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UNFPA MANAGEMENT RESPONSE

to the

Independent Evaluation of UNFPA Support to the 2020 Round of Population and Housing Censuses

(DP/FPA/2026/CRP.8)

Agenda item 14: UNFPA – Evaluation

Executive Board of UNDP, UNFPA and UNOPS

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## UNFPA Management Response to the Independent Evaluation of UNFPA Support to the 2020 Round of Population and Housing Censuses

Evaluation Report Issue Date	Evaluation report tag [choose 1 from the list below]: 1. Country Programme Evaluation (CPE) 2. Regional Programme Evaluation (RPE) 3. Programme Level Evaluation (non-CPE or RPE evaluations) 4. DAO (Delivering as One) Evaluation 5. UNDAF Evaluation 6. Humanitarian Evaluation 7. Meta-Evaluation 8. Evaluation Approach Paper 9. Evaluability Assessment 10. Thematic	Additional attributes [joint, impact or institutional]	UNFPA Business Units Responsible for implementation	Heads of Responsible Business Units Final approvers [Final approvers]	Responsible Unit Managing/Coordinating Focal Point [Name and email address]	Date of submission
10/02/2026	Thematic	Institutional	Programme Division - Data and Analytics Branch/ Population and Development Branch	Julia Bunting	Priscilla Idele	23/03/2026

### EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)

*[List all recommendations below as they appear in the Evaluation Report]*

<b>Recommendation No. 1</b>	<p><b>Develop a comprehensive operational framework for population data systems that reinforces census support as a core organizational priority and anchors it within UNFPA's work on population data, demographic intelligence and adaptation to demographic change.</b></p> <p>Suggested actions:</p> <p><b>1.1</b> <i>Develop a strategy for UNFPA support to population data systems that integrates census with civil registration and vital statistics (CRVS) and other administrative and survey data generation systems and builds on the United Nations Principles and Recommendations for Population and Housing Censuses Revision 4, to guide implementation across development and humanitarian contexts and ensure effective use of census data. The strategy should:</i></p> <ul style="list-style-type: none"> <li>● Define UNFPA's strategic positioning within the international architecture for census operations, articulating its comparative strengths and its leadership, convening, knowledge-sharing and partnership-brokering roles.</li> <li>● Ensure that census support is geared towards building long-term national statistical capacity, rather than addressing short-term capacity gaps.</li> <li>● Outline a twin-track corporate approach that supports the diversity of censuses in the 2030 round while helping build foundational national capacity for gradual transitions to register-based censuses and combined methodologies, including through South-South and triangular cooperation (SSTC).</li> <li>● Embed a partnership strategy that clearly defines the types and purposes of partnerships across all census phases and dimensions (technical, operational, political) at all levels, expanding engagement beyond national statistics offices (NSOs) to a wider range of actors involved in administrative data needed for register-based censuses and combined methodologies.</li> </ul>	<p><b>Priority: High</b> [high, medium or low]</p>
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	<ul style="list-style-type: none"> <li>● Include a visibility and communication strategy to strengthen partnership development and resource mobilization.</li> <li>● Embed a funding strategy that promotes the shift from funding to funding and financing, ensures UNFPA resources are used as leveraging funds and is aligned with identified donor priorities.</li> <li>● Align the Demographic Futures Thematic Fund with census priorities, creating a dedicated funding window for UNFPA census support with multi-year financing commitments to enhance predictability and sustainability.</li> </ul> <p><i>1.2 Develop regional census operational plans to translate the census component of the global population data systems strategy into action and ensure that they are tailored to regional contexts and promote coordination with other international organizations supporting censuses.</i></p> <p><i>1.3 Develop and launch a living global census toolkit that consolidates both existing and new guidance, tools and templates for all census phases and dimensions (technical, operational, political), to support implementation of the global population data systems strategy and regional census operational plans. The toolkit should adopt a coordinated approach, leverage external guidance where appropriate, and include specific sections on issues identified by the evaluation, such as use of census data, quality assessment and census support in humanitarian contexts. Specifically, it should include:</i></p> <ul style="list-style-type: none"> <li>● standardized tools for environmental scanning, planning, risk analysis and management, and reporting.</li> <li>● guidelines for drafting localized visibility and communication strategies to support efforts to develop partnerships and mobilize resources in different contexts.</li> <li>● strategic guidance to support gradual transitions to register-based and combined censuses and for assessing readiness to undertake the transition.</li> <li>● specific guidance and tools to ensure more effective supply chain management including timelines for engagement with the Supply Chain Management Unit (SCMU).</li> <li>● resources to strengthen data analysis and use, including: (a) guidance to facilitate collaboration with the United Nations country team (UNCT), Resident Coordinator Office, and development partners on a coordinated approach with clearly defined roles; (b) tools to assess and address data-use bottlenecks, tracking improvements in accessibility and utilization; (c) guidance on producing accessible tabulations, thematic analyses and data visualization platforms to expand the practical use of census outputs; and (d) tools to support the establishment of data use forums and innovation labs that engage policymakers, civil society and the private sector in applying census data.</li> <li>● operational standards for fragile, crisis and humanitarian settings, including: (a) adaptation protocols such as trigger mechanisms for methodological adjustments, minimum data standards in line with the Common Operational Datasets on Population Statistics (COD-PS), security and safety provisions, risk management tools, and contingency planning frameworks; (b) clearly defined investment decision criteria for protracted preparatory phases, including sunset clauses, decision gates, and cost-effectiveness benchmarks to guide strategic allocation of resources in volatile contexts; and (c) guidance on alternative methods (e.g. model-based estimation, satellite imagery, small area estimation, etc.) for generating basic population data in the absence of a census.</li> <li>● a set of census quality assessment tools including support for independent census monitoring, post enumeration surveys (PES), and administrative reports on the conduct of censuses.</li> </ul> <p><i>1.4 Develop strategic communication and advocacy plans and packages to help country offices support countries reluctant to undertake a census or allocate adequate resources to undertake a census, and to promote greater use of census data by government, civil society and the private sector.</i></p>
<b>Management Response to Recommendation acceptance status</b> [Accepted/Partially Accepted/Rejected]	<b>Accepted</b> The comprehensive operational framework will be developed in alignment with the fourth revision of the United Nations Principles and Recommendations for Population and Housing Censuses.
<i>If recommendation is partially accepted or rejected, provide reasons:</i>	
<i>If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued</i>	

