



UNEG
United Nations Evaluation Group

UNEG Programme of Work 2018-2019

September 2018

*This document is subject to review and update.

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SO1 Peer Review Working Group

Co-conveners: Mike Spilsbury (UNEP) and Inga Sniukaite (UN Women)

Conducting regular UNEG/ DAC EvalNET Peer Reviews

The ECG / Evalnet Peer Review of IFAD is underway with the continued involvement of the UNEG Chair on the Panel. The Peer Review Working Group will continue to organise regular UNEG / Evalnet Peer Reviews of UN evaluation functions. The Peer Review demand survey completed in early 2018 highlighted a long list of UNEG members potentially interested in conducting a Peer Review. These include: UNCDF, UNESCO, UN DGACM, UN Women, UNIDO, FAO, UNITAR, and GEF. There are some UNEG Member functions that have had several Peer Reviews, whilst others have had none. This raises the issue of how the PR Working Groups should set priorities since Peer Review Panels make use of UN Staff time on a pro bono basis and the aim is to broaden the coverage of evaluation function that have formal assessment against UNEG N&S. The Peer Review WG proposes developing a simple priority setting process.

Use of UNEG Funding needs for Peer Reviews

The established practice is for the UNEG Member evaluation function that is being reviewed to fund the direct costs of a Peer Review (consultant plus consultant travel) themselves, wherever possible and that Peer Review Panel members (both UNEG and Evalnet) volunteer their own time and cover their own travel costs to participate wherever possible. Therefore, any financial support from UNEG sources should be **considered on a case by case basis**. The level of financial support from UNEG will depend upon the resources available from the organisation being reviewed and the travel resources available to UNEG members offering to serve on a Peer Review Panel. Assuming a default \$15,000 per Peer Review is prudent as, recent Peer Reviews have been in the range of \$30,000 (UNODC) to \$60,000 (UNICEF), depending on the size and scope of work of the agency's evaluation function.

Developing new assessment approaches

A long-standing need often expressed by smaller evaluation functions within the UNEG membership, is for the Peer Review Working Group to develop a review approach that is tailored to their needs in terms of scope, time and cost of a review yet has sufficiently robust methods to be considered a credible assessment process. The PR Working Group set out a range of assessment modalities that may be suitable for smaller evaluation functions in 2017-18. These include:

- UNEG Peer-Validated Self-Assessment/ with or without EvalNet participation
- UNEG-Validated Self-Assessment (using a 'UNEG Accredited' consultant)
- A publicly disclosed Self-Assessment against UNEG Norms and Standards

Testing new assessment approaches

The WG intends to work on developing methods and approaches for these assessment modalities for later approval by UNEG membership. A natural follow up to this work would be to test them on a small function and then update the Peer Review Guidance accordingly.

Updating guidance and reviewing utility of completed Peer Reviews

Finally, to better understand the importance and utility of Peer Reviews, a review of implementation of management responses / recommendations for peer reviews is proposed.

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Indicative budget required	Expected contribution	Funding gap
Outcome 1.2: Peer Reviews improve quality of evaluation function in the UN	Output (a): Peer reviews of evaluation functions are conducted; peer reviews are prioritised, peer review guidance is updated; peer review management responses are reviewed.	Activity (i): Conduct of UNEG professional peer reviews and other assessments of evaluation functions Estimate 3 PRs initiated in 2019	Peer Review Working Group	TBD	Evalnet			\$50000	
		Activity (ii): Develop approach to Review small evaluation Functions – UNEG / Peer Validated Self-assessments	Peer Review Working Group			Q1/2 2019			TBD
		Activity (iii): Test approach on a small evaluation function				Q3/4 2019	\$15000	\$15000	
		Activity (iv) Update peer review guidance, including to prioritise Peer Reviews and to review of small evaluation Functions	Peer Review Working Group	WG conveners and Members	None	Q4 2018 – q4 2019	none	none	none
		Activity (v): Conduct a review of implementation of management responses for peer reviews	Peer Review Working Group	WG Members	None	Q1 – Q4 2019			
Budgetary requirement								\$65000	

SO1 Professionalisation of Evaluation Working Group

Co-conveners: Craig Russon/ Patricia Vidal (ILO), Jacqueline Flentge (WFP), Lukasz Wieczerek (OPCW)

Under Strategic Objective 1 of the (UNEG) Strategy 2014-2019, the Working Group on Professionalization (WGP) works on UNEG's vision to advance the professionalization of evaluation within the UN system, and to promote adherence to the norms and standards through the external review processes of evaluation functions, the development of relevant guidance materials, as well as the development of a professional competency framework for UN evaluators. The working group aims to strengthen the strategic, technical and managerial skills of UN evaluators by facilitating the exchange of knowledge and experiences.

Over the past years, emphasis was placed on the development/review/dissemination of an Evaluation Competency Framework (ECF). Originally designed to fit the heads of evaluation departments and evaluators' needs, the ECF has been reviewed to include not only evaluators, but also evaluation commissioners and users. In parallel to the implementation of the ECF, the working group on professionalization has worked with the United Nations System Staff College (UNSSC), providing support to develop trainings and capacity building activities, aligned with the ambition to strengthen evaluation capacity and sharing knowledge.

Currently, the new work plan pursues continuing the mentioned efforts of the recent past and go beyond those. It is founded on the recommendations of a review of the ECF pilots that was undertaken last UNEG year; as well as on the outcomes of a WG organized Round Table meeting. The latter took place last May 2018 and counted on the participation of national and regional evaluation associations; training institutes, donors and UN colleagues.

The new WGP work plan focuses on five pillars¹: Pillar 1 enhances the global uptake of the Evaluation Competency Framework; Pillar 2 enhances knowledge management related to professionalization of evaluations; Pillar 3 aims to support provision for training on evaluation, targeted to UN and non UN staff; Pillar 4 explores avenues for accreditation and/or certification of individual evaluation competencies; and Pillar 5 endeavors to set aside time to distillate learning from the other pillars, attend UNEG strategic meetings and based on those properly analyze the vision, mission, objectives and activities in relation to professionalization of evaluation and package this strategically for inclusion in UNEG's upcoming Strategic Plan.

The five pillars are useful to divide the work, nonetheless they are inseparable, interrelated and mutually supportive. For instance, Pillar 4 aims to develop an accreditation system, however work on accreditation comes along with work on the ECF (Pillar 1) and trainings (Pillar 3). Accreditation can be only made based on premise that the ECF is accepted UN wide (and later on perhaps beyond the UN) and in parallel, trainings need to be implemented to enable staff to progress towards the aspirational competency level that the ECF proposes.

The required inputs that are proposed to carry-out the activities of the work plan have been thoroughly analyzed. For instance, they take into account the feasibility of WG members in terms of time dedication. Requests for financial resources have been kept to the minimum. The WG decided to only recur to consultancies if truly required and at all times will make sure that UNEG members will stay closely involved in analysis and recommendations that will form part and be engendered by the consultancies. Minor financial resources have been requested to allow for participation in international fora where travelling in is warranted. Larger evaluation units among WG members, however, will most often put in at least 50% of travel resources themselves.

¹ Each of the pillar's outline and activities are described more in detail below.

Pillar 1² of the Professionalization Working Group work plan is focused on promoting the use of UNEG Evaluation Competency Framework in practical and effective ways. The need for this was identified during the May 2018 Round Table meeting that UNEG had organized for global evaluation professionalization experts.

The pillar work plan is based on some key outputs, where an analytical study will be commissioned by the WG to do a comparative study of various evaluation competency frameworks that are being applied worldwide, to identify good practices, self-assessment and training tools, that can be adopted by UNEG ECF to provide more practical guidance for implementation. The comparative study will then also feed into the global debate on the pertinence of developing a macro level global competency framework.

The working group will also use its convening power to promote professionalization through regional evaluation conferences, such as AfrEA, EAS etc., as a follow up to the 2018 Roundtable to enhance learning and cooperation on ECFs where possible.

Finally, the WG will make a call for interest among UNEG members who are interested in promoting the integration of ECF in their corporate competency frameworks through cooperation/ discussion with their respective HR departments.

The WG will support interested evaluation offices in these endeavors by providing practical and simplified documentation on ECF. The required inputs to the working group will be consultancy to finalize the comparative study, support for travel to regional conferences as well as staff time.

² In version one the work plan, this pillar was disaggregated as two separate pillars.

