



UNEG
United Nations Evaluation Group

Revised

UNEG Programme of Work 2023

This document contains the work plans of the UNEG 2023 work groups. It was approved by UNEG Heads on 1st June 2023.

This revised Programme of Work includes the work plan of the Peacebuilding Working Group (submitted 25 August).

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Introduction

1. The 2023 Work Plan was developed based on the discussions and outcomes of the AGM203 held from 24-26 January 2023 at GEF Headquarters, Washington D.C.
2. The 2023 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. These 18 work groups are comprised of 246 staff from 39 UNEG member agencies².
4. Areas of work for the UNEG Executive Steering Committee identified at the UNEG AGM 2023 include:
 - Commissioning a mid-term review of UNEG in 2023 with results to be presented at the UNEG AGM in January 2024;
 - Exploring a possible revision/ update of the N&S in 2025;
 - Developing a concrete proposal on strengthening/ enhancing the Secretariat;
 - Convening on an as needs basis to discuss SWE policy issues due to the possible implications for members; and
 - Coordinating with UNDP to develop a concrete proposal on the way forward for UNEG's engagement with AIDA.
5. The UNEG Membership Committee, established at the 2022 AGM, will continue to focus on its terms of reference ([Annex 2](#)), reviewing all membership applications; meeting with applicants to discuss eventual points of clarification and mutual expectations; and supporting Observers working to meet the criteria for full Membership. It will also continue to engage with members seeking to strengthen their adherence to the *UNEG Norms and Standards*. The Membership Committee 2023 is comprised of Eddie Yee Woo Guo (OIOS), Lisa Sutton (UN Women) and Josephine Mwenda (UNOCT).

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

² DMSPC, ECE, ESCWA, FAO, GCF, GEF, IAEA, ICAO, ICC, IFAD, ILO, IMO, IOM, Joint SDG-Fund, OCHA, OHCHR, OIOS, OPCW, UN Women, UNAIDS, UNCDF, UNCTAD, UNDP, UNDSS, UNEP, UNESCO, UNFPA, UNHCR, UNICEF, UNIDO, UNITAR, UNOCT, UNODC, UNRWA, UNU, UNV, WFP, WHO and WIPO

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	Modalities	Responsible & collaborating agencies	Timeframe	Initiative budget	Request for UNEG funds
Workstream 1: Support individual peer reviews to contribute to strengthened UN evaluation functions	Two peer reviews started in 2023 (OIOS, IEU/GCF)	<ul style="list-style-type: none"> Solicit UNEG Heads and senior UN evaluators to participate in the Peer Review Panel of OIOS and GCF Reach out/solicit peer review panel members from OECD / DAC Evaluation Network (EvalNet) 	Emails to UNEG members and other partners.	Alan, Claudia and Judit in collaboration with PRWG members	Continuous work	In-kind resources (staff)	TBD \$20,000 to \$25,000 ³
Workstream 2: Assist peer review panels, participants, focal points, and others in the undertaking of the peer reviews by providing consistent guidance and materials aimed to improve the quality of peer reviews	Published Guidelines on UNEG website	<ul style="list-style-type: none"> Finalize and publish the <i>UNEG Guidelines for Professional Peer Reviews</i> Disseminate the Utility Study relating to systems, processes, follow-up, and learning from peer reviews Support the individual peer reviews through a dedicated 1-2 PRWG member focal point 	Email with UNEG Secretariat.	Alan, Claudia and Judit in collaboration with PRWG focal points members	July 2023 for the publication of the Guidelines and Utility Study	In-kind resources (staff)	N/A
Workstream 3 Set up a multiyear peer review plan allowing for better projection and preparation.	Plan for 2023-2025	Reach out individually to UNEG Heads	Emails and discussions with UNEG members	Alan, Claudia and Judit in collaboration with PRWG members	Fourth quarter of 2023 draft multiyear plan	In-kind resources (staff)	N/A

³ The budget per peer review will depend on the capability of the office to pay. Smaller agencies might require more support than bigger ones.

Gender, Disability and Human Rights Working Group

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

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe
Integration of new OECD-DAC criteria, disability inclusion and LNOB in UNEG GE&HR guidance	Updated guidance shared and disseminated	EPE session, webinars for exchange of experiences, dissemination in programming and evaluation networks	Internal core group	UN Women, OHCHR	External networks	March – June 2023
Integration of gender equality in evaluations	Reports on the UN SWAP EPI	Support on the UN SWAP EPI implementation and reporting	Co-convener	UN Women	-	Ongoing
Knowledge sharing on integration of gender equality in evaluations	Webinars	Exchange of experiences on integration of gender equality in evaluations	Internal core group	UN Women, OHCHR	-	Ongoing
Integration of disability inclusion in evaluations	Reports on the UN DIS evaluation indicator	Support on the UN DIS evaluation indicator implementation and reporting	Co-convener	OHCHR	-	Ongoing
Knowledge sharing on integration of disability inclusion in evaluations	Webinars	Exchange of experiences on integration of disability inclusion in evaluations	Internal core group	UN Women, OHCHR	UN DIS Secretariat	Ongoing

Ethics Working Group

Coordinators: Marcel van Maastrigt (UNCHR) and Rakib Hossain (OIOS). **ESC mentor:** Eddie Yee Woo Guo.

