Management Perspective to the 2015 Annual Report on the Evaluation Function in UN Women

Informal briefing to the Executive Board on UN-Women’s Evaluation Function

Khetsiwe Dlamini
UN-Women, Chief of Staff
• **Strong commitment** to continuous strengthening of evaluation function

• Two **key elements:**
  - *What* the evaluation examines
  - *How* it is undertaken (inclusive, respectful of stakeholders)

• Evaluations must:
  - Be gender-responsive
  - Be high quality
  - Be relevant
  - Contribute to strategic direction
  - Inform continuous improvement

• **Gender Responsive Evaluation (GRE):** evidence to determine success of interventions in promoting gender equality and empowerment of women (GE/EW)

• Promote **accountability** assessing how development programmes affect women and men differently and how gender plays into results
Positive assessment of UN-Women’s evaluation function

- **Five positive assessments** of UN-Women’s evaluation function over the past 2 years:
  - Office of Internal Oversight Services (OIOS), 2014 and 2015
  - Joint Inspection Unit (JIU), 2015
  - UN Evaluation Group (UNEG) Peer Review
  - Multilateral Organization Performance Assessment Network (MOPAN)

- UN-Women’s evaluation function found to be:
  - Well-developed
  - Structured
  - Resourced
Agenda 2030 brings momentum to strengthen GRE

- **Agenda 2030** Outcome Document established:
  - **Principles** of Gender Responsive Evaluation
  - **Country-based evaluations** as review mechanisms for SDG follow up

- **Other encouraging developments include:**
  - High-level political events focused on GRE during Agenda 2030 development
  - Strong focus on GRE in framework of **International Year of Evaluation** (94 events worldwide)
  - GRE central to **Global Evaluation Agenda 2020** as a result
  - Establishment of **Global Parliamentarian Forum for Evaluation**
    - National Parliaments discussing/enacting new laws or evaluation policies with strong gender lens
    - Demand for GRE has increased within National Parliaments

- **EvalGender+** providing technical assistance to 10 national governments
UN-Women is making a difference

• Through its **coordination role** on GE/EW, adding value to normative, intergovernmental and programmatic work of the UN system

• Spearheading global efforts for **promotion of GRE within Agenda 2030/SDG implementation**

• Leading **United Nations Evaluation Group (UNEG)** to integrate GE/EW in UN system evaluation practices

• Developing **guidance notes and codifying standards on GRE** into Norms and Standards of UNEG
Positive corporate performance

• Corporate performance on track on most indicators despite large and expanding portfolio:
  • 9 corporate evaluations since 2013
  • 74 decentralized evaluations per year
  • 2 corporate Joint Reviews completed/12 UNDAF evaluations supported in 2015

• Improvement opportunities being pursued in decentralized evaluation planning and implementation

• Challenge in absorbing high volume of evaluations
Most (6/9) KPIs are achieved or on track

<table>
<thead>
<tr>
<th>Key performance Indicator (KPIs)</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>Target by 2017</th>
<th>Overall assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial resources invested in evaluation</td>
<td>1.3%</td>
<td>2.2%</td>
<td>2.0%/ 2.8%</td>
<td>3%</td>
<td>On track/ under review</td>
</tr>
<tr>
<td>Human Resources for Monitoring and Evaluation</td>
<td>83%</td>
<td>98%</td>
<td>100%</td>
<td>100%</td>
<td>Achieved</td>
</tr>
<tr>
<td>Evaluation reports posted on public website</td>
<td>85%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>Achieved</td>
</tr>
<tr>
<td>Quality of evaluations (satisfactory and above)</td>
<td>85%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>Achieved</td>
</tr>
<tr>
<td>Use of evaluations</td>
<td>-</td>
<td>71%</td>
<td>75%</td>
<td>90%</td>
<td>On track</td>
</tr>
<tr>
<td>Implementation of MR</td>
<td>88%</td>
<td>83%</td>
<td>85%</td>
<td>90%</td>
<td>On track</td>
</tr>
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## Opportunities for improvement

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
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<th>2014</th>
<th>2015</th>
<th>Target by 2017</th>
<th>Overall assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluation Coverage</td>
<td>67%</td>
<td>68%</td>
<td>71%</td>
<td>100%</td>
<td>Needs Improvement</td>
</tr>
<tr>
<td>Evaluation Implementation Rate</td>
<td>83%</td>
<td>71%</td>
<td>76%</td>
<td>95%</td>
<td>Needs Improvement</td>
</tr>
<tr>
<td>Management response submission to the GATE</td>
<td>85%</td>
<td>86%</td>
<td>86%</td>
<td>100%</td>
<td>Needs Improvement</td>
</tr>
</tbody>
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What is being done to improve

- Development of **Flagship Programme Initiatives (FPIs)** with explicit theories of Change as recommended by meta-analysis
  - Meta analysis were key findings, conclusions and recommendations of 100% (23 reports) of 2013 – covering 2010-12
  - Recommendations: Theory of change, role of men, NGO IPs capacity building, private sector, in-country co-ordination and KM

- **Investment in systems:**
  - Development of **Results Management System** (tracks UN-Women expected results) to complement existing systems:
    - Global Evaluation Oversight System
    - Global Evaluation Reports Assessment and Analysis System
    - Global Accountability and Tracking of Evaluation Use
What is being done to improve

• Strengthening of oversight function
  • Integrated M&E Plans as integral part of Strategic Notes quality assurance system
  • Continuous discussion at different levels of organization

• Increasing national capacity
  • Gender responsive evaluator roster (>70)
  • Professionalization programme (e-learning, mentoring, certification)
  • Tailored quality assurance and technical support
  • Joint field-level evaluation management arrangement
The Road Ahead

• **Continuous improvement on KPIs**, including implementation, coverage and use of evaluations

• Further investment in systems

• Enhanced **internal capacity and training of partners** in SDG implementation framework

• Use of evaluation findings to **strengthen corporate strategic planning**

• Fully costed **monitoring, evaluation and research plans** and increased focus on **compliance**

• **Review of Evaluation Policy** in 3-5 years timeframe
Solid gender-responsive evaluation frameworks benefit UN-Women, the entire UN system and its partners. It will better position UN to be ‘fit-for-purpose’ - fully integrating gender equality and women’s empowerment in the 2030 Agenda
Thank you!