Pillar 1 Enhancing the global uptake of the Evaluation Competency Framework										
Outcomes	Outputs	Activities	Modalities	Pillar convener	Responsible & collaborating agencies	External partners	Timeframe	Indicative budget required	Expected contribution	Funding Gap
SO1: Evaluation functions and products of UN entities meet the UNEG Norms and Standards for Evaluation	A report mapping currently existing resources in relation to evaluation competency frameworks compiled	Commission a study to identify available resources for self-assessment and training tools to implement ECF pillars (including a comparative analysis of other non-UN Evaluation CFs)	Consultancy	M. Dolun (UNIDO)	UNIDO, UNICEF, OPCW, UNHCR with inputs from the other agencies represented in the WG	n/a	Sep 2018-Feb 2019	Staffing time WG members and \$10,000 for consultancy	Staffing time WG members	\$10000
	ECF disseminated more widely (in coordination with pillar 6)	Dissemination through EvalPartners, Evalnet, ALNAP, Pelican, XcEval, IDEAS, IPDET, linkedin and other social media	Meeting participation and communication through social media	M. Dolun (UNIDO)	UNICEF, other WG members	EvalPartner, EvalNET, ALNAP, IDEAS, Pelican XcEval, MandE, IDEAS	Sep 2018-April 2019	staffing time WG members	Organizational links to different partners	\$0
	1. Adoption of ECF in HR/job descriptions/job family outlines promoted. 2. Level of uptake of ECF inside UN HR job family/competency framework reviewed	Create and disseminate a UN pager on ECF for wide dissemination among UN Agencies	Tool compilation and advocacy	A. Ocampo (UNICEF)	UNICEF and AfrEA with inputs from the other agencies represented in the WG	n/a	August - December	Staffing time WG members	Staffing time WG members	\$0
		Collaborate with UN Agencies willing to adopt ECF in HR	Advisory	A. Ocampo (UNICEF)		n/a	January - March	Staffing time WG members	Staffing time WG members	\$0
		Disseminate findings of the review	Presentations	A. Ocampo (UNICEF)		n/a	Mar-19	Staffing time WG members	Staffing time WG members	\$0
	Pillar 1 UNEG Budgetary Requirement									Subtotal

Pillar 2 of the Professionalization Working Group work plan is focused on enhancing knowledge management in support of professionalization. The need for this was identified during the May 2018 Round Table meeting that UNEG had organized for global evaluation professionalization experts.

Specifically, the plan is to gather and structure information on existing training and professionalization initiatives on evaluation, offered by the UN as well as other organizations, and then add a module to the UNEG website to house this information and make it easily available to UNEG members and others. Ongoing work would include regular updates of the web module to keep the information up to date.

At the same time, the working group will explore options for collaboration with other entities who could more easily manage a global information hub with this and other information. The main contribution to the working group will be staff time, including a WFP UNV who will be devoting part time support to the initiative. A budget of \$5,000 is being requested for the addition of a module to the UNEG website.

Pillar 2 Enhanced Knowledge Management related to Professionalization of Evaluations										
Outcomes	Outputs	Activities	Modalities	Pillar convener	Responsible & collaborating agencies	External partners	Timeframe	Indicative budget required	Expected contribution	Funding Gap
SO1 Evaluation functions and products of UN entities meet the UNEG Norms and Standards for Evaluation	Enhanced knowledge management in support to professionalization initiatives	Collect and structure information on UN and other organizations' training announcements, curricula, modules, publications, and professionalization initiatives	Information gathering	H. Bryant (UNDP) (tbd)	WFP, UNICEF, UNDP, UNHCR with inputs from the other agencies represented in the WG	n/a	August - December 2018	Staffing time WG members	Staffing time WG members	\$0
		Add module to UNEG website to house this information	Web-programming	H. Bryant (UNDP) (tbd)		n/a	January-March 2019	Staffing time WG members and \$5000 for consultancy (web-programming)	Staffing time WG members	\$5000
		Regular updates of the UNEG site	Information gathering and web-programming	H. Bryant (UNDP) (tbd)		n/a	March 2019 onwards	Staffing time WG members	Staffing time WG members	\$0
		Explore options for collaboration with other entities who could manage a global information hub	Networking/advocacy	H. Bryant (UNDP) (tbd)		IOCE, Evalpartners a.o.	November 2018 - March 2019	Staffing time WG members	Staffing time WG members	\$0
Pillar 2 UNEG Budgetary Requirement									Subtotal	\$5000

The purpose of Pillar 3 is to support provision for training on evaluation, targeted to UN and non-UN staff. In order to realize its purpose, the pillar has two outputs.

The first output is to support UN Staff College (UNSSC) training in Bonn, New York and the Regions. Pillar support will be given in four ways:

1. Members will provide feedback and comments on the UNSSC curriculum;
2. Members will provide feedback and comments on co-facilitation candidates;
3. Members will upload good and bad examples of evaluation products (e.g. evaluability assessments, evaluation plans, ToRs, report, management responses) that will be transformed into case-studies for use during learning activities; and
4. Members will circulate information to help promote the trainings among their respective networks.

The second output is to conduct an analysis of the lessons that emerge from the UNSSC evaluation trainings with an eye to improving professional development in the UN system and to provide advice on UNSSC's future capacity development strategies.

UNSSC will cover the travel and DSA for pillar members who help to co-facilitate the Bonn and NYC trainings. US\$5,000 funding is requested to help pay travel and DSA for pillar members who help to co-facilitate a regional training.

Pillar 3 Support provision for training on evaluation, targeted to UN and non-UN staff										
Outcomes	Outputs	Activities	Modalities	Pillar convener	Responsible & collaborating agencies	External partners	Timeframe	Indicative budget required	Expected contribution	Funding Gap
SO1 Evaluation functions and products of UN entities meet the UNEG Norms and Standards for Evaluation	Support for the development and facilitation of training for UN-wide and non-UN staff is provided	Advise partners on curriculum development; training facilitation	Advisory, facilitation	C. Russon (ILO)	UN Women, ILO, WFP, UNDP, UNICEF, UNITAR, UNIDO, UNHCR with inputs from the other agencies represented in the WG	UNSSC, regional M&E groups (e.g. UNEDAP)	Aug 2018-May 2019	Staffing time WG members	Staffing time WG members	\$0
							Bonn training in November 2018.	Staffing time WG Members and \$10,360 -(to cover travel and DSA of 2 WG members for 3 trainings)	Staffing time WG members	\$5000
							NYC training 5-7 February 2019			
							Regional training tbc			
							Nov 18-May 2019	Staffing time WG members	Staffing time WG members	\$0
Pillar 3 UNEG Budgetary Requirement									Subtotal	\$5000

Pillar 4

This narrative describes the rationale for pursuing structured and focused work on developing evaluation competencies within the UN system, and to set out a road map for certification, accreditation and, possibly, credentialing within the UN system. During 2017 and early 2018, the UNEG professionalization working group commissioned a pilot review of the way the UNEG Evaluation Competency Framework (ECF) is being applied by UNEG members. The pilot review and initiatives undertaken by different UNEG members, VOPEs and academia to develop evaluation capacities were presented and discussed at a roundtable on professionalization prior to the 2018 UNEG Annual General Meeting. The activities for certification and accreditation under Pillar 4 are a natural continuation of work that has been undertaken to date and will be pursued under the previous pillars of this work plan.

The work of Pillar 4 is governed by at least four assumptions: First, UNEG should not duplicate systems that are being put in place by others outside of the UN system, but should rather learn from and build on the experiences, taking into consideration the UN's particularities. In short, there are many opportunities and initiatives, both within and outside the UN, but this information is not collected, synthesized and analysed in terms of how it relates the ECF. Second, any work undertaken by UNEG should be done in collaboration with partners to the extent possible; third, the work to be undertaken is medium to long term (i.e. spanning several years and extending into the next UNEG strategic planning cycle); and fourth, work of UN staff in terms of evaluations predominantly exists of evaluation management work, for which capacity development has seldom been received

While the focus of the Pillar's work would be developing certification, accreditation and possibly credentialing within the UN, the Pillar's work would extend beyond the UN to the extent that professional groups who are working on this and helping them to integrate the ECF into their schemes so that the evaluators whom they certify would be better qualified to undertake evaluations for the UN system.

The first activity of Pillar 4 work plan is a mapping exercise of existing certification/accreditation initiatives within the UN system and their links to the competencies of the ECF. WG members anticipate the mapping exercise to show that a number of professional evaluation associations, societies and networks have already begun to create schemes for certifying competencies and or credentialing and/or licencing evaluators based on demonstrated knowledge, skills, attitudes and behaviours and other attributes. Pillar 4 would not seek to duplicate that work; rather, it would assess the extent to which such experiences and approaches could and should be replicated to the UN and/or customized, or rather if a new approach is required.

Pillar 4 would therefore enter into partnerships using the engagement plan proposed by the UNEG SO4 Partnership Working Group to develop an ECF-based, certification programme for evaluation managers. The programme would likely be modelled after and be inspired by already developed capacity development initiatives such as of the ILO's Evaluation Manager Certification Programme (EMCP) and capacity development programmes of other UN agencies, such as those of UNWomen, WFP and UNICEF.

The mapping exercise may also show that internal evaluation is an activity in which the staff of many UN agencies, programmes and funds engage but in which few have received training. If the mapping exercise shows that few if any professional groups have certification schemes in this area, this may also be a body of work that Pillar 4 could carry out. The ILO's Internal Evaluation Certification Programme (IECP) and capacity development activities could constitute models.

As a follow-up to the mapping exercise, the Pillar's work plan would include the development of possible paths beyond certification to include formal recognition of competencies, such as the accreditation of programmes and, possibly, the credentialing of evaluators/evaluator managers. In short, certification may be one component of a broader credentialing initiative, but how certification of competencies relates to the other components (and what those other components are or should be) is at present not fully understood.

