



UNEG
United Nations Evaluation Group

UNEG Programme of Work 2024

This document contains the work plans of the UNEG 2024 work groups. It was approved by UNEG Heads on a no objection basis on 14th May 2024.

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Introduction

1. The 2024 Work Plan was developed based on the discussions and outcomes of the AGM 2024 held from 1-2 February 2024.
2. The 2024 Work Plan is designed to meet UNEG's three Strategic Objectives¹, namely:
 - SO1: Develop and safeguard professional norms, standards and guidance under which there are the Peer Review; Ethics; Gender, Disability and Human Rights; Environment and Social Impact; Evaluation Function; and Decentralized Evaluation work groups.
 - SO2: Enhance professionalization and capacity under which there are the Professionalisation; Methods Use and Appropriateness; Evaluating Policy Influence; Young Professionals in Evaluation; Evaluation Synthesis work groups; and the Evaluation Practice Exchange Organising Committee ; and
 - SO3: Influence policy-making and operational work through evaluations under which there are the Humanitarian Evaluation; UNSCDF; National Evaluation Capacity Development; Evaluation Use; Peacebuilding; and Data and AI work groups.
3. There are 245 staff from 41 member agencies and two partner institutions² participating in the:
 - 16 Working Groups
 - 2 Interest Groups
 - 2 Task Forces and
 - 1 Organising Committee.

¹ As defined in the [UNEG Strategy 2020-2024](#).

² Member agencies: BTAD/DMSPC, ESCWA, FAO, GCF, GEF, IAEA, ICAO, ICC, IFAD, ILO, IMO, IOM, JIU, OCHA, OHCHR, OIOS, OLA, OPCW, PAHO, PBSO, UN Women, UN DESA, UNAIDS, UNCDF, UNDP, UNDSS, UNEP, UNESCO, UNFPA, UNHCR, UNICEF, UNIDO, UNITAR, UNOCT, UNODC, UNRWA, UNSDG SWEQ, UNV, WFP, WHO and WIPO. Partners: OECD and Council of Europe.

SO1: Develop and safeguard professional norms, standards and guidance

Peer Review Working Group

Coordinators: Claudia Ibarguen (UNESCO) and Judit Jankovic (ICC). **ESC mentor:** Alan Fox

Outcomes	Outputs	Activities	External partners	Timeframe	UNEG funds required	Mid-year status	End year status	Comments
<p>Workstream 1</p> <p>Support individual peer reviews to contribute to strengthened UN evaluation functions</p>	<p>Two peer reviews in 2024 (WIPO, ITC) and start preparations for the peer reviews of 2025 (UNIDO, UNESCO, WFP and UNRWA). This includes reinvigorating the links with OECD- DAC Network</p>	<p>Provide support throughout the PR process. This includes:</p> <ul style="list-style-type: none"> -explanation of the process -review of ToRs, draft reports etc -support in identification of Chair and panel members -support in identification of consultants 	<p>OECD-DAC</p>	<p>Continuous</p>	<p>\$25,000 for each peer review in 2024 (WIPO and ITC)</p>			
<p>Workstream 2</p> <p>Assist peer review panels, participants, focal points and others in the undertaking of the peer reviews by providing consistent guidance and materials aimed at improving the quality of peer reviews</p>	<p>Disseminate the Guidance document and the self-assessment matrix</p>	<ul style="list-style-type: none"> -Provide the UNEG PR Guidance document and the self-Assessment framework -Identify and share other pertinent background documentation such as previous 		<p>Continuous</p>				

Outcomes	Outputs	Activities	External partners	Timeframe	UNEG funds required	Mid-year status	End year status	Comments
		UNEG peer reviews and the Utility Study.						
Work stream 3 Set up a multiyear peer review plan allowing for better projection and preparation	Plan 2024-2026 (attached as it stands April 2024)	Take advantage of the annual AGM to revisit the workplan and define commitments		Review in January-February 2025				

Ethics Working Group

Coordinators: Rakib Hossain (OIOS), Karen Carter (UNICEF). **ESC mentor:** Eddie Yee Woo Guo

