



United Nations Entity for Gender Equality
and the Empowerment of Women

2018-2021 Corporate Evaluation Plan (CEP)

Draft for discussion

Independent Evaluation Office
March 2017

Executive summary

The purpose of the 2018-2021 Corporate Evaluation Plan (CEP) is to provide a coherent framework within which useful evaluation evidence is generated systematically on the relevance, effectiveness, efficiency, impact and sustainability of work under the UN-Women Strategic Plan 2018-2021.

This Corporate Evaluation Plan builds on the previous one and outlines the corporate evaluations to be managed by the Independent Evaluation Office (IEO) in the period 2018-2021, aligned with UN-Women's Strategic Plan 2018-2021. It foresees managing ten (10) corporate evaluations (two of which pending on availability of additional funds) and one (1) review of UN-Women's Evaluation Policy. In addition, the IEO will co-manage 100% of regional and country portfolio evaluations¹ and will provide Technical Assistance to up to 12 HQ-led evaluations and 100% of country offices-led evaluations².

The corporate evaluations proposed have been selected based on the parameters and requirements of UN-Women's Evaluation Policy and an extensive consultative process with UN-Women's Extended Management Group (which includes Senior Management, all Regional Directors and all Chiefs of HQ divisions and units), Executive Board, UNEG members and civil society stakeholders to ensure the relevance of the CEP.

The total funding requirement to implement the CEP is estimated to be \$1,650,000 over 4 years, excluding staff costs and other costs related to strengthening the decentralized evaluation function; promoting UN coherence; and strengthening national evaluation capacity.

Progress in plan implementation will be reported in the Annual Report on the Evaluation Function presented to the Executive Board each year, as well as to the Global Evaluation Committee and the Senior Management Team.

The main risks to implementation of the Evaluation Plan concern mobilization of adequate resources, maintaining staffing and more broadly any major issues affecting implementation of UN-Women's Strategic Plan.

¹ Country portfolio evaluations are evaluations assessing the full Strategic Note of a country office, and are co-managed by the IEO and country office

² Country offices-led evaluations are project or programme level evaluations fully managed by country offices.

1. Background and purpose of the Corporate Evaluation Plan

Evaluation in UN-Women is defined as a systematic and impartial assessment that provides credible and reliable evidence-based information for understanding the extent to which an intervention has achieved or made progress (or lack thereof) towards intended and unintended results on gender equality and the empowerment of women. The purpose of evaluation in UN-Women is to enhance accountability, inform decision-making and contribute to learning on the best ways to achieve women's empowerment and gender equality through normative, operational and coordination work.

UN-Women's Independent Evaluation Office (IEO) contributes to oversight of UN-Women's work through its programme of evaluations, notably its series of corporate evaluations³. They provide impartial overviews of key areas of UN-Women's work with a view to promoting accountability, learning and performance improvement. They are carried out in consultation with national governments and other stakeholders to ensure the validity of evidence and greater ownership of development results. The reports of these evaluations are all published, contributing to UN-Women's transparency and accountability as well as to global knowledge on what works for gender equality.

The innovative element of this CEP is the co-management of 100% of regional and country portfolio evaluations, and the provision of systematic technical assistance to 100% of country offices-led evaluations and a selected number of evaluations managed by different HQ sections. The new approach aims to extend the systematic co-management and technical assistance to decentralized evaluations and to ensure synergistic planning of corporate and decentralized evaluations.

With the aim of enhancing even further the value addition of the evaluation function, a particular focus will be to ensure the systematic implementation of strategies to enhance communication and use of evaluation.

The purpose of this 2018-2021 CEP is to provide a coherent framework within which useful evaluation evidence is generated systematically on the relevance, effectiveness, efficiency, impact and sustainability of work under the UN-Women Strategic Plan 2018-2021. The eventual goal of these evaluations is to support UN-Women's mission and help the organization better serve gender equality and women's empowerment.

This document presents the plan for corporate evaluations to be managed by the IEO; regional and country portfolio evaluations to be co-managed by the IEO and the respective regional office or country office; and systematic technical assistance to be provided to 100% of country offices-led evaluations and up to three Headquarters-led evaluations per year, during the period of 2018-2021. The plan is aligned with UN-Women's Strategic Plan 2018-2021. It outlines scope; intentionality and use; process to develop the plan; selection approaches and criteria; the corporate evaluations selected; the resource framework; the risk framework; the implementation approach and reporting.