Pillar 4 Exploring avenues for accreditation and/or certification of individual evaluation competencies										
Outcomes	Outputs	Activities	Modalities	Pillar convener	Responsible & collaborating agencies	External partners	Timeframe	Indicative budget required	Expected contribution	Funding Gap
SO1 Evaluation functions and products of UN entities meet the UNEG Norms and Standards for Evaluation	Knowledge generated on certification/accreditation schemes in the field of evaluation, with results of a mapping exercise linking the UNEG ECF with relevant learning opportunities	Background research, draft TOR and recruit and oversee consultant	Research and supervision	B. Boyer (UNITAR)	UNITAR, WFP, IAEA, OPCW, ILO, UNHCR (Tbc) with inputs from the other agencies represented in the WG	n/a	Sept - December		Staffing time WG members	\$0
		Research and analysis on certification/accreditation schemes, and mapping of learning opportunities within and outside UNEG	Advisory/consultancy			Consultant	Nov/Dec	Contract to cover consultancy	Consultancy	\$10000
Pillar 4 UNEG Budgetary Requirement									Subtotal	\$10000

Pillar 5

Work under previous pillars have already and will continue to provide learning, and awareness on the strategic direction to pursue in the new future.

The present pillar envisages to dedicate appropriate effort to distillate and validate that learning³. The proposed direction should be based on consultation and be comprehensive, pertinent and viable. It should also be packaged in a way that it can feed into the UNEG partnership strategy and in UNEG's new Strategic Plan.

For the above purpose, WG members active in this pillar, i.e. mainly WG co-conveners, will participate in EG-organized and other relevant UNEG meetings, will coordinate participate in and coordinate conceptualization exercises, and will draft/report narratives for inclusion in the before mentioned strategic documentation.

³ AfrEA and other conferences will allow for engagement with organisations beyond UNEG to validate current reflection on professionalization matters in the WG.

Pillar 5 Identify envisaged results, activities and resources in relation to Professionalization in UNEG's new Strategic Plan										
Outcomes	Outputs	Activities	Modalities	Pillar convener	Responsible & collaborating agencies	External partners	Timeframe	Indicative budget required	Expected contribution	Funding Gap
New UNEG Strategic Plan with clear outline of vision, mission, objectives and activities in relation to the professionalization of evaluation.	Instances of internal coordination on UNEG's new Strategic Planning counting on participation of WG Professionalization members.	1. Participation in meetings of expanded EG and of relevant Cross-cutting groups; and liaise with other UNEG WG/IG	Meetings	J. Flentge (WFP)	WFP UNITAR OPCW ILO with inputs from the other agencies represented in the WG	n/a	Ongoing until May 2019	Staffing time and \$4,000 (to cost mission of 2 WG members to EG meeting)	Staffing time WG members	\$4000
		2. Provision of inputs on Principles of Working Together	Drafting inputs				Dec-18	Staffing time WG members	Staffing time WG members	\$0
	Content on 'professionalization of evaluation' formulated, validated and submitted for inclusion in UNEG's new Strategic Plan	3. Analyze lessons learned as well as future needs in terms of professionalization for evaluation	Remote consultation (phone, email)	J. Flentge (WFP)		n/a	Mar-19	Staffing time WG members	Staffing time WG members	\$0
		4. Formulate narratives on 'professionalization of evaluation' for inclusion in new UNEG Strategic Plan	Internal work session				Apr-19	WG members time and \$2700 (for mission of 2 WG members to Geneva where other members have their offices)	WG members time	\$2700
Pillar 5 UNEG Budgetary Requirement									Subtotal	\$6700

SO1 Decentralized Evaluation Interest Group

Julie Thoulouzan (WFP) and Alexandra Chambel (UNFPA)

The aim of DEIG is to serve as a forum for sharing experience and best practices among evaluation practitioners in relation to decentralized evaluations. DEIG membership has been extended to include additional Regional Evaluation Officers.

As in past years, a series of webinars will continue to form the main output of the DEIG workplan. Selected topics have been identified through a survey among DEIG members (see table below). The format will evolve shifting from presentations by individual agencies to active sharing of experience and lessons learned by all participating agencies. The UNEG Evaluation Week will provide an opportunity to organize a session with a wider audience, possibly on joint decentralized evaluations. Opportunities for promoting evaluation partnerships will be sought, notably through sharing and consolidating Agencies' respective decentralized evaluation plans. Finally, recognizing the key role decentralized evaluations can play to support national governments in measuring progress towards achieving the SDGs, the DEIG will promote the establishment of synergies with other UNEG Working Groups notably the UNDAF Task Force, the WG on Evaluation Professionalization and the SDGs Working Group

Outcomes	Outputs	Activities/ Thematic focus	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Indicative budget required	Expected contribution	Funding gap
Outcome 1: Advance in conceptualization on how decentralized evaluation can contribute to inform United Nations reform, with a particular focus on Agenda 2030	Output (a): Exchange of experiences and best practices through webinars focused on priority themes	Staff evaluation capacity building	DEIG webinar	ILO + all DEIG members	N/A	December 2018	N/A	N/A	N/A
		Success in collaborating in Joint Evaluations despite different policy/normative frameworks	DEIG webinar	All DEIG members	N/A	February 2019	N/A	N/A	N/A
		Securing and tracking staffing and financial resources for decentralized evaluations	DEIG webinar	All DEIG members	N/A	April 2019	N/A	N/A	N/A
		Ensuring complementarity between decentralized and centralized evaluation plans	DEIG webinar	All DEIG members	N/A	June 2019	N/A	N/A	N/A
		Safeguarding the impartiality of Decentralized Evaluations and addressing potential breaches	DEIG webinar	All DEIG members	NA	September 2019	N/A	N/A	N/A
		Quality Support mechanisms for Decentralized Evaluations: Internal vs Outsourced approaches	DEIG webinar	All DEIG members	N/A	November 2019	N/A	N/A	N/A
	Output (b): Support evaluation partnerships	Sharing and consolidating Agencies' respective decentralized evaluation plans with the view to identify potential opportunities for joint evaluations.	Common repository of DE workplans + webinar to identify possible entry points for Joint Evaluations	All DEIG members	N/A	January 2019	N/A	N/A	N/A
		Inviting Regional Evaluation Networks to present their joint initiatives	Webinar	UN Regional Evaluation Networks	N/A	tbc	N/A	N/A	N/A

Outcomes	Outputs	Activities/ Thematic focus	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Indicative budget required	Expected contribution	Funding gap
				(UNEDAP, etc)					
	Output (c): Establish synergies with other UNEG Working Groups on relevant themes including: - UNDAF Task Force (on links between UNDAF and decentralized evaluations) - WG on Evaluation Professionalization (on Evaluation Capacity Development) - SDGs Working Group		Sharing of workplans Organization of joint webinars	All DEIG members + other UNEG WGs	N/A	From Oct 2018 onwards	N/A	All members	N/A
	Output (d): Organize a session on DEIG at EPE 2019	Focus of the session to be determined		All members	Feb-April 2019	N/A	All members	N/A	From Oct 2018 onwards
	Output (e): Continue populating document/information repository on shared platform	N/A	Document upload	All members	Ongoing	N/A	N/A	N/A	N/A
Budgetary requirement									\$0

SO1 Ethics and Code of Conduct Guidance Task Force

Co-Conveners: Tina Tordjman-Nebe (UNICEF) and Gaby Duffy (WFP)

Outcomes and Indicators	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Indicative budget required	Expected contribution	Funding Gap
UN evaluations meet UNEG N&S	Comprehensive literature review of ethical guidance and standards that identifies gaps and new ideas/areas around principled action.	Define scope of review and develop terms of reference	Task team consultation and discussion	UNICEF, UNHCR, UNDP, WHO, WFP	n/a	Sept/Oct	Staff time		
		Recruit consultant(s)	Direct recruitment	UNICEF and WFP	n/a	Nov	Staff time		
		Build electronic literature library	DropBox Upload	UNICEF, UNHCR, UNDP, WHO, WFP	To be defined	June- Nov	Staff time		
		Develop inception plan/report	Drafting	UNICEF, UNHCR, UNDP, WHO, WFP		early Nov	\$5000	\$5000	
		Conduct literature review	Document review	Consultant	To be defined	Nov-Dec	\$8000	\$8000	
		Conduct practice review	Survey and key informant interviews	Consultant	To be defined	Dec	\$5000		\$5000
		Draft Mapping Report	Drafting	Consultant(s)	n/a	Jan-19	\$7000	\$7000	
		Revision and finalization of mapping report	Consultation with task team, drafting	Consultant	n/a	Jan-May 19	\$5000		\$5000
		Prepare workplan for revision of UNEG guidance and code of conduct	Task team consultation and discussion	Task Team Convenors	n/a	Apr-May 2019	Members staff time		
Broader engagement and interest in ethics within UNEG	Present findings and recommendations of the Review to 2019 AGM	Presentation	Task Team Convenors	n/a	May-19	Members staff time			
Budgetary Requirement								\$20000	\$10000

SO2 Use of Evaluation Interest Group

Co-conveners: Adan Ruiz (WIPO) and Aurelie Larmoyer (FAO)

Background

Since its inception in 2015, the work on the strategic objective two has contributed to a better understanding of the factors that enable use of evaluation. The group commissioned studies on the use of evaluation that identified aspects as critical to enhance the use of evaluations in the UN system. As part of these studies, the following documents were produced:

- 1) Guidance/principles for stakeholder engagement in evaluation;
- 2) Checklist for quality recommendations; and
- 3) Study on governance and use of evaluation.

