



OFFICE OF EVALUATION AND INTERNAL OVERSIGHT

**EIO EVALUATION WORK PLAN AND
PROVISIONAL BUDGET 2022 – 2023**

Update for 2023

12 January 2023

To: The Director General

**OFFICE OF EVALUATION AND INTERNAL OVERSIGHT (EIO)
2023 UPDATE OF THE EVALUATION WORK PLAN 2022-2023**

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Request for budget allocation for 2023

Reference is made to the EIO Evaluation Work Plan 2022-2023, as approved on 06-04-2022.

As provided in the Charter of the Office of Evaluation and Internal Oversight¹ and in the UNIDO Evaluation Policy², the present document informs the Director General about the update of the biennial Evaluation work plan and seeks approval of the budget for 2023 to discharge the mandate of the Office of Evaluation and Internal Oversight (EIO) evaluation function in order to:

1. Conduct strategic/thematic and country-level evaluations as detailed in this document to maximize learning, accountability and continuous improvement and to focus on the inclusive and sustainable industrial development agenda, as well as on the assessment of results and pathways at outcome and impact levels. The new strategic evaluations to be conducted in 2023 are:
 - A. Thematic evaluation of knowledge management
 - B. Thematic evaluation of portfolio, programme and project management
 - C. Thematic evaluation of strategic partnerships management
2. Ensure that mandatory project/programme evaluations are conducted and quality assured.
3. Continue joint activities with the United Nations Evaluation Group (UNEG) and other international cooperation agencies, and activities to build national evaluation capacity of UNIDO counterpart ministries.

For the above purpose, it is requested to the Director General the allocation of **Euro 350,000** to implement the updated evaluation work plan for 2023.

On 6 February 2023, the Director General has approved a budget allocation of Euro 200,000 for the implementation of EIO Evaluation work plan 2023. On this basis, the scope has been adjusted accordingly.

¹ UNIDO. (2020). Director General's Bulletin. Charter of the Office of Evaluation and Internal Oversight (DGB/2020/11, 11 December 2020)

² UNIDO. (2021). UNIDO Evaluation Policy (DGB/2021/11, 21 September 2021)

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A. INTRODUCTION

1. In accordance with its Charter of 11 December 2020 (DGB/2020/11) which was approved by the Industrial Development Board (Board) in decision IDB.48/Dec.10 on 25 November 2020, the Office of Evaluation and Internal Oversight (EIO) shall independently prepare biennial work plans which shall be reviewed by the Independent Oversight Advisory Committee (OAC). The evaluation work plan shall be based on an evidence gap assessment and be submitted to the Director General for approval.
2. This document presents the updated EIO Evaluation work plan for 2023, on the basis of the approved EIO Evaluation work plan for the biennium 2022-2023. A draft of the evaluation work plan was shared with the OAC for review and advice on 16 December 2022, and the final work plan was submitted to the Director General on 12 January 2023
3. In order to ensure that the evaluation work plan remains relevant to the evolving business environment and continues adding value to the Organization, the work plan for 2023 was updated through an **evidence-gap re-assessment** which took into consideration EIO strategic objectives, key changes in the internal and external environment, new UNIDO strategic priorities, management concerns and ongoing challenges related to the organizational restructuring started in 2022.
4. It is important to underline that the evaluation engagements and associated timelines proposed in this work plan will remain flexible to ensure that they reflect the top risks and strategic priorities of the Organization. EIO will consider UNIDO's new management priorities on a continuous basis to adjust this work plan as needed.
5. The UNIDO Evaluation Policy states, inter alia, that "the Director General and the UNIDO Executive Board ensure that adequate resources are allocated to evaluation. Accordingly, they approve the biannual evaluation work plan and provisional budget". Since 2008, the budgets allocated for the evaluation work plan were stable with a biennial budget ranging between Euro 500,000 to 600,000.