Outcomes	Outputs	Activities	External partners	Timeframe	UNEG funds required	Mid-year status	End year status	Comments
UN evaluations meet UNEG Norms & Standards and apply UNEG Ethics Principles	Ethics Guidelines are disseminated and discussed within UNEG community and externally	Continued activities to raise awareness of the Ethical Guidelines and promote ethical practices in the conduct and management of evaluations, including: <ul style="list-style-type: none"> - Quarterly briefings for members on the UNEG Ethics Guidelines; - “Ethics Roadshow” with evaluation units of UNEG member organizations to raise awareness and get feedback on the guidelines; - Ethics training for new evaluators; - Develop standard text on ethics for inclusion in evaluation policies of UN system entities; - An EPE session on ethics and work jointly with another UNEG WGs - Collaborate with the UNEG Data and AI WG on the development of a practice guide on ethical practices in using AI for evaluation 	External evaluation networks	Ongoing				
	Publication of the translated guidelines and dissemination	Editing, formatting, and publication of the Guidelines already translated into Arabic, French and Spanish by DGACM.	WFP contracted vendor	June - October 2024	\$6,000			
	Quarterly newsletter issued and disseminated within UNEG community and externally	Draft, design and finalize three newsletters on ethics in action in evaluation. The specific subjects will be decided by WG members during monthly meetings.		Q2, Q3 and Q4 (2024)				

Outcomes	Outputs	Activities	External partners	Timeframe	UNEG funds required	Mid-year status	End year status	Comments
	Promote Guidelines during conferences	Prepare and facilitate a session on UNEG Ethical Guidelines in an external conference or event in 2024	External networks	June – October 2024				

Gender, Disability and Human Rights Working Group

Coordinators: Tara Kaul (UN Women) and Aditi Bhola (OHCHR). **ESC mentor:** Deborah McWhinney

Outcomes	Outputs	Activities	External partners	Timeframe	UNEG funds required	Mid-year status	End year status	Comments
Guidance and knowledge sharing on the integration of gender, disability, and human rights in evaluation	Revised HR&GE guidance shared and disseminated. Additional knowledge products developed and disseminated	Launch and dissemination of the revised HR&GE guidance: newsletter, webinar/seminar, EPE session, infographics, visual guides, FAQ sheet.	External Evaluation Networks	April – Dec 2024	\$15,000			
Integration of gender equality in evaluations	Annual Report on the UN SWAP EPI	Support on the UN SWAP EPI implementation and reporting Dissemination of the findings from the annual reports on the UN-SWAP Support on update to UNSWAP 3.0 EPI Technical Note	UN SWAP Secretariat	Ongoing	-			
Knowledge sharing on integration of gender equality in evaluations	Webinars	Exchange of experiences on integration of gender equality in evaluations	-	Ongoing	-			
Integration of disability inclusion in evaluations	Reports on the UN DIS evaluation indicator	Support on the UN DIS evaluation indicator implementation and reporting	-	Ongoing	-			

Outcomes	Outputs	Activities	External partners	Timeframe	UNEG funds required	Mid-year status	End year status	Comments
Knowledge sharing on integration of disability inclusion in evaluations	Webinars	Exchange of experiences on integration of disability inclusion in evaluations Dissemination of the findings from UNDIS Evaluation Performance Indicators.	UN DIS Secretariat	Ongoing	-			

Environmental and Social Impact Working Group

Coordinators: Michael Spilsbury (UNEP). ESC mentor: Lori Bell

Outcomes	Outputs	Activities	External partners	Timeframe	UNEG funds required	Mid-year status	End year status	Comments
Environmental impact mainstreamed in UNEG member policies and evaluations	Guidance on integrating ESI in evaluations	Develop additional modules for common non -environment UN interventions highlighting the environmental dimensions that need to be considered in evaluations	Consultant	May-December 2024	\$25,000			
		Develop web-based guidance document						
	Expand UNEG normative framework to incorporate environment	Amend a norm for environmental and social impacts in UNEG Norms & Standards as per 2023 and 2024 AGM decisions		May-July 2024				

Evaluation Function Working Group

Coordinators: Jicheng Zhang (IAEA). **ESC mentor:** Eddie Yee Woo Guo

Outcomes	Outputs	Activities	External partners	Timeframe	UNEG funds required	Mid-year status	End year status	Comments
Strengthened evaluation capacity and use among UNEG small evaluation functions.	Revised Small Evaluation Function Strategy, integrating AGM draft decisions and other feedback, and updated inputs from EFWG team members, for creating and strengthening the small evaluation function, including their meaningful engagement with UNEG.	<ul style="list-style-type: none"> Structured regular monthly meetings Consultations with UNEG leaders and members on the feedback from AGM Consultations with UNEG members on relevant decisions coming from the Mid-term Review Addressing AGM decisions and other feedback from UNEG members and EFWG team 	Consultant to (i) update the SEF Strategy, (ii) draft a proposal for integrating the SEF Strategy into the next UNEG Strategy; (iii) organize the 2nd UNEG/EFWG Workshop	January 2025	\$10,000			
	A section on roles and responsibilities, for implementing Strategy, as part of the revised Small Evaluation Function Strategy	<ul style="list-style-type: none"> Coordination with relevant UNEG work groups, such as on peer review Submitting a revised SEF Strategy to UNEG for endorsement Communications on the approved SEF Strategy Others 		January 2025				
Greater inclusivity of UNEG	A proposal for incorporating the Small Evaluation Function Strategy into the next UNEG Strategy 2025-2029	<ul style="list-style-type: none"> Structured regular monthly meetings Communications with UNEG members working on the next UNEG Strategy 						

