



2014-2017 Regional Evaluation Strategy Asia and the Pacific Region

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I. Background and Justification

Within the framework of the [Evaluation Policy](#), evaluation in UN Women is a comprehensive function that reinforces accountability, learning and oversight in order to support management decisions and enhance programme effectiveness on gender equality and the empowerment of women.

The work of UN Women is largely anchored in its Strategic Plan which is the centerpiece for the organizational programming, management and accountability. The Strategic Plan (2014-2017) primarily guides the normative, operational and coordination role of UN Women on gender equality and the empowerment of women which is largely driven by a longer-term vision, goals and results.

The Asia and the Pacific region has developed a Strategic Note covering the period 2014-2017. The Strategic Note sets out the strategic direction and priorities of the region in areas of increasing women's leadership and participation; enhancing women's economic empowerment; ending violence against women; engaging women in all aspects of peace and security processes; and making gender equality central to national development planning and budgeting.

In Asia and the Pacific, prior to end-2009, the scope of the then UNIFEM Sub-Regional Office (SRO) to support evaluation-related work in the region was relatively limited. Then UNIFEM appointed a full-time Regional Evaluation Specialist (RES) as of November 2009. The RES has been covering evaluations of East and Southeast Asia, South Asia and the Pacific region since then. As a result, there is a significant scope to strengthen the evaluation function across UN Women's RO, MCO and COs in the region. Yet, there are notable differences in the treatment of evaluation among different offices in the region. Some offices conduct evaluations frequently, deliver high-quality evaluations, use their evaluations to inform programming, and work closely with national counterparts to strengthen national evaluation capacity. In some cases, due to primarily lack of capacity, evaluation plays a minor role.

The Regional Evaluation Strategy aims to sustain the gains achieved in improving the evaluation function in the region so far, and to address remaining gaps in key evaluation performance areas through providing a clear framework for the realization of all aspects of the Evaluation Policy pertaining to the regional, multi-country and country offices of Asia and the Pacific Region. Furthermore, it supports the UN system wide processes and programme within the context of UNDAF, UN reforms (DaO M&E), and Joint programming in the region.

The Regional Evaluation Strategy outlines the rationale, purpose, strategic results, quality assurance in evaluation processes, responsibilities, mechanisms for monitoring implementation and a results framework.

II. The Global Evaluation Strategic Plan (2014-2017)

[A Global Evaluation Strategic Plan](#) was developed by the Independent Evaluation Office (IEO). The Global Evaluation Strategic Plan is a comprehensive framework that guides the entire organization at global, regional and country level to strengthen the evaluation function. It is guided by a Theory of Change (ToC) based on a system-approach to strengthen the institutional capability to better perform and deliver expected results in line with the Evaluation Policy. The ToC aims to strengthen the capability to demand and use evaluation by senior managers, as well as the capability to deliver high-quality evaluations by UN-Women staff and M&E officers/focal points at the regional, multi-country and country office levels (See Annex 1). Based on the

Evaluation Policy, the evaluation function at UN Women focuses on the following major key results areas:

- Area 1: Effective Corporate Evaluation Systems implemented
- Area 2: Effective Decentralized Evaluation Systems implemented
- Area 3: UN coordination on gender responsive evaluation promoted
- Area 4: National Evaluation Capacities for gender responsive M&E systems strengthened

III. The Regional Evaluation Strategy

The Regional Evaluation Strategy is aligned with the Evaluation Policy and the Global Evaluation Strategic Plan (2014-2017). It aims to achieve an effective evaluation function that provides timely and credible evaluative evidence to inform and influence programming and decision making at the regional, multi-country and country levels, and ultimately make UN Women a more effective and efficient organization in the region.

IV. Purpose of the Regional Evaluation Strategy

The main purpose of the Regional Evaluation Strategy is to provide a results-based framework to strengthen the evaluation function in the region in the context of the Evaluation Policy and UN Women 2014-2017 Strategic Plan. The eventual goal is to support UN Women's mission and help the organization better serve gender equality and women empowerment in the region. The Regional Evaluation Strategy is framed around three strategic result areas:

- Effective decentralized evaluation system strengthened and implemented
- UN coordination on gender responsive evaluation promoted
- National Evaluation Capacities for gender responsive M&E system strengthened

Result Area 1: Effective decentralized evaluation system strengthened and implemented

A. Management attention to decentralized evaluation function is heightened

In accordance with the Evaluation Policy, senior managers at the decentralized level (Regional Office Director, Deputy Director and Multi-Country and Country Office Representatives and Deputy Representatives) champion the use of all evaluations in Asia and the Pacific region and ensure that adequate financial and human capacity is made available for decentralized evaluation to ensure a fully effective and efficient function. They also assume responsibility for creating an enabling environment for the strengthening of the evaluation culture in the area under their purview.

A.1 Investment in evaluation

Capacity to carry out evaluation function will mean nothing if evaluation plans are not budgeted, evaluation results are not properly communicated and used, and the required skills and expertise including mechanism to building their capacity are not made available. The Strategy aims to reinforce efforts to advocate for and secure the resources necessary to perform the evaluation function at the regional, multi-country and country office levels.

A retrospective look at the investment on evaluation in the region from 2011 to 2013 reveals the function is under-resourced. It is below the minimum level of investment target of 3% set out in the Evaluation Policy. As appropriate budget allocation is central in ensuring the quality credibility, and utility of evaluation, all Offices in the region will be encouraged to set aside a reasonable amount of their total budget for evaluation related activities. As part of the Monitoring, Evaluation and Research Plan (MERP), each office should prepare a costed evaluation plan.

A.2 Adequate and skilled human resources for Evaluation

There are diverse institutional arrangements for staffing at the field level. Congruent with the decentralized nature of UN-Women, efforts have been made to increase capacity for monitoring and evaluation at the field level. Nonetheless, the majority of UN-Women offices in the region do not have specialized/dedicated monitoring and evaluation staff rather only have focal points for monitoring and evaluation functions. In 2013, 38% of offices appointed monitoring and evaluation officers (including the RES) and 47% M&E Focal Points while 15% of Offices had not appointed an M&E focal point.

While such an arrangement is understandable given the operational span and resource base of the Entity, the continued absence of such dedicated expertise will have a significant bearing on the overall evaluative work of UN Women and its capacity to promote gender-responsive evaluation in joint and/or system-wide evaluation at the country-level, including in evaluations of the United Nations Development Assistance Framework (UNDAF).

The Regional Office will work with all Offices in the region to ensure appointment of dedicated M&E Officers or M&E focal points¹ and build the capacity of field office staff on the conduct, management and use of gender responsive evaluations.