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe
UN evaluations meet UNEG Norms & Standards and apply UNEG Ethics Principles	Ethics Guidelines are disseminated and discussed within UNEG community and externally	<ul style="list-style-type: none"> - Ongoing task for WG members; publication via LinkedIn groups and similar platforms - Organize quarterly briefing on UNEG ethics guidelines for members 	<ul style="list-style-type: none"> - Ethics WG members - Virtual sessions 	All WG members	External evaluation networks	Ongoing
	Quarterly newsletter issued and disseminated within UNEG community and externally	Draft, design and finalize three newsletters in 2023, the subject will be decided within the WG members during monthly meetings.	Individual WG members are assigned to lead newsletter development	Individual WG members; all WG members to review draft	UNEG Secretariat for distribution among UNEG members	Q2, Q3 and Q4 (2023)
	Promote Guidelines during conferences	Prepare and facilitate a session during gLOCAL evaluation week , and participate to other relevant events	Webinars, virtual meetings	Individual WG members, all members to review content	External networks	Mai - June 2023
	Translation of Guidelines	<ul style="list-style-type: none"> - Pro-bono translation into Arabic - Revision of the translations already available - Spanish and French - Editing, formatting, and publication 	Pro-bono arrangements	WG members	UNV	April - October 2023

Evaluation Function Work Group

Coordinators: Demetra Arapakos (OIOS) and Jicheng Zhang (IAEA). **ESC mentor:** Eddie Yee Woo Guo

Vision: To strengthen the inclusivity and capacity of evaluation functions in the UN system

Outcomes	Outputs	Activities	Modalities	Timeframe	Request for UNEG funds
Strengthened evaluation capacity and use among UNEG members Greater inclusivity of UNEG Greater sharing of and access to UNEG resources among all evaluation functions, regardless of size or membership	Strategy (with specific options) for creating and strengthening the evaluation function in smaller UN evaluation functions, including their meaningful engagement with UNEG and possible sharing of resources	* Structured regular monthly meetings and ad hoc brainstorming sessions, also inviting other relevant stakeholders *Coordination with other relevant UNEG work groups, such as on peer review	Meetings and brainstorming sessions; synthesis/distillation/ analysis of discussions	January 2024	\$10,000 for an external consultant to assist with drafting the strategy and compendium of good practices (outputs 1 and 2)
Enhanced knowledge and sharing among evaluation functions with similar issues and constraints based on their small size	Compendium of good practices and identification of key issues/constraints facing small evaluation functions	* Structured regular monthly meetings and ad hoc brainstorming sessions, also inviting other relevant stakeholders *Coordination with other relevant UNEG work groups, such as on peer review	Meetings and brainstorming sessions; synthesis/distillation/ analysis of discussions	January 2024	
Enhanced knowledge and sharing among evaluation functions with similar issues and constraints based on their small size	1) Report on the outcomes of select self-assessments of evaluation capacity, practice and use by small evaluation functions; 2) Mapping of the readiness for self-assessments by small evaluation functions; and 3) Development of a Theory of Change for building the capacity of small evaluation functions	* Structured regular monthly meetings and ad hoc brainstorming sessions, also inviting other relevant stakeholders *Coordination with other relevant UNEG work groups, such as Peer Review	Meetings and brainstorming sessions; synthesis/distillation/ analysis of discussions	January 2024	

Environmental and Social Impact Working Group

Coordinators: Juha Uitto (GEF), Michael Spilsbury (UNEP) and S. Nanthikesan (IFAD) **ESC mentor:** Lori Bell

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Initiative budget	Request for UNEG funds
Environmental impact mainstreamed in UNEG member policies and evaluations	Guidance on integrating ESI in evaluations	Develop web-based guidance document	ESI WG with external consultants (1 substance matter expert; 1 expert in web-based interactive documentation)	ESI WG members		May-December 2023	\$50,000	\$50,000
	Expand UNEG normative framework to incorporate environment	Develop a norm for environmental impact in UNEG Norms & Standards	ESI WG			January-June 2023		
	Socialization of environmental impact strengthened	Conduct an EPE session GEF 4 th Conference on Evaluating Environment and Development	ESI WG		GEI Footprint Evaluation	September 2023 – January 2024		

Decentralized Evaluation Working Group

Coordinators: Andrew Fyfe (WFP), Leslie Thomas (UNRWA) and Valentina Prosperi (UNICEF). **ESC mentor:** Lori Bell

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	Timeframe
Awareness of the DE institutional approaches and practices of UNEG members.	Updated mapping / snapshot of policy and practices of member decentralized evaluation functions.	Draft and finalize framework and guidance for members to provide input to mapping. Collate and review inputs, format and finalize document.	WG to coordinate requests to members, compiling inputs, coordinating reviews.	All WG members, UNEG Secretariat, UNEG member agencies to provide inputs	Q3 – Q4 2023
Principles and operational standards for decentralized evaluation (DE) functions established for member use in establishing and strengthening DE practices.	TOR for a 2024 consultancy to draft a set of principles and operational standards for DE practices.	WG members contribute to drafting, review and finalization of terms of reference for approval at January 2024 AGM. The consultancy should deliver a paper proposing common principles and standards for decentralized evaluation drawing on the existing normative framework for evaluation across the UN (including, current guidance on cross-cutting issues as well as the ethical responsibilities of UN evaluators). Explore this including a quality assessment tool for DE functions drawing on the maturity matrix developed for peer reviews.	Co-convener and individual WG member assigned to lead development of terms of reference.	WG members	Q4 2024

SO2: Enhance professionalization and capacity

Evaluating Policy Influence Group

Coordinators: Christophe Legrand (UNCDF), Felix Herzog (UNEP) and Yuen Ching Ho (OIOS). **ESC mentor:** Adan Ruiz-Villalba

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe
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	Members 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	Online meetings (demand-driven)	All	N/A	March to December 2023
	Document lessons and good practices to address the challenges identified in the stocktaking study	Members share and/or invite external partners to share successful practices/lessons to address the findings and recommendations of the stocktaking study	Online presentations (supply-driven), including in collaboration with other WG	All	TBD	March to December 2023
	Identify emerging and/or cross-cutting topics that need to be better mainstreamed into evaluations of policy influence	Members propose relevant emerging and/or crosscutting topics for the IG's reflection and discussion	Online meetings/ presentations (interest-driven), including in collaboration with other WG and/or external partners	All	TBD	March to December 2023
UNEG Members increase their knowledge on challenges, recommendations and good practices to evaluate policy influence	Disseminate the stocktaking study's findings and conclusions as well as relevant good practices for guidance within UNEG	Create user-friendly materials to communicate the stocktaking study and relevant good practices that will be identified by the IG during the year	Leaflets to be shared by email and other platforms, including in collaboration with other WG and/or colleagues within our organizations	TBD	N/A	June to December 2023

Evaluation Synthesis Working Group

Coordinators: Deborah McWhinney (UNFPA) and Shivit Bakrania (UNDP). **ESC mentor:** Deborah McWhinney

