

Independent Evaluation Service (IES) | Independent Evaluation and Audit Services (IEAS)

REPORT ON THE EVALUATION FUNCTION

of the United Nations Entity for Gender Equality and the Empowerment of Women

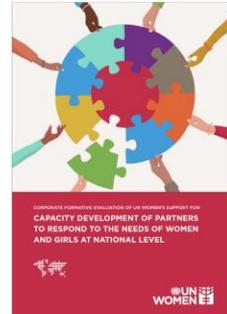
2022 Annual Report

FOCUS AREA 1: CORPORATE EVALUATIONS

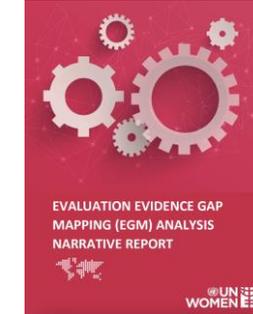
COMPLETED IN 2022



Corporate evaluation of UN-Women's **Policy Advocacy Work**



Corporate evaluation of UN-Women's work on **Capacity Development**



OTHER
Evaluation Evidence Gap Mapping Analysis

INITIATED AND CONDUCTED IN 2022

Corporate evaluation of UN-Women's contribution to **WOMEN'S ECONOMIC EMPOWERMENT** by advancing gender-responsive laws, frameworks, policies and partnerships

Corporate formative evaluation of UN-Women's work in the area of **CLIMATE CHANGE**

Corporate formative evaluation on UN-Women's work on **GENDER STATISTICS AND DATA**

Joint **SYSTEM-WIDE EVALUATION SYNTHESIS OF SDG 5** in collaboration with UNDP, UNFPA, UNICEF and WFP

UN-Women's **SUPPORT TO CIVIL SOCIETY** (with an in-depth assessment of a regional perspective of UN Women's engagement with civil society)

FOCUS AREA 2: DECENTRALIZED EVALUATIONS



STRENGTHENING EVALUATION QUALITY MECHANISMS AND INTERNAL CAPACITY BUILDING

Improved the standardization of data analysis and developed multiple **EVALUATION TOOLS AND GUIDELINES** (e.g., CPE portfolio analysis, survey design, UN-Women Results Management System data analysis and contribution analysis).

Provided **TRAININGS AND COACHING** for M&E focal points, programme managers and UN-Women staff at the regional and country levels.

Produced **USER-FRIENDLY AND ACCESSIBLE KNOWLEDGE PRODUCTS** (e.g. evaluation briefs and synthesis reports) and organized webinars and presentations to disseminate evaluation results.

PERFORMANCE OF THE EVALUATION FUNCTION IN UN-WOMEN

KEY PERFORMANCE INDICATORS (KPIs)

	2020 (%)	2021 (%)	2022 (%)	Target (by 2025)
Financial resources invested in evaluation function Evaluation expenditure over UN-Women programme expenditure	1.9	1.8	1.9	Between 2-3%
Human resources for monitoring and evaluation Offices that appointed an M&E focal point or officer	98	98	98	100%
Evaluation coverage At least one evaluation per Strategic Note cycle	92	97	93	100%
Evaluation implementation rate Percentage of evaluations being implemented (completed and initiated)	95	97	92	100%
Quality of evaluation reports Percentage of evaluation reports rated "Good and above"	90	98	86	100%
Joint evaluations Percentage of joint evaluations contributed by UN-Women	-	-	29	25%
Management response submission to GATE Percentage of completed evaluation reports submitted with management response to GATE	100	97	100	100%
Implementation of management response Percentage of management response key actions being implemented	89	85	91	95%
Use of evaluations Percentage of offices that reported using evaluation	88	94	87	95%

Overall, progress on the key performance indicators of the UN-Women Evaluation Function has remained steady. However, continued support and attention are necessary for evaluation planning, timely implementation and its use.

