



**EVALUATION EVIDENCE GAP  
MAPPING (EGM) ANALYSIS  
NARRATIVE REPORT**



# EVALUATION EVIDENCE GAP MAPPING (EGM) ANALYSIS

## NARRATIVE REPORT

INDEPENDENT EVALUATION SERVICE (IES)  
INDEPENDENT EVALUATION AND AUDIT SERVICES (IEAS)  
UN WOMEN

*New York, February 2023*



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# LIST OF ACRONYMS

ACRONYM	DEFINITION
<b>COVID-19</b>	Coronavirus Disease 2019
<b>EGM</b>	Evidence Gap Mapping
<b>EVAW</b>	Ending Violence Against Women
<b>FAO</b>	Food and Agriculture Organization
<b>GPPL</b>	Governance and Participation in Public Life
<b>IDP</b>	Internally displaced people
<b>IEAS</b>	Independent Evaluation and Audit Services
<b>IES</b>	Independent Evaluation Service
<b>OEEF</b>	Organizational Effectiveness and Efficiency Framework
<b>SDG</b>	Sustainable Development Goal
<b>UN Women</b>	United Nations Entity for Gender Equality and the Empowerment of Women
<b>WEE</b>	Women's Economic Empowerment
<b>WPS-HA/DRR</b>	Women, Peace and Security – Humanitarian Action/Disaster Risk Reduction

# EXECUTIVE SUMMARY

## Background

As part of the Independent Evaluation and Audit Services (IEAS) workplan for 2022, the Independent Evaluation Service (IES) conducted an evidence gap mapping analysis (hereafter, EGM 2022) to identify any significant gaps in evaluative evidence for areas that are strategically important to UN Women. EGM analyses are one of IES' key outputs: they involve analysing the evidence and findings from UN Women's evaluations to ensure that the coverage, timeliness and quality of UN Women's evaluations are best planned, managed and improved upon.

The first EGM exercise in 2019 was designed to inform UN Women's Corporate Evaluation Plan and its implementation. It mapped UN Women evaluations completed between 2016 and early 2019. Considering the increased interest in evaluation use from UN Women management and the heightened demand for strategic evaluation planning and the conduct of evaluations, EGM 2022 is the second in the series of EGM reports. It offers an analysis of UN Women's evaluation reports completed between 2018 and 2021.

The key objectives of the EGM 2022 were to:

- a. Identify evidence available through evaluations and determine if significant gaps exist, particularly in areas that are strategically important for UN Women, including key thematic areas and systemic outcomes.
- b. Support the prioritization and selection of the evaluation objectives (parameters) to provide necessary evidence and information for UN Women's strategic decision-making and programming on the ground, which facilitates and informs the Corporate Evaluation Plan.
- c. Develop a database that better enables the use of evaluative evidence within UN Women.

In 2021, the UN Women Executive Board endorsed UN Women's Strategic Plan 2022–2025. The Strategic Plan 2022–2025 focuses on four thematic impact areas. EGM 2022 leveraged the new Organizational Effectiveness And Efficiency Framework (OEEF) to review and understand the evaluative evidence currently available to support implementation of UN Women's Strategic Plan 2022–2025.

## Methodology

The EGM team employed the same methodological approach for EGM 2022 as that used in the previous/first EGM analysis in 2019, with consideration given to changes in informational needs. The team determined that 124 evaluation reports met the criteria for inclusion. Evaluations had to be completed within the Strategic Plan 2018–2021 period and had to have received a GERAAS rating of "good" or "very good" to be included in the sample. Evaluations that met both criteria were coded using NVivo – a qualitative data analysis software program.

The EGM 2022 coding structure was developed based on the thematic areas, systemic outcomes, Signature Initiatives and OEEF described in UN Women's Strategic Plan 2022–2025 (see Figure 1).

The EGM team encountered some challenges when 'retrofitting' evidence from evaluation reports conducted during implementation of the previous Strategic Plan 2018–2021 to the framework developed for this analysis. Therefore, it was critical for the reviewers to remain cautious when concluding that a given area was over or underrepresented in the evidence. It will be important to continue generating evidence that informs UN Women's evolving programme approach and implementation in the changing context.

The EGM team found that most of the evaluation reports produced provided relevant evidence, to some degree, for UN Women's thematic focus areas, systemic outcomes and/or OEEF indicators.

During the Strategic Plan 2018–2021 period, there was an increase in the number of evaluations – including corporate evaluations, thematic and strategic regional evaluations, and Country Portfolio Evaluations – that provide meaningful evidence on UN Women’s overall programmatic approach. In looking ahead, EGM 2022 was able to identify gaps in the existing evidence by retrofitting evaluative evidence produced between 2018 and 2021 to the new framework presented in the Strategic Plan 2022–2025. The EGM analysis in this report, provides a proposed way forward to address these gaps and inform implementation of the Corporate Evaluation Plan 2022–2025.