2. Scope of the Corporate Evaluation Plan

Two types of evaluations are undertaken by UN-Women: corporate and decentralized. The proposed CEP includes a) corporate evaluations to be directly managed by the IEO; b) regional evaluations and country portfolio evaluations to be co-managed by the IEO and the respective regional or country office; and c) technical assistance to be provided to evaluations to be managed by COs and HQ Divisions. UN-Women plans and budgets for decentralized evaluations through monitoring, evaluation and research plans (MERPs) that are aligned with regional and country programming cycles in each country or region. The IEO compiles an annual global evaluation plan that includes all corporate and decentralized evaluations.

The overall scope of this CEP is informed by the 2014-2017 CEP, internal and external stakeholder consultations and the UN-Women's Strategic Plan 2018-2021.

3. Intentionality and use of corporate evaluations

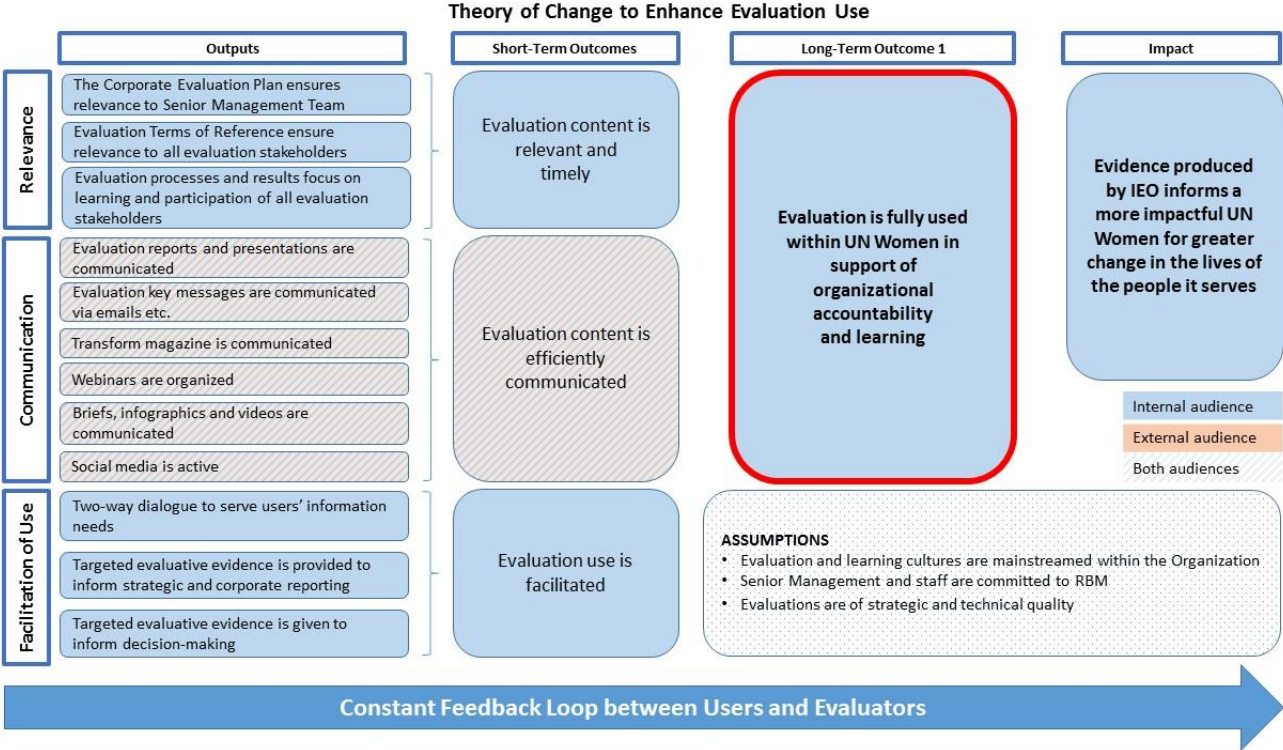
Corporate evaluations findings, recommendations and lessons learned are used to improve organizational and United Nations system-wide performance on gender equality and the empowerment of women and improve coherence between normative and operational work. More specifically, they contribute to strategic policy and programmatic decisions, organizational learning, accountability at the country and regional levels, as well as to the generation of knowledge on

³ Corporate evaluations include all types of evaluative studies – including formative and summative evaluation and meta-analysis – that are corporate in nature and presented to the Executive Board.

what works and what doesn't to advance gender equality. The results of corporate evaluations will inform the implementation and the mid-term review of the 2018-2021 Strategic Plan, as well as the design of the 2022-2025 one. In addition, they will feed into UN-Women's efforts to promote gender equality and women's empowerment in the implementation of the 2030 Agenda for Sustainable Development and the Beijing Platform for Action.

