UNEG EPE 2024

UNEG
United Nations Evaluation Group

Agenda of the Evaluation Practice Exchange Seminar

30-31 January 2024

Host agencies: WIPO and UNODC, in partnership with CIFAL Málaga

Session venues: Locations in the historical centre of Málaga:

- Cine Albéniz, C/ Alcazabilla, 4, 29015 Málaga
- Antiguo Hospital Noble – UN House (CIFAL-Malaga UNITAR, Building 1), Plaza del General Torrijos, 2- 29016 Málaga
- Museo del Patrimonio Municipal (MUPAM), Paseo Reding, 1, 29016 Málaga
- University of Málaga, Av. de Cervantes, 2, 29016 Málaga
- Museo Picasso Málaga, Palacio de Buenavista, C. San Agustín, 8, 29015 Málaga

See map on last page

OPENING SESSION 4
THEME 1 - IN METHODS, WE BELIEVE 6
1.1 Evaluating Policy Influence 6
1.2 Artificial Intelligence, challenges, and opportunities for evaluation and synthesis 7
1.3 The crisis of linear thinking -- Combining theory of change and systems thinking in complex strategic and policy evaluations 8
1.4 A Triple Planetary Crisis – Building Environmental Considerations into UN Evaluations 10
THEME 2 UNITED IN PRINCIPLES WE STAND 11
2.1 "What does it take to build a credible, independent evaluation function? How to set the basis for growth?". 11
2.2 Evaluating the Humanitarian Principles 12
2.3 Moving Towards Better Integration of Gender Equality and Human Rights in Evaluations: Highlights from the revised UNEG guidance 13
2.4 Accountability and learning, the permanent balancing act 15
2.5 Accountable to Who? Turning Accountability to Affected People (AAP) principles inwards on evaluation practice 17
2.6 Update of ALNAP's guidance on the use of the OECD DAC criteria in humanitarian action 18
2.7 Meaningful and innovative engagement of youth in evaluation 19
THEME 3 - USE OR NO USE? THAT IS THE QUESTION 21
3.1 Supporting the use of evaluation evidence for organizational learning, informed decision-making processes and accountability for results: Approach, processes and tools that proved helpful 21
3.2 The "new normal": have expectations for evaluation changed? Scanning the post-crisis evaluation horizon 22
3.3 Management follow-up to evaluations: Overview of different practices across UN agencies and other multilateral organisations 23
3.4 Ensuring visibility of evaluation at strategic levels to inform evidence-based decision making 24
3.5 How to nurture a culture of evaluation? 26
3.6 Making the best use of evaluation evidence – synthesizing to advance progress towards the SDGs 27
THEME 4 MANAGE FOR SUCCESS 28
4.1 Evaluation Quality Assurance Systems 28
4.2 Unite Evaluations application for planning, managing and using evaluations – Experience from UN Secretariat evaluation functions 29
4.3 Reflections on system wide evaluation from a practice perspective 30
PLENARY SESSION 31
CLOSING SESSION 29

Overview[1]

EPE Day 1 – Tuesday 30th January 2024				
09h00-11h00	Opening Session – Ciné Albeniz			
11h00-11h30	Break and participants to move to their first sessions			
11h30-13h00	1.1 Evaluating Policy Influence Sala de rectores, University	2.1 Building a Credible Evaluation Function Salon de Actos, MUPAM	3.1 Use of Evaluation Evidence Aula didactica, MUPAM	4.1 Quality Assurance Hospital Noble, CIFAL
13h00-14h30	Lunch and participants to move to their next sessions			
14h30-16h00	1.2 Artificial Intelligence Salon de Actos, University	2.2 Evaluating Humanitarian Principles Hospital Noble, CIFAL	3.2 The New Normal? Expectations for Evaluation Sala de rectores, Universidad	4.3 Reflections on system wide evaluation from a practice perspective Aula didactica, MUPAM
16h00-16h30	Break and participants to move to their next sessions			
16h30-18h00	1.3 Crisis of Linear Thinking Sala de rectores, University	2.3 Integrating HR&GE in Evaluations Salon de Actos, MUPAM	3.3 Management Follow-Up Aula didactica, MUPAM	4.2 Unite Evaluations Hospital Noble, CIFAL

EPE Day 2 – Wednesday 31st January 2024				
9h00-10h30	1.4 Triple Planetary Crisis Aula didactica, MUPAM	2.4 Accountability and Learning Sala de Juntas, University	3.4 Visibility of Evaluations Salon de actos, University	2.5 Accountable to Who? Hospital Noble, CIFAL
10h30-11h00	Break and participants to move to their next session			
11h00-12h30	2.6 Update of ALNAP Guidance Hospital Noble, CIFAL	2.7 Youth Engagement Aula didactica, MUPAM	3.5 How to Nurture a Culture of Evaluation Sala de Juntas, University	3.6 Use of Evaluation Evidence Salon de Actos, MUPAM
12h30-15h30	Lunch		**UNEG Mid-Term Review Workshop (UNEG Heads or designated representatives only)**	
15h30-17h00	Plenary session – Museo Picasso			
17h00-18h00	Closing Session - – Museo Picasso			
18h30	Cocktail – Museo Picasso			

[1] Session venues and timings subject to change. Session titles in the overview are abbreviated.

Opening Session

The EPE Opening Session will take place on Tuesday 29th January in the Cine Albéniz from 9:00 am to 11:00 am. Doors will open at 08h15. Participants who did not attend the PDS are advised to arrive early to collect their welcome bags.

Opening Session Objectives

The three objectives of the Opening Session are to:

- Contextualize the theme "**Evaluating of and In Crisis**";
- Foster collaboration and team building; and
- Outline how the EPE is going to function and unfold.