The sub-group on Knowledge Management prepared a series of webinars that enhanced the dissemination and use of evaluations through mass dissemination. Seven webinars were organized on the topic of use of evaluation since 2016.

Vision statement

For most of UNEG members, the use of evaluations continues to be a key topic that needs to be further understood and acted upon within the U.N system and beyond. This Interest Group seeks to contribute to the subject increasing the potential of evaluation to make a relevant and timely contribution to organizational learning, informed decision-making, programme learning and accountability for results.

Objective of the WG

The EUIG has defined as its priority objectives to identify good and potentially replicable practices to warrant the relevance of evaluation generated knowledge to the needs of target users, and to enhance evaluation products' appeal to users. These two elements influence the extent to which evaluations are used, and have not yet been subject of study by UNEG.

Modalities

Fourteen Members agencies will work together to collect practices and assemble findings into a structured paper to present good practices and gaps in the following areas:

EUIG members will also aim to gather information on the extent to which and how UNEG members track the actual impact of evaluations on programmatic practices. Assembling good practices will provide a useful reference to enhance evaluation utility, and to highlight areas where UNEG members may need to focus their efforts. The group will capitalize on their own good practices in three specific topics:

- a) Enhancing relevance of evaluations to users' needs
- b) Improving communication with users to increase and track evaluation uptake
- c) Capturing users' views on evaluations utility

UNEG's Chair encouraged the group to promote the use of evaluation in the broader context. The Chair indicated that one such opportunity is the SDG HLPF annual event, which could be used to promote the use of evaluation to inform UN Reform. The group should further discuss the modalities and potential actions to be taken to include such suggestion in a future update of the work plan.

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Indicative budget required	Expected contribution	Funding gap
Advance in conceptualization and practical ways to increase evaluation use for UNEG community	Output (a): Capitalize on good practices enhancing relevance of evaluations to users' needs	Activity (i): collect UNEG members practices Activity (ii): assemble findings into a structured paper presenting good practices and gaps.	Monthly/ bi-monthly meeting	WIPO FAO GEF IAEA ILO OIOS UNDP UNESCO UNFPA UNICEF UNWOMEN WFP	N/A	By April 2019	N/A	N/A	N/A
	Output (b): Capitalize on good practices enhancing communication with users to increase and track evaluation uptake								
	Output (c): Capitalize on good practices to capture users' views on evaluations utility								
Budgetary Requirement									\$0

SO2 UNDAF Task Force

Co-conveners: Masahiro Igarashi (FAO), Fumika Ouchi (UNDP)

Background

At the 2018 UNEG Annual General Meeting in Rome (10-12 May 2018), UNEG Heads agreed on a ‘roadmap’ for way forward in the context of the UNEG Midterm Review of UNEG Strategy 2014-2019. One of several flagships or priorities they decided to focus on in the coming years was to “be engaged with UN reform and address system-wide initiatives (i.e. UNDAF), contributing to Agenda 2030/SDGs.” The decisions on the working group activities for the upcoming year includes “set up a task-team to work with the SDG/DOCO office on UNDAF” under SO2.

The UNDAF Task Force was set up comprising members from FAO, IAEA, UNDP, UNFPA, UNICEF, and UN Women. The overall aim of the Task Force is to come up with practical options for UNEG to consider (and implement following the 2019 AGM) how UNEG can better support UN’s efforts for strengthening UNDAF.

Proposed work plan

The Task Force proposes to focus on two key workstream areas between now and the next AGM (2019):

- 1) Coordination of CPEs/ UNDAF evaluations among UNEG members – To develop lessons from inter-agency joint assessment experiences, including implementation of a pilot UNDAF evaluation for a select country.
- 2) Methodology review – To develop a proposal with options for harmonization of Country Programme Evaluation methodologies that exist in various UNEG member agencies and opportunities to improve integration with UNDAF evaluations

The workstreams are expected to feed into each other’s work, i.e. the work on CPE methodology informing the pilot UNDAF evaluation, and results of the pilot UNDAF evaluation experience feeding into the methodology review to bring forward proposals for joint UNDAF methodology.

Workstreams	Purpose and Expected Outcome	Activities	Responsible and collaborating agencies	Timeframe	Resources	Indicative Budget required
Coordination of CPEs/ UNDAF evaluations between UNEG members <i>(Lead: Natalia, UNDP & Yuen Ching, FAO)</i>	Identification of pilot countries for potential joint-assessments and a suggested way forward	Confirm with the UNEG decentralized evaluation interest group what efforts were made in the past to coordinate the agency's evaluation work	UNDP (Natalia), FAO (Yuen Ching and Omar), WFP (Grace)	Oct-Nov 2018	In-kind contributions from staff	N/A
		Request agency's workplans for 2019 and 2020, if available.		Oct-Nov 2018		
		Identify & share pilot countries for potential joint-assessments based on the workplan with UNEG agencies heads		Oct-Nov 2018		
		Facilitate one pilot UNDAF evaluation (joint-assessment), if there is sufficient interest / commitment among agencies		Nov 2018 – March 2019		
	Lessons learned note, based on the agencies' joint-assessment experiences	Liaise with the agencies conducting the pilot joint assessments and coordinate extraction of lessons learned	Agencies conducting the joint-assessment <i>(to be confirmed)</i>	Jan-March 2019 (probable extension to the next UNEG workplan)	In-kind contributions from staff	
Methodology review <i>(Lead: Shravanti Reddy/ UN Women)</i>	Identification of common methodological areas and gaps	Map existing CPE methodologies, including UNDAF evaluation Extract the commonalities and key differences in terms of design and management models, and relation to UNDAF evaluation/results	UN Women (Shravanti), IAEA (Eduardo)		1 external consultant to review methodological guidelines used by each agency	\$10000
	Analysis on way forward to better integrate CPEs with UNDAF evaluations	Develop a proposal with options for harmonization of CPE methodologies and opportunities to improve integration with UNDAF evaluations			External consultant + in-kind contributions from staff for revisions	
Budgetary Requirement						\$80000

SO3 DAC Evaluation Criteria Task Force

Co-conveners: Vijaya Vadivelu (UNDP), Peter Wichmand (ILO), Julia Engelhardt (WIPO)

Background and role of the Task Force

- a) No UNEG common position or input to the drafting of the revised criteria seem to have been done for the critical period in Q4 2017.
- b) Drafting of revised criteria going on (DAC consultant) – DAC consultation by Oct. 2018 seems to be a validation – no major revision is expected
- c) Not yet any clarity from UNEG EG on what the task force is to do (purpose).

Latest status on the revision of the DAC/OECD criteria (timetable for Task Force to consider)

- a) July-October 2018: Wider consultations with external stakeholders (potential opportunities: AfDB Evaluation week, Asia Evaluation week, Evalpartners, EES) and continued online consultations
- b) September -November 2018: Analysis of results of various consultative processes (interviews, workshops and conferences, survey, online consultations); drafting of adapted version of criteria and work on user guidance
- c) November-December 2018: Draft version of adapted/new DAC Evaluation criteria and of user guidance circulated for comments
- d) January 2019: Final draft version of criteria
- e) February 2019: Approval at the 23rd meeting of DAC EvalNet
- f) March 2019: Publication and communication on new criteria and user guidance.

Task Force potential purpose

- a) To provide comments on the criteria and documents taking into consideration relevant UNEG guidance document such as on UNEG Norms and Standards, normative evaluations, human rights and gender perspectives and other
- b) Organize opinion of all members and bring it to the OECD DAC. Are we looking at what is the use of these criteria? How this can be used in the UN and by the governments?
- c) How UNEG agencies interpret the criteria and to agree in interpreting the criteria in the same way (basis for any joint, coordinated evaluation).

Note: The TF should not focus on adding more criteria but rather analysing its use. This TF could have a much bigger role and include modules for the governments on how they will use the criteria in the national context.

Proposed work plan activities

The Task Force is proposing a two stage approach:

Stage 1: Preparation stage (August-December 2018)

- a) Compiling UNEG members view on OECD DAC criteria and their use:
 - i) Document review of past consultation exercises and available literature and debates on OECD DAC criteria.
 - ii) Extracting the responses by UN Agencies to the DAC/OECD survey (possibly divided by HQ, Regional and Country offices)
 - iii) If needed, prepare an additional survey for UNEG members on current use and proposed revision to the criteria
- b) Consultation and discussion within UNEG on the revised criteria and their use. This would be more for internal learning within UNEG than a preparation for inputs to DAC/OECD.