FOCUS AREA 3: WORKING IN PARTNERSHIP FOR GENDER RESPONSIVE EVALUATION

Strengthening gender-responsive evaluation within the UN system

- **UNEG:** Co-convened the Gender Equality, Disability and Human Rights working group
- **UN-SWAP:** Served as the Secretariat of the UN-SWAP evaluation performance indicator
- **Joint evaluations:** 33 joint evaluations either jointly managed or supported by UN-Women in 2022
- **UNSDCF:** Provided technical inputs to several UNSDCF evaluations – Lesotho, Malawi, Gambia, Papua New Guinea, Bolivia and Brazil

Leveraging partnership for National Evaluation Capacity Development

- **EVALGENDER+ :** co-chair EvalGender+
- **High Level Task Force** supporting Member States in developing a new UN resolution on Promoting Country-led Evaluation on the SDGs at the National Level.
- **Global Evaluation Initiative** (GEI)
- **Partnerships** at the regional level and national capacity building

INDEPENDENT EVALUATION SERVICE 2023 PROGRAMME OF WORK

Corporate evaluation on **governance and participation in public life** (to be presented to EB in 2024)

Corporate evaluation of UN-Women's work on **gender statistics and data** (ongoing)

Meta-synthesis report on **Communications and advocacy** (to be presented to EB in 2024)

DECENTRALIZED EVALUATIONS

- Approx. 14 IES-led CPEs and regional evaluations
- Quality assurance and technical support to approx. 50 decentralized evaluations
- Internal training and coaching of M&E focal points
- Evaluation systems (public evaluation data base, external quality assessment, KPIs)

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

Integrated corporate formative evaluation on **Social Norms Change** (ongoing)

Corporate/regional formative evaluation of **UN- Women's support to civil society** (ongoing)

UN COORDINATION - NATIONAL CAPACITY DEVELOPMENT

- UNEG
- EvalGender+, Global Evaluation Capacity Development Initiative, selected regional partnerships
- Joint evaluations/UNSDCF evaluations

Joint system-wide synthesis of SDG 5 in collaboration with UNDP, UNFPA, UNICEF, WFP (ongoing)

Corporate evaluation of UN-Women's support to **WPS/HA** (planned, to be presented to EB in 2025)

Corporate formative evaluation on **Financing for gender equality** (planned)

EVALUATION USE AND COMMUNICATION

Evaluation in 2022 in closing

1. Evaluation is driving evidence-based learning and accountability for gender equality and women's empowerment
2. Continuing progress made on UN-Women Evaluation Function KPIs
3. Efforts continue to integrate gender equality in evaluations in the UN System and beyond

CORPORATE THEMATIC EVALUATION OF
**UN-Women's contribution to women's economic
empowerment by advancing gender-responsive laws,
frameworks, policies and partnerships**

KEY EVALUATION QUESTIONS

1

To what extent is UN-Women's work on gender-responsive laws, frameworks and policies for WEE **aligned** with global normative frameworks, priority policy areas, and the needs of beneficiaries?

2

To what extent is UN-Women's work in WEE **coherent** with the work of partners, and other key thematic areas? How effectively does UN-Women leverage its integrated mandate?

3

To what extent has UN-Women's efforts in this area led to **demonstrable impact/outcomes**? What metrics exist to measure progress in this area?

4

What efforts have been made to ensure **efficiency** of programming and **sustainability** of benefits and efforts in this area?

5

To what degree are **human rights, Leave No One Behind—including disability inclusion and gender equality** principles—integrated in this area of work?

DATA COLLECTION

211

Stakeholders engaged

10

Case studies

300+

Documents reviewed

2

Online surveys

128

Survey respondents



Desk review

and synthesis; portfolio analysis and review of UN-Women's management systems, reports and internal assessments



Key informant interviews and focus group discussions

79 stakeholder interviews and 2 focus group discussions (UN-Women personnel (country, region, headquarters), UN agency partners, IFIs, member states, donors, implementing partners, government partners, CSOs and academia)



Online surveys

of UN-Women personnel and partners. 30% total response rate for surveys.