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Initiative budget	Request for UNEG funds	Funding gap
Increased quality of synthesis approaches across UNEG members	Technical guidance note	<ul style="list-style-type: none"> Develop guidance on principles, definitions and minimum requirements for synthesis products 	Consultancy	All WG members		Q3-4	\$15,000	\$15,000	-
	EPE session conducted	<ul style="list-style-type: none"> Conduct at least one EPE session to present synthesis work, including challenges 	n/a			Q2-4	-	-	-
Inter-agency coordination on synthesis work	Repository of agency synthesis products	<ul style="list-style-type: none"> Create an interactive repository from the mapping that was done in 2022 	Coordinate with revamp of UNEG website		UNEG Secretariat	Q2-4			
Increased awareness of UNEG synthesis exercises	Representation at conferences	<ul style="list-style-type: none"> Participation in the What Works Global Summit 2023 to present UNEG synthesis work 	Conference attendance		Campbell Collaboration	Proposal submission – Q1; conference Q4		\$3,000	\$3,000

Methods Working Group

Coordinators: Zlata Bruckauf (UNICEF), Maria Goldman (OIOS), Lilia Ormonbekova (OCHA) and Beata Matysiewicz (OHCHR).

ESC mentor: Eddie Yee Woo Guo

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Request for UNEG funds
Produced learning products and services on methods that are of relevance to UNEG members	Compendium of methods 2021-22 (Volume II) finalized and published	<ul style="list-style-type: none"> - Copy editing and design of compendium of methods vol II - Dissemination within UNEG as an open source 	Word/PDF	[TBC]		Ongoing; Q2-3 2023	\$5,500
And Supported UN evaluators in the selection of appropriate methods for optimal evaluation design	Online tool developed displaying evaluation methods and applications in the UN (cases) presented during webinars 2019-2022 and other sources	<ul style="list-style-type: none"> - Volumes I and II of Compendium coded and uploaded to UNEG website - Dissemination activity across UNEG partners 	Online web-hosted tool	[TBC]		Ongoing; Q2-3 2023	
Continued peer exchange webinars on use, appropriateness, and application of methods/techniques/approaches and fostered engagement with like-minded organizations (such as the World Bank and 3ie), partners, communities of practice and other UNEG Working Groups	3-4 webinars on selected methods co-facilitated by UN and external experts provided to Methods WG members.	<ul style="list-style-type: none"> - 3-4 webinars (1hr each) including; - Webinar on methods for evaluating Capacity Development 	Online webinars	[TBC]	Yes – to be identified	June-Dec 2023	
	Likeminded organizations attend and co-facilitate webinars on methods	<ul style="list-style-type: none"> - Consultations and joint webinars with partners 	Online webinars	[TBC]	Yes – to be determined	June – Dec 2023	

Professionalization Working Group

Coordinators: Brook Boyer (UNITAR) and Mona Selim (WFP). **ESC mentor:** Anne-Claire Luzot

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Initiative budget	Request for UNEG funds		
Evaluation functions are staffed with competent professionals	UNEG online self-paced foundations course for mid-level evaluation officers	Provide available content to service provider	Online self-paced	PWG to be supplemented by ITCILO		Q1		\$0 (contract issued in 2022 and work carried over)		
		Develop and revise raw content		ITCILO with review from PWG		Q1/Q2				
		Develop storyboard and module design		ITCILO with review from PWG		Q2/Q3				
		Upload course to virtual learning environment		ITCILO		Q3				
		Pilot course		PWG testing		Q3				
		Roll-out and monitor course		ITCILO		Q3/Q4				
UNEG members undertake and/or collaboratively engage in capacity development initiatives	Evaluation micro-learning opportunities landing page on online SDG learn platform	Contract IT specialist	Online platform	PWG		Q1	\$10,000	\$10,000		
		Design Evaluation Community site mock-ups on SDGLearn			External IT provider	Q2				
		Launch (limited) call for micro/other learning opportunities		PWG		Q2				
		Tag micro-learning opportunities to ECF Framework		PWG		Q2				
		Launch landing page			External IT provider	Q2/Q3				
		Maintain and update landing page		PWG		Q3 and Q4				
Creation and maintenance of Community of Practice		Design purpose and functionality of CoP (to be explored if linked to evaluation community page or UNEG course)	Online platform	PWG	TBD	Q3/Q4				
		Develop and test IT features for CoP			External IT provider	Q3/Q4			\$10,000	\$10,000
		Roll-out CoP		PWG		Q4				

Young and emerging evaluators (YEE) Working Group

Coordinators: Nsanshya Faith Chilupula (UNFPA) and Neha Karkara (UNFPA). **ESC mentor:** Adan Ruiz-Villalba

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Initiative budget	Request for UNEG funds
1. Increased understanding of the status of YEEs within UNEG organizations	Knowledge exchange	Defining the purpose of the group, YEEs age & motivation to join the group	Virtual Meeting	All group members		April 2023		
	Rapid mapping document	Undertake rapid mapping of members' engagement to advance YEEs	Spreadsheet, email	All group members		April 2023		
	Work plan	Reflections of rapid mapping Finalize the work plan Overview of Youth in Evaluation week	Virtual Meeting	All group members		May 2023		
	Knowledge exchange	Presentation of select UNEG member initiatives on YEE engagement	Virtual Meeting	Various agencies		June 2023		
	Initiate the mapping of UNEG YEE engagement, best practices, and lessons learned	Develop concept note, engage volunteer/s to undertake the mapping exercise linked to the six dimensions in Youth in Evaluation standards: Leadership, practice, communications & KM, advocacy, human & financial resources	Via email coordination	TBD	TBD	June-Sept 2023	\$10,000	\$10,000
2. Increased understanding of learning and jobs opportunities for existing YEEs in UN agencies	Resources on opportunities to advance a career in evaluation	Learning session 1: Overview of available career development training in M&E for YEEs	Virtual Meeting		EvalYouth	July 2023		
		Learning session 2: Overview of available career development training in M&E for YEEs	Virtual Meeting		P2P+ career advisory for emerging evaluators	Nov 2023		
3. Improving practice on meaningful engagement of YEEs in evaluation	Adoption of the standards by UNEG members	Presentation of Youth in Evaluation manifesto and standards for international organizations, for enhancing	Virtual Meeting	UNFPA		Sept 2023		

