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## **United Nations Children's Fund**

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### **Costed annual workplan for evaluation for 2026**

#### *Summary*

The 2026 costed annual workplan for the Evaluation Office of UNICEF is presented in response to Executive Board decision 2025/14. It is the first such document to be presented to the Executive Board. It represents a results-based budget for the first implementation year of the Plan for global evaluations, 2026–2029, which in turn represents an overview of the highest-priority global evaluation commitments that will support the full range of accountability and learning needs of UNICEF and partners over the quadrennium.

As a results-based budget, the costed annual workplan identifies the resources required to undertake the highest-criticality evaluations identified in the Plan for global evaluations, 2026–2029 for completion in 2026, and for a select set of evaluations initiated in 2025 and previous years that will be completed in 2026, at a sufficiently high level of timeliness, credibility and utility prescribed in the United Nations Evaluation Group norms and standards. It also identifies the resources required to undertake those cross-cutting evaluative activities – for example, national evaluation capacity development, quality assurance, evaluation syntheses, strategic communications, knowledge management, and evaluation follow-up – that, together with the core evaluation work of the Office, are crucial elements in the drive towards the end result targeted by the evaluation function: to equip UNICEF and its partners, as well as the Executive Board, with the robust independent and impartial evaluative evidence to achieve maximum results for children at scale, manage the numerous risks and seize the numerous opportunities that might arise along the way, and continually learn and adapt in pursuit of these objectives at a particularly pivotal time in its evolution.

The total indicative resource requirement for ongoing and new evaluations and evaluative activities in the 2026 workplan is approximately \$8.8 million. Of this amount, 71 per cent is currently funded through a combination of institutional budget resources, including the Evaluation Pooled Fund, regular resources, and other resources over 2026–2029 and from previous years, leaving a funding gap of \$2.6

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\* [E/ICEF/2026/1](#).

million. The funding shortfall is attributed mainly to those evaluations indicated in the Plan for global evaluations, 2026–2029 as tier 1b priorities (i.e. those evaluations of high criticality that are not currently funded), as well as impact evaluations and cross-cutting evaluative activities.

In 2025, the Evaluation Office began putting in place a range of internal cost-efficiency measures to anticipate and thereby close this gap. These have included creative approaches to evaluation management, streamlined processes, the use of emerging technologies and innovations, alternative contracting modalities and, in keeping with the Revised evaluation policy of UNICEF (2023), engagement of bilateral and non-traditional partners to support the global public goods led by the Evaluation Office in the areas of national evaluation capacity development, impact evaluation and evaluation synthesis. Furthermore, in 2026 the Evaluation Office will relocate to Rome, Italy, a move which, though not financially benefiting the evaluation function directly, will save the organization an estimated \$1.2 million in 2026 and \$4.8 million over the course of the quadrennium.

The workplan identifies further potential solutions, beyond those already initiated by the Evaluation Office, to fill the outstanding resource gap. These include the continuation and intensification of current resource mobilization efforts and their expansion beyond those global public goods already permissible in the Executive Board-approved evaluation policy, namely, to include support to the core work of the Evaluation Office through the establishment of a multi-donor Evaluation Trust Fund. Another proposed measure includes the revitalization of the Evaluation Pooled Fund mechanism regularized by UNICEF in the 2022–2025 quadrennium in response to Executive Board decision 2022/5.

The 2026 workplan is presented to the Executive Board for its information, in accompaniment to the Plan for global evaluations, 2026–2029 being presented for endorsement at the first regular session of 2026. The workplan offers a means of communicating to the Executive Board and UNICEF management the resource requirements and gaps of the Evaluation Office in a timely and transparent manner so that the risks posed by inadequate or unpredictable funding of evaluation are known in advance: the risk that the function itself will be unable to meet its obligations under the evaluation policy, the risk that the learning and accountability needs of the organization will be unmet, the risk that the organization will be unable to optimize its performance and achieve the objectives targeted in the UNICEF Strategic Plan, 2026–2029 without the benefit of evaluation evidence despite making a commitment to doing so.

At the same time, presentation of the costed annual workplan offers a correspondingly positive and constructive opportunity to aid decision-making processes within the organization and within the Executive Board to ensure that the evaluation responsibilities assigned in the evaluation policy, including responsibilities for the adequate and predictable resourcing of the evaluation function, can be met.

# I. Introduction

1. In response to Executive Board decision 2025/14, which requests the UNICEF Evaluation Office to present its costed annual workplans at each first regular session starting in 2026, this document presents the first costed annual workplan of the Evaluation Office of UNICEF.

2. The workplan operationalizes the Plan for global evaluations, 2026–2029, which is concurrently being presented for endorsement by the Executive Board at its first regular session of 2026. The workplan translates the strategic commitments of the Plan for global evaluations, 2026–2029 into concrete outputs and activities for 2026, including those outputs and activities not historically costed in the quadrennial plan but which are just as critical as core evaluations in helping UNICEF and its partners achieve results at scale for children in the coming quadrennium: public goods such as national evaluation capacity development, impact evaluation, evaluation synthesis, as well as cross-cutting areas such as strategic communications, knowledge management, and evaluation follow-up.

3. As the first workplan of the new cycle, it serves as both a launch and a transition – a bridge between two planning periods. It initiates new global evaluations and cross-cutting evaluative activities under the Plan for global evaluations 2026–2029, while consolidating the completion of evaluations initiated in the previous quadrennium. Accordingly, it covers all global evaluations and evaluative activities led by the Evaluation Office that are scheduled to begin, continue or be completed in 2026.

4. As a results-based budget document, the costed annual workplan includes cost estimates and funding requirements – including the outstanding resource gap – associated with the highest-criticality work of the Evaluation Office. With \$2.2 million non-post resources available through the institutional budget envelope, the workplan identifies a \$2.6 million funding gap for 2026. This gap is communicated to the Executive Board and UNICEF management in a timely and transparent manner so that the risks posed by inadequate or unpredictable funding to the evaluation function are known in advance, including the risks that:

(a) the function itself will be unable to meet its obligations under the Revised evaluation policy of UNICEF (2023);

(b) the learning and accountability needs of the organization will be unmet; and

(c) the organization will be unable to optimize its performance and achieve the objectives targeted in the UNICEF Strategic Plan, 2026–2029 without the benefit of evaluation evidence despite making a commitment to doing so.