Opening Session Outline

Welcoming remarks

- UNEG Chair
- EPE Organising Committee co-conveners
- Welcome by representative of CIFAL/UNITAR

Contextualizing the EPE theme "Evaluating of and In Crisis"

- Short video highlighting the environmental crisis facing the global community and how crises affect us all.
- Short panel discussion with Leslie Thomas (UNRWA), Masahiro Igarashi (WHO) and Mike Spilsbury (UNEP).
- Q&A.

Team Building Exercise

- Exercise to foster a "common Us".

Close

- Review of the EPE 2023 agenda; and
- Outline of the different venues and the social programme.

Theme 1 - In Methods, We Believe

1.1 Evaluating Policy Influence

Venue: Sala de rectores, University of Malaga

Lead Facilitators	• Felix Herzog, UNEP, herzogf@un.org • Josephine Mwenda, UNOCT, josephine.mwenda@un.org • Stefano Contratto, OECD, Stefano.CONTRATTO@oecd.org
Other facilitators	The following presenters will showcase their approach to evaluating policy influence in the tables of the World Café: 1. Michael Spilsbury UNEP 2. Fabrizio Felloni IFAD 3. Olivier Cossee FAO 4. Anand Sivasankara-Kurup WHO 5. Julia Engelhart WIPO 6. Sabas Monroy OHCHR 7. Katherine Aston/Emanuel Lohninger UNODC
Overview	Policies are essential in preventing and addressing crises and achieving the SDGs. Evaluating policy influence interventions provides good practices and lessons for a more effective and efficient programme delivery. This EPE session will focus on how to evaluate policy influence. We will have an interactive discussion with colleagues from more than eight UN entities. Each one with its own experience. How did they go about evaluating policy influence? What were their challenges? How did they overcome them? Guiding questions will structure the journey and ensure that the key issues are addressed. Join us on this fascinating journey. There is so much to learn from each other!
Description of session delivery	This world café will be divided into three segments: 1) Plenary introduction: (15min) 2) Discussions in tables of world café (60 minutes) 3) Final plenary (15 minutes)

1.2 Artificial Intelligence, challenges, and opportunities for evaluation and synthesis

Venue: Salon de actos, University of Malaga

Lead Facilitators	• Deborah McWhinney mcwhinney@unfpa.org, moderator • Uyen Kim Huynh uhuynh@unicef.org, facilitator/ presenter • Gonzalo Gomez gonzalo.gomez@undp.org, facilitator/ presenter
Other presenters	• Neha Karkara, UNFPA • Srilita Rao, OIOS • Eduardo Toscani, IAEA
Rapporteur	
Content	The UNEG AI/Data WG conducted an inventory of AI initiatives to map the challenges and opportunities faced in evaluation and synthesis when using Artificial Intelligence, particularly generative AI. During the session, the WG will share 'use cases' and discuss the challenges and opportunities that new technologies can bring in 'Evaluating Of and In Crisis'. This will include a proposal of principles, techniques and tools for the ethical and responsible use of AI in evaluation that will be discussed in groups and during the plenary.
Description of session delivery	The session will consist of a presentation of 'use cases' of AI, group work and plenary/discussion session with all participants. 1) Introduction (5 minutes) 2) Agency presentations (45 minutes) - Use of Natural Language Processing for qualitative analyses, UNICEF - Custom AI chatbot for evidence synthesis and piloting market-based AI tools in evaluation, UNFPA - Artificial Intelligence for Development Analytics (AIDA 2.0), UNDP - UNIFY, OIOS - IAEA - Proposed ethical principles for UNEG 3) Presentation of proposal on ethical and responsible use of AI and discussion (30) 4) Plenary/conclusions (10 minutes)

1.3 The crisis of linear thinking -- Combining theory of change and systems thinking in complex strategic and policy evaluations

Venue: Sala de rectores, University of Malaga

Lead Facilitator	Maximin Kodjo, Lead Evaluation Officer, IOE IFAD k.kodjo@ifad.org
Other facilitators/ presenters	• Fabrizio Felloni, IFAD • Michael Carbon, WFP • Carlos Tarazona, FAO • Caspar Merkle, UNESCO
Rapporteur	• Massiel Jiménez (IFAD) • Renata Mirulla (FAO)
Content	This EPE session intends to share diverse experiences of tools and approaches applied by UNEG members to transcend linear thinking across the entire evaluation cycle - from selection and design to implementation and utilization. The focus will be on practical examples that specifically address the challenges of evaluating development and humanitarian operations in complex contexts, particularly those marked by fragility and/or conflict. Participants will explore applying system thinking approach at the evaluation selection stage, then look at designs where the traditional theory of change approach may be too rigid, over-detailed and/or insufficient in contexts that are volatile and complex, and how evaluations can be conducted using a system-based approach as a better analytical tool to match situations where several inter-connected factors are at play.
Description of session delivery	The purpose of the session is to discuss the application of system approach to select and evaluate interventions in situations of crisis and complexity, building from the experiences of evaluations developed by FAO, IFAD and WFP. Following the presentations from the facilitators, a group discussion among participants will be organized. The discussion will focus on practical evaluation method and tools, thematic scopes and considerations for complexity, contextual settings, building from the presentations of facilitators. 2) Session content break down. Introduction (5 minutes): Challenges in evaluating complex interventions and in crisis contexts (by Fabrizio Felloni, IOE Deputy Director) **Presentation (25 minutes):** 3 presentations of 7-10mn each (to provide concrete examples of applying system-related approach) - **Applying a system related approach to evaluate interventions in situations of crisis and complexity: cases of evaluating IFAD' supports the West Africa Sahel and Dry Corridor Central America sub-regions** - Max Kodjo and Massiel