		<p>meaningful engagement of youth in evaluation</p> <p>Presentation on non-UNEG on Youth in Evaluation</p> <p>Discussion on</p> <ul style="list-style-type: none"> • Ways to adopt and use standards in UNEG agencies • Discussion on how to include a UNEG norm & standard on youth engagement in the evaluation 						
	Jobs for YEEs in the UN system	<p>Reigniting the UNV & UN agencies partnership to deploy YEEs in the UN system as UNVs</p> <p>Presentation of this initiative at EPE AGM 2024 in Jan</p>	Virtual meeting & email communication	UNFPA & other agencies		Sept-Dec 2023		
	Finalized mapping document	<p>Discussion to finalize the mapping document and use the lessons learned to advance the advocacy for the standards.</p> <p>Extract good examples from the mapping for dissemination and advocacy.</p> <p>Presentation of mapping outcome at EPE AGM 2024 in Jan.</p> <p>Advocate for representation of UNEG YEE group members at the AGM.</p>				Oct-Dec 2023		

Evaluation Practice Exchange Organizing Committee 2023

Coordinators: Adan Ruiz-Villalba (WIPO) and Katharina Kayser (UNODC). **ESC mentor:** Adan Ruiz-Villalba

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe
Online EPE sessions (Sept – Dec 2023) ⁴	Identify topics for online EPE sessions	Online survey		EPE OC	TBC	May - December 2023
	Identify volunteers to organise the online sessions	Online survey				
	Roll out of the online EPE sessions		Virtual webinars	Volunteer UNEG members and EPE OC		
A relevant, stimulating Evaluation Practice Exchange (EPE) and Professional Development Seminar (PDS) during EvalWeek 2024	Identify sub-topics for EPE sessions	Review sessions and outputs from past PDS/ EPEs Online survey to gauge interest among UNEG members on topics	Review of documents in the UNEG Teams Channel Online survey	EPE OC		May – June 2023
	Identify UNEG member agencies to organise PDS/ EPE sessions	Call for expressions of interest	Desk/email			June-August 2023
	PDS/ EPE sessions delivered	Quality-assure design and delivery of PDS/EPE sessions	Desk/email/ online			September 2023 – January 2024
	One-day PDS and two day in-person EPE as part of UNEG EvalWeek 2024.	Coordination of sessions with presenters and logistical arrangements for the event	In person			29-31 January 2024

Note: Costs associated with organising the PDS and EPE are included in the budget for the UNEG EvalWeek 2024.

⁴ The online sessions will only be organized if there is enough interest and participation by UNEG members.

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

National Evaluation Capacity Development Working Group

Coordinators: Heather Bryant (UNDP) and Grace Igweta (WFP) (subject to change). **ESC mentor:** Alan Fox

Outcomes	Outputs	Activities	Modalities	External partners	Timeframe	Initiative budget	Request for UNEG funds
SO3: Influencing policy-making and operational work through evaluation Supporting National Evaluation Capacities Development	Knowledge product: Analysis of UN evaluation policies with recommendations with respect to (strengthening) integration of, or potential to integrate, provisions to strengthen national evaluation capacity development	Develop framework for analysis	WG	n/a	March/April	\$10,000	\$10,000
		Develop ToR for and recruit consultant(s) (ideally YEEs)	WG + member agency operations team support		April		
		Guide analysis and finalize first knowledge product	Consultants with WG oversight		May/June		
		Refine as necessary in line with the second product (below)	WG		November		
	Knowledge product: lessons learned from joint and support to country-led evaluations (designed to complement the analysis and recommendations with respect to policies)	Refine concept based on initial results of policy analysis exercise	WG	n/a	June	\$10,000	\$10,000
		Develop framework	WG		July		
		Develop ToR and recruit a consultant	WG		July/August		
		Gather good practices and lessons learned from UNEG members on supporting joint and country-led evaluations (with a NECD lens), prepare a report and communication materials	Consultant		Sept/Oct		
		Guide analysis, provide feedback to consultant, and finalize the second knowledge product	WG		Sept/Oct		
		Make any refinements so the two knowledge products are well linked	WG		November		
		Organize EPE session	WG		Nov/Dec		

Outcomes	Outputs	Activities	Modalities	External partners	Timeframe	Initiative budget	Request for UNEG funds
	Study on existing resources for identifying evaluators, remaining needs, and, if relevant, potential approaches to a database of evaluators (to facilitate identification of national evaluators) – pending further discussion with UNEG ESC	Develop framework and TOR	WG	GEI	April	\$10,000	\$10,000
		Recruit consultant	WG		May		
		Conduct analysis (identify needs, existing tools and sources of information, determine gaps and suggest possible options)	Consultant		July/Sept		
		Guide consultant, provide feedback on draft report	WG		July/Sept		
		Finalize report for sharing with UNEG and GEI	WG		Oct/Nov		

Data and Artificial Intelligence

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

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	Timeframe
Enhanced learning on data and AI across UNEG members	Knowledge exchange sessions/ demonstration projects; Links to resources, dashboards	Agency exchange sessions to share information and explore complementarities on the following topics: <ul style="list-style-type: none"> a) NLP/Machine Learning (OIOS, UNICEF, Joint SDG) b) Geo-spatial (GCF) c) Data management (household, administrative) (IOM, UNHCR, UNICEF) d) Platforms/repositories/ (Datamart) (UNDP, ILO) e) Analytical & generative capacities of AI (e.g. topic modelling) (UNDP) f) Software (Survey tools, data collection) g) Vendors/ partners/experts h) Data analysis & visualization (ILO, UNDSS) i) Predictive modelling (DSS) 	Virtual meetings, ppts	All WG members	April-Dec 2023
		1a. Natural Language Processing/Machine learning for analyzing evaluation databases and synthesis projects	Virtual meetings, ppts	OIOS, UNICEF, Joint SDG Fund	May 2023
		2a. Geo-spatial data and methods	Virtual meetings, ppts	GCF	June 2023
		3a. Data management (HH, administrative) for use in planning, evaluations, generating estimates and reporting	Virtual meetings, ppts	IOM, UNHCR, UNICEF	July 2023
		4a. Use of data platforms and repositories to compile, extract, and store data for use in evaluation	Virtual meetings, ppts	UNDP, ILO	August 2023
		5a. Exploration of AI analytical and generative capacities for topic modeling	Virtual meetings, ppts	UNDP	September 2023
		6a. Review of current data and analysis software	Virtual meetings, ppts	All WG agencies	October 2023
		8a. Data analysis and visualization	Virtual meetings, ppts	ILO, DSS	October 2023
9a. Developing early warning systems based on predictive statistics and modeling to use in evaluations	Virtual meetings, ppts	DSS	November 2023		

