# **A blue and white logo Description automatically generatedUNEG Strategy 2025-2032**



The **United Nations Evaluation Group (UNEG)** is an interagency professional network of the UN system that brings together the evaluation functions of the UN system. The UNEG Strategy 2025-2032 outlines the network's strategic direction, articulating its vision, mission, and objectives. The period ahead is expected to be marked by uncertainty, volatility, and escalating global challenges, alongside the culmination of the 2030 Agenda for Sustainable Development, discussions on a post-2030 development framework and pursuit of UN 2.0 and the Pact for the Future.

This Strategy was prepared building from a comprehensive and participatory mid-term review of the UNEG Strategy 2020-2024, with a series of consultations, a survey and dialogue with UNEG leadership and working group members to focus on the pathway ahead for UNEG. The full version of the UNEG Strategy 2025-2032 is available here.

**Key Influences for 2025-2032.**

During this critical juncture, UNEG must reinforce its commitment to excellence in evaluation, strongly promoting the use of evaluation findings, recommendations and response to accelerate and enhance key UN development priorities.

UNEG membership has been growing and evolving, making it essential for UNEG to strengthen its foundational network capacity to support members with different levels of size, maturity and focus.

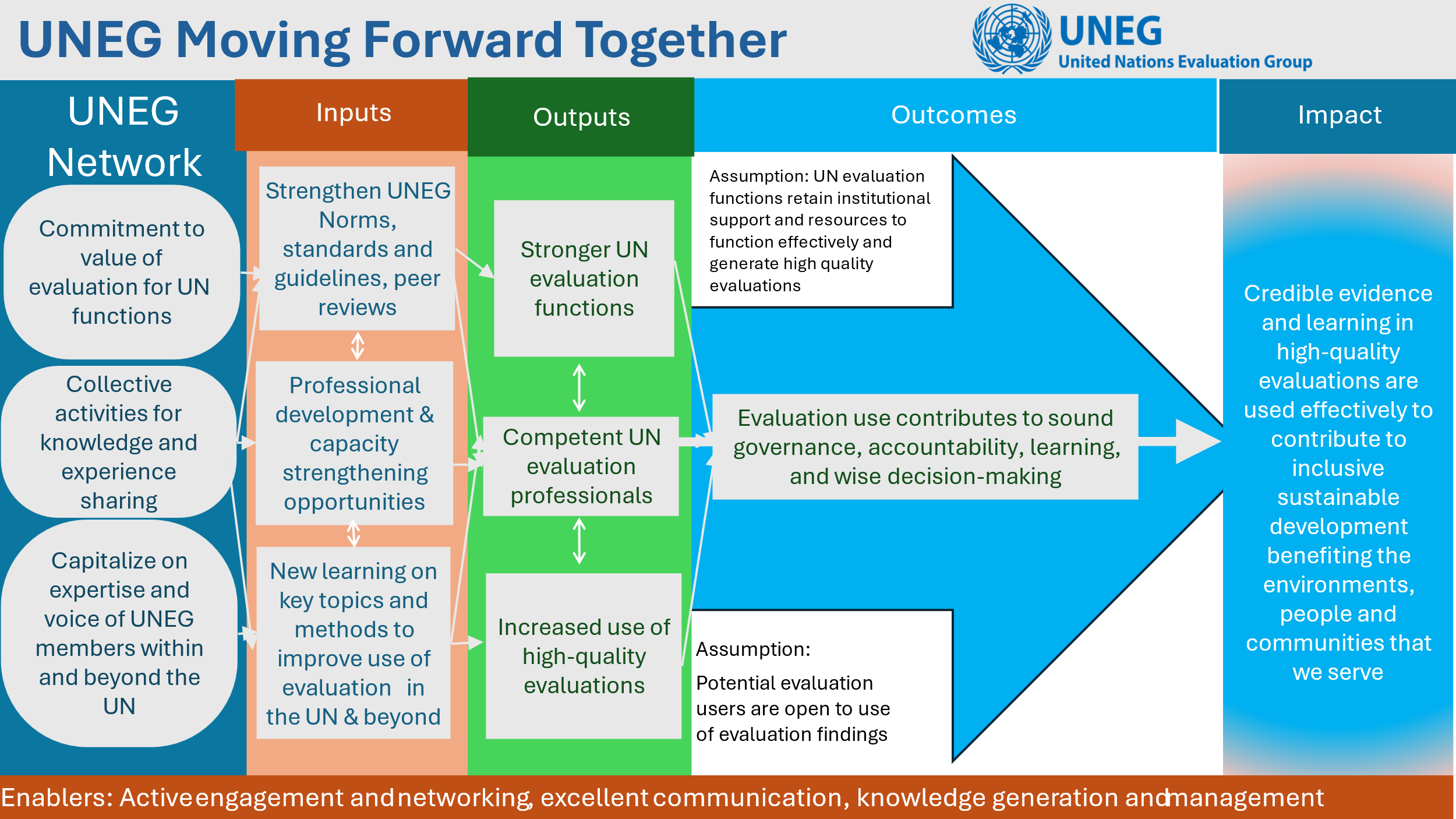
Evaluation practice is also rapidly changing with new tools, approaches and techniques. Artificial intelligence is a critical opportunity that UNEG members can collectively harness to benefit evaluation outcomes.

