



Planning and budgeting for decentralized evaluations

Costed evaluation plan

Guidance, tools and templates

10 July 2025

Louis Charpentier Evaluation Advisor - Lead, Decentralized Evaluation Team (DET)

Patrick Duerst Evaluation Capacity Development Specialist, Member DET

Faith Chilupula Evaluation Analyst, Member, DET





Pre-webinar quiz: Test your knowledge



Please take **5 minutes** to complete the **kick-off quiz** before we dive into the webinar

✓ Instructions

- Please access the quiz through the [link](#) provided in the chat
- **10 multiple-choice questions**: choose the right answer(s) for each question
- You will receive **your score** and the correct answers for each question immediately after you have taken the test



Click to watch the webinar recording



The image is a promotional graphic for a webinar recording. It features a dark blue background with a decorative border of colorful dots on the right side. In the top left corner, the UNFPA logo (United Nations emblem and 'UNFPA' text) and the IEO logo (Independent Evaluation Office) are displayed. The main title 'Costed evaluation plan' is prominently shown in white, with 'Planning and budgeting for decentralized evaluations' in orange above it and 'Guidance, tools and templates' in white below it. The date '10 July 2025' is also in orange. A large, light blue play button icon is centered over the title. In the top right corner, there is a small video inset showing a man speaking, with the caption 'louis charpentier UNF...'. At the bottom, the names and roles of the speakers are listed: Louis Charpentier (Evaluation Advisor - Lead, Decentralized Evaluation Team (DET)), Patrick Duerst (Evaluation Capacity Development Specialist, Member DET), and Faith Chilupula (Evaluation Analyst, Member, DET). A small orange puzzle piece icon is located at the bottom right.

UNFPA | **IEO**
Independent
Evaluation
Office

Planning and budgeting for decentralized evaluations

Costed evaluation plan

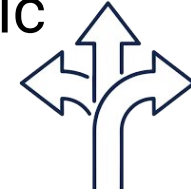
Guidance, tools and templates

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Evaluation planning

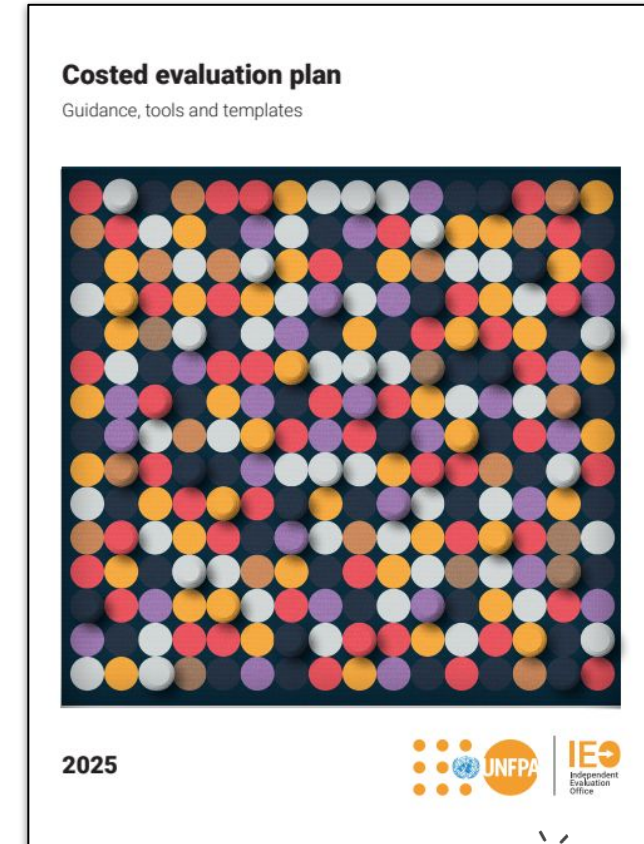
WHY to ensure that evaluations provide **timely relevant objective** and **credible** evidence to inform strategic decisions by targeted users



HOW a multi-year costed plan to ensure that evaluations are **strategically** identified, adequately **resourced**, and **aligned** with the country programme priorities



STATUS the Costed Evaluation Plan (CEPlan) is annexed to the country programme document approved by UNFPA Executive Board, representing a **formal commitment** by the organization to ensure its implementation

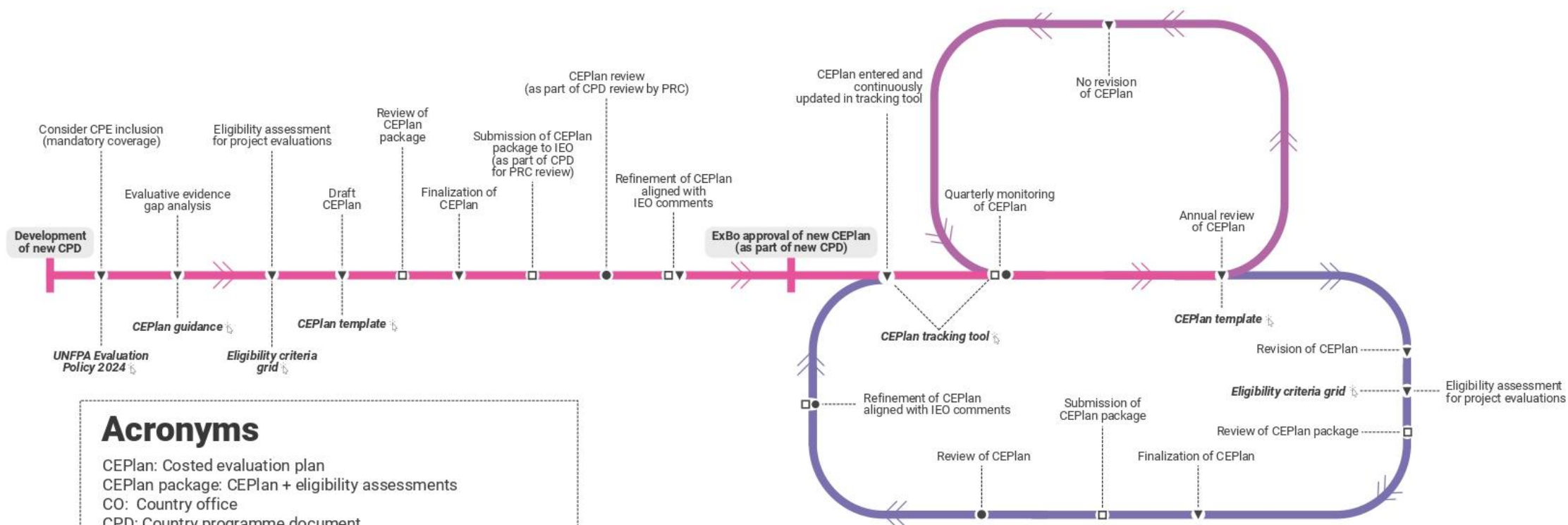




Process for **developing a costed evaluation plan**



Costed evaluation plan roadmap



Acronyms

CEPlan: Costed evaluation plan
 CEPlan package: CEPlan + eligibility assessments
 CO: Country office
 CPD: Country programme document
 CPE: Country programme evaluation
 ExBo: Executive Board
 IEO: Independent Evaluation Office
 PRC: Programme Review Committee
 RPMEA: Regional Planning, Monitoring and Evaluation Advisor

Key

Click to access

Responsibilities of the CO M&E personnel

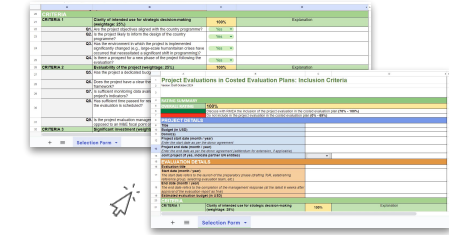
Responsibilities of the RPMEA

Responsibilities of the IEO

This text indicates key milestones in CEPlan development, monitoring, review and revision

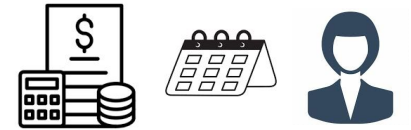
This text indicates the guidelines, template and tools available in the CEPlan guidance

Developing the CEPlan: A systematic and iterative process



Project Name	Status	Evaluation Criteria
Project A	Completed	High
Project B	In Progress	Medium
Project C	Not Started	Low

3 Conduct **eligibility assessment** to select project evaluations

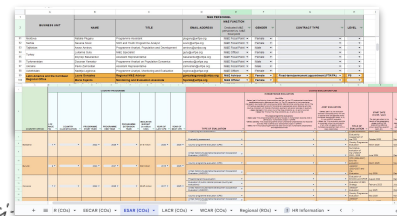


4 Determine **budget, timing** and assign **manager** for each planned evaluation

5 CEPlan is **submitted to RPMEAs for QA**

6 Comprehensive and well-devised CEPlan **annexed to CPD** for UNFPA **Executive Board approval**

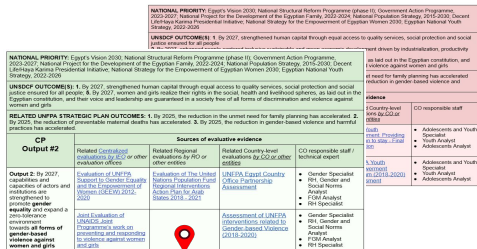
7 **Track, monitor, review and update** CEPlan



Project Name	Status	Evaluation Criteria
Project A	Completed	High
Project B	In Progress	Medium
Project C	Not Started	Low

1 CPE: **Minimum coverage norm**

2 Map **evidence gaps + information needs + donor requirements**



Output #2	Related Country-level evaluation or other evidence	Related Regional-level evaluation or other evidence	Related Country-level evaluation or other evidence
Output #2: 2020-2027 National Project for the Development of the Egyptian Family, 2020-2024 National Population Strategy, 2015-2030, Decent Working Agenda (Investment), National Strategy for the Development of Gender Women 2030, Gender National Youth Strategy, 2015-2030	UNEP/WHO/UNFPA Joint Evaluation of the National Project for the Development of the Egyptian Family, 2020-2024 National Population Strategy, 2015-2030, Decent Working Agenda (Investment), National Strategy for the Development of Gender Women 2030, Gender National Youth Strategy, 2015-2030	UNEP/WHO/UNFPA Joint Evaluation of the National Project for the Development of the Egyptian Family, 2020-2024 National Population Strategy, 2015-2030, Decent Working Agenda (Investment), National Strategy for the Development of Gender Women 2030, Gender National Youth Strategy, 2015-2030	UNEP/WHO/UNFPA Joint Evaluation of the National Project for the Development of the Egyptian Family, 2020-2024 National Population Strategy, 2015-2030, Decent Working Agenda (Investment), National Strategy for the Development of Gender Women 2030, Gender National Youth Strategy, 2015-2030



Evaluation activities only are included in the CEPlan

Consider the following evaluation activities for inclusion in the CEPlan

- Country programme evaluation (CPE)
- Project/programme evaluation subject to eligibility assessment ⚠
- Thematic evaluation
- L1 emergency response evaluation
- National policy evaluation
- United Nations Sustainable Development Cooperation (UNSDCF) evaluation
- For ROs: Regional programme evaluation (RPE)
- For ROs: L2 emergency response evaluation
- For sub-regional offices: Multi-country programme evaluation/sub-regional programme evaluation
- Evaluability assessment
- Meta-synthesis/meta-analysis of evaluations



Do not plan monitoring and research activities, including reviews (midterm or final reviews), after action reviews (in the context of humanitarian emergency), needs assessments, baseline/endline studies, surveys, operational research – see [Guidance, Box 1](#)

Evaluation capacity development are included in the CEPlan

Consider the following evaluation capacity development activities for inclusion in the CEPlan

- **Internal evaluation capacity development** to improve individual skills, institutional capacities and strengthen the enabling environment within UNFPA
 - *Note: this includes the CPE manager's participation in the IEO's cross-regional evaluation capacity building workshop*
- **National evaluation capacity development** to improve individual skills, institutional capacities and strengthen the enabling environment for evaluation within a country



Do not plan Results-based management/monitoring and evaluation training (predominantly focused on planning, monitoring and reporting), nor **participation in UN system-wide M&E working groups** – see [Guidance, Box 1](#)



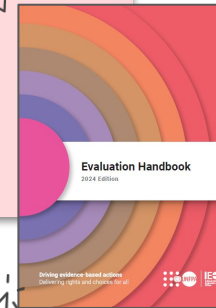
Mandatory methodological training for CPE managers

IEO organizes an **annual workshop** + **series of webinars** on conducting complex evaluations

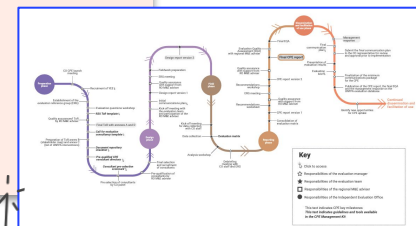
Training ensures evaluation processes are credible, aligned with the [Evaluation Handbook](#), and harmonized across UNFPA

COs **allocate resources in their CEPlan** for the CPE Manager to attend IEO-led training

CPE Managers attend IEO training in the year preceding the planned CPE, allowing for the [preparation phase](#) to begin in the last quarter of the antepenultimate year of the CP



Cross-regional evaluation capacity development workshop 2024									
Country	Year	Topic	Facilitator	Co-facilitator	Participants	Outcomes	Follow-up	Notes	Comments
Country A	2024	Topic A	Facilitator A	Co-facilitator A	Participants A	Outcomes A	Follow-up A	Notes A	Comments A
Country B	2024	Topic B	Facilitator B	Co-facilitator B	Participants B	Outcomes B	Follow-up B	Notes B	Comments B



Well trained M&E personnel with skills to successfully plan, manage, conduct and use a CPE

High-quality evaluations that can inform decision making



Access [Cross-regional evaluation capacity development workshop](#)

Map

Use

Demonstrate

Roles and responsibilities



UNFPA
Executive Board approves
CPD + CEPlan

5

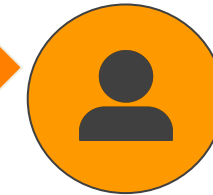


Final CEPlan annexed to CPD	
Programme type	Small Scale, Medium Scale, Large Scale, Regional, Global
Indicative budget	...
Priority areas	...
Key results	...
...	...

