



2026–2029 CORPORATE EVALUATION PLAN



2026–2029 CORPORATE EVALUATION PLAN

**UN Women Independent Evaluation,
Audit and Investigation Services**

Independent Evaluation Service

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EXECUTIVE SUMMARY

The 2026–2029 Corporate Evaluation Plan (CEP) provides a coherent framework for generating credible evidence on the relevance, coherence, effectiveness, efficiency, impact and sustainability of UN Women’s work under the Strategic Plan 2026–2029. The CEP is guided by three principles: strengthening countries and regions in line with UN Women’s strategic pivot to the field and the UN80 reform initiatives; providing systematic coverage of the Strategic Plan to support its implementation; and generating evidence that enables adaptive management across the organization.

The CEP foresees the completion of five corporate evaluations, four evaluative syntheses, one joint system-wide synthesis, and four to six rapid assessments, complemented by approximately 40 regional and country portfolio evaluations led by IES. Together, these will cover the Strategic Plan’s impact areas, outcomes, and outputs on organizational effectiveness and efficiency, providing evidence to support learning, accountability and decision-making across the organization.

Evaluation topics were guided by UN Women’s Evaluation Policy and Coverage Norms, combined with an extensive consultative process involving the Advisory Committee on Oversight, senior management, and IEAIS staff.

The total non-staff funding required for implementation of the CEP is estimated at US\$ 1,340,000 over the four-year period. These costs primarily cover consultancy fees and travel for corporate

evaluations, synthesis, and rapid assessments, and targeted support for country portfolio and regional evaluations.

Progress will be reported annually through the Report on the Evaluation Function, which will be submitted to the Executive Board, the Senior Management Team, and the Advisory Committee on Oversight.

Key risks to implementation include resource availability, staffing stability, and broader factors affecting the CEP delivery. To address these, IES will maintain a consultative and adaptive approach, introducing flexible modalities such as rapid assessments to ensure timely and relevant evidence. In line with good practice, the CEP will be updated as necessary to respond to evolving priorities, with any revisions communicated to the Executive Board, senior management and the Advisory Committee on Oversight.

KEY GUIDING PRINCIPLES



Strengthening countries and regions:

Support UN Women’s strategic pivot to the field and UN80 reform agenda by prioritizing regional and country-level evidence.



Providing coverage of the Strategic Plan:

Provide balanced coverage across impact areas, outcomes and organizational effectiveness, aligned with Evaluation Policy and Coverage Norms.



Supporting UN Women with evidence:

Generate evidence that supports real-time learning, course correction and strategic decision-making, including through flexible and rapid evaluation approaches.

PLANNED EVALUATIVE ACTIVITIES UNDER THE CORPORATE EVALUATION PLAN 2026-2029

40

Regional and Country Portfolio Evaluations (IES-led)

5

Corporate Evaluations

4

Evaluative Syntheses

1

Joint System-Wide Synthesis

4-6

Rapid Assessments

1. BACKGROUND AND PURPOSE

Evaluation in UN Women is defined as a systematic and impartial assessment that provides credible evidence on progress toward intended and unintended results in advancing gender equality and the empowerment of women.

As set out in the Evaluation Policy ([UNW/2020/5/Rev.1](#)), evaluations serve three interlinked purposes: first, evaluations are a means to demonstrate accountability to stakeholders, including women who are rights holders and duty bearers; second, evaluations provide credible and reliable evidence for decision-making; and third, evaluations uncover lessons from normative, operational and UN system coordination work, which often add to UN Women's existing knowledge base.

The Independent Evaluation Service (IES) leads corporate, regional and country portfolio evaluations, and supports decentralized, joint and system-wide evaluations. Through this work, IES strengthens accountability, fosters organizational learning, and promotes coherence across UN Women and the wider UN system.

The **2026–2029 Corporate Evaluation Plan (CEP)** provides a coherent framework for generating evaluation evidence on the relevance, coherence, effectiveness, efficiency, impact and sustainability of UN Women's work under the **Strategic Plan 2026–2029**. The CEP emphasizes a focused set of higher-priority corporate evaluations, complemented by targeted syntheses, rapid assessments, and regional and country portfolio evaluations, all designed to strengthen accountability, inform strategic decisions, and expand knowledge on what works for gender equality.

The development of the CEP was led by IES under the supervision of the Director of IEAIS and was informed by the Strategic Plan 2026–2029. The process benefited from extensive internal consultations with IEAIS staff and senior managers, including Regional Directors, to capture regional and country-level

priorities and ensure relevance across all levels of the organization, as well as consultations with the Advisory Committee on Oversight. It also drew on the **evidence gap mapping** (see Box 1) of evaluations completed under the previous CEP 2022–2025, which highlighted gaps in strategically important areas such as thematic priorities and systemic outcomes. Once approved by the UN Women Executive Director, the 2026–2029 CEP will be shared with the Executive Board at its 2026 Annual Session, with progress on implementation reported annually through the Report on the Evaluation Function.

The CEP has been developed in and informed by UN Women's current operating context. The UN80 initiatives and ongoing organizational change, including the pivot to the field, place greater emphasis on strengthening regional and country presence and enhancing system-wide coherence. At the same time, the organization operates in a resource-constrained environment, requiring sharper prioritization and greater efficiency in evaluation coverage. The CEP is therefore designed as an agile and adaptive instrument, providing timely and relevant insights to support organizational change and the implementation of the new Strategic Plan.

