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Quadrennial budgeted evaluation plan, 2022–2025

Summary

The quadrennial budgeted evaluation plan for 2022-2025 has been prepared in line with the evaluation policy of UNFPA (DP/FPA/2019/1) and following relevant Executive Board decisions as well as General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system.

The plan presents the strategic approach to evaluation planning and details proposed corporate and decentralized programme-level evaluations for UNFPA, together with information on budget, key risks and reporting arrangements.

Elements of a decision

The Executive Board may wish to:

- (a) *welcome* the relevance and utility of the quadrennial budgeted evaluation plan for 2022-2025;
- (b) *acknowledge* the transparent and participatory process undertaken in developing the quadrennial budgeted evaluation plan for 2022-2025; and
- (c) *approve* the quadrennial budgeted evaluation plan for 2022-2025.



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I. Background and purpose of the quadrennial budgeted evaluation plan, 2022-2025

1. In line with the UNFPA evaluation policy (DP/FPA/2019/1), the evaluation function at UNFPA serves three main purposes:

- (a) Evaluation is a means to demonstrate accountability to stakeholders on its performance in achieving development results and invested resources;
- (b) Evaluation supports evidence-based decision-making;
- (c) Evaluation contributes important lessons learned to the knowledge base of the organization to accelerate the implementation of the Programme of Action of the International Conference on Population and Development.

2. The quadrennial budgeted evaluation plan, 2022-2025 is prepared in line with the evaluation policy approved by the Executive Board and aligned with General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR).

3. The purpose of the quadrennial budgeted evaluation plan is to provide a coherent framework to guide the commissioning, management and use of evaluations at UNFPA. In alignment with the QCPR, General Assembly resolution 72/279 on the repositioning of the United Nations development system and the Funding Compact, the plan made a significant effort to ensure that an important percentage of UNFPA centralized evaluations are either system-wide or joint. The plan also provides a basis for monitoring and reporting on the implementation of planned centralized evaluations, as well as decentralized country and regional programme-level evaluations. Centralized evaluations included in the plan will be presented to the UNFPA Executive Board or relevant stakeholders, in compliance with the Evaluation Policy.

4. The plan should be viewed as flexible and responsive to the changing context in which UNFPA works. Therefore, it will be revised if necessary, to ensure its constant relevance to the organization and its transformative results. To facilitate a balanced approach between strategic coverage and the utility of evaluation, the plan covers four years. Firm proposals are presented for 2022-2023, with indicative proposals for 2024-2025 to be validated in 2023.

Scope and coverage of the quadrennial budgeted evaluation plan, 2022-2025

5. The quadrennial budgeted evaluation plan is aligned with the outcomes, outputs, accelerators and organizational effectiveness and efficiency results set out in the UNFPA strategic plan, 2022-2025.

6. The plan covers two categories of evaluations, as defined in the revised UNFPA evaluation policy.

(a) First, centralized evaluations are covered by the plan. Centralized evaluations are independent exercises undertaken by the Evaluation Office to assess issues of corporate strategic significance that contribute to achieving the transformative results of the UNFPA strategic plan concerning development effectiveness and organizational performance. Centralized evaluations address organizational-wide issues, and include thematic, institutional, joint and United Nations system-wide evaluations and synthesis studies, as well as evaluations of major UNFPA-wide programmes, global trust funds and partnerships at the request of funding partners.

(b) Second, decentralized programme-level evaluations are the other category of evaluation covered. These evaluations are managed by the respective country and regional offices responsible for the programme being assessed. Independent external evaluators pre-qualified by the Evaluation Office conduct these evaluations according to terms of reference approved by the Evaluation Office and as stipulated in the evaluation policy. There are two types of programme-level evaluations: country programme evaluations and regional programme evaluations. These evaluations assess progress towards outcomes at the country or regional level, respectively, generating learning and informing the design and implementation of forthcoming programmes.

II. Intentionality and use of evaluations

7. Evaluation findings, recommendations and lessons learned are used to improve organizational and United Nations system-wide performance toward the fulfilment of sexual and reproductive health and reproductive rights, and the accelerated implementation of the International Conference on Population and Development and other internationally agreed development goals, including the Sustainable Development Goals.