5. In communicating these gaps, the workplan offers a correspondingly positive and constructive opportunity to aid decision-making processes within the organization and within the Executive Board to ensure that the responsibilities assigned in the evaluation policy, including responsibilities for the adequate and predictable resourcing of the evaluation function, might be met.

6. Annual workplans such as this one will be presented to the Executive Board at its first regular session at the outset of each year during the quadrennium.

## II. Strategic focus

7. The 2026 workplan marks the first operational year of the Plan for global evaluations, 2026–2029. It translates the Plan’s strategic framework into concrete annual actions, applying a streamlined and fiscally disciplined strategy to ensure that evaluative efforts focus on the organization’s highest-critical priorities and areas of greatest risk, relevance and learning value. The strategic focus in 2026 is detailed in the Plan for global evaluations, 2026–2029 and includes: the completion of evaluation commitments carried over from the previous quadrennium; commencement (and in some cases completion) of high-criticality 2026 evaluation commitments made in the Plan for global evaluations, 2026–2029; continued investment in public goods led by UNICEF that will help the organization to achieve results at scale for children in the coming quadrennium, such as national evaluation capacity development, impact evaluation and evaluation synthesis; and the continuation of crucial cross-cutting activities that enable the function to fulfil its role to maximum positive effect on the work of the organization: strategic communications, knowledge management, evaluation follow-up and other instrumental areas. These priorities are a subset of the broader strategic objectives for the evaluation function, also detailed in the Plan for global evaluations, 2026–2029 as well as in the Revised evaluation policy of UNICEF (2023).

8. To operationalize these priorities, the Evaluation Office will oversee 36 corporate-level evaluations in 2026, 21 of which are ongoing evaluations begun in the previous quadrennium and 15 of which constitute evaluations to be launched in 2026. These evaluations cover three portfolios, including programme effectiveness (focusing on the core substantive thematic areas of UNICEF), humanitarian effectiveness and institutional effectiveness, and are complemented by an additional four cross-cutting evaluative workstreams. These corporate-level evaluations and workstreams are shown in table 1, with shaded circles corresponding to those evaluations that can be funded through the institutional budget envelope allocated to the Evaluation Office for the 2026–2029 quadrennium, as well as resources allocated to evaluations carried over from the previous quadrennium, and blank circles corresponding to those evaluations that remain unfunded.

9. The plan therefore includes the following areas as shown in table 1:

(a) Twenty-one ongoing evaluations that are carried over from the previous quadrennium, many of which are planned for completion in 2026 and in subsequent years – particularly those with multi-year impact-evaluation components. These evaluations are largely demand-driven and fully funded through a combination of the 2022–2025 institutional budget provided to the Evaluation Office, including the Evaluation Pooled Fund, regular resources and other resources. Their reference in the 2026 workplan reflects ongoing contractual commitments rather than new resource needs (hence the lack of any tier 1a or 1b marker for these evaluations).

(b) Fifteen new evaluations – 12 drawn from the Plan for global evaluations, 2026–2029 and 3 additional demand-driven evaluations. The topics includes eight tier 1a evaluations and four tier 1b evaluations. In line with the Plan, the tier 1b components are unfunded. Of the 15 new evaluations, 12 are expected to launch in 2026, with completion anticipated in 2026 and subsequent years. This mix reflects the sequencing and tiered prioritization set out in the Plan for global evaluations, balancing continuity with the initiation of strategically important evaluations.

(c) Four cross-cutting evaluative workstreams – evaluative synthesis, national evaluation capacity development, strategic communications, and quality assurance and information systems. These activities sustain the quality, coherence and use of evaluation evidence across UNICEF and correspond directly to the cross-cutting

priorities outlined in the Plan for global evaluations. They are currently unfunded and will be implemented over the course of the quadrennium.

Table 1  
**Evaluation Office costed annual workplan, 2026**  
(in thousands of US dollars)

| <i>Evaluation topic/activity</i>                                                                                                      | <i>Funding status</i> | <i>Completion year</i> | <i>Implementation status</i> | <i>Estimated cost</i> | <i>Funding source</i> | <i>Funding gap</i> |
|---------------------------------------------------------------------------------------------------------------------------------------|-----------------------|------------------------|------------------------------|-----------------------|-----------------------|--------------------|
| <b>Ongoing evaluations</b>                                                                                                            |                       |                        |                              |                       |                       |                    |
| <b>Programme effectiveness (Impact Catalyst Fund)</b>                                                                                 |                       |                        |                              |                       |                       |                    |
| Impact evaluation of adolescent girls' and boys' empowerment programme in Türkiye                                                     | ●                     | 2026                   | Ongoing                      | 350                   | IB/RR                 | -                  |
| Impact evaluation of the adaptive components of the Child Sensitive Social Protection programme in Somalia                            | ●                     | 2026                   | Ongoing                      | 165                   | OR                    | -                  |
| Impact evaluation of community engagement and the Positive Masculinity programme in Burkina Faso                                      | ●                     | 2027                   | Ongoing                      | 340                   | IB/RR                 | -                  |
| Impact evaluation of the Promoting Adolescent Safe Spaces programme in Ghana                                                          | ●                     | 2027                   | Ongoing                      | 400                   | IB/RR                 | -                  |
| Impact evaluation of the Positive Masculinity programme in West Bengal, India                                                         | ●                     | 2027                   | Ongoing                      | 150                   | IB/RR                 | -                  |
| Impact evaluation of the adaptive components of the unconditional cash transfer in Yemen                                              | ●                     | 2027                   | Ongoing                      | 450                   | OR                    | -                  |
| Impact evaluation of the mobile registration for the Income Support Programme in Benazir, Pakistan                                    | ●                     | 2027                   | Ongoing                      | 260                   | OR                    | -                  |
| <b>Programme effectiveness (Impact Result areas)</b>                                                                                  |                       |                        |                              |                       |                       |                    |
| Joint evaluation of the UNFPA-UNICEF Joint Programme on the Elimination of Female Genital Mutilation                                  | ●                     | 2026                   | Ongoing                      | 40                    | To be determined      | -                  |
| Evaluation synthesis and formative evaluation of United Nations system work on climate-resilient water, sanitation and hygiene (WASH) | ●                     | 2026                   | Ongoing                      | 150                   | IB/RR                 | -                  |
| Evaluation of UNICEF work on acquisition of transferable skills                                                                       | ●                     | 2026                   | Ongoing                      | 200                   | IB/RR                 | -                  |
| Evaluation of UNICEF contributions to teacher development and improved learning outcomes in Bangladesh                                | ●                     | 2026                   | Ongoing                      | 90                    | OR                    | -                  |
| Evaluation of the Global Water Leadership programme                                                                                   | ●                     | 2026                   | Ongoing                      | 60                    | OR                    | -                  |
| <b>Humanitarian Effectiveness</b>                                                                                                     |                       |                        |                              |                       |                       |                    |
| Evaluation of the Level 3 response in Lebanon                                                                                         | ●                     | 2026                   | Ongoing                      | 170                   | OR                    | -                  |