Outcomes	Outputs	Activities	External partners	Timeframe	UNEG funds required	Mid-year status	End year status	Comments
		<ul style="list-style-type: none"> • Interviews with UNEG members • Brainstorming sessions for the preparation for a proposal • Hosting the 2nd UNEG/EFWG Workshop • Developing a proposal for incorporating the Small Evaluation Function Strategy into the next UNEG Strategy 2025-2029 • Communications on the proposal for better inclusivity • Others. 						

Decentralized Evaluation Working Group

Coordinators: Rahel Kahlert (IAEA), Caspar Merkle (UNESCO) and Grace Igweta (WFP). **ESC mentor:** Lori Bell

Outcomes	Outputs	Activities	External partners	Timeframe	UNEG funds required	Mid-year status	End year status	Comments
Awareness of the DE institutional approaches and practices of UNEG Members and collaboration in their application	<p>Finalized mapping and synthesis</p> <p>List of DE knowledge tools</p> <p>Repository of SOPs and other documents on evaluation practice and process</p>	<p>Receive and integrate feedback of evaluation heads and regional evaluation officer staff from respective agencies</p> <p>Locating DE tools and instruments among UN agencies and sharing knowledge among DE professionals</p> <p>Liaise with JIU regarding a review of DE functions in 2025. Provide input for consideration.</p>	NA	Q2-Q4				
Principles and operational standards for DE functions established for member use in setting up and strengthening DE practices	<p>TOR for a consultancy to draft a set of principles and operational standards for DE practices, adopted from existing norms and standards</p> <p>Paper proposing common principles and standards for DE</p> <p>Assessment framework tool for DE functions</p>	<p>Draft, review, and finalize TOR (WG members)</p> <p>Deliver a paper proposing common principles and standards for DE drawing on the existing normative framework for evaluation across the UN (consultant)</p> <p>Develop an assessment framework for DE functions drawing on and improving the maturity matrix developed for peer review (consultant)</p>	NA	Q2-Q4	\$12,000			

SO2: Enhance professionalization and capacity

Evaluating Policy Influence Group

Coordinators: Felix Herzog (UNEP), Stefano Contratto (OECD), Josephine Mwenda (UNOCT) and Christophe Legrand (UNCDF). **ESC mentor:** Julia Engelhardt

Outcomes	Outputs	Activities	External partners	Timeframe	UNEG funds required	Mid-year status	End year status	Comments
IG members increase their knowledge and capacity to evaluate the different categories of policy interventions implemented by their organizations, building on the stocktaking study conducted in 2022	Benefit from and contribute to an active, effective and receptive peer support mechanism for ongoing and future evaluations	Convene meetings in which IG Members feel safe to seek and/or engage in peer-to-peer support, building on the stocktaking study whenever possible	N/A	March to December 2024				
	Document lessons and good practices to better evaluate policy influence	Members invite external partners to share successful practices/lessons in policy influence evaluation for capacity building purposes	TBD	March to December 2024				
	Document relevant methods to assess policy influence interventions	Members select and discuss specific methods that are relevant to the evaluation of policy influence building upon existing compendium of evaluation methods	TBD	March to December 2024				
UNEG Members increase their knowledge on challenges, recommendations and good practices to evaluate policy influence	Prepare and disseminate an introduction to policy influence evaluation based on existing academic resources	Create a user-friendly presentation to communicate the stocktaking study and additional findings from external research	N/A	March to December 2024				

Evaluation Synthesis Working Group

Coordinators: Shivit Bakrania (UNDP), Judith Friedman (WFP) and Ross Tanner (UN Women). **ESC mentor:** Deborah McWhinney

