



Reporting of the UNEG 2024 Work Groups

UNEG Annual General Meeting 2025: 13-14 February 2025

Relevant to sessions:

- Working Group reporting (World Café and plenary) (Thursday 13th February)
- Work Planning 2025 (Friday 14th February)

This document contains the end of year reporting of the UNEG 2024 work groups.

See also:

- [UNEG Work Plan 2024](#).

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SO1 Develop and Safeguard Professional Norms, Standards and Guidance

| SO1 Peer Review Working Group | |
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| Coordinators | Claudia Ibarguen (UNESCO) and Judit Janković (ICC) |
| ESC mentor | Claudia Ibarguen |
| 2024 Results | |
| Results achieved | <ol style="list-style-type: none"> 1. Started the planning of peer reviews of ITC, UNAIDS and WIPO. 2. Conducted and completed the Peer Review of WIPO’s Evaluation Function (publication forthcoming). 3. Engaged with OECD/DAC on peer reviews to revitalise their engagement - the WG co-coordinators organised a webinar with DAC EvalNet members and Secretariat at which participants presented the peer review experience and UNEG representatives reflected on their experience with individual peer reviews, following with Q&As) 4. Engaged with members of the Evaluation Function Working Group 5. Updated the UNEG Teams Channel containing the database of all UNEG per reviews conducted to date 6. Drafted a FAQ on the peer review process and roles, to complement the Guidelines and help new members of the working group or those considering joining |
| Challenges faced | <ol style="list-style-type: none"> 1. Starting up peer reviews – Although member agencies request a peer review, there is often no follow through or up. The WG coordinators lose valuable time in planning for peer reviews that then do not materialise and creates an uncertain work plan for the WG co-coordinators. 2. Identifying and securing the commitment of Peer Review Chairs – ways in which they can be identified more efficiently have been discussed with the working group and will be adopted 3. Mobilising Panel members for peer reviews – there is a need to attract senior evaluators to take up this experience with support from their supervisors. 4. Conducting peer reviews in new organisational contexts such as smaller evaluation functions and/ or evaluation functions co-located with other oversight functions. |
| Group’s contribution to the SOs | <p>Moving the peer review process forward by:</p> <ul style="list-style-type: none"> • Continuing to advocate for the added value of UNEG peer to strengthen functions, particularly for SEFs • Communicating that peer reviews are makes us “walk the talk” as evaluation functions. • Findings ways to make planning and the workload management more efficient for the co-convenors and working group members • Identifying ways for making the voluntary participation in UNEG peer reviews attractive for both the UNEG and OECD/DAC EvalNet members. • Updating the knowledge management on peer reviews. |

Financial Reporting

Contributions from UNEG funds:

| Amount requested | Amount approved | Amount spent |
|------------------|-----------------|--------------|
| USD50,000 | USD50,000 | USD25,000 |

USD 25,000 for the peer review of WIPO's evaluation function. WIPO covered costs of the panel members' mission to Geneva.

Work Planning 2025

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| Proposed work in 2025 | <ol style="list-style-type: none"> 1. Implementing the 2025 work plan of peer reviews (UNAIDS, UNESCO, with UNIDO and ITC tentative. WFP postponed) 2. Re-engaging with the OECD/DAC EvalNet to participate as panel members to peer reviews 3. Attracting SEFs to undergo peer reviews 4. Establishing a roster of Panel Chairs and panel members ready to engage in a peer review 5. Development of a FAQ Information Sheet for Peer Reviews for entities considering a Peer Review |
| Estimated funding requirement in 2025 | USD 50,000 (2 peer reviews at USD 25,000 each) |

Discussions and Decisions

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| Points for discussion during the World Café reporting session | <ul style="list-style-type: none"> • Challenges in recruiting Chairs of Peer Review panels. |
| Decisions to be taken during the 2025 work planning session | <ul style="list-style-type: none"> • Approval of the proposed 2025 work plan¹. |

¹ Funding does not need approval due to long standing agreement that UNEG will contribute USD 25,000 to each Peer Review.

| SO1 Ethics Working Group | | | |
|---|---|------------------------|---------------------|
| Coordinators | Rakib Hossain (OIOS) and Karen Carter (UNICEF). | | |
| 2024 Results | | | |
| Results achieved | <ol style="list-style-type: none"> 1. Translated versions of the UNEG Ethical Guidelines for Evaluation into Arabic, French and Spanish were posted on the UNEG website 2. Ethics Roadshow organized with two UNEG member organizations (OIOS and UNICEF) 3. Developed standard text on ethics for inclusion in evaluation policies of UN system entities 4. Dissemination of 2020 UNEG Ethical Guidelines and awareness raising continued 5. A PDS session on “Reflecting Ethical Principles in Evaluation Practice” is being organized at the UNEG Evaluation Week in Tokyo 6. Represented the UNEG Ethics Guidelines at the EES conference in Rimini, Italy in September 2024 7. Eight working group meetings held in 2024. | | |
| Challenges faced | Limited participation of the members in the working group activities due to high workload | | |
| Group’s contribution to the SOs | The working group activities on promoting the UNEG Ethical Guidelines and ethical practices in evaluation contribute to SO1 by enhancing adherence to the UNEG Norms and Standards and specifying ethical considerations when commissioning, managing or conducting evaluation. By doing so, the activities also contribute to SO2 in strengthening evaluation practice. | | |
| Financial Reporting | | | |
| | Amount requested | Amount approved | Amount spent |
| | USD 6,000 | USD6,000 | USD5,600 |
| <p>In 2024, the working group had an approved budget of \$6,000 for the design, copy editing and publication of the translated UNEG Ethical Guidelines for Evaluation into Arabic, French and Spanish. WFP managed and paid the contract for the work which cost \$5,600. As agreed with the UNEG Treasurer and Secretariat, the cost was offset from the WFP 2024 UNEG contribution.</p> | | | |
| Work Planning 2025 | | | |
| Proposed next steps | <p>Priorities identified for 2025 include:</p> <ul style="list-style-type: none"> - Making foundational ethics training on the principles available for all new evaluators/ new UN staff to support ethical practice across the system. - Build stronger mechanisms for community learning and exchange on ethical challenges and emerging issues. - Continue to encourage agencies to embed the ethics principles in their day-to-day practice through continued awareness raising, training sessions and information notes. | | |

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| | <ul style="list-style-type: none"> - Strengthen reflection of ethical principles in related guidance/ stronger collaboration with related working group activities. - Align the ethics principles with the work undertaken by the other working groups – and strengthen the connection between these and new guidance. Other working group coordinators are encouraged to consider these links when undertaking new work and reach out where collaboration may be useful. <p>The WG continues to encourage the reflection and uptake of the Ethics Principles across all evaluations conducted by the UN. It notes growing interest in the ethical practices of the UN, including a recent publication in the Journal of Medical Ethics questioning the role of independent ethics review in research undertaken by the UN with human subjects (https://doi.org/10.1136/jme-2023-109146). As such the WG will also review the potential role / function of independent ethical review in UN evaluations, and recommendations for the support required for this for those agencies where this is not currently undertaken</p> <p>While evaluation is a different undertaking to research, and some of the details in the article are incorrect – evaluation similarly often involves direct data collection from vulnerable participants on the basis of consent, and/or analyses of sensitive data. For this reason the WG encourages each agency to review the types of data collection and topics involved in their evaluation and provide feedback on the need for/ value of an independent ethics review function in their work.</p> <p>Karen Carter (UNICEF) has volunteered to continue as co-coordinator in 2025. A co-coordinator will need to be identified, and Tina Tordjman-Nebe (UNDP) has expressed an interest. This will be confirmed in the first WG meeting in 2025.</p> |
| <p>Estimated funding requirement in 2025</p> | <p>USD 30,000 to USD 40,000</p> <p>Approximately USD 30-40K for development of an online e-learning course to be available on INSPIRA or similar (Agora and/or UNEG site) for new evaluators (or those joining the UN system for the first time) on Ethical Principles.</p> <p>Initially this offering would be available in English – with additional funding needed for subsequent translation.</p> <p>Additional support for in person training may also be required.</p> |
| <p>Discussions and Decisions</p> | |
| <p>Points for discussion during the World Café reporting session</p> | <p>The WG proposes each agency adopt and reflect in any new evaluation regulation/ policy include the following standard text committing to the Ethics Principles.</p> <p>“Evaluation as an ethics responsive undertaking.</p> <p>[Agency] is committed to the highest ethical standards in planning and conducting its evaluation functions. This requires deliberate planning, management, monitoring and redress mechanisms to ensure work aligns with the principles of integrity, accountability, respect and beneficence, outlined in the 2020 UNEG Ethical Guidelines for Evaluation. Supporting procedures [should] address areas including conflict of interest, consent, engaging with marginalised or vulnerable participants, confidentiality and preserving the dignity of affected people; as well as requirements for formal [independent] review. In addition, emerging opportunities such as artificial intelligence and social media data must be pursued with all attendant safeguards and in line with UN guidance on responsible practice. Transparency, a specific aspect of ethics in evaluation, requires that all evaluation plans, evaluation reports and evaluation quality reviews be publicly available and subject to periodic reviews.”</p> |