- c) Provide a UNEG response to DAC/OECD once the new draft criteria are made available in November-December 2018

Stage 2: After DAC criteria revision process has been finalized (March-June 2019)

- a) Prepare modules and guidance material for UNEG members on the new criteria.
- b) Prepare modules and guidance for Governments on the new criteria.

Consider the change of the Task Force into a UNEG interest group or working group

Resources

For Stage 1

- The TF envisage engaging an external consultant to assist with the desk review and consultation to prepare a paper for the UNEG to respond. The paper will include an analysis of the use and interpretation of the criteria among UNEG members and governments. Identification of good practices and common interpretation of criteria. The exercise will include the identification of follow up activities as a result of the revision of the DAC criteria.
- The cost foreseen for this exercise will be of 15,000 USD for 25 working days

For Stage 2

- After identification of follow up activities, a proposal will be made to the next UNEG meeting on the way forward of this TF. This could be a potential follow up activity depending on available resources but more concrete activities for the Task Force will be identified as part of the desk research on consultations. This could be about support to UN agencies to translate these new criteria in their evaluation practice; providing a platform for lessons learning, exchange of experience and methods used to address these criteria in case there are new ones, etc. A stage 3 could also involve NECD related to use and adaption of the revised criteria particularly in the context of country led SDG evaluation.

S03 Gender Equality and Human Rights Working Group

Co-conveners: Sabas Monroy (OHCHR) and Messay Tassew (UN-Women)

Background and role of the Task Force

- a) Strengthening UNEG members' knowledge/awareness and skills in integrating GE&HR in evaluation practice in order to meet the UNEG norms and standards.
- b) Leading efforts of development of guidance, tools and checklists on integration of human rights and gender equality into evaluation processes and systems of UNEG members.

Proposed work plan activities 2018/2019

1. UNDAF evaluation meta-analysis with a gender lens

This meta-analysis is the first attempt by UNEG to use a gender lens to analyze UNDAF evaluations. In general, the purpose of the meta-analysis is two-fold: (1) provide in-depth information on the current state of the integration of gender and human rights perspectives into UNDAF evaluations; and (2) synthesize the main recurring themes on UNCT's contribution to the achievement of gender equality results. The scope includes all UNDAF evaluations completed between 2015 - 2018, to be able to have a broad evidence base and a more robust analysis. An initial search in the UNDP Evaluation Resource Centre (ERC) shows 48 UNDAF evaluations completed during this period. Given the wide scope of this exercise, two senior consultants will be hired on basis of their experience/expertise in meta-analysis, evaluation, gender equality/gender analysis and linguistic skills. The consultancy will commence 15 November 2018 and be completed by 30 March 2019 and estimated \$49,000 will be incurred. An additional \$4,000 will be required to copy edit and design the final product. A management group consisting of representatives from: UN Women, OIOS, UNESCO, WFP, WHO, ILO, UNDP, OHCHR, and UNFPA has already been established to oversee implementation of this activity.

2. Webinars on the revised Technical Note on the UN SWAP Evaluation Performance Indicator and Scorecard

UN SWAP Evaluation Performance Indicator measures to what extent evaluation reports of UN entities meet UNEG gender norms and standards. In the context of the second generation of the UN-SWAP 2.0, the Technical Note and Scorecard on the UN-SWAP Evaluation Performance Indicator has been revised and received endorsement by UNEG heads after consultations with members. The revised EPI introduces the completion of an institutional evaluation of gender mainstreaming every 5-8 years to "exceed requirements". In addition, the Technical Note is streamlined and simplified. The UN-SWAP 2.0 came into effect in 2018 so is the new EPI. Two webinars are scheduled this year targeting UNEG members and UN SWAP EPI reporting entities, and these will be excellent opportunities to solve any doubts regarding the assessment and reporting process. Working group members will be contacted to provide more information on good practices on integration of gender dimensions into evaluation processes and products and participate as a speaker in webinar.

3. A webinar and dissemination of the Guidance on Evaluating Institutional Gender Mainstreaming

UN-SWAP 2.0 framework requires reporting on Gender Mainstreaming and GEWE results. The guidance was prepared by the WG to help deeper understanding of the extent to which the institutional approach to GM is effective and exploring the link and correlations between strong institutional GM and development results for GEEW in UN entities' Gender policies or strategies as well as the SDGs. The UN-SWAP is elaborated as an evaluation framework, and evaluation indicators and data collection methods for each of the UN-SWAP performance indicator areas are included. This guidance serves a resource for UN entities wishing to undertake an evaluation of GM at an institutional and/or programmatic level.

4. UN-SWAP EPI Peer Learning Exchange

Reporting on the UN SWAP EPI using the new Technical Note and Scorecard will be effective for this year reporting. Sub-group managing peer review process to be established as soon as possible.

Peer learning exchange involves two entities reviewing each other's evaluation reports against the UNEG endorsed EPI Evaluation Scorecard, comparing results of the entities self-assessed EPI report, assessing the entities UN SWAP EPI reporting procedure alignment with the UNEG Technical Note, and providing feedback. This PLE is particularly useful for those small evaluation units/offices that do not have funds for an external review, as it provides a way to allow more objectivity and coherence in reporting.

Gender Equality and Human Rights Working Group

Outcomes & Indicators	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Indicative budget required	Expected contribution	Funding Gap	
Evaluation informs UN system-wide initiatives and emerging demands	Strengthening UNEG members' knowledge/awareness and skills in integrating GE&HR in evaluation practice in order to meet the UNEG norms and standards.	Activity (i) disseminating UN-SWAP EPI trends and UN SWAP Evaluation Performance Indicator revised Technical Note	Virtually organized by the WG	GEF; ILO; WFP; FAO; UNDP; UNHCR; UNIDO; OHCHR; UN-Women; OIOS; UNESCO; WHO; UNICEF; UNCDF; ESCWA		Sept 2018	NA			
		Activity (ii) design and disseminate Guidance on Evaluating Institutional Gender Mainstreaming endorsed by UNEG heads			Designer	July 2018	\$2500	\$4000	Cost to be covered from the balance carried over and earmarked for the HRGE WG	
		Activity (iii) Meta-analysis of UNDAF evaluations with a gender lens (2015-2018)			Consultant	Sept 2018 – March 2019	\$67500	\$49000		
		Activity (iv) Annual UN SWAP EPI reporting including Peer Learning Exchange				February 2019	NA			
		Activity (v) UNEG EPE and AGM				May 2019	NA			
		Budgetary requirement								\$53000

SO3 Humanitarian Evaluation Interest Group (HEIG)

Jane Mwangi (UNICEF), Shravanti Reddy (UN-Women), Francesca Bonino (UNHCR)

The UNEG Humanitarian Evaluation Interest Group (HEIG) under Strategic Objective 3 was established in 2015 in response to a perceived gap within UNEG of a space (for discussion, peer learning and guidance development) that could bring together humanitarian evaluation practitioners within the broader UNEG network. The HEIG programme of work for 2018-19 reconfirms and reflects the rationale for establishing this Interest Group which aims at identifying, signalling, reflecting on, and improving evaluation practice around the specificities of Humanitarian Evaluation to ensure they are adequately considered in UNEG's work (particularly at normative level).

The HEIG also continues to serve as a resource for UNEG members by: (a) providing reflection and analysis on topical issues of interest to Humanitarian Evaluation practitioners within UNEG – and beyond – such as on the topic of Humanitarian-Development nexus; and (b) providing a space for discussion and joint work for both development and humanitarian evaluators on analytical products of common interest.

Specifically, in the 2018-19 period, the HEIG programme of work includes three activities:

- (1) Establish more formal links between HEIG and other UNEG groups and work streams in order to provide consolidated inputs to other SOs deliverables where a humanitarian evaluation perspective may be relevant. Priority engagement in 2018-19 will be with the UNEG Ethics and Code of Conduct Task Team, and – depending on internal capacities – with the Interest Group on OECD-DAC criteria.
- (2) With reference to the pilot of the draft HEIG “Guidance on Reflecting Humanitarian Principles (HP) in Evaluation, the group will review the pilot process to date and facilitate and convene a peer exchange on emerging practices from use of the pilot guidance.
- (3) Actively engage in communication and outreach activities to disseminate and discuss the “Mapping and synthesis of evaluations on the Humanitarian Development Nexus” with different valuation practitioners’ fora also beyond UNEG.

