



UN Women GERAAS Executive Review Template

Title of the Evaluation Report	<i>UN Women's Contribution to Women's Economic Empowerment 2011-2014</i>		
Region	Corporate	Case Studies: HQ, Bolivia, Jordan, Moldova, Nepal, Zimbabwe and South Africa	
Overall Rating			Very Good
<p>Overall Feedback: Overall, the report rated as: Very Good. The reviewers made the following specific comments: <i>"This is an excellently written report that is clearly cogniscant of UNEG standards. Outstanding report, filled with insightful observations, conclusions and recommendations, result of a sound systematic in-depth research methodology design, carried out by a resourceful, competent evaluation team.</i></p> <p><i>Information and knowledge collected in the report in the form of findings, conclusions and recommendations appear to be an extremely powerful tool for UN Women to outline their future 2015-2017 Plan focusing on key strategic priorities, with evidence-based ideas for tackling its complex challenges and to foster Women's economic empowerment to fulfill its mandate of achieving Gender Equality and the Empowerment of Women."</i></p>			
Terms of Reference included?	Yes	Executive Summary	Very Good
PARAMETER 1: OBJECT AND CONTEXT OF THE EVALUATION			Very Good
Object and context are very clearly described. ToR are included for further detail. The information provided about context, background and history of the organization is an excellent summarisation of the knowledge that is needed by a reader to fully understand the evaluation context. A very thorough description and analysis of the logic model and the ToC are included (p.11 of Annexe B, volume 3). However, underlying assumptions of the Theory of Change are not clearly identified.			
PARAMETER 2: PURPOSE, OBJECTIVES AND SCOPE			Very Good
The evaluation criteria are described in detail with reference to UNEG guidance. All potential purposes of an evaluation are mentioned (according to point 5 of the UN Women Evaluation policy) which might seem too ambitious but it is understandable due to the scope, dimension and importance of the evaluation. The scope of the evaluation is clearly described, although the mix between the formative and summative approach entitles some challenges. The evaluation criteria are very well defined although a further explanation of performance standards of each criteria would be welcome."			
PARAMETER 3: METHODOLOGY			Very Good
Sound methodological approach for this challenging evaluation process was conducted and reflected in the report. A consistent representative number of stakeholders were reached.			

Gender and HR considerations were constantly present and there are many signs of the team striving to have this approach always present. As a result, disaggregated data was systematically sought and gender analysis examples are displayed along the report. Outstanding data collection variety of sources and techniques used. Very interesting introduction of innovative or under-used methods.

The report is filled with interesting good practices to be replicated. Some examples:

- It includes innovative methods and tools, such as Qualitative comparative case study analysis, Forcefield analysis, participatory videos, organizational capacity assessment, social network mapping, and task/role analysis, etc. which reveal different kinds of information than classical tools as interviews and focus groups.
- Figure 1.2: Overview of evaluation mixed methods in p.31 is a brilliant way to show methods with transparency.
- Numbering every paragraph makes it easier for discussions of specific issues.
- The report is visually compelling, including infographics at the beginning of each section summarizing key figures and features (p.24, 42, etc.), color coding, etc.

PARAMETER 4: FINDINGS

Very Good

Outstanding section, gathering the answers to every evaluation question and making reference to the evaluation indicators of each criteria. Findings are detailed and meticulous in responding to the evaluation framework. Evidence from the stated methods is clearly marshalled. In a cross-cutting way, the report highlights to which of the five areas each finding is referring to, which is very clarifying and it is considered a good practice that could be replicated in future reports.

PARAMETER 5: CONCLUSIONS AND LESSONS LEARNED

Very Good

Conclusions are presented in a brief but very sustained way, summarizing the findings and giving an overall view of the evaluation object. Description of each conclusion is fairly concise, and responds systematically to the evaluation framework and gives examples of supporting evidence. The lessons learned are clearly identified, insightful and very likely to be useful.

PARAMETER 6: RECOMMENDATIONS

Very Good

The report includes a very rich set of insightful recommendations, ambitious but at the same time actionable, elaborated with a very reasonable, sensible reasoning logic. Recommendations made reveal how the evaluation pictures UN Women's great potential to maximize its contribution to foster WEE, and it attempts to contribute to this goal in a very smart and accurate way. It provides excellent practical examples, clearly linked to the conclusions and findings, and appear to be both relevant and actionable."