Outcomes	Outputs	Activities	External partners	Timeframe	UNEG funds required	Mid-year status	End year status	Comments
Increased quality of evaluation synthesis approaches across UNEG members	Technical guidance note	Complete guidance through further inputs from WG members and finalisation of draft	Campbell Collaboration	Q2-Q3	N/A			
	EPE Session conducted	Conduct at least one EPE session to further expand on evaluation synthesis work, including presentation of final guidance document	N/A	Q4	N/A			
Interagency co-ordination of synthesis work	Exchanges and learning sessions	Bi-monthly (every two months) learning and exchange sessions on key synthesis topics (AI, Uptake and Use, Qualitative Synthesis, Living Synthesis, Quality appraisal of synthesis, Equity etc)	Campbell Collaboration, Cochrane Collaboration, JBI	Q2 to Q4	N/A			
Increase awareness of UNEG Synthesis exercises	Representation in at least one conference	Participation by 3 coordinators in the Global Evidence Summit 2024 (abstract submitted for Evaluation Synthesis and UNEG Guidance)	Campbell Collaboration, Cochrane Collaboration, JBI	Q3	\$15,000			

Young and emerging evaluators (YEE) Working Group

Coordinators: Agnes Nyaga (OHCHR), Nsanshya Faith Chilupula (UNFPA), Taipei Dlamini (UNESCO) and Jiayi He (OIOS). **ESC mentor:** Claudia Ibarguen

Outcomes	Outputs	Activities	External partners	Timeframe	UNEG funds required	Mid-year status ³	End year status	Comments
1.Increased understanding of the status of YEEs within UNEG organizations	Work plan	Finalize the work plan		April 2024				
		Planning of work group participation in the 2024 Youth in Evaluation week		May 2024				
	Communication plan for mapping of UNEG YEE engagement	Finalize communication plan		April 2024				
	Report on mapping of UNEG YEE engagement, best practices, and lessons learned	<p>Feedback to draft report</p> <p>Discussion to finalize the mapping document and use the lessons learned to advance the advocacy for the standards and self assessment</p> <p>Extract good examples from the mapping for dissemination and advocacy</p> <p>Leveraging different events to present the findings of the mapping of UNEG YEE engagement</p> <p>Presentation of mapping outcome at AGM 2025</p>		May - December 2024				

³ Options for mid-year and end year status: Achieved, Partly Achieved, Not Achieved, On-going

Outcomes	Outputs	Activities	External partners	Timeframe	UNEG funds required	Mid-year status ³	End year status	Comments
		Advocate for wide representation of UNEG YEE group members at the AGM						
		Organize a Webinar to launch final report of mapping UNEG YEE engagement	UNEG members Eval Youth	June 2024				
		Discussion on good practices that emerged from the mapping of UNEG YEE engagement session 1		September 2024				
		Discussion on good practices that emerged from the mapping of UNEG YEE engagement session 2		October 2024				
2. Increased awareness on the workgroup by external engagement	Participation in events organized by external stakeholders	Participation in EEAS		TBD				
		Participation in the EvalWeek	EvalYouth	July 2024				
3. Increased awareness and understanding of learning and job opportunities for existing YEEs in UN agencies	Resources on opportunities to advance a career in evaluation	Virtual learning session 1: Career development in M&E	P2P+ career advisory for emerging evaluators	July 2024				
4. Improving practice on meaningful engagement of YEEs in evaluation	Implementation of the UNEG-UNV Young evaluators programme	Presentation on the status of implementation of the UNEG UNV young evaluators programme Run a 2025 call for the UNEG UNV young evaluators programme		November 2024				

Outcomes	Outputs	Activities	External partners	Timeframe	UNEG funds required	Mid-year status ³	End year status	Comments
	Self assessment on the standards for engaging youth in evaluation	Discussion on the self assessment	EvalYouth	December 2024				

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

National Evaluation Capacity Development Working Group

Coordinators: Denis Jobin (UNICEF) and Brian Diener (OIOS). **ESC mentor:** Alan Fox

Outcomes	Outputs	Activities	External partners	Timeframe	UNEG funds required	Mid-year status ⁴	End year status	Comments
The results of the comparative analysis are known by a range of UN staff across UNEG member agencies.	The results of the comparative analysis are disseminated online and through presentations at relevant forums.	<ol style="list-style-type: none"> 1. Presentation during gLocal and regional events 2. Discussion among WG members 3. Presentation during EPE 4. Advocacy brief 5. Video to accompany the brief 	GEI / CLEAR (gLocal)	May – Nov 2024	\$5,000			
The lessons learnt from joint evaluations and support to country-led evaluations are known and used by governments, UN and other partner entities staff.	The lessons learnt on joint and support to country-led evaluations are disseminated and discussed at relevant forums.	<ol style="list-style-type: none"> 1. A brief video 2. Communication package including a 2-pager document in French and Spanish are produced 3. Presentation during gLocal and regional events 4. Discussion among WG members 5. Presentation during EPE 	GEI / CLEAR (gLocal)	May – December 2024	\$5,000			