All UN Women programme staff in the Asia and the Pacific region will undertake a mandatory certification e-learning programme of “Gender-responsive evaluation manager at UN Women”, which to be developed by the IEO.

Furthermore, staff who are assigned to manage an evaluation will undertake a “mentorship programme”. In the programme, the RES will provide hands-on technical support and coaching to the staff members in managing an actual evaluation planned in the MERP. After the satisfactory completion of the mentorship programme, staff will receive an advanced certificate of “Gender-responsive evaluation manager at UN Women”.

The two above mentioned programmes will enable evaluation managers to apply the knowledge learned from the e-learning course, ultimately enhancing the quality of evaluations at UN Women Asia and the Pacific.

¹ Although based on the standard Job Description (JD) for evaluation officer drafted by the United Nations Evaluation Group (UNEG), the JD for UN Women ME Officer is diversified according to the office’s needs and structure. The JD for ME Focal Point (FP) is going to be provided by the Headquarters to the field offices.

A.3 Reinforcing accountabilities for evaluation

Ensuring the quality, credibility and use of evaluation is the responsibility of all managers of UN Women. This is mainly promoted through a system of organizational incentives, inclusion in the performance appraisal system and investment in evaluation capacity development.

In accordance with the Evaluation Policy, the use of evaluation as a component of effective programme management will be included as an element in the performance appraisals of senior managers. In this regard, the Regional Director will ensure integration of the evaluation function in the individual Performance and Management Development (PMD) of country office representatives. Moreover, the strategy aims to further mainstream the demand for evaluation particularly among senior managers of the regional, multi-country and country offices. Reporting and reflection on the implementation and use of evaluations should be undertaken consistently at relevant meetings of the RO/MCO/COs.

B. Coverage of evaluations improved and maintained

For a young entity, the coverage of evaluation in the Asia and the Pacific Region (2011-2013) is reasonably good. However, due to various reasons including poor planning of the MERPs, quite considerable number of evaluations were not conducted or were delayed, postponed and/or cancelled. In addition, some country offices have not conducted any project, programme or strategic note evaluation over the period 2011-2013. The strategy will reinforce the existing systems to ensure that evaluation plans are strategically designed, properly implemented and regularly reviewed. The strategy will give particularly focus to those offices with limited experience in conducting project/programme or country programme evaluations.

In this regard, the strategy will pursue the following to improve coverage of evaluations in Asia and the Pacific region:

- Systematic support to regional, multi-country and country offices to ensure evaluations are strategically planned, and carried out according to the evaluation plans, and are of high quality and can be used to improving learning, accountability and programming.
- Ensure timely review of the evaluation plans in line with the AWP planning and make adjustment to the needs and priorities of the respective countries/offices.

C. Implementation of Evaluations

All Offices in the region are expected to identify their planned evaluations by analyzing their respective regional/multi-country/country Strategic Notes, programmes/projects and identifying potential needs and commitments. Knowing in advance what evaluations will be conducted in a given period allows more time to identify and recruit evaluation teams with the right expertise to maximize the potential of evaluations. However, experience shows that considerable number of evaluations were not implemented mainly due to over planning², limited resources (both finance and human), and other competing priorities.

² For instance, according to 2013 Global Evaluation Oversight System report, Asia and the Pacific region planned 8 evaluations, however, completed 4 evaluations (50%) only.

The Strategy will reinforce the mechanism for follow up to implementation of evaluation plans through consistent follow up by RES, quarterly tracking in the GATE system as well as through the Global Evaluation Oversight System³.

D. Quality and credibility of evaluations improved

The 2013 Global Evaluation Oversight System (GERAAS)⁴ assessment shows the quality of evaluations in the region is reasonably positive. Out of the 4 evaluation reports assessed, only 1 report (25%) had been rated as 'Unsatisfactory'. However, as more and more evaluations are planned to be undertaken in the span of the SN cycle with a wider scope and coverage including country-level, joint and UNDAF evaluations, consistent follow up and support is required to multi-country and country offices to conduct high quality and credible evaluations. While many factors, including limited financial and human capacity at field level account for the poor quality of evaluations, the 2013 meta-analysis revealed majority of programmes lack explicit theories of change, measurable results frameworks, or adequate monitoring. Most of the evaluation reports also cite the lack of data as a major constraint to evaluation. All these have a significant bearing on the quality and credibility of evaluations undertaken in the region.

The Regional Office together with the IEO will reinforce the quality assurance mechanism in all evaluation processes at regional, multi-country and country level. These mechanisms includes reviewing of terms of reference, inception and final evaluation reports, assessment using the GERAAS methodology, as well as oversight, quality assurance and technical support by the RES based in the Regional Office. As part of the meta-evaluation, executive feedback and review results of the individual evaluation reports will be provided to the Multi-country and Country Offices citing areas for improvement and learning.

D.1. Quality assurance system in evaluation processes

As outlined in the evaluation chapter of the Programme and Operations Manual (POM), the decentralized evaluation function is managed through a shared responsibility involving the country offices, multi-country offices, regional offices, and the IEO. Each office assumes a distinct role and responsibility. Working together, they contribute to a coherent and effective evaluation function in UN Women.

The Strategy among others will enforce and strengthen the mechanism for quality assurance at different stages of the evaluation process as outlined in the table below. All Offices are required to ensure 100% compliance with the quality assurance process for all evaluations managed by their respective offices. This indicator will be reported by respective offices and monitored by the Regional Office on a biannual basis. Use Annex II to report on the status of compliance against set of quality assurance processes.

Table 1: Quality Assurance Process for Decentralized Evaluations in Asia and the Pacific

³ The Global Evaluation Oversight System has been established to ensure a transparent and sound system to monitor the performance of the evaluation function in UN-Women. The system includes a dashboard that presents key performance indicators for the evaluation function in a user-friendly manner.

⁴ [The Global Evaluation Reports Assessment and Analysis System \(GERAAS\)](#) was established by the IEO with the aim of improving the quality and use of decentralized evaluations. The GERASS uses UNEG evaluation report standards as a basis for review and assessment, while ensuring specific standards relevant to UN-Women. The system provides an independent assessment of the quality and usefulness of evaluation reports. In addition, it serves knowledge management objectives by synthesizing evaluation findings, good practices and lessons learned, and capacity development objectives by sending individual practical feedback to commissioning offices on how to improve the quality and usefulness of future evaluations.