B. EIO'S STRATEGIC PRIORITIES 2022-2023

6. To continue contributing to the achievement of the Organization's strategic priorities/objectives, and in line with the EIO strategy for 2020-2024, the following strategic priorities remain relevant for 2023:
 - (a) Add greater value through improved alignment of EIO services with UNIDO's strategic priorities, strategic risks and evidence gaps;
 - (b) In line with UNIDO's "**progress by innovation**" approach, achieve greater impact through the use of technology (e.g., data analytics) and improved synergies among EIO functions (including joint engagements);
 - (c) Leverage and sustain EIO's enhanced independence (e.g. EIO Charter, new and strengthened EIO position in the UNIDO organizational structure) and enhanced trust (based on EIO services provided in 2022) to build a stronger relationship with stakeholders and contribute to improving results and risk management at the strategic level.
 - (d) Continue strengthening governance of the oversight function: leverage best practices in the United Nations oversight professional networks (UN- Representatives of Internal Audit Services , UN- Representatives of Investigation Services, United Nations Evaluation Group);
 - (e) Provide targeted training of EIO staff to ensure high quality of processes and products;
 - (f) Remain agile to proactively consider emerging priorities/challenges in UNIDO's evolving operations and business environment, and to address the immediate management priorities (ensuring continued implementation of technical cooperation, and sustaining internal processes and relationships with partners);
 - (g) Review the EIO Strategy 2020-2024.

C. EIO’S RISK AND EVIDENCE GAP ASSESSMENT METHODOLOGY

7. In November 2021, EIO revised its risk and evidence gap assessment methodology to identify and further align it with UNIDO’s strategic priorities (medium-term programme framework, 2022-2025 (MTPF) and the results-based programme and budgets 2022-2023.

8. In October and November 2022, the audit and evaluation universe was then reviewed in light of the UNIDO restructuring, to ensure that the strategic domains are updated, relevant and encompassing all operations, functions and processes within the UNIDO Secretariat. The revision of the audit and evaluation universe resulted in streamlining the strategic domains, and 25 strategic domains were reduced to 24.

9. The revised audit and evaluation universe provides a strong basis for ensuring alignment of EIO work with strategic areas of UNIDO, for a more effective coordination of assurance services, and for optimizing complementarities and reducing potential duplication of efforts among all assurance providers (i.e. the internal audit function, the evaluation function, the External Auditor, and the JIU)

D. UPDATED TOP 10 DOMAIN AREAS FOR THE EVALUATION FUNCTION IN 2023

10. Based on the EIO Evaluation assessment, the updated **24 domains** of the audit and evaluation universe were ranked **according to the criteria for evidence-gap** associated with each domain. Refer to **Annex 1** for the ranking of all the 24 risk domains in EIO’s audit and evaluation universe, from an evaluation perspective.

11. For the purposes of the EIO risk and evidence gaps re-assessment and the update of the audit and evaluation work plan 2023, meetings with senior managers were conducted to obtain an understanding of the priorities of UNIDO as an Organization and individual directorates and functions in 2022-2023; new initiatives planned to be implemented in 2023; and the top risks, challenges or gaps faced by directorates in 2022-2023. Further, input on the anticipated management needs for audit or assurance services in 2023 was collected. In addition, the new Secretariat structure³ as well as the results of the stocktaking exercise⁴ were considered in the risk and evidence gaps re-assessment.

12. The evidence-gap criteria include dimensions of strategic alignment, evaluation demand, potential use of evaluation results, new learning potential. Due attention is given to feeding evaluation findings and recommendations into results-oriented reporting, strategic planning frameworks and organizational learning and to link them with ongoing in-house research activities.

13. For the purpose of drawing Senior Management’s attention to areas that need to be prioritized, and to explain the basis for the selection and focus of EIO’s planned evaluations for 2023, table 1 presented the top 10 priority domains based on the updated EIO’s evaluation evidence-gap assessment.

Table 1. Top 10 domains based on evidence-gap ranking

Evidence-Gap Rank	Domains	REF#
1	Knowledge management	D09
2	Portfolio/ programme/ project management	D19
3	Strategic partnerships management	D14
4	Results-based management and alignment with ISID mandate and SDGs	D22
5	Management of implementing partners	D12
6	Strategic relationships and communication with Member States (including funding partners)	D24

³ DGB/2022/19, UNIDO Secretariat Structure 2022, 7 October 2022.

⁴ The results of the stocktaking exercise to “identify critical gaps in terms of staffing and coverage” was submitted by COR/MD to the Director General per IOM of 15 November 2022.

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7	Organizational governance and accountability	D16
8	Management of regional, thematic and programmatic strategic frameworks and approaches	D13
9	Enterprise Risk Management	D21
10	Digital transformation (at the secretariat)	D09

14. These top 10 domains ranked by the evaluation evidence-gap criteria, identify key strategic areas in UNIDO that have no – or not enough - documented evidence (e.g., internal reviews, evaluations, audits, external reviews in the last 5 years) that informs on their status of performance, achievements or challenges and provides a solid basis for evidence-based decision making.

