REPORT ON THE EVALUATION FUNCTION
of the United Nations Entity for Gender Equality and the Empowerment of Women

2021 Annual Report
2022–2025 GLOBAL EVALUATION STRATEGY AND CORPORATE EVALUATION PLAN

KEY STRATEGIC AREAS OF WORK

1. Implementing strategic corporate, regional and country portfolio evaluations
2. Implementing effective decentralized evaluation systems
3. Supporting United Nations and national stakeholder partnerships on gender-responsive evaluation
4. Strengthening evaluation use

KEY PRIORITIES

Use of evaluation and follow-up of recommendations
Timely and relevant evaluative evidence
Demand for gender-responsive evaluations including through joint and system-wide evaluations initiatives

CORPORATE EVALUATION PLAN 2022-2025

The evaluation function anticipates completing approximately 13 corporate evaluations and 30 regional and country portfolio evaluations.

13 corporate evaluations
30 regional and country portfolio evaluations
FOCUS AREA 1: CORPORATE EVALUATIONS, META-SYNTHESIS AND STUDY

**COMPLETED IN 2021**

- Corporate Evaluation of UN-Women’s **UN System Coordination and Broader Convening Role in Ending Violence Against Women**
- Corporate Formative Evaluation of UN-Women’s **Approach to Innovation**
- Meta-synthesis of UN-Women Evaluations: **Evidence and Lessons on Types of UN-Women Support**
- Joint Study on **Gender Equality for Health and Well-Being**

**INITIATED AND CONDUCTED IN 2021**

- Corporate Evaluation of UN-Women’s **Policy Advocacy Work**
- Corporate Formative Evaluation of UN-Women’s Work in the Area of **Climate Change**
- Corporate Evaluation of UN-Women’s Work on **Capacity Development**
FOCUS AREA 2: DECENTRALIZED EVALUATIONS

STRATEGIC EVALUATIONS

40
Decentralized evaluations completed in 2021

8
Country Portfolio Evaluations

6 were IES-led

5
Regional evaluations

1 was IES-led

20
Programme - Project evaluations

9
Joint Evaluations*

2 were regional

STRENGTHENING EVALUATION QUALITY MECHANISMS AND INTERNAL CAPACITY BUILDING

Updated the UN-Women Global Evaluation Reports Assessment and Analysis System (GERAAS) and rolled out the new disability inclusion criteria

Updated the Guide to Conducting Country Portfolio Evaluations (CPE)

Trainings and coaching for M&E focal points and UN-Women staff at the regional and country levels
# PERFORMANCE OF THE EVALUATION FUNCTION IN UN-Women

## KEY PERFORMANCE INDICATORS (KPIs)

<table>
<thead>
<tr>
<th>Key performance indicator</th>
<th>Description</th>
<th>2018 (%)</th>
<th>2019 (%)</th>
<th>2020 (%)</th>
<th>2021 (%)</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial resources invested in evaluation function</td>
<td>Evaluation expenditure over UN-Women programme expenditure</td>
<td>2.2</td>
<td>2.0</td>
<td>1.9</td>
<td>1.8</td>
<td>Between 2%-3%</td>
</tr>
<tr>
<td>Human resources for monitoring and evaluation</td>
<td>Offices that appointed an M&amp;E focal point or officer</td>
<td>95</td>
<td>98</td>
<td>98</td>
<td>98</td>
<td>100%</td>
</tr>
<tr>
<td>Evaluation coverage</td>
<td>At least one evaluation per Strategic Note cycle (2017-2021)</td>
<td>84</td>
<td>86</td>
<td>92</td>
<td>97</td>
<td>100%</td>
</tr>
<tr>
<td>Evaluation implementation rate</td>
<td>Percentage of evaluations being implemented (completed and initiated)</td>
<td>90</td>
<td>77</td>
<td>95</td>
<td>97</td>
<td>85%</td>
</tr>
<tr>
<td>Quality of evaluation reports</td>
<td>Percentage of evaluation reports rated “Good and above”</td>
<td>88</td>
<td>68</td>
<td>90</td>
<td>98</td>
<td>100%</td>
</tr>
<tr>
<td>Management response submission to GATE</td>
<td>Percentage of completed evaluation reports submitted with management response to GATE</td>
<td>97</td>
<td>95</td>
<td>95</td>
<td>97</td>
<td>100%</td>
</tr>
<tr>
<td>Implementation of management response</td>
<td>Percentage of management response key actions being implemented</td>
<td>87</td>
<td>85</td>
<td>89</td>
<td>85</td>
<td>80%</td>
</tr>
<tr>
<td>Use of evaluations</td>
<td>Percentage of offices that reported using evaluation</td>
<td>86</td>
<td>86</td>
<td>90</td>
<td>94</td>
<td>90%</td>
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Overall, progress on the key performance indicators of the UN-Women Evaluation Function has remained steady.
FOCUS AREA 3: UN SYSTEM-WIDE COORDINATION