**UNEG Strength, Weaknesses, Opportunities and Threats**. The consultation for this Strategy built on the midterm review of the previous UNEG Strategy, identifying key factors for UNEG’s future.

| SWOT | Key factors to address in UNEG Strategy 2025-2032 |
| --- | --- |
| Strengths | * Mature network structure with a recognized profile. * Professional weight in establishing norms, standards and guidelines and competencies for UN evaluation functions * Enabling professional development in evaluation in the UN System (e.g. through attendance at the Evaluation Practice Exchange and other events, participation in work groups, UNEG training certificate course pilot) * Wealth of knowledge and expertise across the UNEG membership |
| Weaknesses | * Insufficient focus on diversity of contexts and needs across UNEG membership * SEFs that make up a large proportion of the membership face challenges in having a voice and accessing relevant support * Perceived lack of transparency, increasing fragmentation * Strategic actions led by few, overloaded WG leaders, variable engagement of wider members |
| Opportunities | * High credibility and potential to capitalize on UNEG expertise – potential higher level of advocacy within and beyond UN (targeted) * Interest in development of AI/data standards and practice for evaluation * Increase in capacity strengthening activities through stronger networking, alliance building, and knowledge management * Improved communications between members (and with partners for mutual benefit) * Share lessons on successful co-located oversight function offices and identify opportunities to strengthen synergies with other oversight functions |
| Threats | * Fatigue, apathy, decline in members engagement leading to lower level of activities, uncoordinated effort and slower achievement of results * Small evaluation functions that struggle to access sufficient resources to operate in line with the UNEG Norms and Standards. * Co-located evaluation functions that experience challenges in operating independently and conducting essential evaluations. * Loss of UNEG reputation and support if low/slow delivery of value for members or perceived lack of voice/appreciation |

**THEORY OF CHANGE**

For 2025-2032, a more dynamic, vibrant UNEG network is envisaged that grasps the challenges of the changing context and drives clearly towards generation and use of high quality and influential evaluations that contribute to a positive change for the environments, people and communities served by the UN.



Source: UNEG Strategy 2025-2032 consultations.

**UNEG Strategy 2025-2032**

**VISION.** UNEG envisions that evaluation functions across the UN system generate credible evidence and learning in high-quality evaluations that are used effectively to contribute to inclusive sustainable development benefiting the environments, people and communities that we serve.

**MISSION**. UNEG advances and strengthens robust, credible, independent, innovative and influential evaluation functions and professional evaluation practice that are used to add value to sound governance, accountability, learning, and wise decision-making in line with the vision.

**STRATEGIC OBJECTIVES**

1. **Strategic Objective 1 - Set, promote and uphold Evaluation Norms and Standards across UN evaluation functions:** UNEG fosters and safeguards foundational norms and standards with commitment to quality and professional consistency.
2. **Strategic Objective 2 - Strengthen evaluation capacity within the UN system:** UNEG facilitates its individual members in sharing and applying expertise and knowledge, building evaluation credentials and skills amongst evaluation practitioners and decision-makers that have responsibility for evaluation functions.
3. **Strategic Objective 3 – Advance use of evaluations to add value to decision-making and learning**. UNEG fosters synergy, innovation and excellence to address barriers to use and to add value to evaluation results. UNEG actively promotes the use of evaluation evidence and learning across the UN system, and with targeted partners, towards achievement of the UNEG vision.

**STRATEGIC ENABLERS**

UNEG ways of working need to enable collegiality and excellence in networking to benefit all UNEG members. For the next strategic plan period, the three Strategic Objectives need to be underpinned by three important cross-cutting enablers. These are:

1. **Engaging members in active networking**. Recognizing and supporting engaged members strengthens knowledge-sharing and impact. Activities must reflect diversity in agency size, geography, age, and gender to ensure inclusive decision-making and relevant support.
2. **Excellent communication**. Effective networks require strong, transparent and clear communication. Roles and activities across the Executive Steering Committee, task forces, and working groups will be more integrated. More frequent hybrid communication and modernizing communication platforms and methods will foster collaboration across UNEG and with partners.
3. **Knowledge generation and management**. UNEG’s evaluation repository is a critical resource that will grow through active member contributions. As evaluation contexts evolve, UNEG will proactively explore AI, digital analytics, and partnerships to enhance evaluation practices and promote evaluation use for critical decision-making within and beyond the UN.