Strategic evaluations

15. To address to the extent possible the updated top domain areas, the following evaluation engagements are included in the EIO evaluation work plan for 2023, including the evaluations that are carried over from 2022

Table 2: Strategic evaluations carried over from 2022

Evaluation engagement	Description	Ranked Domain addressed
Synthesis of evaluations 2018-2022	<p>This review will provide the aggregated measurement of the respective indicators on UNIDO project results and performance for the UNIDO IRPF (which is reported every 4 years), on the basis of the evidence, findings and conclusions from independent evaluations concluded between 2018 and 2022.</p> <p>In addition, this synthesis aims at facilitating learning at UNIDO to improve the organization’s performance and results by identifying and capturing knowledge from UNIDO’s past experience documented in independent evaluations. Synthesizing existing evaluation reports, together with latest evaluation research and thinking, allows past evaluation evidence to feed into UNIDO’s decision-making process in a more effective way</p>	Carried over from 2022
Thematic evaluation of the Programme for Country Partnerships (PCP) strategic framework	<p>On the basis of the evaluations of the three PCP pilots (Ethiopia, Senegal, Peru), and other PCPs that have been in operation for some years; this evaluation will assess the overall PCP framework, and progress towards expected results, the PCP features, its replicability, relevance and coherence, and the extent of its contribution to agenda 2030. It will include a selected sample of more advanced “second tier” PCPs (e.g., Cambodia, Egypt), depending on availability of evaluable evidence. The evaluation will draw conclusions, lessons and recommendations on the overall PCP framework.</p>	Carried over from 2022

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Table 3: New Strategic evaluations considered for 2023

Evaluation engagement	Description	Ranked Domain addressed
Thematic evaluation of knowledge management	The purpose of this evaluation is to assess whether UNIDO effectively manages the knowledge generated through its core activities, projects and operations, and provides effective access to relevant internal and external knowledge to achieve organizational goals and priorities. The evaluation will focus on how to better manage existing know-how and facilitate its flow across the organization, and with partners and clients.	1
Thematic evaluation of portfolio, programme and project management (focus on implementation)	This evaluation will focus on implementation and portfolio performance, to assess how UNIDO could achieve better results on the ground, and increase the development impact of its operations. The evaluation will assess: <ol style="list-style-type: none"> 1) UNIDO’s approach to portfolio, program and project management 2) the quality of portfolio, program and project management 3) link of countries portfolio performance to the UNIDO’s mandate and priorities 4) the levels of accountability 5) internal and external factors affecting portfolio performance. 	2
Thematic evaluation of strategic partnerships management	This evaluation would assess UNIDO’s strategic partnerships, including the ones with the private sector. The engagement will, among others, explore the preparedness of and the mechanisms to be established by the Organization to implement the Abu Dhabi Declaration, in particular the call on UNIDO to establish “a global alliance of private-sector manufacturers for industrial development under the auspices of UNIDO” ⁵ , while drawing on lessons learned from past cases of partnerships as well as best practices from the United Nations system. Implementation of Technical Cooperation projects and programmes are considered as well as UNIDO’s “Industrial Development Partnerships with the Business Sector”. Strategic institutional, academic, UNDS and funding partnerships are assessed with a view to identifying management frameworks. How effective past and on-going frameworks and relations with strategic partners are implemented.	3
Thematic evaluation of results-based management and alignment with SDGs	The main purpose of this evaluation is to examine the degree to which results-based management has fostered a results culture within the organization, enhanced capacity to make better management decisions, and strengthened UNIDO’s contribution to SDGs and development results. In addition, to assess whether results-based management systems are in place, and focus on how results-based management systems are used in reporting on UNIDO’s performance to the IDB.	4
Thematic evaluation of management of implementing partners	In supporting the implementation of the 2030 Agenda for Sustainable Development, UNIDO increasingly relies on implementing partners for delivering results in highly volatile and high-risk environments, underscoring a pressing need for strengthened supervision and accountability, intensifying financial scrutiny, legal constraints and repercussions for losses, credibility and reputational risks. The review will aim assessing the efficiency and effectiveness of the governance and accountability framework for the management of implementing partners including: <ul style="list-style-type: none"> - selecting and managing implementing partners - delivering programmes through implementing partners - objectives and goals set out for the work delivered by implementing partners - systems of effective monitoring and evaluation. 	5