| <i>Evaluation topic/activity</i>                                                                                                               | <i>Funding status</i> | <i>Completion year</i> | <i>Implementation status</i> | <i>Estimated cost</i> | <i>Funding source</i> | <i>Funding gap</i> |
|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|------------------------|------------------------------|-----------------------|-----------------------|--------------------|
| Evaluation of the Level 3 response in the Syrian Arab Republic                                                                                 | ●                     | 2026                   | Ongoing                      | 170                   | OR                    | -                  |
| Evaluation of the Level 3 response in the State of Palestine                                                                                   | ●                     | 2026                   | Ongoing                      | 170                   | OR                    | -                  |
| Evaluation of the UNICEF Level 3 response to the polycrisis in the Democratic Republic of the Congo and beyond                                 | ●                     | 2026                   | Ongoing                      | 330                   | IB/RR/OR              | -                  |
| <b>Institutional effectiveness</b>                                                                                                             |                       |                        |                              |                       |                       |                    |
| Evaluation of UNICEF risk-informed humanitarian, development and peacebuilding-resilience programming                                          | ●                     | 2026                   | Ongoing                      | 150                   | IB/RR                 | -                  |
| Evaluability assessment and formative evaluation of the guidance note of the Secretary-General on child rights mainstreaming                   | ●                     | 2026                   | Ongoing                      | 75                    | IB/RR                 | -                  |
| Evaluability assessment and formative evaluation of UNICEF innovation hubs                                                                     | ●                     | 2026                   | Ongoing                      | 95                    | OR                    | -                  |
| Evaluation of the UNICEF Manager Support Programme                                                                                             | ●                     | 2026                   | Ongoing                      | 65                    | OR                    | -                  |
| Evaluation of U-Report                                                                                                                         |                       | 2026                   | Ongoing                      | 100                   | OR                    | -                  |
| <b>Subtotal for ongoing evaluations</b>                                                                                                        |                       |                        | <b>21</b>                    | <b>3 980</b>          |                       | <b>-</b>           |
| <b>New evaluations</b>                                                                                                                         |                       |                        |                              |                       |                       |                    |
| <b>Programme effectiveness (Impact Catalyst Fund) <sup>c</sup></b>                                                                             |                       |                        |                              |                       |                       |                    |
| Multi-country impact evaluation thematic window of UNICEF work on ending violence against children in, around and through schools <sup>a</sup> | ●                     | 2026                   | New                          | 680                   | IB/RR                 | 322*               |
| Multi-country impact evaluation thematic window of UNICEF work on preventing acute child malnutrition <sup>b</sup>                             | ○                     | 2026                   | New                          | 680                   | To be determined      | 680                |
| Impact evaluation of the climate-resilient WASH programme in schools in Karamoja, Uganda                                                       | ●                     | 2026                   | New                          | 183                   | OR                    | -                  |
| <b>Programme effectiveness (Impact Result areas)</b>                                                                                           |                       |                        |                              |                       |                       |                    |
| Evaluation of UNICEF work on child protection systems strengthening for prevention of violence against women, boys and girls <sup>a</sup>      | ●                     | 2026                   | New                          | 250                   | IB/RR                 | -                  |
| Evaluation of UNICEF work on public finance for children <sup>a</sup>                                                                          | ●                     | 2027                   | New                          | 250                   | IB/RR                 | -                  |
| Evaluation of UNICEF work on prevention and treatment of wasting <sup>b</sup>                                                                  | ○                     | 2027                   | New                          | 250                   | To be determined      | 250                |
| Evaluation of the UNICEF contribution to impact at scale for child survival and newborn care <sup>a</sup>                                      | ●                     | 2027                   | New                          | 400                   | IB/RR                 | 184*               |

| <i>Evaluation topic/activity</i>                                                                                                            | <i>Funding status</i> | <i>Completion year</i> | <i>Implementation status</i> | <i>Estimated cost</i> | <i>Funding source</i> | <i>Funding gap</i> |
|---------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|------------------------|------------------------------|-----------------------|-----------------------|--------------------|
| <b>Humanitarian effectiveness <sup>d</sup></b>                                                                                              |                       |                        |                              |                       |                       |                    |
| Evaluation of UNICEF staying and delivering and principled humanitarian action in complex and high-threat environments <sup>a</sup>         | ●                     | 2026                   | New                          | 220                   | IB/RR                 | -                  |
| Inter-agency humanitarian evaluation of the system-wide scale-up activation in the Democratic Republic of the Congo                         | ●                     | 2026                   | New                          | 50                    | OR                    | -                  |
| Evaluation of UNICEF risk-taking, risk-sharing and risk management in humanitarian action <sup>a</sup>                                      | ●                     | 2027                   | New                          | 200                   | IB/RR/OR              | -                  |
| Formative evaluation of the UNICEF contribution to the Humanitarian Reset agenda <sup>a</sup>                                               | ●                     | 2027                   | New                          | 200                   | IB/RR/OR              | -                  |
| <b>Institutional effectiveness</b>                                                                                                          |                       |                        |                              |                       |                       |                    |
| Evaluation of UNICEF organizational transformation and operating model reform <sup>a</sup>                                                  | ●                     | 2027                   | New                          | 275                   | IB/RR                 | -                  |
| Evaluation of digital transformation and technology for children <sup>b</sup>                                                               | ○                     | 2027                   | New                          | 250                   | IB/RR                 | 250                |
| Evaluation of innovative financing to deliver results for children <sup>b</sup>                                                             | ○                     | 2027                   | New                          | 250                   | IB/RR                 | 250                |
| System-wide evaluation of the United Nations development system's approach to key transitions for Sustainable Development Goal acceleration | ●                     | 2027                   | New                          | 0                     | IB/RR                 | -                  |
| <b>Subtotal for new evaluations</b>                                                                                                         |                       |                        | <b>15</b>                    | <b>4 138</b>          |                       | <b>1 936</b>       |
| <b>Cross-cutting evaluative workstream <sup>e</sup></b>                                                                                     |                       |                        |                              |                       |                       |                    |
| Evaluation synthesis                                                                                                                        | ○                     | n/a                    | n/a                          | 100                   | To be determined      | 100                |
| National evaluation capacity development                                                                                                    | ○                     | n/a                    | n/a                          | 210                   |                       | 210                |
| Evaluation use, resource mobilization and strategic communications                                                                          | ○                     | n/a                    | n/a                          | 120                   |                       | 120                |
| Quality assurance and information systems                                                                                                   | ○                     | n/a                    | n/a                          | 215                   |                       | 215                |
| <b>Subtotal for cross-cutting evaluative activities</b>                                                                                     |                       |                        |                              | <b>645</b>            |                       | <b>645</b>         |
| <b>Grand total</b>                                                                                                                          |                       |                        | <b>36</b>                    | <b>8 763</b>          |                       | <b>2 581</b>       |