	Jiménez, IFAD IOE (experience of reconstructing a conceptual scheme which helped to identify different aspects that otherwise would not be seen though the ToC lens, with a focus on fragility); - **Use of a systems lens in the Strategic Evaluation on WFP's use of technology in constrained environments** - Michael Carbon WFP OEV (the alternative four-components model adopted in the evaluation on use of technology in constraint environments which helped in structuring the questions and making connections across them; the combining of ToC and systems approach + case studies in the evaluation on refugees, IDPs and migrants). - **Organizational assessment of FAO's Sub-regional Office for the Caribbean** – Carlos Tarazona, FAO OED **Reponses to questions (10mn)** **Introduction to the breakout session (5mn)** **Break out groups (20 minutes):** There will be 2-3 break out groups moderated by the co-facilitators. Potential topics for break-out groups include evaluation of: (i) Emergency interventions; (2) Food security and nutrition; (3) Operations addressing fragility issues. Change can be made based on the interest of participants. Each group will be responding two to three questions, for instance: - What are positive aspects in applying linear thinking, e.g. ToC? - How far can we go in applying ToCs in complex interventions and in what cases it is instead necessary to go beyond? - Which challenges and/or limitations did you face in applying the 'linear thinking' model when selecting and designing evaluations? - How did your Office and/or the evaluation team overcome these challenges and/or limitations? Identify 1-3 concrete tools or approaches to share with others. Elaborate on how these were useful. - Overview of main lessons from these tools / approaches. Each group will identify a rapporteur who will present the outcomes of group discussions in the plenary meeting. **Plenary: (20 minutes):** Participants will discuss their experiences, based on the outcomes of the group work (5mn each), and there will be 5mn for overall wrap up.

1.4 A Triple Planetary Crisis – Building Environmental Considerations into UN Evaluations

Venue: Aula didactica, MUPAM

Lead facilitator	Mike Spilsbury, UNEP, Michael.spilsbury@un.org
Other facilitators	Juha Uitto, GEF Evaluation Office
Rapporteur	Kseniya Temnenko, GEF
Content	The UN Secretary General stated on earth day 2022 "The truth is, we have been poor custodians of our fragile home. Today, the Earth is facing a triple planetary crisis. Climate disruption. Nature and biodiversity loss. Pollution and waste. This triple crisis is threatening the well-being and survival of millions of people around the world. The building blocks of happy, healthy lives — clean water, fresh air, a stable and predictable climate — are in disarray, putting the Sustainable Development Goals in jeopardy. In this context it behooves the UN to consider the environmental consequences of its all its interventions. This session will highlight progress on developing guidance for this purpose.
Description of session delivery	UNEG is developing guidance on how to integrate environmental and social considerations into evaluations. It has a particular focus on evaluations of interventions and initiatives that are not primarily focused on environmental outcomes. The session would include an introductory presentation on progress made with guidance preparation to date followed by some rapid group work brainstorming on the environmental externalities of different types of UN work that are not focused on environmental objectives e.g. Humanitarian, Peacekeeping etc. Introduction (5 minutes) Presentation (20 minutes) Group work (55 minutes)

Theme 2 United in Principles We Stand

2.1 "What does it take to build a credible, independent evaluation function? How to set the basis for growth?"

Venue: Salon de Actos, MUPAM

Lead Facilitator	Judit Jankovic, Senior Evaluation Specialist, Independent Oversight Mechanism (IOM), International Criminal Court (ICC), Judit.Jankovic@icc-cpi.int
Other presenters	• Indran Naidoo, Director, Independent Office of Evaluation IFAD • Alexander Voccia, Head of communications in evaluation, IFAD – Presenter • Roberto La Rovere, Senior Advisor, Evaluation; Head, Evaluation Unit, PAHO
Rapporteur	Karen Garza, IOM, ICC
Content (max. 100 words)	The revised UNEG Norms and Standards for Evaluation offer a robust framework to support the development of credible, independent evaluation functions. This session aims to present some experiences and contexts of doing so and setting the basis for growth. The evaluation function of IFAD will reflect on policy, process and communication, including insights from neuroscience communication being critical elements. A comparative reflection on experiences on credibility and independence of evaluation functions from different organizations in the UN and beyond will follow. Finally, a reflection from the perspective of smaller evaluation functions will be offered in this session, followed by an open discussion.

Description of session delivery	The session will consist of case studies and open discussion.
	Session break down:
	• Introduction (5 minutes)
	• Presentations (20 minutes each)
	  ○ Mr. Indran Naidoo and Alexander Voccia, IFAD: Nuggets of wisdom from best practice, policy, process and communication neuroscience
	  ○ Roberto La Rovere, PAHO: Comparative reflection on experiences on credibility and independence of evaluation functions from the UN and beyond.
	  ○ Judit Jankovic, ICC: Reflections from the perspective of smaller evaluation functions
	• Discussion, questions & answers (20 minutes)
	• Conclusions (5 minutes)

2.2 Evaluating the Humanitarian Principles

Venue: Hopital Noble

Lead Facilitators	• Sara Holst, co-ordinator of the UNEG Humanitarian Evaluation Interest Group Sara.holst@fao.org • Laura Olsen, co-ordinator of the UNEG Humanitarian Evaluation Interest Group laura.olsen@un.org
Oher facilitators	• Margie Buchanan-Smith, independent consultant and lead author of the guidance (in person participation) • Lewis Sida and Julia Steets (online participation, TBD)
Rapporteur	TBD
Content (max. 100 words)	The session will cover many of the topics included in the forthcoming UNEG guidance on evaluating the humanitarian principles – why it's important, how to overcome challenges associated with it, and some practical examples and techniques for including it in evaluations. It will be led by the lead author of the guidance, Margie Buchanan-Smith, with contributions from practitioners who have made advancements in evaluating the humanitarian principles.
Description of session delivery	After introductions, the session will begin with input from practitioners who have included assessing adherence to the humanitarian principles in their work. This will be following by a presentation of the key themes covered in the guidance. Finally, the session will conclude with a structured discussion and Q&A in plenary from participants. The session content breakdown is as follows: 1) Introductions (5 minutes) 2) Examples from practitioners (10 minutes) 3) Powerpoint presentation of key themes in the guidance (20 minutes) 4) Open discussion and Q&A (25 minutes)