⁵ [UNIDO 2019: Abu Dhabi Declaration](#)

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Coverage Limitation of the top ten domains within evaluation work plan 2023

16. With the budget and staffing received for 2023, **it would only be possible to conduct the two (out of 5) top ranked evaluation engagements from table 3.**

17. The actual level of coverage and scope of the specific evaluations proposed, would only be defined in the start and inception phase of each evaluation, in close consultation with relevant partners, and senior management.

Project/Programme evaluations

18. The 2022-2023 biennium foresees approximately 40 to 50 mandatory independent project terminal evaluations (based on preliminary information from the ongoing TC portfolio review; and project evaluations that are carried over from the previous biennium). The EIO Evaluation function will continue to be involved in evaluations conducted by Donors of UNIDO executed projects, or other partner agencies. To this category include, among others, projects funded by the EU, DFIs, bilateral donors.

19. In line with the UNIDO Evaluation Policy, the TC Guidelines and following guidance provided in the UNIDO Evaluation Manual, independent project terminal evaluations are to be financed from the respective project budgets and it is the responsibility of project managers to ensure that an evaluation budget adequate to the size of the project is allocated and available at the time of the evaluation under the concerned project. Actual evaluation costs will, inter alia, depend on the complexity of the evaluation, the number of evaluators needed, the duration of the evaluation exercise and the number of countries to be visited.

Participation in UNEG and other UN Join Activities

20. The EIO Evaluation function will continue to play an active role in the United Nations Evaluation Group (UNEG), including participating in UNEG Task Forces and sharing experiences within the UN evaluation community. To the extent possible, it will also participate in inter-agency collaboration in connection with United Nations Sustainable Development Cooperation Frameworks (UNSDCF), in activities to enhance UN evaluation norms and standards, evaluating SDGs and engaging in system-wide evaluation challenges, and in joint country-/thematic-level evaluation.

21. Together with the evaluation offices of UNCDF and ILO, EIO will participate in a working group to develop adequate and tailor-made evaluation approaches for the UN's private sector support.

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E. EVALUATION WORK PLAN FOR 2023

22. The evaluation work plan for 2023 is summarized below. It is noted that with the coverage of the top 10 domains, derived from the MTPF and IRPF, the evaluation plan becomes more strategically aligned and provides an evenly distributed coverage and assurance on all five result areas of the MTPF and programme and budgets.

23. Based on EIO’s experience with its engagements during the past two years marked by the COVID-19 pandemic, and in the context of the currently volatile and fast changing environment, as well as the changes anticipated to be introduced by the new administration, the proposed work plans are indicative and intended to remain agile and flexible to enable EIO to respond to evolving strategic priorities and challenges.

Table 3. Evaluation work plan for 2023

2023	Engagement Type	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Synthesis of evaluations 2018-2022 (Carried over from 2022)	Strategic Evaluation												
Thematic evaluation of the Programme for Country Partnerships (PCP) strategic framework (carried over from 2022)	Strategic Evaluation												
Thematic evaluation I (new, as per table 4 below)	Strategic Evaluation												
Thematic evaluation II (new, as per table 4 below)	Strategic Evaluation												
Evaluation support: GEF evaluations and project evaluations, Aggregated products, development/update of evaluation methodologies, learning products, participation in UNEG (system-wide or joint UN evaluations) & other cooperation activities, support to CP evaluations.	Cross-cutting and innovation												
Training and capacity building of partners	Training												
Project evaluations	Project Evaluations												
Evidence Gap Assessment and work plan for 2024-2025													
MAPs follow-up													

F. METHODOLOGICAL DEVELOPMENT, LEARNING AND CAPACITY BUILDING

24. The EIO Evaluation function will pursue its efforts to further develop and strengthen evaluation capacities within UNIDO and those of UNIDO Member States’ counterpart ministries.

25. In this respect, EIO will keep organizing evaluation workshops for UNIDO project managers/teams whose projects/programmes will be independently evaluated during the new biennium. EIO will continue its engagement in cross-divisional exchange and learning activities.