8. UNFPA seeks to strengthen accountability for results and ensure that evaluation findings contribute to informed, evidence-based decision-making and feed into organizational learning for more effective programming. Results should inform the development and implementation of operational and normative plans and policies, including the implementation and midterm review of the UNFPA strategic plan, 2022-2025, the design of the next UNFPA strategic plan (for 2026-2029), and the development of country and regional programme documents.

9. The use of evaluation findings is a critical element of the evaluation process and is a shared responsibility between management and the Evaluation Office. To facilitate use, an evaluation must be relevant, timely, targeted, and efficiently communicated. Hence, UNFPA conducts evaluations in a participatory and consultative manner with established reference groups. This supports organizational buy-in and use of findings and recommendations from the onset while ensuring independence, objectivity and credibility. Additionally, formal management responses to all completed evaluations are requested and knowledge generated by evaluations is shared and disseminated through various knowledge-management platforms.

III. Strategic approach to the planning of evaluations

A. Overarching principles and norms of evaluation

10. The guiding principles of evaluation at UNFPA emanate from the Evaluation Policy, decisions taken by the General Assembly and the Executive Board, from the commitment of UNFPA executive management to nurture a culture for evaluations, and from the United Nations Evaluation Group norms and standards and code of conduct for evaluations.

11. These principles guided the development of the quadrennial budgeted evaluation plan; they are as follows:

(a) Evaluations are planned and conducted to ensure national ownership and leadership of evaluation processes by rights holders and duty bearers. They are undertaken to strengthen national evaluation capacity, including of young and emerging evaluators, and to increase the participation of national counterparts, including young people, through inclusive and participatory approaches, and following the principles of aid effectiveness, specifically the principles of national ownership and mutual accountability.

(b) Evaluation abides by universally shared values of equity, justice, gender equality and respect for diversity. The UNEG handbook, *Integrating Human Rights and Gender Equality in Evaluation - Towards UNEG Guidance*, is also part of this guiding principle.

(c) By generating evidence, evaluation enables informed management and decision-making. Management ensures that evaluation is an integral part of the organizational standards of UNFPA. As part of a culture of accountability and managing for results, UNFPA seeks empirical evidence on the results achieved, using lessons learned to improve programme design and effectiveness and to meet the needs of rights holders.

(d) In congruence with the United Nations Secretary-General's report on repositioning the United Nations development system to deliver on the 2030 Agenda for Sustainable Development (A/72/684-E/2018/7), UNFPA harmonizes and aligns its evaluations with the evaluation efforts of United Nations system partners, including through joint evaluations with these and other development partners, as well as engaging in United Nations system-wide evaluation efforts.

B. Selection criteria of evaluations included in the plan

12. The following criteria, in the order of priority set in the evaluation policy, were used to guide the selection of centralized and programme-level evaluations:

- (a) *Strategic relevance of the subject*: (i) Does the evaluation cover issues of corporate strategic significance that contribute to the achievement of the strategic plan?; (ii) Is the subject of the evaluation a programmatic priority?; (iii) Is the subject of the evaluation part of the annual priorities of UNFPA?; and (iv) Is the subject of the evaluation a priority for UNFPA in a specific geographical region where, for example, there is high maternal mortality, low contraceptive prevalence, or high teenage pregnancy rates?
- (b) *Risk associated with the subject*: Are there political, economic, funding, structural or organizational factors that present a potentially high risk for the non-achievement of results or for which further evidence is needed for decision-making by management?
- (c) *Potential for joint or United Nations system-wide evaluation*: Does the evaluation present an opportunity to evaluate jointly with other partners (United Nations entities, national governments, donors, etc.) or contribute to a United Nations Sustainable Development Cooperation Framework evaluation to avoid duplication and promote coordination?
- (d) *Significant investment*: Is the subject considered significant concerning the portfolio of activities of UNFPA?
- (e) *Feasibility for implementing the evaluation*: (i) Is the evaluability of the intervention sufficient to conduct an in-depth evaluation that can provide sound findings, recommendations and lessons learned?; and (ii) Does the commissioning office (the Evaluation Office, the regional office or the country office) have the resources available to conduct or manage a high-quality evaluation within the period indicated?
- (f) *Potential for replication and scaling-up*: (i) Would an evaluation provide the information necessary to identify the factors required for the success of an intervention and determine the feasibility of its replication or scaling-up?; and (ii) Is the intervention a pilot or an innovative initiative?
- (g) *Knowledge gap*: Will the evaluation help to fill a vital knowledge gap concerning the thematic focus of UNFPA?
- (h) *Formal commitments to stakeholders*: (i) Are stakeholders requesting the evaluation (for example, through donor requirements in co-financing arrangements)?; and (ii) Can the request for the evaluation be satisfied through an evaluation that is already planned?