2.3 Moving Towards Better Integration of Gender Equality and Human Rights in Evaluations: Highlights from the Revised UNEG Guidance

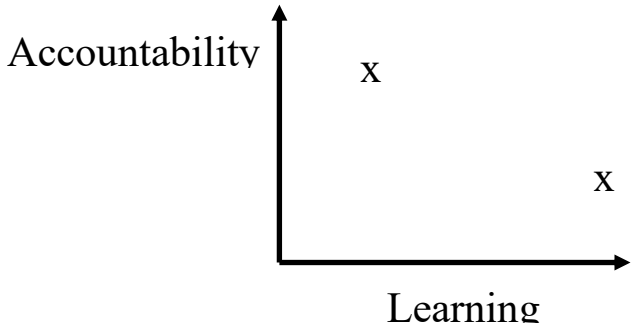
Venue: Salon de Actos, MUPAM

Lead Facilitator	Angela Arevalo, UNEG Gender Equality and Human Rights Working Group (angela.arevalo@un.org)
Other facilitators	• Angela Arevalo, Evaluation Officer, will present the introduction and facilitate the group work on Integrating HR and GE in institutional frameworks. • Elma Balic, IOM, will facilitate the group work on Integrating HR and GE in evaluation scoping and planning. • Katherine Aston, UNODC, will facilitate the group work on Integrating HR and GE in evaluation implementation and dissemination. • Michele Tarsilla (Chief of Humanitarian Evaluation, UNICEF) will moderate the plenary session and contribute to the presentation of some of the Guidance's key content.
Rapporteur	• TBD
Content (max. 100 words)	This EPE will revolve around the revised UNEG Guidance on the Integration of Gender Equality (GE) and Human Rights (HR). Participants will be asked to join one of three working groups: 1. Integrating HR and GE in institutional frameworks; 2. Integrating HR and GE in evaluation scoping and planning; and 3. Integrating HR and GE in evaluation implementation and dissemination. Each group will discuss relevant good practices (including tools) presented in the Guidance. The group work, facilitated by some of the Guidance Note's authors, will conclude with a plenary, where key takeaways from each group will be shared and discussed.
Description of session delivery	The session will of group work using one or more case study examples. Session content break down: 1. **Introduction (10 minutes):** • Welcome participants and provide an overview of the session. • Briefly introduce the Guidance document and its new content. 2. **Work Group Discussion (40 minutes):** • Facilitator guides the group through a good practice example from the UNEG Guidance. • Participants share their own experiences and insights related to integrating HR and GE in their evaluation endeavors. • Guided by the facilitator, participants discuss some of the key topics and tools presented in the Guidance.

	3. **Plenary: Summary of Group Discussions (40 minutes):** • Facilitators from each group briefly present the key takeaways. • Session's Facilitator(s) synthesizes common themes and important points from all groups. • Open the floor for any additional insights or questions.

2.4 Accountability and learning, the permanent balancing act

Venue: Sala de Juntas, University of Malaga

Lead Facilitator	• Taipei Dlamini (UNESCO) t.dlamini@unesco.org • Claudia Ibarguen (UNESCO) c.ibarguen@unesco.org
Other facilitators	• Mona Fetouh (UNICEF)
Rapporteur	• TBC
Content (max. 100 words)	Traditionally, evaluations always seek to showcase the results of an intervention (for donors, management, governing bodies), whilst also identifying areas of improvement and lessons learned to enhance future programme implementation and capture innovative practices (for implementers). In this session, we'll seek to understand whether this double objective can and should be maintained in times of crises or should we only focus on one of the two? Does the rationale for evaluation evolve when in crisis? We will question evaluation practices around accountability and learning through collective brainstorming, group work and sharing of practical tools used by UNESCO, WFP and UNICEF to navigate this dilemma.
Description of session delivery	**Part 1: Interactive collective brainstorming session (20 min)** • First as a group we will unpack the two concepts: "accountability and "learning." What exactly do we understand by each one? Accounting to whom? Learning by whom and for what. We will drawn on academic literature on the subject. Briefly we will lead an exchange on whether these two concepts can coexist. • We will then draw a large axis on a flipchart or other large surface. On one axis accountability on the other learning.  • We will ask each participant to think of one recent example of an evaluation (preferably in a crisis setting) in which they were involved in and to locate it on the axis. Each participant will then explain why they think that their evaluation was more on the accountability or learning axis. This will give the room a visual representation of how different organizations lead their evaluations in the context of crises. • We will also list different stakeholders and ask them to honestly share which stakeholders they had in mind for both Accountability and Learning goals. This

	will allow to also discuss if we are targeting the "right" stakeholders and how much accountability to affected populations in considered in Evaluation practice. **Part 2: Group work (30 min)** Set up 4 groups that will each work around a question for 5 min (e.g. stakeholder engagement, real-time evaluation, publication of an evaluation, etc). They will need to outline the arguments to favour accountability and those to favour learning**.** Each group will then present and discuss their findings. At the end of each discussion point; the room will vote for the most appropriate approach. **Part 3: Presentation of practical tools / processes (40 min)** Each of the organizers will very briefly present a methodology/tool they used in evaluations they were engaged in to provide specific examples of tools they used to enhance the accountability or learning dimension (5min). The goal is to offer participants some innovative, real life, applicable tools they can use in future evaluations. Below is the tentative list of topics: - Learning: o WFP: (process) decentralized evaluation function o UNESCO: (tool) sector-specific templates for Covid-19 evaluation - Accountability: o UNESCO: (tool) case study in Culture in Emergencies evaluation o UNICEF – *tool related to war in Ukraine? TBC* There will then be time for other participants to share their own ideas (20 min).