Passes
QA

Finalizes and
endorses

4



Assesses compliance
of CEPlan with
Guidance + Template

PRC

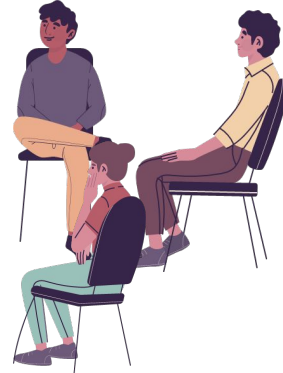
IEO

CO M&E personnel

CO Programme team

Map evaluative evidence, use evidence to demonstrably inform the new CPD, and identify evidence gaps to be addressed in CEPlan

1



Draft CEPlan package	
Programme type	Small Scale, Medium Scale, Large Scale, Regional, Global
Indicative budget	...
Priority areas	...
Key results	...
...	...

Approves the CEPlan and
is accountable for its
implementation

2



CO Representative/Head of Office

Draft final CEPlan package	
Programme type	Small Scale, Medium Scale, Large Scale, Regional, Global
Indicative budget	...
Priority areas	...
Key results	...
...	...

Passes
QA

3



Reviews CEPlan
prior to submission
to PRC

RPMEA

STOP Needs Improvements

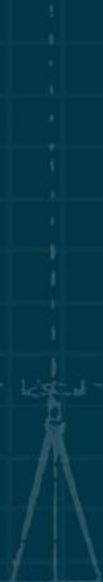


Needs improvements

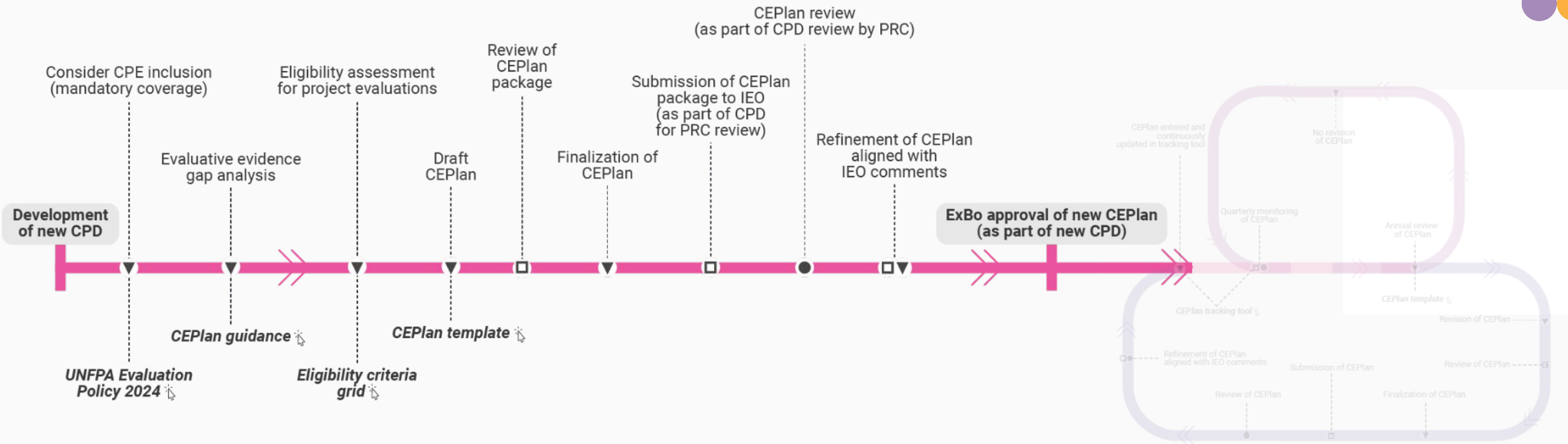


Evaluation planning

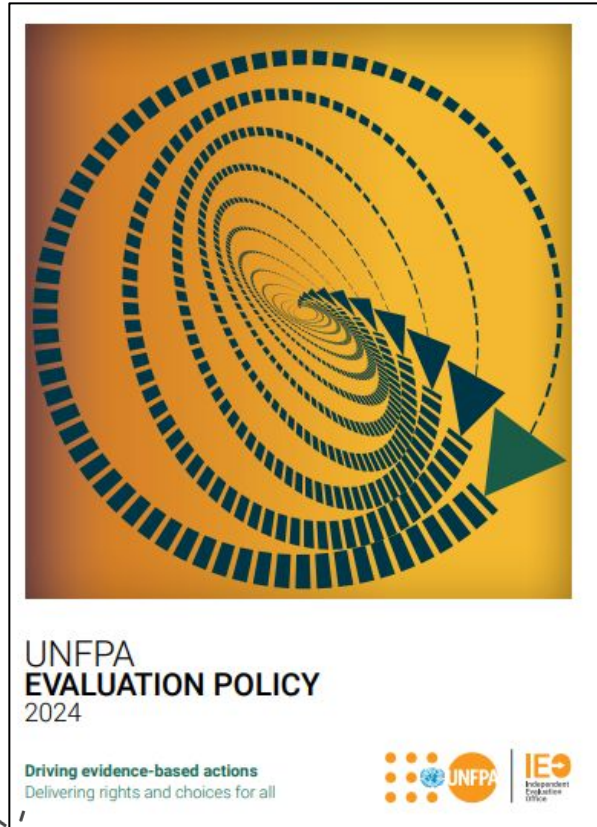
A six-step process



CEPlan roadmap : Developing the plan

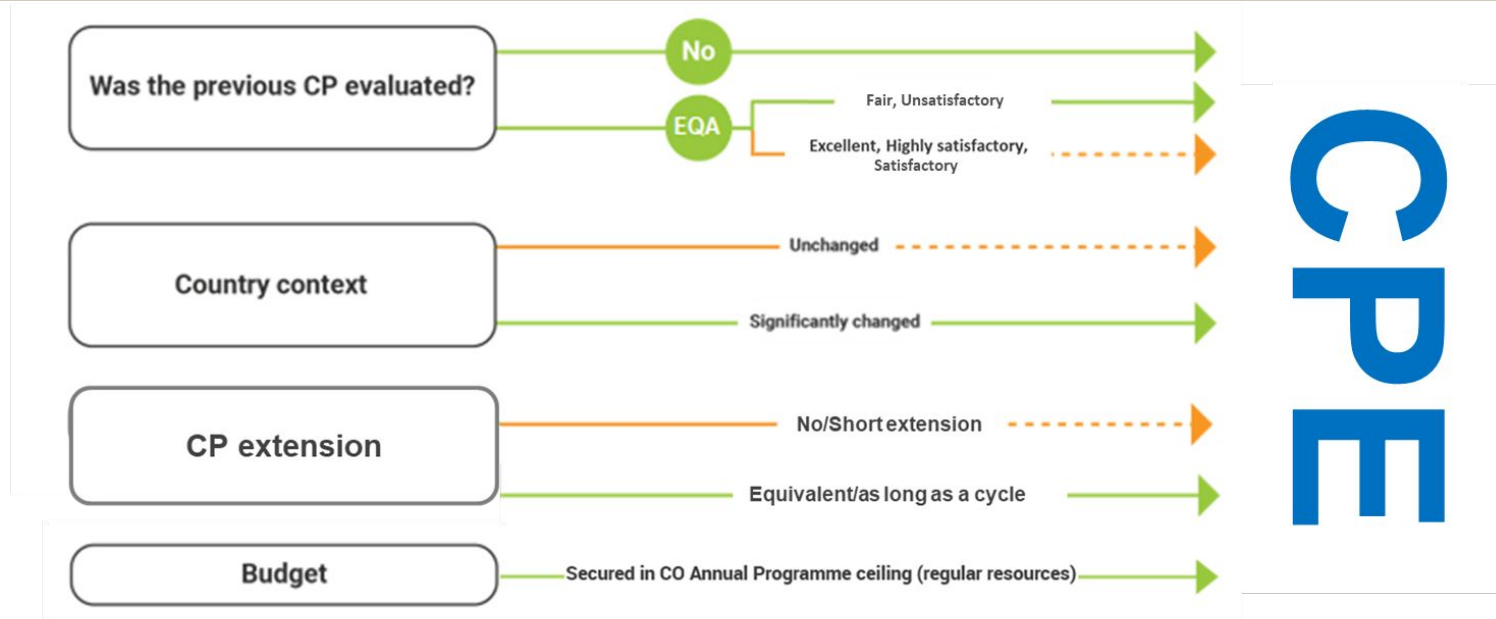


Step1- CPE: Comply with the mandatory coverage norm



Country offices are encouraged to carry out a country programme evaluation for every programme cycle, and as a minimum, every second programme cycle.

UNFPA Evaluation Policy (2024)



The CPE must kick off one year before the new CPD is presented to the Executive Board. To avoid that CPE-related expenses extend across two consecutive calendar years, the preparation phase (whose activities do not incur any costs) must be implemented during the last quarter of the year preceding the penultimate year of the CP cycle

In addition to a CPE, the CEPlan includes other **evaluations and evaluative exercises filling evidence gaps**

Step 2 - Map evaluative evidence; demonstrably use them to inform the CPD; identify remaining gaps in the CEPlan

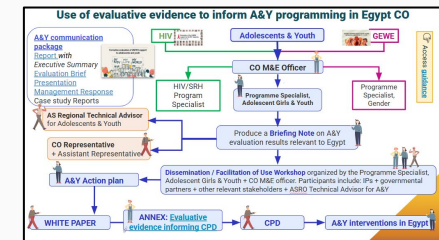
A. Map evaluative evidence Identify credible sources of evaluative evidence generated at country, regional, and [centralized \(IEO\) level](#). Select those **evaluations that can usefully inform the strategic dialogue, the White Paper, and the draft CPD**. Use the ["Mapping evaluative evidence" template](#) and follow the instructions to fill in the table.

B. Use relevant evaluative evidence Extract from the mapped evaluation reports and their results (select findings / conclusions / recommendations) that can be used to inform the country programme. This is a **collective task involving the relevant programme officers** in the CO. Follow the process outlined here, initiated by findings from one or multiple evaluation reports.

C. Demonstrate that the CPD is grounded in evaluative evidence Show that the **CPD is informed by evaluative evidence** when submitting it to the RO and the PRC. To support this, compile a [dedicated annex](#).

D. Identify evidence gaps and information needs Reflect on the evaluative evidence already available and determine what additional evidence is required. Select the **evaluation activities to fill these knowledge gaps** and complete the CEPlan template accordingly.