**Conclusion 1:** Overall, the EGM analysis concluded that the evaluations under review provided a comparable level of evidence across the four thematic areas, but that Thematic Area 4: Women, Peace and Security, and Humanitarian Action and Disaster Risk Reduction was least represented. A considerable number of evaluations addressed more than one thematic area, which mapped well to UN Women’s cross-thematic approach.

**Conclusion 2:** More evidence will be required to adequately strengthen, support and inform UN Women’s holistic interventions through the newly introduced systemic outcomes. Much of the existing evidence is generated from thematic-specific or project-level evaluations. With the goal of providing UN Women with evidence and lessons to inform its evolving cross-thematic approach, more evaluations and synthesis of results that focus on UN Women’s interventions and overall corporate approach are needed to generate evidence to inform and measure the interventions and capture the lessons learned.

**Conclusion 3:** Limited information on UN Women’s proposed Signature Initiatives and the varying types of evidence available made it challenging to analyse the overall level of evaluative evidence. There is a need for more evidence and learning to inform UN Women’s programming framework in emerging areas of work such the newly introduced and proposed Signature Initiative 7: Transforming care economy and Signature Initiative 8: Climate change and resilience to disaster.

**Conclusion 4:** To support UN Women in strengthening its inclusive culture and enabling environment for innovation, there is a need to better evaluate the Entity’s progress on cultivating a more effective, diverse and empowered workplace. There is also a need to strengthen leave no one behind principles through more rigorous analyses.

**Conclusion 5:** There is an opportunity to synthesize existing evidence related to UN Women’s contribution to the COVID-19 response and recovery. Synthesizing evidence can illuminate key lessons learned about UN Women’s response to crises and help assess organizational readiness for the flexibility and adaptability required in rapidly changing contexts.

**Conclusion 6:** As with the EGM 2019, there was limited evidence on UN Women’s contribution to gender mainstreaming across all areas of the Sustainable Development Goals. Rigorous analyses and evaluations to assess the Entity’s long-term contributions and impact will be required.

# 1. BACKGROUND

## 1.1 Introduction

As part of the Independent Evaluation and Audit Services (IEAS) workplan for 2022, the Independent Evaluation Service (IES) team conducted an evidence gap mapping analysis (hereafter, EGM 2022) to identify any significant gaps in evaluative evidence for areas that are strategically important to UN Women. EGM analyses are one of IES' key outputs: they involve analysing the evidence and findings available in UN Women's evaluations to ensure that the coverage, timeliness and quality of UN Women's evaluations are best planned, managed and improved upon.

The first EGM exercise in 2019 was designed to inform UN Women's Corporate Evaluation Plan and its implementation. It mapped UN Women evaluations completed between 2016 and early 2019. Considering the increased interest in evaluation use from UN Women management and the heightened demand for strategic evaluation planning and the conduct of evaluations, EGM 2022 is the second in the series of EGM reports and offers an analysis of UN Women's evaluation reports completed between 2018 and 2021.

The EGM 2022 narrative report is accompanied by an EGM database and an NVivo project file that detail the evaluation reports reviewed and how they were coded. Analyses were conducted in Q3 and Q4 of 2022 by a lead Evaluation Analyst, two Research Consultants (for coding and analysis) and an Evaluation Specialist (for coding), all under the supervision of the Chief, IES.

The key objectives of EGM 2022 were to:

- (a) Identify evidence available in UN Women's evaluations and determine if significant gaps exist, particularly in areas that are strategically important to UN Women, including key thematic areas and systemic outcomes.
- (b) Support the prioritization and selection of evaluation objectives (parameters) to provide the evidence and information necessary for UN Women's strategic decision-making and programming on the ground, which facilitates and informs the Corporate Evaluation Plan.
- (c) Develop a database that better enables the use of evaluative evidence within UN Women.

