

## Annex I

### Overview of completed evaluations from July 2024 to June 2025

<i>Evaluations</i>	<i>Countries concerned</i>
<b>(a) Centralized</b>	
<i>Organizational policy, strategy, thematic</i>	
Evaluation of the regionalization and decentralization reform in UNHCR	Angola, Belgium, Central African Republic (the), Democratic Republic of the Congo (the), United Arab Emirates (the) (Dubai), Ecuador, Guatemala, Indonesia, Ireland, Jordan, Nigeria, Pakistan, Saudi Arabia, Spain, South Africa, Uganda
Approach to prevention, risk mitigation and response to gender-based violence in UNHCR - Strategic Thematic Evaluation (Phase II)	Central African Republic (the), Ecuador, Kenya, Republic of Moldova (the)
Multi-country evaluation of phone-based contact channels in the Middle East and North Africa region	Egypt, Iraq, Jordan, Lebanon, Libya
<i>Country strategy</i>	
Peru	
Brazil	
Senegal (strategy of the UNHCR Regional Representation)	Cabo Verde, Gambia (the), Guinea, Guinea-Bissau, Senegal, Sierra Leone, Somalia
<i>Emergency response</i>	
UNHCR response to the level three crisis in Ukraine	Ukraine
Response to the regional refugee emergency in the Sudan	Chad, Egypt, South Sudan, the Sudan
<i>Joint/Inter-agency evaluations</i>	
Inter-agency humanitarian evaluation of the response to the humanitarian crisis in Somalia	Somalia
<b>(b) Decentralized</b>	
<i>Regional and multi-country level</i>	
Summative evaluation of the European Union global promotion of best practices for children in migration programme*	El Salvador, Mexico, South Africa, Zambia
Evaluation of progress of the inclusion of refugees in national education systems in the Intergovernmental Authority on Development Member States	Djibouti, Ethiopia, Kenya, Somalia, South Sudan, Uganda

<i>Evaluations</i>	<i>Countries concerned</i>
Empowering women and girls affected by migration and forced displacement in northern Central America (Canada)*	El Salvador, Guatemala, Honduras
<i>Country level</i>	
Safe access to fuel and energy plus programme in Bangladesh (SAFE +2) (Sweden)*	Bangladesh
Baseline assessment of non-communicable diseases for refugee and host community in the East and Horn of Africa and Great Lakes Region: The context of Burundi (Gates Foundation)	Burundi
Climate-smart agriculture and market development for enhancing livelihoods of refugees and their host communities in Rwanda (endline report–Phase I (IKEA Foundation)	Rwanda
Improving the self-sufficiency and resilience of refugees and migrants from Venezuela (Bolivarian Republic of) and host communities in Colombia through labour market integration - final evaluation (Generalitat Valenciana)	Colombia
Livelihoods and economic inclusion evaluation in Chad (Generalitat Valenciana)	Chad
Protection and solutions programme for internally displaced persons in the Autonomous Region in Muslim Mindanao, Philippines (2010-2022)	Philippines (the)
* Joint evaluation	

## Annex II

### Overview of ongoing and planned evaluations from July 2025 to June 2026

<i>Evaluations</i>	<i>Countries concerned</i>
<b>(a) Centralized</b>	
<i>Organizational policy, strategy, thematic</i>	
Climate action – Year 1 readiness assessment	Afghanistan, Bangladesh, Brazil, Burkina Faso, Cameroon, Central African Republic (the), Chad, China, Democratic Republic of the Congo (the), Ecuador, Ethiopia, Honduras, Jordan, Malawi, Mauritania, Mozambique, Nigeria, Somalia, South Sudan, United Republic of Tanzania (the), Yemen
Urban refugee protection and economic inclusion	To be confirmed
Cash programming and coordination	To be confirmed
Evidence summary strategic directions 2017-2026	Global
Independent review of the UNHCR management of tightly earmarked donor funding	N/A
Global thematic evaluation – theme to be determined	
<i>Country strategy</i>	
Bulgaria	
Cameroon (strategy of the UNHCR Regional Representation)	To be decided
Democratic Republic of the Congo	To be decided
Panama (strategy of the UNHCR Regional Representation)	
Republic of Korea	
Syrian Arab Republic - Voluntary repatriation and reintegration	
<i>Emergency response</i>	
UNHCR response to the level three situation in Lebanon and the Syrian Arab Republic	Lebanon, Syrian Arab Republic (the)
<i>Joint/Inter-agency evaluations</i>	
Inter-agency humanitarian evaluation of the system-wide response to the earthquakes in the Syrian Arab Republic and Türkiye	Türkiye, Syrian Arab Republic (the)
Inter-agency humanitarian evaluation Ukraine Synthesis	Ukraine