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| Decisions to be taken during the plenary work reporting session | <ul style="list-style-type: none"> Approval and agreement of members to include a standard text committing to the ethics principles in any new evaluation regulation/policy. |
| Decision to be taken during the 2025 work planning session | <ul style="list-style-type: none"> Approval of the work plan and budget for 2025. |

| SO1 Gender Equality, Disability and Human Rights Working Group | |
|---|---|
| Coordinators | Tara Kaul (UN Women) and Aditi Bhola (OHCHR) |
| ESC mentor | Deborah McWhinney |
| 2024 Results | |
| Results achieved | <ol style="list-style-type: none"> Launch and dissemination of the revised HR&GE guidance including: <ul style="list-style-type: none"> Publication of Guidance on the UNEG website. In-person EPE and PDS sessions during EvalWeek 2024. In-person launches in New York (Oct 2024) and Geneva (Nov 2024). Online webinar organised with EvalForward. Report on UN-SWAP EPI reviewed by working group members and published in July 2024. Ongoing support on gender integration provided, including PDS session in January 2024. |
| Challenges faced | Limited participation of Working Group members in the core groups responsible for work plan activities. |
| Group's contribution to the SOs | Development and/or promotion of common methodologies, guidance and approaches in UNEG norms and standards related to gender equality, disability, and human rights. |
| Financial Reporting | |
| <p>In-kind contributions: Staff time from WG members and copy editing services towards the final revision of the HR&GE guidance prior to its publication.</p> <p>Staff time from WG members and resources from hosting entities (in Geneva and New York) towards the organisation of the two in-person events, and online webinar to disseminate the HR&GE guidance.</p> | |
| Work Planning 2025 | |
| Proposed work in 2025 | <ol style="list-style-type: none"> Extensive update to UN-SWAP 3.0 EPI technical note and scorecard in 2025. Further guidance and knowledge sharing on the integration of gender, disability and human rights in evaluation, including the implementation and reporting on the UN SWAP and UNDIS evaluation indicators. Translation of the Guidance, and development of checklists, infographics, FAQ sheets, etc. |
| Estimated funding requirement in 2025 | USD 15,000 for dissemination products and activities for the revised HR&GE Guidance. |
| Discussions and Decisions | |
| Decisions to be taken during the 2025 work planning session | <ul style="list-style-type: none"> Approval of the proposed 2025 work plan and funding (USD 15,000). |

| SO1 Environmental and Social Impact Working Group | | | | | | | |
|--|--|------------------|-----------------|--------------|------------|------------|-------|
| Coordinators | Mike Spilsbury (UNEP), Catrina Perch (WFP), Geeta Batra (GEF) and Ben Murphy (UNDP) | | | | | | |
| ESC mentor | Lori Bell | | | | | | |
| 2024 Results | | | | | | | |
| Results achieved | The Working Group has focused on amending the norm for environmental and social impacts. It has further developed the text of the new Norm to address the feedback received both from UNEG Heads at the 2024 AGM and from our Working Group Members. | | | | | | |
| Challenges faced | The work plan for 2024 anticipated further development of guidance on integrating ESI in evaluation. The working group prioritized developing the norm and standard, which took longer than initially foreseen. The guidance will be the priority for 2025. | | | | | | |
| Group's contribution to the SOs | The ESI WG squarely addresses the SO1 (develop and safeguard professional norms, standards and guidance) by working towards ensuring that the environmental pillar of 2030 Agenda is fully reflected in UNEG member evaluations. The ESI WG focus on developing a Norm and Standard on Environment and Social Impact is also in line with other efforts to promote integration of environment in evaluations such as the Global Declaration on Evaluation for Transformational Change. | | | | | | |
| Financial Reporting | | | | | | | |
| | <table border="1"> <thead> <tr> <th>Amount requested</th> <th>Amount approved</th> <th>Amount spent</th> </tr> </thead> <tbody> <tr> <td>USD 25,000</td> <td>USD 25,000</td> <td>USD 0</td> </tr> </tbody> </table> | Amount requested | Amount approved | Amount spent | USD 25,000 | USD 25,000 | USD 0 |
| Amount requested | Amount approved | Amount spent | | | | | |
| USD 25,000 | USD 25,000 | USD 0 | | | | | |
| | The requested funds were not spent because the WG's focus was on developing the Norm and Standard. | | | | | | |
| Work Planning 2025 | | | | | | | |
| Proposed work in 2025 | <ol style="list-style-type: none"> Develop Guidance on Integrating ESI in Evaluation (as approved at the AGM 2023) Co-coordinators for 2025 will be: Catrina Perch (WFP), Geeta Batra (GEF) and Ben Murphy (UNDP) | | | | | | |
| Estimated funding requirement in 2025 | USD 25,000 to develop the Guidance on Integrating ESI in Evaluation | | | | | | |
| Discussions and Decisions | | | | | | | |
| Decisions to be taken during the plenary reporting session | <ul style="list-style-type: none"> Approval of the proposed UNEG Norm and Standard on Environmental and Social Impacts. | | | | | | |
| Decisions to be taken during the 2025 work planning session | <ul style="list-style-type: none"> Approval of the proposed 2025 work plan and funding (USD 25,000). | | | | | | |

| SO1 Evaluation Function Working Group | | | | | | | | |
|--|---|-------------------------|-----------------|--------------|------------|------------|-------------------------|--|
| Coordinators | Jicheng Zhang (IAEA) and Veridiana M. Mendes (IMO) | | | | | | | |
| 2024 Results | | | | | | | | |
| Results achieved | <p>Contribution to strengthened evaluation capacity and use among UNEG small evaluation functions and greater inclusivity of UNEG through the addressing of decisions of the AGM 2024 by the WG, as follows:</p> <ol style="list-style-type: none"> 1. Document entitled “Small Evaluation Function (SEF) Strategy” revised to incorporate feedback from the AGM 2024, with the support of Mr. Nathan Galer (SEF consultant); revised version approved by the UNEG Chair, issued in October 2024. 2. Efforts were made to incorporate the approved document into the next UNEG Strategy; results to be known at the AGM 2025. <p>Efforts included: co-coordinator attending the UNEG Strategy Task Force (STF); close collaboration between Mr. Galer and Ms. Dorothy Lucks (STF consultant); WG members provided the opportunity to comment on draft documents shared by the STF; interviews with UNEG Heads and WG members by Mr. Galer; workshop “Incorporating Small Evaluation Functions into the New UNEG Strategy” held in December 2024 to discuss priorities and gather proposals beyond the WG (30 participants; Ms Lucks as co-facilitator).</p> <p>Contributing to enhance knowledge sharing among small evaluation functions, the WG has also initiated an important partnership with the PRWG to, among others, discuss applicability of peer review products and processes for small evaluation functions.</p> | | | | | | | |
| Challenges faced | <p>Major challenges faced by small evaluation functions such as heavy workload and time constraints prevented optimal coordination, engagement and communication.</p> <p>Work plan structured around decisions related to the work performed the year before; yet membership changed, with new expectations.</p> <p>Limited understanding by some UNEG members on the reality of small evaluation functions, particularly those co-located with audit and/or investigation; uneven levels of understanding of and ownership over the SEF Strategy across UNEG, making its integration into the overall UNEG Strategy essential.</p> | | | | | | | |
| Group’s contribution to the SOs | Increased visibility to the challenges, needs and priorities of small evaluation functions; integration into the next UNEG Strategy to be decided by the UNEG Heads at the AGM 2025. | | | | | | | |
| Financial Reporting | | | | | | | | |
| | <table border="1"> <thead> <tr> <th>Amount requested</th> <th>Amount approved</th> <th>Amount spent</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">USD 10,000</td> <td style="text-align: center;">USD 10,000</td> <td style="text-align: center;">USD 10,000²</td> </tr> </tbody> </table> | Amount requested | Amount approved | Amount spent | USD 10,000 | USD 10,000 | USD 10,000 ² | |
| Amount requested | Amount approved | Amount spent | | | | | | |
| USD 10,000 | USD 10,000 | USD 10,000 ² | | | | | | |

² Funds for work undertaken in 2024 to be dispersed in 2025. Funds for work undertaken in 2023 were dispersed in 2025 for the same amount.

USD 10,000 for consultant whose work included: revised UNEG SEF Strategy; additional interviews and draft proposal for integrating the SEF Strategy into the next UNEG Strategy; draft plans and materials for the workshop; effective delivery of the workshop held in December. The contract was issued by UNDP IEO on behalf of UNEG.