26. Due to the COVID-19 pandemic, the planned on-site evaluation training, as a contribution to building and strengthening national evaluation capacities in Member States, had to be postponed. To facilitate the conduct of future such trainings, independent from outside factors, EIO developed an online evaluation training that will be launched in the first quarter of 2023 for wider use by both staff and external partners. This e-learning will be used as a pre-requisite to participate in the on-site evaluation training.

27. EIO will also continue to conduct evaluation-related briefings for UNIDO Member States to continue engaging in and fostering exchange in the subject of evaluation.

28. The EIO Independent Evaluation Unit will also continue to further develop its tools and methods. In particular the development of innovative learning products and the further improvement of the evaluation quality review process are planned during the 2023.

G. ESTIMATED BUDGET

Project and Programme evaluations

29. In line with the UNIDO Evaluation Policy, TC Guidelines and executive issuances, mandatory project/programme evaluations will continue to be financed from the respective project budgets and it is the responsibility of project managers to ensure that the respective evaluation output is created and corresponding budget allocations made and available at the time of the evaluation and to initiate the evaluation process in a timely manner.

30. This also applies to mandatory independent evaluations of: Country Programmes (CPs), Programme for Country Partnerships (PCPs), Investment and Technology Promotion Offices (ITPOs) or similar TC project/programmes.

Evaluation provisional budget for 2023

31. As per the provisional budget for the implementation of the evaluation work plan for the biennium 2022-2023, EIO required Euro 350,000 for 2023.

32. During the 2023 EIO will be faced with a continued heavy workload of mandatory independent project terminal evaluations. Thus, complementary evaluation resources are required to keep ensuring overall evaluation management and project evaluation quality assurance, that UNIDO is aligned to donors' evaluation requirements and fiduciary standards, to keep improving the internal process attached to the evaluation function, and to produce aggregated products or reviews on the basis of previous evaluations. In addition, this will allow EIO staff participation in UNEG meetings and joint UN evaluation activities, to further consolidate and follow-up on recommendations and lessons learned from evaluations, and to engage in the development of learning products.

33. The overall budget breakdown for the evaluation work plan 2023 is shown in table below.

Table 4: Overall budget for Evaluation work plan 2023 (in Euro)

2023	Approved budget
New strategic Evaluations	80,000
Thematic evaluation of knowledge management	(due to budget constraints, only 2 of these evaluation will be conducted in 2023)
Thematic evaluation of portfolio, program and project management	
Thematic evaluation of strategic partnership management	
UN activities, evaluation support and capacity building	
• Evaluations support: GEF evaluations and project evaluations, Aggregated products, development/update of evaluation methodologies, learning products, participation in UNEG (system-wide or joint UN evaluations) & other cooperation activities, support to CP evaluations	80,000
• Training and capacity building of partners	40,000
Total amount for 2023	200,000

H. ADVISORY SERVICES

34. Formal advisory services are usually requested from management and based upon a specific assignment on an ongoing basis. The EIO Evaluation function will continue providing advice on relevant subjects in a timely manner, as and when requested.

I. LIMITATIONS ON EVALUATION FUNCTION SCOPE OF WORK

35. The allocation of resources and timing required for evaluation activities considers available evaluation staff resources, the time allocation required for preparatory planning, conduct quality assurance, and other activities specific to a particular evaluation task. Generally, a project evaluation will take about 1 person-month (spread over 3 to 4 months) by one Evaluation Officer and one Evaluation Assistant to be completed. A strategic evaluation (country level, thematic, synthesis) will take 3 person-months of one/two Evaluation Officers and one Evaluation Assistant, spread over 6-7 months (not including the work of international and national consultants). Depending on the nature of the evaluation activity, the available human resources will also be dedicated to UNEG and other joint UN evaluation activities, methodological development, learning products and advisory services as described in this document. Therefore, the EIO evaluation work plan for 2023 is based on the assumption that the EIO evaluation function will be composed of one Chief, three Evaluation Officers and one Senior Evaluation Assistant.

36. EIO would like to reiterate that the current level of resources for the EIO Evaluation function does not allow to adequately cover all high priority areas identified from the evidence-gap analysis performed.

37. With the current staffing for the evaluation function in EIO, and the expected operational resources to be allocated, EIO evaluation function will be able to directly address through dedicated evaluation engagements, **to the first three out of the top 10 strategic domains identified** (as per planned activities and evaluation engagements presented this work plan). Consequently, among the top 10 strategic domains, the following ones will not be able to be covered by specific new EIO Evaluation engagements. It should be noted however that some of those domains would be covered or have been recently addressed by other assurance providers (EIO internal audit function, External Auditor or JIU).

