodriguez-Ariza	crodriguez-ariza@unicef.org	UNICEF
Carlos Tarazona	carlos.tarazona@fao.org	FAO
Dawit Habtemariam	dawit.habtemariam@wfp.org	WFP
Eduard Bonet	ebonet@unicef.org	UNICEF

Elisabetta Pegurri	pegurrie@unaids.org	UNAIDS
Felipe Dunsch	feliipe.dunsch@wfp.org	WFP
Hanife Cakici	cakici@un.org	OIOS
Harvey Garcia	harvey.garcia@undp.org	UNDP-IEO
Henri van den Idsert*	vandenid@unhcr.org	UNHCR
Janet Wildish	janet.wildish@un.org	UNEP
Jhonn Rey	jrey@iom.int	IOM
Kamilla Nabiyeveva	knabiyeveva@unicef.org	UNICEF
Kathleen Letshabo	kletshabo@unicef.org	UNICEF
Leslie Thomas	l.thomas@unrwa.org	UNRWA
Martin Schmitt	mschmitt@iom.int	IOM
Pankaj Verma	pankaj.verma@un.org	OIOS
Peter E. Wichmand	wichmand@ilo.org	ILO
Sarah Lynn Harris	sharris@iom.int	IOM
Simon Bettighofer	sbettighofer@intracen.org	ITC
Simone Lombardini	simone.lombardini@wfp.org	WFP
Taipei Dlamini	t.dlamini@unesco.org	UNESCO
Tina Tordjman-Nebe*	tina.tordjman-nebe@undp.org	UNDP-IEO
Valeria Carou Jones	carou-jones@unfpa.org	UNFPA EO
Xin Xin Yang	xxyang@unicef.org	UNICEF
Zahoor Ahmad	zahmad@iom.int	IOM
Zlata Bruckauf	zbruckauf@unicef.org	UNICEF

Evaluating Policy Influence and Normative Working Group (uneg.so2.epinwg@list.unevaluation.org)

Name	Email	Agency
Adot Killmeyer-Oleche	a.killmeyer-oleche@unido.org	UNIDO
Adrian Shikwe	ashikwe@unicef.org	UNICEF
Ahmedou El Bah	a.el-bah@unesco.org	UNESCO
Elisabetta Pegurri	pegurrie@unaids.org	UNAIDS
Felix Herzog*	herzogf@un.org	UNEP
Francesca Bonino	francesca.bonino@wfp.org	WFP
Gonzalo Gomez	gonzalo.gomez@undp.org	UNDP-IEO
Josephine Mwenda	josephine.mwenda@un.org	UNOCT
Kseniya Temnenko	ktemnenko@thegef.oig	GEF
Lavinia Monforte	lavinia.monforte@fao.org	FAO
Leszek Barczak	barczakl@un.org	ESCWA
Maria Bombin	bombinm@who.int	WHO
Maria Singer	singer@un.org	OIOS

Messay Tassew	tassew@unfpa.org	UNFPA EO
Olivier Cossée	olivier.cossee@fao.org	FAO
Patricia Ralijemisa	pralijemisa@wmo.int	WMO
Robert Ndamobissi	rndamobissi@unicef.org	UNICEF
Siva Methil	methil@un.org	OIOS
Sonjuhi Singh	sonjuhi.singh@undp.org	UNDP-IEO
Soo Yeon Kim	sooyeon.kim@unwomen.org	UN Women
Veridiana Mansour Mendes*	veridiana.mansourmendes@wipo.int	WIPO
Yasmin W Almeida	ywalmeida@unicef.org	UNICEF
Ye Li	liye@who.int	WHO

Evaluating Capacity Development Working Group (uneg-so2-ecdwg@list.unevaluation.org)

Name	Email	Agency
Carolina Turano	carolina.turano@fao.org	FAO
Christopher Choueiri	christopher.choueiri@un.org	UNODC
Daouda Badio	daouda.badio@un.org	OIOS
Giulia Pappalepore	giulia.pappalepore@wfp.org	WFP
Juan David Gonzales	juan.david.gonzales@undp.org	UNDP-IEO
Justus Kamwesigye	jkamwesigye@unicef.org	UNICEF
Katia Barrech	kbarrech@iom.int	IOM
Lavinia Monforte	lavinia.monforte@fao.org	FAO
Odette Nsabimana	onsabimana@unicef.org	UNICEF
Roxana Gomez Valle	roxana.gomezvalle@unitar.org	UNITAR
Sima El Najjar*	sima.elnajjar@fao.org	FAO
Soo Mee Baumann	soomee.baumann@wfp.org	WFP
Yasmine Adel Refaat	yasmine.refaat@un.org	UNOCT
Zahoor Ahmad	zahmad@iom.int	IOM