NATIONAL PRIORITY: Egypt's Vision 2030, National Structural Reform Programme (phase II), Government Action Programme 2023-2027, National Project for the Development of the Egyptian Family 2022-2024, National Population Strategy 2015-2030, Decent Livelihoods Presidential Initiative, National Strategy for the Empowerment of Egyptian Women 2030, Egyptian National Youth Strategy 2022-2025				
UNSDCF OUTCOMES: 1. By 2027, strengthened human capital through equal access to quality services, social protection and social justice ensured for all people. 2. By 2027, enhanced people-centred inclusive sustainable and green economic development driven by industrialisation, productivity growth, decent jobs, digitalization and integrating the informal economy. 3. By 2027, women and girls realize their rights in the social, health and livelihood spheres, as laid out in the Egyptian constitution, and their voice and leadership are guaranteed in a society free of all forms of discrimination and violence against women and girls.				
RELATED UNFPA STRATEGIC PLAN OUTCOMES: 1. By 2025, the reduction in the unmet need for family planning has accelerated. 2. By 2025, the reduction of preventable maternal deaths has accelerated. 3. By 2025, the reduction in gender-based violence and harmful practices has accelerated.				
CP Output #1	Related Regional evaluations by ECHO or other evaluation office	Related Regional evaluations by ECHO or other evaluation office	Related Country-level evaluations by CO2 or other evaluation office	CO responsible staff
Output 1: By 2027, women and girls realize their rights in the social, health and livelihood spheres, as laid out in the Egyptian constitution, and their voice and leadership are guaranteed in a society free of all forms of discrimination and violence against women and girls.	Egyptian National Youth Strategy 2022-2025 Evaluation of UNFPA support to adolescents and youth Evaluation of UNFPA support to adolescents and youth (2018-2022)	Evaluation of The United Nations Population Fund Regional Office in Egypt (2018-2022) Regional Formative Evaluation (2022-2025) (upcoming)	Egypt Youth Empowerment Program (2018-2022) (ongoing) UNFPA Youth Empowerment Program (2018-2022) (ongoing)	Adolescents and Youth Specialist Youth Analyst Adolescents Analyst Adolescents and Youth Specialist Youth Analyst Adolescents Analyst



UNFPA Strategic Plan Outcomes and UNSDCF outcomes	CPD Outputs (Insert all relevant country programme outputs in the Strategic plan 2022-2025)	Sources of evaluative evidence (Insert those relevant to adolescents and youth)	Evaluative evidence
Outcome 1: By 2025, the reduction in the unmet need for family planning has accelerated. UNSDCF by 2025, institutions deliver family planning services to all women and girls who want them.	Output 3: Strengthened national capacity and policy in the youth and education sectors to empower adolescent girls and youth through life skills development and participatory civic engagement to defend and promote reproductive services for all with full access to their sexual and reproductive health.	Egyptian National Youth Strategy 2022-2025 Evaluation of UNFPA support to adolescents and youth (2018-2022)	Supporting adolescent youth realize their rights in the social, health and livelihood spheres, as laid out in the Egyptian constitution, and their voice and leadership are guaranteed in a society free of all forms of discrimination and violence against women and girls. The reduction in the unmet need for family planning has accelerated. The reduction in gender-based violence and harmful practices has accelerated.

Country Evaluation Plan (dedicate source of country office)						
Programme cycle: 2023-2027, National Project for the Development of the Egyptian Family 2022-2024, National Population Strategy 2015-2030, Decent Livelihoods Presidential Initiative, National Strategy for the Empowerment of Egyptian Women 2030, Egyptian National Youth Strategy 2022-2025						
Evaluation target: Strengthened national capacity and policy in the youth and education sectors to empower adolescent girls and youth through life skills development and participatory civic engagement to defend and promote reproductive services for all with full access to their sexual and reproductive health.						
Country programme: Strengthened national capacity and policy in the youth and education sectors to empower adolescent girls and youth through life skills development and participatory civic engagement to defend and promote reproductive services for all with full access to their sexual and reproductive health.						
Previous country: Strengthened national capacity and policy in the youth and education sectors to empower adolescent girls and youth through life skills development and participatory civic engagement to defend and promote reproductive services for all with full access to their sexual and reproductive health.						
Evaluation quality assessment: Strengthened national capacity and policy in the youth and education sectors to empower adolescent girls and youth through life skills development and participatory civic engagement to defend and promote reproductive services for all with full access to their sexual and reproductive health.						
Evaluations						
Evaluation title	Relevant source of evaluation evidence	Type of evaluation	Evaluation period (start and end)	Program cycle (start and end)	Program cycle (start and end)	Program cycle (start and end)



Step 2.A - Map available evaluative evidence

Identifying evidence gaps and needs (learning) and donor requests (accountability) **starts with** conducting an **evaluative evidence mapping exercise**

- ① **Set up** the **Evaluative evidence mapping table** to inventory all evaluative evidence already available
- ② **Populate** the columns “sources of evaluative evidence” with links to relevant **evaluation reports**
- ③ **Circulate** evaluation reports among the **relevant CO staff members** and indicate, in the mapping table, the suitable person(s) for reading/using the evaluation report and [disseminating its results](#) as needed
- ④ **Discuss** the Mapping table in **CO staff meetings** (each quarter)



See **guidance** on [How to Map and Use Evaluative Evidence to Demonstrably Inform Programming](#)

NATIONAL PRIORITY: Egypt's Vision 2030; National Structural Reform Programme (phase II); Government Action Programme, 2023-2027; National Project for the Development of the Egyptian Family, 2022-2024; National Population Strategy, 2015-2030; Decent Life/Haya Karima Presidential Initiative; National Strategy for the Empowerment of Egyptian Women 2030; Egyptian National Youth Strategy, 2022-2026				
UNSDCF OUTCOME(S): 1. By 2027, strengthened human capital through equal access to quality services, social protection and social justice ensured for all people 2. By 2027, enhanced people-centered inclusive sustainable and green economic development driven by industrialization, productivity growth, decent jobs, digitalization and integrating the informal economy 5. By 2027, women and girls realize their rights in the social, health and livelihood spheres, as laid out in the Egyptian constitution, and their voice and leadership are guaranteed in a society free of all forms of discrimination and violence against women and girls				
RELATED UNFPA STRATEGIC PLAN OUTCOMES: 1. By 2025, the reduction in the unmet need for family planning has accelerated 2. By 2025, the reduction of preventable maternal deaths has accelerated 3. By 2025, the reduction in gender-based violence and harmful practices has accelerated				
CP Output #1	Sources of evaluative evidence			
	Related Centralized evaluations by IEO or other evaluation offices	Related Regional evaluations by RO or other entities	Related Country-level evaluations by CO or other entities	CO responsible staff
Output 1: By 2027, youth's, in particular girls', agency and human capital are strengthened to enable them to make informed choices and realize their full potential	Formative evaluation of UNFPA support to adolescents and youth	Evaluation of The United Nations Population Fund Regional Interventions Action Plan for Arab States 2018 - 2021	Egypt Youth Employment: Providing a reason to stay - Final evaluation	• Adolescents and Youth Specialist • Youth Analyst • Adolescents Analyst
	Developmental Evaluation of UNFPA's Approach Results Based Management		 UNFPA Youth Empowerment Program (2018-2020) Assessment	• Adolescents and Youth Specialist • Youth Analyst • Adolescents Analyst
CP Output #2	Related Centralized evaluations by IEO or other evaluation offices	Related Regional evaluations by RO or other entities	Related Country-level evaluations by CO or other entities	
Output 2: By 2027, capabilities and capacities of actors and institutions are strengthened to promote gender equality and expand a zero-tolerance environment towards all forms of gender-based violence against women and girls	Evaluation of UNFPA Support to Gender Equality and the Empowerment of Women (GEEW) 2012-2020	Evaluation of The United Nations Population Fund Regional Interventions Action Plan for Arab States 2018 - 2021	UNFPA Egypt Country Office Partnership Assessment	• Gender Specialist • RH, Gender and Social Norms Analyst • FGM Analyst • RH Specialist
	Joint Evaluation of UNAIDS Joint Programme's work on preventing and responding to violence against women and girls	 Assessment of UNFPA interventions related to Gender-based Violence (2018-2020)		• Gender Specialist • RH, Gender and Social Norms Analyst • FGM Analyst • RH Specialist



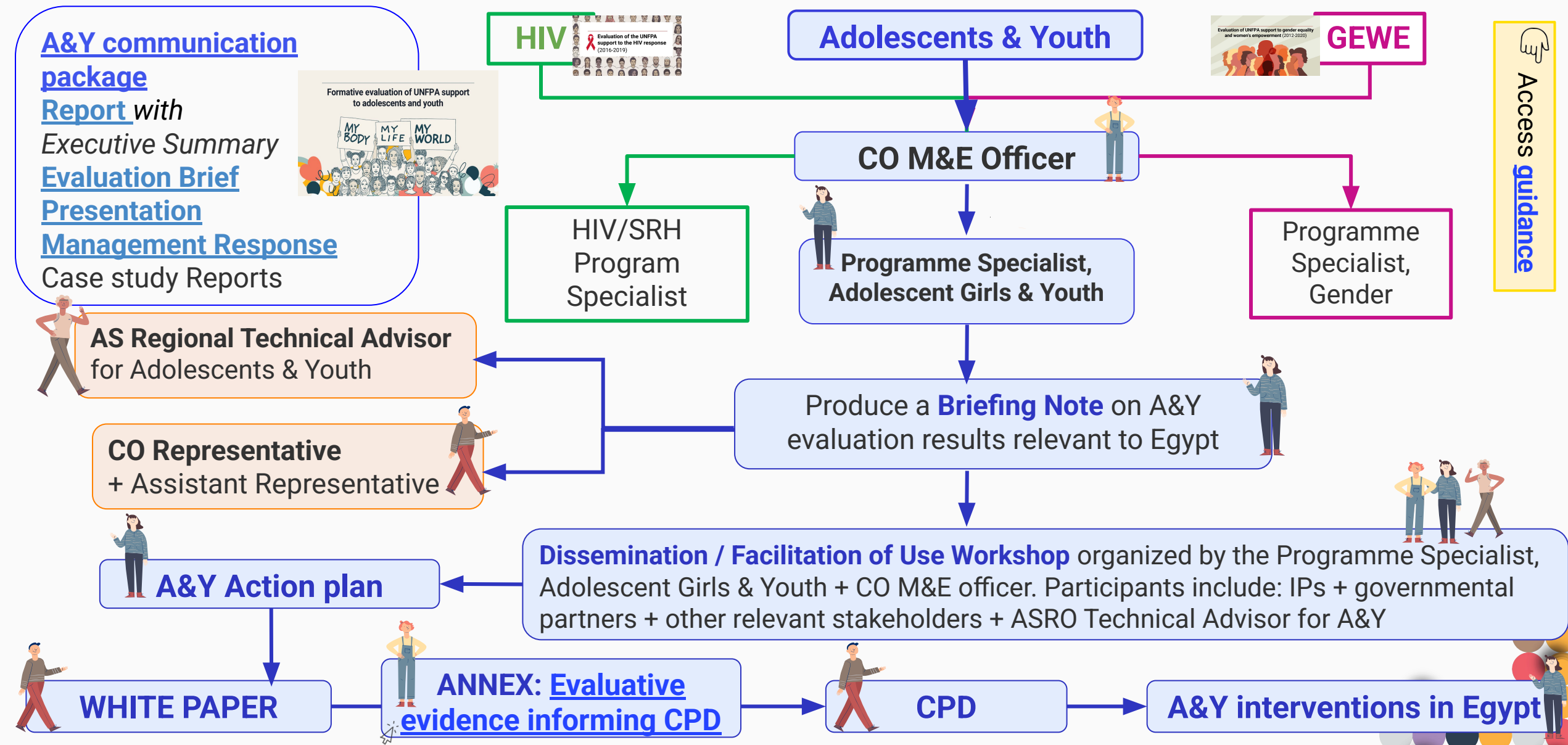
Access [Mapping evaluative evidence template](#)



Mapping evaluative evidence is **collective work** and an **ongoing process** throughout CP implementation to ensure that CO management + programme / technical **staff remain abreast of new evaluations and their findings** in their respective fields of responsibility

Step 2.B - Use relevant evaluative evidence

Once mapped, the CO has built a **body of evaluative evidence that can be tapped into** to inform the strategic dialogue, the design of the next CPD and the programming of related interventions during the next cycle



Step 2.C - Ground the CPD in robust evidence




Current context is marked by:


 Increased scrutiny of UNFPA mission

 Reduced funding

 Demand for greater accountability



 **Demonstrate** that programmes and interventions are anchored in a human-rights based approach and are **based on evidence** on **what works, what does not work, for whom** (LNOB, MVG), **and why**

 Prepare an **annex** to substantiate that the **CPD is grounded in robust evaluative evidence**

 See [Uzbekistan CPD Evaluative Evidence Annex](#)