C. Consultative process followed to develop the plan

13. The Evaluation Office followed three key steps to identify (a) strategic evaluation priorities concerning the UNFPA strategic plan, 2022-2025; and (b) knowledge gaps where centralized evaluations would add value.

- (a) First, building on the Transitional Evaluation Plan (2020-2023), an evidence-gap analysis was conducted by the Evaluation Office, assessing the coverage of centralized evaluations to be managed during 2015-2021 against the UNFPA strategic plan outcome areas and organizational effectiveness and efficiency priorities. While highlighting a few evidence gaps in the topical area of population dynamics, the analysis found a balanced coverage of evaluations across the three transformative results. In conformity with the increasing scale and the corresponding growth of the UNFPA portfolio on humanitarian assistance, the analysis illustrated increasing evaluative evidence on humanitarian interventions. The analysis also demonstrated a promising coverage of the key drivers to achieve the three outcomes of the strategic plan 2022-2025, namely evaluations that address the six outputs and the six accelerators, including the UNFPA response to the COVID-19 pandemic, adolescents and youth, and leaving no one behind, as well as evaluations that cover organizational effectiveness and efficiency, such as UNFPA engagement with the United Nations reform.
- (b) Second, based on the criteria mentioned above, a tentative list of proposed centralized evaluations was subject to selectivity analysis to assess their relevance and utility to UNFPA efforts to achieve the goal of the next strategic plan (for 2022-2025). The list of potential evaluations was used as the basis for bilateral consultations with major stakeholders at all levels of the organization.

(c) Third, consultations presenting the draft quadrennial budgeted evaluation plan were held with the UNFPA Executive Committee, senior management at headquarters and regional levels, relevant United Nations agencies, the Oversight Advisory Committee, and with the Executive Board. Consultations were also undertaken with other United Nations organizations, to identify possible joint and system-wide evaluations.

D. Responsiveness to evolving needs

14. UNFPA operates in a dynamic and shifting development landscape. In particular, the Sustainable Development Goals, the QCPR, the United Nations reform agenda, new types of development partnerships and, within UNFPA, the recently endorsed strategic plan, 2022-2025 demand changes in the way UNFPA operates. In addition, the unprecedented challenges created by COVID-19 and its consequences have made evaluative evidence more important than ever for an informed recovery from the pandemic and moving beyond it. Within this context, timely, relevant and good quality evaluations will be important for evidence-based decision-making and lesson learning in UNFPA. At the same time, the maturation of the UNFPA evaluation function and gradual strengthening of evaluation systems and capacities permit UNFPA to diversify the range of evaluations conducted at all levels, to better respond to lesson learning and accountability needs. Therefore, the following evolving needs have guided the development of the plan.

(a) *United Nations coherence in evaluation.* As part of their commitment to the United Nations development system reform, the United Nations system organizations are seeking to jointly evaluate their combined efforts, in particular in the context of joint programmes or system-wide goals. The Evaluation Office will increase efforts to strategically engage in joint or system-wide evaluation initiatives. This may entail managing or conducting joint evaluations and syntheses or participating in system-wide evaluation initiatives, engaging in reference groups or other cooperative engagements. Twelve centralized evaluations have been identified as United Nations system-wide evaluations, and two as joint evaluations.

(b) *Humanitarian evaluations.* The proliferation of increasingly severe and complex humanitarian crises coupled with the COVID-19 pandemic has required an increasing number of UNFPA field offices to engage in humanitarian responses. UNFPA evaluation approaches need to address the specific requirements of assessing performance and lesson learning of humanitarian interventions and other interventions within humanitarian contexts. For this reason, a two-pronged strategy will be applied. On the one hand, an enhanced focus on UNFPA performance in humanitarian settings will be pursued. On the other, all centralized evaluations will specifically analyse the development-humanitarian context. In addition, the Evaluation Office will deepen its engagement in existing partnerships for humanitarian evaluations such as (a) United Nations system-wide evaluations of emergency responses managed by the Inter-Agency Humanitarian Evaluation Steering Group; (b) the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP); (c) United Nations system-wide evaluation unit; and (d) the Global COVID-19 Evaluation Coalition.