In 2021, the UN Women Executive Board endorsed UN Women's Strategic Plan 2022–2025 which focuses on four thematic impact areas:

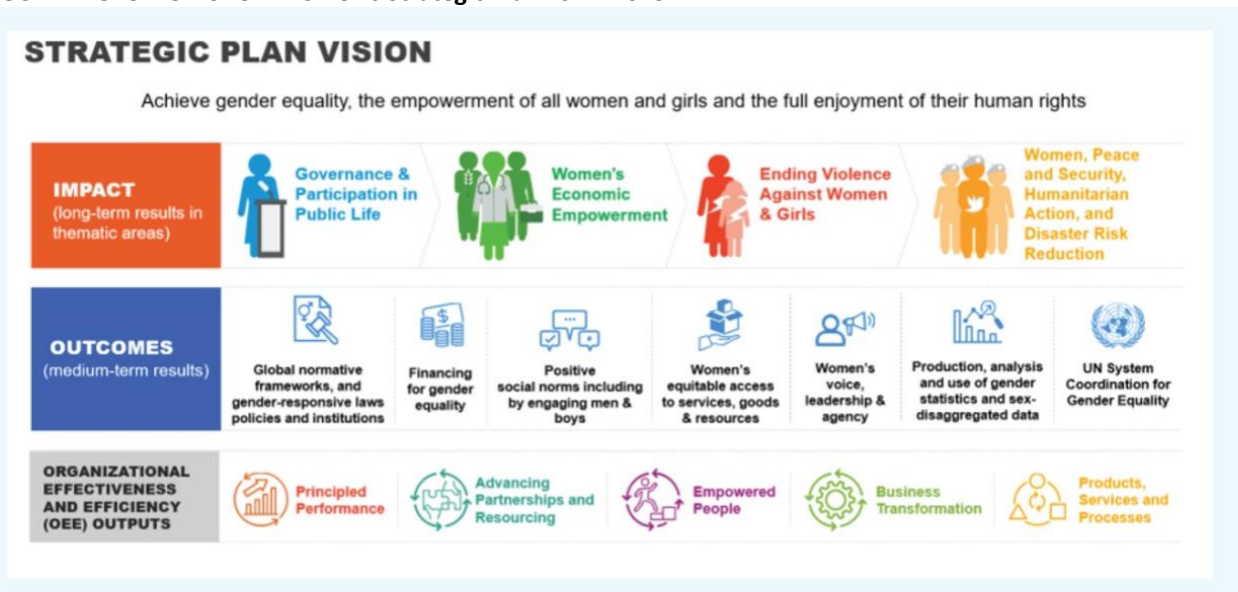
1. Governance and participation in public life (GPPL)
2. Women's economic empowerment (WEE)
3. Ending violence against women and girls (EVAW)
4. Women, peace and security, humanitarian action and disaster risk reduction (WPS-HA/DRR).

The Strategic Plan 2022–2025 also includes seven cross-thematic systemic outcomes and nine Signature Initiatives that serve as building blocks to achieving long-term results across UN Women's four key thematic areas.

The Strategic Plan 2022–2025 presents a revised Organizational Effectiveness And Efficiency Framework (OEEF) with key areas being: Principled Performance; Advancing Partnerships and Resourcing; Business Transformation; Empowered People; and Products, Services and Processes. EGM 2022 leverages the new OEEF to review and understand the evaluative evidence currently available to support implementation of UN Women's Strategic Plan 2022–2025.



FIGURE 1. Overview of UN Women's Strategic Plan 2022–2025



Source: [UN Women Strategic Plan 2022-2025 \(UNW/2021/6\)](#)