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	Timeframe
	Compiled and updated reference list of vetted vendors, partners and external experts for data science	7a. Exchange of vendors, partners and external experts across agencies	Virtual meetings, ppts	All WG agencies	December 2023
Increased understanding of ethical principles for data and AI applications	Draft Ethical Principles related to AI applications for evaluation use	Brainstorming with working group members on possible ethical principles to be considered	Internal core group	All WG agencies	Oct – Dec 2023

Use of Evaluation Working Group

Coordinators: Alena Lappo (IAEA), Myriam Van Parijs (UNICEF) and Julia Engelhardt (WIPO). **ESC mentor:** Adan Ruiz-Villalba

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	Timeframe	Initiative budget	Request for UNEG funds
Enhanced use of evaluation	Portfolio of good and best practices to enhance use of evaluation	Series of good / best practice webinars and inventory for a broad audience.	Reaching out to organizations that have good and best practices and organize a series of webinars	DMSPC WFP	Until next AGM		
	Index of good and best practices with links to the webinars	Index good practices in a compendium with links to the webinars.	Develop an index as a group	DMSPC WFP	Until next AGM		
	Clear framework of indicators for use including conceptual and instrumental use.	Finalizing a simplified indicator framework that is practical and pilot these in some of our organizations. The update should / could include what MOPAN is currently looking at. The work of this group needs to recognize the different types of use especially conceptual versus instrumental use. While measuring instrumental use is quite advanced the measure of conceptual use is more challenging.	Working with the whole group to identify practical indicators	IOM WHO	March to October 2023		
	Map of extend of use	Piloting / mapping organizations against use indicators initially for organizations participating in the use of evaluation working group	Mapping through a survey or similar instrument	IOM WHO	October to December 2023		
	Clarification on needing to verify assumptions	Looking at the external perspective of use of evaluation. This would start off with the EPE Webinar on the 16th March to confirm the understanding that in the past we might have taken a simplistic view of the outside demand for evaluations assuming that donors in particular will be supportive of use of evaluation. However, there might be a gap in understanding.	EPE webinar	UNICEF UNFPA	16 March		

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	Timeframe	Initiative budget	Request for UNEG funds
	Understanding better the assumptions that influence use. UNEG paper	Should the webinar on the 16th confirm our belief this should trigger a piece of research to systematically find out what the outside view of evaluation is so that eventually evaluations in the UN system can address these.	Consultant work with inside and outside stakeholders guided by the group	UNICEF UNFPA	End of December 2023	\$20,000	\$20,000

UN Cooperation Framework (CF) WG

Coordinators: Yuen Ching Ho and Natalie Neil (OIOS), Natalia Acosta (WFP). **ESC mentor:** Anne-Claire Luzot

Immediate to intermediate outcome	Outputs	Activities and deliverables	Task team members	Responsible collaborating agencies	External partner	Year
1. Enhanced system-wide coordination on CF evaluations for clarity on quality assurance roles and CF evaluation support mechanisms to foster sequencing and complementarity between agency level CPEs and UNSDCF evaluations	1.1 UNEG CF WG work plan (developed and agreed in collaboration with DCO and regional networks)	1.1.1 WG entry meeting and member input to draft work plan (including input from regional network representatives) 1.1.2 UNEG CF WG-DCO entry meeting on annual work planning 1.1.3 WG work plan finalisation and approval by UNEG Heads	All WG members Coordinators Coordinators/UNEG Secretariat	WFP, OIOS	DCO	2023
	1.2 Quarterly update calls/meetings	1.2.1 Regular liaison with DCO and regional networks (through relevant WG members) to identify current CF evaluation-related activities. To include active identification of WG potential areas of work and value add through the regional evaluation networks, in consultation with regional DCO offices.	Coordinators Regional networks: Natalia (UNELAC), Angeline (UNEDAP), Reginald (UNNESSA)	WFP, IOM, UNFPA		
	1.3 DCO / regional network / UNEG CF WG agreement on roles and responsibilities re support to CF evaluation countries	1.3.1 Development of a one-pager outlining activities, roles and responsibilities of DCO, regional networks and UNEG CF WG in supporting CF evaluations at country level	Coordinators with regional networks	TBC + Regional Evaluation Networks		
	1.4 Mapping of UNSDCF and CPD evaluations shared (<i>to be confirmed</i>)	1.4.1 In collaboration with DCO and agencies, consolidate and share the list of Country Programme Evaluations (CPDs) and UNSDCF evaluation timelines with relevant agencies to promote and advocate for adequate sequencing and use of agencies' evaluations for UNSDCF evaluations	TBC			
2. Improved quality of CF evaluations through dissemination & operationalisation of the CF	2.1 Needs-assessment	2.1.1 In collaboration with DCO and regional evaluation networks (UNELAC, UNNESSA, UNEDAP, IRENAS), conduct (informal) training needs-assessment	TBC	WFP, OIOS	DCO	2023
	2.2 Training outline	2.2.1 Develop a light training outline/plan for 2023/24 (to include topics and modes)				