(c) *Use of existing evaluative evidence through meta-synthesis.* It is vitally important for UNFPA to fully understand and utilize learning from both centralized and decentralized programme-level evaluations, particularly concerning systemic and cross-cutting issues. The Evaluation Office will therefore conduct synthesis studies to capture and share learning on cross-cutting issues.

(d) *Use of innovation to enhance evaluation.* Given the evolving external and internal needs for evaluative evidence, as well as methodological challenges brought about by these changes, the Evaluation Office will continue to diversify and adapt its evaluation methodologies and approaches to addressing the rapidly evolving contexts. This will lead to more diversified, innovative, responsive and relevant evaluations at country, regional and global levels that respond to the accountability and learning needs of UNFPA.

IV. Centralized evaluations

15. The list of centralized evaluations presented in table 1 below ensures comprehensive coverage of the UNFPA strategic plan, 2022-2025 by providing the assessment of UNFPA contributions to the strategic plan. Specifically, the centralized evaluations will cover the three interconnected strategic plan outcomes to be achieved by 2025: Outcome 1 (the reduction in the unmet need for family planning has accelerated); Outcome 2 (the reduction of preventable maternal deaths has accelerated); and Outcome 3 (the reduction in gender-based violence and harmful practices has accelerated).¹ Given that UNFPA will contribute to these outcomes by achieving six interconnected outputs,² which in turn will be achieved through six accelerators,³ the centralized evaluations will also cover these components of the strategic plan as well as organizational effectiveness and efficiency results to ensure a comprehensive assessment of the progress made towards achieving the three transformative results.

16. Over four years, the Evaluation Office anticipates managing 24 centralized evaluations – out of which twelve will be United Nations system-wide evaluations and other evaluative exercises;⁴ and two will be joint evaluations with other United Nations entities. In total, 58 per cent of the proposed evaluations over the next four years will either be joint or system-wide exercises.

17. Table 1 presents, in summary, the broad topics proposed for centralized evaluations by key components of the UNFPA strategic plan 2022-2025, and the sequencing of evaluations over the four years covered by the plan.

¹ UNFPA strategic plan, 2022-2025 (DP/FPA/2021/8)

² These outputs are (a) policy and accountability; (b) quality of care and services; (c) gender and social norms; (d) population change and data; (e) humanitarian action; and (f) adolescents and youth. All the outputs contribute to the achievement of each outcome; they have a multidimensional, ‘many-to-many’ relationship with these outcomes.

³ UNFPA has identified six accelerators to achieve these six interconnected outputs: (a) Human rights-based and gender-transformative approaches; (b) Innovation and digitalization; (c) Partnerships, South-South and triangular cooperation, and financing; (d) Data and evidence; (e) Leaving no one behind and reaching the furthest behind first; (f) Resilience and adaptation, and complementarity among development, humanitarian and peace responsive efforts.

⁴ Centralized evaluations include thematic and institutional evaluations, as well as synthesis and meta-analysis exercises.

Table 1. Proposed centralized evaluations, 2022-2025

Strategic Plan 2022-2025	2022	2023	2024	2025
Three Outcomes	Midterm evaluation of Maternal Health Thematic Fund (launched in 2021) Joint formative evaluation of UNFPA-UNICEF Global Programme to Accelerate Action to End Child Marriage	System-wide evaluation of SDG 3 – Global Action	Evaluation of UNFPA Supplies Partnership	Joint midterm evaluation of the UNFPA-UNICEF Joint Programme on the Abandonment of Female Genital Mutilation (Phase IV)
	System-wide evaluation on UNAIDS efficiency (launched in 2021)	System-wide evaluation UNAIDS (TBD)	System-wide evaluation UNAIDS (TBD)	System-wide evaluation UNAIDS (TBD)
Six outputs and six accelerators	Formative evaluation of UNFPA response to the COVID-19 pandemic System-wide evaluation of the COVID-19 global humanitarian response plan (launched in 2021) Formative evaluation of UNFPA support to adolescents and youth (launched 2021) Evaluation of UNFPA contribution to population dynamics and data		Evaluation of UNFPA use of a human rights-based approach and support to ‘leave no one behind’ Evaluation of UNFPA support to 2020 round of population and housing census data Evaluation of data in humanitarian action	
		System-wide humanitarian evaluation – crisis-specific (TBD)		System-wide humanitarian evaluation – thematic (TBD)
Organizational effectiveness and efficiency	Formative evaluation of UNFPA engagement with United Nations reform (launched in 2021)	Evaluation of UNFPA Strategic Plan 2022-2025		
Synthesis/ Meta-analysis	System-wide meta-synthesis on Youth – part 2 (launched in 2021)	System-wide meta-synthesis (TBD)	System-wide meta-synthesis (TBD)	System-wide meta-synthesis (TBD)