<sup>a</sup> Tier 1a Plan for global evaluations, 2026–2029.

<sup>b</sup> Tier 1b Plan for global evaluations, 2026–2029.

<sup>c</sup> Impact Catalyst Fund new thematic window will be launched in 2026, with all impact evaluations to be completed by the end of 2029. Each thematic window will include at least four impact evaluations co-funded and co-led by UNICEF country offices.

<sup>d</sup> Any new scaled-up Level 3 emergency response by UNICEF will be evaluated as part of the 2026 workplan.

<sup>e</sup> These cross-cutting workstreams constitute core functions of the evaluation policy and are not discretionary add-ons.

Key: ● = Fully funded evaluation; ○ = Unfunded evaluation

\* Tier 1a evaluations are fully funded over the quadrennium, but some require higher start-up costs in 2026. This creates a temporary timing gap in that year, due to annual affordability limits rather than any change in prioritization.

IB = institutional budget including Evaluation Pool Funds.

RR = regular resources  
OR = other resources

10. The 2026 workplan therefore extends beyond deliverables to be finalized within the year. It reflects a balanced approach to continuity and innovation in advancing the learning and accountability agenda of UNICEF.

11. The remainder of this section describes the new evaluation commitments and cross-cutting workstreams made for 2026 in the Plan for global evaluations, 2026–2029, organized by evaluation portfolio.

### **Programme effectiveness**

12. The programme effectiveness portfolio provides a crucial assessment of the core programmatic work of UNICEF within and across all of the Impact Results areas delineated in the UNICEF Strategic Plan, 2026–2029. These activities include traditional programme evaluations that measure the results achieved in each of these areas, as well as more formative, forward-looking independent and impartial exercises such as evaluability assessments that help UNICEF and its partners to identify issues before they become harder-to-solve problems later on. This portfolio also includes impact evaluations – crucial emerging areas whereby robust evidence is harnessed to help UNICEF and its partners focus their increasingly limited resources on those interventions that are most effective – and cost-effective – in achieving impact at scale for children.

13. UNICEF will scale up its institutional capacity to generate rigorous impact evidence through the Impact Catalyst Fund, a flagship Evaluation Office initiative, which supports rigorous impact evaluations through dedicated multi-year thematic windows across high-priority areas of the UNICEF Strategic Plan, 2026–2029. The Fund will launch two new multi-country thematic windows covering: (a) UNICEF work on ending violence against children in, around and through schools, and (b) UNICEF work on preventing child malnutrition. These flagship impact evaluations will establish a new generation of policy-relevant impact evidence, designed to measure with scientific rigour the extent to which the interventions of UNICEF and national Governments lead to observable change in children's learning, protection, nutrition and other relevant outcomes. The Fund will also ensure methodological coherence across the organization's impact evaluation portfolio, fostering the use of experimental, quasi-experimental and mixed-method designs to test scalable and cost-effective solutions for children in complex settings.

14. The Impact Catalyst Fund workstream in 2026 also includes a suite of ongoing evaluations launched under previous cycles that are advancing towards completion. These include the Impact evaluation of the Adolescent Girls' and Boys' Empowerment Programme in Türkiye and the Impact evaluation of the Adaptive Components of Child-Sensitive Social Protection programme in Somalia, both of which provide vital evidence on UNICEF efforts in ending child marriage and harmful practices, as well as in building resilient households and communities in fragile contexts. Evaluations continuing into 2027 comprise the Impact evaluation of community engagement and the Positive Masculinity programme in Burkina Faso, the Impact evaluation of the Promoting Adolescent Safe Spaces programme in Ghana, the Impact evaluation of the Positive Masculinity programme in West Bengal, India, the Impact evaluation of the adaptive components of the unconditional cash transfer in Yemen, and the Impact Evaluation of the mobile registration for the Income Support Programme in Benazir, Pakistan. In 2026, the Evaluation Office will also launch the Impact evaluation of the climate-resilient WASH programme in schools of Karamoja (Uganda) in collaboration with the Uganda country office and Korea International Cooperation Agency (KOICA) Evaluation Division.

15. Collectively, these evaluations will demonstrate how UNICEF programmes drive behavioural, social and economic change at the individual, household and community level, equipping the programme to demonstrate empirically impact to donors and to advocate for national scale-up. The Fund thus anchors the commitment of UNICEF to evidence-based investment and ensures that the organization continues to lead within the United Nations system on the generation and use of impact-level evidence for children.

16. In 2026, global thematic evaluations under the Impact Result areas of the UNICEF Strategic Plan will generate evidence on the UNICEF positioning and contributions to achieving tangible and sustainable impacts across the Strategic Plan results areas, including health, nutrition, education, multidimensional child poverty, child protection and climate resilience. The 2026 costed annual workplan includes a balanced portfolio of ongoing and new thematic evaluations that collectively strengthen learning and accountability at both the outcome and impact levels.

Ongoing evaluations encompass the Joint evaluation of the UNFPA-UNICEF Joint Programme on the Elimination of Female Genital Mutilation, the Evaluation synthesis and formative evaluation of United Nations system work on climate-resilient water, sanitation and hygiene (WASH), the Evaluation of UNICEF work on acquisition of transferable skills, the Evaluation of UNICEF contributions to teacher development and improved learning outcomes in Bangladesh, and the Evaluation of the Global Water Leadership programme. These evaluations will consolidate evidence on the effectiveness and coherence of UNICEF cross-sectoral programming and partnerships, informing both the midterm review of the Strategic Plan and system-wide learning across the United Nations development and humanitarian architecture.