Monitoring, Evaluation and Research Plans (MERP)

Planning of 4 years MERP: The M&E officer/focal point develops the 4 years MERP in consultation with concerned programme officers and senior managers

The draft plan is sent to the RES for review

The (M)CO Representative/Regional Director submits the MERP together with the SN/AWP for PRG's review and approval

The M&E officer/focal point uploads the evaluation section of the MERP to GATE within one month of approval

Planning of Annual MERP: When planning AWP, the M&E officer/focal point reviews the MERP on a yearly base to make the plan realistic in consultation with the (M)CO staff and the RES

Monitoring of MERP: The M&E officer/focal point monitors the status of the MERP and reports to the (M)CO Representative and RES. The RES share the quarterly status with all offices.

Preparation for Evaluation

The M&E officers/focal points and Evaluation Managers⁵, in consultation with the RES, discuss a scope and coverage for drafting a Terms of Reference (ToR). Evaluation Management including an establishment of a reference group and usage of the evaluation will be discussed too.

Terms of Reference (ToR)

Evaluation Managers develops a ToR and the M&E officer/focal points provide assistance in the development of the evaluation's Terms of Reference (ToR).

The draft ToR is sent to the RES for quality review

Final ToR is approved by the country representative/deputy representative

Selection of evaluation consultants

The M&E officer/focal point and Evaluation Managers provide assistance in the selection of the consultant used for the evaluation in consultation with RES. This will be done according to UN Women procurement guidance in order to ensure independence and accountability of the evaluation.

The final selection of the evaluation consultant is approved by the (M)CO representative/deputy representative

Inception Meeting and Report

Evaluation management process and inception meeting: M&E officer/focal point and Evaluation Managers make sure the evaluation management such as the establishment of reference group in consultation with the RES.

The M&E officer/focal point and Evaluation Managers organize an inception meeting with the selected evaluators, as well as the reference group, in consultation with the RES.

⁵ In Asia and the Pacific region, Evaluation Manager is often a Programme Officer.

Inception report: The M&E officer/focal point or the evaluation task manager takes the primarily responsibility for quality assuring and approving the inception report.

The draft and final inception report is sent to the RES for quality review, as well as reference group.

Ensure data collection and analysis

The M&E officer/focal points, in collaboration with Evaluation Managers, make sure that the evaluation consultant collects valid and reliable data for the analysis.

The evaluation consultant provides preliminary findings to the M&E officers/focal points as well as the Evaluation Managers when completing preliminary data collection and analysis.

The RES participates in the review, if requested by the (M)COs.

Draft and final evaluation reports⁶

Draft report and review process: The M&E officer/focal point and Evaluation Manager provide assistance in ensuring the quality of the draft evaluation report, according to UN Women evaluation reporting guidance.

1st draft: The M&E officer/focal point and Evaluation Managers review draft evaluation report by collecting comments on the 1st draft report from UN staff in (M)COs and the RES.

The M&E officer/focal point and Evaluation Manager shares the comments from UN Women staff with the evaluation consultant.

2nd draft: The evaluation consultant redrafts the 2nd draft. The M&E officer/focal point ensures that the quality of the 2nd draft meets the UN Women evaluation quality guidance by collecting comments from UN (M)COs and RES.

The M&E officer/focal point and Evaluation Manager share the quality 2nd draft with the reference group and donors.⁷

Final report: The M&E officer/focal point and Evaluation Manager ensure that the evaluation consultant produces a quality final evaluation report.

The final report is approved by the country representative/deputy representative, as well as the reference group and donors.

The M&E officer/focal point uploads the final evaluation report within six weeks of finalization to the GATE.

Management Response (MR)

The M&E officer/focal point and Evaluation Manager in consultation the (M)COs representative/deputy representative develop the Management Response (MR) within 6 week of the evaluation report completion. The RES provides technical support.

The M&E officer/focal point uploads the management response in the GATE system within six weeks of finalization

The (M)COs representative approves the MER plan, final evaluation report and MR in the GATE system

⁶ This process may differ according programme context. It should be examined when planning a TOR.

⁷ The standard practice in Asia and the Pacific region is that UN Women (M)COs organize a validation workshop by inviting the reference group and stakeholders to share the 2nd draft evaluation report.

The country representative or deputy should ensure timely implementation of the key actions

Knowledge Management (KM) and Lessons Learnt

Dissemination and knowledge generation plan: The M&E officer/focal point and Evaluation Manager in consultation with communication officer/focal point to develop a KM strategy and products, in consultation with the RES.

Methods: The M&E officer/focal point and Evaluation Manager in consultation with communication officer/focal point strategically disseminate the evaluation report and KM products in consultation with the RES. This could be, for instance, workshop, seminar and webinar.

Incorporation in policy and programme planning/formulation: Senior Managers ensure the utility of the evaluation reports and incorporation of the evaluation findings and recommendations for policy and programme formulation.

E. The evaluative evidence generated is used and supports evidence-based programming

E.1 The Global Accountability and Tracking of Evaluation Use

The IEO has established [the Global Accountability and Tracking of Evaluation](#) - the GATE system. The GATE provides a platform to store all evaluations including management responses in a transparent manner and ensures a follow-up mechanism to recommendations through a tracking system of actions.

The Regional Evaluation Strategy will reinforce appointment of GATE focal point by all Offices in the region by the senior management. The Evaluation Chapter of the POM clearly spells out the user and approval rights of the GATE system. The Regional Office will play an oversight role with respect to adherence to key corporate requirements in the region.

E.2 Management Response and use of evaluations

E.2.1 Management response development and uploading it to the GATE system

In line with the requirements established in the Evaluation Policy, management responses should be prepared for each and every UN Women evaluation, including joint evaluations in which UN Women participated. For decentralized evaluations, the Head of Office is responsible for finalization, implementation and monitoring of the management response.

Development of management response to evaluations and implementation of key actions is reasonably positive in the region. The strategy will further strengthen the responsibility for 100% compliance with the development, implementation and monitoring of management responses and actions and for reporting on their status through the GATE system.

E.2.2 Implementation of management response and key actions

The ultimate success of evaluation depends on the extent to the recommendations are implemented and used to contribute to organizational accountability, informed decision making, and learning to improve performance and achievement of results. For evaluations conducted in the region in 2013, 45% of the key actions have been completed while the remaining 41% are

under implementation and 6% not yet initiated⁸. This parameter together with other key performance indicators will be monitored by the regional evaluation specialist to ensure that key actions are timely implemented.

E.2.3 Use of evaluations

Whilst compliance with management response is generally positive, there is no systematic approach at the regional, multi-country and country office level to ensure that evaluation findings are used to inform and improve decision-making and programming. To increase the utility of evaluation as an evidence-based programming tool, the strategy will support establishment and enforcement mechanism for reviewing and, as necessary, mandate new strategic notes to include references to evidence from evaluations of the preceding programme/strategic note cycles. The RES will work close collaboration with the Regional Strategic Planning and Coordination Specialist in this regard.