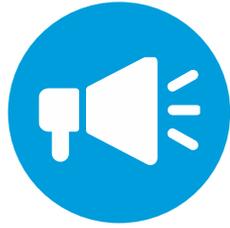
Case studies

8 country case studies (Egypt, Georgia, Kenya, Lebanon, Mexico, Nepal, Nigeria, Tanzania)

2 global case studies (Intergovernmental processes; Knowledge products and tools)

CONCLUSION

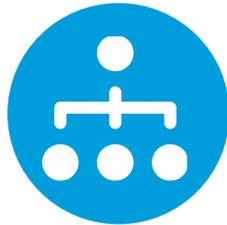
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UN-Women has clear and well acknowledged comparative advantages in normative work and facilitating policy dialogues, including through key intergovernmental processes, related to women's economic empowerment.

CONCLUSION

3



The lack of a specific WEE strategy and managerial vacancies for some time impacted the direction of UN-Women's work on WEE, the efficiency of internal architecture and personnel.

CONCLUSION

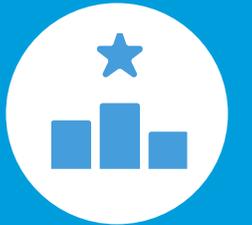
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UN-Women works effectively to build consensus and facilitate a coherent voice within global policy dialogues on women's economic empowerment.

CONCLUSION

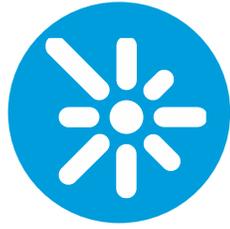
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UN-Women's reporting shows that the Entity has exceeded, or is close to achieving its targets on strengthening gender-responsive WEE policies, including on decent work, social protection, care systems, gender-responsive procurement and land tenure systems.

CONCLUSION

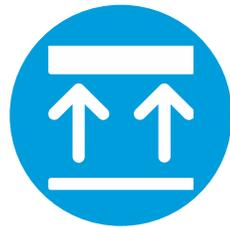
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The proposed Signature Initiatives provide opportunities to work programmatically and scale up activities on global priorities for WEE, by embedding changes in laws, frameworks and policies within wider systemic change.

CONCLUSION

7



Supporting gender-responsive WEE policy is a suitable strategy for nationally owned, sustainable change and potential impact at scale.

CONCLUSION

6



Financial and human resources are identified as the most significant challenges for UN-Women in advancing gender-responsive WEE laws, frameworks and policies. Personnel at all levels are over-extended and take on multiple functional roles.

CONCLUSION

8



UN-Women's overall approach to WEE considers leave no one behind principles and is perceived to be relevant to the needs of marginalized groups.

RECOMMENDATIONS

1



UN Women should continue its support to the **global discourse and normative frameworks** on WEE, while advocating for gender-responsive approaches in emerging priority areas.

2



UN Women's WEE strategy should include a **clear articulation of key definitions and a framework for WEE**; an assessment of current financial and human resources allocated to WEE policy support; and clarity on the approach to harnessing cross-thematic linkages.

3



UN Women should **refine and systematize its approach to partnerships for WEE** and look to further strengthen its engagement with international financial institutions (and other global actors), where strategically advantageous.

4



UN Women should **review and formalize the roles and responsibilities of headquarters, Regional Offices and Country Offices** in the area of WEE, particularly in terms of knowledge sharing and management, research and data, and monitoring and reporting.

5



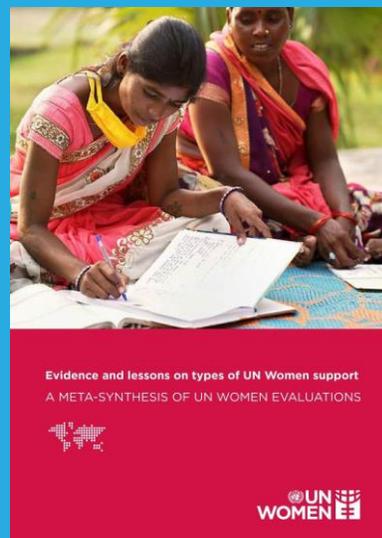
UN Women should **develop sustainable approaches to addressing structural barriers that impede WEE** and to supporting social norms change. Efforts should be focused on supporting governments and other actors to monitor the effects of WEE policy changes.

6



UN Women should **refine and contextualize its approach and strategy to leave no one behind and the inclusion of marginalized groups**, as they relate to WEE.

THANK YOU



www.unwomen.org/en/about-us/accountability/evaluation/corporate-evaluations