**UNEG**

Co-convened the Gender Equality, Disability and Human Rights working group and led the development of guidance for the integration of disability inclusion. Continued to co-chair the UN Evaluation Development Group for Asia and the Pacific (UNEDAP).

**UN-SWAP**

Continued to serve as the Secretariat of the UN-SWAP evaluation performance indicator & prepared the annual report documenting progress and highlighting best practices for improving gender mainstreaming in evaluation.

**UN COUNTRY TEAMS**

17 joint evaluations either jointly managed or supported by UN-Women in 2021; participated in the Evaluation Advisory Group for the UN COVID-19 Response and Recovery Multi-Partner Trust Fund (COVID-19 MPTF) and contributed to the COVID-19 Global Evaluation Coalition managed by the OECD. UN-Women contributed to several UNDAF/UNSDCF evaluation processes and delivered training to UN Country Teams (UNCTs) on evaluation.
UN-Women continued to co-chair EvalGender+, a global partnership for promoting gender-responsive evaluations & launched a new small grants programme to increase use of the gender-responsive evaluation tool, methods and knowledge.

UN-Women is in the process of joining a multi-stakeholder partnership committed to developing country-owned M&E frameworks and capacities.

Voluntary Organizations for Professional Evaluation (VOPEs) in WCA region; trainings provided to Tunisia Ministry of Women in AS region; Multi-stakeholder initiative to disseminate the National Evaluation Capacity Index (INEC) in AC region.
2022-2023 PROGRAMME OF WORK

STRICT EVALUATIONS AND ACTIVITIES AT THE CORPORATE LEVEL

Corporate evaluation of UN-Women’s policy advocacy work
(completed)

Corporate formative evaluation of UN-Women’s Work in the Area of Climate Change
(ongoing)

Corporate evaluation of UN-Women’s Work on Capacity Development
(ongoing)

Corporate evaluation of UN-Women’s support to Women’s Economic Empowerment
(initiated)

Corporate evaluation of UN-Women’s support to Civil Society
(initiated)

Corporate evaluation of UN-Women’s work on gender statistics and data
(planned)

Joint system-wide synthesis of SDG 5 in collaboration with UNEG
(planned)

Corporate evaluation on financing for gender equality
(planned)

DECENTRALIZED EVALUATIONS
→ Approx. 15 IES-led CPEs and regional evaluations
→ Quality assurance and technical support to other decentralized evaluations
→ Internal training and coaching of M&E focal points
→ Evaluation systems (public evaluation database, external quality assessment, KPIs)

UN COORDINATION-NATIONAL CAPACITY DEVELOPMENT
→ UNEG
→ EvalGender+ and selected regional partnerships
→ Joint evaluations/UNSDCF evaluations

EVALUATION USE AND COMMUNICATION
→ Leveraging key strategic processes and meetings
→ Communications packages and webinars
CONCLUSIONS

**Strong uptake of evaluation findings in key strategic and corporate processes**

As UN-Women established its Strategic Plan 2022-2025, amid the COVID-19 pandemic, there has been a strong uptake of evaluation findings around key strategic and corporate processes, and growing appreciation for evaluative evidence and knowledge.

**Continuing progress made on UN-Women Evaluation Function’s KPIs**

Key performance indicators (KPIs) demonstrate that UN-Women’s evaluation function has made significant progress; however, there are opportunities to improve on evaluation resources and follow-up on management actions to address evaluation findings and recommendations, particularly at the country level.

