



United Nations

Review of decentralized evaluation in the United Nations system organizations (expanded report)

**Supplementary analysis: centralized and decentralized evaluation
in the United Nations system organizations**

Report of the Joint Inspection Unit

Prepared by Eileen A. Cronin



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Foreword

This supplementary analysis compiles inputs from participating organizations, additional data sets used to compare those organizations and expanded findings and analysis in support of the concise report ([JIU/REP/2026/5](#)).

At the request of participating organizations, data were collected on various aspects of the centralized evaluation function to update findings from the 2014 Joint Inspection Unit (JIU) review ([JIU/REP/2014/6](#)).

The Inspector underscores that when individual participating organizations are listed within tables, the organization retains ownership and authorship of the data contained therein. JIU has not substantively edited or modified the data provided; any errors or omissions reflect the information received. Unless otherwise stated, the source of data for the tables in this document is the corporate questionnaire. Cells shaded in grey indicate aspects that were not applicable to that particular organization at the time of review.

The Inspector wishes to express her gratitude to the JIU participating organizations for their valuable contributions to these tables.

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Glossary of key terms

Central evaluation office/unit

The central evaluation office or unit is an organizational entity formally established and governed by an evaluation policy or equivalent institutional framework, with a clearly defined mandate and the financial and human resources to conduct evaluations covering any area of the organization. It is distinguished from other organization entities by having evaluation as its primary purpose and may range from a single evaluation officer to a dedicated unit, either established as a stand-alone entity or embedded within other organizational functions, according to the needs of the organization. Not all central evaluation entities are structurally and/or functionally independent from management. Source: JIU.

Decentralized evaluation

Decentralized evaluations are evaluations planned, financed, commissioned and managed by organizational units outside the central evaluation entity. These units may operate at any level of the organization, including headquarters departments, regional offices, country offices, and programme or project management structures. Unlike the central evaluation entities, these units do not hold an organization-wide evaluation mandate; their scope is limited to their respective areas of responsibility, including, but not limited to, projects, programmes, clusters, themes and inter-agency activities.

Because decentralized evaluations are managed and approved under the authority of line management, they are therefore commissioned and managed by functions that are not structurally and/or administratively independent from the activities, programmes or projects being evaluated. Decentralized evaluations are commonly conducted by external consultants, who are expected to exercise professional independence and impartiality and are subject to the applicable organizational evaluation standards.

Decentralized evaluations form an integral part of an organization's monitoring and evaluation function and ideally should sit within the second line of the Institute of Internal Auditors three lines model. They are primarily intended to support operational learning, managerial and external accountability and evidence generation for programme and project improvement, rather than provide the independent assurance and oversight typically fulfilled by the central evaluation entity at the corporate level.

Source: JIU.

Evaluation

An assessment, conducted as systematically and impartially as possible, of an activity, project, programme, strategy, policy, topic, theme, sector, operational area or institutional performance. It analyses the level of achievement of both expected and unexpected results by examining the results chain, processes, contextual factors and causality using appropriate criteria such as relevance, effectiveness, efficiency, impact and sustainability. An evaluation should provide credible, useful evidence-based information that enables the timely incorporation of its findings, recommendations and lessons into the decision-making processes of organizations and stakeholders.

Source: United Nations Evaluation Group, "Norms and standards for evaluation", 2016.

**Quality
assurance
systems**

Typically invoked at the design and finalization stages of evaluation, an appropriate quality assurance mechanism looks at both the evaluation process and its products. Depending on the construct of the evaluation function, the mechanism can be operated with internal peer review or external review.
Source: United Nations Evaluation Group, “Norms and standards for evaluation”, 2016.

Abbreviations and acronyms

AI	Artificial intelligence
AIDA	Artificial Intelligence for Development Analytics
CEB	United Nations System Chief Executives Board for Coordination
ECA	Economic Commission for Africa
ECE	Economic Commission for Europe
ESCAP	Economic and Social Commission for Asia and the Pacific
FAO	Food and Agriculture Organization of the United Nations
GEF	Global Environment Facility
IAEA	International Atomic Energy Agency
ICAO	International Civil Aviation Organization
ILO	International Labour Organization
IMO	International Maritime Organization
ITC	International Trade Centre
ITU	International Telecommunication Union
JIU	Joint Inspection Unit
OCHA	Office for the Coordination of Humanitarian Affairs
OHCHR	Office of the United Nations High Commissioner for Human Rights
OIOS	Office of Internal Oversight Services, United Nations Secretariat
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UN-Habitat	United Nations Human Settlements Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services

UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNSDCF	United Nations Sustainable Development Cooperation Framework
UN-SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women
UN Tourism	World Tourism Organization
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
UPU	Universal Postal Union
WFP	World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization

I. Evaluation function at Joint Inspection Unit participating organizations

S1. Centralized and decentralized evaluation at Joint Inspection Unit participating organizations

Participating organization	Existence of a central evaluation office or unit	Existence of decentralized evaluations
FAO	Yes	Yes
IAEA	Yes	No
ICAO	Yes	Yes ^a
ILO	Yes	Yes
IMO	Yes	No
ITC	Yes	Yes
ITU	Yes ^b	Yes
United Nations Secretariat	Yes ^c	Yes ^d
UNAIDS	Yes	No
UNCTAD	Yes	No
UNDP	Yes	Yes
UNEP	Yes	Yes
UNESCO	Yes	Yes
UNFPA	Yes	Yes
UN-Habitat	Yes	Yes
UNHCR	Yes	Yes
UNICEF	Yes	Yes
UNIDO	Yes	Yes
UNODC	Yes	No
UNOPS	No	Yes
UNRWA	Yes	Yes
UN Tourism	No	No
UN-Women	Yes	Yes
UPU	No	Yes
WFP	Yes	Yes
WHO	Yes	Yes
WIPO	Yes	Yes
WMO	Yes	Yes
Total	25	22

^a Decentralized evaluation is articulated in policy but has not yet been operationalized.

^b Starting in 2026.

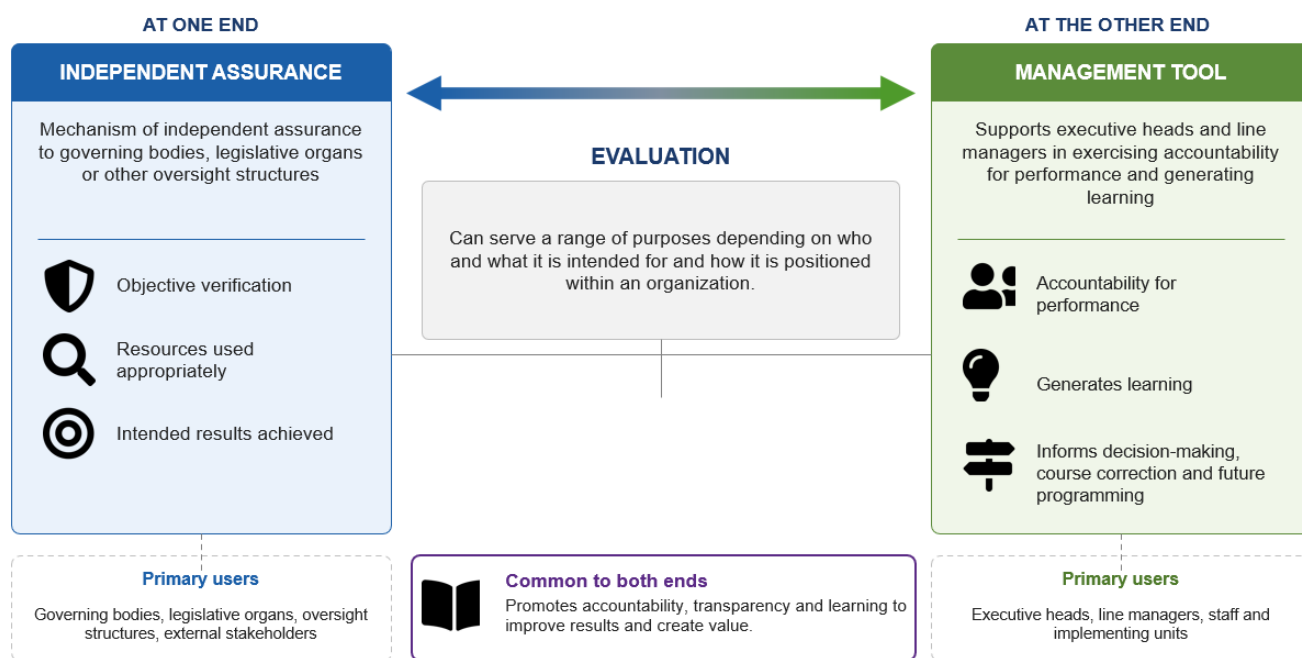
^c Within the United Nations Secretariat, the Office of Internal Oversight Services (OIOS) serves as its internal oversight body including through evaluations, and the only organization-wide third line evaluation function for the Secretariat. However, many United Nations Secretariat entities, including regional commissions and offices away from Headquarters, have their own evaluation units that are separate from OIOS but do not perform a third line function.

^d This refers solely to United Nations Sustainable Development Cooperation Framework (UNSDCF) evaluations that are coordinated by the Development Coordination Office.

S2. Comparison: Centralized evaluation function and decentralized evaluation function

1. The role of evaluation in an organization varies, depending on its purpose and audience. At one end, it can be used to provide independent assurance to governing bodies, verifying that resources were used properly and results achieved. At the other, it can serve as a management tool, helping executives and managers demonstrate accountability and learn for better decision-making. Between these two ends of the spectrum, evaluation can take on a variety of intermediate roles, shaped by its purpose, whether the primary aim is oversight, organizational learning and/or operational improvement, and by the intended audience, which together determine the level of independence required. Ultimately, evaluation spans a spectrum of roles rather than occupying one fixed position, and where it sits on this spectrum varies from one organization to another.

Figure I
Evaluation purposes: users and use

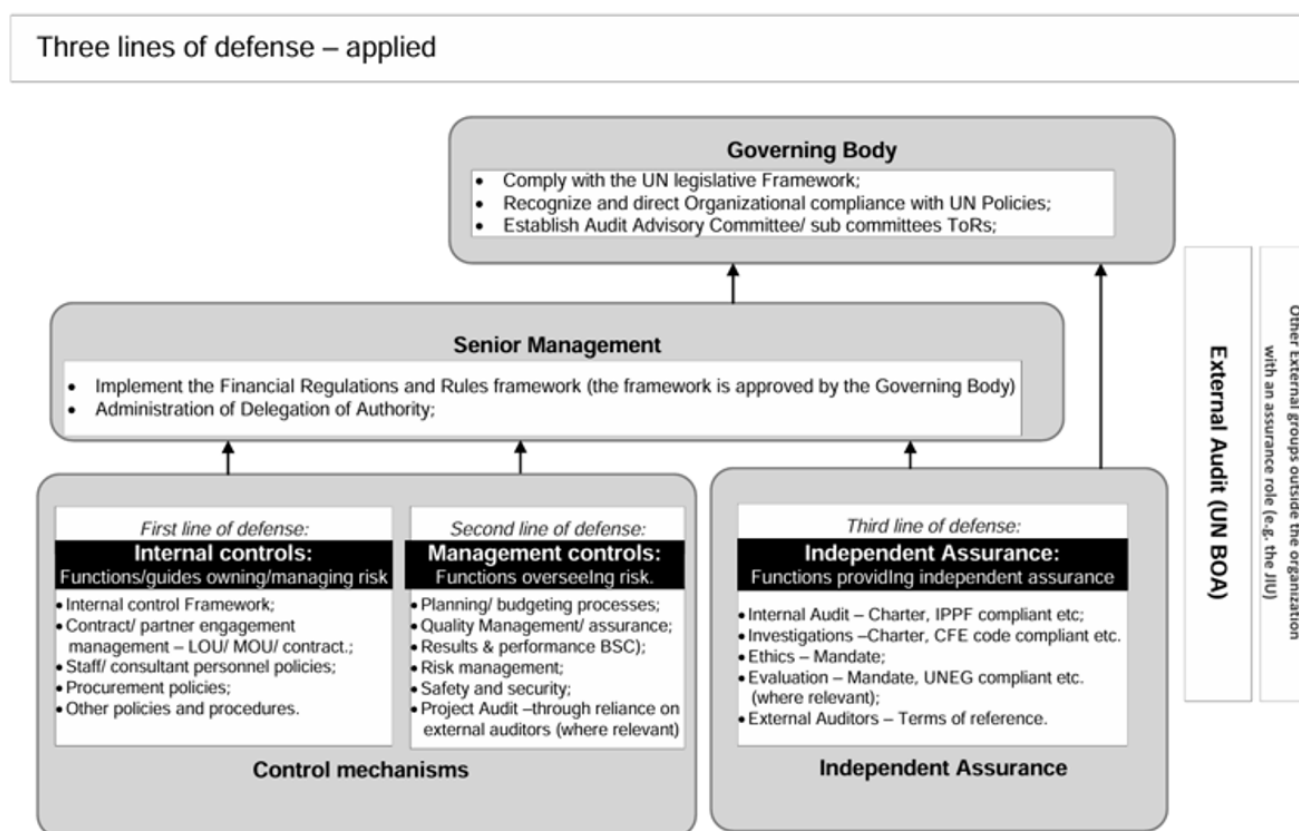


Source: JIU, 2026.

2. This spectrum is reflected within United Nations organizations, where evaluation is broadly divided into two functions: centralized and decentralized. Centralized and decentralized evaluations are conducted by different entities within the organization, with centralized evaluations led by the central evaluation entity and decentralized evaluations commissioned by line managers. These two functions differ across several dimensions, and one useful analytical lens for understanding the relationship between centralized and decentralized evaluation is the Institute of Internal Auditors three lines model, a governance framework that distinguishes roles in managing and overseeing risk. The first line comprises management functions that own and manage risk directly, the second line comprises functions that support and oversee management's handling of risk, such as risk management or compliance, and the third line provides independent assurance to the governing body on the effectiveness of governance and

risk management overall (see figure II below).¹ Within this model, centralized evaluation typically occupies a third line role, providing independent assurance to the governing body, although not all centralized evaluation functions are mandated to perform this role. Decentralized evaluation, by contrast, is more closely aligned with the second line. Although commissioned by line managers, decentralized evaluations are commonly conducted by external evaluators, which affords the exercise a degree of independence and impartiality and situates it as a second line role, distinct from first line functions carried out directly by management. Decentralized evaluations primarily provide management, operational and/or programmatic learning and accountability, rather than serving as an independent assurance tool.

Figure II
United Nations agency illustration of the “three lines of defence” model



Source: CEB/2014/HLCM/14/Rev.1.

3. Beyond this distinction in governance role, the two functions also differ in nature, mandate and resourcing (see table below). Centralized evaluations are conducted by a central evaluation office, which is a dedicated organizational function governed by a formal evaluation policy, with an organization-wide mandate and

¹ The 2014 United Nations System Chief Executives Board for Coordination (CEB) document [CEB/2014/HLCM/14/Rev.1](#) remains the most recent CEB document outlining the United Nations system’s interpretation and applicability of the Institute of Internal Auditors three lines of defence model. The Institute of Internal Auditors has since updated its framework and renamed it the three lines model, but the diagram remains applicable. Given the diversity of institutional arrangements across the United Nations system, the alignment of centralized and decentralized evaluation with the three lines model should be understood as an analytical interpretation rather than a prescriptive classification.

typically with structural independence from the activities it assesses, and which is resourced and staffed accordingly, though it may also draw on external consultants. Decentralized evaluation is embedded within a unit's managerial and operational responsibilities, with its mandate limited to that unit's areas of responsibility. It is financed through programme or project budgets, typically not structurally and/or administratively independent from the line management being evaluated, and more often contracted to external consultants than conducted by internal staff. While centralized evaluation may serve purposes ranging from independent assurance to organizational learning and evaluation capacity-building, decentralized evaluation is primarily geared towards operational learning, managerial and external accountability, and evidence generation to support programme and project improvement. The table below outlines key differences between the centralized and decentralized evaluation functions.

Dimension	Centralized evaluation function	Decentralized evaluation function
Nature	An organizational function performed by a central evaluation entity, with evaluation as its primary purpose, formally established and governed by an evaluation policy or equivalent framework	An evaluation function embedded within the managerial and operational responsibilities of organizational units; where it exists, it may range from a structured function with dedicated staff to informal, ad hoc evaluation activities
Primary purpose	Depending on the mandate assigned, may include independent assurance and oversight to governing bodies, organizational learning, evidence for senior management decision-making, and evaluation capacity-building	Operational and programmatic learning, managerial and external accountability, and evidence generation in support of programme and project improvement
Role in organizational governance	Third line where the mandate includes independent assurance to the governing body or legislative organ; however, not all central evaluation entities serve a third line role	Second line; serves as a management tool rather than an instrument of independent assurance or oversight
Governing framework	Formally established and governed by an evaluation policy or equivalent framework	May be governed by the organization's evaluation policy or equivalent framework where it sets standards for decentralized evaluations, as well as by the commissioning unit's own management frameworks; however, this is not always the case
Mandate	Organization-wide; covers the organization as a whole	Unit-specific; limited to the activities, programmes, projects, inter-agency activities or areas of responsibility of the commissioning unit
Locus	Operates at the corporate level, either outside programme and operational management or within it, but always with an organization-wide remit	Operates below the corporate level, within programme, project or office management structures, at headquarters, regional or country office level
Independence	Typically, structurally and administratively independent from the activities being evaluated, regardless of where the central evaluation entity sits within the organizational structure	Typically, not structurally and administratively independent from line management; evaluations are planned, managed and approved within the same management structure as the activities being evaluated, even if the individuals managing the evaluation are not directly involved in those activities
Resources	Dedicated financial and human resources assigned to the function	Financed by the commissioning unit, typically from programme or project budgets; dedicated evaluation staff may exist at the regional or country level but that is not universal
Individuals conducting	Dedicated evaluation staff; evaluations may also be contracted to external consultants	Commonly contracted to external consultants; rarely conducted by internal staff

Source: JIU analysis, 2026.

II. Centralized evaluation function

S3. Overview of the centralized evaluation function in Joint Inspection Unit participating organizations (2026)

Participating organization	Name of office/unit responsible for centralized evaluation	Position of the head of the office/unit	Job grade	Reporting line	Term of appointment of the head of the office/unit (as stated in the evaluation policy)	Final approver of funding allocation to the central evaluation unit	Final approver of the workplan of the central evaluation unit
FAO	Office of Evaluation	Director	D-2	Executive head, in consultation with the legislative organ/governing body	Four years, renewable only once, with re-entry to the organization barred for one year	Legislative organ/governing body	Legislative organ/governing body
IAEA	Programme Evaluation Group, IAEA Office of Internal Oversight Services	Head	P-5	Director of IAEA Office of Internal Oversight Services, who reports to the executive head	No specified term limit but the position is subject to the organization's rotation policy	Executive head and legislative organ/governing body	Executive head
ICAO	Office of Internal Oversight	Chief	D-1	Reports administratively to the executive head and functionally to the legislative organ/governing body	A single seven-year term, non-renewable and with re-entry to the organization barred	Executive head and legislative organ/governing body	Legislative organ/governing body
ILO	Evaluation Office	Director	D-1	Executive head and legislative organ/governing body	No specified limit. Same rules apply as rest of organization	Executive head and legislative organ/governing body	Consultation by the Director of the central evaluation office with legislative organ/governing body and executive head for high-level evaluations. For all other evaluations, based on criteria established in policy guidance, with the Director of the central evaluation office having final approval authority
IMO	Internal Oversight and Ethics Office	Head	D-1	Executive head	No specified limit. Same rules apply as rest of organization	Executive head and legislative organ/governing body	Executive head
ITC	Independent Evaluation Unit	Head	P-4	Chief, Strategic Planning, Performance and Governance operationally and administratively, also in parallel to the executive head (or the deputy executive head)	No specified limit. Same rules apply as rest of organization	Executive head and legislative organ/governing body	Executive head

Participating organization	Name of office/unit responsible for centralized evaluation	Position of the head of the office/unit	Job grade	Reporting line	Term of appointment of the head of the office/unit (as stated in the evaluation policy)	Final approver of funding allocation to the central evaluation unit	Final approver of the workplan of the central evaluation unit
ITU	Oversight Unit	Chief	D-1	Executive head	A single five-year term, non-renewable and with re-entry to the organization barred	Executive head	Executive head
United Nations Secretariat ^a	OIOS	Under-Secretary-General	USG	Executive head	A single five-year term, non-renewable	Legislative organ/governing body (Fifth Committee)	Under-Secretary-General for Internal Oversight Services
UNAIDS	Office of Independent Evaluation	Director	D-1	Legislative organ/governing body (Programme Coordinating Board)	A single five-year term, non-renewable and with re-entry to the organization barred	Legislative organ/governing body	Legislative organ/governing body
UNCTAD	Independent Evaluation Unit	Chief of Unit	P-4	Deputy Secretary-General	No specified limit. Same rules apply as rest of organization	Executive head	Legislative organ/governing body
UNDP	Independent Evaluation Office	Director	D-2	Legislative organ/governing body	A single seven-year term, non-renewable and with re-entry to the organization barred	Executive head	Legislative organ/governing body
UNEP	Evaluation Office	Director	D-1	Executive head	No specified limit. Same rules apply as rest of organization	Executive head	Executive head
UNESCO	Evaluation Office within the Division of Internal Oversight Services	Head of Evaluation	P-5	Director of the Division of Internal Oversight Services	No specified limit. Same rules apply as rest of organization	Legislative organ/governing body	Legislative organ/governing body
UNFPA	Independent Evaluation Office	Director	D-1	Legislative organ/governing body (functionally) and executive head (administratively)	Five years, renewable only once, and with re-entry to the organization barred	Legislative organ/governing body	Legislative organ/governing body
UN-Habitat	Independent Evaluation Unit	Director, Corporate Management Division (a.i.) ^b	D-1	Executive head	No specified limit. Same rules apply as rest of organization	Executive head	Executive head

Participating organization	Name of office/unit responsible for centralized evaluation	Position of the head of the office/unit	Job grade	Reporting line	Term of appointment of the head of the office/unit (as stated in the evaluation policy)	Final approver of funding allocation to the central evaluation unit	Final approver of the workplan of the central evaluation unit
UNHCR	Evaluation Office	Head of Office	P-5 ^c	Executive head	Five years, renewable only once, and with re-entry to the organization barred	Executive head (the Head of Office has no decision-making authority for the total budget allocation to the Office)	Head of the central evaluation office/unit with endorsement by the executive head
UNICEF	Evaluation Office	Director	D-2	Executive head, in consultation with the legislative organ/governing body	Five years, renewable only once, and with re-entry to the organization barred	Legislative organ/governing body	Legislative organ/governing body
UNIDO	Independent Evaluation Division, Office of Evaluation and Internal Oversight	Chief	P-5	Director, Office of Evaluation and Internal Oversight	No specified limit. Same rules apply as rest of organization	Executive head	Executive head
UNODC	Independent Evaluation Section	Chief	P-5	Executive head	No specified limit. Same rules apply as rest of organization	Executive head	Head of the central evaluation office/unit
UNOPS							
UNRWA	Evaluation Division	Chief of Evaluation	P-5	Director, Department of Internal Oversight Services	No specified limit. Same rules apply as rest of organization	Director, Department of Internal Oversight Services	Legislative organ/governing body (an oversight committee)
UN Tourism							
UN-Women	Independent Evaluation Service	Chief	P-5	Director of Independent Evaluation, Audit and Investigation Services	No specified limit. Same rules apply as rest of organization	Director of Independent Evaluation, Audit and Investigation Services and executive head	Executive head
UPU							
WFP	Office of Evaluation	Director of Evaluation	D-2	Administrative reporting to the executive head and accountability to the legislative organ/governing body	Five years, renewable only once for a further term of five years, and with re-entry to the organization barred	Legislative organ/governing body	Legislative organ/governing body

Participating organization	Name of office/unit responsible for centralized evaluation	Position of the head of the office/unit	Job grade	Reporting line	Term of appointment of the head of the office/unit (as stated in the evaluation policy)	Final approver of funding allocation to the central evaluation unit	Final approver of the workplan of the central evaluation unit
WHO	Evaluation Office	Head of Evaluation	P-6 ^d	Director, Office of Internal Oversight Services	No specified limit. Same rules apply as rest of organization	Executive head	Legislative organ/governing body
WIPO	Evaluation Section, Internal Oversight Division	Head of Evaluation Section	P-5	Director, Internal Oversight Division	Fixed-term limited-term (up to five years)	Legislative organ/governing body (Programme and Budget Committee and then General Assembly)	Director, Internal Oversight Division
WMO	Internal Oversight Office	Director	D-1	Executive head	A single eight-year term	Executive head	Legislative organ/governing body (Audit and Oversight Committee)

^a It is noted that many of the more than 70 United Nations Secretariat entities also have their own evaluation units, which are not comprehensively covered by this review. This table refers only to OIOS.

^b Up until 31 March 2026, the head of the unit was Chief, Independent Evaluation Unit (P-5).

^c Up until the end of 2025, the position was at the D-1 level.

^d Following the organizational prioritization process undertaken by WHO in June 2025, the Evaluation Office was relocated into the Office of Internal Oversight Services. Up until then, the Evaluation Office had had a Director position at the D-2 level. The Director of Evaluation position was abolished. The Office of Internal Oversight Services has a Director position at the D-2 level to which the Head of Evaluation position at the P-6 level reports.

S4. Institutional arrangements for the appointment and terms of the head of the centralized evaluation function in Joint Inspection Unit participating organizations: 2014 and 2026

	Appointment or approval by governing/legislative bodies		Appointment by executive head with governing body input and/or independent mechanism		Appointment by executive head with no input from governing bodies or other parties	
	2014	2026	2014	2026	2014	2026
One term (5–7 years), cannot return to organization	–	–	ICAO (5) United Nations Secretariat (5) UNESCO (6) WIPO (5)	ICAO (7) ITU (5) United Nations Secretariat (OIOS) (5) ^a UNAIDS (5) UNDP (7)	–	–
Maximum two terms, cannot return to organization	–	WFP (5+5)	FAO (5+5) UNDP (4+4) UNFPA (5+5) UNICEF (4+4) WFP (4+4)	FAO (4+4) UNFPA (5+5) UNHCR (5+5) UNICEF (5+5)	–	WMO (8)
Fixed-term, same rotation rules as rest of organization	–	–	UN-Women UNODC WHO WMO	–	IAEA ILO IMO UNAIDS UNCTAD UNEP UN-Habitat UNHCR UNIDO UNRWA	IAEA ILO IMO ITC UNCTAD UNEP UNESCO UN-Habitat UNIDO UNODC UNRWA UN-Women WHO WIPO
Total	0	1	13	9	10	15

Source: The 2014 data is based on [JIU/REP/2014/6](#), presented without change; the 2026 data is from JIU analysis of evaluation and oversight policies and charters.

Note: Appointment terms are indicated in parentheses, where a single number denotes a fixed non-renewable term in years, and a format such as “4+4” means an initial four-year term with the possibility of one renewal for a second four-year term.

^a The Under-Secretary-General for Internal Oversight Services is the head of the evaluation function, with day-to-day operations delegated to the Director of the Inspection and Evaluation Division.

S5. Structural placement² of central evaluation offices or units in Joint Inspection Unit participating organizations: a comparison between 2014 and 2026

Structural arrangement ^a			2014 ^b	2026 ^c
A. Stand-alone	The central evaluation entity is established as a distinct office, separate from programme management and administration, with its own mandate, reporting line, staffing and budget.		FAO, ILO, UNDP, UNEP, UNFPA, UN-Habitat, UNICEF, UNIDO, UNODC, UN-Women, WFP (11)	FAO, ILO, UNAIDS, UNCTAD, UNDP, UNEP, UNFPA, UNHCR, UNICEF, UNODC, WFP (11)
B. Co-located	B1: The central evaluation entity is housed within an independent oversight office.	B1.1: The central evaluation entity is organized as a separate unit, led by an evaluation chief or director, and operates alongside other oversight functions such as internal audit and investigation.	United Nations Secretariat (OIOS), UNESCO, UNRWA (3)	IAEA, United Nations Secretariat, UNESCO, UNIDO, UNRWA, UN-Women, WHO, ^d WIPO (8)
		B1.2: The central evaluation entity is combined with other oversight functions and managed within a unified structure.	IAEA, ICAO, IMO, WHO, WIPO, WMO (6)	ICAO, IMO, ITU, WMO (4)
	B2: The central evaluation entity is situated with executive management structures, alongside policy, planning or research function.		ITC, UNAIDS, UNCTAD, UNHCR (4)	ITC, UN-Habitat ^e (2)

Source: The 2014 data is based on [JIU/REP/2014/6](#), presented without change; the 2026 data is from the JIU corporate questionnaire.

^a Simplified from the JIU 2014 report.

^b The 2014 data did not include ITU, the United Nations Secretariat, UNOPS, UN Tourism and UPU.