Work Planning 2025

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| Proposed next steps | <p>There is interest and need for its continuation. Members joining the WG this year to decide the way forward based on the soon-to-be approved UNEG Strategy, observing their particular needs and interests.</p> <p>Initial ideas proposed by current members include:</p> <ul style="list-style-type: none"> • Informal support/advisory mechanism tailored to the needs and reality of SEFs, e.g., monthly coffee roulette, peer support sessions, exchange of experiences and good practices. • Strengthen the collaboration with the PRWG for the preparation of SEF for self-assessments and peer reviews; initiate collaboration with other WG to integrate the needs of SEF as per the UNEG strategy. |
| Estimated funding requirement in 2025 | N/A (to be decided by new members) |

Discussions and Decisions

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|--|--|
| Points for discussion during the World Café reporting session | <ul style="list-style-type: none"> • Should the Evaluation Function WG become the WG to Small Evaluation Function (SEF) WG. |
| Decisions to be taken during the 2025 work planning session | <ul style="list-style-type: none"> • Approval for the Group to become the “Small Evaluation Function WG”. • Approval of proposed 2025 work plan (with additional work areas to be identified at the first WG meeting). |

| SO1 Decentralized Evaluation Working Group | | | | | | | |
|--|--|------------------|-----------------|--------------|------------|------------|------------|
| Coordinators | Rahel Kahlert (IAEA), Grace Igweta (WFP) and Caspar Merkle (UNESCO) | | | | | | |
| ESC mentor | Lori Bell | | | | | | |
| 2024 Results | | | | | | | |
| Results achieved | Advanced draft of the following three reference documents: <ol style="list-style-type: none"> 1. Mapping of DE Functions Across UN Entities 2. Synthesis of Key Features of DE Functions 3. UNEG Assessment Framework for DE Functions in the UN System | | | | | | |
| Challenges faced | DEWG members did not represent all UN entities covered in the reports. One consequence was that there were delays of UN entities in responding to requests of the DEWG to interview stakeholders. | | | | | | |
| Group's contribution to the SOs | <ul style="list-style-type: none"> • Promoting peer-to-peer exchange of experiences and lessons learned in managing and strengthening the DE function. • Establishing an information and knowledge space for open discussions, critical thinking, and constructive feedback on DEs. • Enhancing the awareness of the DE institutional approaches and practices of UNEG members. | | | | | | |
| Contributions from UNEG funds: | | | | | | | |
| <table border="1"> <thead> <tr> <th>Amount requested</th> <th>Amount approved</th> <th>Amount spent</th> </tr> </thead> <tbody> <tr> <td>USD 12,000</td> <td>USD 12,000</td> <td>USD 12,000</td> </tr> </tbody> </table> | | Amount requested | Amount approved | Amount spent | USD 12,000 | USD 12,000 | USD 12,000 |
| Amount requested | Amount approved | Amount spent | | | | | |
| USD 12,000 | USD 12,000 | USD 12,000 | | | | | |
| Funds were used to hire an expert consultant for 24 working days to work on the three deliverables mentioned above. The contract was issued by UNESCO on behalf of UNEG. | | | | | | | |
| In-kind contributions: IAEA, WFP and UNESCO coordinated the DEWG in 2024. DEWG members contributed to the initiation and conduct of interviews and provided feedback and comments to draft documents. | | | | | | | |
| Work Planning 2025 | | | | | | | |
| Proposed work in 2025 | <ol style="list-style-type: none"> 1. Finalize the Mapping and Synthesis for publication as UNEG reference documents. Circulate the two documents as drafts for information before AGM 2025. Circulate final versions for approval in Q1 2025. 2. Further validate the DE assessment framework based on feedback from the 2025 EPE session “Strengthening Decentralized Evaluation: Key Features, Principles and Operational Standards”. Pilot the assessment framework with UN stakeholders. Integrate experiences and lessons learnt and link the assessment framework to the maturity matrix. 3. Continue to liaise with JIU on their planned “Review of the decentralized evaluation function in United Nations system organizations”. Provide inputs for their consideration on the key areas of inquiry and purpose. | | | | | | |

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| | <p>4. Establish active peer learning opportunities for DE challenges and solutions, (including at the EPE or similar). Survey UNEG members on their needs and interests. Co-organize webinars with other UNEG working groups on DE on topics such as gender & human rights, quality assurance etc. Explore peer mentorship possibilities by pairing colleagues across agencies.</p> <p>5. Build a repository of DE knowledge tools. Locate DE tools and instruments among UN agencies and share knowledge among DE professionals. Provide a repository of SOPs and other documents on evaluation practice and process. Liaise with the Professionalization Working Group, which provides key resources, tools and training courses on evaluation. Explore synergies with this group to coordinate efforts.</p> |
| Estimated funding requirement in 2025 | To be defined in Q1 2025 aligned to possible consultancy needs. |
| Discussions and Decisions | |
| Points for discussion during the World Café reporting session | <ul style="list-style-type: none"> • Application of the DE assessment framework to UN institutions, and positioning of UNEG in the JIU review of DE functions of the UN. • Review membership of DEWG and discuss additional membership with colleagues. In 2024, the working group included members of a minority of UN agencies. Determine whether crucial and strategic additions to the membership would be needed. |
| Decisions to be taken during the work planning 2025 session | <ul style="list-style-type: none"> • Approval of the proposed 2025 work plan. • Identify UNEG members to pilot the DE assessment framework. |

SO2 Enhance Professionalization and Capacity

| SO2 Evaluating Policy Influence Interest Group | |
|---|--|
| Coordinators | Felix Herzog (UNEP), Christophe Legrand (UNCDF), Josephine Mwenda (UNOCT) and Stefano Contratto (OECD) |
| ESC mentor | Julia Engelhardt |
| 2024 Results | |
| Results achieved | <p>The Evaluating Policy Influence Interest on has created a toolkit of generic theories of change (ToCs) for two of the four dimensions of evaluating policy influence identified in the UNEG Evaluating Policy Influence Stocktaking Report. Of the four dimensions identified (research and analysis, capacity development, dialogue facilitation, and technical contributions), the Group developed in 2024 the generic ToCs for the dimension of capacity building and research analysis. These generic ToCs are the first step of a comprehensive toolkit that will cover all dimensions of policy influence interventions. It will help fellow evaluators and evaluation managers to develop ToCs in their specific contexts when addressing policy influence interventions.</p> <p>In addition, the Group has:</p> <ul style="list-style-type: none"> • Convened 8 meetings where members felt safe to engage and where we have built on the stocktaking study. • Used external expertise through one of the members of the group, who among others presented the use of Artificial Intelligence for developing theories of change in the realm of policy influence. • Worked to develop standard ToCs for the different policy influence interventions identified in the Stocktaking report. • Prepared and conducted training for small secretariat entities on key concepts for evaluating policy influence (with OIOS/BTAD) <p>IG members increased their knowledge and capacity to evaluate the different categories of policy interventions implemented by their organizations, building on the stocktaking study conducted in 2024.</p> |
| Challenges faced | Despite competing work priorities of the co-coordinators, the group met on a regular basis. Many colleagues expressed their interest to be further engaged, however, due to their heavy workload were not able to. |
| Group's contribution to the SOs | The generic toolkit for ToCs designed by the Interest Group will help fellow evaluators and evaluation managers to develop ToCs in their specific contexts when addressing policy influence interventions. |
| Financial Reporting: | |
| In-kind contributions: | |
| <ul style="list-style-type: none"> • UNCDF, UNEP, UNOCT and OECD - Group coordination • UNEP, ILO, IAEA, UN DESA, UNOCT, WFP, UNODC, UNCDF, OECD, UNICEF - Active participation in the implementation of the group's work plan by, among others, developing the toolkit for developing ToCs in two dimensions of evaluating capacity building: 1) Capacity Development and 2) Research and Analysis | |

- UNEP, UNDSS, ILO, IAEA, UN DESA, JIU, UNFPA, UNOCT, WFP, UNODC, UNCDF, UNDP and UNICEF- Attended meetings.

Work Planning 2025

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| Proposed work in 2025 | <ol style="list-style-type: none"> 1. Develop generic ToCs for the areas of technical contributions and dialogue facilitation 2. Engage in discussions with the National Evaluation Capacities and Gender Equality, Human Rights and Disability Working Groups to improve and validate from these different lenses the different ToCs developed. 3. Complete the Toolkit for Evaluating Policy Influence Interventions. 4. Engage in disseminating the Toolkit. |
| Estimated funding requirement in 2025 | No funding required |
| Discussions and Decisions | |
| Decisions to be taken during the 2025 work planning session | <ul style="list-style-type: none"> • Agreement of the proposed 2025 work plan. |