Moreover, as per UN Women Evaluation Policy, senior managers at the Regional and Country Office level will assume ultimate responsibility in the use of findings, recommendations and lessons learned resulting from evaluations commissioned by their respective offices and from other corporate or relevant evaluations.

In Asia and the Pacific, the following activities will be taken to enhance the use of evaluations:

Table 2: Main activities to enhance the use of evaluations in Asia and the Pacific

| Activities | Purpose | Timing | Responsibilities |
|--|---|--|-------------------------|
| Develop dissemination and KM plan | To strategically target users and produce quality KM products | Beginning of the evaluation management process (ToR) | RO/MCO/COs |
| Dissemination workshop | To enhance both UN Women staff and stakeholders' understanding of the conducted evaluations and incorporate the findings and recommendations in programme implementation. | The Completion of the evaluations | RO/MCO/COs |
| Regional Webinar seminar (Peer-learning) | To enhance UN Women staff's understanding of the conducted evaluations in the region and learn lessons | Every 2-3 month | RES, RO/MCO/COs |

F. Internal evaluation capacities enhanced to manage and use evaluations

⁸ 8% have no deadline.

In UN Women, evaluation capacity development is seen as a more deliberate process whereby the abilities to manage, conduct and use gender equality and human rights responsive evaluations are acquired, enhanced, and sustained over time. In this context, enhancing capacities on evaluation will not only provide the impetus to effectively design, manage and use evaluations but ultimately lead to generating credible evidence and accelerating progress on gender equality and the empowerment of women in the region.

In general, the following sets of strategies are proposed to be implemented towards enhancing internal capacity on evaluation. Different modalities including online, internal and external trainings, inter-country (south-south) collaboration, learning events, workshops, and community of practices will be promoted and used to build staff capacity on evaluation.

- Establish regular and reliable oversight, quality assurance and technical support mechanisms through RES
- Enhancement of staff knowledge and skills in Gender Responsive Evaluation through face-to-face trainings, online platforms and other learning events.
- Strengthen information and resource sharing through the global evaluation community of practice, detail assignments

Results Area 2: UN coordination on gender responsive evaluation promoted

A. Inter-agency evaluation capacity development, including regional level networks and groups supported

In Asia and the Pacific, there is an active inter-agency regional evaluation group called the United Nations Development Evaluation for Asia and the Pacific (UNEDAP). UN Women has been an active member of the group since 2009. The main activity of the Group includes: (a) Inter-agency evaluation training on UNDAF; (b) National/Regional evaluation network support; and (c) Joint and UNDAF evaluation support. UN Women will continue to closely work with the Group to ensure that gender equality and human rights are addressed across interagency evaluation work.

B. Gender equality integrated in UNDAF and joint evaluations

Annex IV shows UNDAF Cycle and Evaluation in Asia and the Pacific. In 2014, 8 countries are supposed to conduct UNDAF evaluations, however, as of May 2014, no countries have planned them. Although UNDAF evaluation became a mandatory evaluation, there are still challenges to plan/conduct the evaluations. UN Women RO sits on the Regional UNDG team (represented by the Regional; Director) and the UNDG Peer Support Group (represented by the Regional Strategic Planning and Coordination Specialist). Through these platforms, UN Women supports UNCT's in UNDAF roll-out processes at country level and will coordinate/stimulate the engagement of the UNEDAP team and the RES in UNDAF evaluations. UN Women RO (RES) will also support UN Women CO's in ensuring staff have capacity to support gender-responsive UNDAF evaluations: through, inter alia, review of UNDAF ToRs, and peer review of related documents. The RES will support evaluations of regional joint programs relevant to gender, upon request and as appropriate.

Results Area 3: National Evaluation Capacities for gender responsive M&E system strengthened

UN Women Asia and the Pacific will promote the demand, supply and use of gender responsive national M&E systems by supporting “EvalPartners”, the global partnership on national evaluation capacity development initiatives. UN Women Asia and the Pacific will particularly support the engendering of 2015 International Year of Evaluation and national M&E policies and systems.

UN Women Asia and the Pacific will contribute towards strengthening the institutional capacity of voluntary organizations of professional evaluators (VOPEs) facilitating peer mutual support programmes and south/south initiatives. These institutions include Evaluation Community of Practice (CoE) and Evaluation Conclave in South Asia, Sri Lanka Evaluation Association (SLEvA), Asia and the Pacific Evaluation Society⁹, and Parliamentarian Forum etc. UN Women Asia and the Pacific will also support, as requested, individual evaluators’ capacities through innovative and cost-effective methods within the context of the RO resources.

V. Responsibilities for evaluation function

The UN Women Evaluation Policy outlines the roles and responsibilities of key constituents of the organization in evaluation. This is further elaborated in the evaluation part of the Programme and Operations Manual (POM). The Regional Evaluation Strategy will further reinforce systems for accountability particularly by senior managers and those with programmatic, monitoring and evaluation functions.

Table 3: Roles and responsibilities of the evaluation function in UN Women at the decentralized level

| | |
|---|---|
| Multi-Country/Country Representatives/Directors | <ul style="list-style-type: none"> • Assume overall accountability for evaluation function at country level • Appoint M&E officer and/or M&E focal point • Institute measures to ensure that evaluations are strategically selected based on a set of criteria charted out in the Evaluation Policy • Ensure the timely development and implementation of Monitoring, Evaluation, and Research plans (MERP) • Ensure appropriate allocation of the country office budget to evaluation • Ensure that strategic notes, new programmes and initiatives are designed in a way that permits evaluation at a later stage (founded on clear results statements and SMART indicators, theory of change, baseline and target information, etc.) |
|---|---|

⁹ In the last conference of the Malaysian Evaluation Society (MES) in March 2014, it was announced that the MES will be part of Asia and the Pacific Evaluation Society and the conference venue will be rotated among Asia and the Pacific countries every year.