**Integration of gender equality perspectives within UN System and beyond**

There has been increasing interest and efforts towards system-wide joint evaluation initiatives in the context of joint programme or system-wide goals. UN-Women has proactively led or engaged in various initiatives and will further leverage key multi-stakeholder partnerships at the global, regional and country levels.
KEY EVALUATION QUESTIONS

To what extent is UN Women’s policy advocacy work effective at contributing to policy change and relevant to country needs and global priorities?

To what extent does UN Women have the necessary organizational, strategic and operational approaches and capacity in place to efficiently and coherently perform its policy advocacy roles?

To what extent is UN Women effective at translating normative policy advocacy successes at the global level into regional- and country-level action?

How are human rights, gender equality and inclusion incorporated into UN Women’s policy advocacy work?
### DATA COLLECTION METHODS

#### DESK REVIEW
- Desk review and **synthesis**
- **Portfolio analysis** and review of UN Women’s management systems, reports and internal assessments

#### INTERVIEWS and SURVEYS
- **Semi-structured interviews** of UN Women staff and partners
- **2 surveys**: Internal survey of business units (48 responses; response rate of 49%) and survey with partners (71 responses; response rate of 18%); administered in four languages
- **Focus groups** with regional policy advisors & regional programme specialists

#### CASE STUDIES
- **Global**: UN Women’s Progress of the World’s Women Series; Key knowledge platforms; Commission on the Status of Women
- **Regional**: Regional care work in Latin America and the Caribbean (LAC), EVAW programme in the Pacific
- **Country**: Mexico, Burundi, Jordan, Vietnam, Mali, Georgia

| 143 stakeholders interviewed | 5 focus group discussions | 25 country portfolio analyses | 11 case studies | +350 documents reviewed | 2 online surveys | 119 survey respondents |
UN Women’s integrated mandate enables it to have a strong policy advocacy role in advancing gender equality and the empowerment of all women and girls.

However, there is an opportunity for UN Women to define policy advocacy and use the Strategic Plan to develop a coherent approach for planning, implementation, monitoring and reporting of policy advocacy.

Evidence-based and credible knowledge is central to UN Women’s policy advocacy work.

Partnerships, a strength of UN Women, are critical to ensuring a multiplier effect, leveraging resources, and having a holistic approach to policy advocacy work.

There is a need to clarify the organizational architecture for policy advocacy to form better coordination and communication linkages between headquarters and regional and country offices.
UN Women’s monitoring and results tracking systems do not adequately capture policy advocacy results and lessons learned.

Current resources are not always adequate to carry out policy advocacy work to the Entity’s full potential and there are capacity gaps in the availability of necessary personnel and expertise.

UN Women’s policy advocacy work contributes to shaping and promoting government policies and legislation to address gender equality and empowering women. However, it does not always clearly lead to longer-term outcomes for women and girls for a variety of reasons, such as capacity, funding and internal coherence as well as external factors that are beyond UN Women’s direct control.

UN Women is seen as an advocate for “leave no one behind” but translating this principle into practice continues to be a challenge. The process of implementing “leave no one behind” is often uneven and not systematically planned or monitored.
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<tr>
<th></th>
<th>RECOMMENDATIONS</th>
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<tr>
<td>1</td>
<td>Leverage the Strategic Plan to enable coherent planning, implementation, monitoring and reporting of policy advocacy priorities.</td>
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<tr>
<td>2</td>
<td>Clarify and strengthen the Entity’s policy advocacy architecture, including by strengthening the integration of policy advocacy across the organization, and ensuring meaningful participation of all divisions working directly or indirectly on policy advocacy.</td>
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<td>3</td>
<td>Strengthen data, knowledge generation and knowledge management systems as enablers for policy advocacy work and establish UN Women as a recognized knowledge broker on gender equality in the policy advocacy sphere.</td>
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<td>4</td>
<td>Continue to strengthen relationships with national Governments, UN agencies, feminist movements and women’s organizations to support policy change and implementation.</td>
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<td>5</td>
<td>Strategically place policy advocacy specialists across the organization and ensure that regional and country offices have the appropriate level of social and political acumen and adequate capacity in terms of the number of personnel with technical expertise and knowledge of local context on gender issues.</td>
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<td>6</td>
<td>Strengthen and improve mechanisms and processes within UN Women by developing guidance tools and best practices to effectively engage groups that are being left behind through policy advocacy work.</td>
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THANK YOU