Decentralized Evaluation Interest Group (uneg-so2-deig@list.unevaluation.org)

Name	Email	Agency
Amelie Solal-Celigny	amelie.solalceligny@fao.org	FAO
Caspar Merkle	c.merkle@unesco.org	UNESCO
Christophe Franzetti	cfranzetti@iom.int	IOM
Dawit Habtemariam	dawit.habtemariam@wfp.org	WFP
Ekaterina Dorodnykh	ekaterina.dorodnykh@fao.org	FAO
Emmanuel Saka	esaka@unicef.org	UNICEF
Gugsa Farice	gfarice@icao.int	ICAO
Heewoong Kim	heewoong.kim@un.org	Joint SDG Fund
Isabel Suarez	isabel.suarez@unwomen.org	UN Women

Janette Murawski	murawski@ilo.org	ILO
Jin Zhang	jin.zhang@undp.org	UNDP-IEO
Leslie Thomas*	l.thomas@unrwa.org	UNRWA
Mar Guinot	mar.guinot@wfp.org	WFP
Martina Bennett	mbennett@unicef.org	UNICEF
Mikal Khan	mikal.khan@undp.org	UNDP-IEO
Susan Bird	bird@unhcr.org	UNHCR
Susanne Bech	susanne.bech@un.org	UNEP
Valentina Prospero*	vprosperi@unicef.org	UNICEF
Yogesh Kumar Bhatt	yogesh.kumar.bhatt@undp.org	UNDP-IEO
Evaluation Synthesis Interest Group (uneg-so2-eswg@list.unevaluation.org)		
Name	Email	Agency
Ana Rosa Soares	ana.soares@undp.org	UNDP-IEO
Anna Viggh	aviggh@thegef.org	GEF
Ben Murphy*	ben.murphy@undp.org	UNDP-IEO
Deborah McWhinney*	deborah.mcwhinney@wfp.org	WFP
Eduard Bonet	ebonet@unicef.org	UNICEF
Emanuel Lohninger	emanuel.lohninger@un.org	UNODC
Federica Zelada	federica.zelada@wfp.org	WFP
Filippo Pompili	filippo.pompili@wfp.org	WFP
Guy Thijs	thijs@ilo.org	ILO
Heewoong Kim	heewoong.kim@un.org	Joint SDG Fund
Hiroyoshi Hiratsuka	hiroyoshi.hiratsuka@un.org	OIOS
Joel Kinahan	kinahan@unhcr.org	UNHCR
Juha Uitto	juitto@thegef.org	GEF
Kerry Albright	kalbright@unicef.org	UNICEF
Martina Rathner	m.rathner@unesco.org	UNESCO
Mona Fetouh	mfetouh@unicef.org	UNICEF
Moritz Schuberth	moritz.schuberth@un.org	UNODC
Ross Tanner	ross.tanner@unwomen.org	UN Women
Seda Kojoyan	Seda.Kojoyan@fao.org	FAO
Shivit Bakrania*	sbakrania@unicef.org	UNICEF
Tina Tordjman-Nebe	tina.tordjman-nebe@undp.org	UNDP-IEO
Valentina Di Marco	valentina.dimarcoconte@fao.org	FAO
Xin Xin Yang	xxyang@unicef.org	UNICEF

Evaluation Practice Exchange Organising Committee (uneg-so2-epeoc@list.unevaluation.org)		
Name	Email	Agency
Bo Weston	unevaluationgroup@gmail.com	UNEG Secretariat
Eduardo Gomez Rivero	eduardo.gomez.rivero@undp.org	UNDP-IEO
Geeta Batra*	gbatra@thegef.org	GEF
Kate Pond	kate.pond@undp.org	UNDP-IEO
Kseniya Temnenko	ktemnenko@thegef.org	GEF
Lis Pinero	Lis.Pinero@fao.org	FAO
Thomas Rossmuller	trossmuller@unicef.org	UNICEF
Ye Li	liye@who.int	WHO