2.5 Accountable to Who? Turning Accountability to Affected People Principles (AAP) Inwards on Evaluation Practice

Venue: Hopital Noble

Lead Facilitator	Vincenzo Lionetti, Senior Regional Evaluation Officer, MENA (lionetti@unhcr.org)
Rapporteur	TBC
Content	UNHCR will share its experience in integrating AAP principles into evaluation using the case of the recently completed UNHCR Mauritania Country Strategy Evaluation. The practices, challenges and key learnings will be presented and framed along two interconnected lenses: the key stages of the evaluation (planning, inception, data collection & analysis, reporting, dissemination and MR) and the four AAP principles (listen to needs/concerns; communicate transparently; include views in response design; assess satisfaction). Drawing on the presentation, their agency experience and exchanges with peers, participants will propose approaches and practices that can further improve AAP embedding into evaluation. The overall objective is to generate learnings to improve UNEG members' approaches, frameworks and practices.
Description of session delivery	The session duration is 90 minutes. It starts with welcome & opening remarks (5 mins), followed by brief introduction of the objectives and agenda (10 mins), overview of the case study evaluation, the AAP principles and different levels of engaging people (inform, consult, involve, empower). Next, a 4-min. video illustrating how the eval embedded AAP will be streamed. This will be an effective transition to the presentation of the key practices adopted and why they worked, challenges encountered and learnings drawn, framed along the AAP principles and stages of evaluation; followed by short plenary reactions and comments (20 mins). This concludes the first part of the session intended to stimulate and set the stage for group work, which is next. Ideal number is between 20 and 25 participants. Group work (50 mins) PLAN A: The groups will be provided with a template on a flipchart, asked to exchange around the following guiding questions with a view to come-up with their practices and proposals to strengthen work in this area. What approach and/or framework do you use (if any) to embed AAP principles in your evaluations? What are some good practices you used for integrating AAP into evaluation? Why did they work? What key challenges have been met for implementation? What can be recommended for improving UNEG practice in this area? Each group will present key results of their work in plenary (5 min. x 4 groups).

2.6 Update of ALNAP's guidance on the use of the OECD DAC criteria in humanitarian action

Venue: Hopital Noble

Lead Facilitators	• Laura Olsen, co-coordinator, UNEG Humanitarian Evaluation Interest Group • Sara Holst, co-coordinator, UNEG Humanitarian Evaluation Interest Group
Oher facilitators	• Sarah Gharbi (Research Fellow, ALNAP) - Facilitator & presenter • Michele Tarsilla (Senior Evaluation Specialist, Chief of Humanitarian Evaluation, UNICEF) – Expert • Henri Van Den Idsert (Senior Evaluation Officer, UNHCR) - Expert
Rapporteur	TBC
Content	After more than 17 years of effective use, ALNAP is updating its 2006 guidance on how to use the OECD DAC criteria for evaluating humanitarian action. In updating the original publication, ALNAP is exploring evaluation issues specific to humanitarian action, including common constraints and challenges of applying the criteria in humanitarian settings. During the session, ALNAP will explain the rationale for updating the guidance and present the main findings of new research, highlighting key challenges and issues around the OECD DAC criteria. Participants will give their views and perspectives on the use of the criteria in humanitarian evaluation.
Description of session delivery	The session will be structured as follows: 1) **Presentation** (30 minutes) ALNAP will explain the rationale for updating the guidance and present the main findings of new research, highlighting key challenges and issues around the OECD DAC criteria. Input will be provided from advisory group members representing UNHCR and UNICEF. ALNAP will also provide some initial findings from the consultation events conducted in 2023 and the global survey of humanitarian and evaluation practitioners 2) **Interactive discussion with session participants** (50 minutes) Participants will give their views and perspectives on the OECD DAC use of the criteria in humanitarian evaluation to help shape the guidance. 3) **Wrap up and next steps** (10 minutes)

2.7 Meaningful and innovative engagement of youth in evaluation

Venue: Aula didactica, MUPAM

Lead Facilitators	• Neha Karkara, co-cordinator of the YEE Working Group, karkara@unfpa.org; • Faith Nsanshya Chilupula, co-cordinator of the YEE Working Group chilupula@unfpa.org
Other facilitators	• UNV (Presenter - TBC) • Agnes Nyaga (Presenter, OHCHR)
Rapporteur	Taipei Dlamini (UNESCO)
Content	The UN Secretary-General's Our Common Agenda and policy briefs recommend the inclusion of youth in all UN decision-making, underscoring the need to amplify their voices and nurture leadership potential in the context of UN 2.0. Extending this vision to evaluations requires a commitment to involving youth in evaluation and exploring innovative approaches for meaningful engagement. This EPE session will spotlight UNEG agencies' experiences, highlighting diverse and innovative approaches for engaging youth in evaluation processes. The session will also feature practical tools for evaluation commissioners and managers to support meaningful youth participation in evaluation. The session will conclude with a dialogue on ideas and strategies to advance the mainstreaming of youth engagement in evaluations within UNEG agencies.
Description of session delivery	The 90-minute session will include presentations, and a film screening, followed by a group discussion and plenary. 1. Welcome and introduction (Faith Nsanshya Chilupula, young evaluator from UNFPA) **[10 minutes]** 2. Presentations **[35 minutes]** a. UNFPA's innovative and meaningful approaches to engaging youth in a major evaluation, including tools for evaluation commissioners and managers to leverage the power of youth in evaluation (Youth in Evaluation Manifesto, Youth in Evaluation Standards, Guidelines for youth engagement in all evaluation phases): Neha Karkara, UNFPA b. Building evaluation capacities in the UN system: Introducing the joint UNEG-UNV Partnership Proposal to deploy young and emerging evaluators as UNVs in the UN system: UNV (TBC) c. OHCHR experience in engaging youth in evaluation processes and building capacities (Agnes Nyaga) 3. Screening of a short film on lessons learned from UNFPA experience on engaging youth in a major evaluation **[15 minutes]**

