



Multi-year Costed Evaluation Plan 2026-2029

UNFPA Independent Evaluation Office

Informal consultation

27 January 2026

Purpose

1. Provides a coherent and forward-looking framework to guide the commissioning, management, and use of evaluations across UNFPA.
2. Promotes and enhances *organizational learning, accountability, and evidence-based decision-making* at global, regional, and country levels.
3. Updates and extends the previous evaluation plan to remain aligned with evolving strategic priorities and a rapidly changing operating environment.
4. Combines multi-year predictability with built-in review points to allow recalibration as the context evolves.

Scope

The plan covers three categories of evaluative work:

Centralized evaluations

- Assess issues of strategic significance, organizational priorities and performance, and development effectiveness
- Include joint and system-wide evaluations as well as selected country-level emergency responses
- Managed and conducted by the Evaluation Office with support from thematic experts

Decentralised programme evaluations

- Commissioned by regional and country offices, and HQ business units;
- Focus on regional and country programme performance
- Conducted by external evaluators

Other evaluative exercises

- Meta-syntheses to consolidate learning on cross-cutting themes from multiple evaluations

Consultative process

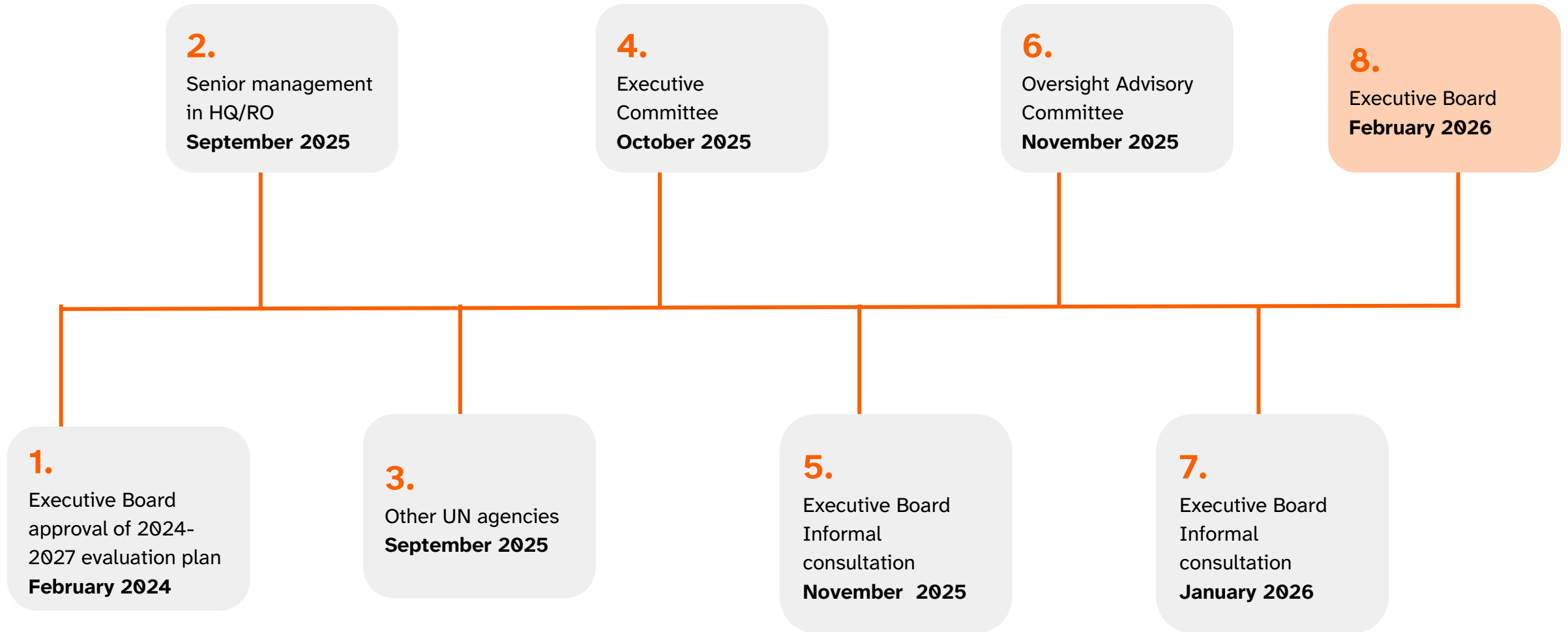
The plan incorporates:

- Evaluations already approved by the Board under the previous 2024–2027 plan
- Additional evaluations identified through:
 - Evidence-gap analysis, assessing centralized evaluations undertaken during 2018–2025
 - Consultations with key stakeholders
 - Identification of opportunities for joint, inter-agency, and system-wide evaluations

Phased implementation approach:

- Evaluations planned for 2026–2027 are confirmed
- Evaluations for 2028–2029 are indicative and will be re-confirmed in early 2027

Consultative process



Innovation

An Evaluative Forward Initiative, piloting new evaluation management modalities.