Conceptualization of a Data Working or Interest Group (2023) (uneg-so2-cdig@list.unevaluation.org)		
Name	Email	Agency
Abderrahim El Moulat	aelmoulat@iom.int	IOM
Anish Pradhan	anish.pradhan@undp.org	UNDP-IEO
Brook Boyer	brook.boyer@unitar.org	UNITAR
Daisy Nakasi	daisy.nakasi@un.org	OIOS
Fabrizio Felloni	f.felloni@ifad.org	IFAD
Francesca Carini	carini@unhcr.org	UNHCR
Gonzalo Gomez	gonzalo.gomez@undp.org	UNDP-IEO
Jacqueline Flentge	jacqueline.flentge@wfp.org	WFP
Kamilla Nabiyeva	knabiyeva@unicef.org	UNICEF
Massiel Jimenez	m.jimenez@ifad.org	IFAD
Mehmet Sokeli	sokeli@un.org	OIOS
Rami Assaf	rami.assaf@fao.org	FAO
Seda Kojoyan	seda.kojoyan@fao.org	FAO
Srilata Rao	rao3@un.org	OIOS

SO 3 – Influence Policy-making and Operational Work through Evaluations

Humanitarian Evaluation Interest Group (uneg-so3-heig@list.unevaluation.org)		
Name	Email	Agency
Anand Sivasankara Kurup	sivasankarakurupa@who.int	WHO
Aya Shneerson	ayna.shneerson@wfp.org	WFP
Carolina Turano	carolina.turano@fao.org	FAO
Claudio Alberti	claudio.alberti@un.org	OIOS
Debora Di Dio	didio@unhcr.org	UNHCR
Esther Kaggwa	ekaggwa@unicef.org	UNICEF
Henri van den Idsert	vandenid@unhcr.org	UNHCR

Hicham Daoudi	daoudi@unfpa.org	UNFPA EO
Iesha Singh	singhie@unhcr.org	UNHCR
Jacqueline Flentge	jacqueline.flentge@wfp.org	WFP
Jane Mwangi	jmwangi@unicef.org	UNICEF
Kamilla Nabiyeva	knabiyeva@unicef.org	UNICEF
Kelly David	david1@un.org	OCHA
Laura Olsen*	lolsen@unicef.org	UNICEF
Leslie Thomas	l.thomas@unrwa.org	UNRWA
Michael Carbon	michael.carbon@wfp.org	WFP
Michele Tarsilla	mitarsilla@unicef.org	UNICEF
Nanae Yabuki	nanae.yabuki@fao.org	FAO
Numayr Chowdhury	n.chowdhury@unrwa.org	UNRWA
Sara Holst*	sara.holst@fao.org	FAO
Sarah Lynn Harris	sharris@iom.int	IOM
Valentina Prospero	vprosperi@unicef.org	UNICEF
Vijaya Vadivelu	vijayalakshmi.vadivelu@undp.org	UNDP-IEO
Zahoor Ahmad	zahmad@iom.int	IOM
COVID-19 Working Group (uneg-so3-covid-wg@list.unevaluation.org)		
Name	Email	Agency
Anand Sivasankara Kurup	sivasankarakurupa@who.int	WHO
Alok Ojha	aojha@wmo.int	WMO
Carlos Tarazona*	carlos.tarazona@fao.org	FAO
David Rider Smith	ridersmi@unhcr.org	UNHCR
Deborah McWhinney	deborah.mcwhinney@wfp.org	WFP
Denis Jobin	djobin@unicef.org	UNICEF
Elisabetta Pegurri	pegurrie@unaids.org	UNAIDS
Emilia Bretan	emilia.bretan@fao.org	FAO
Guy Thijs	thijs@ilo.org	ILO
Hicham Daoudi	daoudi@unfpa.org	UNFPA EO
Jane Mwangi	jmwangi@unicef.org	UNICEF
Javier Guarnizo	j.guarnizo@unido.org	UNIDO
Lilia Ormonbekova	lilia.ormonbekova@un.org	OIOS
Mari Honjo	mari.honjo@wfp.org	WFP
Mona Fetouh*	mfetouh@unicef.org	UNICEF
Neeraj Negi	nnegi1@thegef.org	GEF
Oanh Nguyen	oanh.nguyen@undp.org	UNDP-IEO
Richard Jones	richard.jones@undp.org	UNDP-IEO