The 2018-2021 CEP highlights the focus on the use of corporate evaluations to inform decision making and to support organizational accountability and learning. Building on the theory of change developed in the Strategy for Strengthening Evaluation Use Through Communication (see figure below), to achieve the "long-term outcome", evaluation must be relevant, timely, targeted, and efficiently communicated.

The use of evaluation findings is a critical element of the evaluation process and is a shared responsibility between management and the IEO. In this regard, the IEO conducts evaluations in a participatory and consultative manner to ensure an early buy-in and use of evaluation findings and recommendations by management and other stakeholders, as well as requesting a formal management response to all completed evaluations. Further, IEO staff members provide targeted support on using evaluation findings and recommendations in the key strategic planning processes to ensure that evaluations contribute to organizational learning and informed decision making. The use of evaluation findings is also promoted through leveraging diverse communication channels ranging from evaluation briefs, magazines and social media.



Process to Develop the Corporate Evaluation Plan

As specified in UN-Women's Evaluation Policy, the IEO prepared the Corporate Evaluation Plan for the consideration of the Extended Management Team and the Global Evaluation Committee. The preparation of CEP 2018-2021 was closely aligned with the development of the 2018-2021 Strategic Plan and benefited from consultations with UN-Women Senior Managers, the Executive Board, Civil Society Organizations, and the United Nations Evaluation Group (UNEG).

The CEP approved by the UN-Women Executive Director will be shared with the Executive Board at the 2017 September session, and reporting on its implementation will be included within the annual report of the evaluation function.

This Plan should be viewed as flexible and responsive to the changing context and emerging priorities. To increase the utility of evaluations, the Plan follows a two-year cycle approach that allows the Plan to be updated in 2019/2020 to respond to the emerging priorities in the implementation of the UN-Women Strategic Plan, or whenever needed/requested.

4. Selection approaches and criteria

Overall principles

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

- (a) The overall normative, operational and coordination mandates of UN-Women as an entity within the United Nations system;
- (b) The commitment of UN-Women to gender equality and women's rights responsive evaluation; and
- (c) Alignment with UNEG Norms and Standards, UNEG Ethical Guidelines and UNEG guidance on integrating Human Rights and Gender Equality in Evaluation.

Gender equality and human rights responsive evaluation

Considering the mandate to incorporate human rights and gender equality in all UN work, these dimensions get special attention in evaluations of UN-Women. UN-Women undertakes gender equality and human rights responsive evaluations that assess the extent to which intervention evaluated is guided by organizational and system-wide objectives on gender equality and human rights and whether it contributes to gender equality and human rights results, while also incorporating these approaches in the actual evaluation process. More specifically, evaluations analyze whether UN-Women contributed to short-, medium- and long-term objectives (or lack thereof) through an examination of results chains, processes, contextual factors and causality using gender and rights analysis. They also assess if UN-Women interventions have maximized participation and inclusiveness (of rights-holders and duty-bearers) in their planning, design, implementation and decision-making processes and sought out opportunities to build sustainable results through the empowerment and capacity building of women and groups of rights-holders and duty-bearers. Overall, through gender equality and human rights responsive evaluation, UN-Women aims to contribute to social and economic change processes by identifying and analyzing the inequalities, discriminatory practices and unjust power relations that are central to development problems.

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

In accordance with UN-Women's Evaluation Policy, evaluation should be conducted system-wide and jointly with United Nations sister agencies, whenever possible, as a means to promote coordination and coherence on gender equality and the empowerment of women. UN-Women has demonstrated its commitment by actively participating in joint decentralized evaluations and UNDAF evaluations at the decentralized level. In addition, the IEO led the first-ever joint corporate evaluation of joint gender programmes with four United Nations entities and the governments of Spain and Norway, and the first ever joint systemic review of gender responsive evaluation systems. UN entities have been approached during the development of this CEP to explore opportunities for joint evaluations, and annual consultations will be carried out to further explore these opportunities.