17. Complementing these are new strategic evaluations that deepen the evidence base of UNICEF on emerging programmatic priorities and high-risk thematic areas. In 2026, these evaluations include the Evaluation of UNICEF work on child protection systems strengthening for prevention of violence against women, boys and girls – a system-level analysis of UNICEF strategies and achievements in preventing violence against children, in line with the 2021–2030 Child Protection Strategy, the UNICEF Strategic Plan, 2022–2025 and the Gender Action Plan, 2022–2025. The Evaluation of UNICEF work on public finance for children will be launched in 2026 to examine UNICEF contributions to strengthening national public finance monitoring systems and improve adequacy, effectiveness, efficiency and transparency of budget allocations and expenditure for children. It will contribute to the update of the public finance for children framework and provide policy and programme advice on how to leverage public financing at scale.

18. Scoping for the Evaluation of UNICEF work on prevention and treatment of wasting and the Evaluation of UNICEF contributions to impact at scale for child survival and newborn care (all to begin in 2027) will begin in the fourth quarter of 2026. These complex evaluations will assess how UNICEF integrated programming and leveraged partnerships have contributed to equity and sustainability of outcomes at scale. Evidence generated from these evaluations will guide investment decisions in Impact Result area 1, inform adaptive management in Strategic Plan implementation, and reinforce UNICEF accountability for results. By combining robust independent analysis of primary and secondary data with synthesis of evidence on selected topics and across Impact Results areas, the portfolio will provide timely and actionable programmatic insights to enhance systems effectiveness and accelerate progress for children across fragile, humanitarian and development contexts.

**Humanitarian effectiveness**

19. Humanitarian action – the preparedness for, and response to, emergencies – constitutes a significant proportion of the organization’s work and entails a unique set of issues, challenges, risks and opportunities. Accordingly, the humanitarian evaluation portfolio has long constituted an essential source of learning and accountability – within individual emergency responses, from one emergency context to the next, and for the organization as a whole.

20. UNICEF will advance its already robust humanitarian evaluation portfolio through the generation of credible, actionable and real-time evidence on the organization’s humanitarian action performance. The evaluations scheduled in the coming year will aim to influence strategic decision-making and programmatic course corrections in order to make the organization’s work more principled, child-centred, risk-informed, cost-efficient and resilient across a diverse array of emergency contexts (from natural hazards and public health epidemics to conflicts and protracted crises).

21. The portfolio includes a combination of approximately a dozen ongoing Level 3 emergency response evaluations and three new global thematic evaluations. Ongoing evaluations cover UNICEF corporate responses in Lebanon, the Syrian Arab Republic and the State of Palestine, as well as the response to the polycrisis both within and beyond the Democratic Republic of the Congo.

22. By assessing the fit-for-purpose dimension of the UNICEF operational model in humanitarian contexts as well as its effectiveness, timeliness, coordination, coherence and adherence to humanitarian principles, this evaluation will generate recommendations to better balance the organization’s life-saving delivery with system strengthening and localization. Findings from these exercises will inform both organizational learning and inter-agency humanitarian reforms, enhancing coherence between emergency response, recovery and resilience-building efforts.

23. Three flagship evaluations – the Evaluation of UNICEF staying and delivering and principled humanitarian action in complex and high-threat environments as well as the Evaluation of UNICEF risk-taking, risk-sharing and risk management in humanitarian action and the Formative evaluation of the UNICEF contribution to the Humanitarian Reset agenda – will be launched in 2026 and completed between 2026 and 2027 as part of the Plan for global evaluations, 2026–2029. These evaluations will examine how UNICEF upholds the humanitarian principles of humanity, neutrality, impartiality and independence while ensuring continuity of operations under extreme conditions. Besides identifying the unintended consequences of UNICEF humanitarian work, they will also assess the enabling factors and institutional safeguards that allow UNICEF to remain operationally present in high-risk contexts, including security and risk management, staff well-being, partnerships and coordination with local actors.

24. In doing so, the evaluation will try to help the organization to adjust its practices and processes in alignment with the expected changes outlined in the Humanitarian Reset agenda. While these flagship evaluations are already fully funded, the Revised evaluation policy of UNICEF (2023) mandates that all Level 3 emergencies must be evaluated. Consequently, the organization’s mandatory Level 3 emergency response evaluations will require additional, ring-fenced resources to ensure their timely launch and delivery in line with corporate humanitarian evaluation commitments.

25. The evaluations will not only strengthen accountability to affected populations but also contribute to system-wide learning under the Inter-Agency Humanitarian Evaluation Framework. The collective body of humanitarian evaluations in 2026 will ensure that the UNICEF evidence base reflects the realities of delivering for children

in crises, advancing principled action, resilience, and the integration of humanitarian, development and peacebuilding approaches under the UNICEF Strategic Plan, 2026–2029.

### **Institutional effectiveness**

26. As in all organizations, the internal operations of UNICEF constitute the backbone of its work. Though not as concrete as programme evaluations or humanitarian evaluations, institutional evaluations – that is, those evaluations that assess UNICEF internal operations, from its cross-cutting divisions that facilitate the work (such as global communications and advocacy) to those that seek to recruit and retain a first-class workforce (such as human resources management) and the non-division-specific initiatives that help the organization to navigate change (such as the Headquarters Efficiencies Initiative or the Future Focus Initiative) or steer its work towards ever-better results for children (e.g. through child rights mainstreaming) – are a vital source of institutional learning and accountability alongside these more concrete areas.

27. In 2026, evaluations under the institutional effectiveness portfolio will strengthen UNICEF accountability and learning in relation to its accelerators, strategies and enablers for achieving impact at scale for children. The portfolio will assess how effectively UNICEF equips itself with systems, resources and partnerships required to deliver effectively for children within an evolving organizational and global context.

28. Ongoing evaluations will generate evidence on key institutional and reform themes. The Evaluation of UNICEF risk-informed humanitarian, development and peacebuilding-resilience programming, a component of the previous Plan for global evaluations, will assess UNICEF progress in applying integrated, risk-informed approaches across its dual humanitarian and development mandates. It will analyse how commitments to the humanitarian-development-peace nexus are translated into coordinated action, focusing on resilience, conflict sensitivity, gender integration, localization and internal capacities.