Srilata Rao	rao3@un.org	OIOS
UNSDCF Working Group (uneg-so3-uncf-wg@list.unevaluation.org)		
Name	Email	Agency
Angeline Wambanda	awambanda@iom.int	IOM
Bikul Tulachan	btulachan@unicef.org	UNICEF
Chaitali Chattopadhyay	c.chattopadhyay@unwomen.org	UN Women
Fumika Ouchi	fumika.ouchi@undp.org	UNDP-IEO
Grace Igweta	grace.igweta@wfp.org	WFP
Joel Rehnstrom	rehnstromj@unaids.org	UNAIDS
Juan David Gonzales	juan.david.gonzales@undp.org	UNDP-IEO
Michele Tarsilla	mtarsilla@unicef.org	UNICEF
Natalia Acosta	natalia.acosta@wfp.org	WFP
Natalie Angela Neil	natalie.neil@un.org	OIOS
Olivier Cossée	olivier.cossee@fao.org	FAO
Oyuntsetseg Chuluundorj	oyuntsetseg@unfpa.org	UNFPA APRO
Patricia Vidal	vidalhurtado@ilo.org	ILO
Rana Sallam	rana.sallam@wfp.org	WFP
Riccardo Polastro	rpolastro@unicef.org	UNICEF
Rogers Mutie	rmutie@iom.int	IOM
Sarah Lynn Harris	sharris@iom.int	IOM
Simon-Pierre Tegang	simonpierre.tegang@un.org	DCO
Xin Xin Yang	xxyang@unicef.org	UNICEF
Yasmine Adel Refaat	yasmine.refaat@un.org	UNOCT
National Evaluation Capacity Development Working Group (uneg-so3-necd-wg@list.unevaluation.org)		
Name	Email	Agency
Aditi Bhola	aditi.bhola@un.org	OHCHR
Ali Safarnejad	asafarnejad@unicef.org	UNICEF
Asela Kalugampitiya	kalugampitiya@unfpa.org	UNFPA EO
Carlos Asenjo Ruiz	carlos.asenjuiz@un.org	UNODC
Daniel Alonso	daniel.alonso@undp.org	UNDP-IEO
Emmanuel Saka	esaka@unicef.org	UNICEF
Genny Bonomi	genny.bonomi@fao.org	FAO
Grace Igweta*	grace.igweta@wfp.org	WFP
Heather Bryant*	heather.bryant@undp.org	UNDP-IEO
Marzia Perilli	marzia.perilli@wfp.org	WFP
Michael Craft	michael.craft@unwomen.org	UN Women
Michala Assankpon	michala.assankpon@wfp.org	WFP

Patricia Vidal	vidalhurtado@ilo.org	ILO
Renata Mirulla*	renata.mirulla@fao.org	FAO
Riccardo Polastro*	rpolastro@unicef.org	UNICEF
Robert Cissokho	rcissokho@unicef.org	UNICEF
Simon-Pierre Tegang	simonpierre.tegang@un.org	DCO
Tetsuya Hirano	tetsuya.hirano@un.org	OHCHR
Urs Nagel	unagel@unicef.org	UNICEF
Valentina Prospero	vprosperi@unicef.org	UNICEF
Yogesh Kumar Bhatt	yogesh.kumar.bhatt@undp.org	UNDP-IEO