Action Point Title	Action point text	Due date (year)	Lead implementing unit [only one per action point]	Lead implementing and reporting staff Owner [specify only one per action point only]	Additional units involved in implementation (if any)
1.1 Develop a strategy for UNFPA support to population data systems that integrates census with CRVS and other administrative and survey data generation systems and builds on the United Nations Principles and Recommendations for Population and Housing Censuses Revision 4, to guide implementation across development and humanitarian contexts and ensure effective use of census data.	<p>Develop a strategy for UNFPA support to population data systems that integrates census with CRVS and other administrative and survey data generation systems.</p> <p>Develop an operational comprehensive framework for the 2030 round that aligns with the data strategy and United Nations Principles and Recommendations for Population and Housing Censuses Revision 4 and incorporate lessons learned from regional experiences during the 2020 census round.</p> <p>The strategy and operational comprehensive framework will provide guidance for country offices and regional offices across development and humanitarian contexts, and promote interoperable and sustainable population data ecosystems.</p>	Dec 2026	Programme Division (Data and Analytics Branch)	Programme Division (Data and Analytics Branch) <a href="#">Tapiwa Jhamba</a>	Regional Offices, Humanitarian Response Division, Division for External Relations, Supply Chain Management Unit
1.2 Develop regional census operational plans to translate the census component of the global population data systems strategy into action and ensure that they are tailored to regional contexts and promote coordination with other international organizations supporting censuses.	As part of the comprehensive operational framework, develop regional operational plans for strengthening statistical systems, aligned with the global strategy for UNFPA support to population data systems, to translate both the census component and overall work on data systems (such as the transition to register-based statistical systems) into actionable regional priorities.	Mar 2027	Regional Offices	Regional Offices: -APR - Christophe Lefranc -ASR - Willis Odek -EECAR - Eduard Mihalas -ESAR- Fredrick Okwayo -LACR - Sabrina Juran -WCAR - Donatien Beguy <b>Overall Lead</b> <a href="#">Willis Odek</a>	Programme Division (Data and Analytics Branch), Division for External Relations, Supply Chain Management Unit