29. In response to continued organizational demand for evidence on institutional effectiveness, two formative initiatives have been launched: the Evaluability assessment and formative evaluation of the guidance note of the Secretary-General on child rights mainstreaming, and the Evaluability assessment and formative evaluation of UNICEF innovation hubs. The former, commissioned by UNICEF and potentially other United Nations agencies, will assess readiness and mechanisms for effective child rights mainstreaming across the United Nations system. The latter will support UNICEF global hubs for innovative finance and learning innovations, clarifying strategic direction, governance and systems for learning as these hubs evolve. In addition, two summative evaluations have been commissioned.

30. The Evaluation of U-Report will assess this flagship digital platform's relevance, performance and sustainability as UNICEF repositions its engagement and accountability architecture under the Future Focus Initiative. This evaluation will inform decisions on U-Report's future configuration and its potential to serve as an integrated, cross-sectoral mechanism for digital participation by children and young people. The Evaluation of the Manager Support Programme will assess the UNICEF flagship learning programme for managers to strengthen people management, inclusive leadership and supportive supervisory practice across the organization. It will examine the programme's effectiveness and strategic value in fostering values-based management and informing future efforts to enhance leadership, accountability and staff well-being.

31. A global evaluation evidence synthesis on UNICEF organizational effectiveness, together with the interactive map of UNICEF evaluations will enhance strategic planning, performance monitoring, knowledge-sharing mechanisms and corporate foresight. The evaluation synthesis and evidence gap map are designed as dynamic, living tools that will be updated annually to incorporate new evaluations, emerging findings, and lessons learned to strengthen evaluation planning. They are expected to evolve continuously as the UNICEF evidence base grows.

32. Looking ahead, three new strategic evaluations on organizational transformation and operating model reform, digital transformation and technology for children, and innovative financing will be initiated in 2026. These new evaluations will examine UNICEF institutional readiness and cross-functional enablers. Their launch in 2026, however, will depend on securing necessary funding. Additionally, the portfolio will contribute to the System-wide evaluation of the United Nations development system's approach to key transitions for Sustainable Development Goal acceleration, reinforcing UNICEF leadership in system-wide learning and accountability.

### **Cross-cutting evaluative workstreams**

33. Evaluations of the work of UNICEF and its partners on joint and inter-agency initiatives that contribute to results for children constitute the core work of the Evaluation Office. This said, the production of relevant, timely, credible and useful evaluations is a necessary but insufficient condition for ensuring that evaluations are used to inform key decisions: strategic communications, knowledge management and evaluation follow-up are essential elements for translating evaluation into action. Moreover, UNICEF and its partners are not the sole actors working towards the achievement of children's rights: civil society, and especially Governments as the primary duty bearers of children's rights, are the most critical sources of results for children in their countries. UNICEF possesses numerous comparative advantages in helping these actors build their capacity to engage in evaluation and thereby maximize the results they achieve for children and, through its innovative national evaluation capacity development efforts, it has successfully done so over the previous quadrennium. Finally, the state of the knowledge on what works for achieving results for children is vast; through its leadership in the evaluation synthesis space, UNICEF has been leveraging resources to consolidate this extensive knowledge and elevate it to the attention of key decision makers globally.

34. Owing to these numerous workstreams that add significant value for the collective evidence movement for children above and beyond the global evaluations that are the core work of the Evaluation Office, the 2026 costed annual workplan includes a set of cross-cutting evaluative activities that underpin the quality, coherence and strategic value of the evaluation function. These activities strengthen the enabling environment for evaluation by advancing evidence synthesis, national evaluation capacity development, evaluation use and strategic communications, partnerships and resource mobilization, and quality assurance and systems innovation. The activities will help to ensure that evaluations are credible, influential and aligned with UNICEF organizational priorities and the evolving global evidence ecosystem. While these cross-cutting activities are core functions of the Evaluation Office, they currently have no dedicated budget, and their full implementation will depend on securing additional resources during 2026.

### *Evaluation synthesis*

35. In 2026, the Evaluation Office will continue to produce syntheses of thematic and other evaluations to maximize their value for organizational learning and policy influence. These synthesis products will distil key lessons, cross-cutting findings and

systemic gaps, providing strategic insights to inform the Strategic Plan and identify scalable approaches to achieve impact for children.

36. The 2026 synthesis pipeline will prioritize institutional effectiveness, climate resilience in fragile contexts, youth and health, and cross-sectoral integration. Building on UNICEF co-leadership to date in the Global SDG Synthesis Coalition and its active engagement in the Evidence Synthesis Infrastructure Collaborative, the Evaluation Office will contribute to a strengthened global evidence-synthesis architecture. These synthesis products will serve as global public goods – developed jointly with Evidence Synthesis Infrastructure Collaborative partners using advanced synthesis methods and United Nations evaluative evidence – and will form part of a next-generation, artificial intelligence (AI)-enabled platform of *living evidence syntheses* that evolves as new studies emerge, supporting Sustainable Development Goal acceleration and evidence-informed decision-making.

#### *National evaluation capacity development*

37. UNICEF will continue to implement and develop its flagship national evaluation capacity-building programme for countries, including the Executive Course for Evaluation Leaders (ExCEL) and the Intermediate Moderated Programme for Evaluation Systems' Strengthening (IMPrESS). In 2026, UNICEF will prioritize adapting these trainings to country-specific needs, building regional and national facilitation capacities, and supporting the institutionalization of these programmes within national schools of government. Through its active engagement in the inter-agency National Evaluation Capacity Development Task Force, the Evaluation Office will help to improve coordination across agencies, promote synergies, and ensure a coherent and efficient response to country requests for evaluation capacity support.

#### *Evaluation use, uptake and strategic communications*

38. To maximize the influence of evaluations, UNICEF will implement a proactive communication and evidence uptake strategy. This includes targeted dissemination of evaluation findings through accessible knowledge products, dashboards and policy briefs tailored to senior decision makers. Strategic communications will leverage digital and AI-enabled tools to visualize evidence and foster interactive learning.

39. The Evaluation Office will strengthen partnerships with the Global Communication and Advocacy Division, Global Programme Division, Office of Strategy and Evidence and regional offices to ensure that evaluation results are systematically integrated into corporate decision-making, policy dialogue and advocacy. This effort aligns with the Revised evaluation policy of UNICEF (2023), which calls for enhancing the utility, credibility and timeliness of evaluations and positioning evidence at the centre of strategic and operational decisions.

#### *Quality assurance and evaluations systems infrastructure*

40. In 2026, UNICEF will enhance its quality assurance and evaluation systems infrastructure to strengthen the coherence, transparency and credibility of the global evaluation function. The Evaluation Office will roll out upgrades to the Evaluation Information System Integration to automate data integration and monitoring of key performance indicators across the decentralized function.