| | |
|--|---|
| | <ul style="list-style-type: none"> • Institute appropriate management arrangements described below to ensure independence and quality of evaluations according to the United Nations Evaluation Group (UNEG) norms and standards as provided in the UN-Women Global Evaluation Reports Assessment and Analysis System (GERAAS) • Approves evaluation plans, evaluation reports and management response in the GATE system • Ensure that evaluation findings are considered to improve programming, learning and decision making • Ensure that management response to recommendations are prepared, and that appropriate management action is taken • Ensure that all programme staff have a foundational knowledge of evaluation principles and types and ensure that new appointments to monitoring and evaluation posts are made against the UNEG evaluation competencies |
| <p>Monitoring and Evaluation (M&E) Officers/Focal Points</p> | <ul style="list-style-type: none"> • Advise on evaluability by preparing the programme for future evaluations • Provide technical advice in the planning, management, dissemination and response to decentralized evaluations • Assume responsibilities as focal point for the GATE system: <ul style="list-style-type: none"> ○ upload, update and report on status of evaluation plans (i.e. evaluation section of the MER), completed evaluation reports and ToRs ○ support the monitoring of action plans of management responses to evaluations, including providing quarterly updates on status of implementation in the GATE system • Support the office in accurately tracking evaluation allocations and expenditures • Support Senior Managers in developing management responses to all evaluations and follow up timely approval by head of the respective office • Individual capacity permitting, act as Evaluation Task Manager • Support the organization of Corporate Evaluation data collection, including organizing case study missions, identify documents and stakeholders to be consulted, design interview schedules, organize feedback on the draft case study and management response to the final case study, and provide logistical support as required • Take part in system-wide UN coherence including representing UN Women in inter-agency platforms on M&E at the country level • Support efforts to enhance UN Women internal M&E capacity and national capacity on M&E with a focus on gender responsive evaluation |
| <p>Regional Directors</p> | <ul style="list-style-type: none"> • Assume overall accountability for evaluation function in the region • Ensure country and multi-country offices' compliance with evaluation-related accountability |

| | |
|---------------------------------------|--|
| | <ul style="list-style-type: none"> • Ensure appropriate allocation of resources for evaluation (recommended 3% of the total budget in the region) • Approve MERP, ToR, evaluation reports, and management responses for the Regional Office • Ensure that evaluation findings are fully considered, that management response to recommendation are prepared, and that appropriate management action is taken • Promote organizational learning through application of evaluation findings and recommendations in the region programming |
| Regional Evaluation Specialists (RES) | <ul style="list-style-type: none"> • Conduct and/or manage strategic decentralized regional and country-level evaluations • Support implementation of evaluation policies and strategies • Lead development of regional evaluation strategies and ensure their implementation • Advise regional, multi-country and country directors on evaluation issues • Provide technical support and oversight on the development of MCO/CO's MER plans, review of ToR, inception report, and draft and final evaluation reports • Provide direct technical support and advice for decentralized evaluations including UNDAF and other joint evaluation processes from a gender equality and human rights perspective • Support evaluation capacity development through trainings and exchange of experiences and continuous learning on M&E • Provide technical assistance in the use of GATE, and track management response to evaluations conducted by the ROs, MCOs and COs • Represent UN Women in regional inter-agency M&E platforms • Support regional and national voluntary evaluation networks and associations and national evaluation capacity development from a gender equality and human rights perspective • Coordinate with the Regional Strategic Planning and Coordination Specialist to ensure the alignment of evaluation with planning and monitoring systems of the Regional Office and country offices. |

VI. Mechanism for monitoring implementation of the Strategy

Monitoring the implementation of the Strategy is an integral part of the Strategy. The Strategy identifies the key results areas, indicators with baselines and targets for each strategic focus area to strengthen evaluation function in the region over the next four years (2014-2017). It also lays out the overall accountability/responsibility for implementation of the identified actions, the key milestones and the timelines for delivering them. Moreover, progress on the key performance indicators of the evaluation function will be reported through the Global Evaluation Oversight System Dashboard to the senior managers of the organization on a quarterly basis. Periodic review will be done by the regional office to take stock of the performance and make adjustments on the progress.

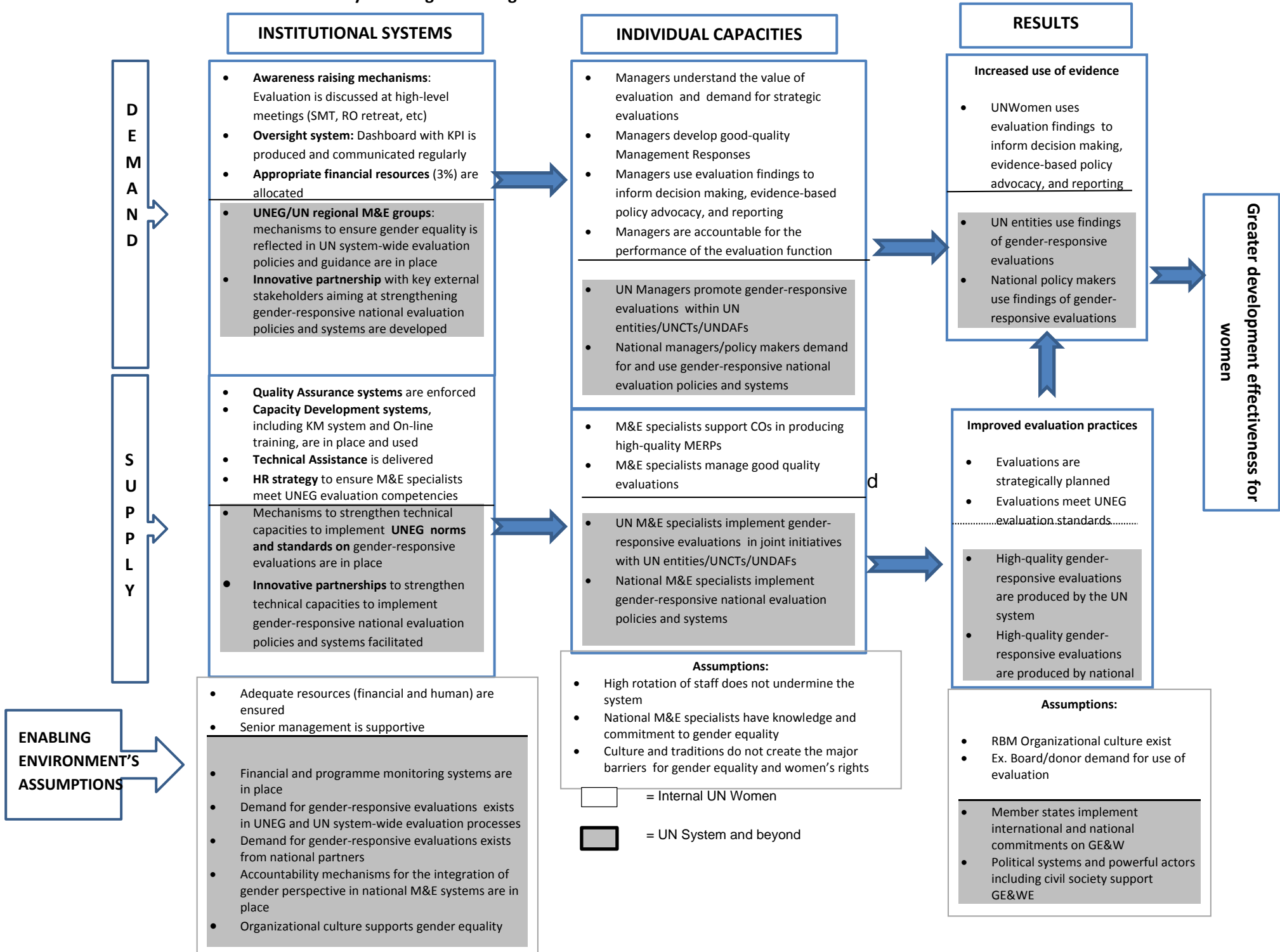
In Asia and the Pacific, baseline data collection will be completed by end-June, particularly missing data at the draft stage, and share it with the representatives of the offices. The progress of the Regional Evaluation Strategy will be discussed annually and reported it in an annual report. Also, a mid-term review will be conducted at the end of 2015 and a final review at the end of 2017. The findings will be shared with the offices.