^c UNOPS, UN Tourism and UPU do not have a centralized evaluation function.

^d Between 2014 and mid-2025, the WHO central evaluation entity was under category A.

^e The UN-Habitat central evaluation entity was under category A until March 2026.

² The table reflects only the structural positioning of the central evaluation office or unit within the organization. It does not cover, or imply conclusions about, the entity's functional and/or administrative independence.

S6. Reporting lines of central evaluation offices or units in Joint Inspection Unit participating organizations: comparison of 2014 and 2026

Independence of reporting line	Year	FAO	IAEA	ICAO	ILO	IMO	ITC	ITU	United Nations Secretariat ^a	UNAIDS	UNCTAD	UNDP	UNEP	UNESCO	UNFPA	UN-Habitat	UNHCR	UNICEF	UNIDO	UNODC	UNRWA	UN-Women	WFP	WHO	WIPO	WMO	#
1. Evaluation report issued directly to member States without management involvement (sometimes via an oversight or related committee)	2014																										11
	2026															^b											23
2. Annual report on evaluations issued directly to member States with no management involvement and report is comprehensive	2014																										10
	2026																^c										17
3. Programme of work decided on and issued directly to member States (and approved by member States)	2014																										11
	2026																										15
4. Budgetary requests made directly to member States with no management involvement	2014																										4
	2026																					^d					12
5. Administrative independence (including full control over management of financial and human resources, selection of staff and consultants and approval of recurrent administrative functions) in the management of the central evaluation office or unit	2014																										13
	2026		^e		^f													^g									17
Mechanism is applicable																											
Other mechanisms are applicable																											
Not assessed in 2014																											
Not applicable																											

Source: The 2014 data is based on [JIU/REP/2014/6](#), presented without change; the 2026 data is from the JIU corporate questionnaire.

^a Refers only to OIOS.

^b Not fully enforced in practice.

^c While the annual report on evaluation is the report of the executive head, in practice the report is prepared by the central evaluation office and presented by the Head of Office to member States.

^d While the Director of Evaluation has full discretion over the evaluation resource allocation, WFP management determines a budget ceiling for core resources based on the forecasted contributions before the evaluation function workplan and budget are submitted to the WFP Executive Board for approval.

^e The internal oversight office has managerial responsibility and control over the human and financial resources allocated to the office while abiding by the organization's rules and regulations. Those rules and regulations require that the Director General be the appointing authority for all staff, including those in the IAEA Office of Internal Oversight Services, and that the Director General also approve the engagement of consultants above a certain day rate.

^f Only for resources from the regular budget.

^g The Director of Evaluation has full discretion over evaluation resource allocation, but UNICEF management sets the budget ceiling for core resources, based on the forecasted contributions, before the workplan and budget are submitted to the Executive Board. The Director also had no input on the allocations for the 2026–2029 evaluation pooled fund, so governance of the pooled fund could be strengthened. The Evaluation Office controls its own human resources but within organizational rules that include mandatory staff rotation after a tour of duty, except for the Director and Deputy Director.

S7. Human resources at central evaluation offices/units

S7.1 All positions including senior management, evaluation professionals and other evaluation-related personnel, and including both staff and affiliate personnel

Participating organization	2021	2022	2023	2024	2025	2026	Changes in staff positions from 2025 to 2026 (as at 31 March 2026)
FAO	34.7	37.6	43.5	49.7	47.5	48.3	A P-5 trust fund post and a P-3 regular budget post assigned. A P-4 trust fund post vacant
IAEA	5.5	6.0	6.0	6.0	6.0	6.0	
ICAO	3.0	3.0	3.0	4.0	4.0	3.5	Seconded's two-year term ended in October 2025
ILO	7.0	7.0	7.0	7.0	7.0	7.0	
IMO	1.1	0.9	1.7	1.3	2.3	2.3	
ITC	3.5	3.5	3.5	3.5	2.5	2.5	One P-4 position (Head of Unit) frozen in 2025, now advertised. One P-2 position abolished in 2026
ITU	0.0	0.0	0.0	0.0	0.3	1.6	One P-4 position added
United Nations Secretariat (OIOS)	38.0	38.0	37.0	37.0	38.0	32.0	Positions in OIOS Inspection and Evaluation Division only. For 2026, five posts abolished (one D-1, one P-4, one P-3 and two P-2)
UNAIDS	2.0	2.0	2.0	2.0	2.0	1.0	One P-5 position abolished
UNCTAD	2.0	2.0	2.0	2.0	2.0	2.0	
UNDP	36.0	32.0	43.0	47.0	47.0	53.0	47 positions in place, 6 vacancies, 5 positions frozen
UNEP	10.5	10.5	10.5	11.0	10.0	10.0	During 2025 and 2026, one P-5 position frozen until further notice and one G-5 position abolished
UNESCO	10.0	10.0	10.0	10.0	10.0	9.0	Since September 2025, one P-4 position has been on unpaid leave, and the post has been frozen
UNFPA	13.0	13.0	12.0	15.0	15.0	15.0	Since 2024, 12 posts and 3 long-term individual consultants
UN-Habitat	4.0	3.0	3.0	4.0	4.5	3.5	Head of office post (P-5) abolished as of March 2026. The Director of the Corporate Management Division (D-1) oversees the unit, ad interim, allocating 0.2 full-time equivalent, with the Chief of Staff (D-1) also allocating 0.1 full-time equivalent.
UNHCR	11.0	12.0	12.0	14.0	18.0	11.5	One P-5, one P-3 and two P-4 positions abolished by end of 2025 and Head of Office downgraded from D-1 to P-5. Over the last three years, three to five affiliate personnel have served as associate evaluation officers to support both centralized and decentralized evaluations
UNICEF	23.0	25.0	25.0	23.0	26.0	22.0	Two P-5 and two P-2 positions abolished. Funding for three P-4 positions changed from regular budget (integrated budget/regular resources) to extrabudgetary sources (other resources). One P-4 post repurposed.
UNIDO	3.5	3.5	3.5	3.5	3.5	3.0	
UNODC	8.0	8.0	12.0	10.0	11.0	9.0	One regular budget P-3 post had been frozen and remained vacant from January 2023 to the end of 2025, subsequently being abolished in 2026
UNOPS							
UNRWA	3.0	3.0	3.0	3.0	3.5	3.5	
UN Tourism							
UN-Women	13.8	13.8	13.8	13.8	13.8	13.8	
UPU							
WFP	55.0	64.0	66.0	64.8	58.0	54.3	Positions abolished in 2025: one D-1 (Deputy Director), one P-5 and two P-3. One P-4 and two P-3 Evaluation Officer positions abolished during the first half of 2026 (but already reflected in the 2026 figure). Further reductions anticipated in 2027.
WHO	6.6	6.9	7.1	6.5	8.7	8.8	The Office merged with the oversight office and the Head of Office was downgraded from D-2 to P-6; 2026 figure includes one part-time consultant and one United Nations Volunteer
WIPO	2.0	2.0	2.0	2.0	2.0	2.0	
WMO	0.5	0.5	0.5	0.5	0.5	1.5	
Total	296.7	307.2	329.1	340.6	343.1	326.1	

S7.2 Number of evaluation professional positions in central evaluation offices/units

Participating organization	2021	2022	2023	2024	2025	2026
FAO	14.7	11.9	12.1	15.2	16.1	17.9
IAEA	5.0	5.0	5.0	5.0	5.0	5.0
ICAO	1.0	1.0	1.5	2.0	1.5	1.5
ILO	4.0	4.0	4.0	4.0	4.0	4.0
IMO	1.0	0.0	1.0	1.0	2.0	2.0
ITC	3.0	3.0	3.0	3.0	2.0	1.0
ITU	0.0	0.0	0.0	0.0	0.0	1.0
United Nations Secretariat (OIOS)	30.0	32.0	32.0	32.0	35.0	27.0
UNAIDS	1.0	1.0	1.0	1.0	1.0	1.0
UNCTAD	2.0	2.0	2.0	2.0	2.0	2.0
UNDP	26.0	23.0	26.0	29.0	29.0	31.0
UNEP	6.5	6.5	6.5	7.0	7.0	7.0
UNESCO	10.0	10.0	10.0	10.0	10.0	9.0
UNFPA	9.0	9.0	8.0	10.0	10.0	10.0
UN-Habitat	1.0	2.0	2.0	2.0	3.0	2.0
UNHCR	8.0	9.0	9.0	11.0	12.0	7.0
UNICEF	19.0	21.0	21.0	19.0	21.0	17.0
UNIDO	3.5	3.5	3.5	3.5	3.5	3.5
UNODC	2.0	2.0	4.0	3.0	4.0	3.0
UNOPS						
UNRWA	1.0	1.0	1.0	1.0	2.0	1.0
UN Tourism						
UN-Women	12.0	12.0	12.0	12.0	12.0	12.0
UPU						
WFP	31.0	36.0	39.0	38.0	34.0	32.0
WHO	4.8	5.9	5.3	3.5	5.7	5.1
WIPO	1.0	1.0	1.0	0.0	0.0	0.0
WMO	0.0	0.0	0.0	0.0	0.0	1.0
Total	196.5	201.8	209.9	214.2	221.8	203.0

S7.3 All central evaluation office positions by job grade in 2025

Participating organization	D-2	D-1	P-6	P-5	P-4	P-3	P-2	P-1	GS	Affiliate ^a	Total
FAO	1.0			3.0	9.0	2.1	1.0		5.0	26.4	47.5
IAEA				1.0	2.0	3.0					6.0
ICAO		0.5			2.0				0.5	1.0	4.0
ILO		1.0		1.0	2.0	2.0			1.0		7.0
IMO		0.2			1.0			1.0	0.1		2.3
ITC					(vacant)	1.0	1.0		0.5		2.5
ITU		0.3									0.3
United Nations Secretariat (OIOS)	1.0	1.0		4.0	12.0	10.0	5.0		5.0		38.0
UNAIDS		1.0		1.0							2.0
UNCTAD					1.0		1.0				2.0
UNDP	1.0	1.0		9.0	6.0	7.0	4.0	1.0	6.0	12.0	47.0
UNEP		1.0			2.0	5.0			2.0		10.0
UNESCO				1.0	4.0	1.0				4.0	10.0
UNFPA		1.0		4.0	3.0	1.0	2.0		1.0	3.0	15.0
UN-Habitat				1.0		1.0	1.0		1.0	0.5	4.5
UNHCR		1.0		1.0	9.0	1.0			2.0	4.0	18.0
UNICEF	1.0	1.0		6.0	8.0	6.0	2.0		2.0		26.0
UNIDO		0.5		1.0	1.0	1.0					3.5
UNODC				1.0	2.0	2.0	2.0		4.0		11.0
UNOPS											
UNRWA				1.0	0.5	1.0			1.0		3.5
UN Tourism											
UN-Women	0.5			1.0	8.0	3.0	1.0		0.3		13.8
UPU											
WFP	1.0	1.5		7.0	13.0	10.5	5.0		8.0	12.0	58.00
WHO	1.0		1.0	2.0	1.9				0.8	2.0	8.7
WIPO ^b				1.0	1.0						2.0
WMO		0.5									0.5
Total	6.5	11.5	1.0	46.0	88.4	57.6	25.0	2.0	40.2	64.9	343.1

Abbreviation: GS, General Service staff.

^a Long-term affiliate personnel.

^b Evaluation-related positions were vacant in 2025.

S8. Funding for the central evaluation office/unit of Joint Inspection Unit participating organizations, including staffing costs by year (2021–2026)³

Participating organization	2021	2022	2023	2024	2025	Total (2021–2025)	2026 (Planned)	Notes, including any significant change in 2026 from previous years
FAO	8,090,295	10,358,165	7,320,025	9,511,427	11,912,998	47,192,910	14,768,038	
IAEA	1,032,895	816,927	1,577,335	1,492,980	1,425,619	6,345,755	1,477,861	
ICAO	519,000	546,000	586,000	922,000	861,000	3,434,000	624,000	
ILO	2,098,573	2,415,214	2,415,214	2,320,093	2,320,093	11,569,185	2,290,532	
IMO	0	0	192,000	308,500	342,500	843,000	505,000	
ITC	1,058,800	1,058,800	1,073,800	1,101,800	1,046,800	5,340,000	944,800	20% cut in 2025
ITU	0	0	0	0	0	0	Data not yet available	
United Nations Secretariat (OIOS)	Data not available	Data not available	Data not available	6,750,000	6,000,000	12,750,000	2,500,000	Figure for 2026 represents 40% budget cut and does not yet include 2026–2027 peacekeeping budget, which was not available at the time of the data compilation
UNAIDS	1,302,859	1,176,000	1,082,121	676,325	727,766	4,965,071	425,000	
UNCTAD	427,800	445,000	571,664	507,206	555,000	2,506,670	565,000	
UNDP	11,304,000	11,768,091	13,647,504	13,768,008	13,744,794	64,232,397	13,523,115	
UNEP	1,347,952	1,591,431	2,047,449	2,426,233	2,402,257	9,815,322	2,693,688	
UNESCO	2,364,000	2,263,000	2,263,000	2,740,000	2,740,000	12,370,000	Data not yet available	
UNFPA	3,880,000	4,300,000	4,300,000	4,460,000	4,470,000	21,410,000	4,107,754	
UN-Habitat	320,000	410,000	540,000	480,000	570,000	2,320,000	662,600	The increase in the amount for 2026 was due to the change in the reporting line
UNHCR	7,653,383	6,515,021	6,698,754	6,639,233	4,504,235	32,010,626	3,304,881	
UNICEF	4,670,807	6,586,098	9,491,286	10,940,651	8,757,365	40,446,207	6,903,291	
UNIDO	602,716	692,373	699,678	670,918	1,080,566	3,746,251	720,940	
UNODC	972,931	1,081,717	1,116,524	1,187,550	1,420,410	5,779,132	1,437,640	One regular budget P-3 post had been frozen and remained vacant from January 2023 to the end of 2025, subsequently being abolished in 2026
UNOPS								
UNRWA	427,725	563,328	539,725	616,898	590,001	2,737,677	Data not yet available	
UN Tourism								
UN-Women	3,075,867	3,305,454	3,499,331	3,744,846	3,510,290	17,135,788	3,573,000	
UPU								

³ It is important to note that the scope and mandate of the centralized evaluation offices vary widely. Comparisons in terms of staffing and budgets need to take this into consideration.

Participating organization	2021	2022	2023	2024	2025	Total (2021–2025)	2026 (Planned)	Notes, including any significant change in 2026 from previous years
WFP	19,016,599	20,150,505	20,359,648	20,227,367	17,407,913	97,162,032	16,499,282	
WHO	2,528,167	2,482,740	3,586,096	3,087,579	3,322,337	15,006,919	2,681,338	
WIPO	756,215	368,645	567,159	503,825	730,559	2,926,403	487,070	
WMO	360,000	360,000	380,000	380,000	200,000	1,680,000	200,000	
Total	73,810,584	79,254,508	84,554,312	95,463,439	90,642,502	423,725,345	Incomplete	

Note: Figures for 2021–2024 were actual expenses whereas those for 2025–2026 are predominantly budgeted amounts.

S9. Centralized evaluation function expenditure relative to total organizational expenditure: 2012–2013 vs. 2023–2024

Participating organization	Organizational expenditure 2012–2013	Central evaluation expenditure 2012–2013	Central evaluation expenditure/ organizational expenditure (Percentage)	Organizational expenditure (2023–2024)	Expenditure for central evaluation offices/units (2023–2024)	Central evaluation expenditure/ organizational expenditure (Percentage)	Trend
FAO	2,723,391,733	11,190,854	0.41	4,305,613,524	16,831,452	0.39	▼
IAEA	1,221,998,700	2,631,587	0.22	1,529,326,645	3,070,315	0.20	▼
ICAO	451,915,440	1,217,502	0.27	461,607,260	1,508,000	0.33	▲
ILO	1,353,075,581	3,568,000	0.26	1,709,482,663	4,735,306	0.28	▲
IMO	158,697,345	150,000	0.09	174,464,157	500,500	0.29	▲
ITC	155,580,000	1,384,834	0.89	331,086,246	2,175,600	0.66	▼
ITU	434,135,449	0.00	0.00	507,154,057	0.00	0.00	same
United Nations Secretariat (OIOS)	8,515,110,500	9,160,900	0.11	15,246,954,328	2023 data missing	..	..
UNAIDS	575,108,906	..	..	407,863,866	1,758,446	0.43	..
UNCTAD	221,937,000	520,200	0.23	281,850,700	1,078,870	0.38	▲
UNDP	10,488,886,495	16,374,000	0.16	10,872,074,991	27,415,512	0.25	▲
UNEP	1,081,007,080	2,597,200	0.24	1,480,005,214	4,473,682	0.30	▲
UNESCO	1,620,038,064	2,424,000	0.15	1,586,905,446	5,003,000	0.32	▲
UNFPA	1,724,050,994	2,961,275	0.17	3,038,431,247	8,760,000	0.29	▲
UN-Habitat	348,642,000	2,200,750	0.63	365,949,403	1,020,000	0.28	▼
UNHCR	5,010,116,372	3,791,312	0.08	10,214,375,291	13,337,987	0.13	▲
UNICEF	7,695,326,964	8,538,742	0.11	17,551,377,187	20,431,937	0.12	▲
UNIDO	646,119,131	3,195,542	0.49	697,707,090	1,370,597	0.20	▼
UNODC	523,256,000	4,038,522	0.77	912,122,520	2,304,074	0.25	▼
UNOPS	1,380,254,000	0.00	0.00	2,720,531,642	0.00	0.00	same
UNRWA	1,374,542,681	973,251	0.07	2,733,779,965	1,156,623	0.04	▼
UN Tourism	49,014,442	0.00	0.00	67,926,371	0.00	0.00	..
UN-Women	499,985,062	5,481,417	1.10	1,168,872,826	7,244,177	0.62	▼
UPU	150,027,448	0.00	0.00	199,813,684	0.00	0.00	same
WFP	9,217,705,895	12,474,100	0.14	19,906,041,989	40,587,016	0.20	▲
WHO	4,340,961,734	..	..	7,874,263,229	6,673,675	0.08	..
WIPO	732,018,952	1,475,000	0.20	911,137,699	1,070,984	0.12	▼
WMO	178,723,496	85,000	0.05	250,416,611	760,000	0.30	▲
Total	62,871,627,464	96,433,988	0.30%^a	107,507,135,852	173,267,751	0.28%^a	▼

Source: The 2012–2013 central evaluation expenditure figures are based on [JIU/REP/2014/6](#), presented without change; the 2023–2024 central evaluation expenditure figures are from the JIU corporate questionnaire. The organizational expenditure figures are from the CEB financial statistics database, except for UNCTAD figures, which were provided by UNCTAD.

^a Simple (unweighted) average of the evaluation expenditure ratios of organizations reporting central evaluation expenditure. Organizations with zero expenditure and those with missing data are excluded.

Legend
 ▲ Increase
 ▼ Decrease

S10. Number of centralized evaluations completed by Joint Inspection Unit participating organizations by year (2021–2025)

Participating organization	2021	2022	2023	2024	2025	Total	Of which required by donors	Percentage required by donors
FAO	39	43	43	58	36	219	80	37
IAEA	7	11	9	5	4	36	0	0
ICAO	1	2	4	2	4	13	0	0
ILO	3	2	3	3	3	14	0	0
IMO	1	2	2	3	4	12	7	58
ITC	1	3	2	5	3	14	9	64
ITU	0	0	0	0	0	0	0	0
United Nations Secretariat (OIOS)	17	20	16	19	16	88	0	0
UNAIDS	4	5	4	3	3	19	1	5
UNCTAD	6	6	7	6	4	29	26	90
UNDP	29	20	20	35	29	133	0	0
UNEP	18	18	32	28	27	123	1	0
UNESCO	7	6	8	7	8	36	0	0
UNFPA	7	6	5	8	8	34	8	24
UN-Habitat	8	10	13	11	13	55	41	75
UNHCR	6	15	14	8	12	55	0	0
UNICEF	14	5	11	18	18	66	7	11
UNIDO	13	16	47	21	12	109	44	40
UNODC	15	15	16	13	13	72	72	100
UNOPS								
UNRWA	1	0	2	2	3	8	0	0
UN Tourism								
UN-Women	10	9	15	10	20	64	0	0
UPU								
WFP	13	29	25	22	28	117	3	3
WHO	8	3	9	7	13	40	0	0
WIPO	4	4	3	9	2	22	0	0
WMO	1	0	1	0	1	3	0	0
Total	233	250	311	303	284	1,381	299	22

**S10.1 Number of centralized evaluations completed by Joint Inspection Unit
participating organizations between 2021–2025 by organizational level of focus**

Participating organization	Organization-wide	Regional	Country	Other	Total	Note
FAO	40	15	160	4	219	
IAEA	14	5	16	1	36	
ICAO	7	5	1	0	13	
ILO	9	5	0	0	14	
IMO	4	7	0	1	12	
ITC	5	3	6	0	14	
ITU	0	0	0	0	0	
United Nations Secretariat (OIOS)	88	0	0	0	88	
UNAIDS	19	0	0	0	19	
UNCTAD	3	26	0	0	29	
UNDP	13	0	89	31	133	
UNEP	13	0	110	0	123	
UNESCO	36	0	0	0	36	Breakdown by organizational level not available
UNFPA	32	0	2	0	34	
UN-Habitat	12	11	32	0	55	
UNHCR	19	1	22	13	55	
UNICEF	66	0	0	0	66	
UNIDO	14	22	73	0	109	
UNODC	9	9	7	47	72	
UNOPS						
UNRWA	8	0	0	0	8	
UN Tourism						
UN-Women	20	14	30	0	64	
UPU						
WFP	23	1	76	17	117	
WHO	18	n/a	10	12	40	
WIPO	3	4	10	5	22	
WMO	3	0	0	0	3	
Total	478	128	644	131	1,381	

S11. Number of centralized evaluations in 2012–2013 and 2024–2025

Participating organization	2012–2013	2024–2025
FAO	69	94
IAEA	20	9
ICAO	5	6
ILO	142	6
IMO	1	7
ITC	8	8
ITU	0	0
United Nations Secretariat (OIOS)	22	35
UNAIDS	..	6
UNCTAD	10	10
UNDP	25	64
UNEP	50	55
UNESCO	17	15
UNFPA	4	16
UN-Habitat	16	24
UNHCR	34	20
UNICEF	9	36
UNIDO	63	33
UNODC	33	26
UNOPS		
UNRWA	32	5
UN Tourism		
UN-Women	3	30
UPU		
WFP	22	50
WHO	6	20
WIPO	8	11
WMO	1	1
Total	600	587

Source: The 2012–2013 figures are based on [JIU/REP/2014/6](#), presented without change; the 2023–2024 figures are from the JIU corporate questionnaire.

S12. Practices in public disclosure of centralized evaluation reports

All centralized evaluation reports must be published publicly	FAO, ICAO, ILO, ITC, ITU, United Nations Secretariat (OIOS), UNAIDS, UNCTAD, UNDP, UNEP, UNESCO, UNFPA, UNHCR, UNICEF, UNIDO, UNODC, UNRWA, UN-Women, WFP, WHO, WMO (21)
Centralized evaluation reports can be published publicly, subject to consideration either by management or the central evaluation office/unit	UN-Habitat, WIPO (2)
Centralized evaluations are not published publicly	IAEA, IMO, ITU (3)

S13. Requirements for management response and tracking of implementation of recommendations for centralized evaluations

Participating organization	Requirement for management response	Tracking of implementation of management response	System used for tracking
FAO	Yes	Yes	Corporate/centralized tracking system
IAEA	Yes	Yes	Corporate/centralized tracking system
ICAO	Yes	Yes	Corporate/centralized tracking system and periodic reviews by the central evaluation office
ILO	Yes	Yes	Corporate/centralized tracking system and periodic reviews by the central evaluation office Follow-up to corporate high-level evaluation recommendations is monitored and discussed by the Evaluation Advisory Committee, a committee of senior leadership chaired by the Deputy Director-General
IMO	Yes	Yes	Ad hoc/informal follow-up; periodic reviews by the centralized evaluation function to be introduced in 2026
ITC	Yes	Yes	Corporate/centralized tracking system
ITU	Yes	Yes	Corporate/centralized tracking system
United Nations Secretariat (OIOS)	Yes	Yes	OIOS-wide platform (TeamMate+)
UNAIDS	Yes	Yes	Annual periodic reviews by the central evaluation office
UNCTAD	Yes	Recommendations from subprogramme and programme evaluations are formally tracked, and progress updates are presented to the intergovernmental body. However, there is no formal system in place to track the implementation of recommendations from project evaluations. The unit conducts annual assessments of these recommendations to identify and present recurrent findings to member States.	Programme/management reports and ad hoc/informal follow-up
UNDP	Yes	Yes	Corporate/centralized tracking system; periodic reviews by the central evaluation office; and programme/management reports
UNEP	Yes	Yes	Periodic reviews by the central evaluation office: Each project-level recommendation plan is tracked for 12 months with two 6-month updates. An indicator on rates of compliance with recommendations is included in the UNEP programme of work
UNESCO	Yes	Yes	Corporate/centralized tracking system (TeamMate) and annual periodic reviews by the central evaluation office
UNFPA	Yes	Yes	Corporate/centralized tracking system
UN-Habitat	Yes	Yes. However, compliance is low for the completion and updating of management responses and action plans for implementation of evaluation recommendations.	Periodic reviews by the central evaluation office every 6 months
UNHCR	Yes	Yes, but not yet implemented in practice. The management responses are published with the reports.	Ad hoc/informal follow-up
UNICEF	Yes	Yes	Corporate/centralized tracking system
UNIDO	Yes	Yes	Corporate/centralized tracking system

Participating organization	Requirement for management response	Tracking of implementation of management response	System used for tracking
UNODC	Yes	Yes	Corporate/centralized tracking system
UNOPS			
UNRWA	Yes	Yes	Corporate/centralized tracking system
UN Tourism			
UN-Women	Yes	Yes	Corporate/centralized tracking system
UPU			
WFP	Yes	Yes	Corporate/centralized tracking system
WHO	Yes	Yes, starting in 2026	For corporate level evaluations, tracking through the central evaluation office; for regional and country-level evaluations, through regional offices. The tracking mechanism is being strengthened to track the implementation of recommendations across the three levels of the organization
WIPO	Yes, with recommendations	Yes, with recommendations	Corporate/centralized tracking system
WMO	Yes	Yes	Corporate/centralized tracking system and periodic reviews by the central evaluation office

S14. Reporting to legislative/governing bodies

Participating organization	Centralized evaluation report	Synthesis/ meta-analysis report	Annual report of the evaluation function	Management report/follow-up report	Status of implementation of centralized evaluation recommendations	Other/ Notes
FAO	Only the evaluations requested that are part of the workplan of the Programme Committee (governing body)	Yes	Yes	Yes	Yes	
IAEA	No	No	Yes (biannual)	No	Yes (biannual)	
ICAO	Yes, all individual evaluation reports, including management action plans	Yes	Yes, as part of the annual report of the oversight office	No	Yes	
ILO	Yes, for corporate high-level evaluations as identified in the annual evaluation work plan	Yes	Yes	Yes	Yes, as part of the annual report of the evaluation function, which includes statistics on management response status and the implementation of evaluation recommendations	
ITU	Yes, all individual evaluation reports, including management action plans	Not applicable	Yes	Yes	Yes	
IMO	Only the evaluations requested by the governing bodies	No	Yes, as part of the annual report of the oversight office	Yes for evaluations requested by governing bodies, reported by management	Yes, for evaluations requested by governing bodies, reported directly by management	
ITC	No	Yes	Yes, as part of the annual report to the Consultative Committee of the ITC trust fund	No	Yes	
ITU	No	No	Yes	No	Yes	
United Nations Secretariat	Yes	Yes	Yes	No	Yes, for selected evaluations	
UNAIDS	Yes, all centralized evaluation reports	Yes	Yes	Yes	Yes	
UNCTAD	No	Yes	Yes	Yes		
UNDP	Yes, all centralized evaluation reports	No	Yes	No	Yes, through the annual report on evaluation	

Participating organization	Centralized evaluation report	Synthesis/ meta-analysis report	Annual report of the evaluation function	Management report/follow-up report	Status of implementation of centralized evaluation recommendations	Other/ Notes
UNEP	Yes, for strategic evaluations such as corporate or subprogramme evaluations	Yes	No (a biennial report is prepared)	Yes	Yes	
UNESCO	Yes, all centralized evaluation reports	Yes	Yes	Yes	Yes	
UNFPA	Yes, all centralized evaluation reports except the evaluations of donor-funded global initiatives and funds and joint evaluations not led by UNFPA	No	Yes	Yes	Yes	Informal briefings for member States are also organized
UN-Habitat	Yes, for evaluations mandated by the governing bodies, but not implemented in practice	No	No	Yes	Yes	
UNHCR	No	No	Yes, including summaries of all evaluation reports	No	No	Informal briefings for member States are provided for all global strategic evaluations
UNICEF	Yes, for one or more evaluative exercises deemed to be of strategic value to its members, together with the management response	Yes	Yes	Yes	Yes	
UNIDO	Yes, all centralized evaluation reports	Yes	Yes	Yes	Yes	
UNODC	Yes, all centralized evaluation reports	Yes	Not applicable (annual evaluation report not issued)	Yes	Yes	Informal briefings for member States are provided for relevant evaluative activities through the governing body, as requested by member States
UNOPS						
UNRWA	No	No	Yes	No	Yes	
UN Tourism						
UN-Women	Yes, all centralized evaluation reports	Yes	Yes, including summaries of evaluations and syntheses	Yes	Yes	Formal and informal briefings are also organized

Participating organization	Centralized evaluation report	Synthesis/ meta-analysis report	Annual report of the evaluation function	Management report/follow-up report	Status of implementation of centralized evaluation recommendations	Other/ Notes
UPU						
WFP	Yes, all centralized evaluation reports	Yes	Yes	Yes	Yes	Centralized evaluation reports are also presented to the governing body through informal consultations and round tables
WHO	Only executive summaries of evaluations requested by the governing bodies	No	Yes	Yes	Yes	
WIPO	No	No	Yes, as part of the annual report of the oversight office	No	Yes, included in the annual report	
WMO	Only for evaluations requested by the governing body	No	No	No	No	

S15. Evaluation in selected United Nations Secretariat entities

4. Within the United Nations Secretariat, the Office of Internal Oversight Services (OIOS) serves as the central evaluation office and is considered the only third line evaluation function. In addition, in the administrative instruction on evaluation in the United Nations Secretariat ([ST/AI/2021/3/Rev.1](#)), the Under-Secretary-General for Management Strategy, Policy and Compliance has established the architecture of the evaluation system in the Secretariat, which mandates both evaluations conducted by OIOS and internal evaluations carried out by Secretariat entities (organizational units led by a head of entity). Across the 76 Secretariat entities, institutional arrangements for evaluation vary significantly, ranging from a stand-alone evaluation unit to a dedicated evaluation unit within a multifunctional division, arrangements without a dedicated evaluation unit, and, in some cases, the absence of any evaluation function.⁴

5. For the purpose of better understanding evaluation practices within the United Nations Secretariat, in the context of this review, six Secretariat entities were selected. Five were chosen based on three criteria: size (specifically, classification as a “large operational” entity by OIOS in the United Nations Evaluation Dashboard 2020–2021); type of mandate, in order to capture a range of functional areas (regional/economic, humanitarian and human rights); and geographical coverage, to ensure representation across regions. These entities are the Economic Commission for Africa (ECA), the Economic Commission for Europe (ECE), the Economic and Social Commission for Asia and the Pacific (ESCAP), the Office for the Coordination of Humanitarian Affairs and the Office of the United Nations High Commissioner for Human Rights (OHCHR). In addition, the Development Coordination Office was selected for its practices in decentralized evaluations, specifically United Nations Sustainable Development Cooperation Framework (UNSDCF) evaluations. Data on evaluation practices in these organizations, mainly collected through the corporate questionnaire, inform the key findings of this review. The following tables present aggregated data.