41. Complementary capacity-building initiatives will focus on improving methodological rigour, independence and ethical standards across all evaluations. Together, these efforts will help to institutionalize a “next-generation” evaluation system that is data-driven, responsive and future-ready. These investments will ensure that evaluation products are timely, relevant and accessible, while advancing the

automation of management response tracking, evaluation recommendation monitoring and modernization of the evaluation quality assurance system, leveraging advancements in AI and machine learning. Additional innovative toolkits will further strengthen the planning process and capture the effective use and influence of evaluations. These efforts reinforce the Evaluation Office's role as a catalyst for evidence-based decision-making and organizational learning.

#### *Partnership and resource mobilization*

42. Sustaining a strong evaluation function requires deepened partnerships and diversified financing. In 2026, UNICEF will strengthen its fundraising and resource mobilization efforts for impact evaluations, national evaluation capacity development and evaluation and evidence synthesis activities. A new Evaluation Office partnership with the KOICA Evaluation Division to implement an impact evaluation of the climate-resilient WASH programme in Uganda sets a precedent for a collaborative approach, driven by the common goals of accountability and learning.

43. The Office will also pursue multi-donor funding arrangements to support joint, inter-agency and system-wide evaluations, particularly for impact evaluations, as well as in humanitarian and cross-sectoral areas. Efforts will be made to engage non-traditional partners – including philanthropic foundations and academic institutions – to co-finance strategic evaluations and advance global public goods in evidence generation.

44. Overall, the evaluations and evaluative activities outlined in this workplan lay the foundation for a more agile, coherent and strategically focused evaluation function – one that strengthens the ability of UNICEF to generate high-quality evidence, drive organizational learning and guide adaptive, risk-informed decision-making. By equipping the organization with the insights needed to navigate a complex and evolving global landscape, the 2026 workplan enhances UNICEF capacity to deliver meaningful and measurable results for children throughout the 2026–2029 cycle.

### **III. Resource framework**

45. The 2026 costed annual workplan corresponds to the foregoing areas described in this document. It comprises a comprehensive portfolio of carry-over evaluations from 2025 that require no new resources, commitments made in the Plan for global evaluations, 2026–2029 to commence and in some cases complete evaluations in 2026, and a range of cross-cutting evaluative workstreams to help UNICEF and its partners achieve results at scale for children beyond individual evaluation reports.

46. The 2026 workplan is envisioned to be implemented within the Evaluation Office's approved institutional budget envelope for the 2026–2029 quadrennium. While resources are approved on a quadrennial basis through the Office Management Plan, annual workplans reflect the sequencing of evaluations and the resources that are realistically available in a given year, particularly for non-post evaluation activities.

47. This section therefore presents in a transparent and structured manner: (a) the cost of the workplan, as presented in table 1; (b) the approved quadrennial resource envelope of the Evaluation Office; (c) the indicative availability of resources for 2026, distinguishing between post and non-post elements; and (d) the resulting funding gap for the 2026 workplan cost.

## Estimated resource requirements

48. The total estimated resource requirement for the 2026 workplan is \$8.8 million, reflecting the transition to the Plan for global evaluations, 2026–2029 and alignment with the UNICEF Strategic Plan, 2026–2029. As summarized in table 2, this requirement comprises three distinct components, each with different funding characteristics.

49. First, **21 ongoing evaluations**, with an estimated cost of \$3.9 million, are financed through existing commitments carried over from the previous quadrennium. These evaluations therefore do not require additional non-post resources in 2026.

50. Second, **15 new evaluations**, with a combined estimated cost of \$4.1 million, are planned to commence and, in some cases, be completed in 2026. As shown in table 2, these include:

(a) eight tier 1a evaluations, costing \$2.5 million, which are partially funded (\$2.0 million) within available non-post resources, leaving a gap of \$0.5 million;

(b) four tier 1b evaluations, costing \$1.4 million, which are currently unfunded and therefore fully contribute to the funding gap; and

(c) three demand-driven evaluations, costing \$0.2 million, which are fully funded and do not contribute to the gap.

51. Third, **four cross-cutting evaluative workstreams**, with an estimated cost of \$0.6 million, support evaluation quality, synthesis, learning and evaluation systems strengthening across the organization. These workstreams are currently unfunded and account entirely for the corresponding non-post funding gap.

52. Taken together, the cost of new evaluations (\$4.1 million) and cross-cutting evaluative workstreams (\$0.6 million) amounts to approximately \$4.7 million in non-post requirements for 2026, as detailed in table 2.

Table 2

### Overview of the Evaluation Office costed annual workplan for 2026

(in thousands of US dollars)

| Category                                    | Number of evaluations | Estimated total cost | Funded amount | Funding gap  | % gap       |
|---------------------------------------------|-----------------------|----------------------|---------------|--------------|-------------|
| <b>Ongoing evaluations</b>                  | <b>21</b>             | <b>3 980</b>         | <b>3 980</b>  | <b>0</b>     | <b>0%</b>   |
| <b>New evaluations</b>                      | <b>15</b>             | <b>4 138</b>         | <b>2 202</b>  | <b>1 936</b> | <b>47%</b>  |
| Tier 1a*                                    | 8                     | 2 475                | 1 969         | 506          |             |
| Tier 1b                                     | 4                     | 1 430                | 0             | 1 430        |             |
| Demand-driven evaluations                   | 3                     | 233                  | 233           | 0            |             |
| <b>Cross-cutting evaluative workstreams</b> | <b>n/a</b>            | <b>645</b>           | <b>0</b>      | <b>645</b>   | <b>100%</b> |
| <b>Estimated total</b>                      | <b>36</b>             | <b>8 763</b>         | <b>6 182</b>  | <b>2 581</b> | <b>29%</b>  |

\*Tier 1a evaluations are fully funded over the quadrennium, but some require higher start-up costs in 2026. This creates a temporary timing gap in that year, due to annual affordability limits rather than any change in prioritization.

### Resources available: approved quadrennial envelope and indicative 2026 availability

53. Under the approved Office Management Plan 2026–2029, the Evaluation Office has a total resource envelope of \$29.2 million, comprising \$22.6 million in post cost and \$6.6 million in non-post activity resources, as shown in table 3. Compared with the previous quadrennium, this represents an overall reduction of 38 per cent, with a particularly sharp contraction (67 per cent) in non-post resources, significantly constraining the Office’s ability to fully fund evaluations and related cross-cutting workstreams.