To maintain utility and responsiveness, the CEP follows **an annual review cycle**, with reviews conducted each year starting in 2026 and the flexibility to adjust to emerging issues and strategic priorities as needed. In particular, topics for advisory work and rapid assessments will be confirmed on an annual basis to ensure that IES can respond to priority questions and information needs of UN Women in a period of reform and transformation.

2. DELIVERING ON THE 2022-2025 CORPORATE EVALUATION PLAN: RESULTS AND LESSONS

Amid growing global challenges, including political instability, conflict, climate change and economic uncertainty, the demand for timely, evidence-based decision-making has intensified across the UN system. In this context, IES has supported the implementation of UN Women's Strategic Plan 2022–2025 by generating credible evaluation evidence to inform strategic decisions, promote learning and ensure accountability.

During this period, IES fully implemented its Corporate Evaluation Plan 2022–2025 and expanded efforts to deliver more strategic, timely and fit-for-purpose evaluations that respond to evolving organizational needs.

IES exceeded the targets set in the Corporate Evaluation Plan 2022–2025, completing 15 corporate evaluations and synthesis reports (target: 13) and 49 regional and country portfolio evaluations (target: 30), 36 of which were led by IES. This included Regional Office Strategic Note evaluations in five regions and 21 country portfolio evaluations across all regions.

During this period, IES has explored and applied innovative evaluation approaches, including those in emerging but strategically important areas. For example, in the corporate evaluation on social norms, IES employed a feminist collaborative approach, engaging key stakeholders to contextualize the evaluation and generate real-time insights that directly informed programmatic development. IES has also adopted a more targeted approach to engage in UN Women's corporate strategic planning processes directly and to integrate evaluation lessons into various corporate decision-making mechanisms. In close collaboration with the Strategic Planning Unit (SPU)

and the Policy, Programme and Intergovernmental Division (PPID), IES developed tailored evaluation briefs and presentations to support both the mid-term review of the 2022–2025 Strategic Plan and the development of the 2026–2029 Strategic Plan. At the country and regional level, IES ensured that evaluation findings were reflected in the development of Strategic Notes by actively participating in SN review committees, as well as in programme and project review committees across all levels of the organization.

In parallel, IES diversified the types of evaluative exercises undertaken, including formative and rapid assessments, designed to address specific organizational needs and contexts, and this has enabled more responsive and fit-for-purpose evaluative exercises, depending on the scope, timing, and strategic intent. The use of these varied and targeted assessment approaches has not only facilitated the real-time application of evaluation findings but also strengthened stakeholder ownership, as reflected in increased uptake and buy-in from senior management. Further, IES continued to play a strategic role in advancing evidence-based knowledge to promote gender equality across the UN system and beyond by leveraging system-wide evaluation activities. These efforts supported broader learning, cooperation, and dissemination of evaluation insights. Notable contributions include leading the *Synthesis of UN System Evaluations on SDG 5*, conducted in collaboration with other UN evaluation offices, and co-chairing the People Pillar (SDGs 1–5) of the Global SDG Synthesis Coalition. These helped position the IES as a lead evaluation office, continuously promoting enhanced system-wide coherence for gender equality and women's rights as well as promoting gender-responsive evaluation across the UN system.

BOX 1:

Summary of the Evidence Gap Mapping (EGM) Analysis 2025

In 2025, IES conducted the third and latest Evidence Gap Mapping (EGM 2025) analysis to identify critical gaps in evaluative evidence across areas that are strategically important to UN Women and to inform the development of the CEP 2026–2029. The analysis was based on 119 UN Women evaluation reports completed between 2022 and March 2025 that met quality and inclusion criteria. EGM 2025 was aligned with the Strategic Plan 2022–2025 and builds on previous exercises conducted in 2019 and 2022. For the first time, IES also piloted the use of artificial intelligence (AI) tools to support synthesis and categorization of evaluative content, complementing traditional qualitative analysis conducted using NVivo.

EGM 2025 found that while all four of UN Women's thematic areas were represented, coverage across evaluations was uneven. A higher number of reports covered Ending Violence Against Women and Women's Economic Empowerment, while relatively fewer addressed Governance and Participation in Public Life, and Women, Peace and Security, Humanitarian Action, and Disaster Risk Reduction. Among the systemic outcomes, Systemic Outcome 4—focusing on women's equitable access to services, goods and resources—received the most coverage, whereas outcomes related to financing for gender equality (Systemic Outcome 2) and gender data (Systemic Outcome 6) were least represented. The analysis also revealed gaps in evaluative evidence on Gender Equality Accelerators (GEAs), particularly around Transforming Care Systems, which remains a relatively new but growing focus area for UN Women.

In addition, EGM 2025 highlighted gaps related to Organizational Effectiveness and Efficiency Framework (OEEF) indicators. While evidence was available in areas such as principled performance and partnerships, notable gaps remained in areas such as empowered workplace culture and business processes. The EGM also underscored the need for more systematic evaluative attention to cross-cutting and emerging issues, such as climate change, innovative financing, and private-sector engagement. These findings would inform that CEP are grounded in robust, relevant evidence that supports learning, accountability, and strategic decision-making across the organization.