S15.1 Summary of evaluation function in selected United Nations Secretariat entities

Participating organization	Existence of an evaluation unit	Existence of decentralized evaluations
Development Coordination Office	No	Yes ^a
ECA	Yes	No
ECE	Yes	No
ESCAP	Yes	No
OCHA	Yes	No
OHCHR	Yes	No
Total	5	1

^a UNSDCF evaluations.

⁴ OIOS, “United Nations Evaluation Dashboard 2020–2021”, 18 May 2023.

S15.2 Overview of evaluation function in selected United Nations Secretariat entities

Selected United Nations Secretariat entities	Name of office/unit responsible for centralized evaluation	Position of the head of the office/unit	Job grade	Reporting line	Term of appointment of the head of the office/unit (as stated in the evaluation policy)	Final approver of funding allocation to the central evaluation unit	Final approver of the workplan of the central evaluation unit
ECA	Monitoring, Reporting and Evaluation Section, Strategic Planning, Oversight and Results Division	Chief of Section (Chief of Evaluation)	P-5	Director, Strategic Planning, Oversight and Results Division	No specified limit	Executive head of the organization and legislative organ/governing body (for regular budget)	Legislative organ/governing body
ECE	Programme Management Unit	Chief, Programme Management Unit	P-5	Director, Programme Management and Support Services Division	No specified limit	Executive head of the organization and legislative organ/governing body (for regular budget)	Legislative organ/governing body
ESCAP	Evaluation Unit, Strategy and Programme Management Division	Chief, Evaluation Unit	P-4	Director, Strategy and Programme Management Division	No specified limit	Executive head of the organization; then legislative organ/governing body (for regular budget)	Executive head of the organization; then legislative organ/governing body
OCHA	Evaluation and Oversight Unit	Chief, Evaluation and Oversight Unit	P-4 (P-5 before September 2025)	Assistant Secretary-General (since September 2025)	No specified limit	Legislative organ/governing body (for regular budget) and executive head of the organization (for extrabudgetary sources)	Legislative organ/governing body
OHCHR	Strategic Planning, Programme Management, Evaluation and Change Service	Chief of Service	D-1	Deputy High Commissioner	No specified limit	Legislative organ/governing body	Legislative organ/governing body

S15.3 Structural placement of centralized evaluation functions at selected United Nations Secretariat entities

Structural arrangement			2026
A. Stand-alone	The central evaluation entity is established as a distinct office, separate from programme management and administration, with its own mandate, reporting line, staffing and budget.		(0)
B. Co-located	B1: The central evaluation entity is housed within an independent oversight office.	The central evaluation entity is organized as a separate unit, led by a chief or director, and operates alongside other oversight functions such as internal audit and investigation.	(0)
		The central evaluation entity is combined with other oversight functions and managed within a unified structure.	OCHA (1)
	B2: The central evaluation entity is situated with executive management structures alongside policy, planning or research function.		ECA (1)
	B3: The central evaluation entity is situated under the programme function.		ECE, ESCAP, OHCHR (3)

S15.4 Reporting lines of the central evaluation unit at selected United Nations Secretariat entities

Independence of reporting line		ECA	ECE	ESCAP	OCHA	OHCHR
1.	Evaluation report issued directly to member States without management involvement (sometimes via an oversight or related committee)					
2.	Annual report on evaluations issued directly to member States with no management involvement and report is comprehensive					
3.	Programme of work decided on and issued directly to member States (and approved by member States)					
4.	Budgetary requests made directly to member States with no management involvement					
5.	Administrative independence (including full control over management of financial and human resources, selection of staff and consultants and approval of recurrent administrative functions)					
Mechanism is applicable						
Other mechanisms are applicable						

S15.5 Human resources at the evaluation offices/units**S15.5.1 All positions including senior management, evaluation professionals and other evaluation-related functions, and including both staff and affiliate personnel**

Selected United Nations Secretariat entities	2021	2022	2023	2024	2025	2026	Changes in staff positions from 2025 to 2026 (as at 31 March 2026)
ECA	1.8	1.6	1.9	1.3	2.0	2.0	—
ECE	1.2	1.2	1.2	1.2	1.2	1.2	—
ESCAP	3.2	3.2	3.2	3.2	3.2	3.2	—
OCHA	3.0	3.0	3.6	4.8	4.8	5.0	—
OHCHR	3.3	3.3	3.3	5.8	5.8	5.8	—
Total	12.5	12.3	13.2	16.3	17.0	17.2	—

S15.5.2 Number of evaluation professional positions at the evaluation offices/units

Selected United Nations Secretariat entities	2021	2022	2023	2024	2025	2026
ECA	1.0	0.8	1.1	0.5	0.9	0.9
ECE	0.7	0.7	0.7	0.7	0.7	0.7
ESCAP	2.0	2.0	2.0	2.0	2.0	2.0
OCHA	3.0	3.0	3.6	3.8	3.8	4.0
OHCHR	2.0	2.0	2.0	4.5	4.5	4.5
Total	8.7	8.5	9.4	11.5	11.9	12.1

S15.5.3 All positions by job grade in 2025

Selected United Nations Secretariat entities	D-1	P-5	P-4	P-3	P-2	GS	Total
ECA	0.1		0.6	0.3		1.0	2.0
ECE		0.3	0.7			0.2	1.2
ESCAP	0.2		1.0		1.0	1.0	3.2
OCHA			2.0	1.8		1.0	4.8
OHCHR	0.3	0.5	1.0	3.0	0.5	0.5	5.8
Total	0.6	0.8	5.3	5.1	1.5	3.7	17.0

Abbreviation: GS, General Service staff.

S15.6 Funding for the central evaluation office/unit of selected United Nations Secretariat entities, including staffing costs by year (2021–2026)

Selected United Nations Secretariat entities	2021	2022	2023	2024	2025	2026 (projected)	Notes, including any significant change in 2026 from previous years
ECA	351,490	383,247	399,890	456,420	546,172	554,990	No significant change from 2025. Note that the evaluation unit covers other functions such as monitoring of the subprogrammes' work, reporting and coordination of audits
ECE	264,920	320,620	320,553	211,880	257,380	177,720	Fewer evaluations scheduled. One P-4 position still vacant
ESCAP	482,200	458,200	506,700	527,000	484,000	475,000	Estimate of staff costs and costs of subprogramme and thematic evaluations, excluding evaluation costs from project budgets
OCHA	1,426,168	1,438,793	1,492,582	1,707,912	2,048,510	1,188,420	Including costs for personnel not fully dedicated to evaluations; the 2026 figure is likely to be much lower in reality.
OHCHR	443,935	680,334	619,892	585,612	654,862	988,000	Costs of personnel estimated; the 2026 figure is based on the maximum evaluation budget set aside in extrabudgetary projects. The actual figures are likely to be much lower.
Total	2,968,713	3,281,194	3,339,617	3,488,824	3,990,924	3,384,130	

Note: Figures for 2021–2024 were actual expenses whereas those for 2025–2026 are budgeted amounts.

S15.7 Number of centralized evaluations published by selected United Nations Secretariat entities by year (2021–2025)

Selected United Nations Secretariat entities	2021	2022	2023	2024	2025	Total	Of which required by donors	Percentage required by donors
ECA	2	4	4	4	6	20	11	55
ECE	6	8	6	7	4	31	31	100
ESCAP	5	10	9	10	11	45	11	24
OCHA	0	2	0	3	4	9	0	0
OHCHR	5	8	17	14	23	67	38	56
Total	18	32	36	38	48	172	80	47

S15.8 Practices in public disclosure of centralized evaluation reports

All centralized evaluation reports must be published publicly	ECA, ^a ECE, ESCAP, OCHA
Centralized evaluation reports can be published publicly, subject to consideration either by management or the central evaluation office/unit	OHCHR

^a While the evaluation policy (2020) requires all evaluation reports to be published publicly, this is not routinely implemented in practice.

S15.9 Requirements for management response and tracking of implementation of recommendations for centralized evaluations

Selected United Nations Secretariat entities	Requirement for management response	Tracking of implementation of management response	System used for tracking
ECA	Yes, but not consistently applied	Yes	Corporate/centralized tracking system, starting in 2025
ECE	Yes	Yes	Periodic reviews biannually until 2024 and annually from 2025 onwards
ESCAP	Yes	Yes	Periodic reviews biannually
OCHA	Yes, except for inter-agency humanitarian evaluations	Yes, except for inter-agency humanitarian evaluations	Corporate/centralized tracking system except for inter-agency humanitarian evaluations, which are followed up on an ad hoc basis
OHCHR	Yes	Yes	Corporate/centralized tracking system

S15.10 Reporting to legislative/governing bodies

Selected United Nations Secretariat entities	Evaluation report	Synthesis/meta-analysis report	Annual report of the evaluation function	Management report/follow-up report	Status of implementation of evaluation recommendations
ECA	No	No	No	No	No
ECE	Yes, for evaluations included in the annual plan approved by the governing body	No	Yes	No	Yes
ESCAP	Yes, for evaluations mandated by member States through a resolution	Yes, biennially	Yes, biennially	Yes, for evaluations mandated by member States through a resolution	No
OCHA	Yes, through proposed programme budget documents	No	No	No	No
OHCHR	Yes	Yes	Yes	Yes	Yes

III. Decentralized evaluation function

S16. Policies governing decentralized evaluation in Joint Inspection Unit participating organizations

Participating organization	Policy governing decentralized evaluation	Terminology used for decentralized evaluation	Definition of decentralized evaluation	Normative custodian of decentralized evaluation as a function ^a
FAO	Not in an established policy, but outlined in the Office of Evaluation project evaluation manual for decentralized offices (2019)	Evaluations conducted under Budget Holder's responsibility Decentralized evaluation Auto-evaluation (obsolete)	No formal definition, but decentralized evaluations are understood in the organization as evaluations that are not conducted under the responsibility of the central evaluation office	No formally designated custodian established in policy
IAEA				
ICAO	Evaluation Policy 2021 and Guidelines for Decentralized Evaluations (2021)	Decentralized evaluation Self-evaluation Independent decentralized evaluation	Decentralized evaluations are conducted and commissioned directly by management and functional units, without the involvement of the Office of Internal Oversight. The Office will assist bureaux/offices by providing technical and quality assurance advice and guidance on decentralized evaluations. These types of evaluations could include project evaluations, thematic evaluations (other than those conducted by the Office of Internal Oversight), joint evaluations and internal reviews. Self-evaluations are managed and conducted by ICAO staff members, including project staff and technical experts. Independent decentralized evaluations are managed by an ICAO staff member (Evaluation Manager) who has no link with the project and carried out by an independent external evaluator/consultant who has no previous links to the project. Other ICAO officials may participate as team members in the evaluation if they have no links with the project.	The central evaluation office/unit
ILO	Evaluation Policy (2017) and ILO policy guidelines for results-based evaluation (2020)	Decentralized evaluation	Decentralized evaluations at ILO refer to evaluations where the responsibility for initiating, managing, financing, undertaking, overseeing and approving the evaluation is shared across a network, planned, coordinated and overseen by the central Evaluation Office. The term "hybrid decentralized" is therefore used, as the central Evaluation Office only decentralizes certain tasks. Evaluation managers certified under the Evaluation Manager Certification Programme play an important role in the hybrid system and allow the Evaluation Office to undertake a large number of independent evaluations that are credible sources of evaluative evidence. The Evaluation Policy and detailed guidance differentiate between independent and internal decentralized evaluations. Any independent decentralized evaluation undertaken in ILO is overseen by the Evaluation Office from start to end with real-time quality control provided by	The central evaluation office/unit for mandatory decentralized evaluations. Evaluation activities that lie outside mandatory requirements are managed by departments and regions.

Participating organization	Policy governing decentralized evaluation	Terminology used for decentralized evaluation	Definition of decentralized evaluation	Normative custodian of decentralized evaluation as a function ^a
			Evaluation Office staff and Regional Evaluation Officers as well as an external ex-post quality appraisal. A comprehensive manual ^b provides a stepwise set of guidance and detailed procedures and standards for planning, managing and reporting decentralized evaluations.	
IMO				
ITC	Evaluation Policy, 3rd ed. (2026)	Project-managed evaluation	Project-managed evaluations correspond to project-level evaluations of primary operational relevance and are conducted to meet a combination of learning-for-improvement, accountability and funder requirements. They are undertaken by those who are responsible for the design and implementation of the project in line with the Evaluation Policy (2026) coverage norms and following the ITC evaluation standards and procedures. They are overseen by the central evaluation office/unit in a technical advice and quality assurance capacity.	The central evaluation office/unit
ITU	Not indicated in relevant policies including its Internal Oversight Charter (2024) A new evaluation policy is at a draft stage (2026)	Decentralized evaluation (according to the upcoming evaluation policy)	Decentralized evaluations are commissioned by bureaux and General Secretariat departments other than the Oversight Unit/Evaluation. The Oversight Unit/Evaluation supports ITU managers within commissioning bureaux and General Secretariat departments to improve evaluability and provides quality assurance, technical support and quality assessment of decentralized evaluations. Decentralized evaluations are tailored to meet the specific needs of the commissioning bureaux and the General Secretariat, as well as of the relevant functional units. The Oversight Unit/Evaluation and commissioning units endeavour to ensure that decentralized evaluations are identified and determined in the two-year evaluation planning cycle. ITU managers of potential commissioning units identify the need for a decentralized evaluation and articulate the objective of the evaluation. ITU managers consult with the Oversight Unit/Evaluation regarding the evaluation. If the proposed evaluation is evaluable, has potential utility, is of strategic importance and is feasible to implement given the schedule of evaluations, the Oversight Unit/Evaluation will support the inclusion of the evaluation in the current evaluation plan.	No formally designated custodian established in policy
United Nations Secretariat	Not in an established policy			
UNAIDS				
UNCTAD				
UNDP	Evaluation Policy, 2025–2030	Decentralized evaluation	Decentralized evaluations are commissioned by UNDP business units (policy and regional bureaux and country offices). UNDP decentralized evaluations bring evidence generation closer to operations, embedding learning and adaption in real time.	Bureau for Policy and Programme Support, but the central evaluation office/unit is the normative custodian of the evaluation function

Participating organization	Policy governing decentralized evaluation	Terminology used for decentralized evaluation	Definition of decentralized evaluation	Normative custodian of decentralized evaluation as a function ^a
UNEP	Evaluation Policy (2022)	[Validated] management-led terminal review	Management-led terminal reviews are assessments of projects and/or programmes that are commissioned and overseen by UNEP staff outside the Evaluation Office. In UNEP, the Evaluation Office has the sole prerogative to issue evaluations. All other performance assessments overseen by UNEP managers are considered to be management-led reviews. Official UNEP documentation should reflect this distinction.	The Evaluation Office is responsible for validating, quality assessing and disseminating the management-led terminal review final reports and, in the case of GEF, uploading the final version to its portal. The Division Director is the person accountable for the completion and submission of management-led terminal review reports (i.e. decentralized evaluations) to the Evaluation Office.
UNESCO	Evaluation Policy 2022–2029	Decentralized evaluation	Decentralized evaluations are managed by the UNESCO entity responsible for the intervention that is subject to the evaluation. This may be a project, programme, portfolio of projects implemented within a country or across a range of countries or a larger programme/entity. These evaluations are undertaken by external independent evaluators who have not been involved in the design, implementation or management of the subject under evaluation. The most common type of decentralized evaluation concerns initiatives funded by voluntary contributions. Decentralized evaluations conducted during the project cycle (midterm) provide insights on how to improve project performance and on necessary course corrections. When conducted at the end of a project (final), they offer valuable lessons for the design of future projects and play a critical role in enhancing the accountability of UNESCO to its donors, partners, beneficiaries, Governments and other stakeholders. The nature and type of evaluation depend on the size and complexity of the project.	The central evaluation office/unit
UNFPA	Evaluation Policy (2024)	Decentralized evaluation	Decentralized evaluations include, in addition to country programme evaluations and regional programme evaluations, programme and project evaluations (including joint evaluations) managed by the business units responsible for the programme or project being assessed. In humanitarian situations, decentralized evaluations also include evaluations of emergency responses where the scale, magnitude and level of complexity of the emergency is such that the country office can manage with existing resources while requiring limited or additional prioritized support from the regional office and headquarters.	The central evaluation office/unit

Participating organization	Policy governing decentralized evaluation	Terminology used for decentralized evaluation	Definition of decentralized evaluation	Normative custodian of decentralized evaluation as a function ^a
UN-Habitat	Evaluation Policy (2024)	Decentralized evaluation	Decentralized evaluations are conducted by evaluation team/evaluators who have not been involved in the design, implementation or management of the intervention under evaluation. They shall be conducted in line with United Nations Evaluation Group norms and standards and adhere to the evaluation ethical guidelines and code of conduct for evaluators. However, due to limited evaluation staff capacity in the Independent Evaluation Unit, such evaluations will be managed by project managers; and the Independent Evaluation Unit will remain with a supporting role.	
UNHCR	Policy for Evaluation in UNHCR (2022)	Decentralized evaluation	No formal definition, but decentralized evaluations are understood in the organization as evaluations that are commissioned by entities other than the Evaluation Office (e.g. other headquarters entities, regional bureaux or country offices).	The central evaluation office/unit
UNICEF	Revised evaluation policy of UNICEF (2023)	Decentralized evaluation	No formal definition, but decentralized evaluations are understood in the organization as evaluations managed and/or conducted at regional, country or subordinate levels (rather than exclusively at headquarters/global level), embedded within the structure of the UNICEF organizational presence outside its headquarters, and requiring that evaluation staff maintain both independence and relevance. For emergency evaluations, large-scale emergencies are usually evaluated centrally, while smaller responses are covered by decentralized evaluation.	No formally designated custodian established in policy, but the central evaluation office/unit serves as the normative custodian for evaluation policy, standards and quality assessments
UNIDO	Evaluation Policy (2021) and Evaluation Manual (2024)	Self-evaluation/midterm reviews	Self-evaluations are an integral part of the project or programme monitoring and reporting function, which is a management function. They take the form of a systematic, midterm or final review of projects or programmes. As such, they are carried out by officials who are responsible for their implementation, that is, management. Independence is not a requirement for self-evaluations, although, in keeping with good practice, external consultants often undertake them. Self-evaluations build upon monitoring and reporting and take place according to the rules established in project management guidelines.	No single designated custodian established in policy. The Evaluation Policy covers independent evaluations while taking note that the general principles of evaluation mentioned in the policy can apply to self-evaluations
UNODC				
UNOPS	No evaluation policy in place	Project and programme evaluations (as the organization does not have a central evaluation office/unit)	No formal definition	No formally designated custodian, no evaluation policy
UNRWA	Evaluation Policy (2022)	Decentralized evaluation	Decentralized evaluations are those managed and commissioned by field offices or headquarters departments responsible for the work being assessed and are conducted by independent external evaluators. Decentralized evaluations focus on specific programmes or projects and	The central evaluation office/unit As stated in the Evaluation Policy, “The Evaluation

Participating organization	Policy governing decentralized evaluation	Terminology used for decentralized evaluation	Definition of decentralized evaluation	Normative custodian of decentralized evaluation as a function ^a
			are mostly requested and funded by donors. The Evaluation Division provides technical support to decentralized evaluation managers and a quality assurance framework to help ensure high quality and credible assessments. The Evaluation Division publishes final reports, oversees a periodic external assessment of report quality, and promotes the use of decentralized evaluation results in programme planning.	Division is the custodian of the evaluation function at UNRWA, which consists of the central evaluation function in DIOS [Department of Internal Oversight Services] and decentralized evaluation functions in headquarter departments and field offices.”
UN Tourism				
UN-Women	Evaluation policy (2020)	Decentralized evaluation	Decentralized evaluations are conducted by independent external evaluators but managed by programmatic offices. They are conducted in consultation or in partnership with national stakeholders and United Nations agencies, to the extent possible. Decentralized evaluations are used to assess issues of significance at the programmatic level and play a crucial role in managing for results. They are key inputs for corporate evaluations and UNSDCF evaluations.	The central evaluation office/unit As stated in the evaluation policy, “The Independent Evaluation Service is the custodian of the UN-Women evaluation function. ... Its main responsibilities are to: ... (b) strengthen decentralized evaluation systems”.
UPU	No evaluation policy in place	Technical reviews, national evaluations, project evaluations, thematic evaluations	No formal definition	No formally designated custodian, no evaluation policy
WFP	Evaluation policy (2022)	Decentralized evaluation	Decentralized evaluations are commissioned and managed by country offices, regional bureaux and headquarters-based divisions other than the Office of Evaluation and are designed to meet the needs of the commissioning units. They are not presented to the Board. They can cover activities, pilots, themes, transfer modalities or any other area of action at the subnational, national or multi-country level.	The central evaluation office/unit As stated in the evaluation policy, “Through OEV [Office of Evaluation], the Director of Evaluation provides global leadership, standard-setting and oversight for the WFP evaluation function”.
WHO	Evaluation Policy (2025)	Decentralized evaluation	Decentralized evaluations are managed, commissioned or conducted by divisions/departments/offices in headquarters, regional offices or country offices other than the Evaluation Office, and mainly comprise programmatic and thematic evaluations. In these instances, the Evaluation Office provides quality assurance and technical backstopping. It should be noted that country programme evaluations can be commissioned by either country offices, regional offices or the Evaluation Office.	The central evaluation office/unit As stated in the Evaluation Policy, “The Evaluation Office is the custodian of the evaluation function”.

Participating organization	Policy governing decentralized evaluation	Terminology used for decentralized evaluation	Definition of decentralized evaluation	Normative custodian of decentralized evaluation as a function ^a
WIPO	Evaluation Policy (2016)	Decentralized evaluation, decentralized self-evaluation	Decentralized evaluations: this category refers to all evaluations conducted under the responsibility of programme managers. Decentralized evaluations are used to estimate or to measure effective achievement of the expected results of programme activities at the beginning, at midterm or at the end of programme cycles. They support adjustments for ongoing and future planning cycles.	No formally designated custodian established in policy
WMO	Evaluation Policy (2023)	Project evaluation	Project evaluations are planned and conducted under the aegis of the Project Management Board. They assess projects contributions as a means to deliver WMO outcomes to constituents. They consider the project's relevance, efficiency, effectiveness and sustainability of outcomes, and test underlying assumptions about contributions to broader outcomes and impacts.	Project Management Board

^a “Normative custodian” means the entity that holds institutional responsibility for the overall governance and standards of the decentralized evaluation function, even though it may not own, commission or manage individual decentralized evaluations. These responsibilities could include setting standards and norms that all decentralized evaluations should meet, from planning to conduct and use, regardless of which unit commissions them; ensuring that decentralized evaluations meet the organization's established standards, including through quality assurance and capacity development; and providing oversight of coverage and use.

^b Available at https://www.ilo.org/sites/default/files/2025-04/evaluation%20guidance%20landing%20page%202025%20-_10%20April%202025_0.pdf.

S17. Organizational characterization of centralized and decentralized evaluations and distinction of purpose between them

Participating organization	Centralized evaluations	Decentralized evaluations	Clear distinction of purpose between the two functions
FAO	Provide accountability to member countries and the Director General and an objective basis for governing body decisions; contribute to corporate learning and the improvement of programme relevance, design and implementation	Not stated	No
ICAO	Assess areas of high significance or strategic importance contributing to strategic objectives	Conducted by management and functional units for projects, thematic areas or internal reviews	Yes
ILO	Strategy and policy evaluations and decent work country programmes, managed by the Evaluation Office	Thematic evaluations (other than those managed by the central evaluation office), project evaluations, impact evaluations, joint evaluations and internal reviews, which also include self-evaluations	No
ITC	Strategic and project-level evaluations of strategic relevance to the organization	Operationally relevant project-level evaluations serving learning, accountability and funder requirements	Yes
ITU	Inform decision-making, improve performance, and ensure accountability and transparency.	Not stated	No
United Nations Secretariat	For OIOS, critically assess how programmes and mandates are implemented, and whether activities align with approved budgets and the medium-term plan	UNSDCF evaluations systematically assess the contribution of UNSDCF's by focusing on achieved development results, as well as internal and external gaps and overlaps in the implementation of the Sustainable Development Goals.	Not applicable as they exist in different policy frameworks
UNDP	Strategic evaluations informing global, regional and country-level programming	Bring evidence generation closer to operations, embedding learning and adaptation in real time	Yes
UNEP	Support evidence-based decision-making, learning and continuous improvement, and accountability to member States	Same as that of centralized evaluations	No
UNESCO	Focus on high-level, organization-wide themes and multisectoral responses	Show how results are achieved at field level, identifying improvements to specific projects and portfolios	Yes
UNFPA	Assess issues of corporate strategic significance and major humanitarian crises that overwhelm field capacity	Focus on programme, country and project levels manageable within regional or country resources	Yes
UN-Habitat	Strategic and representative of the agency's work and mandates	Inform donors and partners of an intervention's worth and give managers lessons for future improvement	Yes ^a
UNHCR	Demonstrate results, advocate for affected people, and drive innovation and effectiveness for lasting impact	Contribute to operation's strategic planning, accountability and advocacy, including those identified as part of the monitoring and evaluation plan of the interim or multi-year strategy ^b	Yes
UNICEF	Maximize results for children through accountability, learning and stakeholder empowerment	Same as that of centralized evaluations	No
UNIDO	Provide independent, evidence-based assessment of the entity under evaluation	An integral management function steering corrective action by line management, building on monitoring and reporting	Yes
UNOPS	Not applicable, no evaluation policy	Not applicable, no evaluation policy	Not applicable
UNRWA	Assess issues of strategic, agency-wide significance aligned with the six-year strategic plan	Focus on specific programmes or projects, mostly requested and funded by donors	Yes

Participating organization	Centralized evaluations	Decentralized evaluations	Clear distinction of purpose between the two functions
UN-Women	Assess corporate and strategic significance for development effectiveness and organizational performance	Assess significance at the programmatic level as key inputs for managing for results	Yes
UPU	Not applicable, no evaluation policy	Not applicable, no evaluation policy	Not applicable
WFP	Focus on corporate strategies, policies, global programmes and corporate emergencies	Meet the needs of commissioning units, covering activities, pilots, themes, transfer modalities or any other area of action at the subnational, national and multi-country levels	Yes
WHO	Strengthen accountability, organizational learning and evidence-based decision-making	Same as that of centralized evaluations	No
WIPO	Assess organization-wide performance and strategic value	Measure achievement of expected results for specific programme activities at start, midterm or end of cycle	Yes
WMO	Promote accountability and learning	Same as that of centralized evaluations, but all project evaluations are considered decentralized evaluations and assess projects contributions as a means to deliver WMO outcomes to constituents	Yes

Source: JIU analysis of evaluation policies of participating organizations, 2026.