Represents a strategic shift from a model of primarily outsourced evaluations to one of

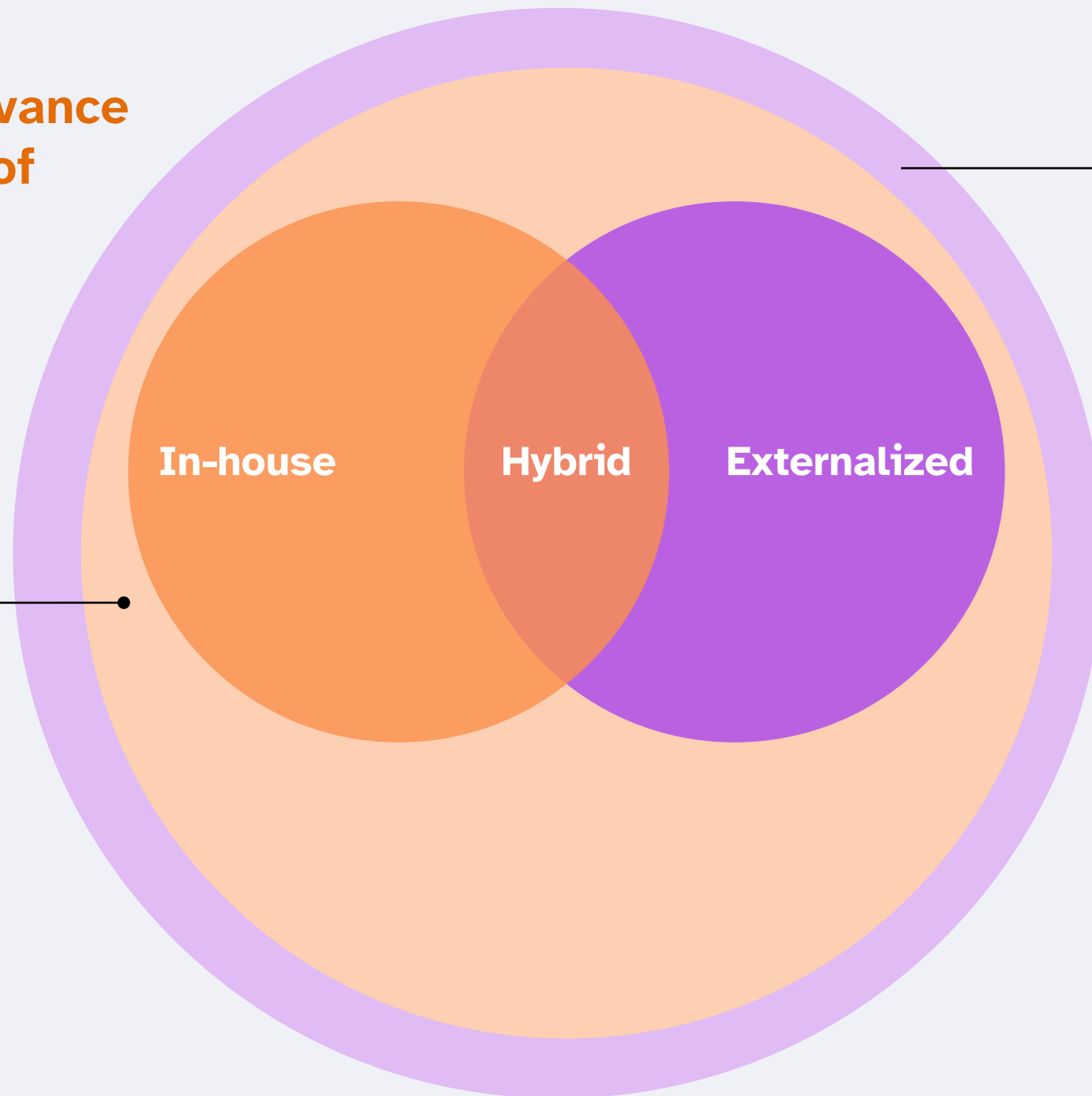
- Evaluations led and managed by the Independent Evaluation Office
- Active engagement and co-authorship with external thematic experts

This shift aims to enhance

- Strategic relevance and timeliness
- Methodological rigor and cost-efficiency
- Coherence and learning across the evaluation portfolio