Outcomes & Indicators	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Indicative budget required	Expected contribution	Funding Gap
Humanitarian Evaluation specificities appropriately considered in UNEG's work	a. Minimum of one set of consolidated HEIG inputs contributed to another SO activity (for cross-fertilisation purposes).	Activity (i) Establish more formal links between HEIG and other relevant UNEG Strategic Objectives and work streams, and provide consolidated HEIG inputs to other SOs deliverables where a humanitarian evaluation perspective may be relevant. Depending on capacities and interest of HEIG members, this will entail establishing linkages with the UNEG Ethics and Code of Conduct Task Team, and the group on OECD-DAC criteria.	Collaboration and inputs to specific working group activities	One of the 3 convenors with inputs from the broader HEIG membership	--	Sept 2018 / May 2019		Only in-kind contribution (staff time) to input in the relevant activities	n.a.
	b. Review of piloting activities to date, feedback gathered, and discussion on areas of the guidance that need revision and strengthening before finalising the product in 2020.								
	c. Active dissemination including through a learning brief, and discussion of the HEIG-mapping of evaluations on the Hum-Dev nexus, including presentations at relevant evaluations fora and regional conference (including EES).	Activity (ii) with reference to the pilot of the draft HEIG " Guidance on Reflecting Humanitarian Principles (HP) in Evaluation . Review of pilot process and capturing of pilot information to date. Facilitate and convene a peer exchange on emerging practices from the use of the pilot guidance.	Peer learning exchange modality	One of the 3 convenors with inputs from the broader HEIG membership	Possibly through ALNAP as HEIG Observer Member	Sept 2018 / May 2019	Budget for communication support (not requested to UNEG Secretariat)	In-kind contribution (staff time) to input in the relevant activities.	
	Activity (iii) Actively engage in communication and outreach	Outreach, dissemination,	One of the 3 convenors with inputs from the	OECD-DAC Evalnet	Sept 2018 / May 2019	In-kind contribution (staff time) to input in	TBD		

Outcomes & Indicators	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Indicative budget required	Expected contribution	Funding Gap
		activities to disseminate and discuss the “ Mapping and synthesis of evaluations on the Humanitarian Development Nexus ” with different valuation practitioners’ fora also beyond UNEG.	peer learning discussions	broader HEIG membership			the relevant activities		
Budgetary requirement									\$0

SO3 Working Group on Sustainable Development Goals (SDGs)

Co-Conveners: Guy Thijs (ILO), Indran Naidoo (UNDP)

Background

It is widely recognized by development partners that the advent of the SDGs present opportunities and challenges that require the involvement of UN evaluation offices and UNEG to ensure progress and performance is not only assessed in terms of numbers and targets but also in terms of the why, how and further action through evaluation. Many assumptions have been built into the SDG framework and its follow-up. It is assumed that country data will be sufficiently robust and timely as to be able to populate relevant SDG indicators. Also, that there will be sufficient country capacity for analysis and the conduct of country-led systematic ‘follow-up and review’/evaluation. The reality though is that, for many countries, one or both of these assumptions would not hold at this time. Additionally, there will be expectations placed on UN agencies to demonstrate their contributions to the SDGs. While there tends to be a focus on statistics so far it can sensibly be assumed that attention and questions will shift from measuring progress to the more evaluative questions of contribution, attribution and information on what works and why. It is therefore imperative that UNEG steps in and support evaluation offices in preparing for and measuring up to that task. The UNEG Roadmap for mainstreaming evaluation for SDG results (MESR) started over 2 years ago with various regional consultations carried out, including one in Geneva and New York, but not much progress has been made. A survey was conducted to map planned action by evaluation offices on the SDGs without tangible follow-up action. Discussions during the 2018 AGM in Rome; the Mid-term review report of UNEG; and a consultation hosted by WHO in Geneva (July 2018) amongst UN evaluation heads on the occasion of a visit by the UNEG SO 3 Chair have served as inputs for the workplan below. The components of the workplan were discussed during a Skype call with four members of the SDG working group in October 2018. The workplan includes 5 streams of work:

- Stream I: Outreach – Partnerships to advocate and promote evaluation of SDGs
- Stream II: Tool and guidelines development
- Stream III: Support evaluations of SDGs
- Stream IV: Capacity building
- Stream V: Dissemination and KM

Rationale for proposed action

Stream I: Outreach – Partnerships to advocate and promote evaluation of SDGs

To strengthening the role of evaluation in progress review processes on SDGs outreach and partnerships with other key actors will be crucial. There has been a lot of focus on mobilizing additional resources to support the collection, management, disaggregation and monitoring of data on both the national and the global scales. Exploring scenarios to engage with the UN Statistical Commission (UNSC) to ensure work on SDGs data collection efforts reflect evaluation concerns could therefore be a strategic move. Advancing the notion that statistical processes will on their own be insufficient as vehicles for the required learning and accountability is crucial. Planned discussions (To be initiated in NY) would explore common areas for collaboration, including possibly capacity building. Another strategic entry point would be to explore scope for UNEG to be represented in the UNDAF working group to facilitate dialogue with UN Resident Coordinators to ensure work on SDGs reflects evaluation. Input to the guidelines on Voluntary National Reviews would provide a further entry point for enhancing the role of evaluation in the SDG review process. This outreach to UNSDG should be done in close collaboration with the UNEG UNDAF taskforce and could lead to a better coordination at the global level for actual support to joint evaluations at country level mentioned under stream 3.

Stream II: Tool and guidelines development

A number of evaluation Offices have developed and piloted diagnostic tools and instruments to assess evaluability issues related to the SDGs and their country programmes. A basic Toolkit on SDGs was developed by UNDP's IEO and piloted in Kigali. ILO's Evaluation Office has developed an evaluability diagnostic instrument of Decent Work Country Programmes in the context of the SDGs piloted so far in Sri Lanka, Argentina and Iraq. There is a need to work collaboratively and pool resources to avoid overlap. Both UNDP and ILO are willing to collaborate and contribute to a common UNEG guideline and tool on evaluability and SDGs to insert UN and national level evaluations in the SDG era. In addition, the suggestion was put forward to identify key questions through a survey to UNEG members that could be used in evaluations and other review processes to validate contributions to the SDGs globally and nationally. The first activity under this stream would be to prepare an inventory of existing tools and an annotated outline for the Guideline and tool and the second could start the process of identifying 5 to 10 key questions through a survey to UNEG members to help gauge progress in achievement of SDGs.

Stream III: Support evaluations of SDGs

About 40 voluntary reviews of SDGs have already been done by Member States but evaluation as a tool in tracking SDG progress is yet to be internalized. The SDGs can be an opportunity to bring UNEG into the picture by providing support to national/global evaluations; joint evaluations; country level evaluations with an SDG lens. UNEG to support national and UNDAF evaluations in selected countries have already been the subject of discussion in UNEG forums. Formative evaluation around 2023 of how UN agencies support countries in their achievement of SDGs; System-wide evaluations to ensure common initiative at global level – i.e. extent to which national and global thematic evaluations look at achievement of SDGs; Impact evaluation to generate some public goods evidence; UNEG support to Member States to conduct evaluations to raise awareness of purpose of UNEG and work together towards 2030; and UNEG engagement with a few countries on demand to show what added value UNEG could provide are amongst the possible scenarios. The work plan limits is proposal to one or two UNDAF evaluations to start with.

Stream IV: Capacity building

In order to support sustainable monitoring and evaluation capacity in countries, it is critical that UN agencies recall the 'new paradigm' associated with National Evaluation Capacity Development (NECD) – that is, supporting countries in the building of national monitoring and evaluation capacity for the primary purpose of country-led development. Simply working to develop a capacity to monitor a few SDG-related indicators will not be sufficient for the long-term. But, there is no 'quick fix', as international experience has shown that national monitoring and evaluation (M&E) capacity building is a long-term and iterative process. There is already a steady stream of NEC activities ongoing (e.g. SDG on agenda of forthcoming meetings - African Evaluation Association Conference, Abidjan (March 2019), UNEG AGM, Kenya (May 2019) & NEC Conference, Cairo (Oct 2019). Beyond those however examples of NEC activities at the country level may be more appropriate to fill the gap mentioned above. A key activity therefore would be to prepare an inventory of existing training initiatives and material and look at scope for a UNEG compendium.

Stream V: Dissemination and KM

The aim is to support knowledge dissemination on SDG and evaluation. UNEG's shared space (if maintained) could become a data repository for members to decide what to share. An initial activity suggested in the workplan is to prepare an inventory of existing repositories on SDG and evaluation related information with a view to identify where UNEG can most effectively store and disseminate relevant SDG related evaluations.

Future Strategic Priorities

The opportunities and challenges from the SDG process will require continued involvement of UN evaluation offices and UNEG to promote the role of evaluation in SDGs and to ensure that the contribution of UN system is assessed. Engaging with UN reforms and addressing system wide initiatives, including contribution to Agenda 2020/SDGs should remain a strategic priority for UNEG. The proposed work plan includes first step in a process that will address that strategic priority. Further implementation of these steps will be required within all work streams and the work therefore remain crucial to UNEG future strategic work. This will include laments of other strategies priorities of UNEG such as SDGs in the implementing and promotion of the UNEG Norms and Standards, building capacity within UNEG and for partners for SDG evaluation, and partnership building to include evaluation in relevant SDG related programming and review processes.