^a Although the Evaluation Policy distinguishes between centralized and decentralized evaluation based on their purpose, in practice the central evaluation entity may also conduct evaluations that are typically classified as decentralized.

^b Based on UNHCR roles, accountabilities and authorities of country offices and multi-country offices, 2022.

S18. Roles and responsibilities in planning and managing decentralized evaluations

Participating organization	Planner of decentralized evaluations	Approver of decentralized evaluation workplan	Individual typically assigned as a decentralized evaluation manager
FAO	Headquarters technical/programme units, country and regional offices	Head of the respective unit/office	Technical officers, project or programme managers
IAEA			
ICAO	Headquarters units, regional offices	Head of the respective unit/office	ICAO staff member who has no link with the initiative being evaluated
ILO	Evaluation Office	Central evaluation office	Staff who have completed the Evaluation Manager Certification Programme and are independent of the evaluated initiative
IMO			
ITC	Programme or technical offices/units	Head of the central evaluation office, with the endorsement of the ITC Senior Management Committee	Project or programme managers or other appropriate project team members such as monitoring and evaluation officers
ITU	Commissioning unit	The decentralized evaluations are part of the Oversight Unit/Evaluation plan, which is approved by the Chief of the Oversight Unit	Commissioning unit's project or programme manager
United Nations Secretariat (for UNSDCF evaluations)	Resident coordinator for UNSDCF evaluation	Resident coordinator for UNSDCF evaluation	Staff designated by the resident coordinator and United Nations country team, which could include a representative of the United Nations agency chairing the monitoring and evaluation group or the programme management team or any other agency with a substantive monitoring and evaluation officer
UNAIDS			
UNCTAD			
UNDP	Headquarters units, country and regional offices	Executive Board	Monitoring and evaluation focal points
UNEP	Evaluation Office	Central evaluation office	Project or task managers
UNESCO	Headquarters units, country and regional offices	Head of the respective unit/office	Project or programme managers supported by the central evaluation office or the respective regional evaluation officer
UNFPA	Headquarters units, country and regional offices	Central evaluation office	Monitoring and evaluation specialists/analysts or focal points
UN-Habitat	Headquarters units, country and regional offices	Head of the respective unit/office	Project managers

Participating organization	Planner of decentralized evaluations	Approver of decentralized evaluation workplan	Individual typically assigned as a decentralized evaluation manager
UNHCR	Headquarters units, country and regional offices	Head of the respective unit/office	Staff members appointed by the commissioning units who are sufficiently senior and not directly associated with the management or implementation of the initiative being evaluated
UNICEF	Country and regional offices	Head of the respective regional office	For a large country office, Evaluation Specialist (P-4) and Evaluation Officer (National Professional Officer, level B)) For a medium/small country office, a Monitoring and Evaluation Specialist (P-3 or National Professional Officer, level C) or a Multi-Country Evaluation Specialist (P-4)
UNIDO	Project manager	None	Project managers
UNODC			
UNOPS	Dependent on the relevant partner/donor agreement	Dependent on the relevant partner/donor agreement	Project or programme manager
UNRWA	Field offices, donor associates	Head of the respective field office, Deputy of Programmes and Field Programme Support Officer	Monitoring and evaluation officers
UN Tourism			
UN-Women	Country and regional offices	Head of the respective country or regional office	Programme managers
UPU	Programme Unit	Head of Programme Unit	Programme coordinator
WFP	Headquarters units outside the office evaluation, country and regional offices	Executive Board (as part of approval of country strategic plans), regional evaluation committee	Monitoring and evaluation officers
WHO	Headquarters units, country and regional offices	Country director	Regional evaluation officers, programme management and evaluation focal points, technical leads
WIPO	Development Agenda Coordination Division	Sector lead	Director of Development Agenda Coordination Division, programme or project managers
WMO	Offices implementing projects	Head of the respective office implementing a project	Project managers or project executive

S19. Roles and responsibilities for quality control/assessment and clearance of decentralized evaluation outputs

Participating organization	Review of quality of terms of reference	Approval of terms of reference	Review of quality of draft report (quality control)	Approval/clearance of draft report for publication	Post hoc quality assessment of published evaluation report
FAO	Central evaluation office/unit upon request	Head of the respective unit/office commissioning the evaluation	Central evaluation office/unit for all decentralized evaluations	Head of the respective unit/office commissioning the evaluation	Not conducted
IAEA					
ICAO	Central evaluation office/unit	Head of the respective unit/office commissioning the evaluation	Central evaluation office/unit for all decentralized evaluations	Central evaluation office/unit	Not conducted
ILO	Departmental evaluation focal points, regional evaluation officers, central evaluation office/unit	Departmental evaluation focal points, regional evaluation officers, central evaluation office/unit	Evaluation managers, departmental evaluation focal points, regional evaluation officers, central evaluation office/unit	Central evaluation office/unit	External company contracted by the central evaluation office/unit to undertake an independent assessment for all decentralized evaluations based on ILO and United Nations Evaluation Group quality standards
IMO					
ITC	Central evaluation office/unit	Head of the respective unit/office commissioning the evaluation	Central evaluation office/unit	Central evaluation office/unit	An external post hoc quality assessment (to begin in 2026)
ITU	Evaluation Specialist and Chief of Oversight Unit	Chief of Oversight Unit	Evaluation Specialist and Chief of Oversight Unit	Chief of Oversight Unit	Independent consultant or Oversight Unit/Evaluation
United Nations Secretariat (for UNSDCF evaluations)	Development Coordination Office	Development Coordination Office	Development Coordination Office	Resident coordinators	Not conducted
UNAIDS					
UNCTAD					
UNDP	Head of the respective unit/office commissioning the evaluation	Head of the respective unit/office commissioning the evaluation	Regional evaluation focal points for evaluations commissioned by country offices Evaluation specialist at the Bureau for Policy and Programme Support for evaluations commissioned by regional offices and headquarters units	Head of the respective unit/office commissioning the evaluation	Central evaluation office/unit for all decentralized evaluations

Participating organization	Review of quality of terms of reference	Approval of terms of reference	Review of quality of draft report (quality control)	Approval/clearance of draft report for publication	Post hoc quality assessment of published evaluation report
UNEP	Project office, project or task manager	Head of the respective unit/office commissioning the evaluation	Quality assurance: Project office/project manager/task manager Validation and quality assessment: Central evaluation office/unit (for all decentralized evaluations)	Central evaluation office/unit	Central evaluation office/unit for all decentralized evaluations
UNESCO	Central evaluation office/unit, regional evaluation officers	Head of the respective unit/office commissioning the evaluation	Central evaluation office/unit, regional evaluation officers	Head of the respective unit/office commissioning the evaluation, but no formal clearance process	Central evaluation office/unit for all decentralized evaluations supported by an external quality reviewer
UNFPA	Central evaluation office/unit for selected decentralized humanitarian evaluations, regional planning, monitoring and evaluation advisers	Regional planning, monitoring and evaluation advisers for evaluations commissioned by country and regional offices; head of headquarters business units for evaluations commissioned by their units	Central evaluation office/unit for selected decentralized humanitarian evaluations; regional planning, monitoring and evaluation advisers for evaluations commissioned by country and regional offices; head of headquarters business units for evaluations commissioned by their units	Head of the respective unit/office commissioning the evaluation	Central evaluation office/unit for all regional and country programme evaluations and selected project evaluations included in the costing evaluation plans. Decentralized evaluations commissioned by headquarters units are not yet quality assessed.
UN-Habitat	Head of the respective unit/office commissioning the evaluation	Head of the respective unit/office commissioning the evaluation	Head of the respective unit/office commissioning the evaluation	Head of the respective unit/office commissioning the evaluation	Not conducted
UNHCR	Central evaluation office/unit, senior regional evaluation officers/specialists	Head of the respective unit/office commissioning the evaluation	Central evaluation office/unit, senior regional evaluation officers/specialists for selected decentralized evaluations	Central evaluation office/unit	Central evaluation office/unit for all decentralized evaluations conducted by external reviewers
UNICEF	Central evaluation office/unit, regional evaluation advisers	Head of the respective country office for evaluations commissioned by that office; regional evaluation advisers for regional office-led evaluations	Central evaluation office/unit, regional evaluation advisers for all decentralized evaluations and chiefs of Evaluation Office units for centralized evaluations	Central evaluation office/unit, regional evaluation advisers for regional office-led evaluations; head of the respective country office for evaluations commissioned by that office	Central evaluation office/unit for all centralized and decentralized evaluations
UNIDO	Strategic Programming, Results Monitoring and Reporting Unit	None	Strategic Programming, Results Monitoring and Reporting Unit	No formal clearance process in place	No formal assessment in place
UNODC					

Participating organization	Review of quality of terms of reference	Approval of terms of reference	Review of quality of draft report (quality control)	Approval/clearance of draft report for publication	Post hoc quality assessment of published evaluation report
UNOPS	Dependent on the relevant partner/donor agreement	Dependent on the relevant partner/donor agreement	Dependent on the relevant partner/donor agreement	Head of the respective unit/office commissioning the evaluation, but no formal clearance process	Dependent on the relevant partner/donor agreement
UNRWA	Evaluation Manager	Head of the respective unit/office commissioning the evaluation	Evaluation Manager	Head of the respective unit/office commissioning the evaluation	Not conducted
UN Tourism					
UN-Women	Central evaluation office/unit, regional evaluation specialists	Head of the respective unit/office commissioning the evaluation	Central evaluation office/unit, regional evaluation specialists	Head of the respective unit/office commissioning the evaluation	Central evaluation office/unit for all decentralized evaluations
UPU	Programme Unit Coordinator	Programme Unit Coordinator	Programme Unit Coordinator	Programme Unit Coordinator, but no formal clearance process	Not conducted
WFP	Central evaluation office/unit through the dedicated decentralized evaluation team that includes evaluation officers outposted to the regional offices	Head of the respective unit/office commissioning the evaluation	Central evaluation office/unit for all decentralized evaluations through the dedicated decentralized evaluation team that includes evaluation officers outposted to the regional offices	Head of the respective unit/office commissioning the evaluation	Central evaluation office/unit for all decentralized evaluations
WHO	Central evaluation office/unit, regional-level evaluation management groups, regional evaluation officers/specialists	Head of the respective unit/office commissioning the evaluation, regional evaluation officers, evaluation management groups, evaluation reference groups	Central evaluation office/unit, regional-level evaluation management groups, regional evaluation officers/specialists for all decentralized evaluations	Head of the respective unit/office commissioning the evaluation, regional evaluation officers, evaluation management groups, evaluation reference groups	Not conducted; to be introduced in 2026
WIPO	Development Agenda Coordination Division	Sector lead	Development Agenda Coordination Division in consultation with programme/project unit	Sector lead	Not conducted
WMO	Planning, Foresight and Performance Office	Head of the respective unit/office commissioning the evaluation	Planning, Foresight and Performance Office	Head of the respective unit/office commissioning the evaluation	Not conducted

S20. Summary of roles of the central evaluation offices or units in the implementation of decentralized evaluations

	Approver of decentralized evaluation workplan	Approver of terms of reference	Approver of final evaluation report (clearance and/or quality check before publication)	Approver of management responses
FAO	Yes	No	No	No
ICAO	No	No	Yes	No
ILO	Yes	Yes	Yes	Yes
ITC	Yes	No	Yes	No
ITU	Yes	Yes	Yes	No
United Nations Secretariat (for UNSDCF evaluations)	Not applicable, evaluation triggered by policy	Yes	No	No
UNDP	No	No	No	No
UNEP	Yes	No	Yes	No
UNESCO	No	No	No	No
UNFPA	Yes	Yes, for selected decentralized humanitarian evaluations	No	No
UN-Habitat	No	No	Yes	No
UNHCR	No	No	Yes	No
UNICEF	No	No	No	No
UNIDO	No	No	No	No
UNOPS	No	No	No	No
UNRWA	No	No	No	No
UN-Women	No	No	No	No
UPU	No	No	No	No
WFP	No	No	No	No
WHO	No	No	No	No
WIPO	No	No	No	No
WMO	No	No	No	No

S21. Human resources with evaluation expertise at the regional and country levels (2025)

Participating organization	Africa (sub-Saharan)	Asia and the Pacific	Europe and Central Asia	Latin America and the Caribbean	Middle East and North Africa
FAO	Accra Evaluation Officer (P-4) -\$- Evaluation Office === Evaluation Office ----- None DE 15% Evaluation Specialists (affiliate personnel, 2 positions) -\$- Evaluation Office === Evaluation Office ----- None DE 20%	Bangkok Evaluation Officer (P-4) -\$- Evaluation Office === Evaluation Office ----- None DE 15%	None	Panama City Evaluation Officer (P-4) -\$- Evaluation Office === Evaluation Office ----- None DE 15% Mexico City Affiliate personnel (2 positions) -\$- Regional Office === Regional Office ----- None DE 15%	None
ILO	Abidjan, Côte d'Ivoire Regional Evaluation Specialist (P-4) Monitoring and Evaluation and Knowledge-Sharing Officer (National Professional Officer, level B) -\$- Regional Office === Regional Office ----- Evaluation Office DE 100%	Bangkok Regional Evaluation Specialist (P-4) Monitoring and Evaluation Officer (National Professional Officer, level A) -\$- Regional Office === Regional Office ----- Evaluation Office DE 100%	To be determined. Regional Evaluation post (vacant, grade to be determined) -\$- Regional Office === Regional Office ----- Evaluation Office DE 100%	Lima Regional Evaluation Officer (P-3) Monitoring and Evaluation Officer (G-5) -\$- Regional Office === Regional Office ----- Evaluation Office DE 100%	Beirut Regional Evaluation Officer (P-3) -\$- Regional Office === Regional Office ----- Evaluation Office DE 100%
UNDP	Addis Ababa Independent Evaluation Office, Regional Evaluation Adviser (P-5) Independent Evaluation Office, Evaluation Specialist (P-4) -\$- Evaluation Office === Evaluation Office ----- None DE 20% Regional Results-based Management Adviser (P-5) -\$- Regional Office === Regional Office ----- None DE 20%	Bangkok Independent Evaluation Office, Regional Evaluation Adviser (P-5) -\$- Evaluation Office === Evaluation Office ----- None DE .. Programme Specialist, Results-based Management/Evaluation (P-3) -\$- Regional Office === Regional Office ----- None DE 30%	Istanbul Independent Evaluation Office, Regional Evaluation Adviser (P-5) -\$- Evaluation Office === Evaluation Office ----- None DE .. Regional Results-based Management Adviser (P-4) -\$- Regional Office === Regional Office ----- None DE 20%	Panama Programme Specialist, Results-based Management/Evaluation (P-4) -\$- Regional Office === Regional Office ----- None DE 35%	Amman Results-based Management Analyst (P-2) -\$- Regional Office === Regional Office ----- None DE 40%

Participating organization	Africa (sub-Saharan)	Asia and the Pacific	Europe and Central Asia	Latin America and the Caribbean	Middle East and North Africa
UNESCO	Dakar Regional Evaluation Officer (United Nations Volunteer) Nairobi Regional Evaluation Officer (United Nations Volunteer) -\$- Evaluation Office === Evaluation Office ----- Regional Office DE 100%	Bangkok Regional Evaluation Officer (United Nations Volunteer) -\$- Evaluation Office === Evaluation Office ----- Regional Office DE 100%	None	Montevideo Regional Evaluation Officer (United Nations Volunteer) -\$- Evaluation Office === Evaluation Office ----- Regional Office DE 100%	Doha Regional Evaluation Officer (United Nations Volunteer) -\$- Evaluation Office === Evaluation Office ----- Regional Office DE 100%
UNFPA	Dakar Regional Planning, Monitoring and Evaluation Adviser (P-5) -\$- Regional Office === Regional Office ----- Evaluation Office DE 20% Johannesburg Regional Planning, Monitoring and Evaluation Adviser (P-5) -\$- Regional Office === Regional Office ----- Evaluation Office DE 20%	Bangkok Regional Planning, Monitoring and Evaluation Adviser (P-5) -\$- Regional Office === Regional Office ----- Evaluation Office DE 20%	Istanbul Regional Planning, Monitoring and Evaluation Adviser (P-5) -\$- Regional Office === Regional Office ----- Evaluation Office DE 20%	Panama City Regional Planning, Monitoring and Evaluation Adviser (P-5) -\$- Regional Office === Regional Office ----- Evaluation Office DE 20%	Cairo Regional Planning, Monitoring and Evaluation Adviser (P-5) -\$- Regional Office === Regional Office ----- Evaluation Office DE 20%
UNHCR	Nairobi Senior Regional Evaluation Officer (P-4) -\$- Evaluation Office === Evaluation Office ----- Regional Office DE ..	Bangkok Senior Regional Evaluation Officer (P-4) -\$- Evaluation Office === Evaluation Office ----- Regional Office DE ..	None	Panama City Senior Regional Evaluation Officer (P-4) -\$- Evaluation Office === Evaluation Office ----- Regional Office DE ..	None

Participating organization	Africa (sub-Saharan)	Asia and the Pacific	Europe and Central Asia	Latin America and the Caribbean	Middle East and North Africa
UNICEF	Dakar Regional Evaluation Adviser (P-5)	Bangkok Regional Evaluation Adviser (P-5)	Geneva Regional Evaluation Adviser (P-5)	Panama City Regional Evaluation Adviser (P-5)	Amman Regional Evaluation Adviser (P-5)
	Nairobi Regional Evaluation Adviser (P-5)	Kathmandu Regional Evaluation Adviser (P-5)			
	-\$- Regional Office	-\$- Regional Office	-\$- Regional Office	-\$- Regional Office	-\$- Regional Office
	=== Regional Office	=== Regional Office	=== Regional Office	=== Regional Office	=== Regional Office
	----- Evaluation Office	----- Evaluation Office	----- Evaluation Office	----- Evaluation Office	----- Evaluation Office
	DE 100%	DE 100%	DE 100%	DE 100%	DE 100%
	Dakar Multi-country Evaluation Specialist (P-4)	Bangkok Multi-country Evaluation Specialist (P-4)	Almaty, Kazakhstan Multi-country Evaluation Specialist (P-4)	Panama City Multi-country Evaluation Specialist (P-4) (2 positions)	Amman Multi-country Evaluation Specialist (P-4)
	Nairobi Multi-country Evaluation Specialist (P-4) (2 positions)	Beijing Multi-country Evaluation Specialist (P-4)			Istanbul Multi-country Evaluation Specialist (P-4)
	Johannesburg Multi-country Evaluation Specialist (P-4)	Colombo Multi-country Evaluation Specialist (P-4)			Tunis Multi-country Evaluation Specialist (P-4)
	Yaoundé Multi-country Evaluation Specialist (P-4)	Kathmandu Multi-country Evaluation Specialist (P-4)			
	-\$- Country Offices	-\$- Country Offices	-\$- Country Offices	-\$- Country Offices	-\$- Country Offices
	=== Country Offices	=== Country Offices	=== Country Offices	=== Country Offices	=== Country Offices
----- Regional Office	----- Regional Office	----- Regional Office	----- Regional Office	----- Regional Office	
DE 100%	DE 100%	DE 100%	DE 100%	DE 100%	
UN-Women	Dakar Regional Evaluation Specialist (P-4)	Bangkok Regional Evaluation Specialist (P-4)	Istanbul Regional Evaluation Specialist (P-4)	Panama City Regional Evaluation Specialist (P-4)	Cairo Regional Evaluation Specialist (P-4)
	Nairobi Regional Evaluation Specialist (P-4)				Istanbul Regional Evaluation Specialist (P-4)
	-\$- Evaluation Office	-\$- Evaluation Office	-\$- Evaluation Office	-\$- Evaluation Office	-\$- Evaluation Office
	=== Evaluation Office	=== Evaluation Office	=== Evaluation Office	=== Evaluation Office	=== Evaluation Office
	----- None	----- None	----- None	----- None	----- None
	DE 20%	DE 20%	DE 20%	DE 20%	DE 20%

Participating organization	Africa (sub-Saharan)	Asia and the Pacific	Europe and Central Asia	Latin America and the Caribbean	Middle East and North Africa																								
WFP ^a	Dakar Regional Evaluation Officer (P-4)	Bangkok Regional Evaluation Officer (P-4)	(this region is covered from the Cairo office)	Panama City Regional Evaluation Officer (P-4)	Cairo Regional Evaluation Officer (P-4)																								
	National Professional Officer (level C)			National Professional Officer (level A)	Evaluation consultant																								
	Johannesburg Regional Evaluation Officer (P-4) (abolished in mid-2025)			Evaluation consultant	Evaluation United Nations Volunteer																								
	Evaluation consultant																												
	Nairobi Regional Evaluation Officer (P-4)	<table><tr><td>-\$-</td><td>Evaluation Office</td></tr><tr><td>===</td><td>Evaluation Office</td></tr><tr><td>-----</td><td>None</td></tr><tr><td>DE</td><td>100%</td></tr></table>		-\$-	Evaluation Office	===	Evaluation Office	-----	None	DE	100%	<table><tr><td>-\$-</td><td>Evaluation Office</td></tr><tr><td>===</td><td>Evaluation Office</td></tr><tr><td>-----</td><td>None</td></tr><tr><td>DE</td><td>100%</td></tr></table>	-\$-	Evaluation Office	===	Evaluation Office	-----	None	DE	100%	<table><tr><td>-\$-</td><td>Evaluation Office</td></tr><tr><td>===</td><td>Evaluation Office</td></tr><tr><td>-----</td><td>None</td></tr><tr><td>DE</td><td>100%</td></tr></table>	-\$-	Evaluation Office	===	Evaluation Office	-----	None	DE	100%
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^a Before mid-2025, regional evaluation units reported to regional directors with a secondary reporting line to the Office of Evaluation; they now report directly to the Director of Evaluation.

Legend

-\$-	Position funded by
===	Direct reporting line to
-----	Secondary reporting line to
DE	Percentage of time devoted to decentralized evaluation

S22. Number of decentralized evaluations completed and proportion that were mandatory (as required by policy coverage norms and/or by donors) (2021–2025)

Participating organization	2021	2022	2023	2024	2025	Total	Of which were required by policy coverage norm	Of which were donor required
FAO	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked
IAEA								
ICAO	0	0	0	0	0	0	0	0
ILO	76	89	112	81	75	433	433	0
IMO								
ITC	1	2	1	1	1	6	0	6
ITU	0	0	0	0	0	0	0	0
United Nations Secretariat ^a	35	12	7	31	24	109	109	0
UNAIDS								
UNCTAD								
UNDP	369	407	296	319	324	1,715	Not tracked	523
UNEP	0	1	14	23	25	63	15	48
UNESCO	22	22	31	22	47	144	144	0
UNFPA	20	22	9	17	21	89	89	0
UN-Habitat	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked
UNHCR	7	6	6	2	11	32	32	21
UNICEF	164	194	136	124	153	771	Not tracked	Not tracked
UNIDO ^b	0	0	0	0	10	10	Not tracked	Not tracked
UNODC								
UNOPS	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked
UNRWA	0	2	2	0	0	4	0	4
UN Tourism								
UN-Women	34	33	38	27	33	165	Not tracked	Not tracked
UPU	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked
WFP	18	27	23	25	19	112	17 ^c	59
WHO	3	8	5	12	5	33	0	3
WIPO	1	2	4	4	3	14	14	0
WMO	0	0	0	3	0	3	0	3
Total	750	827	684	691	751	3,703	853	667
Percentage of total number of evaluations							82%^d	24%^e

^a For UNSDCF evaluations.

^b Project evaluations have been conducted as decentralized evaluations since 2025.

^c Estimate.

^d Based on data from the 14 organizations that track this requirement; 1,042 evaluations were completed in total among these organizations (ICAO, ILO, ITC, ITU, United Nations Secretariat (UNSDCF evaluations), UNEP, UNESCO, UNFPA, UNHCR, UNRWA, WFP, WHO, WIPO, WMO), of which 853 were required by policy coverage norms.

^e Based on data from the 15 organizations that track this requirement; 2,757 evaluations were completed in total among these organizations (ICAO, ILO, ITC, ITU, United Nations Secretariat (UNSDCF evaluations), UNDP, UNEP, UNESCO, UNFPA, UNHCR, UNRWA, WFP, WHO, WIPO, WMO), of which 667 were required by donors.

S23. Expenditure on decentralized evaluations (2021–2025)

Participating organization	2021	2022	2023	2024	2025	Total	Note
FAO	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked	
IAEA							
ICAO	0	0	0	0	0	0	
ILO ^a	1,854,850	2,812,298	2,657,135	2,292,362	2,528,068	12,144,713	
IMO							
ITC	–	79,000	10,000	10,150	7,500	106,650	
ITU	0	0	0	0	0	0	
United Nations Secretariat (UNSDCF evaluations)	2,117,279	869,245	449,693	1,591,287	1,134,452	6,161,956	All estimated
UNAIDS							
UNCTAD							
UNDP	16,400,000	25,100,000	23,000,000	26,400,000	24,831,278	115,731,278	
UNEP	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked	
UNESCO	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000	Estimated
UNFPA	5,150,000	5,400,000	5,500,000	5,580,000	6,260,000	27,890,000	
UN-Habitat	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked	
UNHCR	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked	
UNICEF	29,968,000	28,625,000	28,062,000	30,189,000	25,402,000	142,246,000	
UNIDO	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked	
UNODC							
UNOPS	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked	
UNRWA	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked	
UN Tourism	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked	
UN-Women	4,342,045	4,391,703	6,610,566	4,432,482	4,044,330	23,821,126	
UPU	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked	Not tracked	
WFP	5,919,782	8,938,354	7,266,931	8,344,424	6,515,320	36,984,811	
WHO	833,860	1,375,710	1,491,960	1,664,970	1,997,640	7,364,140	
WIPO	51,086	51,086	51,086	89,398	89,398	332,054	
WMO	0	0	0	120,270	0	120,270	
Total	68,636,902	79,642,396	77,099,371	82,714,343	74,807,986	382,902,998	

^a The figures are indicative estimates derived from the total resources allocated to evaluation under the relevant budget line and do not necessarily reflect actual expenditure or final disbursement.

S24. Mechanisms for safeguarding independence in decentralized evaluations

6. The credibility of an evaluation rests on multiple factors, including the actual and perceived independence of its findings, conclusions and recommendations. When evaluators are seen as free from institutional pressures and conflicts of interest, their work is more readily accepted and used. The United Nations Evaluation Group⁵ identifies two key aspects of evaluation independence: behavioural and organizational. Behavioural independence means evaluators must be able to carry out their work impartially, free from undue influence by any party and without risk to their career development. Organizational independence requires that the centralized evaluation function be positioned independently from management, with responsibility for setting the evaluation agenda and adequate resources to carry out its work. It also entails that evaluation managers have full discretion to submit reports directly to the appropriate decision-making level, including the governing body and/or executive head.

7. By design, the decentralized evaluation function is not structurally independent, nor is it intended to be. Embedded within management structures, decentralized evaluations serve as a management tool that supports accountability, learning and evidence-based decision-making at the operational level, and it is precisely this proximity to operations that gives them their value. That said, mechanisms to safeguard a minimum level of independence in the decentralized evaluation process remain necessary. The table below summarizes how JIU participating organizations implement measures to safeguard independence in the decentralized evaluation process.

Participating organization	Decentralized evaluation manager is separate from the project/programme being evaluated	Central evaluation entity oversight of one or more key stages of decentralized evaluations ^a	Technical backstopping available from evaluation officers at the regional or headquarters level or both	Mandatory requirement for an evaluation reference or management group, or similar
FAO	No	Yes	Yes	No
ICAO	Yes	Yes	No	No
ILO	Yes	Yes	Yes	No
ITC	Mixed	Yes	Yes	No
ITU	No	Yes	n/a	No
United Nations Secretariat ^b	No	No	Yes	Yes
UNDP	Yes	No	Yes	No
UNEP	No	Yes	Yes	Only for larger, complex or strategic evaluations
UNESCO	No	No	Yes	Yes
UNFPA	No	No ^c	Yes	Yes
UN-Habitat	No	No	Yes	No
UNHCR	Yes	Yes	Yes	No
UNICEF	Yes	No	Yes	Yes
UNIDO	No	No	No	No
UNOPS	No	No	No	No
UNRWA	Yes	No	n/a	No
UN-Women	No	No	Yes	Yes
UPU	No	No	n/a	No
WFP	Yes	Yes	Yes	Yes
WHO	Mixed	Yes	Yes	Yes
WIPO	No	No	n/a	No
WMO	No	No	n/a	No

Source: Corporate questionnaire and JIU policy analysis, 2026.