Immediate to intermediate outcome	Outputs	Activities and deliverables	Task team members	Responsible collaborating agencies	External partner	Year
evaluation guidelines and efficient, tailored support to countries conducting CF evaluations	2.3 Training materials	2.3.1 Draft/develop existing training materials (including PowerPoint presentation(s) potentially to include a generic, universal PowerPoint on the CF Guidelines and component specific elements of conducting CF evaluations, including on theory of change development)	Regional evaluation networks: Oyuna & Angeline (UNEDAP), Natalia (UNELAC), Reginald (UNNESSA)			
	2.4 Training and experience sharing sessions	2.4.1 Liaise with UNEDAP to explore participation or collaboration in the framework of the UNEDAP training on building UNCT capacity for UNSCDF evaluation, if needed 2.4.2 Launch webinar series in collaboration with DCO and regional networks				
	2.5 Helpdesk	2.5.1 Explore the possibility and best mechanisms to establish a helpdesk in collaboration with DCO and regional networks to answer questions on the Guidelines				
3. Improved quality of CF evaluations, standardization of CF evaluation approach and conduct, and improved performance reporting to Member States and other stakeholders	3.1 Revised CF Evaluation Guidelines	3.1.1 Launch of a survey on the use of Guidelines at the end of each UNSDCF evaluation; administration; analysis of results and decision-making (<i>to follow up with UNEG Secretariat on the survey platform to use -funding might be required for online survey account</i>)	Natalia, Natalie & Ahmedou	WFP, OIOS	DCO	2023
		3.1.2 Start the review of the Evaluation Guidelines based on the feedback received from DCO and regional evaluation networks, and from the survey results	Natalie	WFP, OIOS		2023
		3.1.3 If finalized by end 2023, send revised Evaluation Guidelines for system-wide review	Coordinators			2023/4
	3.2 Evaluation related guidance and templates to supplement the UNSDCF evaluation guidelines	3.2.1 Review and develop CF Evaluation Guidelines annexed templates and any supplementary guidance needed. This may include: <ul style="list-style-type: none"> Review the annexed templates and tools Guidance on CF evaluation-specific ToC development Guidance on scoping for CF evaluations 	TBC	WFP, OIOS, UNESCO		2023/4

Immediate to intermediate outcome	Outputs	Activities and deliverables	Task team members	Responsible collaborating agencies	External partner	Year
		<ul style="list-style-type: none"> • Guidance on how to conduct a CF evaluation in an emergency context • Guidance on how to mainstream gender and human rights issues (and cross-cutting principles) in UNSDCF evaluations 				

Humanitarian Evaluation Working Group

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

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe
More evaluations include better quality assessments of the humanitarian principles, creating a stronger evidence base from which the international aid community can learn.	<ul style="list-style-type: none"> A well-publicized, high-quality guide for evaluation managers and evaluators both inside and outside the UN system to evaluate the adherence and application of the humanitarian principles in humanitarian action. A detailed dissemination and piloting strategy 	<ul style="list-style-type: none"> Update the UNEG HEIG guidance (produced in 2017 but never published) based on feedback from experts that already collected by HEIG members, new material about evaluating the humanitarian principles, including evaluations that that have assessed this theme, and HEIG members' feedback. Pilot the guidance with NGO groups, UN agencies and IAHE evaluations (and update it as necessary based on these experiences) Disseminate the guidance widely through promotional campaigns including events. 	This work will be undertaken by an external consultant (already recruited), who will work closely with members of the HEIG.	Members of the HEIG	No external partners will be engaged in the production of the guidance. However, external partners like ALNAP and several NGOs might potentially be engaged in the piloting and dissemination of the guidance.	<ul style="list-style-type: none"> March – April 2023: KIIs with evaluation managers, evaluation users and evaluator May – July 2023: finalization and dissemination
More evaluations include better quality assessments of agencies and funds work to advance the HDP nexus, creating a stronger evidence base from which the international aid community can learn	A thoughtful well-referenced terms of reference for developing a 'how to approach' or 'things to consider' paper that summarizes lessons from evaluations of the nexus.	<ul style="list-style-type: none"> Develop and refine a Terms of Reference that details the precise expectations for the paper 		Members of the HEIG, working closely with UNEG PBWG	No external partners will be engaged in oversight and quality assurance of the paper. However, external partners will be consulted during its development.	<ul style="list-style-type: none"> October 2023: development of TORs, November – December 2023: identification of potential external consultant

Peacebuilding Working Group

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

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Initiative budget	Request for UNEG funds	Funding gap
1. Improved availability of resource material for the effective and efficient conduct and management of peacebuilding evaluations in the UN system	Full mapping of best practice evaluations across agencies and identifying methodologies, tools and approaches (initial mapping across 11 UN agencies was completed in 2022 by WP)		Online	All WG members		End of September 2023			
2. Improved System-level capacity for conducting or managing peacebuilding evaluations	Development of Guidelines on peacebuilding evaluation to harmonize best practices on peacebuilding across the UN system and strengthen the quality of peacebuilding evaluations	As part of this activity, collaborate with the joint SDG synthesis group (led by UNDP) on peacebuilding to ensure the synergy of work Activities here will include the contracting of the consultant and providing guidance and quality control to his/her work. The WG members will serve as a reference group for workstream deliverables and will provide documents for the desk review phase.	Online	All WG members		End of December 2023	\$21,000	\$11,000 (for hiring external consultant)	\$10,000

Partnerships Working Group

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

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Initiative budget	Request for UNEG funds
1. Improved implementation of UNEG's Partnership Strategy and partnership building and communication on partnerships	1.1 Partnerships Database	Build on and update the previous draft UNEG partnerships database and publish it on the UNEG website (member space)	Internal review, discussions with UNEG secretariat, IT consultants	UNIDO (?), UNITAR, UNICEF	IT consultant	Q2-4	\$5,000	\$5,000
2. Improved cooperation between UNEG, UNEG Working Groups and its partners	2.1 UNEG WG partnership needs assessed, prioritized, and supported	Consultation with WGs on their partnership plans and ideas, prioritization with UNEG head, support and facilitation to WG.	Consultation with UNEG WG coordinators; internal meetings, meetings with UNEG head.	All PWG member agencies (UNFPA, UNHCR, UNICEF, UNIDO, UNITAR, WFP)	UNEG WGs, UNEG partners, other potential partners	Q1-4	n/a	n/a
	2.3 UNEG-MOPAN peer-review partnership strengthened	Coordinate partnership modalities with UNEG Peer Review WG, facilitate potential partnership between them and MOPAN Organise a webinar with MOPAN for UNEG members	Meetings with NECD WG, UNEG head, GEI contact person	UNHCR (?), UNITAR, UNICEF	MOPAN, UNEG peer-review WG (Andrew Fyfe)	Q1-4	n/a	n/a
	2.4 UNEG-IOCE NECD and professionalization partnerships strengthened	Consult with UNEG professionalization and NECD WGs on partnership opportunities with IOCE, contact IOCE, facilitate potential partnerships	Meetings with NECD and professionalization WGs, UNEG head, MOPAN contact person		IOCE, UNEG professionalization/NECD WGs	Q1-4	n/a	n/a
3. Widened perspectives of UNEG members on evaluation topics	3.1 UNEG-GEI Partnership Forum 2023 hosted by PWG	Organization of a virtual Partnership Forum 2023 with GEI	Internal meetings and coordination meetings with selected partner for forum	All PWG member agencies (UNFPA, UNHCR, UNICEF, UNIDO, UNITAR, WFP)	GEI	Q2-3	n/a	n/a