KEY ACHIEVEMENTS AND PROGRESS UNDER THE CORPORATE EVALUATION PLAN 2022-2025



Exceeded CEP 2022–2025 targets, completing **15 corporate evaluations and synthesis reports** (target: 13) and **49 regional and country portfolio evaluations** (target: 30), with 36 led by IES.



Strengthened innovation and responsiveness in evaluation by applying approaches such as **feminist collaborative methodologies** (e.g. the corporate evaluation on social norms) and diversifying types of assessments, including **formative and rapid assessments, to deliver timely, fit-for-purpose evidence** (e.g. the formative assessment of the Gender Equality Accelerators).



Increased engagement in system-wide and joint evaluations, including through a leading role in the Synthesis of UN System Evaluations on SDG 5, contributing to enhanced system-wide learning and coherence on gender equality.



Strengthened evaluation use across all levels through a targeted approach to engagement in key corporate strategic planning processes—such as Strategic Plan planning and programme and project development.

3. SELECTION APPROACHES AND CRITERIA

Overall principles

The principles set out in UN Women's Evaluation Policy guide the planning, conduct and follow-up to evaluations. They include *national ownership and leadership; UN system coordination and coherence on gender equality and the empowerment of women; innovation; fair power relations and empowerment; participation and inclusion; independence and impartiality; transparency; quality and credibility; intentionality and use of evaluation; and ethics.*

Further, the 2026–2029 Corporate Evaluation Plan (CEP) is grounded in three guiding principles that reflect UN Women's evolving organisational priorities and the broader reform context within the UN system.

- **Strengthening countries and regions:** In alignment with the UN80 initiatives and UN Women's continued pivot to the field, the CEP places greater emphasis on strengthening evaluation capacity, coverage, and use at the regional and country levels. This shift ensures that evaluative evidence is generated closer to where programmes are designed and implemented, thereby enhancing the relevance, ownership, and utility of findings. The approach supports more effective third-line oversight, fosters regional learning, and contributes to stronger national evaluation ecosystems and gender-responsive evaluation capacity.
- **Providing systematic coverage of the Strategic Plan to support its implementation:** The CEP ensures that evaluations collectively provide balanced coverage of the Strategic Plan 2026–2029, including its impact areas, systemic outcomes, and organizational enablers. By mapping planned evaluations against the Strategic Plan's results framework, the CEP enables UN Women to track progress, identify evidence gaps, and generate findings that inform

both mid-term reviews and forward planning. This systematic coverage ensures that evaluation evidence directly supports the implementation, accountability, and adaptive management of the Strategic Plan.

- **Generating evidence for adaptive management:** The CEP prioritizes the production and timely use of evaluative evidence to inform decision-making at all levels of the organization. Evaluations are designed to be forward-looking and responsive, helping UN Women adapt its strategies and operations in a dynamic and resource-constrained environment. Through rapid assessments, advisories, syntheses, and accessible communication products, IES will ensure that evaluation findings contribute to real-time learning and continuous improvement, reinforcing a culture of evidence-based adaptive management across headquarters, regional, and country offices.

Gender equality and human rights responsive evaluation

UN Women evaluations are guided by the UN system's commitment to gender equality and human rights. Evaluations systematically assess the extent to which interventions are aligned with these principles, both in their design and in their implementation. They examine how programmes contribute to transformative change by empowering women and girls, promoting inclusion and participation of rights holders and duty bearers, and addressing inequalities that underpin development challenges. This approach ensures that evaluation processes and results strengthen accountability for gender equality and support rights-based, inclusive, and sustainable outcomes.

Use of Artificial Intelligence in Evaluation

IES will continue to explore the innovative yet responsible use of artificial intelligence (AI) to improve the quality and use of evaluations while increasing efficiency and cost-effectiveness of the evaluation practices. As outlined in the [UNEG Ethical Principles for Harnessing AI in United Nations Evaluations \(2025\)](#), and aligned with the [Global Digital Compact](#), the ethical use of AI in evaluation is guided by key principles: transparency and accountability, fairness and inclusivity, data protection and privacy, validity and reliability, and human rights-based AI implementation. IES has piloted generative AI tools for synthesis, a custom chatbot for exploring evaluation evidence, and AI-driven dashboards and visualizations. These initiatives aim to improve efficiency and increase the utility of existing evidence while maintaining rigorous standards of transparency, data protection, and quality assurance. Moving forward, IES will continue to responsibly integrate AI to strengthen learning and evidence-based decision-making across UN Women.

Synergies between corporate and decentralized evaluations

IES promotes strong linkages between corporate and decentralised evaluations, including through the annual **Global Evaluation Plan**, which ensures thematic alignment, regional balance, and reduced duplication of effort. IES provides quality assurance and technical support to decentralized evaluations, including near-real-time quality assessments through the Global Evaluation Reports Assessment and Analysis System (GERAAS), which now incorporates a disability inclusion criterion. This system strengthens evaluation coherence and fosters continuous improvement. IES also supports regional and country portfolio evaluations that align with corporate priorities and contribute to strategic learning across the organization.