^a See also sects. S17–19 above.

^b For UNSDCF evaluations.

^c Only for selected decentralized evaluations of humanitarian programming.

⁵ United Nations Evaluation Group, “Norms and standards for evaluation”, 2016.

S25. Quality of decentralized evaluations: percentage of decentralized evaluations that achieved a satisfactory or higher quality rating based on formal quality assurance assessments, 2021–2025⁶

Participating organization	2021	2022	2023	2024	2025	Notes
FAO						The current quality assessment system does not include ratings.
IAEA						
ICAO	Not conducted	Not conducted	Not conducted	Not conducted	Not conducted	
ILO	100	96.6	96.3	100	Data not yet available	
IMO						
ITC	Not conducted	Not conducted	Not conducted	Not conducted	Not conducted	To begin in 2026
ITU	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
United Nations Secretariat	Not conducted	Not conducted	Not conducted	Not conducted	Not conducted	
UNAIDS						
UNCTAD						
UNDP	40.0	39.3	40.5	48.7	57.0	
UNEP	Not available	Not available	77	78	68	Based on those that were scored satisfactory or highly satisfactory on a six-point scale
UNESCO	77	72	52	50	59	The observed decline since 2023 is due to the change in the scoring methodology.
UNFPA	100	95	88	91	90	
UN-Habitat	Not conducted	Not conducted	Not conducted	Not conducted	Not conducted	
UNHCR	57	100	29	50	81	Rated by an external party
UNICEF	99	83	81	84	82	Rated by an external and independent entity
UNIDO	Not conducted	Not conducted	Not conducted	Not conducted	Data not yet available	
UNODC						
UNOPS	Not conducted	Not conducted	Not conducted	Not conducted	Not conducted	
UNRWA	Not conducted	Not conducted	Not conducted	Not conducted	Not conducted	
UN Tourism						
UN-Women	97	81.8	100	100	95	
UPU	Not conducted	Not conducted	Not conducted	Not conducted	Not conducted	
WFP	84	96	100	92	94	Excluding joint evaluations assessed using the system of an agency other than WFP
WHO	No data	85	66	81	82	
WIPO	100	100	100	100	Data not yet available	
WMO	Not conducted	Not conducted	Not conducted	Not conducted	Not conducted	

⁶ Because each participating organization applied its own methodology, the resulting ratings are not comparable across organizations.

S26. Integration of cross-cutting priorities such as gender equality, human rights, disability inclusion and the principle of “leaving no one behind”

8. Integration of cross-cutting issues in evaluation quality assurance remains uneven across entities. The information collected via the corporate questionnaire shows this as one of the most frequently observed challenges, with an average score of 3.1/5⁷ for the frequency of observations.

Issues in decentralized evaluations observed through the quality assurance system between 2021–2024	Average across participating organizations (out of 5)	Number of participating organizations that reported it
Evaluation topics not sufficiently aligned with organizational learning or accountability needs	1.4	11
Poorly formulated terms of reference	2.2	13
Limited integration of cross-cutting priorities (e.g. gender equality, human rights, principle of “leaving no one behind”)	3.1	14
Evaluation purpose, objectives and scope not sufficiently clear	1.8	14
Weak methodological rigour or data quality	2.9	15
Findings not adequately supported by evidence	2.9	14
Conclusions not fully consistent with findings	2.3	13
Recommendations too general, not relevant and/or actionable	2.9	15
Reports lacking analytical depth, clarity or structure	2.6	13
Timing of report issuance not aligned with decision-making or use	1.8	12

9. The analysis of evaluation policies, manuals and guidelines of JIU participating organizations shows three patterns. First, some entities explicitly reference in their evaluation policies and/or manuals the integration of cross-cutting issues, including gender equality and related criteria of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP), in their quality assurance systems (Food and Agriculture Organization of the United Nations (FAO), United Nations Educational, Scientific and Cultural Organization (UNESCO), United Nations Human Settlements Programme (UN-Habitat)). Second, others mention the overall quality assurance process in their evaluation policies and/or manuals, which, upon analysis of further specific documentation, integrates criteria addressing cross-cutting issues (United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), United Nations Population Fund (UNFPA), United Nations Children’s Fund (UNICEF), World Food Programme (WFP), World Health Organization (WHO)). A third group mainly references cross-cutting issues as part of broader considerations for integrating these topics in all evaluations, without having a specific link to quality assurance processes (International Trade Centre (ITC), Office of the United Nations High Commissioner for Refugees (UNHCR), United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), World Intellectual Property Organization (WIPO)).

10. Good practices include embedding cross-cutting criteria directly in matrices of the quality assurance system, using system-wide standards such as UN-SWAP, and reviewing decentralized evaluations through quality assurance systems generating thematic learning. Capacity support is also important, including the availability of guidance notes, technical support and training for staff managing the decentralized evaluation processes.

⁷ Rating scale between 1 (not frequently observed) and 5 (frequently observed).

S27. Practices in public disclosure of decentralized evaluation reports

All decentralized evaluation reports must be published publicly	ICAO, ILO, ITC, ^a United Nations Secretariat (for UNSDCF evaluations), UNDP, UNEP, UNESCO, ^b UNFPA, UNHCR, UNICEF, ^c UN-Women, WFP, WHO, WIPO (14)
Decentralized evaluation reports can be published publicly, subject to consideration either by management or the central evaluation office/unit	UN-Habitat, UNRWA (2)
Decentralized evaluations remain internal	ITU, ^d UNIDO, UPU, WMO ^e (4)
There is no policy concerning public disclosure of decentralized evaluation reports	FAO (1)
Other	UNOPS ^f (1)

^a Starting in 2026, following the revision of its evaluation policy.

^b The policy on public disclosure of decentralized evaluation reports has not been fully implemented; a public-facing database is currently being developed.

^c With some exceptions, such as evaluations containing sensitive information that could pose harm to affected populations.

^d The revised evaluation policy to be introduced in 2026 requires that all ITU evaluation reports be publicly published.

^e With the upcoming revision of its evaluation policy, all decentralized evaluation reports will be publicly disclosed.

^f This depends on the relevant agreement with government partner/donor.

S28. Analysis of donor requirements linked to evaluation of funded projects/interventions

11. In relation to donor requirements for evaluation, the review analysed several evaluation policies of the main governmental and non-governmental donors alongside a selection of bilateral funding agreements between donors and JIU participating organizations conducting decentralized evaluations. The analysis comprised the provisions associated with required evaluations for projects funded by the highest contributors of earmarked funds among Governments and non-governmental entities, including vertical funds. Given recent efforts by United Nations entities to diversify their donor base, the analysis also included requirements linked to funding from foundations and philanthropic organizations.

12. The donors analysed were selected on the basis of the amount of funds contributed to the JIU participating organizations with a decentralized evaluation function, as available from the financial statistics on the United Nations System Chief Executives Board for Coordination (CEB) website (for Governments, only tightly earmarked funds were used for the calculations below). In addition, the number of participating organizations to which the various donors contributed, alongside the public availability of evaluation policies, were also considered factors in the selection.

Top 10 Government donors of tightly earmarked funds between 2021–2024

Rank	Contributor	Total contribution (millions of United States dollars)	% share of top 10
1	United States of America	38,189	45
2	Germany	16,850	20
3	United Kingdom of Great Britain and Northern Ireland	5,264	6
4	Japan	4,972	6
5	Canada	4,416	5
6	Sweden	3,531	4
7	Norway	3,412	4
8	Netherlands (Kingdom of the)	3,019	4
9	France	2,325	3
10	Republic of Korea	2,076	3
	Top 10 total	84,053	

Source: CEB financial statistics, 2025.

Top 10 non-governmental donors between 2021–2024

Rank	Contributor	Total contribution (millions of United States dollars)	% share of top 10
1	European Union	13,413	39
2	World Bank Group	5,935	17
3	Office for the Coordination of Humanitarian Affairs	2,872	8
4	Multi-Partner Trust Fund Office	2,436	7
5	GEF	2,406	7
6	Gates Foundation	1,933	6
7	Multi-donor trust funds	1,406	4
8	Private sector	1,332	4
9	Global Fund to Fight AIDS, Tuberculosis and Malaria	1,201	4
10	Gavi Alliance	1,155	3
	Top 10 total	34,093	

Source: CEB financial statistics, 2025.

13. The table below provides a comparative overview of how different donors approach evaluation within funded interventions. It highlights key similarities and differences across several dimensions, including definitions of evaluation, policy requirements, types and timing of evaluations, resource allocation, independence standards, and expectations regarding quality assurance systems, dissemination and use of findings. Overall, the comparison illustrates the varying levels of formality, rigour and engagement adopted by these stakeholders in ensuring accountability and learning through evaluation.

Comparative overview of evaluation approaches of selected donors for funded interventions

	Governments (for tightly earmarked funds)^a	European Union	Vertical funds^b	Foundations and philanthropic organizations^c
Definition of evaluation (aggregated and summarized)	Closely following the definition of the Development Assistance Committee of the Organisation for Economic Co-operation and Development. In summary, a systematic and objective assessment of an intervention's design, implementation and results.	To assess how a specific intervention has performed (or is working), taking account of earlier expectations, and whether there were unintended or unexpected effects that were not anticipated.	To determine why, how and to what extent intended and unintended results are achieved, as well as their impact on stakeholders	To understand what actions work best to achieve outcomes, how and why they are or are not achieved, what the unintended consequences have been, and what needs to be adjusted to improve execution.
United Nations Evaluation Group norms and standards mentioned in the evaluation policies	Only for some	No	Yes	No
Requiring evaluations in addition to those foreseen by the organizational policy	Only some and not for all funded interventions (i.e. above a certain threshold, normally \$3 million)	Evaluations are not explicitly required by the contribution manual and template	Yes	No
Types of evaluations requested	Mostly final or ex-post evaluations. In a few cases also midterm reviews.	Evaluations are not explicitly required; monitoring data and progress reports are mandatory.	Midterm reviews and terminal/final evaluations	Evaluations are not explicitly required; monitoring data and progress reports are mandatory.
Timeline for completing the final evaluation report	Not a fixed deadline, usually at the end of the project	n/a	Up to 12 months after project completion	n/a
Minimum content requirements/requested use of templates	Only for some donors, references to the evaluation criteria of the Development Assistance Committee of the Organisation for Economic Co-operation and Development	No minimum content requirements but, when planned by the funded entity, a template for the terms of reference for the evaluation exists	Yes, the evaluation criteria and quality ratings of the project. Guidelines and procedures are also developed and must be used by funded entities.	n/a
Minimum funding allocated	Usually not indicated in the funding agreement. When indicated, usually maximum 1% of the project budget	No, if planned by the funded entity it is expected to be covered by the overhead costs.	Yes, budget line for evaluations and potentially monitoring activities included in the funding agreement	No, if planned by the funded entity it is expected to be covered by the overhead costs.

	Governments (for tightly earmarked funds)^a	European Union	Vertical funds^b	Foundations and philanthropic organizations^c
Involvement in the evaluation process	At predefined milestones, such as participating in reference or steering groups, providing a “no-objection notice” on the terms of reference, and commenting on the draft final reports	Only if an evaluation is planned by the funding entity, at predefined milestones, such as participating in reference or steering groups, or joining on-site visits	Limited, only at the end of the evaluation process for receiving the management response of the funded entity or for post-quality checks of the evaluation reports	n/a
Independence requirements of evaluations conducted by funded entity	No, but some expect the involvement of the central evaluation unit to ensure the independence of the evaluation	n/a	Yes, similar standards to the independent evaluation office of the fund (for example organizational, operational and behavioural independence)	n/a
Flexibility in terms of accepting substitute products for evaluations	Not explicit in the evaluation policies	n/a, monitoring data requested as a minimum	No	n/a, monitoring data requested as a minimum
Acceptance of joint or cluster evaluations	Usually yes, when the funded intervention is implemented by several partners	Only if an evaluation is planned, usually yes, when the funded intervention is implemented by several partners	Usually yes, when the funded intervention is implemented by several partners	n/a
Quality control requirements and measures for evaluations	Not explicit in the evaluation policies	n/a	Yes For GEF, the quality rating of terminal/final evaluations is reported by the funded entity. The independent evaluation office also assesses on its own the quality of the evaluations submitted to them.	n/a
Monitoring of implementation of recommendations stemming from evaluation	By a few Governments, but at most for the recommendations from the evaluation addressed directly to the Government for action	n/a	No, except for recommendations addressed directly to GEF which may be taken up by the GEF Independent Evaluation Office	n/a
Dissemination of evaluation products	Default of public disclosure, that is, publishing reports and management responses on the web platforms of funded entities, while abiding by data privacy rules and constraints	Currently no standard practice in place – an initiative is currently under development for making public the evaluation reports provided by implementing partners	All evaluation reports are made public, except in cases of data privacy concerns	All evaluation reports are made public, except in cases of data privacy concerns

Source: JIU analysis, 2026

^a Canada, France, Germany, Japan, Norway, Sweden, United Kingdom.

^b GEF, Green Climate Fund.

^c Gates Foundation, IKEA Foundation, Mastercard Foundation.

14. The table below sets out the different approaches taken by four United Nations organizations that are recipients of Global Environment Facility (GEF) funding (UNDP, UNEP, United Nations Industrial Development Organization (UNIDO) and FAO) to the evaluations and reviews that GEF mandates for its funded interventions. UNDP has dedicated GEF-specific midterm reviews and terminal evaluations guidance and has largely adopted a decentralized model, with its Independent

Evaluation Office providing quality assessment for terminal evaluations only. UNEP uses an overarching manual for evaluations but has stronger central evaluation office involvement across all key stages. UNIDO distinguishes between independent evaluations, which are managed centrally, and self-evaluations/reviews, which are managed by programme teams. FAO has dedicated GEF midterm reviews guidance and less specific GEF-related final evaluations guidance, and the central evaluation office's involvement depends on budget, complexity and capacity of country offices. Involvement of the central evaluation office in each of these organizations (beyond guidance) is less common for the midterm reviews.

	UNDP	UNEP	UNIDO	FAO
Dedicated manuals and guidelines	Yes Dedicated GEF-specific midterm reviews guidance and dedicated GEF-specific terminal evaluations guidance exist.	No The UNEP Evaluation Manual covers project evaluations/reviews, including GEF projects.	No The UNIDO Evaluation Manual includes elements relevant to GEF, such as a rating conversion.	Yes for midterm reviews; none for final evaluations. FAO has a dedicated FAO–GEF midterm reviews guide; final evaluations are covered in the general project evaluation manual for decentralized offices by the Office of Evaluation.
Dedicated templates	Yes Midterm review/terminal evaluation terms of reference templates, evaluation matrix, project information package, audit trail, final report structure and management response	Yes Multiple tools/templates available for stages such as terms of reference, inception report, final report and management response.	Yes The manual provides requirements for terms of reference, inception, final report, recommendations and management responses. An inception report standard format is available on the organization's intranet.	Yes FAO–GEF midterm reviews guide includes terms of reference and process templates; the FAO Office of Evaluation manual includes templates/processes for decentralized evaluations, including terms of reference, an inception report outline and a final report outline.
Type of evaluation of GEF interventions and management responsibilities	Decentralized GEF midterm reviews/terminal evaluations are managed by the commissioning unit, usually the country offices for country-level projects; terminal evaluation reports are quality assessed by the UNDP Independent Evaluation Office.	Mixed Centralized terminal evaluations are conducted by the Evaluation Office; management-led reviews are commissioned outside the Evaluation Office but the final report is validated and quality assessed by the Evaluation Office. The Evaluation Office undertakes terminal evaluations of a sample of completing projects selected at the discretion of the Evaluation Office based on defined criteria.	Mixed Independent evaluations are centralized through the Independent Evaluation Unit; self-evaluations/reviews, including those of a midterm review-type, are management responsibilities. A centralized evaluation is made when: (a) explicitly required by the donor, which would be reflected in the project document at the time of project design and formulation, or (b) when selected by the Independent Evaluation Unit during its periodic risk and evidence gap assessment.	Mixed GEF midterm reviews are generally decentralized to the Budget Holder/Review Manager with oversight from the FAO–GEF Coordination Unit. Terminal evaluations can be conducted either by the Office of Evaluation or under the Budget Holder's responsibility. The assignment of the responsibility depends on numerous factors such as: the budget of the project (if above \$6.2 million, the project should be evaluated by the Office of Evaluation); donor's agreement to have the Budget Holder conduct the evaluation; the expected contribution of the evaluation to country, thematic or strategic

	UNDP	UNEP	UNIDO	FAO
				evaluations; the time frame and available budget; the capacity of the Budget Holder to carry out the evaluation.
Involvement (beyond guidance) of the central evaluation unit in the evaluation process	None , for the midterm review Yes , for the terminal evaluation final report which is quality assessed by the Independent Evaluation Office	Yes , terminal evaluation (management-led terminal reviews in UNEP terminology) final reports are validated by the Evaluation Office.	Depending on whether the evaluation of the GEF-funded intervention is classified as independent evaluation or self-evaluation/review Yes, for independent evaluations , in which case the Independent Evaluation Office manages the process None, for self-evaluations/reviews , which are handled as management responsibility	None , for midterm reviews (except for complex/problematic cases which may involve Office of Evaluation management or oversight). Yes , for the full management of evaluations of projects under certain circumstances (i.e. projects with a budget above \$4 million, depending on the capacity of the decentralized office, etc.)
Approach to the management response	Required for midterm reviews and terminal evaluations Management response should identify actions, responsible units and time frames; terminal evaluation management response is posted in the Evaluation Resource Centre within six weeks of completion of the terminal evaluation report.	Required for terminal evaluations Evaluation reports are disseminated with a formal management response; recommendation implementation/compliance is monitored, and implementation is expected to take place within 12 months from the management response, but only for the terminal evaluations conducted directly by the Evaluation Office, not for the management-led terminal reviews.	Required only for independent evaluations managed by the Independent Evaluation Office Recommendations should be actionable, with responsibilities and timelines, and followed up through management action planning. Tracking is available in the electronic management response system hosted on the intranet.	Required for midterm reviews and terminal evaluations Midterm reviews and terminal evaluations require a management response; the decentralized evaluation process also includes requesting a management response and follow-up report.

Source: JIU analysis, 2026.

S29. Future outlook for decentralized evaluation

15. Since JIU began reviewing evaluation in United Nations system organizations in 1977, it has documented the evolution of the function from a largely project-based learning tool into a strategic, system-wide function central to accountability and organizational performance.

16. In its earliest phase, evaluation was embedded in project implementation and focused on improving delivery. The 1980s brought greater coordination, with central units emerging to standardize approaches and support quality. By the early 2000s, the focus shifted toward accountability and independence, with formal evaluation offices established and systems developed for both central and decentralized functions. The mid-2000s saw evaluation frameworks broaden to balance accountability, learning and emerging international standards (see table below).

17. The current review shows a trajectory where evaluation becomes further institutionalized both as a high-level strategic tool and as a genuine learning and accountability instrument for line managers, driven by strategic relevance rather than compliance. This review takes place at a moment when the operating environment for evaluation in the United Nations system has shifted fundamentally, creating both new pressures and new opportunities. Several significant shifts have reshaped this environment since the 2014 JIU review and are likely to continue unfolding over the coming decade.

18. The first is **the rise of artificial intelligence (AI)**. AI tools have created new opportunities for evaluation practice, allowing large bodies of knowledge to be synthesized and consolidated more efficiently and extending the use of evaluative evidence beyond the immediate scope of the project or programme being assessed. AI-assisted quality assurance tools also offer a meaningful opportunity to support decentralized evaluation managers, equipping them to conduct evaluations more effectively while reducing the burden on central functions to provide hands-on technical support.

19. A second shift is the **growing reliance on voluntary non-core earmarked contributions**, which rose from 50 per cent of United Nations system financing in 2011 to 61 per cent in 2024. Because these contributions sometimes carry built-in evaluation requirements, they have become a prominent driver of evaluation activity that promote accountability as the dominant purpose of such evaluations. This has concentrated evaluation resources on donor-funded interventions and left limited space for learning-oriented evaluation, particularly at decentralized offices, which rarely have the discretion over resources for evaluations that centralized evaluation functions enjoy. The result is a structural imbalance between accountability-driven and learning-driven evaluation.

20. This imbalance is compounded by the **unintended consequences of evaluation coverage norms**. As centralized evaluation functions have become more established, they have taken a more active role in setting and enforcing such norms, particularly for decentralized evaluations. While this has strengthened the function by anchoring resource allocation and driving activity, norms based primarily on funding size, such as materiality and investment thresholds, are inherently more aligned with accountability than with learning. Smaller projects that may carry significant learning value risk being systematically overlooked, so the very norms designed to expand evaluation coverage may inadvertently narrow its purpose.

21. A further pressure is the **growing weariness towards mandatory evaluations** among senior management and personnel in decentralized offices, as voiced through interviews with JIU. Required evaluations consume time, attention and financial resources that many stakeholders would prefer to direct toward programmatic activities. As funding declines, the opportunity cost of compliance-driven evaluation is increasingly difficult to justify, especially where the utility of findings is perceived

as limited or where results are unlikely to be acted upon. This tension between evaluation as a formal requirement and evaluation as a genuinely useful investment is placing the credibility of coverage norms under growing scrutiny and raises the question of whether the current approach to mandatory evaluation remains fit for purpose in a resource-constrained environment.

22. These pressures are intensified by an acute United Nations **funding crisis**. Many organizations face budget shortfalls that force difficult prioritization decisions across all functions, and evaluation is not immune. To secure their place, evaluation offices must actively demonstrate the tangible value they bring to decision-making, learning and accountability. Functions perceived as an administrative overhead rather than strategic assets risk being deprioritized or downsized. The challenge, and the opportunity, is for evaluation to position itself as an indispensable contributor to organizational effectiveness and results.

23. Beyond institutional finances lies a deeper challenge: a growing **crisis of confidence in the United Nations system** itself, marked by rising scepticism among Member States and the public about the relevance, effectiveness and value of international institutions. At the same time, United Nations entities face increasing pressure to work more closely together and move from fragmented mandates towards system-wide coherence and collective delivery. In this context, evaluation has a role that extends beyond individual organizations: by credibly assessing what the United Nations system achieves, where it falls short and how it can improve, it can help rebuild trust in international cooperation and make the case for the continued relevance of the United Nations. This requires evaluation offices to work more collaboratively across organizational boundaries, shifting from internal accountability and learning towards inter-agency accountability and learning, so that the system can speak with a more unified evaluative voice and engage more strategically with how evidence is communicated and used.

24. Finally, evaluation is increasingly recognized as a **knowledge maker** beyond organizational boundaries. As functions have matured, their role has expanded from internal accountability and organizational learning towards the generation of knowledge that carries value well outside individual organizations. The evidence, insights and lessons it produces can inform the decisions and learning of external stakeholders, most importantly national Governments and the communities they serve. In this sense, evaluation is evolving from an internal management tool into a public good that strengthens the capacity of countries and peoples to understand what works, why, under what conditions and for whom. This direction is already reflected in a new generation of evaluation policies across various organizations, including the Joint United Nations Programme on HIV/AIDS (UNAIDS), UNDP, UNEP, UNESCO, UNFPA, UNHCR, UNICEF, UNIDO, the United Nations Office on Drugs and Crime (UNODC), UN-Women, WFP and WHO. It also places new demands on how findings are packaged, communicated and made accessible, and calls for closer engagement with national evaluation systems and the broader development knowledge ecosystem.

25. Drawing on the phases identified in its earlier reviews, JIU proposes a sixth phase in the evolution of United Nations system evaluation, centred on resilience and relevance. This phase is characterized by fewer, more strategic, evaluations aimed at informing decisions across organizational levels, with growing recognition that the selection of what to evaluate should be driven by strategic relevance and utility rather than financial materiality thresholds alone. Evaluation is being internalized as a genuine learning and accountability tool rather than a compliance-driven requirement, repositioned as a core organizational knowledge asset, supported by new technologies and expected to inform not only internal management but also broader accountability to stakeholders and the public.

Changing roles of evaluation function in the United Nations system organizations

	Phase I (1977–1980)	Phase II (1980s)	Phase III (2000–2005)	Phase IV (2006–2013)	Phase V (2013–2025)	Phase VI (2026 onwards) (proposed by JIU)
Objectives and focus	Learning Evaluation designed for use in projects	Learning Use in project and onset of quality enhancement by central unit	Accountability Focus on independence and improvement of programmes and projects in meeting objectives	Balancing: Accountability; Independence; Quality; Learning; Coherence; National evaluation; Other demands	Emerging trends Balancing various demands and emerging changes and challenges	Resilience and relevance Resilience: demonstrating the value of evaluation, and of the United Nations system, under financial pressure, shrinking multilateral consensus and rapid technological change Relevance: rebalancing donor- and policy-driven accountability with renewed commitment to learning; expanding from internal to inter-agency accountability and learning for a more coherent United Nations system; informing decisions at all levels, from internal and inter-agency use to national stakeholders and the peoples the United Nations system serves
Predominant character of the evaluation system	Widespread project evaluations built into project implementation (Self-evaluation later termed decentralized evaluation)	Widespread project evaluations built into project implementation	Corporate central evaluation being established: Focus on putting in place system for central and decentralized functions	Developments of systems at central level for independence, credibility and utility (based on United Nations Evaluation Group norms and standards)	Strategic, routinized, complementary roles of central and decentralized evaluation systems within a defined strategic framework to support organizational reform and transformation	Fewer, more strategic, evaluations, used for various purposes across organizational chains Reform of evaluation frameworks to capture value beyond financial materiality thresholds Strategic repositioning of evaluation as an indispensable organizational knowledge asset rather than an administrative requirement AI-enabled tools enhancing synthesis, quality assurance and knowledge management across central and decentralized functions
		Coordination and quality enhancement of decentralized evaluations by central evaluation unit	Decentralized evaluation with two main models: (i) decentralized system with institutional framework; (ii) ad hoc system done at discretion of staff and managers	Decentralized evaluation with two main models: (i) decentralized system with institutional framework; (ii) ad hoc system done at discretion of staff and managers	Alignments and collaboration for evaluation of system-wide value Alignments for national capacity development and global partnerships	Growing collaboration across evaluation offices to support inter-agency accountability and joint learning, moving beyond siloed mandates towards a system-wide evaluative approach As trust in multilateral institutions comes under pressure, evaluation is increasingly expected to make a credible case for the United Nations system's value and relevance, informing not only internal decision-making but also broader public and political audiences.

Source: Updated from the original table in [JIU/REP/2014/6](#), JIU analysis, 2026.

IV. Cross-cutting aspects

S30. Use of artificial intelligence in evaluation

26. From the data received via the corporate questionnaire, most participating organizations are still at an early stage of using AI in evaluation, with adoption concentrated in pilots, informal experimentation by staff and limited workflow integration rather than full institutionalization. AI is most often used to support literature reviews, synthesis of large volumes of evidence, transcript analysis, drafting and reporting, while some are beginning to apply it to evidence retrieval, quality assurance and follow-up processes. The strongest drivers are efficiency, time savings and staff own initiatives or experimentation. Overall, the pattern suggests that AI is being taken up first in tasks where it can reduce repetitive manual work and speed up analysis, especially in scoping, data processing and reporting.

27. Most central evaluation offices/units do not yet have evaluation-specific AI policies, and governance remains uneven. Some rely on broader institutional guidance, a few have developed safeguards and many are still defining how to manage ethics, disclosure, validation and risk. Only UNFPA has a fully adopted, publicly available strategy, entitled “GenAI-powered evaluation function at UNFPA”.⁸ Several other organizations, such as FAO and the International Labour Organization (ILO), reference the United Nations Evaluation Group ethical principles for harnessing AI in United Nations evaluations⁹ as an active governance framework.

28. Reported benefits from using AI in evaluation processes include faster synthesis, reduced costs and modest improvements in handling complex evidence, but quality gains are usually described as partial or still too early to judge. Key concerns were about quality and reliability of the tools and the lack of a policy or regulatory framework. Across responses, the clearest shared position is that AI should augment rather than replace human judgment, with human review remaining the essential safeguard for maintaining credibility and quality in evaluation.