Criteria to select corporate evaluations

The selection of evaluations to be included in the CEP is informed by: i) the need to provide adequate evaluation coverage of Strategic Plan (SP) impact areas and OEEF output clusters, ii) the evaluation targets outlined in the Evaluation Policy and SP, and iii) its intentionality and intended use.

The selection of corporate evaluations is based on eight key parameters divided into two levels of priority. The first level of priorities includes the following three parameters:

- a) *relevance of the subject (RS)*: Is the evaluation subject a socioeconomic or political priority of the mandate and role of UN-Women? Is it a key priority of the Strategic Plan?

b) *risk associated with the intervention (RI)*: Are there political, economic, funding, structural or organizational factors that present potential high risk for the non-achievement of results or for which further evidence is needed for management decision-making?

c) *significant investment (SI)*: Is the intervention considered a significant investment in relation to the overall portfolio?

Second level of priorities includes the following three parameters:

d) *demands for accountability from stakeholders (DAS)*: Are stakeholders specifically requesting the evaluation? Can the demand be satisfied through an evaluation that is already planned?

e) *potential for replication and scaling-up (PRS)*: Would an evaluation provide the information necessary to identify the factors required for the success of an intervention and determine the feasibility of its replication or scaling-up?

f) *potential for joint evaluation (JE)*: Does the evaluation present a clear opportunity to evaluate jointly with other partners (United Nations country teams, national governments, etc.)?

Cross-cutting parameters which need to be assessed in all prioritized evaluations are:

g) *feasibility for implementing the evaluation (FIE)*: Does the commissioning office have the financial and human resources available to conduct or manage a high-quality evaluation within the time period indicated? Is the evaluability of the intervention high enough to conduct an in-depth study that can result in sound findings, recommendations and lessons?

h) *filling a knowledge gap (KG)*: Will the evaluation help to fill a pressing knowledge gap in relation to achieving gender equality or the empowerment of women?

5. Selected corporate evaluations 2018-2021

The list of recommended corporate evaluations presented in Table 1 below ensures comprehensive coverage of key results areas of the UN-Women Strategic Plan 2018-2021 by providing the assessment of its thematic areas, including development and organizational effectiveness and efficiency results, coordination and normative work. The proposed corporate evaluations consider the corporate evaluations already managed under the 2014-2017 CEP and aim to include the strategic priorities of the 2018-2021 Strategic Plan. Additionally, planned evaluations comply with the requirements of the Evaluation Policy and its eight parameters for prioritizing the selection of corporate evaluations. The Plan foresees the delivery of two corporate evaluations per year, with the possibility of adding two additional ones in the four-year cycle, depending on the availability of funds. Therefore, over the span of four years, the IEO foresees managing ten corporate evaluations (two of which pending on availability of additional funds) and one review of UN-Women Evaluation Policy. In addition, the IEO will co-manage 100% of regional and country portfolio evaluations and will provide technical assistance to 100% of country offices-led evaluations and up to 12 HQ-led evaluations.

Table 1: Corporate evaluations 2018-2021

2018-2021 Planned Evaluations				
Year	Classification	Evaluation	Roles & Responsibilities	Reporting Requirement
2018	Corporate evaluation	Corporate Evaluation of UN-Women's Contribution to Governance and National Planning	Managed by IEO	Presented to the Executive Board, UN-Women Senior Management, relevant internal and external stakeholders
		Annual meta-analysis of all evaluations	Managed by IEO	Presented to the Executive Board, UN-Women Senior Management, relevant internal and external stakeholders