Use of Evaluation Interest Group (uneg-so3-use-ig@list.unevaluation.org)		
Name	Email	Agency
Alexandra Thenot	thenota@who.int	WHO
Andres Botero	abotero@iom.int	IOM
Anna Guerraggio	anna.guerraggio@undp.org	UNDP-IEO
Assel Paju	paju@unhcr.org	UNHCR
Aurelie Larmoyer	aurelie.larmoyer@wfp.org	WFP
Byung-Kun Min (Min)	b.min@unrwa.org	UNRWA
Carlos Rodriguez-Ariza	crodriguez-ariza@unicef.org	UNICEF
Claudia Schwarze	claudia.schwarze@wfp.org	WFP
Daniel Alonso	daniel.alonso@undp.org	UNDP-IEO
Eduard Bonet	ebonet@unicef.org	UNICEF
Emilia Bretan	emilia.bretan@fao.org	FAO
Federica Zelada	federica.zelada@wfp.org	WFP
Giulia Pappalepore	giulia.pappalepore@wfp.org	WFP
Jhonn Rey	jrey@iom.int	IOM
Joel Rehnstrom	rehnstromj@unaids.org	UNAIDS
Juan Carlos Pena	penajc@un.org	OIOS
Katia Barrech	kbarrech@iom.int	IOM
Katinka Koke	katinka.koke@unitar.org	UNITAR
Maria Fajardo	fajardo@unfpa.org	UNFPA LACRO
Martin Schmitt	mschmitt@iom.int	IOM
Naomi Asukai	asukai@ilo.org	ILO
Natalia Meléndez Fuentes	natalia.melendezfuentes@wfp.org	WFP
Neha Karkara	karkara@unfpa.org	UNFPA EO
Numayr Chowdhury	n.chowdhury@unrwa.org	UNRWA
Oscar Ernesto Huertas Diaz	ohuertas@unicef.org	UNICEF

Renate Roels	Renate.Roels@fao.org	FAO
Robert Ndamobissi	RNdamobissi@unicef.org	UNICEF
Robert Stryk	rstryk@unicef.org	UNICEF
Sidonie Roberts	sidonier@unops.org	UNOCT
VIncenzo Lionetti	lionetti@unhcr.org	UNHCR

Peacebuilding Working Group (uneg-so3-pbwg@list.unevaluation.org)

Name	Email	Agency
Bia Albernaz	albernaz@un.org	OHCHR
Diane Abi Khalil	Diane.AbiKhalil@fao.org	FAO
Fumika Ouchi*	fumika.ouchi@undp.org	UNDP-IEO
Geeta Batra	gbatra@thegef.org	GEF
Jenin Assaf	Jenin.Assaf@fao.org	FAO
Jillian Baker	jillian.baker@un.org	OIOS
Joel Kinahan	kinahan@unhcr.org	UNHCR
Nabilia Hameed	hameedn@unhcr.org	UNHCR
Roxana Gomez Valle	roxana.gomezvalle@unitar.org	UNITAR
Sarah Lynn Harris	sharris@iom.int	IOM
Tammy Smith	smith24@un.org	PBSO
Tim Heine*	tim.heine@un.org	PBSO
Vijaya Vadivelu*	vijayalakshmi.vadivelu@undp.org	UNDP-IEO

SWE Task Force (UNEG Heads only) (uneg-swe-tf@list.unevaluation.org)

Name	Email	Agency
Adan Ruiz-Villalba	adan.ruizvillalba@wipo.int	UNEG vice-Chair
Andrea Cook	andrea.cook@wfp.org	WFP
Andrew Fyfe	andrew.fyfe@uncdf.org	UNEG vice-Chair
Anne-Claire Luzot	anneclaire.luzot@wfp.org	UNEG vice-Chair
Guy Thijs	thijs@ilo.org	ILO
Indran Naidoo	i.naidoo@ifad.org	IFAD
Inga Sniukaite	inga.sniukaite@unwomen.org	UN Women
Javier Guarnizo	J.guarnizo@unido.org	UNIDO
Marco Segone	segone@unfpa.org	UNFPA
Oscar Garcia*	oscar.a.garcia@undp.org	UNDP-IEO
Rachel Sauvinet Bedouin	Rachel.Bedouin@fao.org	FAO

Partnerships Working Group (uneg-partnerships@list.unevaluation.org)

Name	Email	Agency
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Asela Kalugampitiya	kalugampitiya@unfpa.org	UNFPA EO
Aya Shneerson*	aya.shneerson@wfp.org	WFP
Florencia Tateossian	florencia.tateossian@unwomen.org	UN Women
Harvey Garcia	harvey.garcia@undp.org	UNDP-IEO
Katinka Koke	katinka.koke@unitar.org	UNITAR
Renata Mirulla	Renata.Mirulla@fao.org	FAO
Sarah Faber*	Sarah.Faber@fao.org	FAO
Srilata Rao	rao3@un.org	OIOS
Thomas Rossmuller*	trossmuller@unicef.org	UNICEF
Xin Xin Yang	xxyang@unicef.org	UNICEF
Ye Li	liye@who.int	WHO