54. While the Office Management Plan approves resources on a quadrennial basis, annual costed workplans reflect the indicative application of this envelope in a given year, taking into account fixed post costs, carry-over commitments and operational feasibility. On this basis, the \$6.6 million non-post envelope for the period 2026–2029 translates into an indicative availability of approximately \$2.2 million per year, including for 2026, to support new evaluations and cross-cutting evaluative workstreams. This indicative annual level is reflected as the funded amount for non-post activities in the 2026 workplan.

55. The approved quadrennial envelope draws on several funding sources, including the institutional budget, the Evaluation Pooled Fund, regular resources and other resources. As shown in table 3, while the approved Office Management Plan includes \$3.0 million under “other resources”, these resources represent planned but not yet secured contributions, such as global thematic funds and other bilateral donor funding, and require successful resource mobilization during the quadrennium. They are therefore not readily available and are not reflected as funded amounts in the 2026 costed annual workplan. Any such resources, once mobilized and confirmed, will be incorporated through routine workplan adjustments and reported transparently.

Table 3

### Evaluation Office approved Office Management Plan envelope (2026–2029) and indicative availability for the costed annual workplan for 2026, by funding source

| <i>Funding source</i>                         | <i>Approved Office Management Plan 2026–2029</i> |             |                 | <i>Indicative availability for 2026 workplan</i>                           |
|-----------------------------------------------|--------------------------------------------------|-------------|-----------------|----------------------------------------------------------------------------|
|                                               | <i>Total</i>                                     | <i>Post</i> | <i>Non-post</i> |                                                                            |
| Institutional budget                          | 7.9                                              | 7.7         | 0.2             | Secured                                                                    |
| Institutional budget – Evaluation Pooled Fund | 10.6                                             | 7.1         | 3.5             | Secured                                                                    |
| Regular resources                             | 7.6                                              | 4.8         | 2.9             | Secured                                                                    |
| Other resources                               | 3.0                                              | 3.0         | –               | Not available; to be mobilized                                             |
| <b>Total</b>                                  | <b>29.2</b>                                      | <b>22.6</b> | <b>6.6</b>      | About \$2.2 million non-post resources available for the workplan for 2026 |

### Funding gap

56. The combined cost of new evaluations (\$4.1 million) and cross-cutting evaluative workstreams (\$0.6 million) planned under the 2026 workplan amounts to approximately \$4.7 million. These activities represent the only components of the

workplan that require new non-post resources in 2026, as ongoing evaluations are financed through existing commitments.

57. Of this \$4.7 million requirement, approximately \$2.2 million in non-post resources is available for evaluation and cross-cutting workstreams in 2026 within the approved quadrennial envelope, after accounting for fixed post costs and existing commitments. This leaves a funding gap of approximately \$2.6 million for the 2026 workplan.

58. As detailed in table 2, the \$2.6 million funding gap is fully explained by three clearly identifiable components of the evaluation portfolio:

(a) About \$0.5 million of the 2026 funding gap relates to tier 1a evaluations and reflects a short-term funding gap. This is because two tier 1a evaluations require higher start-up costs in 2026: the Multi-country impact evaluation thematic window of UNICEF work on ending violence against children in, around and through schools, and Evaluation of UNICEF contributions to impact at scale for child survival and newborn care. Much of their cost must be paid at the beginning (for design, baseline work and country engagement), and one of the evaluations also costs more than the non-post funding available for its portfolio in 2026. As a result, these evaluations are spread over more than one year, with completion in 2027 and beyond, creating a short-term funding gap in 2026;

(b) \$1.4 million in unfunded tier 1b evaluation priorities identified in the Plan for global evaluations, 2026–2029 and not covered by the institutional budget; and

(c) \$0.6 million for cross-cutting evaluative workstreams, which currently lack dedicated non-post resources in 2026.

59. Without additional resources, these critical elements of the evaluation agenda cannot be implemented as planned, thereby limiting evaluation coverage and constraining organizational learning and synthesis under the UNICEF Strategic Plan, 2026–2029.

### **Addressing the funding gap**

60. The 2026 workplan requires approximately \$4.7 million in new non-post resources to implement new evaluations and cross-cutting evaluative workstreams. Of this amount, approximately \$2.2 million is available for evaluations in 2026 within the approved quadrennial envelope. This leaves a funding gap of approximately \$2.6 million for the 2026 workplan.

61. This shortfall is highlighted to the Executive Board and UNICEF management in a timely and transparent manner as a risk management measure. If not addressed, the gap will constrain the Evaluation Office's ability to fully implement high-criticality evaluations and cross-cutting evaluative activities, with implications for meeting commitments under the Revised evaluation policy of UNICEF (2023), addressing the organization's learning and accountability needs, and supporting evidence-informed decision-making under the UNICEF Strategic Plan, 2026–2029.

62. In anticipation of this gap, the Evaluation Office began to implement mitigating measures in 2025 and will continue to do so in 2026. These include internal cost-efficiency measures, shift in the business model towards less reliance on costly institutional consultancies, but more in-house capacities, streamlined evaluation management and contracting processes, increased use of methodological and technological innovations, and the strategic sequencing and phasing of evaluations to maximize coverage within available annual resources.

63. To close the funding gap, the Evaluation Office is also advocating for the adoption of a set of exceptional and complementary resource-mobilization and

partnership measures, in alignment with the provisions of the Revised evaluation policy of UNICEF (2023) and the organization's commitment to adequate and predictable resourcing of evaluation. These measures include actions within the remit of the Evaluation Office itself, such as enhanced engagement with bilateral and non-traditional partners – including philanthropic foundations and academic institutions – to co-finance global public goods such as evaluation synthesis, evaluation systems strengthening and national evaluation capacity development. These measures also include actions for the consideration of UNICEF management and the Executive Board, including the establishment of a multi-donor Evaluation Trust Fund, the revitalization of the Evaluation Pooled Fund mechanism, and the expansion of joint financing arrangements with country offices for multi-country and impact evaluations.

64. Taken together, these measures will help to ensure that the centrality accorded to evaluative evidence as a driver of results in the UNICEF Strategic Plan, 2026–2029 can be realized – and, by extension, that the vital learning and accountability needs of UNICEF and its partners can be met in the critical years ahead, in keeping with the organizational commitments set forth in the Revised evaluation policy of UNICEF (2024).

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