Top 10 domains based on evidence-gap ranking that will not be covered by Evaluation

Evidence-Gap Rank	Domains	REF#
4	Results-based management and alignment with ISID mandate and SDGs	D22
5	Management of implementing partners	D12
6	Strategic relationships and communication with Member States (including funding partners)	D24
7	Organizational governance and accountability	D16
8	Management of regional, thematic and programmatic strategic frameworks and approaches	D13
9	Enterprise Risk Management	D21
10	Digital transformation (at the secretariat)	D09

38. Moreover, for the same reason of resources constraints, the additional 14 strategic domains (ranked 11-24 in annex 1) were not even considered for being addressed by the evaluation function in this biennium.

39. EIO is currently reassessing the criteria for mandatory independent terminal evaluations of UNIDO projects, with the purpose to ensure a better coverage of UNIDO portfolio, enhance the usefulness of project evaluations, as well as to free up some of the EIO staffing resources allocated to project evaluations and utilizing these for strategic/thematic evaluations.

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ANNEX 1: EIO ASSURANCE MAP 2022-2023 - updated

(Third Line only)

Eval: Evidence - Gap Rank	Audit: Risk Rank	Domains	P&B Result Areas	Internal Audit Work Plan	Evaluation Work Plan	EA's Work Plan	JIU's Work Plan
1	14	Knowledge management	4		2023: Thematic evaluation of knowledge management	2022: Audit – Knowledge Management	
2	1	Portfolio/ Programme/ Project management	1, 2, 3, 4, 5	2023: Projects handover process 2023: Project assets management	2022/2023: Project Evaluations 2023: Synthesis of Evaluations 2018-2021 2023: Thematic evaluation of portfolio, programme and project management (focus on implementation)	2022: Audit – Projects (Mexico, Colombia, South Africa, Zambia, China) 2023: Project management: training projects (Peru, Liberia and Eritrea)	
3	9	Strategic partnerships management	1, 2, 3, 4		2023: Evaluation – strategic partnerships management		
4	6	Result-based management and alignment with ISID mandate and SDGs	1,2,3,4, 5		2022: Evaluation of the MTPF (carried over from 2021)	2022: ESG reporting and indicators	2022: Review of how UN system supported countries to mitigate the impact of COVID-19 crisis and continued to deliver on their mandates during the pandemic
5	2	Management of implementing partners	5	2023: Selection of implementing partners			JIU/REP/2021/4 Review of the management of implementing partners in UN organizations
6	5	Strategic relationships and communication with Member States	1, 4	2023: Audit – GEF Secretariat			
7	3	Organizational governance and accountability	4	2022: Audit/Assurance Review – Promulgation and Operationalization of Policies 2023: Internal control system in the second line		2023: Organizational structure	2022: Review of accountability frameworks in the UN system 2022: Review of acceptance and implementation of JIU recommendations by the UN system organizations, the process of handling the JIU reports by the JIU participating organizations and their consideration by their legislative/governing bodies 2023
8	13	Management of regional, thematic and	1, 2, 3, 4		2022: Evaluation – PCP Peru		

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Eval: Evidence - Gap Rank	Audit: Risk Rank	Domains	P&B Result Areas	Internal Audit Work Plan	Evaluation Work Plan	EA's Work Plan	JIU's Work Plan
		programmatic strategic frameworks & approaches			2023: Thematic evaluation of the PCP strategic framework		
9	3	Enterprise risk management	4	2023: Audit – Enterprise Risk Management		Performance audits: 2022: Audit – ESG reporting and indicators 2023: Risk management	
10	10	Digital transformation (at UNIDO secretariat)	4, 5	2023: Follow-up to LL Advisory		2022: Audit – Innovation and technology	2023: Review of the alignment of information technology strategies and governance with organizational goals in United Nations system organizations
10	16	Global positioning and thought leadership	1				
12	11	Strategic positioning and results achieved jointly with the UN system	1, 4		2022: Evaluation of UNIDO's contribution to UN Sustainable Development Cooperation Frameworks and inter-agency initiatives at the country level		
13	20	Management of corporate image/reputation	4				
14	15	Field operations management	4			2022: Audit – Field Office (South Africa, Zambia, China, Thailand) 2023: Field visits: Belorussia, Peru, Liberia and Eritrea	
15	23	Gender mainstreaming	1, 2, 4, 5				
16	12	Information technology management	5	2022: Follow-up on MAPs from IA and EA IT Security Audits in 2020/2021		2022: Audit – Innovation and technology (IT Security) 2023: Effectiveness of IT general controls (ITGC) 2023: Follow-up of cybersecurity assessment	JIU/REP/2021/3: Cybersecurity in the UN system organizations 2023: Review of the data frameworks and governance practices in the United Nations system
16	7	Financial management	4, 5	2022: Assurance Review – Full Cost Recovery		2022/2023: Audit – UNIDO financial statements	2022: Quality, effectiveness, efficiency, and sustainability of health insurance schemes in the UN system organizations