UNFPA Strategic Plan Outcomes and UNSDCF outcomes	CPD Outputs <i>[insert all relevant county programme outputs as per the Strategic plan 2022-2025]</i>	Sources of evaluative evidence <i>[insert those relevant Centralized and decentralized evaluations, including a link]</i>	Evaluative evidence
Outcome 1 By 2025, the reduction in the unmet need for family planning has accelerated UNSDCF By 2027, institutions deliver human rights-based, evidence-informed and gender-responsive services for all with the focus on those who are left behind	Output 3 Strengthened national capacity and policy in the youth and education sectors to empower adolescent girls and youth through life-skills development and participatory civic engagement for advancing human rights, bodily autonomy and gender equality	Formative evaluation of UNFPA support to adolescents and youth	<ul style="list-style-type: none">Supporting stand-alone youth centers offering adolescent and youth-friendly services has shown limited effectiveness. Therefore, it is necessary to shift strategy towards integrating youth-friendly services into routine health services. This includes providing integrated demand and supply services for reproductive health, including family planning (page 32)Given the lessons learned from GBV referral, and work with adolescents and youth in humanitarian settings such as in Türkiye, referral, including those relating to mental health services, could be the entry point for expanding and institutionalizing

 Access [Evaluative evidence informing the CPD template](#)



IMPORTANT If a CPE has been conducted for the concluding country programme, it is essential to ensure that the upcoming programme is also **informed by a broader range of relevant, high-quality evaluations** - see section on: [Sources of evaluative evidence](#)

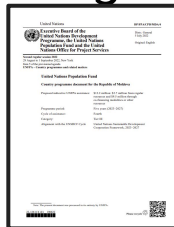
Step 2.D - Identify evidence gaps and information needs


 **Map** evaluative evidence




Evaluations included in the CEPlan are **necessary** to support evidence-based decision-making, learning and adaptation: **(1) identify the gaps** in available evaluative evidence; **(2) justify the inclusion** of the evaluations in the CEPlan to close these gaps

 **Maximize use** of existing evidence to inform programming



 **Identify information gaps** (learning) and **donor requests** for other-resource funded projects (accountability)



 **Prioritize high-value evaluations** (avoid duplication, ensure efficient use of resources) in the Costed evaluation Plan

Evaluation Capacity Development									
Evaluation capacity development activity - See note 8	Objectives of evaluation capacity development activity	Category of evaluation capacity development (internal; national) - See note 9	Type of evaluation capacity development (individual)	Targeted stakeholders - See note 11	Estimated budget and source of funding (regular resources (RR); other resources (OR) in US\$ - See note 12	Timeframe (month and year) - See note 13			
Evaluations									
Evaluation title	Intended use of evaluation findings	Type of evaluation (yes; partially; no) - See note 2	Humanitarian evaluation (yes; partially; no) - See note 2	Joint evaluation (yes; no), including partners	Programme/project budget in US\$ - See note 4	Estimated budget and source of funding (regular)	Timeframe (month and year) - See note 6	Evaluation manager - See note 7	
Costed Evaluation Plan [Indicate name of country office]									
Programme cycle	United Nations Population Fund (UNFPA) [name of country] [cycle of assistance: number] Country Programme [programme period: year:year]								
Indicative budget	[Insert the indicative total budget of the country programme, broken down by funding sources (regular resources and resources), as outlined in the country programme document]								
Country programme priority areas (outputs)	[Include all the outputs of the country programme] <ul style="list-style-type: none">Output 1: StatementOutput 2: StatementOutput 3: Statement...								
Previous country programme evaluation	Period covered: [Insert the number of the last programme cycle evaluated and its period in brackets] Year of completion: [Insert year of completion of last CPE] Evaluation quality assessment rating: [Insert EQA rating of last CPE]								
Gap mapping/analysis of relevant evaluative evidence and knowledge gaps that are strategically important to inform the design and implementation of the upcoming country programme	Draft a short narrative that explains why the list of evaluations included in the CEPlan is necessary to support evidence-based decision-making, learning, and adaptation. The narrative should clearly: (i) identify the gaps in existing evaluative evidence; and (ii) justify the inclusion of the planned evaluations in the CEPlan to close these gaps. The narrative should be informed by the following process (which does not need to be explained in the narrative): <ol style="list-style-type: none">1. Begin with a structured review of existing evaluative evidence. Systematically examine completed evaluations and reviews at country, regional, and global levels included in the UNFPA Evaluation Database (e.g., most recent CPE, project evaluations, evaluation of relevant regional programme, centralized thematic evaluations led by the IEO, relevant evaluation meta-syntheses, etc.). Reviewing the results of completed evaluations provides the basis for identifying where evaluative knowledge already exists.2. Develop a simple evidence map aligned to the new country programme outputs. Using this template, map the existing evaluations against the outputs of the new country programme. This helps visualize where there is a strong evidence coverage and where evaluative evidence is limited or outdated. The evaluations in the CEPlan should not propose to revisit topics that have already been evaluated, unless those evaluations were completed many years ago and their results are no longer relevant and/or their quality (EQA) is rated: fair/poor or unsatisfactory.3. Identify strategic knowledge gaps. Use the evidence map to pinpoint areas that are under-evaluated, for which there are pressing information needs, or where there is limited understanding of what works, what does not, why and for whom. These gaps should be prioritized in the CEPlan to ensure evaluations generate value-added learning.								

 Access [CEPlan template](#)

Step 3 - Conduct eligibility assessment for project evaluations

Identify project evaluations that are **strategically relevant**

- ① **Conduct an eligibility assessment** for each project with an evaluation clause (done by M&E staff with concerned Programme Officer)
- ② **Consult RPMEA: Projects with a 70% score** are tabled for RPMEA's review
- ③ **Make final decision:** 70% + RPMEA's approval = inclusion in CEPlan

The image shows two overlapping spreadsheets. The top spreadsheet is titled 'Eligibility criteria Grid' and contains a table with columns for criteria, questions, and scores. The bottom spreadsheet is titled 'Project Evaluations in Costed Evaluation Plans: Inclusion Criteria' and contains a form with sections for 'RATING SUMMARY', 'PROJECT DETAILS', and 'EVALUATION DETAILS'. The 'RATING SUMMARY' section shows an 'OVERALL RATING' of 100%. The 'PROJECT DETAILS' section includes fields for 'Title', 'Project start date (month / year)', 'Project end date (month / year)', 'Joint project (if yes, indicate partner UN entities)', 'Estimated evaluation budget (in USD)', and 'CRITERIA 1'. The 'EVALUATION DETAILS' section includes fields for 'Start date (month / year)', 'End date (month / year)', and 'CRITERIA 1'.

👉 Access [Eligibility criteria Grid](#)

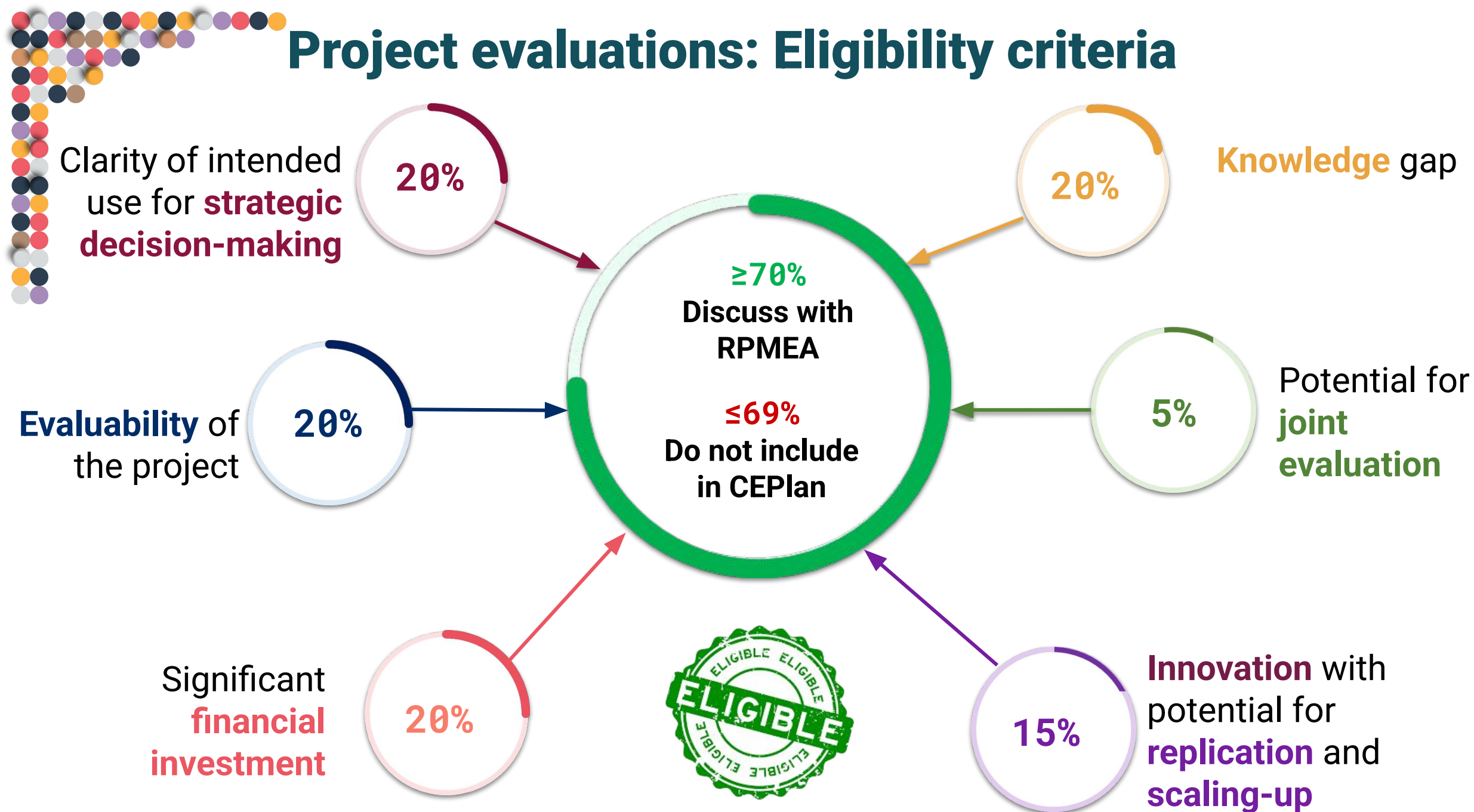


IMPORTANT Project evaluations included in the CEPlan are **subject to quality assurance** by the RPMEA, external [quality assessment](#) commissioned by the IEO, [management response](#) preparation and **publication** in the [UNFPA evaluation database](#)



Projects that **do not meet the eligibility criteria** and are not included in the CEPlan: indicate the **exercise that will be conducted instead**: review; evaluation integrated in CPE; evaluation conducted by RO/IEO/donor, etc.

Project evaluations: Eligibility criteria



EU funded project on women economic empowerment Uzbekistan CO



Eligibility Assessment Process

Assessment carried out through **a joint process** led by the M&E officer in collaboration with the dedicated project manager

Eligibility grid **completed within a short time** (20 min) thanks to the clarity and simplicity of the yes/no questions

Project Evaluations in Costed Evaluation Plans: Eligibility Criteria Grid			
Version: Final Draft, 19 December 2024			
RATING SUMMARY			
OVERALL RATING	78%		
	Discuss with Regional Advisor the inclusion of the project evaluation in the costed evaluation plan (70% - 100%)		
	Do not include the project evaluation in the costed evaluation plan (0% - 69%)		
PROJECT DETAILS			
Title: EU Funded joint project "Women's Economic Empowerment in Uzbekistan"			
Budget (in USD): 5201500USD UNFPA (2,392,690) UN Women (1,664,480) UNICEF (1,144,330.00)			
Donor(s): EU			
Project start date (month / year) Mid 2025			
Enter the start date as per the donor agreement			
Project end date (month / year) Mid 2028			
Enter the end date as per the donor agreement (addendum for extension, if applicable)			
Joint project (if yes, indicate partner UN entities): Yes, UNFPA (admin agent, UN Women, UNICEF)			
EVALUATION DETAILS			
Evaluation title: Final Evaluation EU Funded joint project "Women's Economic Empowerment in Uzbekistan"			
Start date (month / year) Mid 2027			
End date (month / year) Early 2028			
Estimated evaluation budget (in USD): 80,000USD			
CRITERIA			
CRITERIA 1	Clarity of intended use for strategic decision-making (weightage: 25%)	33%	Explanation
Q1.	Is there a prospect for a new phase of the project following the evaluation (either under the current or the next country programme)?	No	Note: If there is uncertainty about a potential next phase, "No" should be selected.
Q2.	Is the project evaluation likely to inform similar interventions/activities implemented under the current country programme?	Yes	
Q3.	Has the context in which the project is implemented significantly changed (e.g., large-scale humanitarian crises have occurred that necessitated a significant shift in programming)?	No	Note: A significant change in context means that a natural disaster, conflict or major political change occurred which affected UNFPA programming and operations. This shift often necessitates reprogramming of some, if not most or all, project activities to meet evolving needs and priorities.
CRITERIA 2	Evaluability of the project (weightage: 25%)	100%	Explanation
Q4.	Does the project proposal/agreement include a dedicated budget line for evaluation?	Yes	Note: If the project budget includes a budget line for M&E more broadly, "No" should be selected.
Q5.	Is the budget allocated for the evaluation adequate?	Yes	Note: To assess if this budget line is adequate, see Table 2 in the Costed Evaluation Plan: Guidance, Tools and Template.
Q6.	Does the project have a clear theory of change and/or results framework?	Yes	
Q7.	Is sufficient monitoring data available to assess progress on the project's indicators?	Yes	
Q8.	Has sufficient time passed for results to materialize at the time the evaluation is scheduled?	Yes	Note: Results often take considerable time to materialize before they can be reliably measured. This is true for outputs (changes in knowledge, skills, attitudes, etc.), and even more so for outcomes (changes in behaviour, institutional performance, quality of services, etc.). This challenge is especially relevant for short-term humanitarian projects, which primarily aim to address immediate relief needs of target populations. See also the explanatory note for Q12 below. If the timeline allows and donors agree, the results of short-term projects may be better captured as part of a CPE.