| SO2 Evaluation Synthesis Working Group | |
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| Coordinators | Shivit Bakrania (UNDP), Judith Friedman (WFP) and Ross Tanner (UN Women) |
| ESC mentor | Deborah McWhinney |
| 2024 Results | |
| Results achieved | <ul style="list-style-type: none"> • Lively and rich discussions and learning exchange sessions on a range of topics related to the synthesis process throughout the year. These helped to build the capacity of WG members and advance the development of approaches to evaluation synthesis across the UN system. • Bi-monthly learning exchanges on the following topics: <ul style="list-style-type: none"> ○ Learning session presented by Professor Ruth Garside (University of Exeter) on mixed method synthesis ○ A joint learning session joint with the UNEG AI working group on the use of AI in synthesis with inputs from UNFPA, SWEO, OIOS and UNDP ○ Learning session on evidence mapping with inputs from SWEO, UN Women and UNDP ○ Learning session on the uptake and use of synthesis with Harsha Dayal (Director of Research and Knowledge Management, Government of South Africa) • Engagement with the broader evidence synthesis community to strengthen evaluation synthesis approaches. Examples include engagements with the Campbell Collaboration and with the broader Evidence Synthesis Infrastructure Collaborative. • As part of this engagement, the three WG co-coordinators attended the Global Evidence Summit, the key forum in 2025 for the global evidence synthesis community. As well as delivering a session on the WG’s activities and guidance on evaluation synthesis, the co-coordinators organised a conference meeting on bridging the gap between evaluation and evidence synthesis. The co-coordinators also engaged in several focussed meetings with key synthesis methods experts from academia, civil society, and governments, including John Lavis (McMaster University), Vivian Welch (Campbell Collaboration), Harsha Dayal and Laurenz Mahlanza Langer (Government of South Africa and Pan African Centre for Evidence, Karla Soares-Wieser (Cochrane Collaboration), Poya Saffari (Global Affairs Canada), a delegation from Lanzhou University (China) and several others. Attendance at this summit was pivotal in several ways. Firstly, we identified external experts to contribute to our learning and exchange sessions. Secondly, we began the process of an ongoing conversation and exploration of bridging the gap between researchers and evaluators on mixed-methods approaches to synthesis. Thirdly, we increased awareness of the role of synthesis within the UN system, the work of the WG and the forthcoming guidance. • UNEG Evaluation Synthesis Guidance further developed with input from the WG for finalization in 2025. |

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| Challenges faced | The Synthesis Guidance was meant to be finalised under the 2024 work plan. However, it was a challenge for all WG members to provide the necessary input to the guidance during Q2 and Q3 and input continued into Q4 and Q1 2025. |
| Group’s contribution to the SOs | <p>With the investments on the announced at the UN Summit of the Future by the Wellcome Trust for a global evidence synthesis infrastructure, and by UK Research and Innovation for the use of AI for synthesis, we are experiencing a period of pivotal change and acceleration in the synthesis arena. The Evaluation Synthesis Working Group’s work in 2024 reflected this increased focus on synthesis by raising awareness and developing UN capacity to undertake and commission rigorous evaluation synthesis, contributing to increased competencies and greater professionalism on the part of WG members through in-depth discussions on various methodological steps in the evaluation synthesis process. A collaborative and participatory approach ensured a high degree of engagement and involvement of all WG members in the topics proposed for monthly meetings.</p> <p>The WG has been at the forefront of efforts to develop the concept of and approach to ‘evaluation synthesis’, considering the most effective ways of integrating UN evaluations in global synthesis work.</p> |

Financial Reporting

| Amount requested | Amount approved | Amount spent |
|------------------|-----------------|--------------|
| USD 15,000 | USD 15,000 | USD15,381 |

Expenditure:

- USD 15,381 was spent on the registration (USD 3,598), travel (USD 8,111), and DSA and terminals (USD 3,671) for the three WG coordinators to attend the Global Evidence Summit (GES) in Prague.

Significant in-kind contributions to group activities from WG members:

- Coordination of the group - UNDP, UN Women, WFP
- Leadership of learning sessions - UNDP, UNICEF, WFP, UN Women
- Input to refinement of guidance - GCF, UNDP, UNICEF, UN Women, WFP
- Active participation of the group’s work plan and participation in meetings - GCF, UNICEF, ILO, UNDP, UNHCR, UNIDO, UNFPA, UNESCO, IOM, SWEO
- External expert input
 - Professor Ruth Garside, European Centre for Environment and Human Health, University of Exeter
 - Harsha Dayal, Department of Planning, Monitoring and Evaluation Government of South Africa, and Pan African Centre for Evidence (PACE)

Work Planning 2025

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| Proposed work in 2025 | <p>Finalization, editing, design and online dissemination of the Synthesis Guidance: The Synthesis Guidance will be submitted for information at the 2025 AGM and for discussion during the EPE session during EvalWeek 2025. The WG will finalise the guidance document in Q1 And Q2 of 2025, including editing before it is circulated to UNEG Heads electronically for approval. Once approved, the guidance will be published on the new UNEG website as an interactive document.</p> <p>Two further sections of the guidance to be drafted in Q3 and Q4 of 2025: on ‘Digital tools for Evidence Synthesis’ and ‘Uptake and use of evaluation synthesis for decision-making’</p> <p>Initiate the development of an online training module on evaluation synthesis and/or evidence mapping, potentially in collaboration with the Evaluation Capacity</p> |
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| | <p>Development and or Professionalisation Working Groups. Initial outline to be completed by end of 2025.</p> <p>Working Group (WG) co-coordinators will participate in or deliver a session at a major evidence synthesis event in 2025: While the specific event is yet to be determined, several ESIC exchange and consensus-building events are scheduled for 2025 to guide strategic investments in the proposed global synthesis infrastructure. Notably, a face-to-face meeting in Cape Town in July will provide a critical platform for ensuring that the interests and priorities of UN evaluation agencies are effectively represented and reflected.</p> |
| Estimated funding requirement in 2025 | <p>Total requested funding in 2025: USD 20,000</p> <ul style="list-style-type: none"> • USD 10,000 to cover travel of the three WG co-coordinators to attend an ESIC evidence synthesis event in 2025. • USD 10,000 to cover professional editorial and publishing of interactive Synthesis Guidance as a micro-site on the UNEG website. |
| Discussions and Decisions | |
| Points for discussion and agreement during the World Café and work reporting session | <ol style="list-style-type: none"> 1. Feedback on the form, structure and useability of the draft Synthesis Guidance being developed in a context of rapid change for the overall synthesis community. Several UNEG Evaluation Synthesis WG members who are also engaged in the Global SDG Synthesis Coalition work, will also be engaged in the ESIC process. The guidance will be a living document, which can be revised and added to in future years. 2. Agreement on priorities for reflection in the broader ESIC process relating to: <ol style="list-style-type: none"> a. Demand side engagement of global evidence producers with the UN system; b. Data sharing and re-using, for which the revamped UNEG repository can play a key role; c. Safe and responsible use of AI (in partnership with the UNEG Data and AI Working Group and the Data and Innovation Working Group of the Evaluation Cooperation Group); d. Methods and process innovation (e.g. for further developing methodological innovation on the inclusion of UN evaluations in global syntheses); and e. Capacity sharing (e.g. how to work with member states on uptake and use of evidence for decision-making) |
| Decisions to be taken during the 2025 work planning session | <ul style="list-style-type: none"> • Approval of proposed 2025 work plan and funding request (USD 20,000). |

| SO2 Young and Emerging Evaluators (YEE) Working Group | |
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| Coordinators | Agnes Nyaga (OHCHR), Faith Nsanshya Chilupula (UNFPA), Jiayi He (OIOS) and Taipei Dlamini (UNESCO) |
| ESC mentor | Claudia Ibarguen |
| 2024 Results | |
| Results achieved | <ul style="list-style-type: none"> Finalization of a mapping of UNEG agencies' engagement with YEEs. The report was produced by an independent external YEE hired by the Working Group. Launch of the first cycle of the UNEG-UNV YEE partnership. Eight UNEG agencies published 12 assignments as part of the partnership: seven international UNVs and five national UNVs. As of December 2024, 8 YEEs have been hired and the recruitment for the remaining 4 positions is currently being finalized. 42% of the UNVs are women. Completion of the self-assessment sheets for the Standards for meaningful engagement of youth in evaluation, developed by Eval4Action. Thanks to the working group's support, more UNEG agencies completed this and five were awarded the title of champions for youth at the 2024 Youth in Evaluation Week. Organization of a capacity development session with a P2P+ career advisor to guide Working Group members on available opportunities and resources for YEEs. |
| Challenges faced | <p>UNEG-UNV YEE partnership:</p> <ul style="list-style-type: none"> The financial and administrative commitment required from UNEG agencies to recruit YEEs through UNV was misunderstood by many agencies resulting in some no longer engaging in the process. Some agencies' expectations in terms of skills and level of experience were high and probably exceeded those that can be reasonably expected of young evaluators rendering the identification of the right candidates difficult. Some agencies wished to base the UNVs in their offices at Headquarters. Nonetheless, given the expensive nature of those duty stations, this was deemed incompatible with UNV's level of remuneration. <p>Standards for meaningful engagement of youth in evaluation:</p> <ul style="list-style-type: none"> It proved challenging to motivate Working Group members to complete the self-assessment sheet. To overcome this challenge, an external evaluator scored organizations based on a desk review and helped validate the score with the relevant UNEG agency. In 2025, the Working Group intends to use the same approach but also highlight the importance of using the standards earlier on in the year. |
| Group's contribution to the SOs | <ul style="list-style-type: none"> Conducting and publishing the report on the mapping exercise. Sharing opportunities for capacity development with the working group members. |

Financial Reporting

| | Amount requested | Amount approved | Amount spent |
|--|------------------|-----------------|--------------|
| | USD 10,000 | USD10,000 | USD10,000 |

UNEG funds were used to hire a consultant to map the engagement of YEE across UNEG. The contract was issued by UNDP IEO on behalf of the UNEG Working Group. Total cost of the contract USD 10,000.