<p>1.3 Develop and launch a living global census toolkit that consolidates both existing and new guidance, tools and templates for all census phases and dimensions (technical, operational, political), to support implementation of the global population data systems strategy and regional census operational plans. The toolkit should adopt a coordinated approach, leverage external guidance where appropriate, and include specific sections on issues identified by the evaluation, such as use of census data, quality assessment and census support in humanitarian contexts.</p>	<p>Design and launch the global census toolkit as a living resource comprising existing tools and guidance, from global and regional levels, across all phases of the census cycle, to support implementation of the global population data systems strategy and regional census operational plans. The toolkit should cover technical, operational and political dimensions of census support, adopt a coordinated approach across UNFPA units, leverage external guidance and collaboration where appropriate, and integrate relevant regional tools and lessons learned to ensure operational relevance across diverse country contexts.</p> <p>Continue to proactively generate and share subnational population projections, disaggregated by age, sex, and geographic area, with Office for the Coordination of Humanitarian Affairs (OCHA) or in line with any new guidance from the Humanitarian Data Collaborative, reinforcing UNFPA's role as the designated lead.</p>	<p>Jun 2027</p>	<p>Programme Division (Data and Analytics Branch)</p>	<p>Programme Division (Data and Analytics Branch) <a href="#">Tapiwa Jhamba</a></p>	<p>Programme Division (Knowledge Management Unit), Regional Offices, Supply Chain Management Unit, Information Technology Solutions Office, Humanitarian Response Division, Division for External Relations (Media and Communications Branch), Division for Human Resources, Division for Management Services</p>
<p>1.4 Develop strategic communication and advocacy plans and packages to help COs support countries reluctant to undertake a census or allocate adequate resources to undertake a census, and to promote greater use of census data by government, civil society and the private sector.</p>	<p>To support the comprehensive operational framework, develop and disseminate global messaging, to be tailored and enhanced by regional and country office teams and turned into plans that support country-level advocacy, resource mobilization and donor engagement for undertaking and financing census and overall population data systems. The messaging will aim to help country offices and regional offices position censuses as part of broader population data systems, support engagement with governments reluctant to undertake a census or allocate adequate resources for national statistical systems, and promote greater use of census and population data by government, civil society and the private sector. It should include adaptable messages, advocacy materials and communication tools that can be tailored to regional and country contexts.</p>	<p>Dec 2026</p>	<p>Division for External Relations (Media and Communications Branch)</p>	<p>Division for External Relations <a href="#">Rebecca Zerzan</a></p>	<p>Programme Division (Data and Analytics Branch), Regional Offices</p>

## EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)

*[List all recommendations below as they appear in the Evaluation Report]*

<b>Recommendation No. 2</b>	<b>Transform UNFPA’s organizational architecture for census support to ensure a more integrated, responsive and efficient approach to address evolving country needs.</b>	<b>Priority: High</b> [high, medium or low]			
	Suggested actions:  2.1 <i>Strengthen external coordination and coherence through advocating for a broader membership of the International Committee on Census Coordination (ICCC) based on a comprehensive mapping of actors involved in census support.</i> 2.2 <i>Strengthen internal coordination and coherence through developing updated Terms of Reference for the Interdivisional Working Group (IDWG) for population data systems that provide for:</i> <ul style="list-style-type: none"> <li>● Regular meetings that enable linkages with strategic planning, inform adaptive programme management and promote knowledge-sharing and learning.</li> <li>● Mechanisms to follow-up on agreed actions to enhance accountability.</li> <li>● Specific meetings with headquarters business units providing operational and cross-cutting support such as SCMU, Division for Human Resources, Information Technology Solutions Office (ITSO) and Division for Management Services (e.g. Strategic Resource Planning Branch and Finance Branch), HRD, Division for External Relations (e.g. Public Funding and Financing Branch and Media and Communications Branch) and Office of the Executive Director (e.g. Legal Unit and the PSEAH team) to discuss bottlenecks and actions to address them.</li> <li>● Specific meetings with census Chief Technical Advisers (CTAs) to ensure discussions are grounded in current census experiences.</li> </ul> 2.3 <i>Develop clear regional team-based approaches for planning and delivering support throughout the census round, ensuring effective and efficient use of existing capacities and resources within each region. These approaches should promote joint planning, coordinated and flexible deployment of expertise, including horizontal support between country offices, and systematic consideration of country-specific factors, particularly language requirements and humanitarian or crisis contexts.</i>				
<b>Management Response to Recommendation acceptance status</b> [Accepted/Partially Accepted/Rejected]		<b>Accepted</b> Strengthening internal and external coordination is essential to maintain UNFPA’s positioning as a thought leader.			
If recommendation is partially accepted or rejected, provide reasons:					
If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued					
Action Point Title	Action point text	Due date (year)	Lead implementing unit [only one per action point]	Lead implementing and reporting staff Owner [specify only one per action point only]	Additional units involved in implementation (if any)
2.1 Strengthen external coordination and coherence through advocating for a broader	Expand the International Committee on Census Coordination.	July 2026	Programme Division (Data and Analytics Branch)	Programme Division (Data and Analytics Branch) <a href="#">Tapiwa Jhamba</a>	Regional Offices, Division for External Relations