## 1.2 Methodology and scope

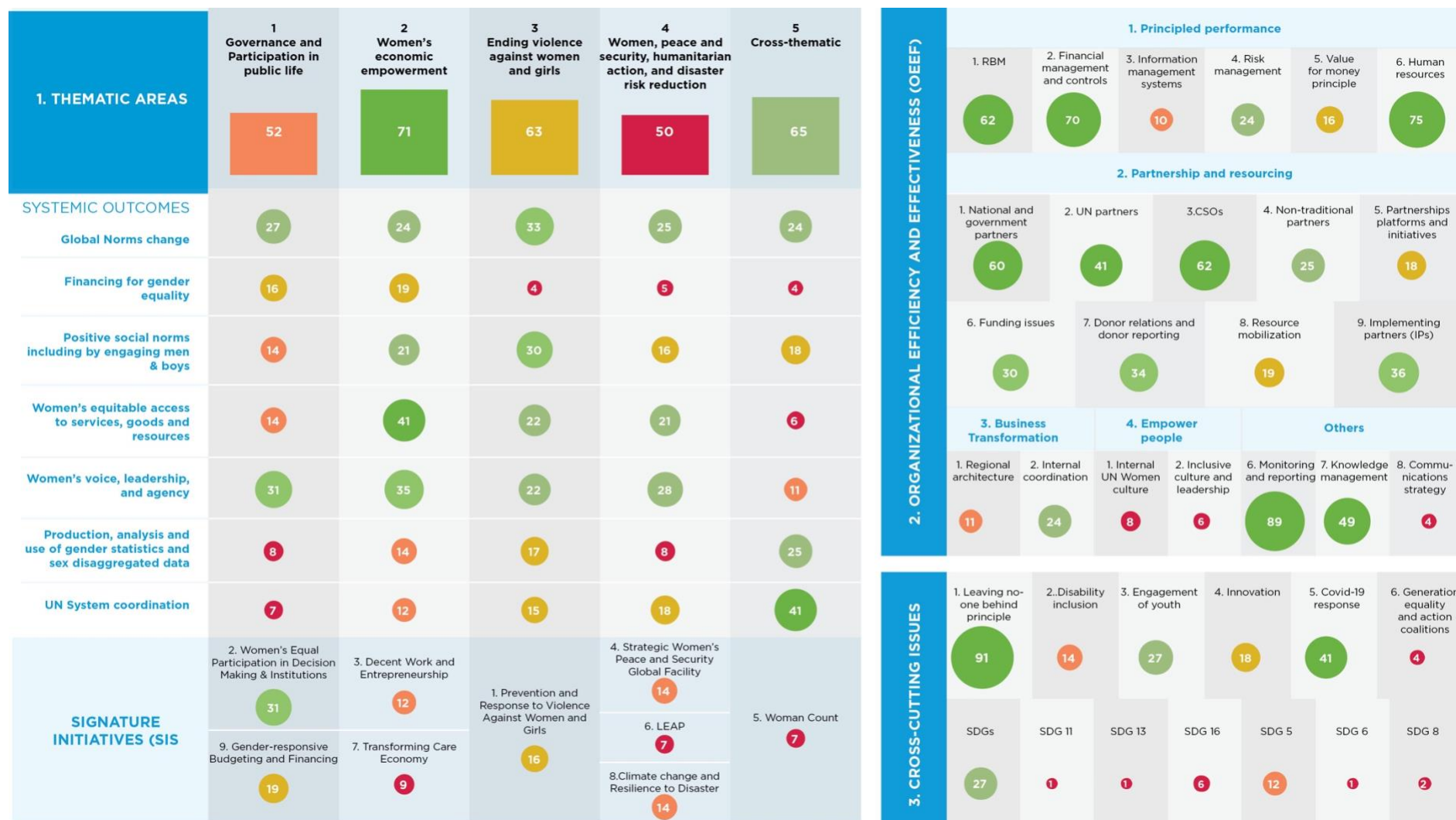
The team conducting EGM 2022 employed the same methodological approach as that used in the previous/first EGM analysis in 2019, with consideration given to the changes in informational needs. The team determined that 124 evaluation reports met the criteria for inclusion. Evaluations had to be completed within the Strategic Plan 2018–2021 period and had to have received a GERAAS rating of “good” or “very good” to be included in the sample. Evaluations that met both criteria were coded using NVivo – a qualitative data analysis software program.

The EGM 2022 coding structure was developed based on the thematic areas, systemic outcomes, Signature Initiatives and OEEF described in UN Women’s Strategic Plan 2022–2025 (see Figure 1). EGM team members reviewed all relevant findings and conclusions described in the 124 evaluation reports and coded them using the analytical framework. Once the data was coded in NVivo, it was analysed to generate an evidence map. See Table 1 for a summary of evaluation coding based on the latest framework.

### Limitations

The EGM team encountered some challenges when ‘retrofitting’ evidence from evaluation reports conducted during implementation of the previous Strategic Plan 2018–2021 to the framework developed for this analysis. For example, the team used a list of definitions based on existing strategic planning documents; however, the Strategic Plan 2022–2025 includes new areas that UN Women plans to engage in and continues to evolve. Therefore, it was critical for the reviewers to remain cautious when concluding that a given area was over or underrepresented in the evidence. It will be important to continue generating evidence that informs UN Women’s evolving programme approach and implementation in the changing context. Additionally, given the nature of the exercise, EGM 2022 does not include details on the context for the evidence coded from each evaluation report. The synthesis of evidence captured under each framework was not part of the scope of analysis, which may also be considered a limitation of the study.

TABLE 1. Evaluation coding summary\*



\*Note. Each bubble reflects the number of evaluations from the sample (N=124) that included relevant evidence.