29. Based on self-reported responses to the corporate questionnaire, the level of AI utilization can be categorized as follows:

- **Adopted/scaled:** ILO, UNDP and WFP report tools that are either formally integrated into workflows or deeply embedded in policy. The UNDP chatbot-based interface Artificial Intelligence for Development Analytics (AIDA) and AI-based quality assessment tool are a clear example of scaled, institutionalized AI use.
- **Pilots under way or completed:** FAO, the International Atomic Energy Agency (IAEA), the International Civil Aviation Organization (ICAO), the International Maritime Organization (IMO), the United Nations Secretariat (OIOS), UNEP, UNESCO, UNFPA, UNHCR, UNICEF, UNIDO, UN-Women and WHO are conducting or have conducted structured trials.
- **Informal/individual use:** Several organizations including ITC, the International Telecommunication Union (ITU), UNAIDS, the United Nations Conference on Trade and Development (UNCTAD), UN-Habitat, UNODC, the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), the Universal Postal Union (UPU) and the World Meteorological Organization (WMO) report individual staff use without formal endorsement.

⁸ UNFPA, “GenAI-powered evaluation function at UNFPA”, 2024. Available at <https://www.unfpa.org/admin-resource/genai-powered-evaluation-function-unfpa>.

⁹ United Nations Evaluation Group, “UNEG Ethical Principles for Harnessing AI in United Nations Evaluations”, 2025. Available at https://www.unevaluation.org/uneg_publications/uneg-ethical-principles-harnessing-ai-united-nations-evaluations.

- **No data/no function:** The United Nations Office for Project Services (UNOPS) and the World Tourism Organization (UN Tourism) (no evaluation function) provided no substantive responses.

30. The table below summarizes the AI tools used by JIU participating organizations, along with the reported benefits in terms of time and financial savings.

Organization	AI tool	Purpose/use	Cost of tool(s)	Realized saving/Notes
FAO	Custom Azure OpenAI (ChatGPT-4o mini) pipeline; Copilot	Analysing large volumes of qualitative data with human-in-the-loop validation; drafting and literature reviews	\$1,000–\$5,000 (subscriptions)	Approximately 200 hours and \$6,000 saved per evaluation; Copilot use is informal
IAEA	Copilot 365	General piloting	\$1,000–\$5,000 (pay per use)	Savings not yet quantified
ICAO	Power BI	General piloting	\$5,001–\$20,000 (subscription)	Time saving
ILO	<i>i-eval</i> AI Assistant (Retrieval-Augmented Generation over 1,700 reports); ChatGPT Enterprise	<i>i-eval</i> embedded in project appraisal workflow, linking past evidence to new proposals; ChatGPT for synthesis review of governance-level evaluations	\$20,000–\$50,000, in-house development	<i>i-eval</i> : approximately \$877,495/year based on saving of staff time across evaluation network and organization; ChatGPT: approximately 230 hours of time saved and \$10,000 per evaluation
IMO	Copilot	Preliminary knowledge scanning and conceptual clarification, routine drafting support, and first-pass consistency and coherence checks	–	–
ITC	ChatGPT; Copilot	Extracting lessons from project completion reports for annual synthesis reports	<\$1,000 (subscription)	–
ITU	Copilot	Literature synthesis, meeting transcripts	–	–
United Nations Secretariat (OIOS)	Copilot	Interview analysis, literature review, analysis of intergovernmental body statements	<\$1,000 (subscription)	Around 24 hours saved per evaluation
UNAIDS	Copilot	Literature synthesis, meeting transcripts	–	–
UNDP	AIDA (Retrieval-Augmented Generation over 7,000+ reports); Copilot agents; in-house AI tool	AIDA for cited evidence retrieval; Copilot agents for operational guidance to evaluators; evaluation quality assessment	\$5,001–\$20,000 for AIDA \$5,001–\$20,000 for quality assessment AI tool	Quality assessment AI tool reduced speed of quality assessment from days to minutes
UNEP	EnvironmentGPT, DeepSeek, Llama, Phi (exploratory)	Integrating evaluation products (exploratory)	–	–
UNESCO	Copilot; Allyze; UNDP AI quality assessment tool	Meeting/interview transcript analysis; yearly synthesis of 30–50 reports	<\$1,000 for Allyze (subscription)	Copilot: Approximately 2 hours/ interview; Allyze: approximately 150–200 hours per synthesis UNDP AI quality assessment tool: 5–6 hours saved/evaluation; \$250–\$300/evaluation

Organization	AI tool	Purpose/use	Cost of tool(s)	Realized saving/Notes
UNFPA	Gemini, NotebookLM, Allyze, InsightWise, Claude, TurboScribe, DeepL, MAXQDA, ATLAS.ti; Synthesia; in-house Evaluation Assistant	Transcription, translation, extraction and analysis (often with UNICEF); avatar videos for communication; cross-database evidence synthesis, evidence gap maps, and country programme document alignment checks with evaluative evidence	<\$1,000 per tool for Claude, Allyze, TurboScribe, DeepL (subscription) \$5,001–\$20,000 for InsightWise >\$50,000 for Evaluation Assistant (in-house development)	Synthesia abandoned (lip-sync/robotic issues)
UN-Habitat	Agentic AI workflow (pilot)	Quality assurance of decentralized evaluations	\$1,000–\$5,000 (pay per use)	Approximately 1,000 saved per report
UNICEF	Microsoft Copilot; UNDP AI-assisted quality assessment tool	Drafting, editing, summarizing and reviewing evaluation documents; basic information searches and scanning large volumes of text; exploring AI-assisted evaluation quality assessment	\$1,000–\$5,000 (subscription; precise annual cost unknown)	No measurable savings yet and quality impact is too early to assess. Copilot remains under pilot, with around 24 licences planned. AI is not currently used for formal quality assurance; future Global Evaluation Reports Oversight System-related applications may be explored
UNIDO	Gemini Pro; Copilot; v0.dev; Claude/Copilot; insAIght (in-house, Copilot-based, 400 reports)	Extracting structured data from PDFs to Excel; cross-validating pipeline outputs; infographic layouts; abstracting executive summaries; synthesis over report library	<\$1,000 (subscription)	v0.dev approximately 2–3 hours/infographic; summaries approximately 1–2 hours each; insAIght uptake disappointing
UNODC	Copilot	Synthesis of evaluations	<\$1,000 (subscription)	Manual, human quality control required to ensure accuracy and factual examples and summaries
UNRWA	Unspecified	AI integration into recommendation tracking platform (exploratory)	–	Exploring only
UN-Women	Claude, Copilot	Thematic coding of interview transcripts; drafting report sections	\$1,000–\$5,000 (subscription)	–
WFP	Copilot Pro; bespoke evidence retrieval tool	Literature synthesis and meeting transcripts; evidence retrieval (Evidence Lab)	\$1,000–\$5,000 (subscription) for Copilot Pro \$20,001–\$50,000 (pay per use, in-house development) for the bespoke tool	Retrieval tool 18× faster than manual; approximately \$150,000–\$200,000/year savings
WHO	MAXQDA AI assistant; Copilot	Synthesis of 2020–2025 evaluations	\$1,000–\$5,000 (subscription)	Detailed human-in-the-loop quality assurance process
WMO	ChatGPT	Drafting terms of reference	\$1,000–\$5,000 (subscription)	Real savings, but not yet quantifiable; Quality uncertain; needs multiple iterations

31. The use of AI to quality assure and assess key evaluation outputs is an emerging area of inter-agency collaboration, largely catalysed by the UNDP tool. Having integrated AI-based quality assurance into its own decentralized evaluations, UNDP

is now sharing the tool across the system. As of June 2026, eight United Nations organizations are already piloting it, and the feedback so far has been quite positive when comparing the coherence of the quality assurance ratings by the AI tool with those from human assessments. The potential for cost savings is high, as several organizations reported spending between \$500 and \$1,880 per evaluation on external quality assurance by consultants or firms. These amounts could be substantially reduced through the use of AI tools. A key obstacle to such collaboration, however, is that evaluation quality criteria vary from one organization to another. In fact, organizations expressed the need to have standardized but customizable criteria and weightings in order to adapt the tool to their own quality assurance frameworks and standards. UNDP reported that the next steps planned in 2026 for the development of the tool are the creation of a password-protected interface for access available to United Nations entities and the development of dashboards, alongside the ability to customize quality assessment questions according to their organizational context.

32. Several cross-cutting themes emerge from the open-ended responses. The most central concern is the boundary between human and AI work. Every organization emphasizes that AI augments rather than replaces human judgment, and several stress the risk of evaluators overrelying on AI outputs at the expense of independent professional judgment.

33. A second theme is the urgent need for shared infrastructure and standards. Several organizations call for the United Nations Evaluation Group to develop common guidance on disclosure, ethical use and inter-agency tools. A related concern is that smaller functions have the most to gain from AI but the least capacity to invest in it. Several respondents note the difficulty of building AI tools in small evaluation units, where even one or two staff members working part-time on development represents a significant resource commitment.

34. On the technical side, hallucination and source traceability stand out as the primary risks. One organization's multi-year experience with bespoke AI tools has led it to conclude that source traceability, meaning the assurance that every AI-generated statement is backed by an original evaluation report, is the single most important safeguard for maintaining the credibility of evaluation evidence.

S31. Mandatory terminal project evaluations and country programme evaluations (policy coverage norms/minimum requirements) for both centralized and decentralized evaluations

35. The table below outlines the coverage norms or mandatory minimum requirements applied to terminal project and country programme evaluations. Coverage norms for midterm, regional and global evaluations are excluded.

Participating organization	Country programme document		Country-specific project/programme		Other	
	Centralized evaluation	Decentralized evaluation	Centralized evaluation	Decentralized evaluation	Centralized evaluation	Decentralized evaluation
FAO	No specific mandatory requirements Selection made by the central evaluation office/unit		For projects with budget exceeding \$6.2 million, ^a obligation for the central evaluation office to review and consider for centralized evaluation Mandatory for donor-required projects regardless of budget amount except for GEF-funded projects below \$6.2 million	Mandatory for GEF-funded projects with budget below \$6.2 million		
IAEA	Not applicable	Not applicable	No mandatory requirements but would always be conducted as a centralized evaluation	Not applicable		Not applicable
ICAO	Not applicable	Not applicable	No mandatory requirements Regional portfolios and strategic multi-projects	For projects between Can\$ 500,000 and Can\$ 1,000,000: Self-evaluation For projects over Can\$ 1,000,000: Independent decentralized evaluations		
ILO	Mandatory requirement of at least one per year using a subcluster approach covering multiple countries in rotating regions	No mandatory requirements Mostly decentralized country programme reviews, on average 15–20 per year.	For projects above \$5 million, two independent evaluations and an evaluability assessment during first six months of start-up	For projects under \$500,000: Final self-evaluation For projects between \$500,000 and \$1,000,000: Final internal evaluation if the project duration is under 18 months; if the duration exceeds 18 months, a final independent decentralized evaluation.	At least two policy/institutional evaluations per year	Impact evaluations always decentralized, but no mandatory requirements

Participating organization	Country programme document		Country-specific project/programme		Other	
	Centralized evaluation	Decentralized evaluation	Centralized evaluation	Decentralized evaluation	Centralized evaluation	Decentralized evaluation
				For projects over \$1 million and up to \$5 million: Final independent decentralized evaluation.		
IMO	Not applicable	Not applicable		Not applicable		
ITC	At least one country portfolio evaluation in a priority country during the strategic plan period	Not applicable		Programmes or projects with a total budget over \$5 million: expected to undergo one externally conducted evaluation, either midterm or final. The coverage norm may be adjusted based on programme or project complexity, risk or funder requirements in consultation with the central evaluation office/unit. These evaluations can also be conducted by the respective funder.		
ITU	Not applicable	Not applicable	Not available	Not available		
United Nations Secretariat		Mandatory for all UNSDCF's				
UNAIDS	No mandatory requirements	Not applicable	No mandatory requirements	Not applicable	Not applicable	Not applicable
UNCTAD		Not applicable	Mandatory for projects with budget exceeding \$1 million and for donor-required evaluations	Not applicable, but all projects with budget below \$1 million require a self-evaluation		Not applicable
UNDP	Mandatory, but can be conducted as a centralized or decentralized evaluation			Mandatory for donor-required projects such as GEF and Green Climate Fund; projects with budgets exceeding \$5 million and durations of more than five years; projects entering a subsequent phase; initiatives considered for scale-up		

Participating organization	Country programme document		Country-specific project/programme		Other	
	Centralized evaluation	Decentralized evaluation	Centralized evaluation	Decentralized evaluation	Centralized evaluation	Decentralized evaluation
				For other projects over \$10 million: terminal evaluation; and if durations of more than five years: both midterm and terminal evaluations required For projects entering a second phase or considered for scale-up: evaluation required For each country programme cycle: one “strategic” evaluation (cluster evaluation within a theme, outcome or portfolio) Regional- or country-specific evaluations are always decentralized.		
UNEP	Not applicable	Not applicable	Projects selected by the Evaluation Office through criteria including contribution to the programme of work, strategic importance, donor requirements, geographical coverage and specified threshold, about 20–30% of which are selected for centralized evaluations.	Mandatory for projects prioritized by the Evaluation Office but not selected for centralized evaluations		
UNESCO	Not applicable	Not applicable		Mandatory for initiatives with budget from voluntary contributions exceeding \$1.5 million		
UNFPA		Mandatory at least once in every two programme cycles		Mandatory for donor-required evaluations, which must also score 70% and above on the eligibility criteria grid assessing utility and feasibility		

Participating organization	Country programme document		Country-specific project/programme		Other	
	Centralized evaluation	Decentralized evaluation	Centralized evaluation	Decentralized evaluation	Centralized evaluation	Decentralized evaluation
UN-Habitat	No mandatory requirements but should be conducted as centralized evaluations		Projects with high budget values (e.g. above \$1 million), or those with donor requirements for evaluation, may be evaluated by the central evaluation office.	Mandatory for donor-required evaluations Mandatory for projects above \$300,000		
UNHCR	No mandatory requirements but always conducted as centralized evaluations			Mandatory for donor-required evaluations One evaluative exercise/five years	All level 3 emergency responses	
UNICEF		Mandatory once every two programme cycles		Mandatory country office-level thematic evaluations: at least three per programme cycle for small country programmes; at least one per year for medium and large country programmes	Mandatory for level 3 short-term emergencies Mandatory for level 3 protracted emergencies (every three years)	Mandatory for level 2 short-term emergencies Mandatory for level 1 protracted emergencies (every three to five years) and for level 2 (every three years) Other evaluative exercises (evaluability assessments, synthesis, meta-synthesis, impact evaluations, system-wide evaluations and country-led evaluations) when appropriate.
UNIDO			Mandatory for projects requiring an evaluation by donors or when selected by the central evaluation office/unit based on periodic risk and evidence gap assessment (up to 10 projects per year).	Mandatory for all projects not selected for a centralized evaluation		

Participating organization	Country programme document		Country-specific project/programme		Other	
	Centralized evaluation	Decentralized evaluation	Centralized evaluation	Decentralized evaluation	Centralized evaluation	Decentralized evaluation
UNODC		Not applicable	Mandatory for all projects and programmes, including those with donor requirements for evaluation. The specific timing and scope are based on a utilization focus.	Not applicable	Mandatory for all projects and programmes, including those with donor requirements for evaluation. The specific timing and scope are based on a utilization focus.	Not applicable
UNOPS	Not applicable	Not applicable		Mandatory for partner/donor-required evaluations		
UNRWA				Mandatory for donor-required evaluations Mandatory for projects above \$5 million; for projects between \$3 million and \$5 million midterm or terminal evaluation; projects above \$3 million entering a second phase; projects with a duration of more than five years		
UN Tourism	Not applicable	Not applicable	Not applicable	Not applicable		
UN-Women	Mandatory at least once every two cycles or at least once every cycle if significant shift in programme context or significant increase in the level of risk			Between two and four country thematic evaluations, strategic note component evaluations or project evaluations per programme cycle		
UPU	Not applicable	Not applicable	Not applicable			
WFP	A minimum of 10 country programme evaluations per year, covering at least 70% of the total country programme documents in				All crises classified as “corporate scale-up phase” and “corporate attention phase” subject to evaluation	At least one decentralized evaluation (e.g. activity, thematic, outcome evaluation) per country office per country

Participating organization	Country programme document		Country-specific project/programme		Other	
	Centralized evaluation	Decentralized evaluation	Centralized evaluation	Decentralized evaluation	Centralized evaluation	Decentralized evaluation
	the penultimate year of their implementation					strategic plan programme cycle
WHO	Can be conducted as a centralized or decentralized evaluation	Can be conducted as a centralized or decentralized evaluation	At least one evaluation of emergency and humanitarian intervention per year	Mandatory for all programmes or projects with a life-of-project budget above \$10 million Donor-required evaluations		
WIPO	Not applicable	Not applicable		Mandatory for those required by committees, such as Development Agenda projects for the Committee on Development and Intellectual Property		
WMO	Not applicable	Not applicable	Not applicable	Mandatory for donor-required evaluations		Self-evaluation encouraged for all projects, as a minimum

^a The evaluation threshold is adjusted and published by the Office of Evaluation at least once a year. As of June 2023, it is \$ 6.2 million.

S32. Practices in budget allocation for centralized and decentralized evaluations in Joint Inspection
Unit participating organizations

Participating organizations	Centralized evaluation			Decentralized evaluation		
	Policy	Stated budget norms or practices	Evaluation spending relative to programmatic budget/expenditure (%) ^a	Policy	Stated budget norms or practices	Evaluation spending relative to programmatic budget/expenditure (%)
FAO	Charter for the FAO Office of Evaluation (2010) and Evaluation Trust Fund Guide (2024)	Two sources: regular programme budget and Evaluation Trust Fund: At least 0.8% of the regular programme budget (not covering office space and translation) (The evaluation budget will be allocated in full to the Evaluation Office once approved by the Council and Conference as part of the programme of work and budget) Mandatory contribution to the Evaluation Trust Fund: Projects at or below the evaluation threshold^b and without a contractual requirement for an evaluation to contribute 0.8% of their budget For projects above the threshold or requiring an evaluation by the central evaluation office, the evaluation cost will be set by the Evaluation Office. If the Office decides not to conduct an evaluation, a 0.8% contribution to the Trust Fund still applies. Exemptions: Projects under the Technical Cooperation Programme Projects supporting coordinating mechanisms Non-project entities Short-term projects, under one year The budget norms have been consistently applied.	Not tracked	Evaluation Office project evaluation manual for decentralized offices (2019) and input through the corporate questionnaire	Recommending 1–2% of the project overall budget for evaluation In addition to the cost of conducting an evaluation, additional support costs are required for each GEF-funded decentralized evaluation, as set out in an official memorandum: Approximately \$5,000 for technical support by the central evaluation office Approximately \$2,000 for quality assurance (including validation) The budget norms have been consistently applied.	Not tracked

Participating organizations	Centralized evaluation			Decentralized evaluation		
	Policy	Stated budget norms or practices	Evaluation spending relative to programmatic budget/expenditure (%) ^a	Policy	Stated budget norms or practices	Evaluation spending relative to programmatic budget/expenditure (%)
IAEA	Guidelines for the preparation of the programme and budget	No specific budget formula Based on the proposed workplan	2021: 0.21 2022: 0.16 2023: 0.28 2024: 0.27 2025: 0.25	Not applicable		
ICAO	Evaluation Policy (2021)	No specific budget formula In practice, upon the request of the central evaluation office/unit, based on the number of evaluations planned to be conducted, usually about Can\$ 50,000 per evaluation		Guidelines for Decentralized Evaluations (2021)	Recommending 1.5–2% of the project budget, depending on the size and complexity of the project	
ILO	Evaluation Policy (2017)	No specific budget formula but with an aspiration to attain a combined evaluation expenditure of 1.5–2% of total expenditure, as recommended in international evaluation standards The central evaluation office secures regular budget funding for the core evaluation function in response to the ILO level of activities. Funding for the evaluation of extrabudgetary activities is obtained through a dedicated amount in project budgets.	2021: 0.39 2022: 0.38 2023: 0.38 2024: 0.38 2025: 0.38	ILO policy guidelines for results-based evaluation (2020)	Requiring 2% of the project budget for evaluation	This is enforced as part of the project document quality control process at ILO.
IMO	No policy reference	No specific budget formula For strategic/corporate evaluations, funded by the regular budget, upon submission of biennial funding requests aligned with the organization's business plan For project evaluations, budgets set by project units in consultation with donors. Typical budget practice: \$20,000/evaluation for a global four-year project. For the Integrated Technical Cooperation Programme's quadrennial evaluations, funded through the Technical Cooperation Fund	2020–2021: 0.50 2022–2023: 0.55 2024–2025: 0.84 (these estimated figures reflect the organization's biennial programming cycle)	Not applicable		

Participating organizations	Centralized evaluation			Decentralized evaluation		
	Policy	Stated budget norms or practices	Evaluation spending relative to programmatic budget/expenditure (%) ^a	Policy	Stated budget norms or practices	Evaluation spending relative to programmatic budget/expenditure (%)
ITC	Evaluation Policy, 3rd ed. (2026)	No specific budget formula Upon submission of the annual work programme	2021: 0.84 2022: 0.79 2023: 0.79 2024: 0.85 2025: 0.79	ITC Evaluation Policy, 3rd ed. (2026)	No specific budget formula Recommending a 0.5–3% allocation of project budget, depending on the project's scope and complexity, and to be agreed with the donor where applicable	2021: 0.00 2022: 0.06 2023: 0.01 2024: 0.01 2025: 0.01
ITU	No policy reference	No specific budget formula In practice, upon submission of the biennial workplan	Data not available	No policy reference (a new evaluation policy to be finalized in 2026)		
United Nations Secretariat				Guidelines for the Evaluation of the United Nations Sustainable Development Cooperation Framework (2025)	Not established but core funding of \$50,000 is provided per UNSDCF evaluation	
UNAIDS	Evaluation Policy (2019)	1% of UNAIDS annual expenditures of the Unified Budget, Results and Accountability Framework However, this was never applied. In practice, budget allocation is based on a discussion with senior management and the availability of the funds for the biennium.	2021: 0.8 2022: 1.3 2023: 1.5 2024: 0.5 2025: 0.3	Not applicable		
UNCTAD	Evaluation Policy, 2nd ed. (2023)	0.5–3% of entity expenditure. However, this was never applied. In practice, the budget is allocated based on the workplan, which is for one subprogramme (division) evaluation per year, costing around \$20,000–\$35,000, depending on available regular budget funds. For project evaluations, the budget is determined on a case-by-case basis, generally targeting 3–4% of the project budget, with a lower percentage applied to larger projects.		Not applicable		

Participating organizations	Centralized evaluation			Decentralized evaluation		
	Policy	Stated budget norms or practices	Evaluation spending relative to programmatic budget/expenditure (%) ^a	Policy	Stated budget norms or practices	Evaluation spending relative to programmatic budget/expenditure (%)
UNDP	Evaluation Policy, 2025–2030	Aims to allocate 1% of combined programmatic (core and non-core) resources to the evaluation function, with 0.3% reserved for the work of the Independent Evaluation Office	2021: 0.24 2022: 0.25 2023: 0.28 2024: 0.28 2025: 0.29 2026: 0.30	Evaluation Policy, 2025–2030	Aims to allocate 1% of combined programmatic (core and non-core) resources to the evaluation function, with 0.7% for decentralized evaluations While the budget formula is clear, mechanisms for funding decentralized evaluation and also for calculating the expenditure are less defined.	2021: 0.34 2022: 0.52 2023: 0.47 2024: 0.55 2025: 0.53
UNEP	Evaluation Policy (2022)	Budget comprises three lines: staffing, based on the number and grade of permanent staff and funded from various sources; operational costs, a proportionate share of corporate overheads plus sundries such as equipment and supplies; and programme costs, covering corporate, strategic and subprogramme evaluations and joint initiatives such as UN-SWAP, which vary with plans and commitments.	2021: 0.29 2022: 0.37 2023: 0.47 2024: 0.56 2025: 0.55 2026: 0.52	Evaluation Manual (2022)	No specific budget formula but guidance for budget approximations provided. Evaluation budgets are set by project designers and remain within the project budget until completion. The Evaluation Office sees the allocated amount when the proposal is submitted, but at that stage it has limited knowledge of the project or potential scope changes. At that point, the Evaluation Office is only able to give a general assessment of whether sufficient funds have been allocated.	Not tracked
UNESCO	Evaluation Policy 2022–2029	3% of programme sectors' operational or activity budget (non-staff budget) for the conduct of corporate evaluations, syntheses, system-wide evaluations, quality assurance and communication activities. The actual figure has been around 2% of the non-staff activity budget.	2021: 0.6 2022: 0.5 2023: 0.5 2024: 0.7 2025: 0.7 These figures reflect the percentage dedicated to evaluation of the total budget (staff and non-staff)	Evaluation Policy 2022–2029	Setting aside 3% for evaluation as a target that applies at programme planning stage as a condition for approval	The allocation for voluntary contribution initiatives/projects ranges from 0.5% to 3%. Disaggregated data is not available

Participating organizations	Centralized evaluation			Decentralized evaluation		
	Policy	Stated budget norms or practices	Evaluation spending relative to programmatic budget/expenditure (%) ^a	Policy	Stated budget norms or practices	Evaluation spending relative to programmatic budget/expenditure (%)
UNFPA ^c	Evaluation Policy (2024)	1–1.6% of the organization's overall programme expenditure The budget norm has not been strictly applied.	Historical spending below norm noted (average 0.8% from 2021–2025)	The costed evaluation plan: Guidance, tools and template (2025)	No specific budget formula but guidance on budget allocation is provided. For example: For country programme evaluations: Tier 1 countries: ≥ \$100,000–\$150,000 Tier 2 countries: ≥ \$70,000–\$120,000 Tier 3 countries: ≥ \$40,000–\$90,000 For extrabudgetary-funded projects above \$1 million, indicative evaluation budget provided based on the size of the project portfolio, such as: \$1 million–\$2 million: \$16,000–\$28,999 \$2 million–\$3 million: \$29,000–\$39,499	Figures not readily available
UN-Habitat	Evaluation Policy (2024)	0.5–3% of organizational expenditure The budget norm has not been applied. In practice, besides funding for staff (both under the regular budget and project support costs), about \$20,000 is allocated for the central evaluation office to conduct centralized evaluations.	Exact figures unavailable; estimated at under 0.5%	Evaluation Policy (2024)	No specific budget formula but guidance on budget allocation is provided. Amounts for evaluating extrabudgetary projects and programmes must be specified in donor agreements and project documents, according to the following guidance: Projects under \$300,000: optional Projects between \$300,000 and \$1,000,000: \$15,000 Projects between \$1 million and \$4 million: \$30,000 Projects over \$4 million: \$50,000	Figures not readily available

Participating organizations	Centralized evaluation			Decentralized evaluation		
	Policy	Stated budget norms or practices	Evaluation spending relative to programmatic budget/expenditure (%) ^a	Policy	Stated budget norms or practices	Evaluation spending relative to programmatic budget/expenditure (%)
UNHCR	Policy for Evaluation in UNHCR (2022)	No specific budget formula. But aspired to increase the level of resources to sustain progress towards global parameters recommended for supporting the evaluation function (0.5–3%) In practice, senior management decides on the Evaluation Office's budget based on available organizational resources Funding for evaluations of level 3 emergencies is determined through appeal budgets	2021: 0.13 2022: 0.17 2023: 0.13 2024: 0.13 2025: 0.13 (provisional) Note: the figures include expenditure related to decentralized evaluations	No policy reference	No specific budget formula The basis is the provisioning in the donor project budget for the evaluation (which is often insufficient).	See figures in the related column for centralized evaluations
UNICEF ^c	Revised evaluation policy of UNICEF (2023)	At least 1% of the organization's programme expenditure (a rolling two-year average) for both the centralized and decentralized evaluation functions. The core budget of the Evaluation Office comes through the institutional budget approved by the Executive Board on a quadrennial basis. Additional amounts must be provided by management to facilitate the implementation of the evaluation workplan and respond to emerging needs. As part of the integrated budget, the evaluation pooled fund was established in 2018 under a governance framework approved by the Executive Board to strengthen decentralized evaluation capacity across UNICEF. The evaluation pooled fund has been significantly reduced compared to the previous quadrennium.	2021: 1.6 2022: 1.5 2023: 1.3 2024: 1.8 2025: 0.9 Note: Evaluation Office expenditure as a percentage of headquarters programme expenditure	Revised evaluation policy of UNICEF (2023)	UNICEF allocates a benchmark of 1% of programme expenditure (calculated as a rolling two-year average) to evaluation. This requirement applies across all levels (global, regional, and decentralized), supported through costed evaluation plans. The 1% is shared across offices and divisions but is not a ring-fenced budget for the central Evaluation Office; pooled funds centrally support decentralized evaluation positions.	2021: 0.49 2022: 0.37 2023: 0.35 2024: 0.40 2025: 0.35
UNIDO	Evaluation Policy (2021) and Evaluation Manual (2024)	No specific budget formula Upon submission of the biennial evaluation workplan. The evaluation budget comes mainly from three sources: (a) regular budget resources;	2021: 0.41 2022: 0.32 2023: 0.29 2024: 0.51 2025: 0.04	Evaluation Manual (2024)	No specific budget formula For project evaluations, funding comes from the projects themselves. The average cost is around 2–4% (around €40,000–	Not tracked