membership of the ICCC based on a comprehensive mapping of actors involved in census support.					
2.2 Strengthen internal coordination and coherence through developing updated Terms of Reference for the IDWG for population data systems.	Update the Terms of Reference for the Inter-Divisional Working Group on Population Data Systems and establish a schedule for regularized coordination meetings.	June 2026	Programme Division (Data and Analytics Branch)	Programme Division (Data and Analytics Branch) <a href="#">Nicholas McTurk</a>	Regional Offices, country offices, Supply Chain Management Unit, Information Technology Solutions Office, Division for External Relations (Media and Communications Branch), Humanitarian Response Division, Division for Human Resources, Division for Management Services (Strategic Resource Planning Branch and Finance Branch)
2.3 Develop clear regional team-based approaches for planning and delivering support throughout the census round, ensuring effective and efficient use of existing capacities and resources within each region. These approaches should promote joint planning, coordinated and flexible deployment of expertise, including horizontal support between country offices, and systematic consideration of country-specific factors, particularly language requirements and humanitarian or crisis contexts.	Establish regional mechanisms for joint planning and flexible deployment of expertise, including documentation of replicable support models. These mechanisms will promote coordinated regional team approaches, horizontal support between country offices, and systematic consideration of country-specific factors, such as language requirements, including in humanitarian or crisis contexts.  Regional Offices will document and share replicable support models and operational practices to strengthen coordination and efficiency across regions, drawing on lessons learned from the 2020 census round.	Mar 2027	Regional Offices	Regional Offices -APR- Christophe Lefranc -ASR- Willis Odek -EECA- Eduard Mihalas -ESAR- Fredrick Okwayo -LAC- Sabrina Juran -WCAR- Donatien Beguy  <b>Overall Lead</b> <a href="#">Sabrina Juran</a>	Programme Division (Data and Analytics Branch), country offices, Division for Human Resources

## EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)

*[List all recommendations below as they appear in the Evaluation Report]*

<b>Recommendation No. 3</b>	<b>Build sustainable capacity in UNFPA personnel to strengthen long-term national statistical capacity, while developing expertise in emerging methodologies, such as register-based census, and systematic approaches to political engagement, including for promoting greater use of census data.</b>	<b>Priority: High</b> [high, medium or low]			
	Suggested actions: <ul style="list-style-type: none"> <li>○ <i>Conduct and regularly update a capacity assessment for population data, demographic intelligence and adaptation to demographic change at the country level, with a focus on census to identify both capacity gaps and deployment needs, linking the initial assessment to the realignment of UNFPA country presence within the context of the Business Model Review.</i></li> <li>○ <i>Develop a structured capacity development programme for UNFPA staff, long-term consultants and partners to strengthen the capacity of country offices to provide effective and efficient census support. The programme should include:</i> <ol style="list-style-type: none"> <li>3 Training for specialist staff on emerging areas (e.g. population register-based systems, satellite imagery, real-time processing, etc.) through strategic partnerships.</li> <li>4 Mandatory Census 101 training course for all UNFPA personnel engaged in census support.</li> <li>5 Integration of census awareness modules into induction for all UNFPA staff and leadership training for UNFPA country office senior management, including on political economy and advocacy for census taking.</li> <li>6 Inclusion of dedicated content on census in United Nations Resident Coordinator training.</li> </ol> </li> <li>○ <i>Establish a comprehensive framework to mobilize specialized technical expertise to fill capacity gaps by:</i> <ul style="list-style-type: none"> <li>● Expanding the roster of external consultants with expertise in population data, demographic intelligence, and emerging technologies to consolidate UNFPA’s leadership in census support.</li> <li>● Formalizing long-term agreements with private sector and academic institutions to provide diverse services that strengthen UNFPA’s census offerings.</li> <li>● Leveraging existing modalities for workforce mobility, such as secondments from NSOs and academia or detail assignments from other United Nations entities, to facilitate knowledge transfer and the cross-fertilization of expertise.</li> </ul> </li> </ul>				
<b>Management Response to Recommendation acceptance status</b> [Accepted/Partially Accepted/Rejected]		<b>Accepted</b> We acknowledge the need to reassess and strengthen human and technical capacity vis-à-vis emerging methodologies and to ensure long term statistical capacity.			
<i>If recommendation is partially accepted or rejected, provide reasons:</i>					
<i>If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued</i>					
<b>Action Point Title</b>	<b>Action point text</b>	<b>Due date (year)</b>	<b>Lead implementing unit [only one per action point]</b>	<b>Lead implementing and reporting staff Owner [specify only one per action point only]</b>	<b>Additional units involved in implementation (if any)</b>

