



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



- Solid gender-responsive evaluation framework for the UN and its partners will better position the UN system to be 'fit-for-purpose'.
- 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.

## Progress made to use evaluations:

- Strengthening of RBM across the organization, including through the ongoing development of the new results management system, has enabled the organization to make use of evaluations across all thematic areas and regions:
  - Findings from evaluations are mainstreamed throughout the majority of UN Women's work.
  - In 2014, 48 of UN Women field offices and programme presences, reported instances where they have used evaluations to inform interventions.

### Progress made against indicators:

- Overall, the quality of the evaluations are satisfactory.
- UN Women is on track to reach the target of 3% of the budget earmarked for evaluations, increasing from 1.3% in 2013 to 2.2% in 2014.
- Increased capacity at regional and country level.
- Evaluations are available online in GATE system, which has increased 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
- Lack of human resources due to contract modalities in the offices and/or high turn-over of staff and frequent changes of M&E focal points
- Late initiation of evaluations.

### Investment in systems:

- Roll-out of the new corporate results management system has increased HQ's oversight of regional and country offices.
- Better data in RMS may enable even better evaluations of UN Women's work in future years.
- 20 offices reported in 2014 that they have or are planning to systematically enhance the use of evaluations in the programming and interventions in 2015.

### **Strengthening of oversight function:**

- Regular oversight meetings conducted within 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 needs to be done in establishing monitoring systems to better track progress, including increased accountability.
- Internal capacity building of UN Women staff and external training of partners will also be a priority.