Participating organizations	Centralized evaluation			Decentralized evaluation		
	Policy	Stated budget norms or practices	Evaluation spending relative to programmatic budget/expenditure (%) ^a	Policy	Stated budget norms or practices	Evaluation spending relative to programmatic budget/expenditure (%)
		(b) operational budget resources specifically allocated by the Director General or the Executive Board for the implementation of the workplan; (c) resources for independent project or programme evaluations. For project evaluations, funding comes from the projects themselves. The average cost is around 2–4% (around €40,000–€70,000) of the total project budget, depending on the project size, complexity and geographical coverage. In the case of regional projects, the evaluation budget should be around €70,000–€100,000.			€70,000) of the total project budget, depending on the project size, complexity and geographical coverage. In the case of regional projects, the evaluation budget should be around €70,000–€100,000.	
UNODC		Aspired to allocate 2–3% of total expenditure for evaluation activities, with consideration for economies of scale and complexity and quality of each type of evaluation In practice, the central evaluation office/unit receives funding from both the regular budget and programme support cost to fund posts. Limited extrabudgetary funding is received through the evaluation global project to cover evaluation-related activities (i.e. supporting Government-led evaluations, meta-syntheses, etc.). Individual evaluations are covered through reserved project funding (for evaluation consultants, travel, possibly software, etc.). The Independent Evaluation Section has developed a budget matrix^d to assist programme and project managers to determine the individual evaluation budget required.	2021: 0.28 2022: 0.28 2023: 0.25 2024: 0.25 2025: 0.32	Not applicable		

Participating organizations	Centralized evaluation			Decentralized evaluation		
	Policy	Stated budget norms or practices	Evaluation spending relative to programmatic budget/expenditure (%) ^a	Policy	Stated budget norms or practices	Evaluation spending relative to programmatic budget/expenditure (%)
UNOPS	Not applicable			No evaluation-related policy	No specific budget formula	
UNRWA	Evaluation Policy (2022)	Aims to allocate 0.5% of organizational expenditure The budget norm has not been applied.	2021: 0.053 2022: 0.069 2023: 0.064 2024: 0.070 2025: 0.068	Evaluation Manual (2023) No policy reference	Recommending 0.5–3% of the project or programme budget for evaluation In practice, the budget is typically donor-driven and informed by the costs of previous evaluations of a similar size and scope.	Not tracked
UN Tourism	Not applicable			Not applicable		
UN-Women ^c	Evaluation policy (2020)	2–3% of programme expenditure to the evaluation function	2021: 1.8 2022: 1.9 2023: 2.3 2024: 1.6 2025: (not yet available)	Evaluation policy (2020)	No specific budget formula Resource allocation decisions for evaluations at country and regional offices are based on their respective costed evaluation plan.	Not tracked
UPU	Not applicable			No evaluation-related policy	No specific budget formula.	
WFP	Evaluation policy (2022)	0.4% of contribution income to the evaluation function (for both centralized and decentralized evaluations) starting in 2022, to reach 0.6% in 2026 (the previous target was 0.8% for 2016–2021). The formula is applied through a management plan, not a single fixed percentage. Sources of funding: Programme support and administrative resources to fund the budget of the Office of Evaluation and regional evaluation units; Country portfolio budget to fund country programme evaluations, decentralized evaluations and data collection costs for impact evaluations; Multi-donor trust fund to channel resources for impact evaluations;	2021: 0.22 2022: 0.17 2023: 0.21 2024: 0.23 2025: 0.22	Guidance from the WFP Evaluation Policy (2016–2021), Corporate Evaluation Strategy, Decentralized Evaluation Mini Guide for WFP Decision-Makers and technical note on country-specific evaluation planning and budgeting	Budget guidance is informed by historical spending averages rather than a fixed formula. In practice, WFP decentralized evaluations typically cost \$90,000-\$250,000 depending on the type of evaluation, scope, methodology and context.	2021: 0.07 2022: 0.08 2023: 0.07 2024: 0.10 2025: 0.09

Participating organizations	Centralized evaluation			Decentralized evaluation		
	Policy	Stated budget norms or practices	Evaluation spending relative to programmatic budget/expenditure (%) ^a	Policy	Stated budget norms or practices	Evaluation spending relative to programmatic budget/expenditure (%)
		Multilateral resources saved under the Contingency Evaluation Fund to support country offices that face resource constraints in budgeting for country programme and decentralized evaluations				
WHO ^c	Evaluation Policy (2025)	Aimed to increase the allocation of resources so as to eventually reach the target of 1% of the programme budget, both from assessed and voluntary contributions The budget norm has not been applied. In practice, the budget is allocated based on the proposed workplan.	2021: 0.06 2022: 0.06 2023: 0.08 2024: 0.07 2025: 0.08	No policy reference	No specific budget formula	2021: 0.02 2022: 0.03 2023: 0.03 2024: 0.04 2025: 0.05
WIPO	Evaluation Policy (2016)	No specific budget formula Resource allocation is based on the annual workplan.	2021: 0.20 2022: 0.09 2023: 0.14 2024: 0.12 2025: 0.17	No policy reference	The Committee on Development and Intellectual Property determines the financial resources required for the evaluation of projects approved by the Committee.	2021: 0.01 2022: 0.01 2023: 0.01 2024: 0.02 2025: 0.02
WMO	Evaluation Policy (2023)	No specific budget formula Resource allocation is based on the annual workplan.	Not tracked	Evaluation Policy (2023)	No specific budget formula Aimed to allocate 2–3% of the project budget for project evaluations (overall)	Not tracked

^a The figures in this column are self-reported, with most organizations basing the calculation on their own programmatic expenditure. The main report, however, uses a comparable calculation based on annual expenditure reported to CEB, to ensure consistency across organizations.

^b The evaluation threshold is adjusted and published by the Office of Evaluation at least once a year. As of June 2023, it is \$ 6.2 million.

^c According to the 2014 JIU review (para. 76), only four organizations (UNFPA, UNICEF, UN-Women and WHO) had established budget norms for evaluation. These norms varied (between 1% and 3–5% of programme budgets) and applied to both central and decentralized functions. JIU noted that the rationale or financial basis for these norms was not clearly explained, but they reflected efforts to safeguard the value and viability of the evaluation function amid budget constraints.

^d Available at https://www.unodc.org/documents/evaluation/Tools/Evaluation_Budget_Matrix.xlsx.

V. Results from survey of selected country offices of Joint Inspection Unit participating organizations

36. To strengthen its evidence base, the review included an online survey of selected country offices in JIU participating organizations, targeting staff involved in planning, commissioning, managing and/or using decentralized evaluations. The survey captured country-level perceptions and experiences, generating context-specific evidence that directly informed the review's findings. It illuminated practical realities, challenges, enabling factors and institutional arrangements that high-level policy analysis alone cannot reveal.

37. This targeted, resource-efficient approach produced rich, quantifiable qualitative data, mainly perceptions, within time and available resources. It complemented other data sources, including the corporate questionnaire, document review, policy benchmarking, field visits and interviews. Survey questions were derived from the review's terms of reference.

38. The country-level focus reflects where most decentralized evaluations occur, covering programme and project evaluations typically aligned with UNSDCF cycles. Countries were selected based on UNSDCF and programming cycles ending in 2025–2026, ensuring that respondents had recent evaluation experience. Selection also ensured geographical balance, diverse operational contexts and sufficient evaluation volume. Twenty countries were selected: Albania, Argentina, Bangladesh, China, Ecuador, El Salvador, Ethiopia, Georgia, Indonesia, Kazakhstan, Mexico, Mozambique, Peru, Somalia, Tajikistan, Thailand, Tunisia, Uganda, Viet Nam and Zimbabwe. Thirteen organizations were represented: FAO, ILO, UNDP, UNESCO, UNFPA, UN-Habitat, UNHCR, UNICEF, UNIDO, UNOPS, UN-Women, WFP and WHO.

39. The survey received 146 responses, about a 60 per cent response rate. Results are weighted toward organizations with more respondents, notably UNDP, UNFPA and UNICEF. Offices not commissioning decentralized evaluations may have opted out. Response numbers vary by question due to conditional routing and optional participation. Percentages are rounded to the nearest whole number.

(a) Respondent profile and context

40. The largest groups of respondents came from UNDP and UNFPA, followed by UNICEF and UN-Women. Respondents were mainly staff who lead or support monitoring and evaluation, heads of office, or those who directly manage decentralized evaluations.

Figure III
Respondents by organization

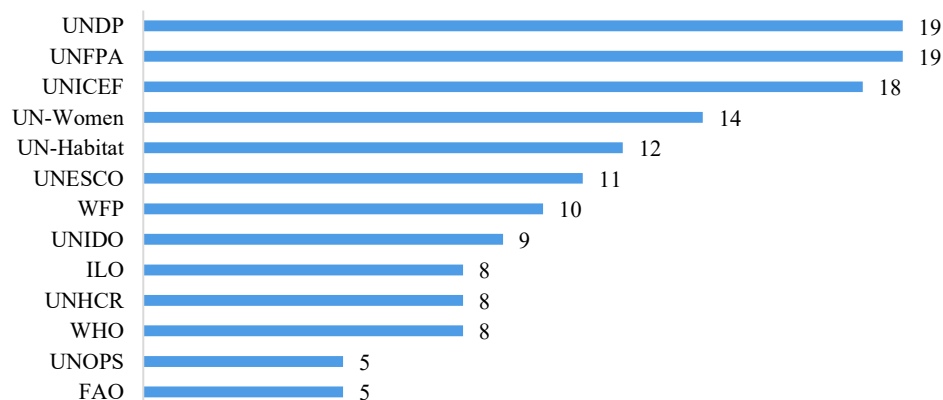
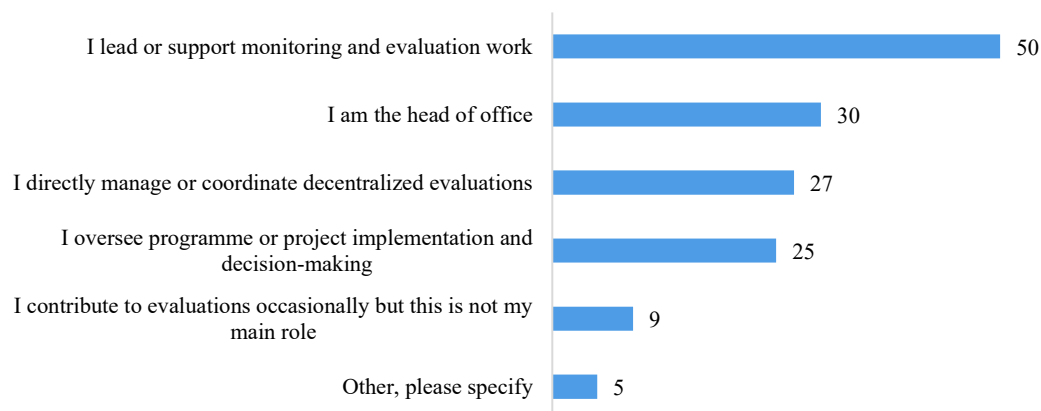
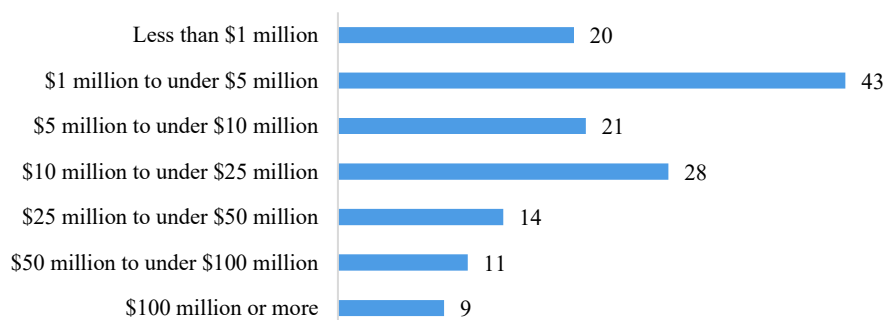


Figure IV
Respondent role (n=146)



41. Most offices operate on modest budgets: 43 offices (29 per cent) reported annual programme budgets of \$1 million to \$5 million and 20 offices (14 per cent) reported annual programme budgets of under \$1 million. Only 9 offices (6 per cent) had budgets of \$100 million or more. Budget scale proved a strong predictor of both evaluation activity and volume.

Figure V
Programme budget for 2025 (n=146)



(b) Evaluation activity

42. Seventy-seven per cent of respondents (112 of 146 offices) commissioned at least one decentralized evaluation between 2021 and 2025. The remaining 23 per cent (34 offices) did not, the predominant reason being because they had no formal evaluation requirements, followed by insufficient budget.

Reason for not commissioning a decentralized evaluation	Offices citing (n=34), multiple responses
No formal evaluation requirements	17 offices (50% of non-commissioning offices)
Insufficient budget	11 offices (32%)
Lack of staff with evaluation expertise	9 offices (26%)
Competing priorities and workload pressures	9 offices (26%)
No delegated authority/sufficient centralized coverage	7 offices each (21%)

43. Among the offices that commissioned evaluations, volume was spread across a wide range. The majority completed modest numbers of evaluations:

Evaluation volume (2021–2025)	Offices (n=108)
1–2 evaluations	36 offices (32%)
3–5 evaluations	35 offices (31%)
6–10 evaluations	15 offices (13%)
11–20 evaluations	12 offices (11%)
More than 20 evaluations	7 offices (6%)
Not sure	3 offices (3%)

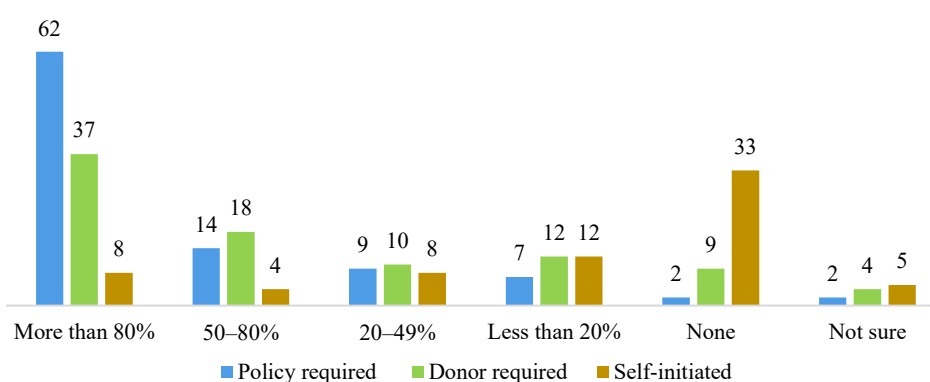
Programme budget vs. number of decentralized evaluations (2021–2025)	1–2	3–5	6–10	11–20	> 20	Not sure	Total
Less than \$1 million	7	2	1			1	11
\$1 million to under \$5 million	19	11	1				31
\$5 million to under \$10 million	3	6	6			1	16
\$10 million to under \$25 million	3	7	3	5	1		19
\$25 million to under \$50 million	1	5	2	3	3		14
\$50 million to under \$100 million	3	2	1		3		9
\$100 million or more		2	1	4		1	8
Total	36	35	15	12	7	3	108

(c) Drivers for decentralized evaluations

44. Decentralized evaluations were driven predominantly by mandatory requirements. Organizational policy drove more than 80 per cent of evaluations in 62 of 107 reporting offices, and donor requirements did so in 37 offices. Self-initiated evaluations were rare.

Share of evaluations	Policy-required (n=94)	Donor-required (n=81)	Self-initiated (n=37)	Total
More than 80%	62	37	8	107
50–80%	14	18	4	36
20–49%	9	10	8	27
Less than 20%	7	12	12	31
None	2	9	33	44
Not sure	2	4	5	11
Base (n)	96	90	70	

Figure VI
Share of evaluations by driver



45. For self-initiated evaluations, the three most cited motivations were: expected utility for decision-making or learning (cited by 30 offices), documentation of good practices and lessons learned (30 offices) and alignment with strategic priorities (19 offices). The top barrier to self-initiation was insufficient budget (59 offices), followed by competing priorities (47 offices) and the perception that evaluations are primarily donor- or policy-driven, leaving little room for office initiative (34 offices).

Figure VII

Reasons for self-initiated decentralized evaluations (n=46, up to three responses)

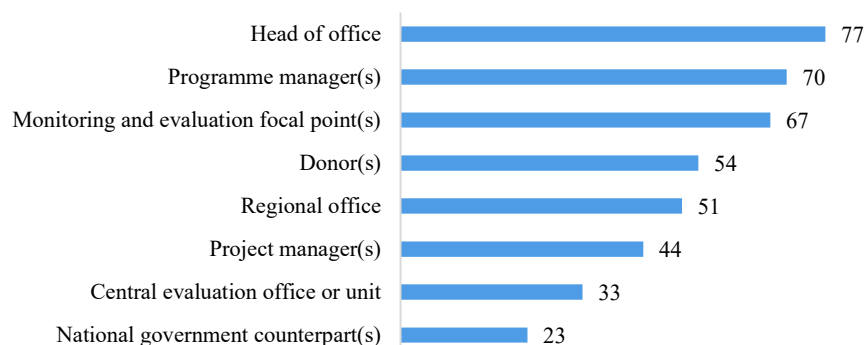
Figure VIII

Barriers to self-initiated evaluations (n=91, up to three responses)**(d) Planning, independence, quality and efficiency**

46. Commissioning decisions are most often led by heads of office, programme managers and monitoring and evaluation focal points. The central evaluation office plays a role in only about a third of cases.

Figure IX

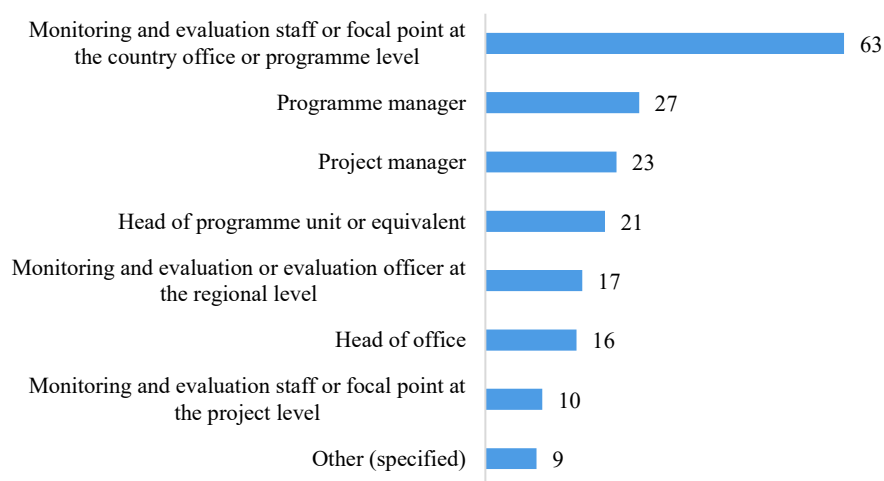
Who decides which decentralized evaluations to commission? (n=108, multiple responses)



47. Nearly 60 per cent of the offices (63 out of 108) reported that their evaluation managers were typically monitoring and evaluation staff or focal points at the country office or programme level, followed by projects and/or programme managers (50 out of 108). About 79 per cent of respondents reported that the staff typically assigned as evaluation managers had at least three years of experience.

Figure X

Person typically assigned as an evaluation manager (n=108, multiple responses)



48. More than half of the offices that reported on performance schedules (54 of 105) completed more than 90 per cent of planned evaluations on time, and another 20 per cent reported that between 76 to 90 per cent of their planned evaluations were completed on schedule. A meaningful minority experienced significant delays, most often because of difficulty recruiting qualified consultants and delays in procurement or contracting. Other reasons include project implementation delays, delays in stakeholder feedback, poor quality of work by consultants and poor project or programme design.

Figure XI
Planned decentralized evaluation completed on schedule (n=105)

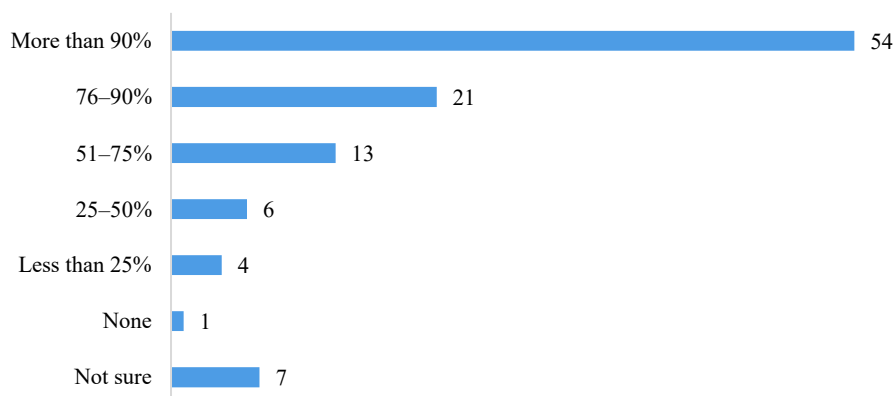
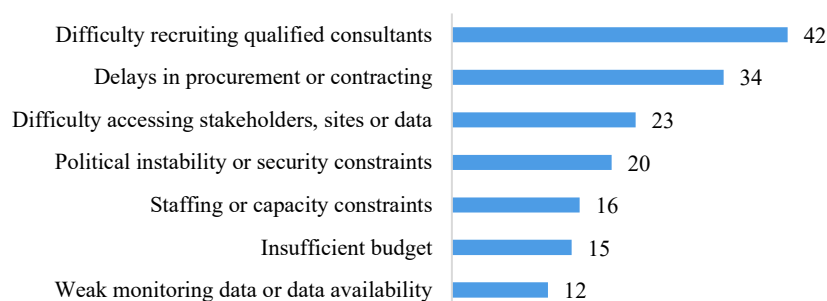


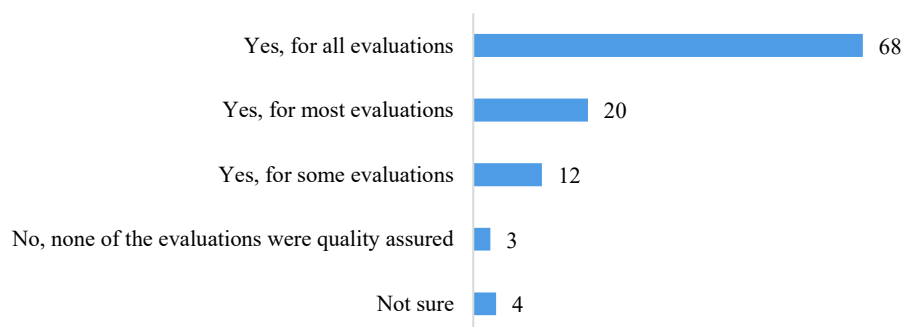
Figure XII
Main reasons for delays (n=81, multiple responses)



(e) Quality assurance

49. Formal quality assurance coverage is high but not universal: 93 per cent of offices (100 of 107) applied some form of quality assurance, and 64 per cent (68 offices) applied quality assurance to all evaluations. Most offices conducted formative quality control during the evaluation, and a smaller share also conducted quality assessments after completion.

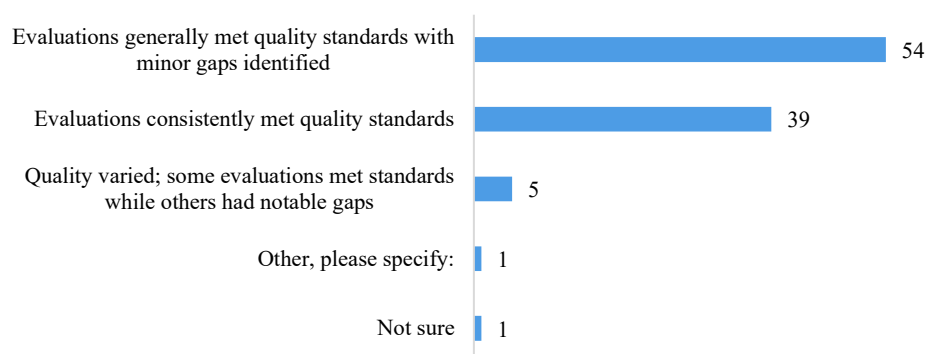
Figure XIII
Decentralized evaluations subject to formal quality assurance (n=107)



50. As for the results of the quality assurance process, 93 per cent of the respondents said that their evaluations generally or consistently met quality standards.

Figure XIV

Usual outcome of quality assurance (n=100)

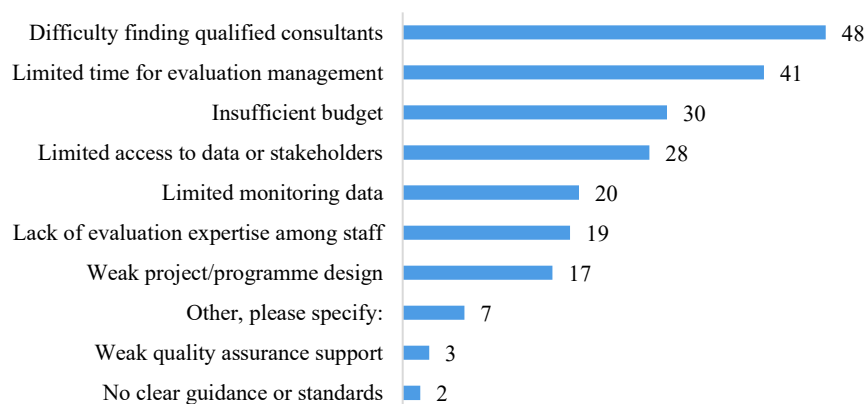


51. The most commonly cited factors compromising evaluation quality were difficulty finding qualified consultants (48 offices), limited time for evaluation management (41 offices), insufficient budget (30 offices) and limited access to data or stakeholders (28 offices).

52. External evaluation consultants are a key factor influencing both the process and quality of decentralized evaluations.

Figure XV

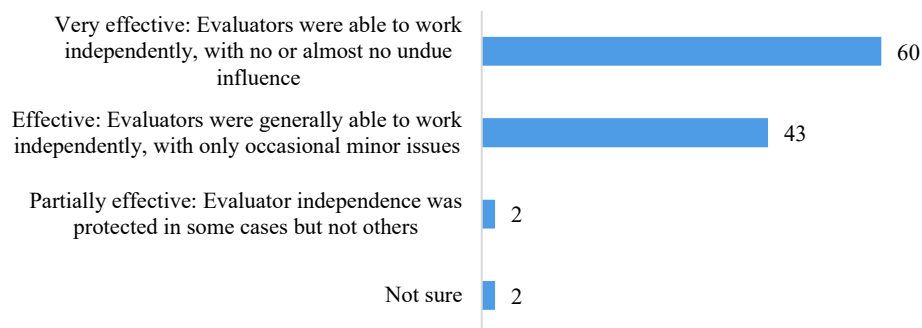
Factors compromising evaluation quality (n=98, up to three responses)



(f) Independence

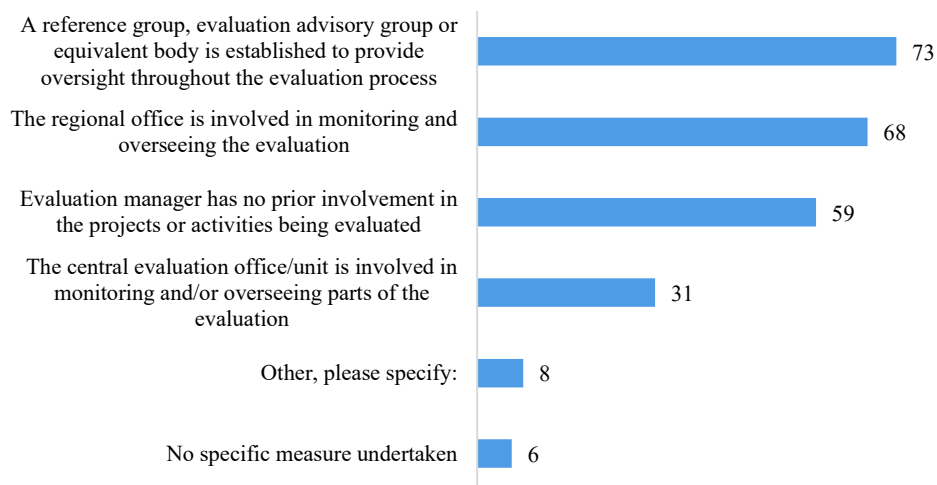
53. Evaluator independence is perceived as well protected: 96 per cent of commissioning offices rated themselves as effective or very effective in ensuring that evaluators could work without undue influence (103 of 107 responses). Sixty offices (56 per cent) rated themselves as “very effective”. Only two offices reported partial effectiveness, and none reported systemic ineffectiveness.

Figure XVI
Effectiveness in safeguarding evaluator independence (n=107)



54. The most common safeguarding measures for evaluator independence were: establishment of a reference group or evaluation advisory body; involvement of regional office; and absence of prior involvement of the evaluation manager in the programmes being evaluated.