<p>3.1 Conduct and regularly update a capacity assessment for population data, demographic intelligence and adaptation to demographic change at the country level, with a focus on census and data systems to identify both capacity gaps and deployment needs, linking the initial assessment to the realignment of UNFPA country presence within the context of the Business Model Review.</p>	<p>Develop and roll-out a global capacity assessment tool to map demographic intelligence and adaption to demographic change, current census and population data systems skill sets and identify technical gaps across country typologies.</p>	<p>Dec 2026</p>	<p>Division for Human Resources</p>	<p>Division for Human Resources <a href="#">Smitha Rao</a></p>	<p>Programme Division (Data and Analytics Branch), Division for Management Services (Strategic Resource Planning Branch), country offices, Regional Offices</p>
<p>3.2 Develop a structured capacity development programme for UNFPA staff, long-term consultants and partners to strengthen the capacity of country offices to provide effective and efficient census support and strengthening of statistical systems overall.</p>	<p>Implement structured capacity development that reflects the diverse regional contexts in which UNFPA operates and builds on existing regional and global capacity-building initiatives. It should support both foundational census and national statistical systems knowledge and emerging areas of expertise, while equipping country offices to engage more effectively on technical, operational and strategic dimensions of census support and in overall statistical systems.</p>	<p>Dec 2026</p>	<p>Programme Division (Data and Analytics Branch)</p>	<p>Programme Division (Data and Analytics Branch) <a href="#">Nicholas McTurk</a></p>	<p>Programme Division (Knowledge Management Unit), Division for Human Resources, Regional Offices, country offices</p>
<p>3.3 Establish a comprehensive framework to mobilize specialized technical expertise to fill capacity gaps.</p>	<p>Establish formal mechanisms and partnerships—including a specialized consultant roster, Long-Term Agreements, and secondment frameworks—to mobilize technical expertise for census and population data support.</p>	<p>Dec 2026</p>	<p>Programme Division (Data and Analytics Branch)</p>	<p>Programme Division (Data and Analytics Branch) <a href="#">Tapiwa Jhamba</a></p>	<p>Division for Human Resources, Supply Chain Management Unit, Regional Offices, Country Offices</p>

## EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)

*[List all recommendations below as they appear in the Evaluation Report]*

<b>Recommendation No. 4</b>	<b>Create a dynamic knowledge ecosystem that systematically generates, captures, validates, and shares census expertise and lessons learned from a technical, operational and political perspective, ensuring institutional memory and continuous organizational learning.</b>	<b>Priority: Medium</b> [high, medium or low]
	<p>Suggested actions:</p> <p>4.1 <i>Establish processes to identify, document and share technical, operational and political lessons from each UNFPA census engagement, and ensure mandatory post census reviews are conducted by country offices for all censuses and captured in UNFPA's knowledge portal.</i></p> <p>4.2 <i>Launch a continuous series of global syntheses of lessons learned in collaboration with census partners, based on the analysis of mandatory post-census reviews, to directly strengthen the support capacity of UNFPA and partners at all levels.</i></p> <p>4.3 <i>Launch a revitalized UNFPA Census Community of Practice as a comprehensive and interactive platform covering all census phases and dimensions (technical, operational, political). The community should have the following features:</i></p> <ul style="list-style-type: none"> <li>● <i>guided document repository integrated into UNFPA's knowledge portal including national census documents (e.g. census questionnaires, thematic analyses, PES, administrative reports on the conduct of censuses, etc.).</i></li> <li>● <i>peer learning and exchange features with opportunities for full and interactive engagement of community members.</i></li> <li>● <i>clear protocols and accountability for generating, validating, and integrating knowledge into the community in a systematic and timely manner.</i></li> <li>● <i>updated census tracker with a clear user manual, roles and responsibilities and mechanisms to ensure timely contribution of all country offices and quality assurance of inputs.</i></li> <li>● <i>mechanisms and partnerships to capture external knowledge in the area of census in a systematic manner.</i></li> </ul> <p>4.4 <i>Explore opportunities and partnerships to develop a comprehensive external census knowledge platform that serves as a central repository of national census documents and data, providing NSOs, other government partners and international organizations supporting census operations with practical reference materials.</i></p> <p>4.5 <i>Review all countries where the 2020 census round was postponed or disrupted, identifying causes and potential UNFPA support for similar situations in the future, including high-level entry points for political engagement.</i></p>	
<b>Management Response to Recommendation acceptance status</b> [Accepted/Partially Accepted/Rejected]	<b>Accepted</b> UNFPA must ensure continued investment in signature data products and knowledge ecosystems.	
<i>If recommendation is partially accepted or rejected, provide reasons:</i>		
<i>If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued</i>		