⁴ Options for mid-year and end year status: Achieved, Partly Achieved, Not Achieved, On-going

		6. Presentation during NEC conference						
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Data and Artificial Intelligence Working Group

Coordinators: Uyen Kim Huynh (UNICEF) and Gonzalo Gomez (UNDP). **ESC mentor:** Deborah McWhinney

Outcomes	Outputs	Activities	External partners	Timeframe	UNEG funds required	Mid-year status	End year status	Comments
1. Enhanced learning on data and AI across UNEG members	Knowledge exchange sessions/ demonstration projects; Use cases.	<p>UN Agencies and/or external experts demonstrating use cases, pilot projects and other practical experiences on the following (but not limited to) topics:</p> <p><u>Foundational knowledge and skills</u></p> <ul style="list-style-type: none"> NLP/Machine Learning Ethics of using AI in evaluation (Joint session with Ethics WG) Prompt engineering 101 (effective AI interactions) <p><u>Data-focused</u></p> <ul style="list-style-type: none"> Geo-spatial, satellite imagery data Data management (HH, administrative, etc) Remote, alternative data collection methods for hard-to-reach populations Use of internal monitoring/corporate data 	External partners will be included in monthly webinar series based on expertise and WG mapping results	May – Dec 2024	*Depending on the nature of the webinar the WG might need funds to engage external partners			In progress May 9 Webinar on Ethical Principles in AI use.

Outcomes	Outputs	Activities	External partners	Timeframe	UNEG funds required	Mid-year status	End year status	Comments
		for evaluations <ul style="list-style-type: none"> Data visualization Data governance and data privacy AI applications <ul style="list-style-type: none"> Use of analytical & generative AI in evaluation processes Predictive modelling AI and Syntheses (Joint session with Synthesis WG) Risks in AI use and mitigating solutions Evidence mining Methodologies <i>*Sessions can also include brainstorming in which a project is presented, and ideas can be co-created among the members to help solve any method/conceptual/analytic issues.</i>						
	Compilation of data and AI use cases and tools	<ul style="list-style-type: none"> Rapid mapping of Data/AI use cases Online living repository of market-based AI/data tools used by agencies, GenAI tools in development, Glossary of Data/AI terms 		Mapping First round: May 2024 Repository: April				

Outcomes	Outputs	Activities	External partners	Timeframe	UNEG funds required	Mid-year status	End year status	Comments
				2024				
2. Increased understanding of ethical principles for AI applications in evaluation	Finalize Ethical Principles related to AI applications for evaluation use	<ul style="list-style-type: none"> Finalization of Ethical Principles of Using AI in evaluations, including a checklist for applying ethics in AI (in coordination with Ethics WG) Initiate the development of an online toolkit that support ethical application of AI in evaluation 	All WG members with input from Ethics WG	Paper and checklist finalization by July 2024;				
3. Cross fertilization of knowledge with the wider international development and evaluation community	Conferences, Symposia, other learning fora	Identification of UN and external conferences on evaluation and AI (experience sharing by UNEG members and cross fertilization).		EES submission and others TBD				

Use of Evaluation Working Group

Coordinators: Alena Lappo (IAEA) and Katinka Koke (UNITAR). **ESC mentor:** Julia Engelhardt

Outcomes	Outputs	Activities	External partners	Timeframe	UNEG funds required	Mid-year status	End year status	Comments
Workstream 1: Enhanced use of evaluation	Webinars on good practices to enhance use of evaluation	Organize a series of good practice webinars.	TBC	Until AGM 2025				
	Compendium of good practices with links to the webinars	Summarize good practices in a compendium with links to the webinars.	TBC	Until AGM 2025				
Workstream 2: Enhanced measurement of use of evaluation	Clear framework for suggested UNEG-wide indicator for use	Organize a brainstorming session based on the paper presented at the 2024 AGM with members of the WG to define one or a few common indicators for measuring use, beyond measuring the implementation of recommendations.	TBC	Q2-4 2024				
Workstream 3: Enhanced understanding of use of UN evaluation evidence by external stakeholders	Study on <i>“Understanding the use of UN commissioned evaluations by external stakeholders”</i> . The study will cover aspects such as which evidence is in demand for which type of use; and what evidence gaps are.	<ul style="list-style-type: none"> Recruit consultant Monitor progress Present findings Share draft study Publish final study 		Q2-4 2024	\$20,000			