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Eval: Evidence - Gap Rank	Audit: Risk Rank	Domains	P&B Result Areas	Internal Audit Work Plan	Evaluation Work Plan	EA's Work Plan	JIU's Work Plan
							2022: Payroll and treasury services across the system
16	8	People management	4, 5	2022: Follow-up on MAPs from Advisory engagement on UNIDO competencies completed in 2021		2022: Audit – personal assessment & KPIs	2022/23: Ongoing review of mental health and well-being policies and practices for staff in the UN system organizations 2022: Review of non-staff personnel in the UN system 2022/23: Ongoing review of flexible working arrangements in the UN system organizations 2022/23: Review of quality, effectiveness, efficiency and sustainability of health of insurance schemes in United Nations system organizations
16	17	Business continuity management	5				2022: United Nations system's response to COVID-19 JIU/REP/2021/6 Review of business continuity management in UN system organizations
16	18	Ethics, integrity, and fraud risk management	4, 5			2022: Audit – Fraud in Post-COVID Era 2023: Anti-corruption compliance	JIU/REP/2021/5: Review of ethics functions in the United Nations system 2022: Measures and mechanisms for preventing and addressing racism and racial discrimination in the institutions of United Nations system
16	19	Procurement and contract management	5	2022: Audit – Long-term Agreements		2023: Audit of sustainable procurement	
16	20	Policy development and standards/norms adoption and replication	1, 2, 3		2022/23: EIO will continue to perform its advisory role on the Taskforce on UNIDO normative function		
16	24	Management of assurance services	4				2023: Review of decentralized EVA functions in the UN system

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Eval: Evidence - Gap Rank	Audit: Risk Rank	Domains	P&B Result Areas	Internal Audit Work Plan	Evaluation Work Plan	EA's Work Plan	JIU's Work Plan
22	20	Operations and assets management	5			2022: Audit – Projects (Mexico, Colombia, South Africa, Zambia, China) – Partial coverage	2022: UN system's response to COVID-19 (focus on the organization's operations)

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ANNEX 2: CRITERIA AND SCORING FOR EVIDENCE-GAP ASSESSMENT

Dimension	Scoring → Criteria ↓	20	15	10	5	0
Evidence Gap	New learning potential	Very high: The topic has not been evaluated in the past, no evidence is available	High: Some evidence from past evaluations is available	Medium: Some evidence from recent evaluations is available	Low; Ample evidence is available, some gaps remain	Very low: Ample evidence is available
	Likelihood of use (demand base)	Very likely: There is a concrete need for target groups to use the evaluation (e.g. donor or MS requirement)	Likely: Target groups have expressed interest and willingness to collaborate	Moderately likely; Target groups have expressed interest to some degree	Unlikely: Use is rather unlikely due to different factors (e.g. no clear target group)	Highly unlikely: The topic has just been reorganized in the organization
	Timeliness	Very High The evaluation results will feed into a fully planned decision making process (e.g. policy review)	High The evaluation results are likely to feed into planned decision making processes	Medium The evaluation results are not linked to any planned decision making processes	Low The evaluation results are likely to come too late or too early for decision making	Very Low The evaluation results come to a time when no decision making will take place
	Evaluability	Very high Very solid evidence from project and other evaluations, very good monitoring data available	High Solid evidence from project and other evaluations; good data from monitoring available	Medium Some evaluations and some monitoring data available	Low Limited access to evidence	Very Low: The topic is not suited for evaluation or external factors make evaluation impossible