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	External partners	Timeframe	Initiative budget	Request for UNEG funds
	3.2 UNEG AGM 2024 Partnership Event	In-person partnership event held at the UNEG AGM 2024 in Malaga, Spain	Internal meetings and coordination meetings with UNEG heads and partner(s)	All PWG member agencies (UNFPA, UNHCR, UNICEF, UNIDO, UNITAR, WFP)	TBD	Q3/2023-Q1/2024	\$10,000	\$10,000

Executive Steering Committee Work Programme

Work under the responsibility of the ESC

Outcomes	Outputs	Activities	Modalities	Responsible & collaborating agencies	Timeframe	Request for UNEG funds
Strengthening the Secretariat	Proposal by the ESC on ways to strengthen the Secretariat	Consultations with UNEG Heads		ESC and UNEG Heads	2023 with a proposal to be made at the AGM2024	
Mid-term review of the UNEG Strategy 2020-2024	Report to be presented to UNEG Heads for discussion during UNEG EvalWeek 2024	Development of a consultant TOR		ESC and UNEG Heads	Jan-May	\$70,000
		Hiring a consultant for the MTR		ESC and UNEG Secretariat	May to Jan 2024	
		Leading the MTR process		ESC, Management Group and UNEG Secretariat		
SWE Policy	Updates to UNEG Heads on SWE developments	UNEG Chair to stay abreast of developments and share with UNEG Heads when relevant		ESC	Ongoing	
Proposal to UNEG Heads on UNEG's use of AIDA	Report to the AGM on how UNEG can use the AIDA platform	Consultation with the agencies involved in the synthesis work		ESC and agencies involved in synthesis work	Ongoing with proposal at the 2024 AGM	
Proposal on the revision of the UNEG N&S	Proposal to be made at the UNEG AGM 2024 on possible revisions of the UNEG N&S	Review of the current N&S		ESC	Ongoing with proposal at the 2024 AGM	

Projected Expenditures 2023

Strategic Objective/ Working Group	Work Plan overview	Requested Budget	ESC Comments/ Proposal	Revised budget ⁵
SO1 Peer Review WG	Two peer reviews	\$50,000	Approved based on past agreement to allocate USD25K to each peer review	\$50,000
SO1 ESI WG	Guidance on integrating ESI in evaluations	\$50,000		\$30,000
SO1 Evaluation Function Working Group	Consultant to assist with drafting the strategy and compendium of good practices	\$10,000		\$10,000
SO2 Evaluation Synthesis WG	<ol style="list-style-type: none"> 1. Consultant to develop a technical guidance note on principles, definitions and minimum requirements for synthesis products (\$15k) 2. Travel for WG coordinators to participate in the What Works Global Summit 2023 to present UNEG synthesis work (\$3k) 	\$18,000	Funds for travel approved on basis of agreement at the UNEG AGM 2023 that UNEG funds be spent ensuring UNEG is represented in evaluation fora.	\$18,000
SO2 Professionalization WG	Evaluation micro-learning opportunities landing page on online SDG learn platform (\$10k) and develop and test IT features for CoP (\$10k)	\$20,000		\$20,000
SO2 Methods WG	Copy editing and design of Compendium of Methods vol II	\$5,500		\$5,500
SO2 Young and Emerging Evaluators WG	Initiate the mapping of UNEG YEE engagement, best practices, and lessons learned	\$10,000		\$10,000
SO3 NECD WG	<ol style="list-style-type: none"> 1. Develop framework for analysis of UN evaluation policies with recommendations with respect to (strengthening) integration of, or potential to integrate, provisions to strengthen national evaluation capacity development (\$10k) 2. Refine concept based on initial results of policy analysis exercise (\$10k) 3. Develop framework and TOR for study on existing resources for identifying evaluators, remaining needs, and, if relevant, potential approaches to a database of evaluators (\$10k) 	\$30,000		\$20,000
SO3 Use of Evaluation WG	Consultant to prepare a paper on understanding better the assumptions that influence use.	\$20,000		\$20,000

⁵ 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 ⁵
SO3 Peacebuilding WG	Development of Guidelines on peacebuilding evaluation to harmonize best practices on peacebuilding across the UN system and strengthen the quality of peacebuilding evaluations	\$11,000		
Partnerships WG	<ol style="list-style-type: none"> 1. Build on and update the previous draft UNEG partnerships database and publish it on the UNEG website (member space) (\$5k) 2. In-person partnership event held at the UNEG AGM 2024 in Malaga, Spain (\$10k) 	\$15,000	<p>Database can be incorporated into the UNEG website redevelopment or Teams Channel.</p> <p>Details required for the Partnership Event.</p>	
UNEG AGM 2023	Reimbursement to GEF for hosting the UNEG AGM 2023	\$50,000		\$30,000 ⁶
UNEG EvalWeek 2024	UNEG EvalWeek 2024	\$30,000 ⁷		\$30,000
UNEG mid-term review	UNEG mid-term review	\$75,000		\$75,000
UNEG Secretariat	UNEG Secretariat, including P4 part-time Programme Specialist (\$73k), G6 part-time admin assistant from September 2023 (\$21k), redevelopment of the UNEG website (approx. \$75k), Lyris listserv (approx. \$6k)	\$175,000		\$175,000
Total		\$559,500		\$493,500

⁶ Estimated.