Humanitarian Evaluation Working Group

Coordinators: Sara Holst (FAO) and Laura Olsen (UNICEF). ESC mentor: Lori Bell

Outcomes	Outputs	Activities	External partners	Timeframe	UNEG funds required	Mid-year status	End year status	Comments
Guidance on the Integration of Humanitarian Principles in Evaluation of Humanitarian Action is well known among the humanitarian evaluation community and beyond.	1/ Copy-edited and graphically designed version of the guidance 2/ suite of promotional material 3/ dissemination strategy	1/ Possibly copy-edit and professionally design the guidance. 2/ Develop a dissemination strategy that includes: audiences, communication products, means of dissemination, timeline and messages. 3/ Implement said dissemination strategy by developing promotional material e.g. presentations, briefs etc. and sharing them widely at e.g. presenting at conferences, organization in-person and online events, sharing the guidance with networks, outreach activities etc. 4/ Engage author to the guidance on a short contract to lead presentations/workshops	Various evaluation and humanitarian networks, including regionals networks	Ongoing in 2024	\$14,000			
The Guidance on the Integration of Humanitarian Principles in Evaluation of	1/ Piloting strategy and guide 2/ Summary of lessons from piloting	1/ Develop a piloting strategy and guide to collect information. 2/ Identify potential evaluations in which to pilot		Ongoing in 2024	\$6,000			

Outcomes	Outputs	Activities	External partners	Timeframe	UNEG funds required	Mid-year status	End year status	Comments
Humanitarian Action is used and the HEWG has the information it needs to adjust and refine the guidance, as necessary.		(jointly as part of dissemination activities above). 3/ Conduct KILs (and possibly a survey) with evaluation managers and evaluation team leaders who have used it. 4/ Compile a summary of the lessons learned from piloting it and suggest revision to the guidance. 5/ Engage author to the guidance to collect feedback, prepare summary.						
Humanitarian evaluators in the UN system have the up-to-date information about the field.	Webinars, events	1/ Identify topics of interest to humanitarian evaluators 2/ Organize webinars or events to share information about these topics.		Ongoing in 2024	none			

Peacebuilding Working Group

Coordinators: Ekaterina Dorodnykh (UN Women), Bushra Hassan (PBSO), Tim Heine (PBSO)

Outcomes	Outputs	Activities	External partners	Timeframe	UNEG funds required	Mid-year status ⁵	End year status	Comments
Improved availability of resource material for the effective and efficient conduct and management of peacebuilding evaluations in the UN system	Finalization of Peacebuilding Evaluation Guidelines	<ul style="list-style-type: none"> Finalization of review process Blog post on guidelines Webinar on guideline drafting process and demand 		Throughout 2024				
Improved system-level capacity for conducting or managing peacebuilding evaluations	Dissemination of Peacebuilding Evaluation Guideline leading to uptake and utilization	<ul style="list-style-type: none"> Webinar on challenges and opportunities building on first use case of the guidelines. As part of this activity, collaborate with the joint SDG synthesis group (led by UNDP) on peacebuilding to ensure the synergy of work. Presentation of the Guidelines at UN Eval Week in June 		November 2024				

⁵ Options for mid-year and end year status: Achieved, Partly Achieved, Not Achieved, On-going
UNEG Work Plan 2024

Other work areas

UNEG Website Redevelopment Website Task Force

Coordinators: Bo Weston (UNEG) and Deb McWhinney (UNFPA)

Outcomes	Outputs	Activities	External partners	Timeframe	UNEG funds required	Mid-year status	End year status	Comments
New UNEG website fit for the 21 st century	New, improved modern UNEG website with improved functionalities and interface	<ul style="list-style-type: none"> Requirement analysis and discovery phase 	PanApps	April-May 2024	\$57,000			
		<ul style="list-style-type: none"> Development and design phase Consultations with UNEG members on design. 		May- July 2024				
		<ul style="list-style-type: none"> Website launch 		September 2024				

Strategic Directions Task Force

Coordinators: Eddie Yee Woo Guo (UNEG Chair)

Outcomes	Outputs	Activities	External partners	Timeframe	UNEG funds required	Mid-year status	End year status	Comments
UNEG Strategic Plan 2025-2030	Management Response to the 2023 mid-term review	<ul style="list-style-type: none"> Drafting of management response. Circulation for approval by UNEG Heads. 		May 2025				
	Draft UNEG Strategy 2025-2030	<ul style="list-style-type: none"> Consultations among TF members. Consultations with UNEG Heads 	TBC	UNEG AGM 2025	\$25,000			