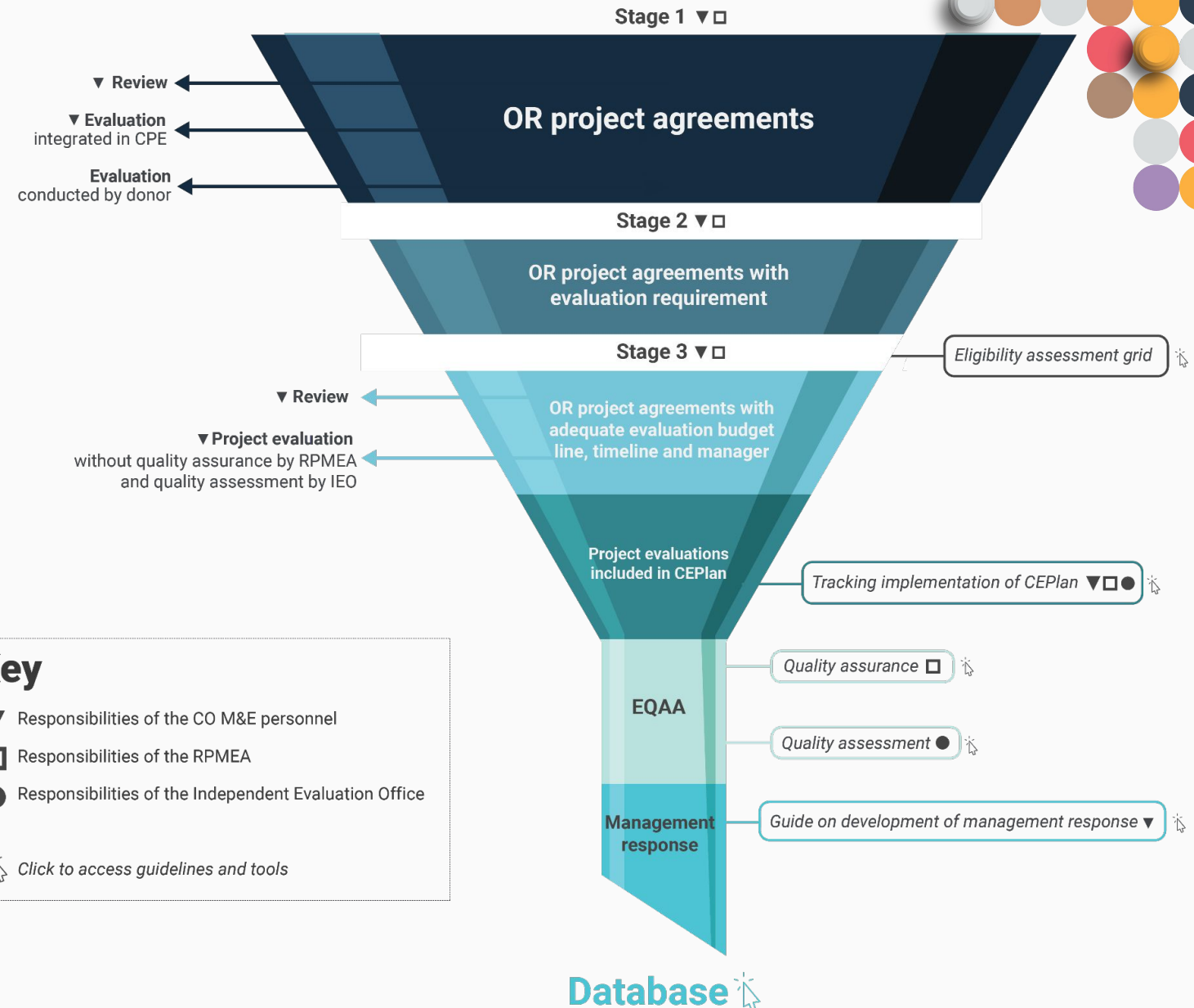
Access [Eligibility assessment of EU funded project](#)

Prioritizing high-value project evaluations



Once the CO has **identified the projects for which an evaluation is feasible and worthwhile** (70% score in the eligibility criteria assessment grid), **final inclusion** of these project evaluations in the CO CEPlan is determined through **close consultation with the RPMEA**

At 70%, RPMEA and CO M&E staff must **consider the total number of evaluations in the CEPlan**, how they are distributed over the CP cycle, and whether the **cumulative workload** of all evaluations is manageable for CO and RO (quality assurance) before **deciding of inclusion in the CEPlan or identifying alternate exercise** (to be indicated in the eligibility criteria grid)

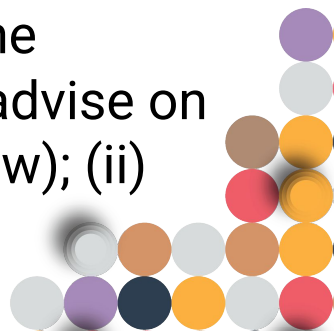


M&E staff should engage in OR-funded project agreements

CO M&E personnel and RPMEA must engage with and **provide valuable guidance** to the relevant project officers and resource mobilization staff at **3 crucial stages**



- ① **Agreement discussion** **Assessing whether a project agreement should foresee and evaluation requirement** Using the [Eligibility criteria Assessment grid](#), if score is below 70%, **advocate for better-suited approaches**: Review; Integrating project evaluation in CPE; Informing project through already existing evaluations (meta-synthesis)
- ② **Agreement formalisation** **Including a sufficiently resourced evaluation budget line and timeline in a project agreement** In the discussions with donors, **position the evaluation as a smart investment** that requires **appropriate funding and time**. Especially important in view of informing a subsequent phase of the project, or for scaling-up the interventions, etc.
- ③ **Devising / revising the CEPlan** **Prioritizing project evaluations to be included in the CEPlan** If the number of project evaluations passing the 70% score is too many and the **cumulative workload of all evaluations is unmanageable for the CO**, the RPMEA must advise on the course of action: (i) replace some project evaluations by alternative exercises (review); (ii) identify additional managerial capacities



Step 4 - Determine evaluation budget, timing and manager

- ① **CEPlan must be fully costed** a realistic cost-estimate + funding source for each evaluation **CPE** = funds are ring fenced in CO regular resources ceiling ; **Project evaluation** = funds are earmarked in donor agreement



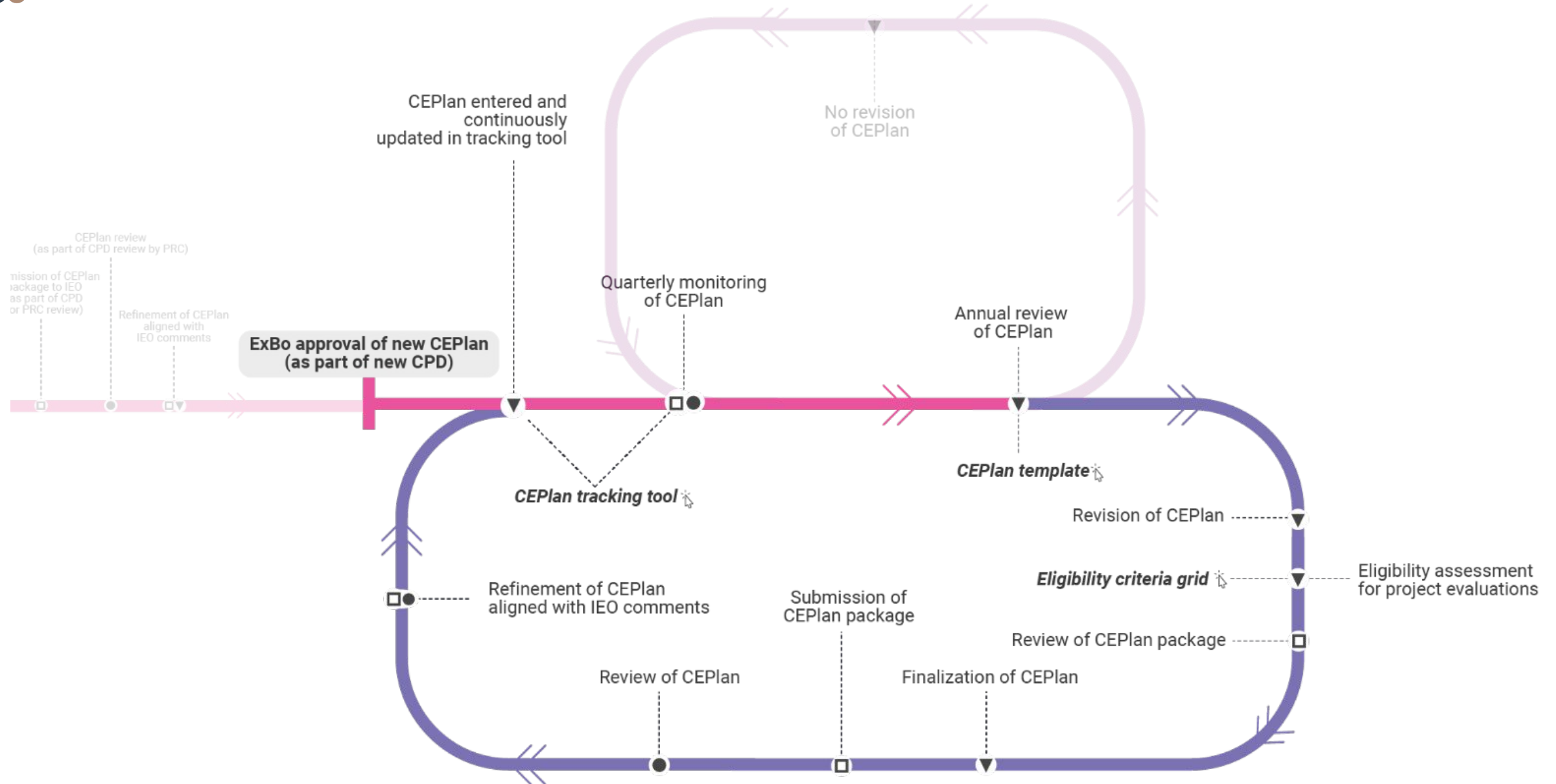
- ② **Evaluations must be adequately timed** to feed into decisions-making processes (e.g., design of new CPD ; donor reporting deadlines) + **foresee a sufficient duration** to complete all evaluation's phases + **comply with financial expenditure considerations**



- ③ **Evaluations must have a designated manager** **CPE** = CO M&E Personnel serves as the evaluation manager – Where post does not exist: nomination of staff by Rep after consultation of RPMEA; **Project evaluation** = (a) Project M&E officer; (b) CO M&E Personnel (where post exists) + support from project manager; (c) Project manager