In kind-contribution: Staff time of the four co-coordinators of the working group who managed the consultant in charge of the mapping exercise, reviewed and edited the report.

Work Planning 2025

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| Proposed work in 2025 | <ol style="list-style-type: none"> 1. Implementing the recommendations from the mapping exercise including: <ul style="list-style-type: none"> ○ Promoting the use of Youth in Evaluation Standards and strongly encouraging members to fill in the self-assessment sheets. ○ Establishing a mentoring programme for YEEs. ○ Compiling resources for the better integration of YEEs and youth in evaluation practices. ○ Establishing sub-groups to monitor and implement the recommendations. ○ Participating in regional/global events to disseminate the findings of the mapping of the engagement of YEE across UNEG agencies 2. Second cycle for the UNEG-UNV YEE partnership to encourage the recruitment of YEEs. |
| Estimated funding requirement in 2025 | USD 20,000 to facilitate (or supplement) activities for disseminating the mapping report, particularly for in-person events. |

Discussions and Decisions

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| Points for discussion | <ul style="list-style-type: none"> • Report on the mapping of UNEG agencies' engagement with YEE. |
| Decisions to be taken during the work reporting plenary session | <ol style="list-style-type: none"> 1. Adoption of the recommendations of the mapping exercise. 2. Renewal of the endorsement for the UNEG-UNV Partnership. |
| Decisions to be taken during the 2025 work planning session | <ul style="list-style-type: none"> • Approval of the 2025 work plan and funding request (USD 20,000). |

| SO2 Methods Working Group | |
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| Coordinators | Zlata Bruckauf (UNICEF); Lilia Ormonbekova (DMSPC); Maria Goldman (Council of Europe); Beata Matysiewicz (OHCHR) |
| ESC mentor | Deborah McWhinney |
| 2024 Results | |
| Results achieved | <p>Outcome 1: Produced learning products and services on methods that are of relevance to UNEG members</p> <p>Output 1. Diagnostic review on the use of methodological approaches and evaluation methods in UN evaluations using machine learning.</p> <ul style="list-style-type: none"> The review assesses the prevalence, common patterns, and emerging trends in the use of standard social science methods—both quantitative and qualitative—as well as specific evaluation approaches across UN evaluation exercises. By leveraging Natural Language Processing (NLP) techniques, this review seeks to provide a systematic analysis of trends and classification of thousands of UN system evaluation reports. The findings will inform the WG’s efforts to improve evaluation practices and advance evidence-based policymaking within the UN system. Specifically, it will equip the methods WG with objective information to develop appropriate strategies for future knowledge exchange on methods. Process: UNICEF, on behalf of the WG, contracted Zepellin University to conduct the review. The ToR and approach were discussed at the WG meetings and open for WG members’ input. The WG coordinators worked closely with the data scientists to guide the analysis and will coordinate members’ input at different stages of the analysis. As of early January 2025, the review is at the inception phase, with finalization aimed at July 2025. Results so far: The previous UNEG database used for the analysis included 10,434 reports from 21 UN agencies (published between 1999 to 2023). Emerging characteristics of the dataset indicate strong bias in the number of reports towards East Africa and India. Initial correlation analysis of positive assertions in the findings and recommendations show normal distribution with a slight positive bias, increasing over time (more positive findings about the projects in more recent reports). The inception phase of the diagnostics review showed a potential significant bias from the exclusion of 3000 evaluation reports not in English (mostly French, Spanish and Portuguese). This will affect results. To correct the bias, additional funding for translation is required. The project progress to date (inception phase) is being circulated for information at the AGM. <p>Outcome 2: Supported UN evaluators in the selection of appropriate methods for optimal evaluation design</p> |

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| | <p>Output 2. Compendium of Methods (Volumes I and II) digitized on the UNEG website</p> <ul style="list-style-type: none"> The digitization and conversion of compendiums I and II into interactive 'live documents' on the UNEG website was intended to enhance accessibility and promote broader distribution of learning resources among UNEG members. Following the redesign of the UNEG website, the Compendiums are available to UNEG members and wider evaluation community and the digitized versions are forthcoming. <p>Outcome 3: Continued peer exchange webinars on use, appropriateness, and application of methods/ techniques/ approaches and fostered engagement with like-minded organizations (such as the World Bank and 3ie), partners, communities of practice and other UNEG Working Groups</p> <p>Output 3. Methods to mainstream climate agenda in evaluations: sub-group discussions, mapping of approaches, and preparation for EPE and draft compendium</p> <ul style="list-style-type: none"> In early 2024, the WG decided to focus on methods to mainstream the climate agenda in evaluations and established a respective thematic sub-group. As a result of the exchanges within the sub-group, AF-TERG, FAO, UNEP and UNICEF will offer a session on Evaluating Climate Change. Approaches, Challenges and Lessons during EvalWeek 2025. |
| <p>Challenges faced</p> | <p>The academic experts from the Zeppelin University were uniquely positioned to do the methods diagnostic review because they have experience analyzing large volumes of the UN evaluation reports using NLP. Procurement processes took longer than expected and work did not start till October 2024.</p> <p>For the moment, UNICEF has absorbed the full cost of the contract but a request for UNEG funding will be made in 2025 to cover part of the contract.</p> |
| <p>Group's contribution to the SOs</p> | <ol style="list-style-type: none"> The diagnostic review on methodological approaches in UN will provide valuable insights into current practices and trends in the use of evaluation methods and approaches, enabling evaluators to refine their methods and improve evidence-based policymaking. It will produce public good that will be of value to a broader evaluation community, informing strategies for methods utilisation and diversification. The digitization of the Methods Compendiums on the UNEG website enhances accessibility and promotes broader distribution of learning resources, facilitating continuous professional development for evaluators. The focus on mainstreaming climate agenda in evaluations demonstrates a commitment to addressing contemporary global challenges, with planned EPE session and discussion contributing to the development of respective UNEG Norms and Standards. These initiatives collectively support UN evaluators in selecting appropriate methods, fostering peer exchange, and engaging with partner organizations, ultimately strengthening the overall capacity and professionalism of the evaluation community within the UN system. |

Financial Reporting

| Member Agency | Amount (USD) |
|-----------------------------------|-------------------|
| UNICEF | USD 38,400 |
| Total direct contributions | USD 38,400 |

Work Planning 2025

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| Proposed work in 2025 | <p>Outcome 1: Produced learning products and services on methods that are of relevance to UNEG members</p> <ul style="list-style-type: none"> Output 1.1. Diagnostic review on the use of methodological approaches and evaluation methods in UN evaluations: to continue the analysis and finalisation. <p>Outcome 2: Continued peer exchange webinars on use, appropriateness, and application of methods/techniques/approaches and fostered engagement with like-minded organizations (such as the World Bank and 3ie), partners, communities of practice and other UNEG Working Groups.</p> <ul style="list-style-type: none"> Output 2.1. Methods to mainstream climate agenda in evaluations: sub-group discussions, mapping of approaches, and preparation for EPE and draft compendium |
| Estimated funding requirement in 2025 | <p>Total requested funding in 2025: USD 32,400</p> <ul style="list-style-type: none"> USD 18,400 for the methods diagnostics review USD 14,000 for the translation of UN evaluation reports not in English to correct the potential severe bias. |

Discussions and Decisions

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| Points for discussion during the World Café reporting sessions | <ul style="list-style-type: none"> What is the common 'methods' framework that could be accepted by UNEG for this analysis? At the moment the team will use 'best evaluations' classifications as the most complete and used one by practitioners. There are many others. A common agreed UNEG approach would be advisable. The scope of the diagnostic mapping does not include the assessment of quality of methods applied. This is a more complicated task (and more costly to complete) to implement, and it could be discussed whether it is something of general interest for UNEG members. |
| Decisions to be taken during the 2025 work planning session | <ol style="list-style-type: none"> Approval of the proposed 2025 work plan and funding (USD 32,400). Identification of additional UN agencies to be included into the review. |