**Key Activities 2025-2032**

The key activities provide an indicative framework to operationalize each Strategic Objective.

**Strategic Objective 1. Set, promote and uphold UNEG Norms and Standards across UN evaluation functions:**

* Phased review and update of the UNEG norms, standards and guidelines, initially to include the environmental norm and to reflect any changes related to AI in evaluation and then to identify others as required. This will be completed by 2027 (10 years since last update).
* Review and update the UNEG Competency Framework (2016) in line with the amendments to the norms, standards and guidelines.
* Tailoring of priorities for applying the Norms and Standards considering the specific contexts faced by different UNEG members is important, particularly SEFs, functions with increasing numbers of decentralized evaluations, and thematic contexts, for example functions working in humanitarian contexts. Guidelines need to be adapted accordingly.
* Continue to refine guidelines related to ethics and diversity including building on current advice for pursuing human rights, gender equity and “Leave No-one Behind” aspects within evaluation practice. Additional dimensions of ethics (e.g., disability, indigenous communities, or intersectional equity were raised as requiring attention in future).
* Develop safeguards or guidelines to ensure ethical use of AI tools in evaluations aligned with UN data privacy and AI ethics policies
* Digitise UNEG Norms and Standards and related guidance with intuitive interfaces for organizing and improving accessibility and ease of use and update.

**Strategic Objective 2. Strengthen evaluation capacity within the UN system:**

* Continue the conduct of peer reviews and other relevant approaches to assess and improve the quality of evaluation functions within UN entities, refining approaches to cater more effectively to different types and sizes of UNEG membership, including smaller evaluation functions and those co-located with other oversight functions. For SEFs with limited capacity and resources to apply guidelines, assistance is required to target the most critical and viable areas for improvement.
* Build on the learning from the UNEG Evaluation training certificate course pilot and extent options to members for strengthening evaluation credentialling pathways, for example in recognition of prior learning and portfolio development.
* Build further opportunities for expertise and experience sharing across the network, including through the EPE, supporting WGs, SEFs, YEEs and other interest groups to hold open or joint sessions on key topics during the year, with support for critical capacity strengthening priorities.
* Provide or facilitate more online options for knowledge and skills development, particularly for YEEs and SEFs with limited opportunities and resources for external training or for participation in the EPE. Consider the varying needs and capacities of UNEG members to participate in conferences and formal training opportunities and assist to spread opportunities equitably.
* Provide incentives to members to engage with and actively contribute to Working Groups e.g. through support for group-generated products rather than contracting external work, where possible, unless workload or expertise of members prevents it. This would enhance shared learning.
* Explore potential approaches to supporting decentralized evaluation functions through engagement with regional networks and decentralized functions to identify specific needs and opportunities.
* Continue to develop capacity strengthening resources such as case studies and peer learning opportunities to build evaluation competencies across the UN, including mutual learning opportunities between seasoned professionals and young and emerging evaluators, between evaluators in centralized and decentralized functions, between professionals in successfully co-located oversight offices, and those that are struggling, between and among small, medium and large evaluation functions to exchange experiences and pursue identified priority actions.

**Strategic Objective 3. Advance use of evaluations to add value to decision-making, and learning:**

* Engage actively in the development of evaluation as a contributor to UN system change, through UN 2.0, Pact for the Future and other emerging initiatives.
* Liaise with cross-agency initiatives and frameworks endorsed by the United Nations Sustainable Development Group (UNSDG) to advocate for greater uptake of evaluation
* Establish productive dialogue with other oversight functions within the UN to clarify roles and multiply benefits to evaluation as an independent and critical function across the UN system. This is likely to require different approaches for specific organizations so a taskforce may be taken to develop and implement targeted approaches.
* Work collaboratively internally, with the UN System-wide Evaluation Office and other relevant partners to engage with evaluations on system-wide priorities, global joint evaluations, evaluation syntheses, impact assessments and other wider initiatives to channel evaluation evidence to advance system wide priorities.
* Collaborate with targeted partners in areas of mutual interest to expand UNEG’s evaluation knowledge and practice and to jointly advocate for evaluation use.
* Explore the frontier of innovation in AI and digital evaluation approaches with technical partners, identifying opportunities to use AI to advance evaluation use.
* Explore, develop and disseminate innovative approaches to enhance the use of evaluation evidence by decision-makers within the UN system.

**Monitoring and Review**

UNEG will systematically monitor its work to ensure it is aligned and relevant to the Strategy, and that it is achieving its targeted results. These results need to be communicated to members and stakeholders to demonstrate UNEG achievements.