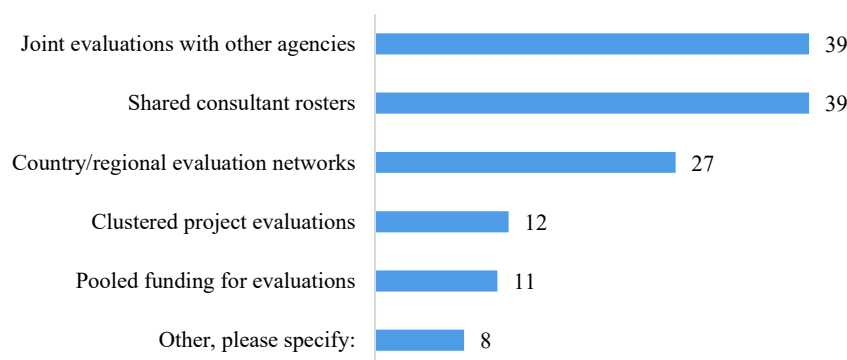
Figure XVII
Safeguarding measures for evaluator independence (n=106, multiple responses)



(g) Efficiency

55. Joint evaluations and shared consultant rosters emerged as key cost-saving or resource-sharing measures to promote efficiency in conducting decentralized evaluations.

Figure XVIII
Cost-saving approaches (n=88, multiple responses)



56. Effective practices in improving the quality, credibility, independence or efficiency of decentralized evaluations were shared by 64 respondents, as summarized below:

- **Evaluator independence and conflict-of-interest safeguards:** This was the most cited theme. Practices included excluding programme/project staff from data collection, using external consultants with no prior programme involvement, screening for conflicts of interest, and separating implementation from evaluation oversight.
- **Quality assurance at key stages:** Structured reviews at term of reference, inception and draft report stages, often using tools such as the UNFPA Evaluation Quality Assurance and Assessment system, the UNICEF Global Evaluation Reports Oversight System and UNDP quality checklists, with consultants required to respond to comments via audit trail matrices.
- **Regional office support:** Regional evaluation teams provided technical guidance and peer review, though one respondent noted this had weakened following the loss of a dedicated regional evaluation officer.
- **Stakeholder engagement and reference groups:** Evaluation reference groups, validation meetings and national authority involvement improved credibility and ownership; one respondent stressed combining subject-matter and monitoring and evaluation expertise in reference groups.
- **Strong terms of reference:** Detailed, well-scoped terms of reference with clearly defined evaluation questions and explicit evaluation criteria as a foundational quality practice.
- **Standardized tools, rosters and templates:** Pre-qualified evaluator rosters, standard templates and evaluation handbooks improved efficiency; respondents also valued informal references from other country offices and the use of rosters to find consultants with strong track records.

(h) Donor engagement and negotiation

57. More than half of all respondent offices (70 of 107, or 65 per cent) were directly involved in negotiating evaluation requirements with donors between 2021 and 2025. The majority found negotiations broadly successful:

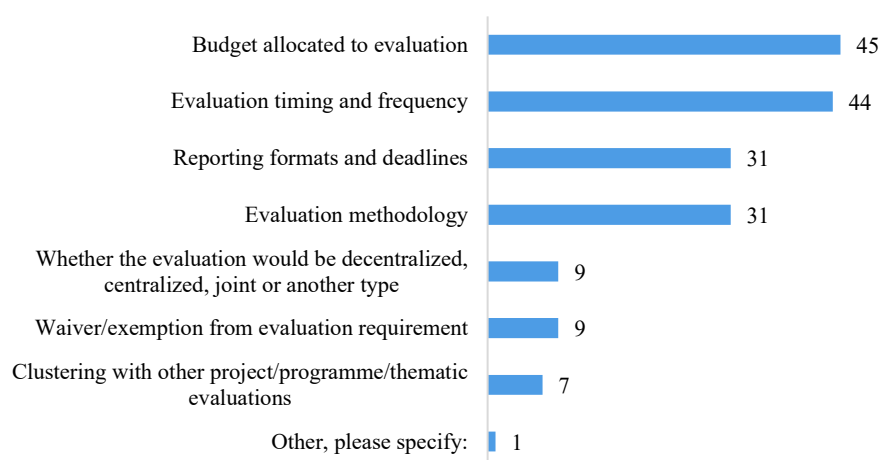
- 56 offices (80 per cent of those who negotiated) rated negotiations as “very successful” or “mostly successful”

- Only 9 offices reported negotiations as only “partially successful”

58. The most commonly negotiated aspects were budget allocated to evaluation, evaluation timing and frequency, reporting formats and deadlines and evaluation methodologies.

Figure XIX

Aspects of evaluation requirements negotiated with donors (n=70, multiple responses)

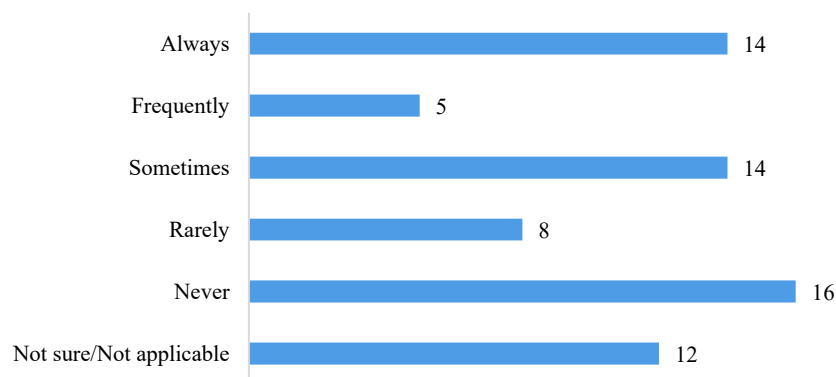


59. Conflicts between donor requirements and office policies occurred infrequently: 58 offices (55 per cent) reported no conflicts, and only 7 offices experienced conflicts occasionally.

60. Roles of the central evaluation offices or units in donor negotiation vary across country offices and organizations.

Figure XX

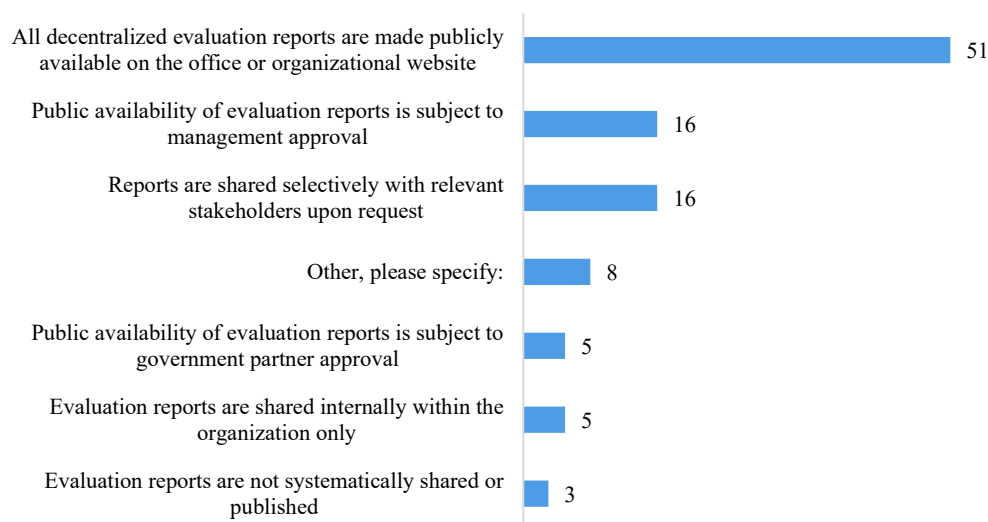
Central evaluation office participation in donor negotiations (n=69)



(i) Use of evaluation

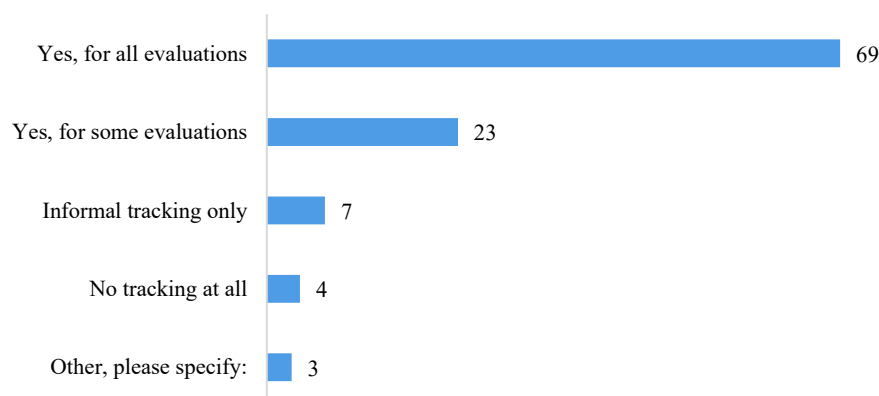
61. Report publication practices are reasonably open: 51 offices (49 per cent) make all decentralized evaluation reports publicly available on organizational websites. However, 16 offices make publication subject to management approval and 16 share reports only selectively on request.

Figure XXI
Public availability of evaluation reports (n=104)



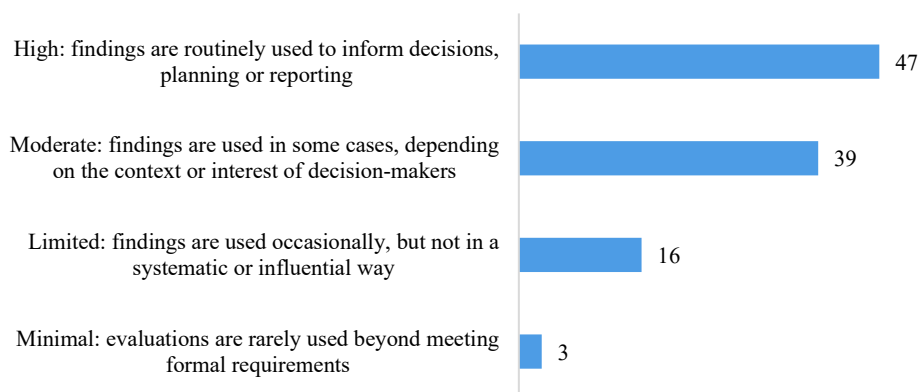
62. Recommendation tracking is widespread but not universal: 87 per cent of commissioning offices with data (92 of 106) have some form of systematic tracking. Sixty-nine offices (65 per cent) track recommendations for all evaluations. However, seven offices rely only on informal tracking, and four offices conduct no tracking at all.

Figure XXII
Systematic tracking of recommendation implementation (n=106)



63. Respondents reported strong use of decentralized evaluations across the portfolio: 82 per cent of commissioning offices (86 of 105) reported high or moderate use of evaluation findings. Forty-seven offices (42 per cent) described use as “high” and 19 offices (18 per cent) reported limited or minimal use.

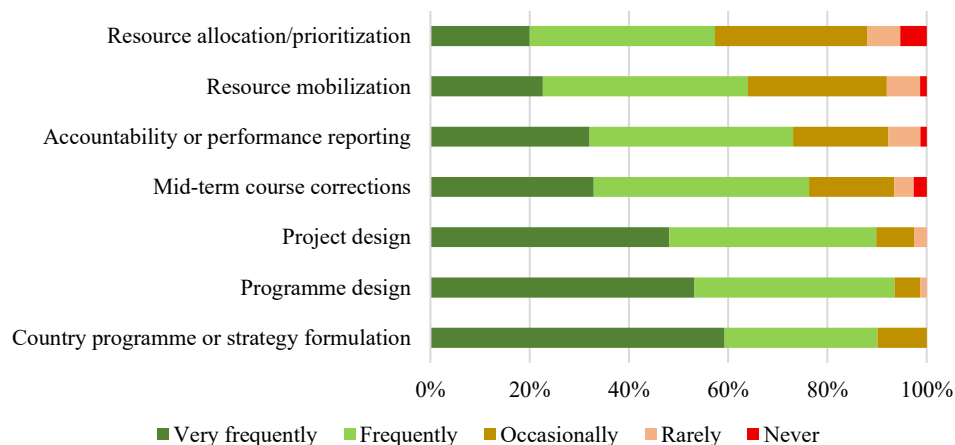
Figure XXIII
Overall extent to which their decentralized evaluation findings are used (n=105)



64. Of the 68 offices with quality assurance for all evaluations, 84 per cent (56 of 67 with usable data) reported high or moderate use of findings. Offices with formal tracking of implementation of recommendations for all evaluations reported high or moderate use, while those with no tracking reported limited or minimal use.

65. Evaluation findings were reported to be used, overall, very frequently, and most frequently for country programme and strategy formulation, and programme and project design.

Figure XXIV
At which stages of the programme/project cycle are evaluation findings most frequently used? (n=81)



66. Engagement from senior management was the most chosen as a factor that promotes use of decentralized evaluations (cited by 60 offices, or 57 per cent of the responses), followed by the relevance and actionability of recommendations (cited by 39 offices) and demands from donors (38 offices).

Figure XXV
Factors promoting use of decentralized evaluations (n=106)



67. The most frequently cited barriers to use were weak knowledge-sharing and learning culture (36 offices, or 40 per cent of the responses), limited resources to implement recommendations (33 offices, or 37 per cent) and weak results-based/accountability to results culture (22 offices, or 24 per cent), pointing to key internal challenges.

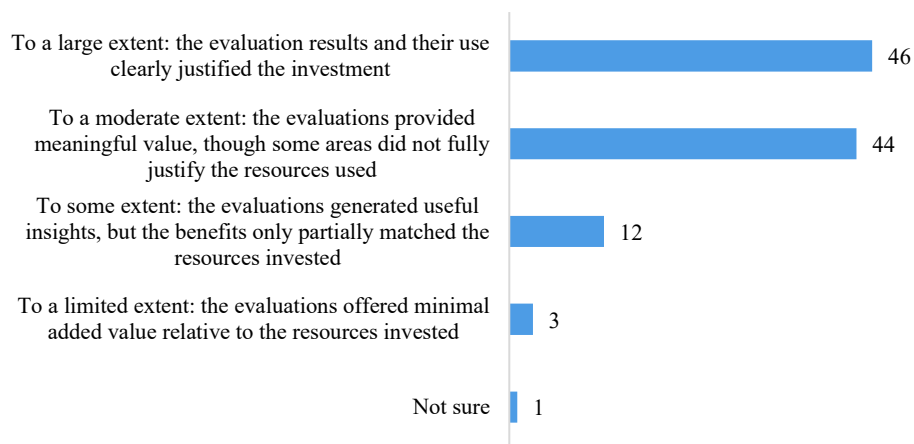
Figure XXVI
Factors hindering use of decentralized evaluations (n=90, up to three responses)



(j) Perceived return on investment

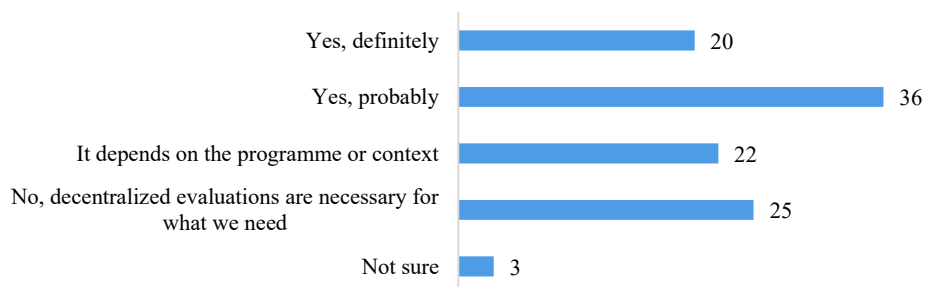
68. Overall return on investment perceptions are positive: 85 per cent of commissioning offices (90 of 106) rated decentralized evaluations as justifying their investment to a large or moderate extent. Forty-six offices (43 per cent) said that evaluation results and their use “clearly justified” the investment. Only three offices expressed low or no return on investment justification.

Figure XXVII

Do evaluations justify time, budget and staff effort? (n=106)

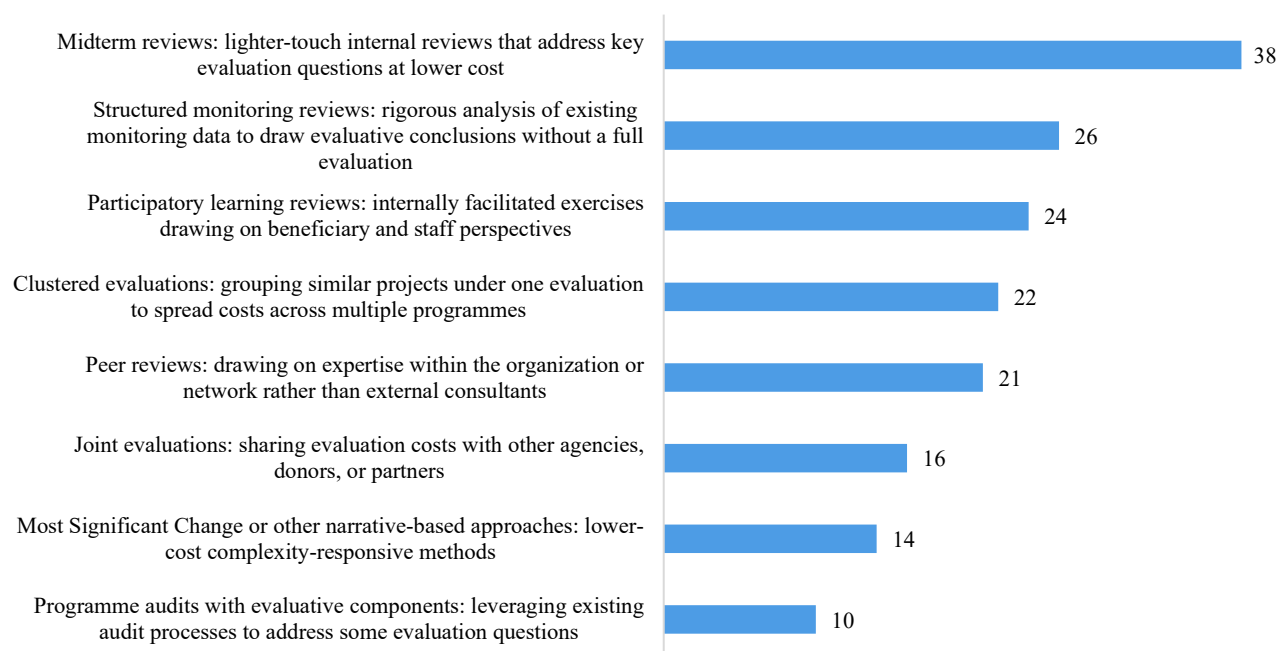
69. Despite high satisfaction on return on investment, 53 per cent of commissioning offices (56 of 106) said that lighter, less resource-intensive approaches could generate broadly comparable evidence, with 20 offices responding “definitely” and 36 “probably”.

Figure XXVIII

Could lighter exercises generate comparable evidence? (n=106)

70. The preferred alternatives that could achieve similar results to decentralized evaluations and would be more cost effective were midterm reviews and structured monitoring reviews.

Figure XXIX

Alternative approaches seen as more cost-effective (n=54, multiple responses)

71. Twenty-five offices (24 per cent) said that decentralized evaluations are necessary. Offices questioning their value are largely those that reported low use and weak tracking, suggesting that preferences for lighter methods may stem more from dissatisfaction with evaluation processes than from true substitutability.

72. Thirty-nine offices cited alternatives to decentralized evaluations, to be used pragmatically rather than within a formal framework. Midterm reviews and lighter progress assessments – which are faster and cheaper but less rigorous – were the most commonly cited. Clustered or portfolio evaluations also featured as a way to help reduce costs and improve coherence, though they sometimes face donor resistance.

73. Participatory and learning-focused methods (e.g. outcome harvesting, Most Significant Change) were valued for strengthening learning culture but seen as lacking independence. Some offices relied more on monitoring systems and secondary data to reduce primary data demands. Additional niche approaches included systematization exercises, joint evaluations, evaluability assessments, internal advocacy for evaluation culture and knowledge-sharing sessions.

(k) Inter-agency collaboration

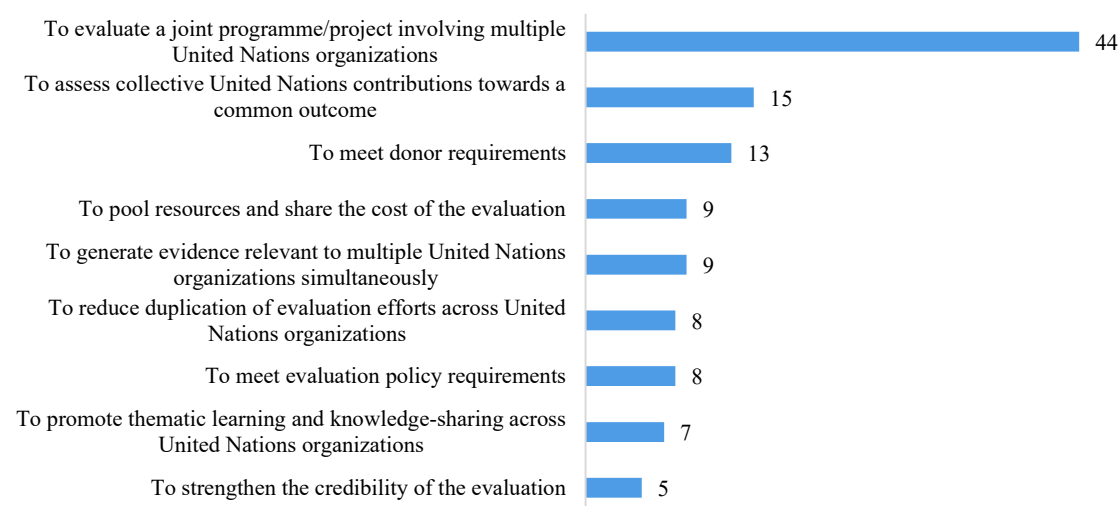
74. Inter-agency monitoring and evaluation coordination is generally strong: 88 offices (84 per cent) actively and regularly participate in United Nations country team monitoring and evaluation working groups or equivalent forums. However, such forums are used only to a moderate or a small extent by 50 offices (52 per cent of respondents) to coordinate decentralized evaluations.

75. Forty-three per cent of all offices (46 of 106) commissioned at least one joint evaluation with another United Nations system organization between 2021 and 2025, excluding UNSDCF evaluations. The most common reasons for doing so were to evaluate joint programmes (96 per cent of respondents), to assess collective United

Nations contributions towards a common outcome (33 per cent), and to meet donor requirements (28 per cent).

Figure XXX

Main reasons for commissioning joint evaluations (n=46, multiple responses)



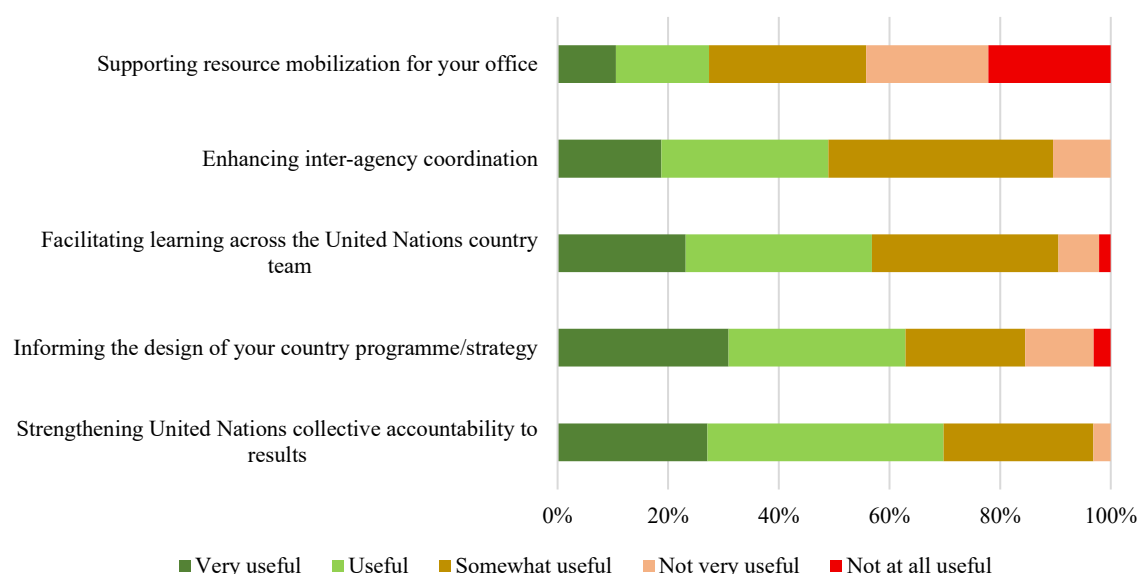
76. From 44 responses, 18 reported no significant challenges in joint evaluations, while 13 cited unequal distribution of workload as a challenge. In another question, from 45 responses, 16 believed that the value of conducting a joint evaluation is similar to that of a stand-alone decentralized evaluation while 13 believed that joint evaluations are more efficient.

Challenges in conducting joint evaluations	Count	% of n (44), multiple responses
No significant challenges encountered	18	41
Unequal distribution of workload among participating United Nations organizations	13	30
Delays due to differing internal approval or clearance processes	9	21
Communication and coordination challenges among participating organizations	8	18
Difficulty reaching agreement on the evaluation's scope and objectives	5	11
Difficulties in jointly managing the evaluation consultant or team	5	11
Difficulty reaching agreement on the evaluation methodology	4	9
Differences in evaluation standards, policies or quality requirements across organizations	4	9
Difficulty reaching agreement on the findings or recommendations	4	9
Challenges in jointly disseminating and following up on recommendations	4	9
Other, please specify:		
Challenge to get all constituents and partners on the list of stakeholders to be interviewed	2	5
Difficulty with the capabilities of the evaluation team		

(I) UNSDCF evaluations

77. Among 97 responses, the majority reported that UNSDCF evaluations were either very useful or useful in strengthening the collective accountability to results of the United Nations and informing their country programme strategies. They are less useful for enhancing inter-agency coordination and supporting resources mobilization for their offices.

Figure XXXI
Usefulness of UNSDCF evaluations (n=106)



(m) Cross-cutting evidence

78. Quantitative correlation analysis by an AI tool across the scored dimensions of the survey reveals several policy-relevant relationships. These are indicative rather than causal, but are consistent and robust enough to inform priority-setting.

Correlation	Pearson r	n	Finding
Programme size → Evaluation volume	0.54	105	Strongest relationship in the dataset. Programme size is the primary structural determinant of evaluation activity.
Recommendation tracking → Use of findings	0.32	102	A strong systemic process predictor of utilization. Tracking is not just for accountability; it is a use-enabler.
Evaluator independence → Use of findings	0.29	103	Credibility of process translates into organizational legitimacy of findings.
Quality assurance coverage → Use of findings	0.16	102	Quality assurance coverage is positively associated with higher reported utilization.
Quality assurance coverage → Return on investment perception	0.20	102	Offices with comprehensive quality assurance are more likely to assess evaluations as worth their cost.
Evaluator independence → Return on investment perception	0.18	103	Offices that better protect evaluator independence tend to rate the return on evaluation investment more positively.
Recommendation tracking → Return on investment perception	0.15	102	Tracking follow-through provides the evidence base for internal return on investment justification.
Quality assurance coverage → Evaluator independence	0.18	101	Offices applying comprehensive quality assurance also rate themselves as more effective at protecting evaluator independence. The two process safeguards are complementary.
r strength: ≥0.40 Strong 0.25–0.39 Moderate 0.15–0.24 Weak All correlations are positive and indicative, not causal. Base: Q7=Yes offices.			

(n) Overall feedback

79. According to additional feedback from the survey on **what worked well**, respondents most often praised contextual relevance and ownership: country-level management produces findings more attuned to local realities and more likely to be used in actual decision-making than centrally managed evaluations. Regional and central technical support (from regional evaluation specialists and central evaluation offices) was credited with improving quality and capacity that country offices could not sustain alone. Other strengths included stakeholder engagement through reference groups and validation workshops, standardized tools and institutional frameworks for consistency, and joint or clustered evaluations as cost-effective ways to generate evidence for multiple stakeholders.

80. On **what could be improved**, resource and capacity constraints emerged as the most pervasive issue, with evaluations heavily dependent on project-tied donor budgets and little headquarters support, limiting scope and timeliness. Evaluation managers (often project/programme staff) frequently lack sufficient grounding in evaluation principles, with training gaps cited as a problem. Respondents also flagged a persistent gap between generating findings and actually using them for learning rather than just compliance reporting, along with weak follow-through on recommendations after project closure. Reference group engagement tends to drop off during report review stages, and there are timing misalignments between evaluation cycles and programme planning processes. Quality consistency was another concern, with variable evaluator quality and difficulty recruiting consultants at the country level (shared rosters were suggested to address this concern). Finally, evaluation culture is still often seen as a compliance box-checking exercise rather than a genuine learning tool.