Partnerships Working Group

Coordinators: Aya Shneerson (WFP), Katinka Koke (UNITAR) and Thomas Rossmüller (UNICEF). **ESC mentor:** Eddie Yee Woo Guo

Outcomes	Outputs	Activities	External partners	Timeframe	UNEG funds required	Mid-year status	End year status	Comments
1. Improved implementation of UNEG’s Partnership Strategy and strategic partnership building	1.1 Discussions held with the UNEG Chair / ESC 1.2 Guidelines for Working Groups on how to engage with partners developed	Coordinate with UNEG Chair/ESG on UNEG’s strategic approach to partnerships and potential partners to approach. Develop partnership guidelines for UNEG Working Groups with input from UNEG Chair/ESC. Develop partnership engagement plans with new partners and review those with existing partners to outline joint benefits.	UNEG partners and potential partners	Q2–4				
2. Improved cooperation between UNEG, UNEG Working Groups and its partners	2.1 WGs supported in establishing partnerships	Reach out to UNEG WG coordinators to understand if there is interest in inviting partners to contribute to the Working Group. WG coordinators to reach out to potential partners to inquire about their interest in participating.	UNEG WGs, UNEG partners, other potential partners	Q2–4				
3. Widened perspectives of UNEG members on evaluation topics	3.1 UNEG AGM/EPE 2025 event with perspectives from partners organized	In-person partnership event held at the UNEG AGM/EPE 2025	UNEG partners	Q4/2024-Q1/2025	\$10,000			

Projected Expenditures 2024

Strategic Objective/ Working Group	Work Plan overview	Requested Budget	ESC Comments/ Proposal	Revised budget ⁶
SO1 Peer Review WG	Two peer reviews in 2024	\$50,000	Approved based on past agreement to allocate USD25K to each peer review	\$50,000
SO1 Gender, Disability and Human Rights Working Group	Revised HR&GE guidance shared and disseminated. Additional knowledge products developed and disseminated	\$15,000		
SO1 Environmental and Social Impact Working Group	Develop additional modules for common non - environment UN interventions highlighting the environmental dimensions that need to be considered in evaluations	\$25,000		
SO1 Evaluation Function WG	Consultancy: (i) updating the SEF Strategy, (ii) drafting a proposal for integrating the SEF Strategy into the next UNEG Strategy; and (iii) organizing the 2nd UNEG/EFWG Workshop	\$10,000		
SO1 Decentralized Evaluation Working Group	Consultancy to draft a set of principles and operational standards for DE practices, adopted from existing norms and standards	\$12,000		
SO2 Evaluation Synthesis Working Group	Participation by 3 coordinators in the Global Evidence Summit 2024 (abstract submitted for Evaluation Synthesis and UNEG Guidance)	\$15,000		
SO2 Use of Evaluation Working Group	Study on “Understanding the use of UN commissioned evaluations by external stakeholders”. The study will cover aspects such as which evidence is in demand for which type of use; and what evidence gaps are.	\$20,000		
SO3 Humanitarian Evaluation WG	Consultant to copy-edit and graphically design the Guidance; and Consultant to collect feedback and prepare summary of the piloting strategy and guide	\$20,000		

⁶ Based on an initial review by the UNEG Executive Steering Committee.

Strategic Objective/ Working Group	Work Plan overview	Requested Budget	ESC Comments/ Proposal	Revised budget ⁶
Partnerships Working Group	UNEG AGM/EPE 2025 event with perspectives from partners organized	\$10,000		
Strategic Directions TF	Consultant to support the development of the UNEG Strategy 2025-2029	\$25,000		
UNEG Secretariat	UNEG Secretariat, UNEG website redevelopment and maintenance, UNEG website costs 2023, UNEG related travel in 2024	\$300,000		
Total		\$552,000		

Annex 1: UNEG Secretariat Work Plan 2024

Support to the UNEG Chair and Executive Steering Committee

- Convene ESC meetings, and ESC and WG coordinator meetings.
- Prepare and finalise meeting minutes.
- Contribute to the conceptualisation of “Strengthening the Secretariat function”.
- Identify and analyze key issues potentially requiring the UNEG Chair’s attention and collective action or position as needed.
- Assist with the preparation and implementation of the UNEG Work Programme 2023.
- Contribute to the development of the UNEG Strategy 2025-2029.

Coordination with WG coordinators and members

- Assist with the constitution of the UNEG 2024 WGs and development of the UNEG work plan 2024.
- Encourage and facilitate the use of Teams by WGs.
- Advise membership, especially work group coordinators and members, on working practices.
- Assist with dissemination of WG publications and materials.