VII. Results Framework

| Results | Indicators | Reporting Frequency | Source of data | Baseline | Target | Responsible |
|---|---|--|--|-------------|-----------|-----------------------------------|
| Result Area 1: Effective decentralized Evaluation System strengthened and implemented | | | | | | |
| A. Management attention to decentralized evaluation function is heightened | % of evaluation expenditure from the total expenditure in the region | Once a year (at the end of year for dashboard) | ATLAS | 0.6% (2014) | 3% (2017) | RES (sum), RO/MCO/CO (individual) |
| | % of Offices that have appointed M&E focal points or M&E Officers | Once a year (at the end of year for dashboard) | Human Resources Information in RO | 87% (2014) | 100% | RES, Human Resources in RO |
| | % of Offices in which evaluation was discussed and integrated in annual retreats | Once a year (at the end of year for annual report) | Interview with ME Officers/Focal Points | TBD | 100% | RES, ME Officers/Focal Points |
| B. Coverage of evaluations improved and maintained | Number of Offices that conducted at least one evaluation over total number of Offices | Once a year (at the end of year for dashboard) | Interview with ME Officers/Focal Points | 73% (2014) | 80% | RES, ME Officers/Focal Points |
| C. Implementation of evaluations | % of evaluations completed, initiated, not initiated and cancelled in a given year against total number of evaluations planned. | Once a year (at the end of year for dashboard) | Interview with ME Officers/Focal Points | 50% (2013) | 90% | RES, ME Officers/Focal Points |
| D. Quality and credibility of evaluation improved | % of decentralized evaluations rated as "Good" and above on the GERAAS evaluation report quality assessment scale. | Once a year (at the end of year for dashboard and meta-analysis) | GRAAS | 75% (2013) | 80% | RES, IEO |
| | % of COs that managed evaluation in a specific year compliant with quality assurance system in place | Once a year (at the end of year for dashboard) | Survey and interview with ME Officers/Focal Points | TBD | 100% | RES, ME Officers/Focal Points |
| E. Evaluative evidence generated is used and supports results and evidence based programming | % of evaluation reports uploaded and made accessible in the GATE system | Quarterly | GATE | 100% | 100% | RES, ME Officers/Focal Points |
| | % of new Strategic Notes informed and made reference to evaluative evidence | Once a year (at the end of year for annual report) | Desk review | 18% (2013) | 100% | RES |

| | | | | | | |
|--|---|--|---|---|------|-------------------------------------|
| | % of decentralized evaluations that have developed and uploaded management response in the GATE | Quarterly | GATE | 100% | 100% | RES, ME Officers/Focal Points |
| | % implementation of management response key actions | Quarterly | GATE | 45% (2012) | 100% | RES, ME Officers/Focal Points |
| F. Internal evaluation capacity enhanced to manage and use evaluations | % of M&E specialists/focal points who are members of the Global M&E Community of practice | Once a year (at the end of year for annual report) | IT information | TBD | 90% | RES |
| | % of M&E specialists/focal points trained in gender responsive evaluation | Once a year (at the end of year for annual report) | Annual report, interviews with ME Officers/Focal Points | TBD | 80% | RES, ME Officers/Focal Points |
| Results Area 2: UN coordination on gender responsive evaluation promoted | | | | | | |
| A. Inter-agency evaluation capacity development, including regional level networks and groups supported | % of countries in which UN-Women is represented in inter-agency M&E working groups | Once a year (at the end of year for annual report) | Interviews with ME Officers/Focal Points | TBD | 80% | RES, ME Officers/Focal Points |
| B. Gender equality integrated in UNDAF and joint evaluations | % of offices that participated in UNDAF and Joint evaluations | Once a year (at the end of year for annual report) | Annual report, interviews with ME Officers/Focal Points | TBD | 80% | RES, ME Officers/Focal Points |
| Results Area 4: National Evaluation Capacities for gender responsive M&E system strengthened | | | | | | |
| A. Regional and National Evaluation network support | # and quality of regional and national evaluation network supported | Once a year (at the end of year for annual report) | Interviews with ME Officers/Focal Points | 5 (2014) Positive response from participants | 6 | RES, ME Officers/Focal Points |

Annex I: Theory of Change to strengthen UN Women Evaluation Function



Annex: II Checklist for the Quality Assurance Process for Decentralized Evaluation

| | | | |
|---|--|--|------------------------|
| Name of Office: | | Region: | |
| Title of the Evaluation: | | | |
| Name of Evaluation Task Manager: | | Name of M&E Officer/focal point (if different from the Eval. Task Manager): | |
| Year | | | |
| Stage of the Evaluation | Quality assurance process to be complied | Status of compliance against set of quality assurance processes | Remark (if any) |
| Planning Stage | Monitoring, Evaluation and Research Plans (MERP) | | |
| | The M&E officer/focal point develops the MER plan in consultation with concerned programme officers and senior managers | Yes <input type="checkbox"/> No <input type="checkbox"/> | |
| | The draft plan is sent to the Regional Evaluation Specialist (RES) for review | Yes <input type="checkbox"/> No <input type="checkbox"/> | |
| | The (M)CO Representative/Regional Director submits the MER plan together with the SN/AWP for PRG's review and Approval | Yes <input type="checkbox"/> No <input type="checkbox"/> | |
| | The M&E officer/focal point uploads the evaluation section of the MER plan to GATE within one month of approval | Yes <input type="checkbox"/> No <input type="checkbox"/> | |
| Preparation Stage | Terms of Reference (ToR) | | |
| | The M&E officer provides assistance in the development of the evaluation's terms of reference. In the absence of an M&E Officer, the evaluation task manager takes the lead in developing the ToR. | Yes <input type="checkbox"/> No <input type="checkbox"/> | |
| | The draft ToR is sent to the RES for quality review | Yes <input type="checkbox"/> No <input type="checkbox"/> | |