**Enhancing relevance
and efficiency of
evaluations**

Scale up AI use



Enhanced and
reimagined
audience-focused
communication

- Report length and structure
- Annexes

Proposed Centralized Evaluations 2026-2029 (1/2)

42 (26+16) centralized evaluations & evaluative exercises (19 joint or system-wide)

Strategic Plan	2026	2027	2028	2029
Four Outcomes	Evaluation of UNFPA support to Gender Equality and Women's empowerment	Evaluation of the Maternal and Newborn Health Fund (Phase 4, 2024-2028)	End line evaluation of the UNFPA Supplies Partnership Programme (2022-2030)	Joint final evaluation of the UNFPA-UNICEF Joint Programme to Eliminate FGM
	Joint evaluation of the UNFPA-UNICEF Joint Programme to Eliminate Female Genital Mutilation	Joint evaluation of the UNFPA-UNICEF Global Programme to End Child Marriage (Phase III - Mid-term Review)	Evaluation of UNFPA contribution to Maternal and Newborn Health and Wellbeing	Evaluation of UNFPA contribution to the Strategic Plan 4th Outcome
			Evaluation of UNFPA contribution to Family Planning	
Six Outputs	Evaluation of UNFPA's normative role		Evaluation of UNFPA leveraging sustainable financing and investment	
Humanitarian action and preparedness	Evaluation of UNFPA approach to localization	Evaluation of UNFPA Emergency Policy and Procedures (EPP)		
	Humanitarian evaluation (DRC)	Humanitarian evaluation (TBD)	Humanitarian evaluation (TBD)	Humanitarian evaluation (TBD)
	CPE evaluation with a significant humanitarian component	CPE evaluation with a significant humanitarian component	CPE evaluation with a significant humanitarian component	CPE evaluation with a significant humanitarian component

Proposed Centralized Evaluations 2026-2029 (2/2)

42 (26+16) centralized evaluations & evaluative exercises (19 joint or system-wide)

Strategic Plan	2026	2027	2028	2029
Organizational effectiveness, efficiency and crosscutting		Evaluation of UNFPA strategic communication for impact	Summative evaluation of the UNFPA Strategic Plan 2018-2026	
			Evaluation of UNFPA digital transformation	Evaluation of UNFPA Human Resources management
	Synthesis of UNFPA evaluations on OEE/4 TRs (TBD)	Synthesis of UNFPA evaluations on OEE/4 TRs (TBD)	Synthesis of UNFPA evaluations on OEE/4 TRs (TBD)	Synthesis of UNFPA evaluations on OEE/4 TRs (TBD)
Systemwide evaluations and synthesis exercises	Interagency Synthesis on UN Youth Strategy (part 4)	Interagency synthesis (TBD)	Interagency synthesis (TBD)	Interagency synthesis (TBD)
	Systemwide evaluation (SWEO TBD)	Systemwide evaluation (SWEO TBD)	Systemwide evaluation (SWEO TBD)	Systemwide evaluation (SWEO TBD)
	Systemwide Humanitarian Evaluation (IAHE TBD)	Systemwide Humanitarian Evaluation (IAHE TBD)	Systemwide Humanitarian Evaluation (IAHE TBD)	Systemwide Humanitarian Evaluation (IAHE TBD)

Proposed Decentralized
Evaluations 2026-2029

Country Programme
Evaluations

Country Programme Evaluation by Region	2026	2027	2028	2029	Total
Asia and the Pacific	4	3	1	4	12
Arab States	5	1	1	3	10
Eastern Europe and Central Asia	2	1	-	9	12
East and Southern Africa	5	3	2	2	12
Latin America and the Caribbean	4	3	1	3	11
West and Central Africa	5	4	2	3	14
Total	25	15	7	24	71

Proposed Decentralized
Evaluations 2026-2029

**Regional Programme
Evaluations**

Regional Programme Evaluation	2026	2027	2028	2029	Total
Asia and the Pacific	0	0	1	0	1
Arab States	0	0	1	0	1
Eastern Europe and Central Asia	0	0	1	0	1
East and Southern Africa	0	0	1	0	1
Latin America and the Caribbean	0	0	1	0	1
West and Central Africa	0	0	1	0	1
Total	0	0	6	0	6

Overview of estimated cost of evaluations 2026-2029

2026-2029 (in million USD)	
Independent Evaluation Office* and centralized evaluations funded by the Integrated Budget	15.17
Centralized evaluations funded by other resources	1.50
Decentralized programme evaluations	6. 08
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Total evaluations cost (2026-2029)	22.75
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**Evaluation Office costs include: (a) posts, (b) consultants, (c) furniture and equipment, and (d) operating expenses*



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Ensuring rights and choices for all



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