	4. Group discussion followed by a plenary on the topic 'Strategies and approaches to advance the meaningful engagement of youth in UNEG evaluations, in the context of Youth in Evaluation standards" **[30 minutes]**

Theme 3 - Use or No Use? That Is The Question

3.1 Supporting the use of evaluation evidence for organizational learning, informed decision-making processes and accountability for results: Approach, processes and tools that proved helpful

Venue: Aula didactica, MUPAM

Lead Facilitator	Aurelie Larmoyer, Senior Evaluation Officer, Office of Evaluation, WFP Aurelie.larmoyer@wfp.org
Other facilitators	• Janette Murawski (ILO) • Katinka Koke (UNITAR) • Alena Lappo (IAEA) • Odette Nsabimana (UNICEF)
Rapporteur	*TBD*
Content	Evaluation evidence comes through substantial investment and cost. Yet, experience suggests that the evidence contained in evaluation reports is not used at its full potential even more as time passes. The session will focus on sharing practical approaches, tools and techniques applied by some evaluation functions, at HQs or in the field, to proactively promote the use of evaluative evidence within organizations. Conveners will share their practices and discussions in groups will bring to light further experiences. The aims is for participants to walk away with some concrete ideas to share within their organization, building from all experiences shared.
Description of session delivery	**Introduction (plenary):** The session will start with a general contextualization, to explain the main strategies that presenters have followed to promote use, and underlying assumptions as to what may be main constraints to and levers of evidence use. (tentative 15') **Presenting approaches, techniques, and tools (plenary):** Presenters will share in more detail the specific approaches, processes and tools they have applied, which have supported enhanced use of the evidence within their organizations. (tentative 30') **Questions (plenary):** Any clarifications sought on the approaches presented can be sought in plenary (tentative 15') **Practice exchange with participants (Groups):** Participants will break into groups (could also be a world café setting TBD) to discuss particular aspects of use that will have been presented, to share additional experiences .(tentative 20') **Consolidation and closure (plenary):** Group ideas will be shared in plenary. Ideally a short paper will be produced aiming at keeping a record of principles, approaches and tools presented, with contact information for those wanting to understand better (tentative: 20').

3.2 The "new normal": have expectations for evaluation changed? Scanning the post-crisis evaluation horizon

Venue: Sala de rectores, University of Malaga

Lead Facilitator	• Adán Ruiz Villalba, Head of Evaluation Section, World Intellectual Property Organization (WIPO) adan.ruizvillalba@wipo.int • Julia Engelhardt, Senior Evaluation Officer, WIPO, julia.engelhardt@wipo.int
Rapporteur	Martina Devries (WIPO)
Content	How is the post-pandemic scenario and the simultaneous political, social, climatic, and humanitarian crisis influencing the evaluation horizon? Have you experienced in the UN evaluation functions changed since the last face-to-face EPE? This EPE session aims to open an honest discussion on how the evaluation mandate its being retuning. Inducted by WIPO's experience and evolving on participant's working practice and knowledge, the session will present how evaluation function - particularly those in "small-sized" organizations – had to make its own space for recognition and utility. In application of a Joint Inspection Unit (JIU) recommendation, evaluation unit at WIPO was created 10 years ago as part of a broader oversight function, jointly with audit and investigation. It was hence perceived close to an "auditative evaluation" and not as formative as it should. Through an organic approach, evaluation made its own way towards credibility, independence and utility thanks a truly consultation process and clear evidence-gap criteria for planning. Understanding there were no shortcuts for quality by slowly and surely building a culture of trust and support through thousands of imperceptible moments with clients all leading to the inevitable conclusion: broadening the evaluation culture and transformational change across the organization. The session will give participants the opportunity to discuss on how changes in society and concurrent crisis might undermine the criticism and enlightenment of the evaluative thinking and purpose, with practical consequences on – for instance - coverage norms, criteria for planning, and how evaluations processes are conducted.
Description of session delivery	1) Introducing the topic – changes in evaluation function's approaches and mandates since the last face-to-face EPE. The global picture and WIPO experience. (30 minutes) 2) Role-play panel discussion – 3 participants to build on WIPO case and their own experiences. (30 minutes) 3) Open debate and Q&A (20 minutes) 4) Recap (10 minutes)

3.3 Management follow-up to evaluations: Overview of different practices across UN agencies and other multilateral organisations

Venue: Aula didactica, MUPAM

Lead Facilitator	Audrey Beaulieu-Forest[1], DrPH Student (École de santé publique de l'Université de Montréal, audrey.beaulieu.1@umontreal.ca) & Esther Saville[2], Head of Evaluation & Learning GAVI
Rapporteur	Esther Saville
Content	The session aims to discuss the findings from a report on practices and strategies to ensure systematic follow-up and reporting of the implementation of management responses (MRs), as reported by Gavi, the Global Fund, FAO, ILO, IOM, OECD DAC (EvalNet), UNAIDS, UNHCR, UNFPA, UNICEF, WFP, WHO, WIPO, and the World Bank Group. The findings emerged from a desk review (evaluation policies, guidelines, annual reports, etc.) and semi-structured interviews with key informants. This project was conducted as part of an internship project within the Measurement, Evaluation & Learning Department at Gavi, the Vaccine Alliance, and in collaboration with the École de Santé Publique de l'Université de Montréal (ESPUM).
Description of session delivery	1) Presentation modalities: The session will start with a presentation of the findings. At the end of the presentation, participants will be divided into three groups. Each group will then be invited to join one of the following stations: 1) MR production; 2) MR implementation follow-up; and 3) MR implementation reporting. At each station, a summary of relevant findings associated to the topic of the station will be displayed on a poster, next to a flipchart. Participants will be invited to discuss and add additional practices and strategies relevant to the topic of the station. Participants will be invited to move to another station every five minutes, for a total of 15-20 minutes to move between the three stations. During the last round, a person per station will be nominated to report back on what has been added to the flipchart of their last station. A group discussion will follow to discuss additional practices that were added by the participants on the flipcharts. The report, as well as a summary of the additional practices discussed during this session, will be made available upon request. 2) Session content break down: • Introduction (5 min) • Presentation of findings (20 minutes) • World Café – 3 stations (20 minutes) • Report back and conclusion (15 minutes)