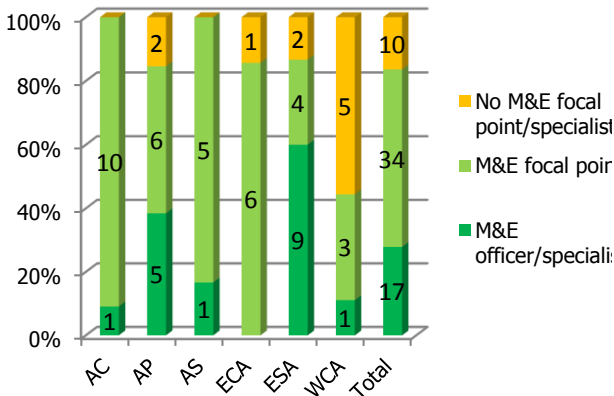
| | | | |
|----------------|--|---|--|
| | Final ToR is approved by the country representative/deputy representative | Yes <input type="checkbox"/> No <input type="checkbox"/> | |
| | Selection of consultants | | |
| | The M&E officer provides assistance in the selection of the consultant used for the evaluation in consultation with RES. For countries with no M&E officer, the evaluation task manager plays a key role in the selection of consultant/s. | Yes <input type="checkbox"/> No <input type="checkbox"/> | |
| | The final selection of the consultant is approved by the country representative/deputy representative | Yes <input type="checkbox"/> No <input type="checkbox"/> | |
| Conduct | Inception Report | | |
| | The M&E Officer or the evaluation task manager takes the primarily responsibility for quality assuring and approving the inception report. | Yes <input type="checkbox"/> No <input type="checkbox"/> | |
| | The draft and final inception report is sent to the RES for quality review | Yes <input type="checkbox"/> No <input type="checkbox"/> | |
| | Draft and final evaluation reports | | |
| | The M&E officer provides assistance in ensuring the quality of the draft evaluation report. In cases where no M&E officer is appointed, the evaluation task manager should play the role of assuring the quality of the draft and final evaluation report. | Yes <input type="checkbox"/> No <input type="checkbox"/> | |
| | The draft evaluation report is sent to the RES for quality review | Yes <input type="checkbox"/> No <input type="checkbox"/> | |
| | The final report is approved by the country representative/deputy representative | Yes <input type="checkbox"/> No <input type="checkbox"/> | |
| | The M&E officer/M&E focal point uploads the final evaluation report within six weeks of finalization to the GATE | Yes <input type="checkbox"/> No <input type="checkbox"/> | |
| Use | Management response | | |
| | The country representative/deputy representative leads the development of the management response and ensures timely implementation of key actions | Yes <input type="checkbox"/> No <input type="checkbox"/> | |

| | | | |
|--|--|---|--|
| | The M&E officer/focal point uploads the management response in the GATE system within six weeks of finalization | Yes <input type="checkbox"/> No <input type="checkbox"/> | |
| | The country representative approves the MER plan, final evaluation report and management response in the GATE system | Yes <input type="checkbox"/> No <input type="checkbox"/> | |

Annex III: UN Women Global Evaluation Oversight System Semester 2 – 2013

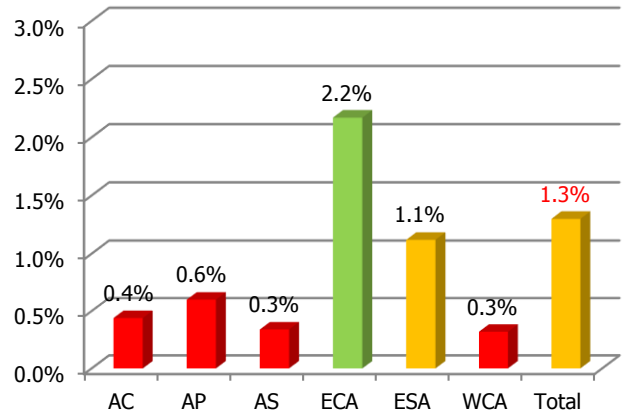
I. Resources for Evaluation Function

A. Human Resources for Monitoring and Evaluation, 2013¹⁰



Source: UN-Women Global Evaluation Oversight System

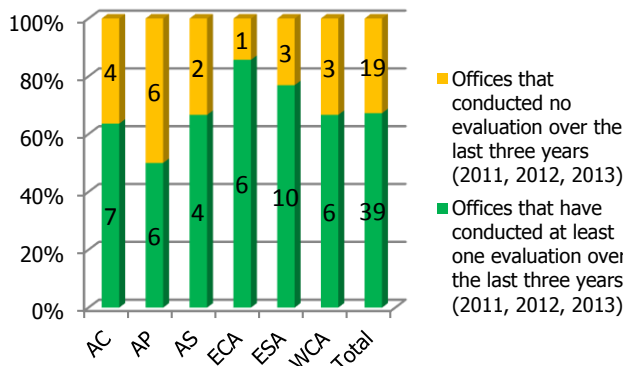
B. Financial resources invested in evaluation, 2013¹¹



Source: 2013 figures are generated from Atlas by the Division of Management and Administration and complemented by data obtained from Offices through Regional Evaluation Specialists

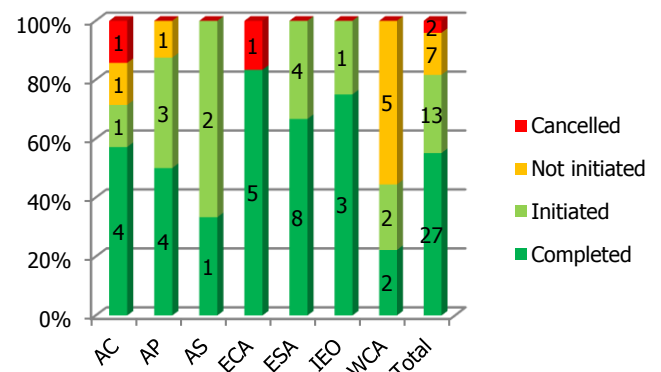
II. Evaluation Planning and Implementation