| SO2 Professionalization Working Group | |
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| Coordinators | Mona Selim (WFP) and Brook Boyer (UNITAR) |
| ESC mentor | Claudia Ibarguen |
| 2024 Results | |
| Results achieved | Launch of Evaluation Certificate Course in July 2024; SDG Learn Evaluation Community course further populated |
| Challenges faced | Certificate Course: While there was much interest and registrations, the course completion rate is low. PWG administered a survey to help determine the reasons for the low completion rate. |
| Group's contribution to the SOs | The PWG contributes to SO2 with the development and launch of the Evaluation Certificate Course designed to strengthen competencies and knowledge among UNEG Members in accordance with the Evaluation Competency Framework (ECF). With its alignment to the ECF, successful completion of the course is intended to serve as a form of recognition on meeting key technical and foundational ECF competencies at the mid-career level. Through the Evaluation Community page of the SDG:Learn platform, the PWG also contributes to the development of an information hub on professional learning opportunities and resources. |
| Financial Reporting | |
| The PWG did not make any expenditures in 2024. | |
| Work Planning 2025 | |
| Proposed work in 2025 | <ol style="list-style-type: none"> 1. Identify and implement dissemination strategies of the Evaluation Certificate Course following the piloting phase. 2. Continue monitoring the course and make revisions, as required. 3. Engage with other UNEG working groups on development of micro learning opportunities based on existing and new guidance. 4. Continue to populate the Evaluation Community page on SDG:Learn. 5. Continue to explore the opportunity for a Community of Practice. |
| Estimated funding requirement in 2025 | TBD. |
| Discussions and Decisions | |
| Points for discussion during the work group reporting and for decision during the working group reporting plenary | <ol style="list-style-type: none"> 1. Can the raw content of the course be made available to UNEG Members for them to develop agency-specific courses or other customized learning opportunities? If yes, should there be any conditions? 2. Should the course be opened to non-UNEG members? If yes, who and how? |
| Decisions to be taken during the work planning 2025 session | <ol style="list-style-type: none"> 1. Agreement on proposed work areas in 2025 (as per above), and areas identified during the reporting session (if applicable). 2. Identification of new WG co-coordinators for 2025. |

| SO2 Evaluation Practice Exchange Organizing Committee | |
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| Coordinators | Sabine Becker-Thierry (UNU) |
| Mentor | Julia Engelhardt |
| 2024 Results | |
| Results achieved | <p>Developed the agenda for the EPE/ PDS 2025 including:</p> <ol style="list-style-type: none"> 1. Identifying an overall theme for the EPE/ PDS; 2. Consulting and identifying volunteers to facilitate PDS and EPE sessions; 3. Developed the PDS and EPE agenda; 4. Identified speakers and panelists for EPE plenary sessions; |
| Challenges faced | <ul style="list-style-type: none"> • The format of the EPE changes under each ESC. Previously, it was agreed that the EPE was an opportunity for UNEG Working Groups only to present and discuss their areas of work. There was no overarching theme. As there were not always enough Groups to fill an agenda, for the 2024 and 2025 EPE/PDS, invitations were extended to all UNEG staff to submit a proposal for an EPE/ PDS session. Whilst the 2024 ESC agreed on an overarching theme, the 2025 ESC deemed it unnecessary, although the Organising Committee eventually settled on an overarching one to help structure the overall agenda and give a focus to the sessions. • The Organising Committee was very small and relied heavily on the support of the UNEG Secretariat. • Members appear unclear on how the EPE works with members proposing to organise sessions without realising that UNEG does not fund EPE/PDS attendance. This led to facilitators confirming their attendance late in the day and extensive last-minute changes to the agenda. • The OC did not have the capacity or time to quality control the EPE/PDS sessions in-depth. |
| Group’s contribution to the Strategic Objective | <p>The EPE and PDS contribute to greater collective and individual professionalism, by delivering annual cutting-edge sessions and professional workshops in the margins of the AGM emphasizing key elements of professionalization –i.e. the critical relation between evaluation, innovation and learning for maximizing the usefulness of evaluation during crises and for ensuring the continuous adaptation of the function to meet emerging challenges and demands.</p> |
| Financial Reporting | |
| Contributions from UNEG funds: | |
| The costs of the PDS and EPE are part of the annual USD50K paid to the EvalWeek host agency. | |
| Work Planning 2025 | |
| Proposed next steps | <ul style="list-style-type: none"> • In line with past practices, the EvalWeek hosts serve as coordinators of the EPE OC. |

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| | <ul style="list-style-type: none"> The 2012 Principles of UNEG’s EPE Seminar should be updated by the Secretariat in consultation with the 2024, 2025 and 2026 EPE/ PDS hosts. |
| Discussions and Decisions | |
| Points for discussion during the World Café reporting sessions | <ul style="list-style-type: none"> Suggestions for an overarching theme for the EPE 2026. |
| Decisions to be taken at the 2025 work planning session | <ul style="list-style-type: none"> Approval of a theme for the 2026 EPE and PDS. Approval to update the 2012 Principles of UNEG’s EPE Seminars. |

SO3 Influence Policy-Making and Operational Work through Evaluations

| SO3 Data and AI Working Group | |
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| Coordinators | Uyen Kim Huynh (UNICEF), Neha Karkara (UNFPA) and Gonzalo Gomez (UNDP) until September 2024 and then Anish Pradhan (UNDP) |
| ESC mentor | Deborah McWhinney |
| 2024 Results | |
| Results achieved | <ul style="list-style-type: none"> • Finalization of ‘UNEG Ethical Principles for Harnessing AI in United Nations Evaluations’ in a participatory way. • Cross fertilization, knowledge exchange and strong participation between colleagues from a range of UNEG agencies on AI use cases in evaluation, use of AI in synthesis work, ethical approaches for AI use, data governance, and use of geospatial data in evaluations. • Drawing linkages and building stronger collaboration with other UNEG working groups including the Ethics and Synthesis working groups. Members of the Ethics Working Group were invited to discussions and provide feedback on the ethical principles for AI use in evaluation. A joint UNEG webinar was held with the Synthesis Working Group on AI use in synthesis work. • Connections were made with other oversight functions, such as UNRIAS on AI use. UNRIAS was invited to Working Group sessions, and the co-coordinators joined an AI session at UNRIAS on AI use in oversight work. This exchange helped to enrich the AI ethical principles. • Connections were made with academia, by inviting a professor/academic scholar to deliver a session for the WG, on academic perspectives on AI and evaluation. • A rapid mapping was undertaken for AI use cases in UNEG agencies, including the management of a document repository on the Teams channel. • Presentation of UNEG’s draft ethical principles for AI in evaluation at Asian Evaluation Week, EES conference and AEA conference. • Information-sharing sessions on: <ul style="list-style-type: none"> ○ Ethical Principles in AI Use ○ Academic perspective on AI in use evaluation, by an external guest speaker, Bianca Monterosse-Moorehead from UConn ○ Using Geospatial Data in Evaluations and Using Geospatial Data in Evaluation and light AI ○ AI Use in Synthesis Work, jointly with the Synthesis Working Group |
| Challenges faced | <ul style="list-style-type: none"> • A wide work plan requires more support from WG members in its implementation. • Given the evolving nature of AI work, a repository of tools or experience is obsolete quickly, and requires sufficient time to keep it updated. |

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| Group's contribution to the SOs | This Working Group is part of SO 3 – Influencing Policy-making and Operational Work through Evaluation. The contribution of this group has been around supporting knowledge exchange and cross fertilization of responsible innovation in the area of data and AI, to enhance efficiencies, use of and learning from evaluations. |
| Work Planning 2025 | |
| Proposed work in 2025 | <ul style="list-style-type: none"> • Roll out of the UNEG Ethical Principles for Harnessing AI in United Nations Evaluations, focusing on practical application of ethical principles to mitigate risks • Documenting completed and emerging AI use cases in UNEG agencies, focusing on lessons, cost-benefit, efficiency gains • Continue exchange of information on responsible use of data and AI • Continued organization of knowledge sessions with subject matter experts/external organizations in various sectors. |
| Estimated funding requirement in 2025 | The Working Group does not require any funding in 2025. |
| Discussions and Decisions | |
| Decisions to be taken during the Work Group reporting plenary session | <ul style="list-style-type: none"> • Approval of the UNEG Ethical Principles for Harnessing AI in United Nations Evaluations |
| Decisions to be taken during the 2025 work planning session | <ul style="list-style-type: none"> • Approval of proposed 2025 work plan. |

| SO3 Use of Evaluation Working Group | |
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| Coordinators | Alena Lappo (IAEA) and Katinka Koke (UNITAR) |
| ESC mentor | Julia Engelhardt |
| 2024 Results | |
| Results achieved | <p>Workstream 1: Enhanced use of evaluation</p> <ul style="list-style-type: none"> • Conducted webinars and produced one pager summaries of each (all available on the UNEG website): <ul style="list-style-type: none"> - Unlocking Value - Using Communication Strategies and Approaches to Increase Evaluation Use - UNESCO & ILO. 83 participants. 9 July 2024. - From Recommendations to Actions - The Role of Management Responses in Promoting Evaluation Use - UNITAR & UNDP. 117 participants. 12 September 2024. - Webinar on Co-Creating Recommendations - WHO & UNFPA. 48 participants. 26 November 2024. - Academia. 5 February 2025. From Evaluation Use to Influence: Assessing the Impact of Policy Evaluations (forthcoming). <p>Workstream 2: Enhanced measurement of use of evaluation.</p> <ul style="list-style-type: none"> • Selected the seven most relevant indicators from the list of 24 to measure evaluation use mentioned in the earlier produced research document “Advancing the Measurement of Evaluation Use” (2022-2024). The group defined and applied the following indicator selection criteria: relevance, specificity, measurability, applicability and performance-based. Some selected indicators were reformulated from the originally proposed in the document to meet the selection criteria. • Surveyed all UNEG members to collect feedback on the 7 selected indicators (44 responses received from 13 entities). • An end-of-year summary note has been prepared to document the progress made, recommended indicators (based on the survey results) and potential areas of work for 2025 that will be presented at the AGM. <p>Workstream 3: Enhanced understanding of use of UN evaluation evidence by external stakeholders.</p> <ul style="list-style-type: none"> • Finalized ToR, launched the procurement with support of UNDP, and selected a consultant for conducting the study “Understanding the use of UN commissioned evaluations by external stakeholders”. • Kick-off meeting and inception phase of the study. <p>Unplanned results: Developed a theory of change with focus on use.</p> |
| Challenges faced | <ul style="list-style-type: none"> • Underestimated time required to put together a Compendium of Good Practices without the support of a consultant (workstream 1). The challenge was overcome by agreeing on a reduced length and depth. |