UN coherence on gender equality and the empowerment of women and joint evaluation

In line with UN development system reform, UN Women continues to expand its engagement in joint and system-wide evaluations to strengthen coherence and accountability for gender equality results. During the 2022–2025 period, UN Women's participation in joint evaluations increased steadily, reaching 35 per cent and surpassing its corporate target. IES led the first UN system-wide synthesis on SDG 5 and co-chairs the People Pillar (SDGs 1–5) of the Global SDG Synthesis Coalition, fostering collaboration and shared learning across UN entities. During this CEP cycle, UN Women will continue to co-lead system-wide evaluation initiatives to ensure that gender perspectives remain central to UN evaluation practice.

UN Women's Evaluation Coverage Norms

UN Women's Evaluation Coverage Norms provides high-level guidance for ensuring appropriate evaluation coverage across the Entity and informs the selection of evaluations to be included in the CEP each cycle. The Evaluation Coverage Norms balance systematic and adequate evaluation coverage across the whole of UN Women's work at the corporate level, with a strategic selection of evaluations at the decentralized level. UN Women's Evaluation Coverage Norms provide a minimum set of corporate expectations within which IES and commissioning units have the flexibility to prioritize topics, interventions and timing in line with their programmes of work and stakeholders' needs.

4. CORPORATE AND STRATEGIC EVALUATIONS 2026–2029

The Corporate Evaluation Plan 2026–2029 outlines a balanced and phased approach to generating evaluative evidence that strengthens UN Women’s accountability, learning and strategic decision-making. Over the four-year period, IES will lead approximately 40 regional and country portfolio evaluations across all regions to reinforce UN Women’s country and regional work and advance the organization’s pivot to the countries and regions.

The planned corporate and strategic evaluations ensure comprehensive coverage of the key result areas of the UN Women Strategic Plan 2026–2029 (see Annex 1) by assessing the effectiveness of UN Women’s triple mandate—normative, coordination, and operational work—across its thematic priorities, including development results and organizational effectiveness and efficiency. They also encompass systemic outcome areas that cut across all impact areas and reflect UN Women’s triple mandate, ensuring a holistic view of organizational performance and contribution to gender equality results. The CEP includes five corporate evaluations, four evaluative syntheses, and one joint system-wide synthesis, with thematic focus areas such as intergovernmental processes, humanitarian action, UN system coordination, norms and standards, women and girls in digital environments, women’s movements, access to quality services and resources, programme effectiveness, and performance against the Strategic Plan (see Table 1).

To support adaptive management, IES will conduct four to six rapid assessments, undertaken on an interest and needs basis, focusing on organizational effectiveness and efficiency outputs and other cross-cutting issues. Topics for these rapid assessments will be identified and confirmed on an annual basis to ensure responsiveness to emerging institutional priorities. These exercises will explore areas such as the pivot to countries and regions, resource mobilization, private sector engagement, flexible funding, advocacy and communications, knowledge management, and adaptation to UN system reforms. Through this flexible and forward-looking approach, the 2026–2029 CEP ensures that UN Women remains agile, responsive, and evidence-driven in implementing its Strategic Plan.

TABLE1:

Planned corporate and strategic evaluations, 2026-2029

| 2026–2029 PLANNED EVALUATIONS | | | | |
|-------------------------------|--|--|--|---|
| YEAR | CLASSIFICATION | EVALUATION | ROLES AND RESPONSIBILITIES | REPORTING REQUIREMENT |
| 2026 | Corporate evaluation | Corporate evaluation of UN Women’s support to the intergovernmental processes | Led by IES | Presented to the Executive Board (in 2026), UN Women Senior Management, relevant internal and external stakeholders |
| | | Corporate evaluation of UN Women’s support to building and sustaining women’s movements | Led by IES | Presented to the Executive Board (in 2027), UN Women Senior Management, relevant internal and external stakeholders |
| | Synthesis | Synthesis of UN Women’s support to making institutions accountable for gender equality | Led by IES | Presented to the Executive Board, UN Women Senior Management, relevant internal and external stakeholders |
| | Rapid Assessment (1–2 topics selected from the listed areas) | Rapid Assessments on UN Women’s adaptability to change: 1) pivot to countries and regions (joint with Internal Audit Service); 2) Integrated mandate; 3) empowered people, and 4) HIV/AIDS | Led by IES | Presented to the Executive Board, UN Women Senior Management, relevant internal and external stakeholders |
| | Regional evaluations | All regional evaluations ¹ | Led by IES or co-managed by IES and Regional Offices | Presented to the Regional Director, UN Women Senior Management, relevant internal and external stakeholders |
| | Country portfolio evaluations | All country portfolio evaluations ² | Led by IES or co-managed by IES and Country Offices | Presented to the Country Representative, Regional Director, UN Women Senior Management, relevant internal and external stakeholders |
| | Headquarters-led evaluations | All headquarters-led evaluations ³ (IES is dependent on HQ managers flagging these evaluations in a timely manner) | Managed by headquarters divisions; IES provides technical assistance | Presented to relevant Directors of headquarters sections, and internal and external stakeholders |
| | Country Office-led evaluations | All Country Office-led evaluations ⁴ (IES is dependent on Country Office managers flagging these evaluations in a timely manner) | Managed by Country Offices; IES provides technical assistance | Presented to the Country Representative and relevant internal and external stakeholders |

¹ Regional evaluations will be identified within the annual Global Evaluation Plan to be developed annually based on Regional Office Strategic Notes and evaluation plans.