	Regional evaluations	100% of regional evaluations ⁴	Co-managed by IEO and ROs	Presented to the Regional Director, Programme Division and relevant internal and external stakeholders
	Country portfolio evaluations	100% of country portfolio evaluations ⁵	Co-managed by IEO and country office	Presented to the Country Representative, Regional Director, Programme Division and relevant internal and external stakeholders
	Headquarters-led evaluations	Up to three HQ-led evaluations ⁶	Managed by HQ divisions; IEO provides technical assistance	Presented to relevant Directors of HQ Sections, and internal and external stakeholders
	Country offices-led evaluations	100% of country offices-led evaluations ⁷	Managed by country offices; IEO provides technical assistance	Presented to the Country Representative and relevant internal and external stakeholders
2019	Corporate evaluation	Corporate Evaluation of UN-Women's Contribution to Humanitarian Response	Managed by IEO	Presented to the Executive Board, UN-Women Senior Management, relevant internal and external stakeholders
		Annual meta-analysis of all evaluations	Managed by IEO	Presented to the Executive Board, UN-Women Senior Management, relevant internal and external stakeholders
		Review of UN-Women's Evaluation Policy	Managed by IEO	Presented to the Executive Board, UN-Women Senior Management, relevant internal and external stakeholders
	Regional evaluations	100% of regional evaluations	Co-managed by IEO and ROs	Presented to the Regional Director, Programme Division and relevant internal and external stakeholders
	Country portfolio evaluations	100% of country portfolio evaluations	Co-managed by IEO and country office	Presented to the Country Representative, Regional Director, Programme Division and relevant internal and external stakeholders
	Headquarters-led evaluations	Up to three HQ-led evaluations	Managed by HQ divisions; IEO provides	Presented to relevant Directors of HQ Sections, and internal and external stakeholders

⁴ Regional evaluations will be identified within the annual Global Evaluation Plan to be developed annually based on RO Strategic Notes and evaluation plans

⁵ Country portfolio evaluations will be identified within the annual Global Evaluation Plan to be developed annually based on CO Strategic Notes and evaluation plans

⁶ HQ-led evaluations will be identified within the annual Global Evaluation Plan to be developed annually based on HQ AWP

⁷ Country office-led evaluations will be identified within the annual Global Evaluation Plan to be developed annually based on RO Strategic Notes and evaluation plans

			technical assistance	
	Country offices-led evaluations	100% of country offices-led evaluations	Managed by country offices; IEO provides technical assistance	Presented to the Country Representative and relevant internal and external stakeholders
2020	Corporate evaluation studies	Corporate Evaluation of UN-Women's Strategic Plan 2018-2021 ⁸	Managed by IEO	Presented to the Executive Board, UN-Women Senior Management, relevant internal and external stakeholders
		Annual meta-analysis of all evaluations	Managed by IEO	Presented to the Executive Board, UN-Women Senior Management, relevant internal and external stakeholders
	Regional evaluations	100% of regional evaluations	Co-managed by IEO and ROs	Presented to the Regional Director, Programme Division and relevant internal and external stakeholders
	Country portfolio evaluations	100% of country portfolio evaluations	Co-managed by IEO and country office	Presented to the Country Representative, Regional Director, Programme Division and relevant internal and external stakeholders
	Headquarters-led evaluations	Up to three HQ-led evaluations	Managed by HQ divisions; IEO provides technical assistance	Presented to relevant Directors of HQ Sections, and internal and external stakeholders
	Country offices-led evaluations	100% of country offices-led evaluations	Managed by country offices; IEO provides technical assistance	Presented to the Country Representative and relevant internal and external stakeholders
2021	Corporate evaluation studies	Corporate Evaluation of Regional Architecture	Managed by IEO	Presented to the Executive Board, UN-Women Senior Management, relevant internal and external stakeholders
		Annual meta-analysis of all evaluations	Managed by IEO	Presented to the Executive Board, UN-Women Senior Management, relevant internal and external stakeholders
	Regional evaluations	100% of regional evaluations	Co-managed by IEO and ROs	Presented to the Regional Director, Programme Division and relevant internal and external stakeholders
	Country portfolio evaluations	100% of country portfolio evaluations	Co-managed by IEO and country office	Presented to the Country Representative, Regional Director, Programme Division

⁸ This corporate evaluation will also assess the Flagship Programme Initiative integrated in the 2018-2021 Strategic Plan, and will be coordinated with the MTR of the SP

				and relevant internal and external stakeholders
	Headquarters-led evaluations	Up to three HQ-led Evaluations	Managed by HQ divisions; IEO provides technical assistance	Presented to relevant Directors of HQ Sections, and internal and external stakeholders
	Country offices-led evaluations	100% of country offices-led evaluations	Managed by country offices; IEO provides technical assistance	Presented to the Country Representative and relevant internal and external stakeholders

In addition, based on availability of funds, two additional corporate evaluations will be managed over the 4-year cycle. The additional corporate evaluation will be identified as soon as funds will be committed. Based on the consultations carried out within the development of this CEP, the following additional corporate evaluations have been identified for further discussion: a) UN-Women’s contribution to Beijing in the context of the 2030 Agenda; b) UN system contribution to gender equality results in the 2030 Agenda (joint evaluation); c) Peace and security; d) Safe cities programme. In addition, if OIOS will carry out an evaluation of UN-Women, the opportunity to have a collaborative evaluation (as done during the CEP 2014-2017) will be explored.