### 1.3 Characteristics of the evaluation sample

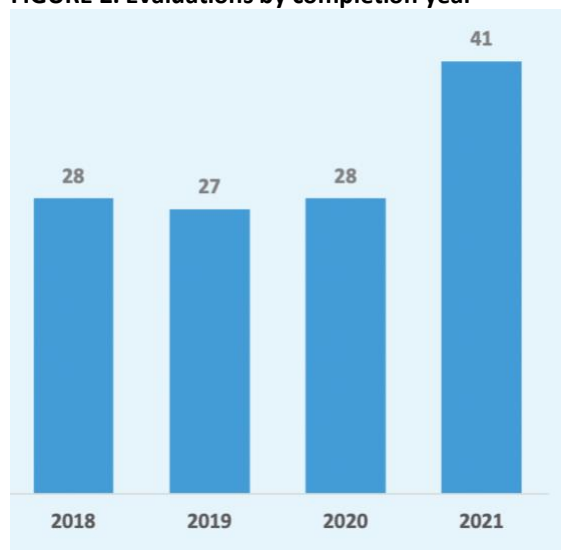
The sample drawn for EGM 2022 included 85.5 per cent ( $n=124/145$ ) of all UN Women evaluation reports completed between 2018 and 2021. As mentioned previously, only evaluation reports rated as “good” or “very good” were reviewed for evaluative evidence. The greatest number of evaluation reports were completed in 2021 ( $n=41/124$ ), while the least were completed in 2019 ( $n=27/124$ ; see Figure 2).

In looking at the types of evaluations completed between 2018 and 2021, the EGM team found that almost half (46 per cent;  $n=57/124$ ) of all evaluation reports in the sample were project/programme evaluations (see Table 2).

**The following seven corporate evaluations were completed between 2018 and 2021:**

1. Corporate evaluation of UN Women's contribution to women's political participation and leadership (2018)
2. Corporate evaluation of UN Women's contribution to governance and national planning (2019)
3. Corporate evaluation of UN Women's contribution to humanitarian action (2019)
4. Effectiveness and efficiency assessment of UN Women's Flagship Programme Initiatives and thematic priorities of the Strategic Plan 2018–2021 (2020)
5. Corporate thematic evaluation of UN Women's support to national action plans on women, peace and security (2020)
6. Corporate evaluation of UN Women's UN system coordination and broader convening role in ending violence against women (2021)
7. Corporate formative evaluation of UN Women's approach to innovation (2021).

**FIGURE 2. Evaluations by completion year**



Source: GATE

**TABLE 2. Evaluations in the sample by type**

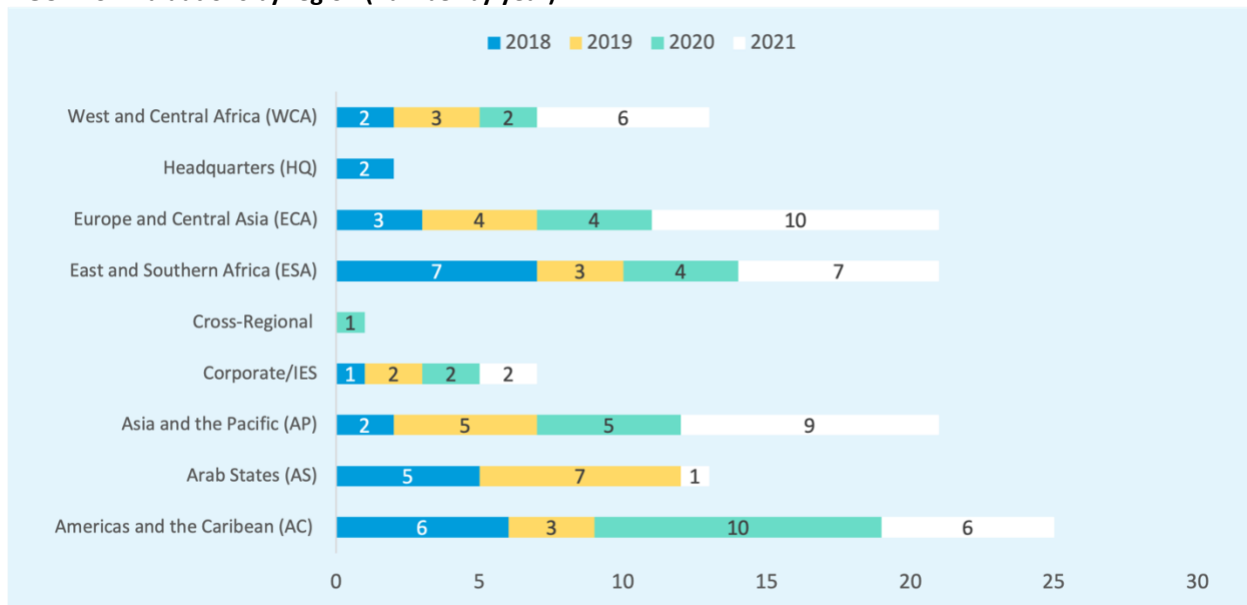
TYPE OF EVALUATION	#
Corporate Evaluation	7
Country Portfolio Evaluation	15
IES-led Country Portfolio Evaluation	10
Global Evaluation	1
Regional Evaluation	15
Joint Evaluation	14
Thematic Evaluation	3
Project/Programme Evaluation	57
Country-led evaluation	2
<b>Total</b>	<b>124</b>