UNEG fund management

- Track contributions and expenditures from the UNEG fund, hosted by UNDP IEO.
- Identify best practices for and coordinate payments from the UNEG fund with UNDP.

Communication and knowledge management

- Lead the redevelopment of the UNEG website.
- Maintain UNEG’s social media presence (LinkedIn and Twitter).
- Maintain email membership lists.
- Develop the content and format of the UNEG newsletter.
- Manage and quality assure UNEG publications.

UNEG Evaluation Week 2025

- Support the organisation of the UNEG EPE and AGM during the preparatory stages and during the event.
- Prepare the UNEG Financial and Annual reports 2024.
- Follow up to the UNEG EPE and AGM, including preparation of the AGM Decisions Document.

Other

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

Annex 2: UNEG Membership Committee

Background

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

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

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

Box 1: UNEG Membership Requirements⁷

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

Formal remit

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

- ‘review all membership applicants, meet with applicants to discuss eventual points of clarification and mutual expectations, and support Observers working to meet the criteria for full Membership’ (PoWT: 20).
- ‘engage with Members failing to meet the UNEG membership requirements⁸ for a period of more than two years to discuss their membership status. (PoWT: Ibid).

⁷ The Box above presents only the requirements for full membership. The PoWT also sets out the requirements for Observer Membership: ‘13. Observers are evaluation functions which do not meet the Full Membership criteria but which agree with, and commit to contributing to UNEG’s mission. 14. Observership is a transitional status and, with support from the UNEG Membership Committee, observers are expected eventually to comply with the criteria for full Membership. 15. Observers may participate in UNEG activities (including the Work Groups) and attend UNEG events such as the AGM and EPE. They ideally support UNEG work through financial support or in-kind support. 16. Observers do not hold voting rights and may not participate in closed business session of the AGM unless invited’.

⁸ UNEG Membership Requirements are set out under Point 11 of the Principles of Working Together.

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

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

Areas of work

The broader strategic direction of the UN Evaluation Group is currently well-described in both the vision and mission for UNEG in the 2020 – 2024 Strategy⁹:

UNEG Vision:

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

UNEG Mission:

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

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

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

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

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

Proposed activities

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

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

Proposed activities

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

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

(PoWT: 11)

⁹ <http://www.uneval.org/document/detail/2696>

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

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

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

Proposed activities

- Establish via survey the demand for support by UNEG Members around strengthening their respect of different aspects of the Norms and Standards as well as the requirements of membership (set out in Box 1)
- Organise peer support sessions around different aspects of the Norms + Standards (drawing on existing materials and bringing in subject matter experts from the Working Groups and Interest Groups across the UNEG network)¹⁰
- Promote independent use of the *UNEG Self-Assessment Maturity Matrix for UN Evaluation Functions* as a capacity development tool¹¹ in collaboration with the UNEG Peer Review Working Group

Final Remarks

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

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

Within the narrower confines of the Strategic Objective 1 programme of work under the current UNEG Strategy, we could also consider a close relationship between the Membership Committee and the Peer Review Working Group which is working towards meeting a target of 100% of UNEG Members completing a 'validated self-assessment/external review' against the Norms and Standards by 2024.¹² By offering UNEG Members targeted support to improve adherence to different aspects of the Norms and Standards before a peer review, this could help increase the demand for peer reviews as mechanisms to validate progress achieved to date, while providing recommendations on further areas for improvement.

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

¹⁰ This would follow up a proposed key action in the current *UNEG Strategy 2020 – 2024* (under Strategic Objective 1): '..UNEG and its members would further enhance and safeguard evaluation functions by a) promoting the Norms and Standards, with a focus on developing products, guidance and services to support their use and b) facilitate adherence to the UNEG N + S through self-assessments and the external review of evaluation functions'.

¹¹ One important feature of this UNEG Maturity Matrix – which builds on earlier OIOS and JIU tools – is the definition of different attributes of maturity (against a 4-point scale) which are provided for each of 50 + performance dimensions organized by the Norms & Standards.

¹² Note also that in addition to the target around validated self-assessments/external reviews, the Membership Committee's work could help UNEG meet other targets within Strategic Objective 1 including: a) 'by 2021, 100 per cent of the Norms and Standards will have specific guidance materials to support their use (including in system-wide evaluation)' and b) 'by 2021, 100 per cent of UNEG members will have an approved evaluation policy'.

Annex 3: UNEG Executive Steering Committee members and UNEG Work Group coordinators 2024

	Role	Contact
Isabelle Mercier	UNEG Chair	Isabelle.mercier@undp.org
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The list of work group members is available on the [UNEG Teams channel](#).