3.4 Ensuring visibility of evaluation at strategic levels to inform evidence-based decision making

Joint Work of the subgroup on Evaluation of the Resource Mobilisation Monitoring and Evaluation Working Group of the United Nations Counter-Terrorism Coordination Compact

Venue: Salon de Actos, University of Malaga

Lead Facilitator	Katharina Kayser, Chief, Independent Evaluation Section, UNODC, Katharina.kasyer@un.org
Other facilitators	• Emanuel Lohninger, UNODC (emanuel.lohninger@un.org) • Moritz Schuberth, UNODC • Josephine Mwenda, UNOCT
Rapporteur	Moritz Schuberth, UNODC
Content	Integrating evaluation as a key element in the substantive mandate of organisations has been essential to increase the strive towards a culture of learning, accountability and transparency. Joint work, also beyond conducting evaluations, one key element for translating the UN management reforms into concrete actions and ensure visibility of evaluation at strategic levels to inform decision making. UNODC, jointly with UNOCT and UNICRI as well as UNWOMEN and OHCHR, has been actively engaged in such efforts through the Global Counter-Terrorism Working Group on Resource Mobilisation, Monitoring and Evaluation's Sub-Group on Evaluation. This joint endeavour has led to a number of flagship activities, like the first Counter-Terrorism Meta-Synthesis and the UN/EU Compendium of Good Practices in Measuring Results in Counter-Terrorism and Preventing and Countering Violent Extremism, giving visibility to evaluation at the highest strategic levels.
Description of session delivery	The session will focus on how evaluation can be positioned and used at strategic levels, exemplified through the first Meta-Synthesis of Evaluation Results under the Global Counter-Terrorism Strategy and in particular the related implementation of recommendations. The Sub-Group on Evaluation was managing this innovative exercise. The session will be consist of an an inter-active panel presentation (PowerPoint), offering room for the audience to share experiences and posing questions. The presentation will introduce a Q&A session accordingly. Session content break down: 1. Strategic context (15 minutes): Evaluation to inform strategies and strategic decision-making (by Katharina Kayser, Chief, UNODC Independent Evaluation Section) and the work of the Global Counter-Terrorism Coordination Compact

	Working Group on Resource Mobilisation, Monitoring and Evaluation (by Oguljeren Niyazberdieyeva, Chief, Office of the Under-Secretary-General, UNOCT; TBC) 2. **Presentation (50-60 minutes):** 3 inter-active presentations each with short breaks for questions • The Sub-Group on Evaluation – set-up, experiences and results (By Josephine Mwenda, UNOCT, and Emanuel Lohninger, UNODC – 10 minutes); • The first Meta-Synthesis on evaluation results under the Global Counter-Terrorism Strategy and its recommendations (Josephine Mwenda, UNOCT, and Emanuel Lohninger, UNODC – 5 minutes); • Translating recommendations into concrete actions (Josephine Mwenda, UNOCT; Moritz Schuberth, UNODC; Emanuel Lohninger, UNODC; others tbc – 30 minutes). • Open discussion on experiences how to evaluate global strategies. 3. **Plenary: (35-45 minutes):** Participants and presenters will discuss their experiences, based on the presentations, followed-up questions and there will be an overall wrap up.

3.5 How to nurture a culture of evaluation?

Venue: Sala de Juntas, University of Malaga

Lead facilitator	Katia Sediakina Riviere, Principal Evaluation Specialist, UNESCO, e.sediakina@unesco.org
Other facilitators	• Alena Lappo, IAEA • Rahel Kahlert, IAEA • Renata Mirulla, FAO
Rapporteur	TBC
Content	The aim of the session is for participants to "live" a strong evaluation culture and be confronted with a weak evaluation culture, especially in the context of a crisis, such as the COVID-19 pandemic. Two key questions that the session will aim to answer: What are incentives for organizations to search for, access and use evidence/knowledge? What should evaluators do to encourage this?
Description of session delivery	The session will consist of role play with participants divided in two groups: Session content break down. • Introduction (5 mins) - Brief overview of existing frameworks on evaluation culture AND what are the implications of this in crisis settings? Focus on some of the key elements of nurturing an evaluation culture and, in particular, the role of communication and knowledge management therein. • Role playing (5 minutes for instructions) – Participants are divided into two groups and are introduced to a crisis scenario. Each member of the group is given a role representing a member of an organization (ranging from the DG to senior management, to Head of Evaluation, to staff…). Each group has a facilitator. • The two groups are given 10 minutes to prepare arguments and counterarguments on evaluation culture in a crisis setting. - One group represents a thriving evaluation culture; another has a weak evaluation culture. • The groups play out their roles and, when possible, express counter arguments to each other's points (40 minutes). The facilitators encourage further discussion among members. • Conclusion - key takeaways (10 mins)

3.6 Making the best use of evaluation evidence – synthesizing to advance progress towards the SDGs

Venue: Salon de Actos, MUPAM

Lead Facilitator	Deborah McWhinney, UNFPA mcwhinney@unfpa.org
Other facilitators	• Shivit Bakrania, UNDP, Presenter • Kerry Albright, UNICEF, Presenter
Rapporteur	TBC
Content (max. 100 words)	This EPE session will focus on sharing and discussion topics related to evaluation synthesis in the UN system. A common definition of 'evaluation synthesis' will be presented along with basic principles and considerations to be taken at all stages in the cycle of an evaluation synthesis. Differentiations for agency-specific and inter-agency syntheses will be made, as will approaches for syntheses of different evidence sources. Information on the work being done in the evidence synthesis community will also be shared in an effort to amplify UNEG's evaluation synthesis work as a global public good.