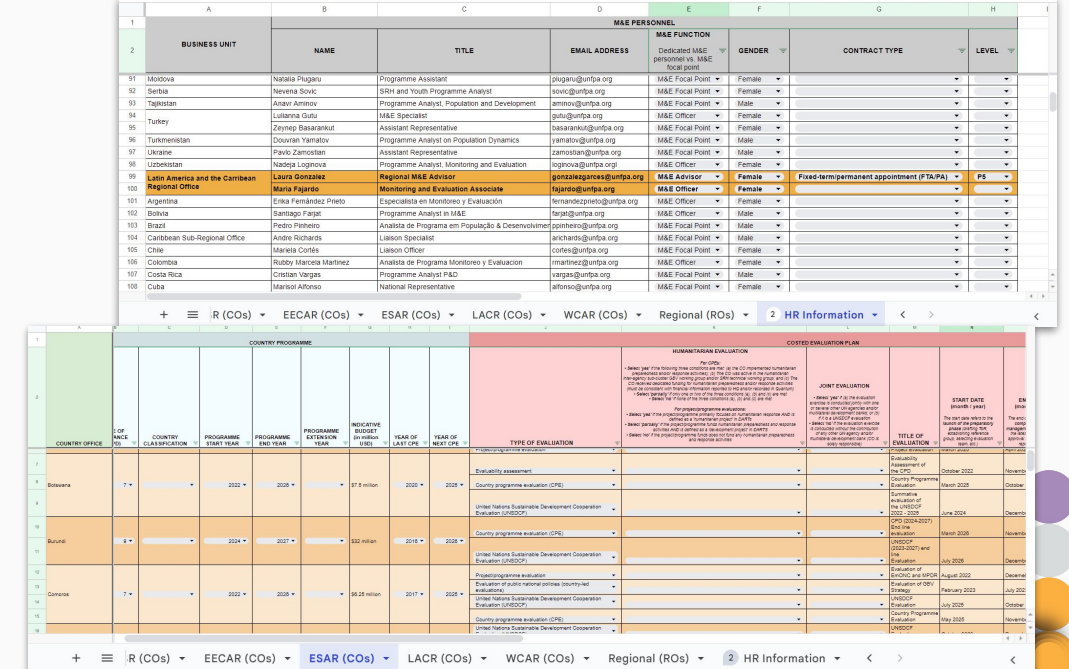

CEPlan roadmap: Revising the plan



Step 5 - Track progress and report on CEPlan implementation

Decentralized evaluations are centrally **recorded, tracked and monitored** through the **CEPlan Tracking tool** = provides visibility into the **progress** of each planned evaluation **in real time** for a more **efficient management** (preventing delays, addressing setbacks in a timely manner)

- ① **CO M&E personnel** are responsible for **inputting information** relative to each evaluation included in the CO CEPlan in the tracking tool
- ② **RPMEAs are responsible for** (i) **coordination and oversight** of the tracking tool at CO level, and (ii) **inputting information** for all evaluations pertaining to their respective RO CEPlans in the tracking tool
- ③ **IEO Decentralized Evaluation Team** (i) ensures **oversight** of the tracking tool, (ii) **inputs EQA results**, and (iii) reports to **UNFPA Executive Board** on status of CEPlans



BUSINESS UNIT	NAME	TITLE	EMAIL ADDRESS	M&E FUNCTION	GENDER	CONTRACT TYPE	LEVEL
Moldova	Natalia Pugaru	Programme Assistant	pugaru@unfpa.org	M&E Focal Point	Female		
Serbia	Nevena Soric	SRH and Youth Programme Analyst	soric@unfpa.org	M&E Focal Point	Female		
Tajikistan	Antar Arsenov	Programme Analyst, Population and Development	arsenov@unfpa.org	M&E Focal Point	Male		
Turkey	Lulama Gulu	M&E Specialist	gulu@unfpa.org	M&E Officer	Female		
Turkmenistan	Zeynep Basaranlut	Assistant Representative	basaranlut@unfpa.org	M&E Focal Point	Female		
Ukraine	Douvan Yarmiv	Programme Analyst on Population Dynamics	yarmiv@unfpa.org	M&E Focal Point	Male		
Uzbekistan	Pavlo Zarnitskiy	Assistant Representative	zarnitskiy@unfpa.org	M&E Focal Point	Male		
Latin America and the Caribbean Regional Office	Laura Logiova	Programme Analyst, Monitoring and Evaluation	logiova@unfpa.org	M&E Officer	Female		
	Laura Gonzalez	Regional M&E Advisor	gonzalez@unfpa.org	M&E Advisor	Female	Fixed-term/permanent appointment (F/T/PA)	PS
	Maria Fajardo	Monitoring and Evaluation Associate	fajardo@unfpa.org	M&E Officer	Female		
Argentina	Erica Fernandez Prieto	Especialista en Monitoreo y Evaluación	fernandez@unfpa.org	M&E Officer	Female		
Brazil	Santiago Farjat	Programme Analyst in M&E	farjat@unfpa.org	M&E Officer	Male		
Caribbean Sub-Regional Office	Pedro Pinheiro	Analista de Programa em População & Desenvolvimento	pinheiro@unfpa.org	M&E Focal Point	Male		
China	Andre Richards	Liaison Specialist	richards@unfpa.org	M&E Focal Point	Male		
Colombia	Marlene Cortes	Liaison Officer	cortes@unfpa.org	M&E Focal Point	Female		
Costa Rica	Ruby Marcela Martinez	Analista de Programa Monitoreo y Evaluación	martinez@unfpa.org	M&E Officer	Female		
Cuba	Cristian Vargas	Programme Analyst P&D	vargas@unfpa.org	M&E Focal Point	Male		
	Marisol Alfonso	National Representative	alfonso@unfpa.org	M&E Focal Point	Female		

COUNTRY OFFICE	COUNTRY CLASSIFICATION	PROGRAMME START YEAR	PROGRAMME END YEAR	INDICATIVE BUDGET (USD)	YEAR OF LAST CPE	YEAR OF NEXT CPE	TITLE OF EVALUATION	START DATE	END DATE	STATUS
Bolivia	2 *	2022	2028	17.8 million	2020	2023	Country programme evaluation (CPE)	October 2022	October 2023	Planned
Burundi	2 *	2022	2027	122 million	2018	2023	Country programme evaluation (CPE)	January 2023	June 2024	Planned
Cameroon	2 *	2022	2028	98.28 million	2017	2023	Country programme evaluation (CPE)	February 2023	July 2023	Planned

Access [Tracking tool](#)

Step 6 - Review and update the CEPlan annually

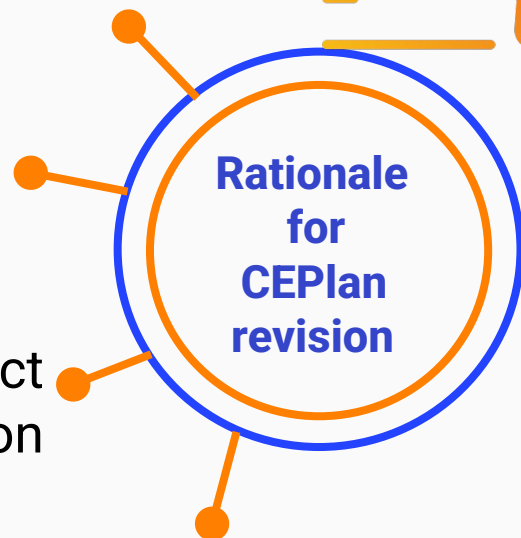
A CEPlan is a **rolling plan**, **reviewed** and **revised annually** as needed to reflect emerging priorities, learning needs, evaluation commitments etc.

Postponement of planned CPE due to CP cycle/UNSDCF extension; of planned project evaluation due to extension of project duration

Cancellation of planned evaluations

Addition of project evaluation

Occurrence of major **humanitarian emergency** leading to reprogramming under ongoing CP cycle



① **CO** makes adjustments in the CEPlan and the tracking tool

② **RPMEA** shares updated CEPlan with IEO DETeam

③ **CO** returns ring-fenced funds to RO when CPE is postponed or cancelled

④ **CO & RPMEA** follow specific procedure for **cancellation of a CPE** - solely **under exceptional circumstances** when the country context renders the CPE **unfeasible** (armed conflict, epidemic, natural disaster etc.) - See [Guidance, Box 2](#)





Evaluation **budgeting**



Funding mechanism for CPE: Budget ring-fencing

CPEs are funded through **regular resources** and their **budgets** are **ring-fenced**. This means:

1. Budget allocated only for evaluation not programming, earmarked within the annual ceiling, not additional budget

2. Budget available only for given calendar year secured for the planned CPE year and cannot be rolled over

3. If CPE is postponed or canceled, CO must return ring-fenced funds to RO – if postponed, budget remains ring-fenced for the following year

4. CPEs cancellations exceptional, and CO must follow specific procedure permitted only when country conditions make evaluation unfeasible, such as armed conflict, epidemic, natural disaster, etc. – See [Guidance, Box 2](#)



As budget is ring-fenced, CPE expenditures should NOT extend across two calendar years

complete preparatory phase in the last quarter of year preceding the implementation of the CPE



Determining the budget for a CPE (1/1)

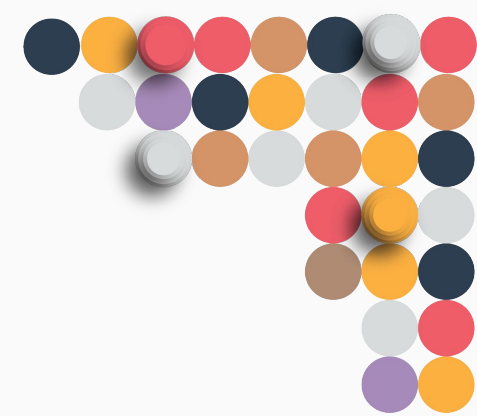
Primary cost categories are:

- **Evaluation team costs** Include consultancy fees for international, national, and young/emerging evaluators, based on person-days and standard rates
- **Travel and DSA** Cover international and domestic travel, daily subsistence allowance, and local transport
- **Data collection support services** Cover costs for translation, interpretation, and transcription, especially for multilingual contexts
- **Meetings and dissemination** Include logistical arrangements for ERG meetings, stakeholder consultations, validation workshops, and related activities
- **Contingency** Typically around 7% to cover unforeseen expenses





Determining the budget for a CPE (2/2)



Budget Line Item	Unit	Quantity	Unit cost (US\$)	Total Cost (US\$)
A. Evaluation team costs				
Individual consultancy fees				
International team leader	Person days ¹	50	650	32,500
National team member 1 (thematic expert)	Person days	35	350	12,250
National team member 2 (thematic expert)	Person days	35	350	12,250
Young and emerging evaluator	Person days	25	200	5,000

Subtotal A. Evaluation team costs	Domestic travel (national team member 1)		Round trip	2	500	1,000
B. Travel and DSA	Domestic travel (national team member 2)		Round trip	2	500	1,000
International travel for field work	Domestic travel (young and emerging evaluator)		Round trip	2	500	1,000
International airfare (team leader)	Subtotal: Travel		US\$ 6,120			
Terminals (residence-airport, airport-residence) ²	DSA					
Domestic travel for field work (two domestic flights) ³	DSA for international team leader (data collection in the capital city)		Days	5	300	1,500
Domestic travel (team leader)	DSA for international team leader (data collection outside capital city)		Hired vehicle (for transportation during site visits) ⁴			Days
	DSA for national team member 1 (data collection outside capital city)		100 for international team leader and 100 for national team member 1			




Access [Budgeting for a CPE](#)

Budget estimates for CPE and RPE



Indicative minimum budget for country and regional programme evaluations

Type of programme		Minimum <u>recommended</u> evaluation budget (in US\$)
Country programme 	Tier 1 countries	≥ 100,000 - 150,000
	Tier 2 countries	≥ 70,000 - 120,000
	Tier 3 countries	≥ 40,000 - 90,000
Multi-country programme or sub-regional programme		≥ 70,000 - 150,000
Regional programme		≥ 70,000 - 150,000

*Final amounts
must be determined
based on local factors
and the size
of the CP
portfolio*



Funding mechanism for project evaluations: Donor agreements

Project evaluations are funded through **other resources** and their **budgets included in donor documentation** (project proposals, project agreements, project budgets, etc.).