Outcomes & Indicators	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Indicative budget required	Expected contribution	Funding Gap
SO3: Evaluation informs UN system-wide initiatives and emerging demands	Strengthening the role of evaluation in the review processes of progress on SDGs	Stream 1 : Outreach – Partnerships to advocate and promote evaluation of SDGs							
		Activity (i) Explore scenarios to engage with the UN Statistical Commission to ensure work on SDGs data collection efforts reflect evaluation concerns <u>First activity:</u> Contact the UNSC to explore common areas for collaboration	Virtually organized by the WG WG discussions Participation in relevant conferences and fora	WG UN agency members based in New York		October 2018 - May 2019	NA		
		Activity (ii) Explore scope for UNEG to be represented in UNDAF working group to facilitate dialogue with UN Resident Coordinators to ensure work on SDGs reflects evaluation concerns <u>First activity:</u> Contact the UNSDG to explore options for collaboration	Virtually organized by the WG in collaboration with UNEG UNDAF Task Force WG discussions Participation in relevant conferences and fora	WG UN agency members based in New York		October 2018 - May 2019	NA		

Outcomes & Indicators	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Indicative budget required	Expected contribution	Funding Gap
		<p>Activity (iii) Explore scope for UNEG to provide input to the updating of voluntary common reporting guidelines for voluntary national reviews coordinated by UN Division for Sustainable Development Goals (DSDG) and to the UNSDG guidelines for the preparation of national SDG reports.</p> <p><u>First activity:</u> Contact the UN DSDG and UNSDG to explore options</p>	<p>Virtually organized by the WG in possible in collaboration with UNEG UNDAF taskforce</p> <p>WG discussions</p> <p>Participation in relevant conferences and fora</p>	WG UN agency members based in New York		October 2018 - May 2019	NA		
Stream II: Tool and guidelines development									
		<p>Activity (iv) Develop UNEG guideline and tool on evaluability and SDGs to insert UN and national level evaluations in the SDG era</p> <p><u>First activity:</u> Prepare an inventory of existing tools and an annotated outline for the Guideline</p>	<p>Consultancy to work on inventory of existing tools and identify 5/10 system-wide evaluation questions on SDGs through consultation</p> <p>WG discussions. Input drafting</p>	WG UN agency members	Consultant	October 2018 - December 2018	\$10000	\$10000	

Outcomes & Indicators	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Indicative budget required	Expected contribution	Funding Gap
		and tool. Identify 5-10 questions through a survey to UNEG members.							
Stream III: Support evaluations of SDGs									
		<p>Activity (v) Support evaluations that generate information to strengthen progress measurement on SDGs</p> <p><u>First activity:</u> UNEG to support 2 national and UNDAF evaluations in selected countries</p>	Collaboration and inputs to specific working group activities	WG UN agency members		January 2019 – December 2019			
Stream IV: Capacity building									
		<p>Activity (vi) Support capacity development amongst constituents to engage in national reviews from an evaluative perspective</p>	Collaboration and inputs to specific working group activities	WG UN agency members		January 2019 – December 2019			
		<p>First activity: Prepare an inventory of existing training initiatives and material and look at scope for a UNEG compendium</p>	Collaboration and inputs to specific working group activities	WG UN agency members	Consultant	October 2018 - December 2018	\$2000	\$2000	

Outcomes & Indicators	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Indicative budget required	Expected contribution	Funding Gap
		Stream V: Dissemination and KM							
		Activity (vii) Support knowledge dissemination on SDG and evaluation <u>First activity:</u> To prepare an inventory of existing repositories on SDG and evaluation related information with a view to identify where UNEG can most effectively store and disseminate relevant SDG related evaluations	Research and supervision Repository management and advocacy	WG UN agency members	Consultant	October 2018 - December 2018	\$2000	\$2000	
Total Budgetary Requirement							\$14000	\$14000	

SO4 Partnership Working Group

Convener: Masahiro Igarashi, FAO

Roadmap for the implementation of the UNEG Partnership Strategy

The following activities will support the promotion, implementation and monitoring of the UNEG Partnership Strategy throughout the biennium 2018/2019.

1. Promotion of UNEG Partnership Strategy

- Editing and formatting of the UNEG Partnership Strategy, for upload on the UNEG website.
- Production of a video: a short video will help to promote the Partnership Strategy among UNEG members and to encourage engagement with potential new partners. The video will outline the benefits of partnerships, the basic principles and tools of UNEG Strategy, and can be used during meetings, conferences and presentations.
- Webinar/s for UNEG members: depending on partnerships outcomes, webinars for UNEG members can be organized to showcase activities and results of partnerships, as well as possible lessons learned and challenges.

2. Formalizing existing partnerships

- Scale up and formalize existing partnerships: the Partnership WG will approach Agencies / contact persons that have been engaging with existing partners to develop the engagement plan. The WG will support the formalization of the partnership making sure it follows the procedure laid down in the Strategy and will collect engagement plans and agreements for the UNEG partnerships webpage (see below).

3. Support emerging and new partnerships

- Support emerging partnerships: the Partnership WG will contact other SO chairs and WG conveners to see whether **they** are engaging with new partners and, if relevant, support them in formalizing partnerships, coordinate partnership plans to avoid duplication with other WGs.
- Outreach to **potential** new partners: based on the criteria outlined in the Strategy, new potential partners will be approached to expand the range and coverage of activities.

4. UNEG partnership and collaborators' webpage

- The Partnership Working Group will develop a list of UNEG partners accessible to all UNEG members based on the results of Item 2 and 3.
- Survey of institutes collaborating with UNEG members: based on the demand emerged from last year's **survey**, the Partnership WG will collect information and data of companies, universities and other institutions that provide evaluation services to UNEG members as collaborators, service providers, etc.
- A webpage on the UNEG website only accessible by UNEG members will include a repository of up to date information on partnerships and related documents as well as a list of collaborators UNEG members can refer to.

5. Monitoring and reporting

The Partnership WG will monitor implementation of partnership plans and of the partnership Strategy,

Outcomes	Timing	Budget
Outcome 1: Promotion of UNEG Partnership Strategy		
Editing and layout of the UNEG Partnership Strategy	Oct-18	\$2000
Preparation of communication material (e.g. webinar, video, etc.) and promotion among UNEG members	Oct-18 to Dec-18	\$3000
Outcome 2: Formalizing existing partnerships		Staff time
Support UNEG members in consolidating and officializing existing partnerships	Oct-18 to Mar-19	
Outcome 3: Support emerging and new partnerships		Staff time
Identify and support emerging partnerships	Oct-18 to Mar-19	
Actively reach out to potential new partners and coordinate with UNEG to formalise engagement plans and agreements	Jan-2019 to Dec-2019	
Outcome 4: UNEG partnership and collaborators' webpage		Staff time
Survey UNEG members for collaborators (institutions)	Jan-2019 to May 2019	
Develop a webpage on the UNEG website (restricted access) including up to date information on partnerships and related documents and a list of collaborating institutions	by May 2019	
Outcome 5: Monitoring and reporting		Staff time
Monitor of implementation of partnership plans	ongoing until Dec-19	
Reporting of results and presentation of results and lessons at UNEG	ongoing until Dec-19	
Total Budgetary Requirement		\$5000

Evaluating Policy Support/Normative Work Informal Group

Co-conveners: Veridiana Mansour Mendes (FAO), Felix Herzog (UNESCWA), Julia Engelhardt (WIPO)

Background

Achieving the Sustainable Development Goals requires transformative changes, and creating an enabling environment to promote these changes relies on the existence of relevant evidence-based policies. Under the current development agenda, the different UN agencies have been progressively increasing its focus on policy influence. These individual commitments have also been transformed into collective actions. One of the six programming approaches highlighted by the 2017 UNDAF guidance, for example, is the provision of coordinated and coherent policy support to contribute to the achievement of the SDGs⁴. The same guidance introduced the MAPS (Mainstreaming, Acceleration and Policy Support) as a joint approach to support countries to adopt the 2030 Agenda. As countries align their plans with the SDGs, demand for policy assistance tends to increase and so does the need for evaluating it.

Evaluating influence over policy processes is particularly challenging as it involves latent and dynamic variables. Even though this is neither a new nor an unexplored area, complexities comprised in this type of evaluation transform over time. Within the context of the SDGs, and due to the growing supply of and demand for policy support, there is an opportunity for intensifying the debate around evaluation tools, capacities and methods to better address the needs of both international community and national partners.

After the UNEG EPE Session 3.5 – Evaluating Policy Support, some colleagues decided to organize an informal group to discuss the contemporary complexities and challenges to evaluate policy influence and normative work, and to exchange experiences on the different methods and approaches used by evaluators to overcome them.

What is the role of this group?

The group will serve as a learning mechanism to develop innovative and practical solutions to support and conduct normative evaluations.

Expectations

1. To serve as a direct channel of peer support and experience's exchange;
2. Production of briefs reflecting common challenges and ways to overcome them, which will be the result of periodic discussions;
3. Compilation of useful material on evaluating policy support/influence and normative work, including results of good practices.

Principles

1. Meet the demand for this type of evaluation by linking our practices to international agendas such as SDGs and UNDAF.
2. Work as an open, welcoming and democratic group.
3. Produce brief yet useful materials based on our practical experiences.

⁴ UNDG, 2017. United Nations Development Assistance Framework Guidance. Available at: https://undg.org/wp-content/uploads/2017/05/2017-UNDAF_Guidance_01-May-2017.pdf

Work Plan 2018 –2019

- Considering that the group is still new, and that we are still exploring our possibilities and intended outcomes, the proposal is to have an open/generic work plan, so we can continue adjusting it based on the forthcoming discussions.
- For this first year of existence, there is no need for financial support.
- Please refer to Table 1 (below) for further information on activities and outputs.