Description of session delivery	The session will consist of an introductory presentation followed by group discussions/interactive exercises on evaluation guidance steps.
	Session content break down:
	• Introduction (5 minutes)
	• Presentation (30 minutes)
	• Thematic group discussions (40 minutes) – possible topics include:
	  ○ -definitions
	  ○ -accountability vs. learning
	  ○ -treatment of different types of evidence
	  ○ -use and uptake
	• Wrap-up (5 mins)

Theme 4 Manage for Success

4.1 Evaluation Quality Assurance Systems

Venue: Hopital Noble

Lead Facilitator	Andres Botero, Senior Evaluation Officer, IOM abotero@iom.int
Rapporteur	
Content	The objective of this practice exchange session is to facilitate a discussion and sharing of experiences among participants on systems used to ensure the quality of evaluation products, including on utilization checklists/tools to assess the quality of terms of reference, inception reports and evaluation reports, as well as the regular conduct of Meta-Evaluations.

Description of session delivery	1) Presentation modalities: World Café (1 hour)
	2) Session content breakdown:
	• Introduction of the exercise (5 minutes)
	• Breakout in at least two different small groups:
	  ○ IOM quality assurance tools (led by IOM)
	  ○ UNHCR quality assurance templates (led by UNHCR)
	  ○ Additional groups can be created to discuss the UNEG checklists, meta-evaluations or other tools used by agencies for quality assurance (to be led by volunteer(s), TBC)
	• Presentation by each small group lead (5 minutes)
	  ○ How to ensure the quality of evaluations
	• Group discussion (10 minutes)
	  ○ To which extent are these tools used and useful?
	  ○ Should UNEG update the checklist?
	After each small group discussion, participants will move to the following table, except the table lead. The number of movements will be defined by the lead facilitator according to the number of small groups and to the time available.
	• Summary discussion (2 min per table lead)

4.2 Unite Evaluations application for planning, managing and using evaluations – Experience from UN Secretariat evaluation functions

Venue: Hopital Noble

Lead Facilitator	Katharina Kayser, Chief, Independent Evaluation Section, UNODC (katharina.kayser@un.org)
Other facilitators	• Michael Spilsbury, Director of UNEP Evaluation Office • Moritz Schuberth, UNODC
Rapporteur	Emanuel Lohninger, UNODC
Content	The limited number of staff and financial constraints of many evaluation functions make it challenging to effectively manage multiple independent evaluations simultaneously. To overcome this challenge, UNODC's Independent Evaluation Section developed the web-based evaluation and knowledge management system "Unite Evaluations" – which was already presented to UNEG EPE previously -, in close cooperation with the Enterprise Application Center Vienna and with extra-budgetary funding as well as continuous feedback from other UN evaluation functions, notably UNEP. Apart from ensuring the efficient management of evaluations through a detailed workflow system, Unite Evaluations facilitates evaluation planning, tracking of recommendations and aggregation of evaluation results, as well as reporting with respect to SDGs.
Description of session delivery	The session will be delivered through a short demo of the application "Unite Evaluations", followed by an interactive panel presentation (power point), offering room for the audience to share experiences and posing questions. The presentation will introduce a Q&A session accordingly. Session content break down: **Strategic context (20 minutes)**: The evolution of Unite Evaluations and its potential use for other Secretariat entities (by Katharina Kayser, Chief, UNODC Independent Evaluation Section, and Michael Spilsbury, Director of UNEP Evaluation Office) **Live Demo (30 minutes):** An interactive walk through the application to show its most important features - Emanuel Lohninger, UNODC and Moritz Schuberth, UNODC. **Plenary: (30 minutes):** Participants and presenters will discuss their experiences, based on the presentations, follow-up questions and there will be an overall wrap up.

4.3 Reflections on system wide evaluation from a practice perspective

Venue: Aula didactica, MUPAM

Lead Facilitator	Andrea Cook, Executive Director, UNSDG System-Wide Evaluation Office
Rapporteur	Natalie Neil, OIOS IED
Content	This session will provide space for colleagues who have been engaging in global and country level system-wide evaluation initiatives to reflect on practical experience in managing and engaging in this work.
Description of session delivery	The session will be an open discussion framed around key questions. Session content 1) Introduction (10 minutes) 2) Reflections from participants on experiences from system-wide evaluation initiatives (40 minutes) 3) Identification of key learning points to inform system-wide evaluation practice and guidance (30 minutes) 4) Wrap up (10 minutes)

Plenary and closing Session

The EPE Plenary and Closing Session will be held in the **Auditorio of the Museo Picasso**.

Plenary session

1. **Roundtable on "Evaluation in times of crises"**

   Moderator: Susanne Bech (UNEP).

   Speakers: Representatives from UNRWA, FAO and UNICEF Ukraine.

   The following questions are proposed to guide the discussion:

   - What is the role of evaluation in a crisis context or situation?
   - How does an evaluation function respond in a crisis context?
   - What are the implications on evaluation approach and methods for an evaluation carried out in a crisis context?
   - What role can UNEG play to further the conduct and use of evaluation in a crisis context or situation?

Closing session

- Brief overview and feedback from the 2024 sessions.
- Identifying a theme for the EPE 2025.

Museo Picasso

Palacio de Buenavista, C. San Agustín, 8, 29015

MUPAM

Paseo Reding, 1, 29016 Málaga

Hopital Noble

Plaza del General Torrijos, 2- 29016

Universidad de Malaga

Av. de Cervantes, 2, 29016 Málaga