V. Decentralized programme-level evaluations

18. Costed evaluation plans, developed by country offices and regional offices and approved by the Board, were reviewed and planned country and regional programme-level evaluations were included in the quadrennial evaluation plan.

19. Overall, 57 country programme evaluations have been planned across all six UNFPA regions, with an average of roughly 14 country programme evaluations per year (see table 2). At the regional level, six regional programme evaluations are planned (see table 3).

Table 2. Number of country programme evaluations by region, 2022-2025

Country programme evaluations by region	2022	2023	2024	2025	Total
Asia and the Pacific	3	0	4	1	8
Arab States	0	0	5	2	7
Eastern Europe and Central Asia	0	0	9	1	10
East and Southern Africa	6	2	3	3	14
Latin America and the Caribbean	0	2	3	4	9
West and Central Africa	4	3	1	1	9
Total by year	13	7	25	12	57

Table 3. Number of regional programme evaluations by region, 2022-2025

Regional Programme Evaluations	2022	2023	2024	2025	Total
Arab States	0	0	1	0	1
Asia and the Pacific	0	0	1	0	1
East and Southern Africa	0	0	1	0	1
Eastern Europe and Central Asia	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 by year	0	0	6	0	6

VI. Expected resources for evaluation

20. An effective evaluation function requires secure, predictable and adequate investment in financial and human resources.

A. Human resources

21. In 2021, the Evaluation Office had 10 approved posts: one at the 'general service' level, eight at the 'professional' level and one at the 'director' level. In addition, the office had two international youth United Nations Volunteers. With the view of strengthening its capacity even further, the Integrated Budget, 2022-2025, endorsed by the Executive Board includes the establishment of a new P2 position and an upgrade of two other positions.

22. The staff of the Evaluation Office is responsible not only for the management of centralized evaluations but also for other evaluative activities, including evaluation capacity development. In 2022-2025, the Evaluation Office will continue to support decentralized programme-level evaluations in the following ways:

- (a) Provision of methodological guidance on how to design and conduct decentralized programme-level evaluations;
- (b) Training on the decentralized country and regional programme evaluation methodology and coordination of professional development opportunities to develop the evaluation capacity of UNFPA country offices and national counterparts;
- (c) Management of the quality assessment system of decentralized programme-level evaluations;
- (d) Contributing, in coordination with regional offices, to the quality assurance of decentralized programme-level evaluations through prequalification of evaluation teams and approval of terms of reference;
- (e) Dissemination of evaluation knowledge, through the UNFPA knowledge-management platforms, networks and communities of practice.

23. At the decentralized level, there has been a progressive increase in the number of monitoring and evaluation officers/focal points across country offices over the last five years. As of 2020, almost 97 per cent of country offices were staffed with either a monitoring and evaluation officer/specialist or a monitoring and evaluation focal point.

B. Financial resources

24. Planned financial resources to implement the quadrennial evaluation plan are presented for centralized and decentralized programme-level evaluations, together with costs for the Evaluation Office. However, the figures presented do not represent the totality of the estimated costs of the evaluation function – as was the case in the previous quadrennial budget evaluation plan (2018-2021) – since the evaluation function also includes the cost of staff involved in decentralized programme-level evaluations and initiatives for national evaluation-capacity development. It is important to note that, in the case of decentralized programme-level evaluations, estimated budgets are indicative but ringfenced as part of the overall regular resources for country, regional and global programmes. Budgets for centralized evaluations and the Evaluation Office are formalized within the Integrated Budget, 2022-2025.