Source: GATE

As shown in Figure 3, the EGM team found that the Americas and the Caribbean region completed the most reports with one in every five reports (20 per cent;  $n=25/124$ ) completed between 2018–2021 published by the region. The Asia and the Pacific ( $n=21/124$ ), East and Southern Africa ( $n=21/124$ ) and Europe and Central Asia ( $n=21/124$ ) regions followed, each representing 17 per cent of evaluations completed. The West and Central Africa (11 per cent;  $n=14/124$ ) and the Arab States (10 per cent;  $n=13/124$ ) regions had the least coverage between 2018 and 2021.

The EGM team found that geographical coverage of evaluation reports in the sample did not correspond with UN Women’s overall regional presence and programme expenses during the Strategic Plan 2018–2021 period. For example, the Asia and the Pacific region had the highest financial investment (US\$ 341 million), followed by East and Southern Africa (US\$ 312.8 million), West and Central Africa (US\$ 218.4 million) and the Americas and the Caribbean (US\$ 206 million); while the Arab States region (US\$ 203.6 million) and Europe and Central Asia (US\$ 148.3 million) had the least investment between 2018 and 2021.

**FIGURE 3. Evaluations by region (number by year)**



Source: Compiled by the IES team based on data from GATE

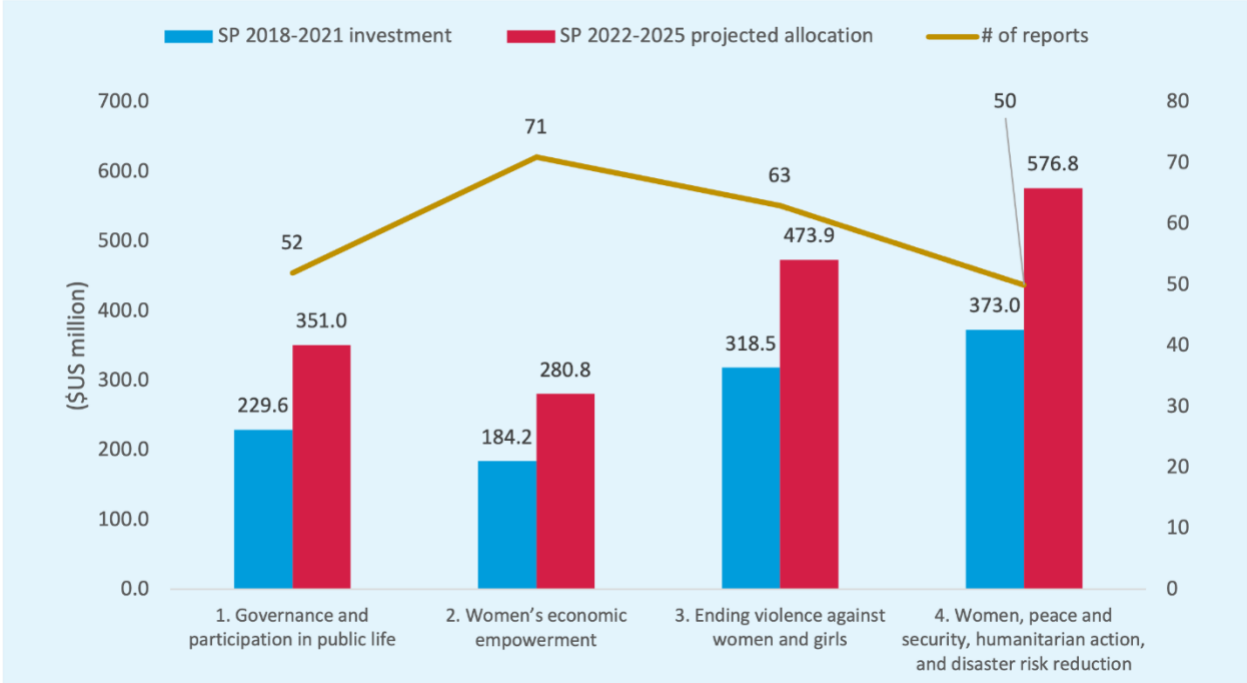
# 2. ANALYSES

## 2.1 Analysis by thematic area

In the current Strategic Plan 2022–2025, UN Women continues to align and measure its work across four distinct thematic areas: 1) governance and participation in public life (GPPL); 2) women’s economic empowerment (WEE); 3) ending violence against women and girls (EVAW); and 4) women, peace and security, humanitarian action and disaster risk reduction (WPS-HA/DRR). Some of UN Women’s efforts span across thematic areas and are therefore captured as cross-thematic work.