⁷ The agreed total amount to hosts of the UNEG EvalWeek is USD50k. USD30K reflects expected expenditures to be made in FY2023. The remaining USD20k are expected to be disbursed in FY2024.

Annex 1: UNEG Secretariat Work Plan 2023

Support to the UNEG Chair and Executive Steering Committee

- Convene ESC meetings, and ESC and WG 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.
- Coordinate the mid-term review of the UNEG Strategy 2020-2024.

Coordination with WG coordinators and members

- Assist with the constitution of the UNEG 2023 WGs and development of the UNEG work plan 2023.
- 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 2024

- Support the organisation of the UNEG EPE and AGM during the preparatory stages and during the event.
- Prepare the UNEG Financial and Annual reports 2023.
- 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 Requirements⁸

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 requirements⁹ for a period of more than two years to discuss their membership status. (PoWT: Ibid).

⁸ 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’.

⁹ 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 Strategy¹⁰:

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)

¹⁰ <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)¹¹
- Promote independent use of the *UNEG Self-Assessment Maturity Matrix for UN Evaluation Functions* as a capacity development tool¹² 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 2024.¹³ 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.

¹¹ 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'.

¹² 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.

¹³ Note also that in addition to the target around validated self-assessments/external reviews, the Membership Committee's work could help UNEG meet other targets within Strategic Objective 1 including: a) 'by 2021, 100 per cent of the Norms and Standards will have specific guidance materials to support their use (including in system-wide evaluation)' and b) 'by 2021, 100 per cent of UNEG members will have an approved evaluation policy'.

Annex 3: UNEG Executive Steering Committee members

	Role	Contact
Eddie Yee Woo Guo	UNEG Chair	guoy@un.org
Adan Ruiz Villalba	UNEG vice-Chair	adan.ruizvillalba@wipo.int
Deborah McWhinney	UNEG vice-Chair	mcwhinney@unfpa.org
Anne-Claire Luzot	UNEG vice-Chair	anneclaire.luzot@wfp.org
Alan Fox	UNEG vice-Chair	Alan.fox@undp.org
Lori Bell	UNEG vice-Chair	bell@unhcr.org
Bo Weston	UNEG Secretariat	unevaluationgroup@gmail.com

UNEG Work Group coordinators 2023

	Name	Contact
SO1 – Develop and Safeguard Professional Norms, Standards and Guidance		
Peer Review Working Group	Alan Fox	Alan.fox@undp.org
	Claudia Ibarguen	c.ibarguen@unesco.org
	Judit Jankovic	Judit.Jankovic@icc-cpi.int
Ethics Working Group	Rakib Hossain	hossainr@un.org
	Marcel van Maastrigt	maastrig@unhcr.org
Gender, Disability and Human Rights Working Group	Tara Kaul	Tara.kaul@unwomen.org
	Sabas Monroy	Sabas.monroy@un.org
Environment and Social Impact Working Group	Juha Uitto	juitto@thegef.org
	Michael Spilsbury	michael.spilsbury@un.org
	Nanthi Nanthikesan	s.nanthikesan@ifad.org
Decentralised Evaluation Working Group	Leslie Thomas	l.thomas@unrwa.org
	Andrew Fyfe	Andrew.fyfe@wfp.org
	Valentina Prospero	vprosperi@unicef.org
Evaluation Function Working Group	Demetra Arapakos	arapakos@un.org
	Jicheng Zhang	jicheng.zhang@iaea.org
SO2 – Enhance Professionalization and Capacity		
Evaluating Policy Influence Interest Group	Felix Herzog	herzogf@un.org
	Christophe Legrand	Christophe.legrand@uncdf.org
	Yuen Ching Ho	Yuenching.ho@un.org
Evaluation Synthesis Interest Group	Deborah McWhinney	deborah.mcwhinney@wfp.org
	Shivit Bakrania	sbakrania@unicef.org
Evaluation Practice Exchange Organising Committee	Adan Ruiz-Villalba	adan.ruizvillalba@wipo.int
	Katharina Kayser	katharina.kayser@un.org

	Name	Contact
Professionalisation Working Group	Mona Selim	mona.selim@wfp.org
	Brook Boyer	brook.boyer@unitar.org
Methods Working Group	Zlata Bruckauf	zbruckauf@unicef.org
	Lilia Ormonbekova	lilia.ormonbekova@un.org
	Maria Goldman	maria.goldman@un.org
	Beata Matysiewicz	beata.matysiewicz@un.org
Young and Emerging Evaluators Working Group	Faith Nsanshya Chilupula	Chilupula@unfpa.org
	Neha Karkara	karkara@unfpa.org
SO 3 – Influence Policy-making and Operational Work through Evaluations		
UN Cooperation Framework (CF) WG	Yuen Ching Ho	yuenching.ho@un.org
	Natalia Acosta	Natalia.acosta@wfp.org
	Natalie Neil	natalie.neil@un.org
Evaluation Use Working Group	Alena Lappo	a.lappo@iaea.org
	Myriam Van Parijs	mvanparijs@unicef.org
	Julia Engelhardt	julia.engelhardt@wipo.int
Peacebuilding Working Group	Bushra Hassan	bushra.hassan@un.org
Humanitarian Evaluation Interest Group	Laura Olson	lolson@unicef.org
	Sara Holst	sara.holst@fao.org
Data and Artificial Intelligence Working Group	Gonzalo Gomez	gonzalo.gomez@undp.org
	Deborah McWhinney	mcwhinney@unfpa.org
	Uyen Kim Huynh	uhuynh@unicef.org
National Evaluation Capacity Development Working Group	Heather Bryant	heather.bryant@undp.org
	Grace Igweta	grace.igweta@wfp.org
Work areas under the remit of the UNEG Chair		
Partnerships Working Group	Sarah Faber	Sarah.Faber@fao.org
	Thomas Rossmueller	trossmueller@unicef.org
	Aya Shneerson	aya.shneerson@wfp.org

The list of Working Group members is available on the [UNEG Teams channel](#).