Action Point Title	Action point text	Due date (year)	Lead implementing unit [only one per action point]	Lead implementing and reporting staff Owner [specify only one per action point only]	Additional units involved in implementation (if any)
4.1 Establish processes to identify, document and share technical, operational and political lessons from each UNFPA census engagement, and ensure mandatory post census reviews are conducted by country offices for all censuses and captured in UNFPA's knowledge portal.	Establish and implement a mandatory post-census review protocol and template to ensure systematic documentation of technical, operational and political economy lessons learned from each UNFPA-supported census, and integration of lessons learned into the corporate knowledge portal. country offices, with support from Regional Offices, will conduct post-census reviews to ensure lessons learned are captured consistently and inform future census support and preparation for the 2030 census round.	Dec 2026	Programme Division (Data and Analytics Branch)	Programme Division (Data and Analytics Branch) <a href="#">Tapiwa Jhamba</a>	Programme Division (Knowledge Management Unit), Regional Offices, Country Offices
4.2 Launch a continuous series of global syntheses of lessons learned in collaboration with census partners, based on the analysis of mandatory post-census reviews, to directly strengthen the support capacity of UNFPA and partners at all levels.	Launch the production and dissemination of regular global syntheses and thematic briefs based on post-census reviews and the census tracker data to guide future census support.	Jun 2027	Programme Division (Data and Analytics Branch)	Programme Division (Data and Analytics Branch) <a href="#">Tapiwa Jhamba</a>	Programme Division (Knowledge Management Unit), Division for External Relations (Media and Communications Branch), Regional Offices, Country Offices
4.3 Launch a revitalized UNFPA Census Community of Practice as a comprehensive and interactive platform	Revitalize the Census Community of Practice by integrating peer-learning features, structured technical exchanges, a digital document repository, and an updated Census Tracker into the corporate knowledge portal. The platform will support knowledge-sharing across country offices, regional offices and partners across all census phases and dimensions (technical, operational and political).	Dec 2026	Programme Division (Data and Analytics Branch)	Programme Division (Data and Analytics Branch)	Programme Division (Knowledge Management Unit), Information Technology Solutions Office, Division for External Relations (Media and

covering all census phases and dimensions (technical, operational, political).				<a href="#">Nicholas McTurk</a>	Communications Branch), Regional Offices, Country Offices
4.4 Explore opportunities and partnerships to develop a comprehensive external census knowledge platform that serves as a central repository of national census documents and data, providing NSOs, other government partners and international organizations supporting census operations with practical reference materials.	Develop and launch a comprehensive external census knowledge platform and central library, in collaboration with international partners, to provide the global statistical community with accessible national census documents and reference materials. The platform will serve as a repository of operational materials, guidance and country experiences, supporting knowledge exchange among national statistical offices and organizations involved in census support.	Dec 2026	Programme Division (Data and Analytics Branch)	Programme Division (Data and Analytics Branch) <a href="#">Nicholas McTurk</a>	Programme Division (Knowledge Management Unit), Division for External Relations (Media and Communications Branch), Information Technology Solutions Office, Regional Offices, Country Offices
4.5 Review all countries where the 2020 census round was postponed or disrupted, identifying causes and potential UNFPA support for similar situations in the future, including high-level entry points for political engagement.	Conduct a review of postponed or disrupted 2020 round censuses and produce a summary analysing operational, financial and political factors that contributed to these delays and disruption and identifying potential entry points for future UNFPA support and political engagement.	Dec 2026	Programme Division (Data and Analytics Branch)	Programme Division (Data and Analytics Branch) <a href="#">Tapiwa Jhamba</a>	Programme Division (Knowledge Management Unit), Division for External Relations (Media and Communications Branch), Regional Offices, selected Country Offices