² Country portfolio evaluations will be identified within the annual Global Evaluation Plan to be developed annually based on Country Office Strategic Notes and evaluation plans.

³ Headquarters-led evaluations will be identified within the annual Global Evaluation Plan to be developed annually based on the headquarters Annual Work Plan and Strategic Notes.

⁴ Country Office-led evaluations will be identified within the annual Global Evaluation Plan to be developed annually based on Country Office Strategic Notes and evaluation plans.

| 2026–2029 PLANNED EVALUATIONS | | | | |
|-------------------------------|---|---|--|---|
| YEAR | CLASSIFICATION | EVALUATION | ROLES AND RESPONSIBILITIES | REPORTING REQUIREMENT |
| 2027 | Corporate evaluation | Corporate evaluation of UN Women's UN system coordination work | Led by IES | Presented to the Executive Board (in 2028), UN Women Senior Management, relevant internal and external stakeholders |
| | Joint system-wide synthesis | Joint system-wide synthesis on women and girls in the digital environment | Led by IES | Presented to the Executive Board, UN System, UNEG, relevant internal and external stakeholders |
| | Synthesis | Synthesis of UN Women's support to norms and standards to uphold the rights of all women and girls | Led by IES | Presented to the Executive Board, UN Women Senior Management, relevant internal and external stakeholders |
| | Rapid Assessment (1–2 topics selected from the listed areas) | Rapid Assessments on UN Women's adaptability to change: 1) resource mobilization strategy; 2) private sector engagement; 3) flexible funding | Led by IES | Presented to the Executive Board, UN Women Senior Management, relevant internal and external stakeholders |
| | Regional evaluations | All regional evaluations | Led by IES or co-managed by IES and Regional Offices | Presented to the Regional Director, UN Women Senior Management, relevant internal and external stakeholders |
| | Country portfolio evaluations | All country portfolio evaluations | Led by IES or Co-managed by IES and Country Offices | Presented to the Country Representative, Regional Director, UN Women Senior Management, relevant internal and external stakeholders |
| | Headquarters-led evaluations | All headquarters-led evaluations (IES is dependent on HQ managers flagging these evaluations in a timely manner) | Managed by headquarters divisions; IES provides technical assistance | Presented to relevant Directors of headquarters sections, and internal and external stakeholders |
| | Country Office-led evaluations | All Country Office-led evaluations (IES is dependent on Country Office managers flagging these evaluations in a timely manner) | Managed by Country Offices; IES provides technical assistance | Presented to the Country Representative and relevant internal and external stakeholders |

| 2026–2029 PLANNED EVALUATIONS | | | | |
|-------------------------------|---|---|--|---|
| YEAR | CLASSIFICATION | EVALUATION | ROLES AND RESPONSIBILITIES | REPORTING REQUIREMENT |
| 2028 | Corporate evaluation | Corporate evaluation of UN Women’s support to women and girls in humanitarian action | Led by IES | Presented to the Executive Board (in 2029), UN Women Senior Management, relevant internal and external stakeholders |
| | Synthesis | Synthesis of UN Women’s support to women’s agency and access to quality services, resources and assets | Led by IES | Presented to the Executive Board, UN Women Senior Management, relevant internal and external stakeholders |
| | Rapid Assessment (1–2 topics selected from the listed areas) | Rapid Assessments on UN Women’s adaptability to change: 1) knowledge management; 2) advocacy and communications; 3) Operational mandate | Led by IES | Presented to the UN Women Executive Board, UN Women Senior Management, relevant internal and external stakeholders |
| | Regional evaluations | All regional evaluations | Led by IES or co-managed by IES and Regional Offices | Presented to the Regional Director, UN Women Senior Management, relevant internal and external stakeholders |
| | Country portfolio evaluations | All country portfolio evaluations | Led by IES or co-managed by IES and Regional Offices | Presented to the Country Representative, Regional Director, UN Women Senior Management, relevant internal and external stakeholders |
| | Headquarters-led evaluations | All headquarters-led evaluations (IES is dependent on HQ managers flagging these evaluations in a timely manner) | Managed by headquarters divisions; IES provides technical assistance | Presented to relevant Directors of headquarters sections, and internal and external stakeholders |
| | Country Office-led evaluations | All Country Office-led evaluations (IES is dependent on Country Office managers flagging these evaluations in a timely manner) | Managed by Country Offices; IES provides technical assistance | Presented to the Country Representative and relevant internal and external stakeholders |