The EGM 2022 sample includes evaluation reports from all four thematic areas, including cross-thematic work. The EGM team found that UN Women’s evaluation reports provide a comparable level of evidence across the four thematic areas and even cross-thematically (ranging from 40 to 57 per cent coverage). Thematic Area 2: WEE was the most extensively evaluated appearing in 57 per cent; ( $n=71/124$ ) of reports, followed by Thematic Area 3: EVAW (51 per cent;  $n=63/124$ ). Thematic Area 1: GPPL and Thematic Area 4: WPS-HA/DRR were less prevalent, with 42 per cent ( $n=52/124$ ) and 40 per cent ( $n=50/124$ ) coverage, respectively (see Figure 4).

**FIGURE 4. UN Women's investments and evaluation reports by thematic area (2018–2021)**



Source: Compiled by the EGM team based on UN Women RMS data as of December 2022.

Despite Thematic Area 2: WEE receiving the least funding between 2018 and 2021, it was mentioned in more than half of the evaluation reports in the sample (57 per cent;  $n=71/124$ ). WEE was often cross coded with other thematic areas, including in more than 15 Country Portfolio Evaluations, which may, in part, explain how the area with the least financial resources allocated produced the most reports in the sample.

UN Women's work in advancing Thematic Area 2: WEE was well-represented in several evaluations, including the following evaluations from the sample:

1. Women's economic empowerment programme thematic evaluation in Nepal (2019)
2. Mid-term evaluation report for women's empowerment programme in Malawi (2019)
3. The regional evaluation on WEE in Latin America and the Caribbean (2020)
4. Final evaluation of the project "A joint action for women's economic empowerment in Georgia" (2020).

In contrast, Thematic Area 4: WPS-HA/DRR was the least represented thematic area in the sample (17 per cent;  $n=50/301$ ). Evaluations completed and sampled between 2018 and 2022 that referenced Thematic Area 4: WPS-HA/DRR include:

1. Final project evaluation of Inclusive security: Nothing for us without us in Liberia (2019)
2. Final evaluation of UN Women's project: Advancing the implementation of UNSCR 1325 in the oPt (2019)
3. Corporate evaluation of UN Women's support to National Action Plans on women, peace and security (2020)
4. Corporate evaluation of UN Women's contribution to humanitarian action (2019).

It is unclear why Thematic Area 4: WPS-HA/DRR was the least represented; however, as seen in Figure 4, UN Women is projected to allocate more funding to all four thematic areas in the current Strategic Plan 2022–2025 period, with plans for 1.5 times as much investment in Thematic Area 4: WPS-HA/DRR, some of which may be earmarked for evaluations.

Similarly, Thematic Area 1: GPL also had a relatively low amount of evaluative evidence produced between 2018 and 2021. Notable evaluations related to Thematic Area 1: GPL include:

1. Final evaluation of the improving women's participation in political processes as peace building ambassadors project in Sierra Leone (2019)
2. Mid-term evaluation of UN Women's supporting Syrian women's engagement in the Syrian political process – Building a homegrown constituency for peace programme (2019)
3. End-of-programme evaluation: Advancing and sustaining gender-based governance in Malawi 2014–2018 (2019)
4. Corporate evaluation of UN Women's contribution to women's political participation and leadership (2018).

Thematic Area 3: EAW was mentioned in approximately half of all evaluations in the EGM 2022 sample. Notable evaluations related to Thematic Area 3: EAW include:

1. Corporate evaluation of UN Women's UN system coordination and broader convening role in ending violence against women (2021)
2. Evaluation of the Port Moresby: A safe city for women and girls programme (2019)
3. Final evaluation of addressing sexual bribery experienced by female heads of households, including military widows and war widows in Sri Lanka (2020)
4. Final evaluation across generation and gender borders: Communities combatting gender-based violence in Kyrgyzstan 2018–2020 (2020).

## 2.2 Analysis by systemic outcomes

The current Strategic Plan 2022–2025 describes seven systemic outcomes that UN Women contributes to, in collaboration with other relevant actors, when addressing the root causes of gender equality. The seven systemic outcomes are:

1. Global normative frameworks, and gender-responsive laws, policies and institutions
2. Financing for gender equality
3. Positive social norms including by engaging men and boys
4. Women’s equitable access to services, goods and resources
5. Women’s voice, leadership and agency
6. Production, analysis and use of gender statistics and sex-disaggregated data
7. UN system coordination for gender equality

EGM 2022 presents a brief retrofitted analysis of how the newly introduced seven systemic outcomes were referenced in evaluations conducted between 2018 and 2021. Table 3 shows the number of evaluation reports that mentioned each systemic outcome for each of UN Women’s four thematic areas, as well as the number of reports that were cross-thematic in nature by systemic outcome.