<i>Evaluations</i>	<i>Countries concerned</i>
Inter-agency humanitarian evaluation Democratic Republic of the Congo	Democratic Republic of the Congo (the)
<b>(b) Decentralized</b>	
<i>Regional and multi-country level</i>	
Rigorous impact evaluation of the regional water, sanitation and hygiene programme for refugees, internally displaced and host communities in East Africa (Kreditanstalt für Wiederaufbau)*	Ethiopia, Somalia, the Sudan
Implementation of the stepped up livelihoods and economic inclusion strategy 2021-2024 in the UNHCR southern Africa region	Angola, Botswana, Congo (the), Democratic Republic of the Congo (the), Eswatini, Lesotho, Malawi, Mozambique, Namibia, Zambia, Zimbabwe, South Africa
Joint evaluation mixed migration programme in southern Africa (European Union)*	Angola, Botswana, Comoros (the), Democratic Republic of the Congo (the), Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles (the), South Africa, United Republic of Tanzania (the), Zambia, Zimbabwe
Final evaluation of the tri-national response for dignified, peaceful and inclusive human mobility in the north of Central America project (Peacebuilding Fund) *	El Salvador, Guatemala, Honduras
<i>Country level</i>	
Pathways to economic inclusion and self-reliance of the refugees and host communities in Rwanda through scaling up graduation approach (DANIDA)	Rwanda
Livelihoods in Uganda - midterm evaluation (IKEA Foundation)	Uganda
Education Cannot Wait - final evaluation in Uganda (Education Cannot Wait Global Fund)	Uganda
Baseline evaluation of the Phase 5 IKEA Foundation sustainable livelihoods and socio-economic inclusion project for refugees and host communities in Dollo Addo and Bokolmayo districts, Somali Regional State, Ethiopia (IKEA Foundation)	Ethiopia
Climate-smart agriculture and market development for enhancing livelihoods of refugees and their host communities in Rwanda – Phase 2 (baseline) (IKEA Foundation)	Rwanda
Implementation of the emergency transit mechanism in Niger (European Union Directorate-General for International Partnerships)	Niger (the)

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<i>Evaluations</i>	<i>Countries concerned</i>
At once! Transforming my community in El Salvador (Peacebuilding Fund)*	El Salvador
Protecting my neighborhood in Honduras (Peacebuilding Fund)*	Honduras
Evaluation of welcome programme in Italy	Italy

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\* Joint evaluation

## Annex III

### Evaluation key performance indicators and results – Evaluation strategy 2023-2027

<i>Outcome Areas</i>	<i>Key Performance Indicators</i>	<i>2023 Results</i>	<i>2024 Results</i>	<i>2024 Target</i>
Coverage	Proportion of evaluations completed annually on time as per rolling evaluation workplan (central/regional/country levels).	Centralized evaluations: 9/10 evaluations completed on time (90%)  Decentralized evaluations: 4/5 evaluations completed on time (80%)	Centralized evaluations: 6/6 evaluations completed on time (100%)  Decentralized evaluations: 2/5 evaluations completed on time (40%)	100%
	Proportion of strategic results/outcomes areas evaluated at least once in 10 years (incremental target, 10% per annum)*	17%	23%	30%
	Proportion of country offices who have been engaged in some form of evaluative activity over the past five years.*	49%	47%	100%
	Proportion of total UNHCR expenditure spent on evaluation.*	0.13%	0.13%	0.23% (costed evaluation strategy 2024-2027)
	Mean quality score of evaluation reports (centralized and decentralized).	67% (centralized) 53% (decentralized)	69% (centralized) 59% (decentralized)	100%
Capacity	Proportion of regional bureaux with Senior Regional Evaluation Officers in place.*	4/7	5/7	7 Regions
	Increase in the average number of bidders per thematic/ strategic evaluation (Lot 1) put out to tender for 2nd bidding under the new frame agreement	4.5	3.4	Relative increase
	Proportion of completed evaluations for which quality assurance has been completed in all phases of evaluation.	80%	63%	100%
	Proportion of country level evaluation focal points with	Not available	Not available	80%

<i>Outcome Areas</i>	<i>Key Performance Indicators</i>	<i>2023 Results</i>	<i>2024 Results</i>	<i>2024 Target</i>
	basic skills in the planning and conduct of evaluations.			
Culture	Proportion of global and multi-year country strategies that explicitly reference evaluative evidence	Not available	Not available	No target
	Proportion of accepted evaluation recommendations demonstrably acted upon within 24 months of management response*	Not available	Not available	100%
	3.3 Number of visits on Evaluation Office intranet and external webpage (and their sub-pages (disaggregated))*	External webpage: 9433 visits Intranet: 1939 visits	External page: 5430 (note due to technical issues, some 2024 data is missing) Intranet: 1,764 (note due to technical issues, the number of visits recorded were only from August till December 2024)	No target
	Number of annual dissemination events	5	7	3
	Average days to management response	162.6 days	138 days	90 days

\* Key performance indicators are included in the evaluation strategy