| 2026–2029 PLANNED EVALUATIONS | | | | |
|-------------------------------|---|---|--|---|
| YEAR | CLASSIFICATION | EVALUATION | ROLES AND RESPONSIBILITIES | REPORTING REQUIREMENT |
| 2029 | Corporate evaluation | Corporate Evaluation of UN Women's programme effectiveness and results-based management | Led by IES | Presented to the Executive Board (in 2030), UN Women Senior Management, relevant internal and external stakeholders |
| | Synthesis | Synthesis of performance against the Strategic Plan 2026-2029 | Led by IES | Presented to the Executive Board, UN Women Senior Management, relevant internal and external stakeholders |
| | Rapid Assessment (1–2 topics selected from the listed areas) | Rapid Assessments on UN Women's adaptability to change: 1) adaptation to the UN Systems reforms; 2) business transformation and innovation; 3) Gender Equality Accelerators | Led by IES | Presented to the Executive Board, UN Women Senior Management, relevant internal and external stakeholders |
| | Regional evaluations | All regional evaluations | Led by IES or co-managed by IES and Regional Offices | Presented to the Regional Director, UN Women Senior Management, relevant internal and external stakeholders |
| | Country portfolio evaluations | All country portfolio evaluations | Led by IES or co-managed by IES and Regional Offices | Presented to the Country Representative, Regional Director, UN Women Senior Management, relevant internal and external stakeholders |
| | Headquarters-led evaluations | All headquarters-led evaluations (IES is dependent on HQ managers flagging these evaluations in a timely manner) | Managed by headquarters divisions; IES provides technical assistance | Presented to relevant Directors of headquarters sections, and internal and external stakeholders |
| | Country Office-led evaluations | All Country Office-led evaluations (IES is dependent on Country Office managers flagging these evaluations in a timely manner) | Managed by Country Offices; IES provides technical assistance | Presented to the Country Representative and relevant internal and external stakeholders |

In terms of implementation and reporting, IES will maintain a rolling, adaptive approach, enabling annual scoping of planned evaluations within the overall CEP framework. Annual workplans will be prepared and presented to the Advisory Committee on Oversight and the Executive Director through the IEAIS oversight structure.

The plan will remain flexible to accommodate unanticipated high-priority demands, including joint evaluations and system-wide initiatives that arise during the CEP cycle. Any major new commitments

will be balanced against available resources and may require rescheduling or adjustment of existing activities.

IES will continue to report annually on CEP implementation through the Report on the Evaluation Function, submitted to the Executive Board, Senior Management Team, and Advisory Committee on Oversight. These reports will include progress on evaluation delivery, coverage, quality, and use, as well.

5. RESOURCE FRAMEWORK

Based on the actual cost of previous corporate and strategic evaluations conducted by IES, the estimated non-staff cost of all corporate and strategic evaluations for the 2026–2029 CEP is US\$ 1,340,000 (see Table 2). These costs primarily cover consultancy fees and travel for corporate evaluations, synthesis, and rapid assessments, and targeted support for country portfolio and regional evaluations. The plan assumes that IES staff will closely scope, prepare and conduct corporate and strategic evaluations, including quality

assurance and dissemination of evaluation results, while implementation will be supported by external consultants if needed.

Strategic country portfolio and regional evaluations will be funded by the Country and Regional Offices concerned. IES will supplement funding of these evaluations by IES staff acting as team leaders for evaluations and providing limited resources on a needs basis to fill fundings gaps.

TABLE 2:

Resource framework for 2026–2029 corporate and strategic evaluations

| YEAR | EVALUATION | ESTIMATED NON-STAFF COST (e.g. consultancy, travel) (US\$) |
|-------------------------------------|---|--|
| 2026 | IES-led regional and country portfolio evaluations (target: 8-10 IES-led evaluations across 6 regions) | 120,000 |
| | Corporate evaluation of UN Women’s support to the intergovernmental processes | 10,000 ⁵ |
| | Corporate evaluation of UN Women’s support to building and sustaining women’s movements | 90,000 |
| | Synthesis of UN Women’s support to making institutions accountable for gender equality | 40,000 |
| | Rapid Assessments* on UN Women’s adaptability to change: 1) pivot to countries and regions (joint with Internal Audit Service); 2) Integrated mandate; 3) empowered people and 4) HIV/AIDS <i>*Listed topics are potential areas of assessment. 1-2 topic will be selected</i> | 60,000 |
| Total estimated cost in 2026 | | 320,000 |

⁵ The substantive costs of this evaluation were covered by 2025 budget.

| YEAR | EVALUATION | ESTIMATED NON-STAFF COST (e.g. consultancy, travel) (US\$) |
|--------------------|--|---|
| 2027 | IES-led regional and country portfolio evaluations (target: 8-10 IES-led evaluations across 6 regions) | 120,000 |
| | Corporate evaluation of UN Women's UN system coordination work | 90,000 |
| | Joint system-wide synthesis on women and girls in the digital environment | 90,000 |
| | Synthesis of UN Women's support to norms and standards to uphold the rights of all women and girls | 40,000 |
| | Rapid Assessments* on UN Women's adaptability to change: 1) resource mobilization strategy; 2) private sector engagement; 3) flexible funding <i>* Listed topics are potential areas of assessment. 1-2 topic will be selected</i> | 60,000 |
| | Total estimated cost in 2027 | 400,000 |
| 2028 | IES-led regional and country portfolio evaluations (target: 8-10 IES-led evaluations across 6 regions) | 120,000 |
| | Corporate evaluation of UN Women's support to women and girls in humanitarian action | 90,000 |
| | Synthesis of UN Women's support to women's agency and access to quality services, resources and assets | 40,000 |
| | Rapid Assessments* on UN Women's adaptability to change: 1) knowledge management; 2) advocacy and communications; 3) Operational mandate <i>* Listed topics are potential areas of assessment. 1-2 topic will be selected</i> | 60,000 |
| | Total estimated cost in 2028 | 310,000 |
| 2029 | IES-led regional and country portfolio evaluations (target: 8-10 IES-led evaluations across 6 regions) | 120,000 |
| | Synthesis of performance against the Strategic Plan 2026-2029 | 40,000 |
| | Corporate Evaluation of UN Women's programme effectiveness and results-based management | 90,000 |
| | Rapid Assessments* on UN Women's adaptability to change: 1) adaptation to the UN Systems reforms; 2) business transformation and innovation; 3) Gender Equality Accelerators <i>* Listed topics are potential areas of assessment. 1-2 topic will be selected</i> | 60,000 |
| | Total estimated cost in 2029 | 310,000 |
| GRAND TOTAL | | 1,340,000 |