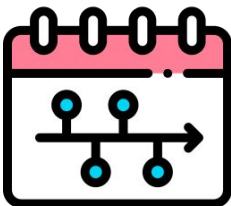


Since evaluation budgets are part of donor agreements, **CO and RO M&E personnel should be engaged early in project proposals and donor negotiations** to ensure a dedicated budget line and adequate funding for evaluation



Project evaluation budget must be aligned with:

- **stakeholders' expectations** regarding the scope, duration and rigour of the evaluation
- anticipated **evaluation questions** and related **methodology**
- **expertise needed** to conduct the evaluation (availability of consultants with project-related technical expertise)



Project evaluations may have **varying durations**, depending on the project scope and complexity. While other resources can be rolled over to the next year, it remains important to **ensure timely completion of evaluations to feed into critical decision-making** processes within the project



Budget estimates for project evaluations

Indicative minimum budget for other resource-funded projects above US\$ 1 million

Donor agreement budget (in US\$)	Indicative evaluation budget (in US\$)
1 million - 2 million	16,000 - 28,999
2 million - 3 million	29,000 - 39,499
3 million - 4 million	39,500 - 47,999
4 million - 5 million	48,000 - 54,999
5 million - 10 million	55,000 - 60,999
10 million - 15 million	70,000 - 82,499
15 million - 20 million	82,500 - 92,499
20 million - 25 million	92,500 - 99,999
25 million - 30 million	100.000 - 104,999
30 million and above	≥ 105,000

Final amounts must be determined based on local factors and the size of the project portfolio





Costed evaluation plan Template



The CEPlan template

Key components



- ① **Evidence gaps** to be addressed by planned evaluations
- ② **Evaluations** and other evaluative exercises
- ③ **Evaluation capacity development** activities

Main features



- Step-by-step guidance and [template](#) for evaluative evidence mapping to support **identification of information gaps**
- Focus on **high-value evaluations**
- Identification of **evaluation capacity development** activities
- **Utilization-focused** planning, emphasizing intended use of evaluations and capacity development
- Identification of evaluations with **humanitarian components** to flag special support needs
- Designation of **evaluation managers** and inclusion of **budget for CPE manager's participation in IEO-led training** workshop



CEPlan Package

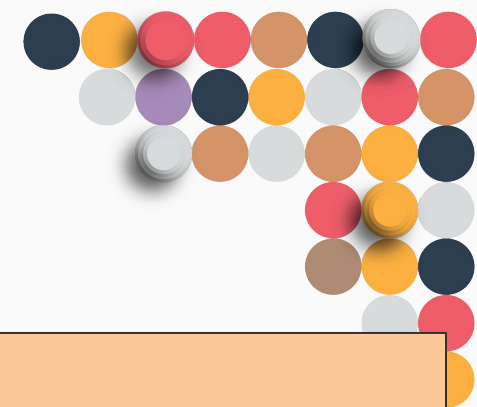
The **CEPlan** must be accompanied by the projects' **eligibility criteria grids** duly completed when submitted to the RPMEA and the IEO



CEPlan template: Evidence gaps (1/3)



Costed Evaluation Plan [Indicate name of country office]	
Programme cycle	United Nations Population Fund (UNFPA) [name of country] [cycle of assistance: number]th Country Programme ([programme period: year-year])
Indicative budget	[Insert the indicative total budget of the country programme, broken down by funding sources (regular resources and resources), as outlined in the country programme document]
Country programme priority areas (outputs)	[Include all the outputs of the country programme] <ul style="list-style-type: none">• Output 1: Statement.• Output 2: Statement.• Output 3: Statement.• Etc.
Previous country programme evaluation	Period covered: [Insert the number of the last programme cycle evaluated and its period in brackets] Year of completion: [Insert year of completion of last CPE] Evaluation quality assessment rating: [Insert EQA rating of last CPE]
Gap mapping/analysis of relevant evaluative evidence and knowledge gaps that are strategically important to inform the design and implementation of the upcoming country programme	<p>Draft a short narrative that explains why the list of evaluations included in the CEPlan is necessary to support evidence-based decision-making, learning and adaptation. The narrative should clearly: (i) identify the gaps in existing evaluative evidence; and (ii) justify the inclusion of the planned evaluations in the CEPlan to close these gaps. The narrative should be informed by the following process (which does not need to be explained in the narrative):</p> <ol style="list-style-type: none">1. Begin with a structured review of existing evaluative evidence. Systematically examine completed evaluations and reviews at country, regional, and global levels included in the UNFPA Evaluation Database (e.g., most recent CPE, project evaluations, evaluation of relevant regional programme, centralized thematic evaluations led by the IEO, relevant evaluation meta-syntheses, etc.). Reviewing the results of completed evaluations provides the basis for identifying where evaluative knowledge already exists.2. Develop a simple evidence map aligned to the new country programme outputs. Using this template, map the existing evaluations against the outputs of the new country programme. This helps visualize where there is a strong evidence coverage and where evaluative evidence is limited or outdated. <u>The evaluations in the CEPlan should not propose to revisit topics that have already been evaluated, unless those evaluations were completed many years ago and their results are no longer relevant and/or their quality (EQA) is rated: fair/poor or unsatisfactory.</u>3. Identify strategic knowledge gaps. Use the evidence map to pinpoint areas that are under-evaluated, for which there are pressing information needs, or where there is limited understanding of what works, what does not, why and for whom. <u>These gaps should be prioritized in the CEPlan to ensure evaluations generate value-added learning.</u>



CEPlan template: Evaluations (2/3)

Evaluations								
Evaluation title	Intended use of evaluation findings	Type of evaluation - See note 1	Humanitarian evaluation (yes; partially; no) - See note 2	Joint evaluation (yes; no), including partners where applicable - See note 3	Programme/ project budget in US\$ - See note 4	Estimated budget and source of funding (regular resources (RR); other resources (OR)) in US\$ - See note 5	Timeframe (month and year) - See note 6	Evaluation manager - See note 7



CEPlan template: Evaluation capacity development (3/3)

Evaluation Capacity Development						
Evaluation capacity development activity - See note 8	Objectives of evaluation capacity development activity	Category of evaluation capacity development (internal; national) - See note 9	Type of evaluation capacity development (individual; institutional; enabling environment) - See note 10	Targeted stakeholders - See note 11	Estimated budget and source of funding (regular resources (RR); other resources (OR) in US\$ - See note 12	Timeframe (month and year) - See note 13



Access [CEPlan template](#)



What works, what doesn't: Insights from two CEPlans



Costed Evaluation Plan Sylldavia Country Office

Costed Evaluation Plan Sylldavia Country Office	
Programme cycle	United Nations Population Fund (UNFPA) Sylldavia 7th Country Programme (2026-2029)
Indicative budget	US\$ 40 million (Regular resources: 10.4 million; other resources: 29.6 million)
Country programme priority areas (outputs)	<p>Output 1: By 2030, national capacities, including those of communities, are strengthened to provide integrated, quality, inclusive, continuous, and rights based maternal and neonatal health information and services to women, adolescents, and young people, particularly the most vulnerable, especially in underserved and humanitarian contexts.</p> <p>Output 2: By 2030, national capacities are enhanced to ensure equitable and universal access to a comprehensive range of modern contraceptives and quality family planning services, tailored to the needs of the population, particularly women, men, adolescents, youth, and marginalized people.</p> <p>Output 3: By 2030, national structures and communities are enhanced capacities to improve the prevention and quality management of gender-based violence, including female genital mutilation and child marriages, and supporting the socio-economic empowerment of women and girls and their resilience, including in humanitarian settings.</p> <p>Output 4: By 2030, national institutional capacities are strengthened to produce, manage, disseminate, and use high quality, disaggregated data for planning, monitoring, and evaluating national policies and international commitments, including the SDGs, ICPD agenda, the transformative results, and emerging megatrends.</p>
Previous country programme evaluation	<p>Period covered: 7th Country Programme (2017-2020)</p> <p>Year of completion: 2020</p> <p>Evaluation quality assessment rating: Very Good</p>
Gap mapping/analysis of relevant evaluative evidence and knowledge gaps that are strategically important to inform the design and implementation of the upcoming country programme	<p>The costed evaluation plan for the 7th Sylldavia Country Programme (2026-2029) is informed by a comprehensive analysis of evaluative evidence. The evaluations planned in this plan, including the country programme evaluation (CPE), will meet relevant information needs on the status of the programme, particularly in the areas of maternal health, family planning, gender-based violence, and population data and change. The results of the CPE will be used to inform the development of the next programme, in order to accelerate the achievement of UNFPA's transformative results.</p> <p>For Output 1, evaluative evidence demonstrates that progress towards enhancing access to maternal health information and services lags behind and requires substantial acceleration. While UNFPA aims to reinforce its normative leadership, there is limited rigorous evaluation on how its policy advocacy efforts and partnerships directly translate into tangible reductions in maternal mortality at the national and sub-national levels. Moreover, although efforts</p>

The narrative is written in clear and concise language. Evidence gaps are identified in a dedicated paragraph for each output, followed by a second paragraph detailing the planned evaluations and how they address the identified gaps in the evaluative evidence base.

Costed Evaluation Plan Borduria Country Office

Template 1 - Costed evaluation plan Template	
<p>Important: Before filling out the CEPlan template, please read the provided guidance carefully to ensure accuracy and compliance.</p> <p><input checked="" type="checkbox"/> I confirm that I have read and understood the guidance before completing the CEPlan template</p>	
Costed Evaluation Plan Borduria	
Programme cycle	United Nations Population Fund (UNFPA) Borduria [3rd] Country Programme (programme period: 2026-2030)
Indicative budget	US\$ 12.7 million (Regular resources: US\$ 3.4 million; other resources: US\$ 5.3 million)
Country programme priority areas (outputs)	<p>Output 1: The health sector has improved capacities, policies, and optimized structures for the delivery of inclusive, quality, and gender-responsive services, and for the promotion of healthy behaviours.</p> <p>Output 2: National and sub-national institutions, civil society, and other relevant stakeholders have improved capacities, resources, and frameworks to deliver and create demand for effective multisectoral gender-based violence prevention, protection, and response services and initiatives.</p> <p>Output 3: Public institutions, private sector and civil society are enabled to support and promote women's participation in all aspects of economic life in rural and urban areas.</p> <p>Output 4: Enhanced institutional capacities, data systems, and decision-making mechanisms are available through inclusive, evidence-based and human rights-based approaches that consider population development needs, social cohesion, emergencies, demographic changes and other megatrends such as ageing, digitalization and climate change.</p>
Previous country programme evaluation	<p>Period covered: Country Programme (2016-2020)</p> <p>Year of completion: 2019</p> <p>Evaluation quality assessment rating: Very Good</p>

Dos and don'ts in identifying evaluative evidence gaps



- Systematically review **IEO-led centralized evaluations** and latest **RPE**
- Present evaluative evidence **gaps according to results areas**: Outputs at CO-level – Outcomes at RO-level
- Focus on **evaluative evidence gaps** (*what is not known from evaluations*) rather than programming gaps (*what evaluations have shown is not working or missing*)
- Include evaluative evidence gaps related to **cross-cutting issues** such as humanitarian action, gender equality, human rights, disability inclusion (LNOB), resource mobilization, M&E
- Keep the **narrative concise, specific** and **focused** on the most critical evidence gaps (no need to list all the centralized and decentralized evaluations reviewed)
- Include a link to the **evaluative evidence gap mapping supporting document** in the narrative to show a thorough review was conducted
- Ensure **all planned evaluations** in the CEPlan are **linked to** identified evaluative evidence **gaps**



- Don't overlook **decentralized evaluations** (incl. RPE and project evaluations) and/or **IEO-led centralized evaluations** that are thematically relevant (incomplete evaluative evidence mapping)
- Don't present a general list of evaluative evidence **gaps that are not specifically aligned with results areas** (outputs or outcomes)
- Don't **reiterate findings of existing evaluations**, summarizing known programming gaps (what evaluations have already shown does not work)
- Don't omit evaluative evidence gaps related to **cross-cutting issues** unless they are not relevant in the specific context (e.g. humanitarian action)
- Don't focus on **evaluative evidence gaps about what works only**, while overlooking knowledge gaps about why and under what circumstances interventions work
- Don't use **vague** or **overly broad language** to describe evaluative evidence gaps, without specifying what needs to be evaluated and why
- Don't **mention only some planned evaluations**, failing justification for the inclusion of all evaluations in the CEPlan



Good quality CEPlan: Checklist



- ☐ Clear articulation of the **information needs** and evaluative **evidence gaps**
- ☐ Inclusion of **mandatory CPE** according to the Evaluation Policy (see CPE coverage norm)
- ☐ Inclusion of **project evaluations** based on the **eligibility criteria** assessment (score of 70% + approval by RPMEA)
- ☐ Careful selection of **strategic subjects** for evaluation (key programme priorities, emerging themes, potential for scaling-up, and cross-cutting issues)
- ☐ Indication of the specific **type of evaluation** (e.g. humanitarian, joint)
- ☐ Indication of **timing** of evaluations (overall evaluation start and end date; for CPE: start and end dates for preparation phase and implementation phase)
- ☐ Definition of estimated cost and indication of the **required budget** for each evaluation
- ☐ Indication of planned **year of CPE manager training** (i.e., participation in the IEO-led cross-regional evaluation capacity development workshop)
- ☐ Appropriate **sequencing** and adequacy of **expected duration** for each evaluation
- ☐ Nomination of an **evaluation manager** for each planned evaluation
- ☐ Inclusion of **CPE manager training** and related **budget**
- ☐ Identification of **internal and/or national evaluation capacity development** activities and related **budgets**