PARAMETER 7: GENDER AND HUMAN RIGHTS

Very Good

The evaluation includes substantial discussion of gender and human rights considerations in both the methods chosen and the analysis undertaken. There are evidence all along the report or the evaluation focus on Gender equality and human rights issues. Specific section "Mainstreaming gender equality/human rights issues in the evaluation design and scope" was found very useful to understand the scope and depth of this focus (p.28).

PARAMETER 8: THE REPORT STRUCTURE

Very Good

Very complete report, full of support documentation and rich in details, yet well structured so unneeded technical details are not included in the main body, where just relevant information is included.

The report is excellently structured and written in line with UNEG standards. It makes appropriate and advanced use of graphics, tables and boxes; includes important annexes; and begins with a strong executive summary that can stand alone.

In order to help strengthen future evaluation reports, the following constructive suggestions were given:

- **Object and Context of the Evaluation:** Assumptions described in p.11 of the Annexe B are merely preconditions for the success of the strategies and outputs. Underlying assumptions are supposed to be described later (p.15) but they follow the same approach. Suggestion for improvement: underlying assumptions ought to address the internal mechanisms that we are implicitly assuming by which the realization of activities and lower outputs will lead to the achievement of the intended impact (An example can be found the in p.3 of the ToR when they say that "reduction. Improving the economic status of women can lead to better outcomes at the individual, family and community levels"
- **PURPOSE, OBJECTIVES AND SCOPE:** It could be an idea for improvement including further explicit information about the evaluation criteria within the evaluation matrix. For key questions a consensus process could have been carried out to specify behaviors or observable facts defining gradual levels of performance (rubrics). Defining "how success would look like" is another technique that can be used to throw some light about what the organization considers as good enough for key questions. This would have facilitated the judging process making it more systematic and less subject of bias.
- **METHODOLOGY:** Due to the very different nature of the three main axis of UN Women's work (normative, implementation and coordination) a different methodological approach could have been designed for each of these three areas. Limitations (p.32) could have included potential risks of bias due to the personal dimension of the evaluation team members. The rationale for selecting methods and sources, and their limitations could have been further explained. Finally, to better assess participation during the evaluation process, the report could have further detailed which stakeholders and to which extent participated in each of the evaluation phases (inception phase, design of methodological strategy and tools, analysis of data and interpretation of results), beyond the naturally "participatory" data collection phase."
- **FINDINGS :** This section could have also benefited from a simple system grouping findings by other relevant types, for example, by relevance (revealing/relevant/minor finding) or maybe by its nature (positive, neutral and negative findings), as a way to quicker scan the findings of each criteria.
- **CONCLUSIONS AND LESSONS LEARNED:** "They include strengths and weaknesses of the UN Women's work on WEE, but maybe a specific section detailing what these strengths and improvement areas are would have been welcome. Besides, the criteria "Organizational efficiency" could have included an initial definition of how to understand efficiency in UN Women's context and also further cost-benefit, value for money analysis."
- **RECOMMENDATIONS:** The five main critical recommendations already include detail on short-term and mid-term suggested actions that would contribute to improve that particular aspect. However, and in order to further shed light for telling UN Women "where" to start, the report could include a suggested system for scoring each recommendation in terms of impact, relevance, feasibility, etc. to induce the transition from evaluation report to actual plan of action. Also they could have also been coded by colors, highlighting whether the recommendations regard Policy, Programme, Normative, Coordination or Partnerships' areas.
- **GENDER AND HUMAN RIGHTS :** Unveiling what GEEW means within the evaluation process is reflected by assertions such as "the degree to which UN Women WEE approaches, programme design and implementation seek to analyze inequalities and redress discriminatory practices and unjust distributions of power that impede

development progress" (p.28). They could be included in the footer of the report as a motto.

- **THE REPORT STRUCTURE:** As a small suggestion, in point 8 of the Executive summary, regarding methodology, methods used could have been at least enumerated, beyond just mentioning "A mixed-methods approach was applied, involving a blend of qualitative and quantitative data and analysis methods through triangulation" (p.10).