



United Nations Entity for Gender Equality
and the Empowerment of Women



Management Response to the Annual Report on the Evaluation Function in UN Women in 2014



- UN Women is committed to a strong evaluation function to ensure that evaluations are:
 - High-quality
 - Forward looking and relevant
 - Contribute to formulation of strategic direction
 - Inform interventions at global, regional and national levels.
- Solid gender-responsive evaluation framework for the UN and its partners will better position the UN system to be 'fit-for-purpose'.

Follow-up on evaluations:

- Findings from evaluations mainstreamed throughout the majority of UN Women's work.
- In 2014, 48 of UN Women's field offices and programme presences, reported use of evaluations to inform interventions and programming.

Progress made against indicators:

- Overall, the quality of evaluations is satisfactory.
- UN Women on track to reach 3% of the budget earmarked for evaluations (from 1.3% in 2013 to 2.2% in 2014).
- Increased capacity at regional and country level.
- Evaluations available online in GATE system, which has increased UN Women's transparency.

Indicators with inadequate progress:

- Evaluation coverage remains the same level as in 2013 (67% in 2013, 68% in 2014)
- Implementation rate of evaluations in 2014 dropped from 83% in 2013 to 71%.
- Management Response submission on GATE remains the same (86% in 2014 and 85% in 2013)
- Implementation of management responses dropped from 88% in 2013 to 83%.

- Political climate and changes in governments and national partners
- Crisis contexts, such as Iraq and Afghanistan, security situation prevented evaluations to be carried out.
- Insufficient funding for evaluations
- Capacity gap, staff turn-over and frequent changes of M&E focal points
- Late initiation of evaluations.

Investment in systems and Development of TOCs:

- Roll-out of new corporate results management system (RMS) has increased HQ's oversight of regional and country offices.
- Better data in RMS may enable improved evaluations of UN Women's work in future years.
- UNW programming increasingly underlined by strong theories of change

Strengthening of oversight function:

- Regular oversight meetings conducted in Programme Division.
- Regular meetings and communication with Regional Directors and Programme Advisers.
- More systematic follow-up by HQ is expected to result in accelerated progress on a number of the indicators, including coverage and implementation rates.

Training and increased capacity:

- Corporate webinars conducted by the evaluation office and Programme Division on RBM and evaluations.
- Established practice of “thematic dialogues” between HQ and the field, to share lessons learned, have been held through 2014 and is ongoing.
- Additional modules of the RMS are being rolled-out in phases in parallel with training of staff.

- More needs to be done to increase progress on a number of the key performance indicators - particular attention on planning processes, implementation of evaluations and implementation of management responses.
- Further investment in establishing monitoring systems to better track progress, including increased accountability.
- Programming underlined by robust theories of change
- Internal capacity building of UN Women staff and external training of partners will also be a priority.