6. Resource framework

Based on the actual cost of previous corporate evaluations managed by the Independent Evaluation Office of UN-Women, the estimated cost for corporate evaluations is \$350,000 and \$50,000 for meta-synthesis. The main costs are for consultancy fees and travel, based on the assumption that IEO staff closely scope, prepare and manage evaluations, including quality assurance and dissemination of evaluation results, while implementation is carried out by consultant teams.

Table 2: Resource framework for 2018-2021 corporate evaluations & meta-analysis

Year	Evaluation	Estimated Cost
2018	Corporate Evaluation of UN-Women’s Contribution to Governance and National Planning	350,000
	Annual meta-analysis of all evaluations	50,000
	<i>Total estimated cost in 2018</i>	400,000
2019	Corporate Evaluation of UN-Women’s Contribution to Humanitarian Response	350,000
	Review of UN-Women’s Evaluation Policy	50,000
	Annual meta-analysis of all evaluations	50,000
	<i>Total estimated cost in 2019</i>	450,000
2020	Corporate Evaluation of UN-Women’s Strategic Plan 2018-2021	350,000
	Annual meta-analysis of all evaluations	50,000
	<i>Total estimated cost in 2020</i>	400,000
2021	Corporate Evaluation of Regional Architecture	350,000
	Annual meta-analysis of all evaluations	50,000
	<i>Total estimated cost in 2021</i>	400,000
GRAND TOTAL		1,650,000

Some non-core funding may become available to the IEO for managing corporate evaluations. Such allocations are unpredictable but may allow some expansion of the resource framework.

7. Risk framework

The following two main potential risks that could negatively affect the implementation of the CEP have been identified:

- Funds mobilization falls short of target. A key assumption is that funds can be mobilized each year at the level proposed.
- The Strategic Plan is superseded: with continuing volatility in the resourcing environment, the Strategic Plan may need to be revised in the course of its implementation. The iterative approach to evaluation planning will allow relevant adjustments in the CEP to address any major changes in UN-Women's strategic framework.

8. Implementation approach and reporting

A rolling approach is proposed which will allow scoping of proposed evaluations for a given year and preparation of an appropriate annual work plan, within the broader framework of the overall CEP. The annual work plan will be presented for consideration of the Global Evaluation Committee and approval of the Executive Director at the end of the previous year. Within the limits of the resource framework described above, the preparatory work of evaluations should be initiated in the previous year.

At the same time, a degree of flexibility would also be required to accommodate unanticipated high priority demands: for example, collaboration with other agencies in joint evaluations (such collaboration tends to be proposed at short notice). Given human and financial resource constraints, accepting major new commitments will require existing commitments within the CEP to be deferred or dropped.

Summary of 2018-2021 Evaluations

	2018	2019	2020	2021
IEO Managed	<p>Corporate Evaluation of UN-Women’s Contribution to Governance and National Planning</p> <p>Annual meta-analysis of all evaluations</p>	<p>Corporate Evaluation of UN-Women’s Contribution to Humanitarian Action</p> <p>Review of UN-Women’s Evaluation Policy</p> <p>Annual meta-analysis of all evaluations</p>	<p>Corporate Evaluation of UN-Women’s Strategic Plan 2018-2021</p> <p>Annual meta-analysis of all evaluations</p>	<p>Corporate Evaluation of Regional Architecture</p> <p>Annual meta-analysis of all evaluations</p>
IEO Co- Manage	<p>100% of regional evaluations</p> <p>100% of Country portfolio evaluations</p>	<p>100% of regional evaluations</p> <p>100% of Country portfolio evaluations</p>	<p>100% of regional evaluations</p> <p>100% of Country portfolio evaluations</p>	<p>100% of regional evaluations</p> <p>100% of Country portfolio evaluations</p>
Technic al	<p>Up to three HQ-led evaluations</p> <p>100% of country offices-led evaluations</p>	<p>Up to three HQ-led evaluations</p> <p>100% of country offices-led evaluations</p>	<p>Up to three HQ-led evaluations</p> <p>100% of country offices-led evaluations</p>	<p>Up to three HQ-led evaluations</p> <p>100% of country offices-led evaluations</p>