

OFFICE OF EVALUATION AND INTERNAL OVERSIGHT (EIO)

EVALUATION WORK PLAN 2025

Approved by the Director General on **31 January 2025**

A. INTRODUCTION

1. In accordance with its Charter of 11 December 2020 (DGB/2020/11) 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) independently prepared its biennial work plans for 2024-2025, reviewed by the Independent Oversight Advisory Committee (OAC), and approved by the Director General on 21 February 2024.
2. The **evaluation work plan for 2025** presented in this document updates the approved biennial work plan for 2024-2025, following a comprehensive **evidence gap re-assessment** performed in line with EIO's risk and evidence gap methodology in the fourth quarter of 2024. The OAC's feedback on the implementation of the approved biennial work plan has been considered in the preparation of this work plan.

B. TOP TEN DOMAINS FOR EVALUATION IN 2025

3. The 24 risk domains in EIO's audit and evaluation universe were ranked according to the criteria for evidence-gap assessment associated with each domain. The following are the **top 10 domains** for independent evaluation in 2025.

Current rank	Previous year rank	Domains	Comments
1	1	Portfolio/ programme/ project management	To be addressed in 2025. Considering that most of UNIDO's activity is related to technical cooperation, the portfolio, programme, and project management remains a very important area. Therefore two thematic evaluations have been included in the evaluation work plan 2025: Results Based Management (RBM), and environmental and social safeguards (ESS), as well as one Country level evaluation.
2	6	Global positioning and thought leadership	Being addressed in 2024-2025. A thematic evaluation of UNIDO's thought leadership started by end of 2024 and will be completed in 2025. It would facilitate taking stock of the Organization's global positioning while suggesting ways in which UNIDO can resume its role as a thought leader in inclusive and sustainable industrial development.
3	3	Results-based management and alignment with ISID mandate and SDGs	To be addressed in 2025. Two thematic evaluations have been included in the evaluation work plan 2025: RBM and ESS
4	4	Enterprise risk management	Addressed in 2023 in the assurance review of ERM (2023), with MAPs being implemented.
5	7	Strategic positioning and results achieved jointly with the UN system	To be addressed in 2025. The strategic meta-evaluation on the UNIDO's contribution to SGDs is included for 2025. It will review and identify opportunities and challenges. It will offer recommendations to enhance the organization's strategy, programmatic framework, and delivery mechanisms while highlighting successful practices for broader application. The evaluation also aims to provide actionable recommendations for a potential post-2030 agenda. Covering UNIDO activities from 2015 to 2025 across all four core functions, it aims to provide clear, strategic insights for UNIDO

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			stakeholders and contribute to the UN's system-wide SDG reporting. Evaluations conducted previously will feed into this meta-evaluation.
6	8	Policy development and standards/norms adoption/replication	To be addressed in 2025. Through the thematic evaluations on ESS
7	9	Management of corporate image/reputation	To be addressed in 2025. Through the evaluation of UNIDO's thought leadership
8	5	Digital transformation (at the Secretariat)	To be addressed in 2025 , through two internal audit engagements
9	10	Strategic relationships and communication with Member States (including funding partners)	Addressed in previous years through several strategic evaluations (PCPs, Country Evaluations, Partnerships with Donors, Programme evaluations)
10	11	Strategic partnerships management	Addressed in 2024 through the evaluation of UNIDO engagement with the private sector.

4. EIO's evaluation function allocates resources efficiently, avoiding overlap with other assurance providers. In developing the evaluation work plan for 2025, EIO prioritized risk domains that had not been subject to recent audit or evaluation engagements. Despite relying on additional assurance from other assurance providers, not all domains can be fully covered by the evaluation function.

C. EVALUATION WORK PLAN 2025

5. The evaluation work plan for 2025, strategically aligned with the MTPF and the IRPF, is intended to ensure a reasonable coverage of the top 10 evidence gaps and all MTPF result areas. In accordance with the EIO Charter, it avoids duplication and leverages synergies with the work plans of the Internal Audit, the External Auditor, and the Joint Inspection Unit (JIU). Based on the results of the evidence gap assessment, and the coordination of assurance services with other assurance providers, the following evaluation **work plan for 2025** is proposed.

Description	Eng. Type	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Processes and functions													
Evaluation of UNIDO's global positioning and thought leadership on ISID (carried-over 2024)	Thematic evaluation												
Thematic evaluation of UNIDO's results-based management (RBM)	Thematic evaluation												
Assessment of UNIDO's contribution to SDGs (multiyear)	Meta-evaluation												
Thematic evaluation of UNIDO's environmental and social safeguards, policies and procedures	Thematic evaluation												
Ad hoc advisories	Advisory												
Independent terminal evaluations of UNIDO projects (including cluster evaluation)	Project evaluations												
Validation of self-evaluation reports	Quality assurance												
MAPs follow-up and reporting to the Director General and the Board													
Geographical entities													
Country-Level Evaluation	Joint Assessment												
Others													

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Peer review of the UNIDO evaluation function	Quality assessment														
Evaluation Capacity Building (national and organizational)	Capacity building														
Evaluation support, aggregate products, update of methodology and guidance, learning products, participation in UNEG and UN system-wide evaluations															
Contribution to the development of EIO Strategy 2025-2029															
Risk Assessment and preparation of work plan 2026-2027															

6. For the planned country level evaluation, EIO reviewed the current field structure, project portfolio, and the regular budget allocation, as well as the status of respective Country Programs. Taking into consideration the regional balance, the following countries were preliminary shortlisted for potential country-level evaluation in 2025: Egypt, India, Thailand. Based on the final selection of the specific country, a joint engagement with the internal audit function would be considered. The differences in methodology will be considered and carefully designed as part of the specific engagement planning. EIO will build on its previous experience and lessons learned and continue to explore best practices in the United Nations system.

D. ESTIMATED BUDGET

7. Accordingly, EIO requires a **budget of EUR 410,000** to support the implementation of the evaluation work plan for 2025. The budget breakdown is presented in the table below.

Description	Budget (in Euro)
Thematic evaluation of UNIDO's results-based management (RBM)	60,000
Thematic evaluation of UNIDO's environmental and social safeguards, policies and procedures	60,000
Assessment of UNIDO's contribution to SDGs (multiyear)	30,000
Country-Level Evaluation	60,000
Evaluation support, aggregate products, update of methodology and guidance, learning products, participation in UNEG and UN system-wide evaluations)	120,000
Training and capacity building of partners	50,000
Peer review of the UNIDO evaluation function	30,000
Total	410,000