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| | <ul style="list-style-type: none"> • Insufficient response by UNEG members to the survey on indicators (workstream 2). • Delays in hiring the consultant to undertake the Study (workstream 3). In line with the UNEG PWT, the WG tried to identify a member agency to issue a contract on behalf of the WG. As no member was identified, UNDP IEO conducted the consultant recruitment. However, the process was slower than anticipated and led to a delayed start. • Varying engagement of WG members in Working Group meetings and sub-group activities. |
| Group's contribution to the SOs | <p>SO3: Influence policy-making and operational work through evaluations.</p> <p>The WG inspired self-reported changes at agency level, including:</p> <ul style="list-style-type: none"> • Increased exchanges between headquarter and regional/country offices on use of evaluation themes. • Reflections and revisions to an organization's indicators used to measure use. • Exchanges on management response system and quality review with organizations outside of UNEG. • Participants increased knowledge and skills following webinar attendance. |
| Work Planning 2025 | |
| Proposed work in 2025 | <ol style="list-style-type: none"> 1. Develop a summary of Good Practices on Use of Evaluation 2. Organize quarterly webinars on good practices for evaluation use 3. Pilot indicator measurement and experience-sharing 4. Proceed with "Understanding the use of UN commissioned evaluations by external stakeholders" study implementation |
| Estimated funding requirement in 2025 | USD 25,000 (to produce the summary of good practices). |
| Discussions and Decisions | |
| Points for discussion during the World Café reporting sessions | <p>Do UNEG members agree on a common set of indicators to measure evaluation use beyond the implementation of recommendations?</p> <p>Feedback on the preliminary results of the survey on the usefulness and expected use of indicators to measure evaluation use:</p> <ul style="list-style-type: none"> • Proportion of accepted recommendations that were incorporated into workplans or implemented (either partially or fully) by responsible business/process owners. • Percentage of evaluations from the past two years cited in organizational strategic documents. • Number of requests for evaluation evidence by Senior Management/Governing Bodies/donors. • Percentage of accepted recommendations resulting in intended outcomes after x years. |
| Decisions to be taken during the 2025 work planning session | <ol style="list-style-type: none"> 1. Approval of the proposed 2025 work plan and funding (USD 25,000). |

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| | <p>2. Identify volunteers to pilot the measurement of these shortlisted indicators in 2025 to be able to compare measurement experiences and results at the 2026 AGM.</p> |
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| SO3 Humanitarian Evaluation Working Group | |
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| Coordinators | Sara Holst (FAO) and Laura Olsen (OCHA) |
| ESC mentor | Lori Bell |
| 2024 Results | |
| Results achieved | <p>The Guidance on the Integration of Humanitarian Principles in Evaluation of Humanitarian Action was copy-edited, graphically designed and made available on the UNEG website and other UN websites. The HEWG developed a communications and dissemination strategy for the Guidance and undertook the following activities:</p> <ul style="list-style-type: none"> • A global webinar with 150+ participants that featured two well-known experts in humanitarian evaluation and humanitarian action. This event was advertised in partnership with ALNAP. • A one-day, in-person event in NYC, hosted by UNICEF with 20+ participant featuring a speaker from ICRC; a panel of UN and NGO colleagues; and a workshop/interactive session. • A panel about evaluating the humanitarian principles at the European Evaluation Society Conference in Italy that featured three external experts in humanitarian evaluation, three UN evaluation managers. • Dissemination of the guidance through a variety of list-serves relevant to the humanitarian evaluation community. <p>Additionally,</p> <ul style="list-style-type: none"> • The HEWG’s proposal to present the guidance at the HNPW in Geneva in March 2025 was accepted. • The guidance was mentioned positively in an ODI publication. <p>The guidance was also piloted in the following evaluations:</p> <ul style="list-style-type: none"> • Inter-Agency Humanitarian Evaluation of the Response to the Earthquake in Türkiye and Syria • Inter-Agency Humanitarian Evaluation of the Response to the Drought in Somalia • WFP Niger Country Strategic Plan Evaluation • WFP Somalia Country Strategic Plan Evaluation • WFP DRC Country Strategic Plan Evaluation • WFP Yemen Corporate Emergency Evaluation • WFP Sudan Corporate Emergency Evaluation • Rapid Cycle Assessment of FAOs Emergency Response in Ukraine • UNICEF Evaluation of the Horn of Africa • UNICEF Evaluation of Sudan |

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| Challenges faced | Whilst the guidance has been downloaded from the UNEG website hundreds of times, the HEWG has little way of knowing which organizations are using it unless their evaluations, when published, refer to it. |
| Group's contribution to the SOs | The Guidance on the Integration of Humanitarian Principles in Evaluation of Humanitarian Action encourages evaluation managers to consider this topic when commissioning evaluations and provides practical advice how integrating the humanitarian principles into evaluations. This will make evaluations of humanitarian action more useful and more relevant for evaluands and build a body of evidence on this topic for the wider system to use. Ultimately, this improve organizational learning and informed decision-making, which are the strategic objectives of SO3. |

Financial Reporting

| Amount Requested | Amount Approved | Amount Spent |
|------------------|-----------------|--------------|
| USD 20,000 | USD 20,000 | USD 11,547 |

- USD 2,087 travel and DSA for co-coordinators to attend the European Evaluation Society Conference (direct from UNEG funds).
- USD 8,500 for consultant fees and USD 961 for European Evaluation Society conference fees (both by OCHA in lieu of annual UNEG contribution).

Work Planning 2025

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| Proposed work in 2025 | <p>The HEWG co-coordinators are stepping down and new ones will need to be identified. As such, these following areas for future work are suggestions only. When the HEWG convenes in 2025, the new co-coordinators should identify the precise work plan.</p> <ol style="list-style-type: none"> 1. Continue the dissemination of the Guidance on the Integration of Humanitarian Principles in the Evaluation of Humanitarian Action. Continue to pilot it and adjust the guidance based on feedback. 2. Encourage the use and understanding of the new ALNAP Humanitarian Evaluation Criteria. 3. Considering reduced funding for humanitarian action, consider the implications for evaluation of humanitarian action. 4. Assist the humanitarian evaluation community reflect on how best to evaluate the HDP nexus, localization, AAP or other topics. |
| Estimated funding requirement in 2025 | TBD |

Discussions and Decisions

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| Points for discussion during the World Café reporting sessions and decision at the plenary reporting sessions | <ol style="list-style-type: none"> 1. Should the HDP nexus be in the HEWG's agenda or is this best addressed by another working group? 2. Should the WG establish a partnership (without an MoU) with the Humanitarian Networks and Partnerships Week (HNPW)? |
| Decisions to be taken during the 2025 work planning session | <ol style="list-style-type: none"> 1. Approval of the proposed draft work plan. 2. Identification of 2025 WG co-coordinators or a WG convener. |

| SO3 National Evaluation Capacity Development Working Group | |
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| Coordinators | <ul style="list-style-type: none"> • Denis Jobin (UNICEF), Brian Diener (OIOS) (Q2-4) • Michala Assankpon (WFP), Riccardo Polastro (WHO) (Q1-2) |
| Mentor | Srilata Rao |
| 2024 Results | |
| Results achieved | <p>1. Comparative Analysis Dissemination and NECD</p> <p>Dissemination and Presentations:</p> <ul style="list-style-type: none"> • The 2024 Comparative Analysis³ was presented at the 2024 AGM. It was presented during gLocal Evaluation Week and the 2024 NEC Conference in China by Denis Jobin (UNICEF) (NEC), Xin Xin Yang (UNICEF) and Ricardo Polastro (WHO) (gLocal). • The results were discussed among WG members throughout the year. <p>Event:</p> <ul style="list-style-type: none"> • There was no presentation during the 2024 EPE, but Denis Jobin (UNICEF) and WG members submitted a proposal for the February 2025 EPE, which was approved. • While the proposed panel for the 2025 NEC to showcase lessons learned was not accepted, as prioritization was rightly given to government partners, WG members presented on strengthening national evaluation capabilities at the NEC conference in Beijing in November 2024, reflecting one of the recommendations from the comparative analysis. <p>2. Lessons Learned from Joint and Country-Led Evaluations</p> <p>Dissemination and Presentations:</p> <ul style="list-style-type: none"> • The 2024 Lessons Learned paper⁴ was presented at gLocal Evaluation Week. • WG members discussed lessons throughout the year. <p>Communication Materials:</p> <ul style="list-style-type: none"> • Translation of the 2-pager document into draft French and Spanish was completed by WFP. • The document needs to be further copy-edited for final publication. • A video was planned but not completed. Key messages were prepared, which are stored in the WG folder. Denis Jobin (UNICEF), Brian Diener (OIOS), and Guido Tomas Quiroga (WFP) expressed interest in preparing a draft for 2025. |

³ UNEG National Evaluation Capacity Development Working Group (2024). A Comparative Analysis of the Articulation of and Commitment to National Evaluation Capacity Development by United Nations Agencies' Evaluation Policies.