C. Evaluation Coverage (2011-2013)³



Source: UN-Women Global Accountability and Tracking of Evaluation (GATE) System

D. Evaluation implementation rate, 2013



Source: UN-Women Global Accountability and Tracking of Evaluation (GATE) System

¹⁰Country offices, multi-country offices and regional offices are included in the above analysis. *AC (Americas and the Caribbean), AP (Asia and the Pacific), AS (Arab States), ECA (Europe and Central Asia), ESA (East and Southern Africa), and WCA (West and Central Africa)

³ Although some evaluations cover more than one country, the graph includes only those offices that managed/commissioned the evaluation. Figures for 2011 and

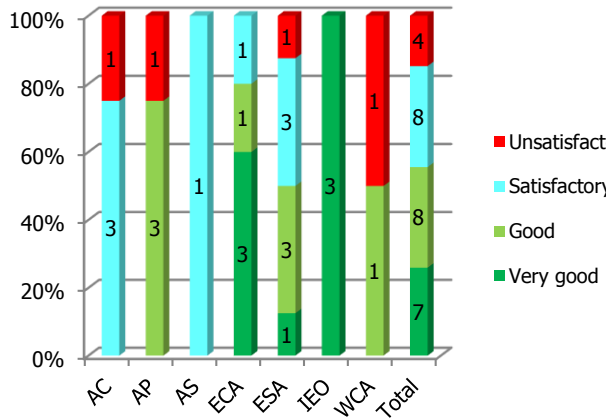
2012 should be understood in line with the changes introduced as part of the consolidation of the regional architecture.

¹¹ The total percentage includes costs incurred by the IEO, HQ divisions and Decentralized Offices. It represents the total evaluation expenditure in the entire organization in 2013.

¹² While it is likely that resources invested in evaluation fluctuate yearly, this key performance indicator provides an indication of the financial commitment to the evaluation function.

III. Quality of Evaluations

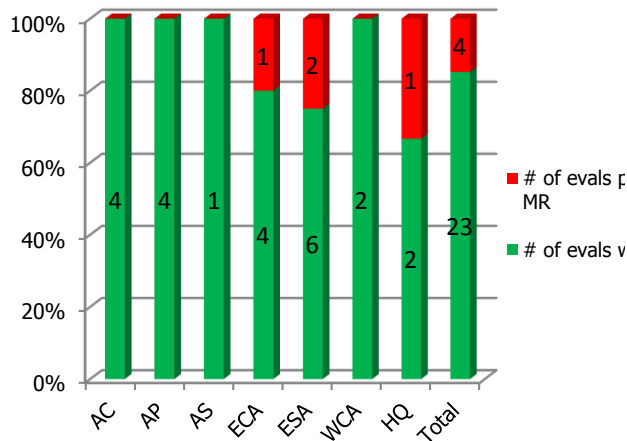
E. Quality of 2013 Evaluations



Source: UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS)

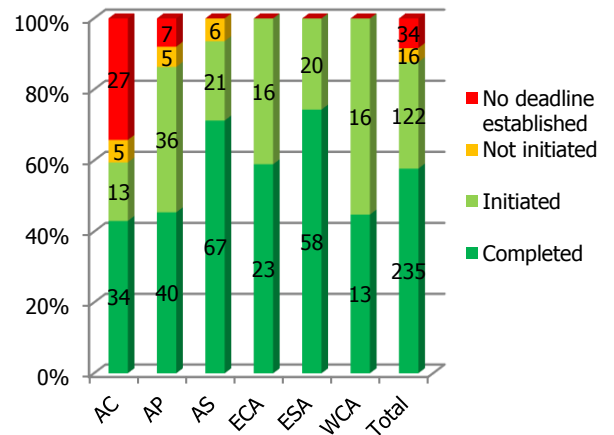
IV. Use of Evaluation

F. 2013 Evaluation Reports with Management Response uploaded to the GATE system



Source: UN Women Global Accountability and Tracking of Evaluation (GATE) System

G. Implementation Status of 2012 Management Response/Key Actions



Source: UN Women Global Accountability and Tracking of Evaluation (GATE) System

Annex IV: UNDAF Cycle and Evaluation in Asia and the Pacific

| Country | current UNDAF cycle | next UNDAF Roll-out | next UNDAF cycle | Evaluation | | | | Note |
|------------------|---------------------|---------------------|------------------|------------|-------|-------|------|--|
| | | | | 2013 | 2014 | 2015 | 2016 | |
| Afghanistan | 2010-2014 | 2013 | 2015-2019 | | | | | 1 year extension endorsed by UNDG A-P in February 2013 |
| Bangladesh | 2012-2016 | 2015 | 2017-2021 | | | | | |
| Bhutan | 2014-2018 | 2017 | 2019-2023 | | | | | One Programme |
| Cambodia | 2011-2015 | 2014 | 2016-2020 | | | | | |
| China | 2011-2015 | 2014 | 2016-2021 | | | | | |
| DPR Korea | 2011-2015 | 2014 | 2016-2022 | MTR | | | | No UNDAF. UN Strategic Framework for Cooperation |
| Fiji / Samoa | 2013-2017 | 2016 | 2018-2022 | | | | | |
| India | 2013-2018 | 2016 | 2019- | | | | | |
| Indonesia | 2011-2015 | 2014 | 2016-2020 | | | | | United Nations Partnership for Development Framework (UNPDF) |
| Iran | 2012-2016 | 2015 | 2017-2021 | | | | | |
| Lao PDR | 2012-2015 | 2014 | 2016-2020 | | | | | 4 year UNDAF |
| Malaysia | | | | | | | | No UNDAF |
| Maldives | 2011-2015 | 2014 | 2016-2020 | MTR | | Final | | |
| Mongolia | 2012-2016 | 2015 | 2017-2021 | | | | | |
| Myanmar | 2012-2015 | 2014 | 2016-2020 | | MTR | | | No UNDAF. UN Strategic Framework 2012-2015 |
| Nepal | 2013-2017 | 2016 | 2018-2022 | | | | | |
| Pakistan | 2013-2017 | 2016 | 2018-2022 | | | MTR | | One Programme II (second One Programme) |
| Papua New Guinea | 2012-2015 | 2014 | 2016-2020 | | Final | | | One Plan |
| Philippines | 2012-2018 | 2017 | 2019- | | | | | |
| Sri Lanka | 2013-2017 | 2016 | 2018-2022 | | | | | |
| Thailand | 2012-2016 | 2015 | 2017-2021 | | | | | United Nations Partnership Framework (UNPAF) |
| Timor Leste | 2009-2014 | 2013 | 2015-2019 | | | | | 1 year extension endorsed by UNDG A-P in August 2012 |
| Vietnam | 2012-2016 | 2015 | 2017-2021 | | | Final | | One Plan |