A CP informed by evaluative evidence and planned evaluations

Optional annexes

Government endorsement letter

Political checklist

Resident Coordinator's letter

UNSDCF, United Nations Strategic Framework or equivalent

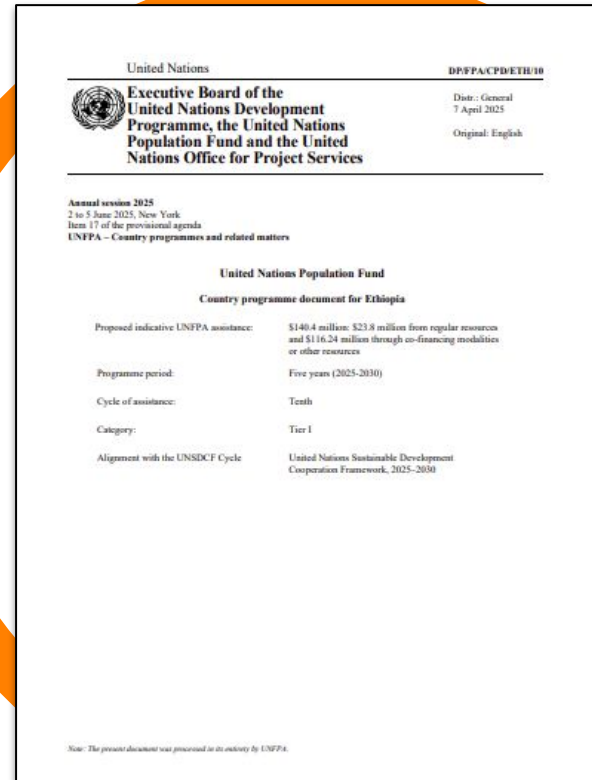
Mandatory annexes

Draft CPD (after DED-P approval)

Costed evaluation plan

Evaluation of the previous country programme cycle

Annex: Evaluative evidence informing the country programme



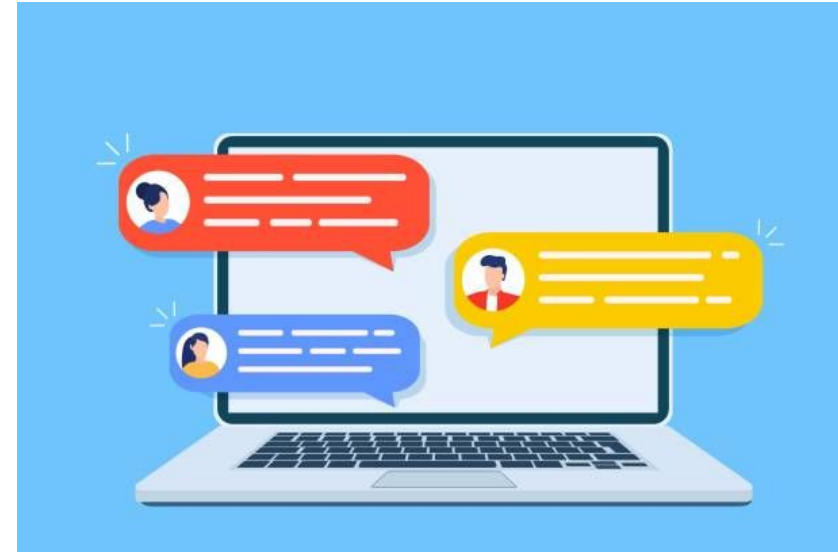
Source: [Policy and Procedures for Development and Approval of the Country Programme Document \(CPD\)](#)



Discussion



Thank You! Questions?



Post-webinar quiz: Put your knowledge to the test

Please take **10 minutes** to complete the **wrap-up quiz** and check how well you have understood the guidance, tools and templates for planning and budgeting evaluations



✓ Instructions

- Access the quiz through the [link](#) provided in the chat
- **15 multiple-choice questions** : Choose the right answer(s) for each question
- You will receive **your score** and the correct answers for each question immediately after you have taken the test





unfpa.org/evaluation



Evaluation
Database

Find all UNFPA **evaluation reports, exercises, management responses, and evaluation quality assessments**



Key
Documents

Find all **strategic documents** that frame the evaluation function at UNFPA



Evaluation
Office Reports

Find all **centralized evaluations** and other evaluation exercises



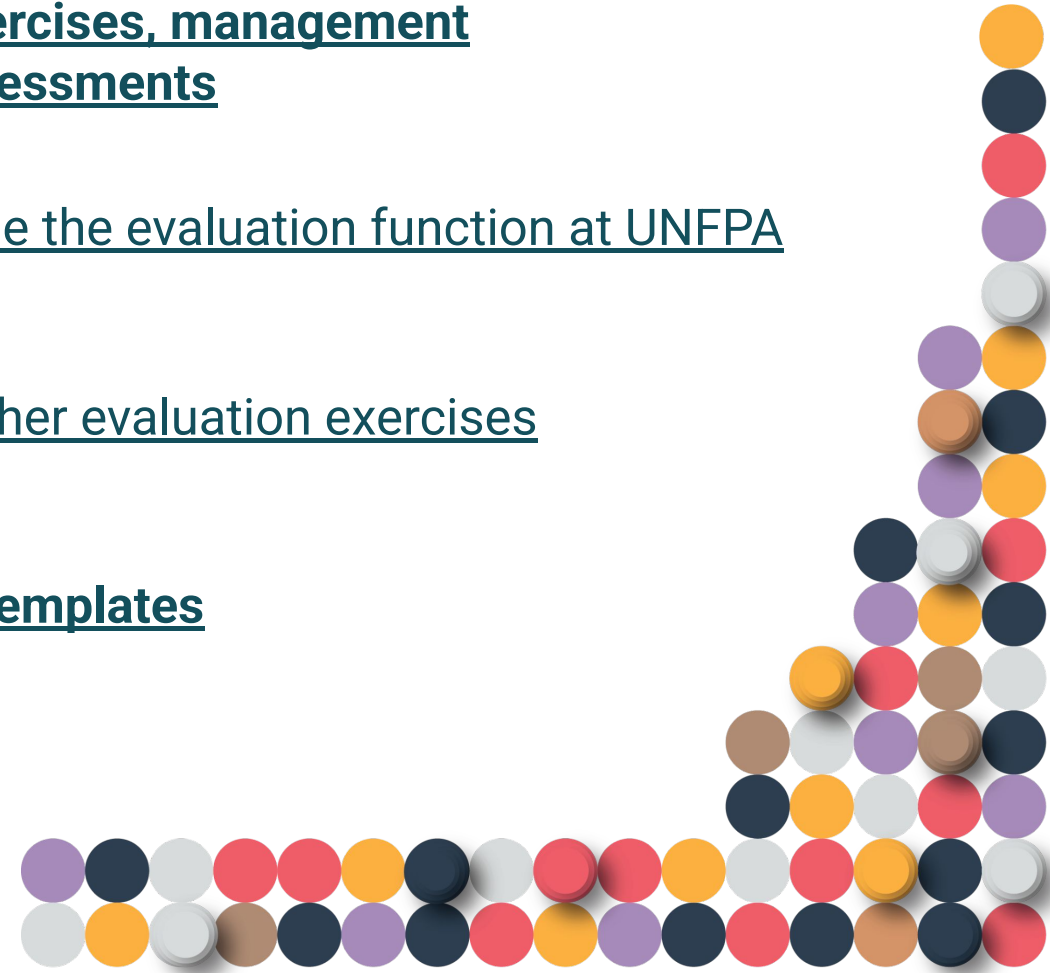
Resources

Find evaluation **guidelines, tools and templates**

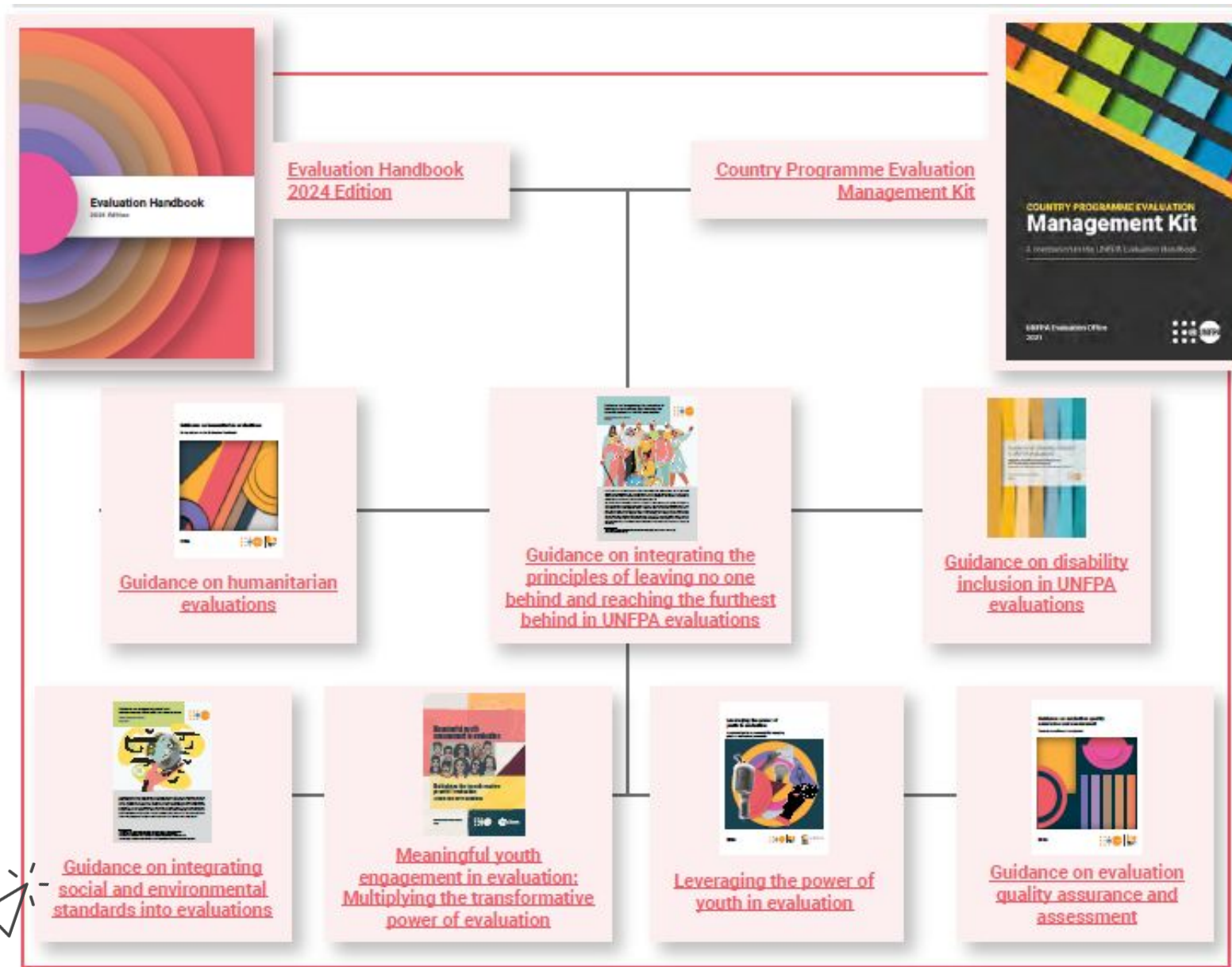
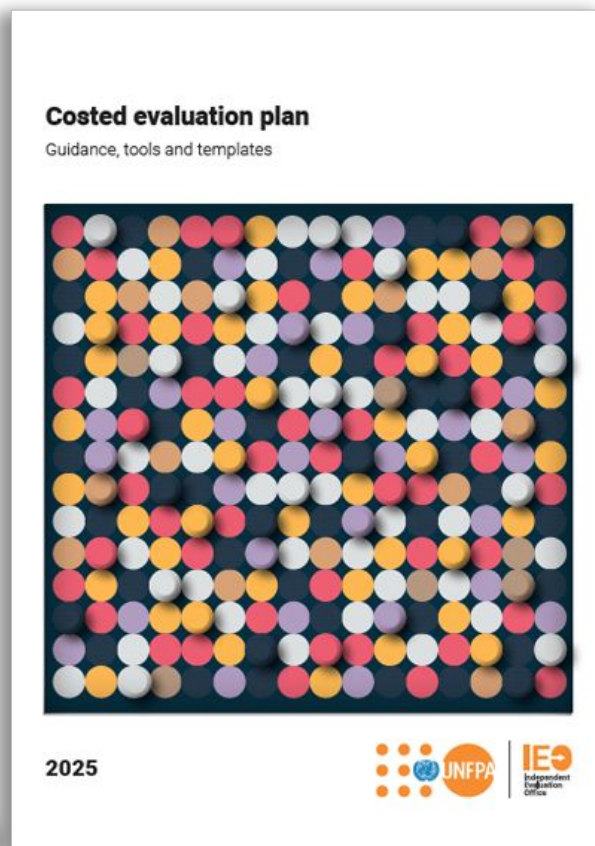


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