⁴ UNEG National Evaluation Capacity Development Working Group (2024). Lessons Learnt from Joint and Support to Country-Led Evaluations.

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| | <p>3. Engagement</p> <ul style="list-style-type: none"> The WG is organising an EPE at EvalWeek 2025 on Strengthening and Harmonizing National Evaluation Capacities and Capabilities. |
| Challenges faced | Difficulties in securing a vendor for a video. |
| Group's contribution to the SOs | <p>The WG is working in line with SO3, specifically “UNEG will seek to raise the awareness of the importance of evaluation in decision-making processes and support initiatives to support their use at the ... country level...” and “...by promoting and supporting the use of evaluation by national partners and stakeholders...”.</p> <p>By sharing insights from these studies and actively engaging with relevant forums such as gLOCAL and NEC, we strengthen the UN and UNEG's positioning in supporting the development of robust national evaluation systems and enhancing their effective capabilities.</p> |

Financial Reporting

Funding requested in 2024

| Amount Requested | Amount Approved | Amount Spent |
|------------------|-----------------|--------------|
| USD 10,000 | USD 10,000 | USD 0 |

Work Planning 2025

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| Proposed work in 2025 | <ol style="list-style-type: none"> Finalize a video to convey the message for both studies, focusing on key messages from both studies (USD 4,000 and official translation USD 3,000) <p>Strengthening National Evaluation Systems and Capabilities (NESC)</p> <ol style="list-style-type: none"> Develop a readiness assessment tool to complement existing tools (e.g., MESA) and identify gaps, entry points, and opportunities for strengthening national evaluation systems and capabilities, focusing on the National budgeting system -performance budgeting- as an entry point (USD 8,000). <p>Advocacy and Awareness</p> <ol style="list-style-type: none"> Organized side event to HLPF in 2025 to enhance awareness of UN Resolutions (e.g., A/RES/77/283, A/RES/69/237) and their implications for NECD among UNEG members and partners. |
| Estimated funding requirement in 2025 | <p>Total requested for 2025 USD 15,000</p> <ul style="list-style-type: none"> A readiness assessment tool for identifying entry points in supporting the strengthening of the national evaluation system (capabilities) with national performance budgeting (USD 8,000) Vlog to promote findings of both studies (USD 4,000) Finalization of the translation in Spanish, French, and Arabic (USD 3,000) |

Discussion and decisions

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| Points for discussion | <p>In line with the strategic objectives of the UNEG, the NECD WG would like to consult the UNEG Heads on how they are planning to respond to the recommendations from the Comparative Evaluation Policy Analysis:</p> <p>Recommendation 1: UNEG Members should implement their NECD policy intentions.</p> |
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| | <p>a) UNEG members with no NECD commitments should revise their policies to commit to supporting and implementing</p> <p>b) UNEG members with NECD commitments in their policies should translate these policy intentions into real interventions through the evaluation function’s strategy.</p> <p>Recommendation 2: UNEG members should support national evaluation system diagnostic/assessments that generate evidence that informs NECD interventions.</p> <p>Recommendation 3: NECD is a shared responsibility and UNEG members are encouraged to partner and collaborate in their delivery of NECD.</p> <p>Recommendation 4: UNEG members together with other development partners present in the region are encouraged to explore the modalities of strengthening sector-specific evaluation capacities (e.g., WHO in health), especially in sectors that align with their mandates.</p> <p>Recommendation 5: UNEG members must ensure that NECD policy intentions are supported by financial and human resources.</p> <p>Recommendation 6: UNEG members that are too small, without country-level reach, or are too specialized are encouraged to use partnerships as a mechanism to support NECD.</p> |
| <p>Decisions to be taken during the work reporting plenary session</p> | <ul style="list-style-type: none"> • Approval for the publication of the Comparative Analysis and Lessons Learned studies as UNEG reference documents (after editing and formatting). |
| <p>Decisions to be taken during the 2025 work planning session</p> | <ul style="list-style-type: none"> • Approval of the proposed 2025 work plan and funding (USD 15,000). |

Other work areas

| Partnerships Working Group | |
|--|--|
| Coordinators | Thomas Rossmueller, UNICEF (with thanks to co-coordinators Katinka Koke, UNITAR and Aya Shneerson, WFP) |
| 2024 Results | |
| Results achieved | <ul style="list-style-type: none"> The UNEG Partnerships Strategy was aligned with UNEG Strategy and based on discussions with previous/current UNEG Heads Development of draft UNEG Guidelines for Working Groups on how to engage with partners |
| Challenges faced | <ul style="list-style-type: none"> Low capacity (low number of members showing up to meetings; further reduced capacity due to co-coordinators changing position or stepping down as agreed in January 2024). Few requests/needs received by other WGs for partnerships engagement. Different views on UNEG's collaboration with partners by the ESC in previous years. Limited capacity from partners with network structure to engage on long-term basis unless they have a staffed secretariat (e.g. OECD DAC EvalNet). |
| Group's contribution to the SOs | |
| Work Planning 2025 | |
| Proposed next steps | To be identified following discussions at the AGM 2025. |
| Estimated funding requirement in 2025 | TBD |
| Summary | |
| Points for discussion during the plenary work reporting session | <p>UNEG's approach towards partners and partnerships, and the practicalities around establishing and maintaining partnerships, in view of the new UNEG Strategy.</p> <p>Issues to be addressed include:</p> <ol style="list-style-type: none"> Due to their cross-cutting nature and the institutional "risk", should "Partnerships" be under the purview of the ESC/ Secretariat, rather than a Working Group? Should UNEG's approach to partnerships and general engagement with the wider evaluation community be less bureaucratic? |
| Decisions to be taken at the AGM | <ul style="list-style-type: none"> Next steps for UNEG and its approach to partnerships |

UNEG Website Redevelopment Task Force

Coordinators

Bo Weston (UNEG Secretariat) and Deb McWhinney (UNFPA)

2024 Results

Results achieved

Redevelopment and launch of the new UNEG website in December 2024, including transfer of the website and Lyris list manager to the UNDP Azure servers

Challenges faced

1. Lack of UNEG member engagement and response to requests for input (e.g. on taxonomies, content for the web pages including member publications).
2. Limited technical knowledge and experience in website redevelopment of the two Task Force members. The TF would like to thank Anish Pradhan for his support in the process.

Group's contribution to the Strategic Objective

The redevelopment of the UNEG website contributed to all the Strategic Objectives and UNEG's overall Strategy by improving communications and accessibility to information on UNEG including its work, membership, reports and resources.

Financial Reporting

Contributions from UNEG funds:

| Amount requested | Amount approved | Amount spent |
|------------------|-----------------|--------------|
| USD 52,562 | USD 52,562 | USD 47,556 |

The total contract for the company (PanApps) hired to undertake the website redevelopment was for USD52,562.

USD44,160 was spent on the website redevelopment. The remaining portion of the contract (USD8,402) is for the going maintenance contract which came into effect in January 2025. The maintenance contract will come under UNEG Secretariat costs.

Unfactored costs for work on the UNEG website included USD 3,396 for the transfer of the UNEG website and lyris list manager to the UNDP Azure server.

Work Planning 2025

Proposed work in 2025

- As Phase 2 of the UNEG website redevelopment, the Task Force proposes working to ensure a complete set of UNEG member reports in the repository, clear systems for continued and automatic updating of the repository from UNEG member sites, development of abstracts for all member publications and clarity on the form to be used to extract reports from the repository to ensure compatibility with other evidence communities. Other innovations using AI will be explored and presented to the UNEG Heads for review at the AGM.
- Development of online versions of UNEG documents through micro sites. The platform and templates for the micro sites are already in place and the content of the publications just need to be added.
- The Evaluation Planning Database (EPD) will be presented at the AGM. If members agree the tool will be useful, the Secretariat will work with member agencies to feed the data into the database.

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| Estimated funding requirement in 2025 | USD 50,000 for AI enhancements ⁵ . |
| Discussions and Decisions | |
| Points for discussion during the plenary work reporting session | <ul style="list-style-type: none"> Is there interest in moving into Phase 2 and building the Evaluation Planning Database? |
| Decisions to be taken during the work planning 2025 session | <ul style="list-style-type: none"> Approval of the proposed 2025 work plan and funding (USD 50,000). |

⁵ Other website related costs (e.g. server costs and maintenance contract) are considered as part of the annual Secretariat costs.

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