25. The budget presented herewith is intended to be flexible to allow meeting ad hoc additional demands that may arise in the course of the implementation of the plan and for participation in joint evaluations and United Nations system-wide evaluations.

26. The overview of the budget for centralized evaluations is provided in table 4 below. The total cost for centralized evaluations is \$5.45 million, of which \$4.25 million is from the Institutional Budget and \$1.2 million from other resources.

Table 4. Centralized evaluations – cost overview, 2022-2025

	Institutional budget	Other resources	Total
	<i>(in millions of \$)</i>		
Thematic, programme and institutional evaluations			
Outcome Level	0.37	1.2	1.57
Outputs and Accelerators	3.06	0	3.06
Organizational effectiveness and efficiency (OEE)	0.64	0	0.64
Subtotal	4.07	1.2	5.27

Other evaluative exercises			
System-wide meta synthesis study	0.18	0	0.18
Subtotal	0.18	0	0.18
Total cost for centralized evaluations	4.25	1.2	5.45

27. The overview of estimated costs for decentralized programme-level evaluations is provided in Table 5 below. The total amount to be invested in country and regional programme evaluations is estimated at \$4.59 million over the quadrennial plan period.

28. The cost of decentralized programme-level evaluations is borne by the country and regional programmes and depends on, inter alia, the complexity of the programme evaluated, the related volume of activities, as well as the overall budget of the programme.

Table 5. Decentralized programme-level evaluations – overview of the estimated budget, 2022-2025

Country programme evaluations by region	Estimated budget (in millions of \$)
Asia and the Pacific	0.65
Arab States	0.56
Eastern Europe and Central Asia	0.52
East and Southern Africa	1.2
Latin America and the Caribbean	0.55
West and Central Africa	0.68
Total country programme evaluations	4.16
Total regional programme evaluations	0.43
Total estimated costs	4.59

29. The estimated overall cost for the implementation of the quadrennial budgeted evaluation plan, 2022-2025, is \$22.99 million, including costs for the Evaluation Office and centralized evaluations (\$17.2 million as per the Integrated Budget, 2022-2025, plus \$1.2 million in other resources) and estimated costs for decentralized evaluations (\$4.59 million).

Table 6. Overview of the estimated cost for the implementation of the quadrennial budgeted evaluation plan, 2022-2025 (in millions of \$)

Typology of costs	Estimated budget (in millions of \$)
Evaluation Office costs* and centralized evaluations funded by the Integrated Budget	17.2
Centralized evaluations funded by other resources	1.2
Decentralized programme-level evaluations – estimated costs	4.59
Total estimated budget for the implementation of the quadrennial budgeted evaluation plan, 2022-2025	22.99

*Evaluation Office costs include: (a) posts, (b) consultants, (c) furniture and equipment, and (d) operating expenses.

VII. Risks

30. Risks to the delivery of the evaluation plan include:

(a) Contextual factors, including related to the COVID-19 pandemic: the continuation of the COVID-19 crisis may require a reprioritization of evaluation themes, to ensure continued relevance and usefulness of planned evaluations. Travel restrictions and other COVID-19 pandemic-related constraints may also affect the ability of evaluation teams to conduct field missions and consult key informants. Such constraints and limitations will be addressed through a flexible adaptation of the evaluation scope as well as of data collection methods and tools.

(b) Financial and human resource constraints: the implementation of the proposed quadrennial budgeted evaluation plan, 2022-2025 may be adversely affected if funds are unavailable or curtailed, or if there are unforeseen staff movements. Close monitoring of financial and human resource planning will help to mitigate these risks.

(c) The strategic plan is superseded: due to the austerity and volatility in the resourcing environment, the UNFPA strategic plan, 2022-2025, may need to be revised in the course of its implementation. The rolling approach to evaluation planning will allow relevant adjustments in the evaluation plan to address any significant changes in UNFPA strategic direction.

VIII. Reporting

31. Progress in the implementation of the quadrennial budgeted evaluation plan will be reported in the annual report on the evaluation function presented to the Executive Board each year.

32. The Evaluation Office will incorporate the lessons learned from implementing this plan, including the level of resources concerning expected results, into the midterm review of the current plan – if needed – and in preparation for the next quadrennial evaluation plan, for 2025-2029.