Table 1. Group on Evaluating Policy Influence Work Plan

Outcomes & Indicators	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Indicative budget required	Expected contribution	Funding Gap
At least one brief produced (topic to be decided)	<ol style="list-style-type: none"> 1. Common challenges, practices and lessons learned are identified and summarized in meeting notes 2. Direct channel of peer support is established 3. Database of relevant documents is created and regularly updated 	Activity (i)	Participants share their practical experience with this type of evaluation	FAO, UNESCWA, ILO, WIPO, WHO, UNFPA, GEF and UNCDF	-	2018-2019	No budget		
		Activity (ii)	Periodic meetings/sessions to debate each experience	FAO, UNESCWA, ILO, WIPO, WHO and UNFPA	-	2018-2019	No budget		
		Activity (iii)	Compilation of relevant guidelines and material related to evaluations of policy support/normative work	FAO, UNESCWA, ILO, WIPO, WHO, UNFPA, GEF and UNCDF	-	2018-2019	No budget		
Budgetary requirement									\$0

Governance Task Force

Co-conveners: Miguel Jimenez-Pont (UNDP), Arild Hauge (UNDP)

Background

For more than a decade, UNEG's mission, governance, strategic approach and actions have been guided by the "Principles of Working Together" (PoWT). This document was first adopted in April 2007 and revised in 2009, 2011, 2012 and 2015. According to the Mid-Term Review (MTR) of the UNEG Strategy for 2014-2019, UNEG governance processes have improved during that period, "but governance is still a challenge, with concerns over communication, cumbersome decision-making and a lack of representativeness in the governance structure."

At the 2018 AGM, UNEG members agreed that the group is at a crossroads and in need of a reform in its governance model that takes into account strategic needs for the future.

Objective

This TF has been specifically created to review the PoWT, including reconsideration of the leadership model and the membership criteria. The main objectives of the review will be to simplify the procedures, provide greater clarity in roles to support the functioning of the network as a whole and increase representativeness to gather stronger support from members.

The TF has no decision power. Its role will be to discuss and propose amendments to the PoWT that will be approved by a broader constituency.

Modalities

Revision of the PoWT will be achieved mainly through Skype consultations and other digital means in five phases:

1. Discussion on the scope and approach for the review among members of the TF as well as on every single article.
2. Co-Conveners will draft amendments to the document to reflect discussions
3. Amendments will be shared with the rest of the group for comments and validation.
4. TF will present amended PoWT to the expanded EG to get feedback and refine it.
5. The PoWT will be shared for broader consultation before final approval.

As the mandate of the Governance TF is inextricably linked to the mandate of the Strategic Planning Working Group, the two groups will intersect so their work is consistent.

Timeframe

The TF intends to complete its work by February 2019. Main milestones will be the following:

<i>Action</i>	<i>Time frame</i>
Scope of the review discussed and agreed upon	2 nd week of September
Amendments to art. 1-12 agreed by the TF	Before the end of October
Amendments to art. 12-19 agreed by the TF	Mid-November
Amendments to art. 20-26 agreed by the TF	Mid-December
Reviewed PoWT submitted to the Expanded EG for comments	15 January
Full document shared broadly with view to its approval	Mid-February

Outcomes	Outputs	Activities	Modalities	Pillar convener	Responsible & collaborating agencies	External partners	Timeframe	Indicative budget required	Expected contribution	Funding Gap
A more adapted, transparent, participative and inclusive governance structure that will allow UNEG to face future challenges	Reviewed document with Principles of Working Together	Series of meetings to discuss, draft, share and fine tune the reviewed PoWT, including a new governance structure	Meeting participation and communication through email, skype, social media and in person when possible	Miguel Jimenez (INTRAC EN) & Arild Hauge (UNDP)	ILO, FAO, UNICEF, UN Women, OIOS	n/a	Sep 2018-Feb 2019	Staffing time WG members	Staffing time WG members	\$0

Summary UNEG Projected Expenditure 2018/2019

The following budget has been discussed and is being presented by the UNEG Executive Group for approval by UNEG Heads

Strategic Objective/ Working Group	WG Work Plan overview	Requested Budget	Comments	Approved budget
SO1 Peer Review Working Group	Activity (i) Conduct of UNEG professional peer reviews and other assessments of evaluation functions (estimate 3 PRs initiated in 2019)	\$50000		\$50000
	Activity (iii): Test approach on a small evaluation function	\$15000		\$15000
SO1 Professionalisation Working Group	Pillar 1 - Enhancing the global uptake of the Evaluation Competency Framework (\$10k for consultancy)	\$10000	Approved	\$10000
	Pillar 2 - Enhanced Knowledge Management related to Professionalization of Evaluations (for module to be incorporated in the UNEG website)	\$5000	Approved	\$5000
	Pillar 3 - Support provision for training on evaluation, targeted to UN and non-UN staff (travel and DSA of 2 WG members for regional training)	\$5000	Not approved. The TF may submit a new request for funding when training confirmed.	\$0
	Pillar 4 - Exploring avenues for accreditation and/or certification of individual evaluation competencies (Consultant to research and analyse certification/accreditation schemes)	\$10000	Approved	\$10000
	Pillar 5 - Identify envisaged results, activities and resources in relation to Professionalization in UNEG's new Strategic Plan (travel and DSA for 2 WG members)	\$6700	Not approved. No strategic plan meeting has been planned. EG is discouraging use of UNEG funding for travel of individual member travel unless part of a clearly defined product of broad benefit to UNEG membership.	\$0
SO1 Ethics and Code of Conduct Guidance Task Force	Comprehensive literature review of ethical guidance and standards that identifies gaps and new ideas/areas around principled action; Broader engagement and interest in ethics within UNEG	\$30000	\$20k approved (remaining \$10k to come from TF members)	\$20000
SO2 UNDAF Task Force	Facilitate one pilot UNDAF evaluation and map existing CPE methodologies, including UNDAF evaluation (\$70K for travel expenses for evaluation team and potentially 1 external consultant to support UNDAF evaluation joint-assessment; \$10K external consultant to review methodological guidelines used by each agency	\$80000	\$10k was approved for the methodological guidelines with consideration to increasing this budget once a more detailed proposal is submitted	\$10000

Strategic Objective/ Working Group	WG Work Plan overview	Requested Budget	Comments	Approved budget
SO3 DAC Evaluation Criteria Working Group	Consultant to conduct a desk review and consultation to prepare a paper including analysis of the use and interpretation of the DAC criteria among members and governments; identification of good practices and interpretation of criteria; identification of follow up activities resulting from revision of the DAC criteria	\$15000	The OECD DAC has closed the consultative process on the revised indicators. Therefore, this proposal cannot be funded.	\$0
SO3 Gender Equality and Human Rights Working Group	Activities to strengthen members knowledge/ awareness and skills in integrating GE/HR in evaluation	\$53000	Funding already earmarked. Concerns were raised that it is a large amount for the work proposed. Following the meeting more detailed information was provided.	\$53000
SO3 Working Group on SDGs	i) Work on inventory of existing tools and identify 5/10 system-wide evaluation questions on SDGs through consultation (\$10k for consultancy); ii) Prepare an inventory of existing training initiatives and material and look at scope for a UNEG compendium (\$2k for consultancy); iii) Prepare an inventory of existing repositories on SDG and evaluation related information with a view to identify where UNEG can most effectively store and disseminate relevant SDG related evaluations (\$2k for consultancy)	\$14000	Approved	\$14000
SO4 Partnership Working Group	Promotion of UNEG Partnership Strategy, formalising existing partnerships, support emerging and new partnerships, UNEG partnership and collaborator's webpage (editing and layout of the Partnership Strategy \$2k and preparation and distribution of communication material \$3k)	\$5000	Approved. In general, the UNEG Secretariat should also be able to play a role in editing, layout and dissemination of UNEG products.	\$5000
UNEG AGM 2019	To pay the costs of hosting the AGM and EPE (room rental, refreshments, audio/visual etc).	\$50000	Amount already approved at the AGM 2018	\$50000
Total		\$348700		\$242000

UNEG Secretariat work plan 2018-2019

Ongoing

Support to UNEG Chair and Executive Group:

- Convene EG meetings
- Prepare and finalise meeting minutes
- Convene EG and WG meetings
- Prepare and finalise meeting minutes
- Contribute to the conceptualisation of the Secretariat function in the post-transition phase
- Identify and analyze key issues potentially requiring the UNEG Chair's attention and collective action or position as needed
- Assist with the finalisation of the UNEG Work Programme 2018-2019

Coordination with WG conveners and members

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

UNEG fund management

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

Communication and knowledge management

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

Other

- Liaise with stakeholders and partners
- Monitor relevant work of other networks, i.e., ECG, OECD/DAC EvalNet

January – May 2019

- Support the hosts of the UNEG EPE and AGM during the preparatory stages and during the event.
- Prepare the UNEG Financial and Annual reports for presentation at the AGM 2019

May – June 2019

- Follow up to the UNEG EPE and AGM, including preparation of the AGM report
- Assist with the constitution of the UNEG WGs post AGM2019

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