6. RISK FRAMEWORK

Implementation of the 2026–2029 Corporate Evaluation Plan will take place within a dynamic and evolving context. Several risks have been identified that could affect the delivery of planned evaluations and the achievement of intended results.

Ongoing organizational change, including the implementation of the UN80 reforms and UN Women’s continued pivot to the field, may lead to adjustments in structures, processes, and priorities. Such shifts could influence the scope, sequencing, or timing of evaluations. In parallel, financial and human resource constraints remain a determining factor for the overall implementation capacity of the evaluation function. Reductions in funding or staffing, as well as unexpected vacancies, could delay or limit evaluation activities.

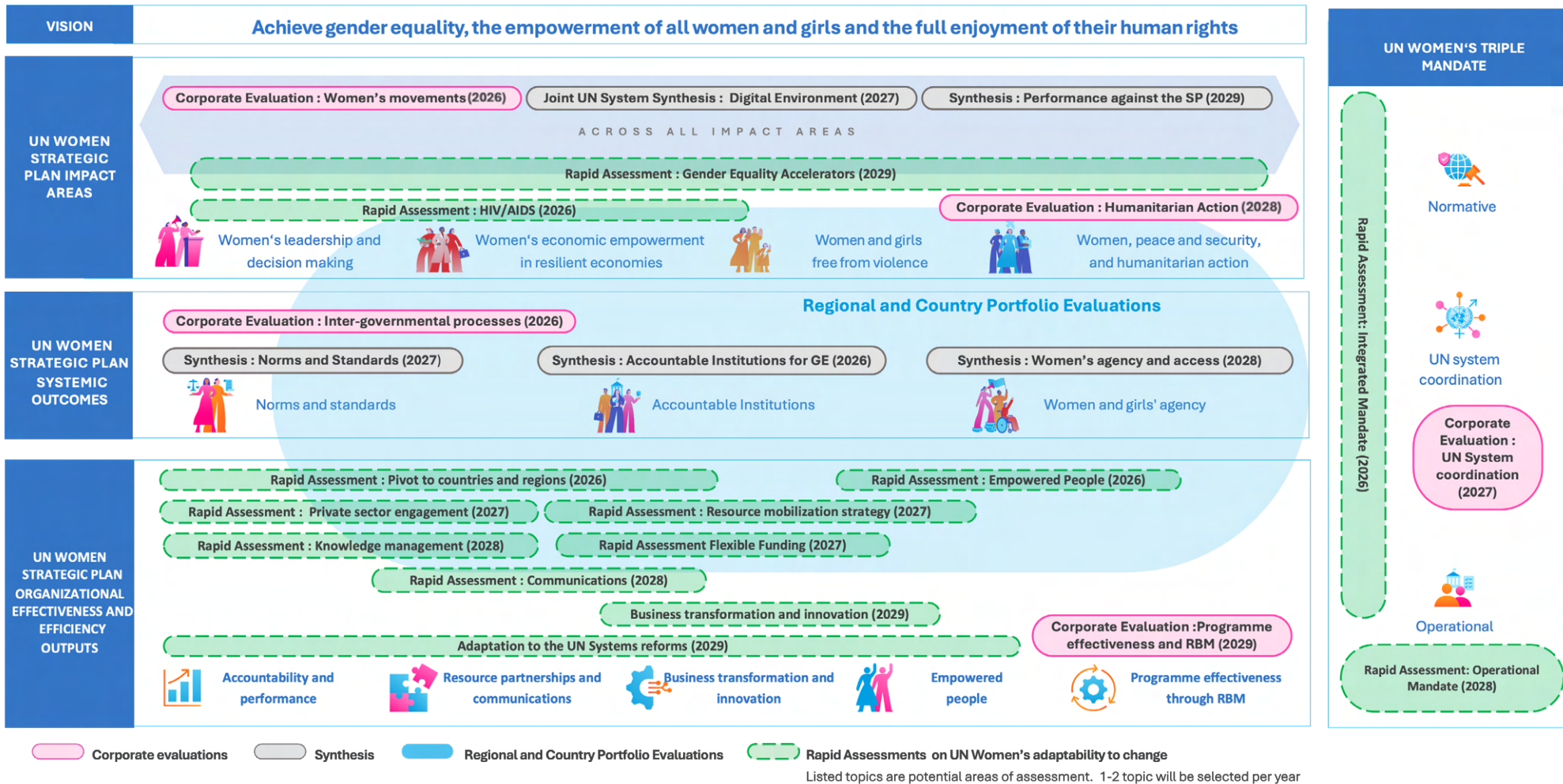
To mitigate these risks, the CEP has been designed as an adaptive framework with an annual review cycle, allowing IES to make timely adjustments to evaluation coverage and scheduling as institutional priorities evolve. Continuous monitoring of resource allocations, prioritization of strategic evaluations, and the strategic sequencing of activities will help ensure the efficient use of available resources.

External factors such as political instability, humanitarian crises, and shifting global development priorities may also hinder evaluation implementation, particularly at regional and country levels. To address this, IES will apply flexible evaluation modalities, including hybrid and remote data collection methods, and will maintain close coordination with Regional Evaluation Specialists and the IAS to manage timelines and minimize duplication. In addition, IES will continue to invest in knowledge and capacity support to strengthen decentralized evaluations, improve quality assurance, and foster institutional learning. The use of digital and AI-assisted tools will further enhance efficiency and ensure continuity where traditional evaluation approaches may be constrained.






















Through these combined mitigation measures, the CEP aims to remain robust, flexible, and responsive, ensuring that UN Women’s evaluation function continues to provide credible evidence for learning, accountability, and strategic decision-making throughout the 2026–2029 cycle.

ANNEXES

ANNEX 1: UN WOMEN CORPORATE EVALUATION PLAN: STRATEGIC PLAN COVERAGE (2026-2029)



ANNEX 2 : SUMMARY OF THE UN WOMEN CORPORATE EVALUATION PLAN 2026-2029

| IES CORPORATE AND STRATEGIC EVALUATION PLAN 2026–2029* | Strengthening countries and regions  40 REGIONAL AND COUNTRY PORTFOLIO EVALUATIONS | Providing coverage of the Strategic Plan (SP)  5 CORPORATE EVALUATIONS 4 SYNTHESSES 1 JOINT SYSTEM-WIDE SYNTHESIS | Supporting UN Women with evidence for adaptive management  4 TO 6 RAPID ASSESSMENTS OF OEEF OUTPUTS |
|---|---|---|--|
| 2026 |  8 to 10 IES-led regional and country portfolio evaluations across 6 regions |  Corporate evaluation of UN Women's support to intergovernmental processes  Corporate evaluation of UN Women's support to building and sustaining women's movements  Synthesis UN Women's support to making institutions accountable for GE |  Rapid Assessments* on UN Women's adaptability to change: 1.Pivot to countries and regions (joint with Internal Audit Service) 2.Integrated mandate 3.Empowered people 4.HIV/AIDS <small>* Listed topics are potential areas of assessment. 1-2 topic will be selected</small> |
| 2027 |  8 to 10 IES-led regional and country portfolio evaluations across 6 regions |  Corporate evaluation of UN Women's UN system coordination  Synthesis of UN Women's support to norms and standards  Joint system-wide synthesis on women and girls in Digital environment |  Rapid Assessments* on UN Women's adaptability to change: 1.Resource mobilization strategy 2.Private sector engagement 3.Flexible funding <small>* Listed topics are potential areas of assessment. 1-2 topic will be selected</small> |
| 2028 |  8 to 10 IES-led regional and country portfolio evaluations across 6 regions |  Corporate evaluation of UN Women's support to humanitarian action  Synthesis of UN Women's support to women's agency and access to quality services, resources and assets |  Rapid Assessments* on UN Women's adaptability to change: 1.Knowledge management 2.Advocacy and Communications 3.Operational mandate <small>* Listed topics are potential areas of assessment. 1-2 topic will be selected</small> |
| 2029 |  8 to 10 IES-led regional and country portfolio evaluations across 6 regions |  Corporate evaluation of UN Women's programme effectiveness and RBM  Synthesis of performance against the SP |  Rapid Assessments* on UN Women's adaptability to change: 1.Adaptation to the UN Systems reforms 2.Business transformation and innovation 3. Gender Equality Accelerators <small>* Listed topics are potential areas of assessment. 1-2 topic will be selected</small> |

* The Corporate Evaluation Plan has been developed through extensive consultations within the Independent Evaluation, Audit and Investigation Services (IEAIS), UN Women senior management, including Regional Directors, the Advisory Committee on Oversight, and the Executive Board. The 2025 Evidence Gap Mapping analysis also informed the proposed plan.

UN WOMEN EXISTS TO ADVANCE WOMEN'S RIGHTS, GENDER EQUALITY AND THE EMPOWERMENT OF ALL WOMEN AND GIRLS.

As the lead UN entity on gender equality and secretariat of the UN Commission on the Status of Women, we shift laws, institutions, social behaviours and services to close the gender gap and build an equal world for all women and girls. Our partnerships with governments, women's movements and the private sector coupled with our coordination of the broader United Nations translate progress into lasting changes. We make strides forward for women and girls in four areas: leadership, economic empowerment, freedom from violence, and women, peace and security as well as humanitarian action.

UN Women keeps the rights of women and girls at the centre of global progress – always, everywhere. Because gender equality is not just what we do. It is who we are.



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