The number of evaluation reports under each thematic area is not mutually exclusive. Therefore, for example, both Thematic Area 2: WEE and Thematic Area 3: EAW could be mentioned in a single evaluation report and would be counted independently under each thematic area as well as cross-thematically.

Overall, the systemic outcome for global normative frameworks, and gender-responsive laws, policies and institutions was represented most often in the EGM 2022 sample (73 per cent;  $n=90/124$ ), followed closely by women’s voice, leadership, and agency (69 per cent;  $n=86/124$ ) and positive social norms including by engaging men and boys (69 per cent;  $n=85/124$ ) (see Table 3). The systemic outcomes with the least coverage were financing for gender equality (33 per cent;  $n=41/124$ ) and production, analysis and use of gender statistics and sex-disaggregated data (49 per cent;  $n=61/124$ ). IES anticipates future EGM analyses will include more references to the systemic outcomes as they become increasingly integrated into UN Women.

**TABLE 3. Evaluation coverage by systemic outcome**

1. THEMATIC AREAS	1 Governance and Participation in public life	2 Women’s economic empowerment	3 Ending violence against women and girls	4 Women, peace and security, humanitarian action, and disaster risk reduction	5 Cross-thematic	Per cent coverage in total sample (n=124 reports)
<b>SYSTEMIC OUTCOMES</b>						
Global Norms change	27	24	33	25	24	73%
Financing for gender equality	16	19	4	5	4	33%
Positive social norms including by engaging men & boys	14	21	30	16	18	69%
Women’s equitable access to services, goods and resources	14	41	22	21	6	57%
Women’s voice, leadership, and agency	31	35	22	28	11	69%
Production, analysis and use of gender statistics and sex disaggregated data	8	14	17	8	25	49%
UN System coordination for gender equality	7	12	15	18	41	58%

*Note.* The total number of evaluations mapped to each systemic outcome can exceed the sample size of 124 evaluation as counts are not mutually exclusive.

Source: EGM 2022 analysis

## Global normative frameworks, and gender-responsive laws, policies and institutions

UN Women leverages its global normative intergovernmental role and provides technical support to Member States to strengthen the development of global norms and standards on gender equality and the empowerment of women and girls. UN Women also provides technical knowledge and capacity development to Member States (including gender equality mechanisms and key sectoral ministries) in their efforts to develop, adopt and implement gender-responsive laws and policies.

The EGM team found that evaluation reports in the EGM 2022 sample often referenced UN Women's contributions to global normative frameworks and gender-responsive laws, policies and institutions across all four thematic areas. The EGM team found the greatest number of references to this systemic outcome under Thematic Area 3: EAW (27 per cent;  $n=33/124$ ), and the least references under Thematic Area 2: WEE (19 per cent;  $n=24/124$ ); however, the number of references was evenly distributed across thematic areas. Notable examples of evaluative evidence were seen in the mid-term evaluation of UN Women supporting Syrian women's engagement in the Syrian political process—Building a homegrown constituency for peace programme (2019); Country Portfolio Evaluation synthesis report Papua New Guinea (2020); eliminating child marriages in Malawi and Zambia and offering scholarships to child marriage survivors: pilot project (2021); mid-term evaluation of enhancing accountability for gender equality and women's empowerment in national reforms, peace and security in Ukraine (2019); and corporate evaluation of UN Women's contribution to governance and national planning (2019). Global normative frameworks and gender-responsive laws, policies and institutions were also mentioned frequently in cross-thematic evaluations such as the evaluation of the national strategy for women and situational analysis of women's rights and gender equality in Jordan (2019) and the Country Portfolio Evaluation synthesis report in Albania (2021).

## Financing for gender equality

UN Women provides context-specific policy guidance, technical support and capacity strengthening on the mobilization, allocation and spending of high-impact financing which aligns with gender equality objectives. The Entity supports Member States in conducting gender analyses of public and private financing flows and integrating relevant data and targets on gender equality into national financing policies and strategies. According to the Strategic Plan 2022–2025, UN Women aims to support Member States in the collection and monitoring of globally representative data on gender-responsive budgeting, which supports national efforts to strengthen public finance management systems to track resources for gender equality and deliver gender-responsive budgets. The Entity also plans to position financing for gender equality in global forums.

The EGM team found that financing for gender equality, including gender-responsive budgeting, was referenced in one third of the evaluation reports sampled for EGM 2022 (33 per cent;  $n=41/124$ ). There were considerable differences in the number of references to financing for gender equality across thematic areas with evaluations tagged as Thematic Area 2: WEE (15 per cent;  $n=19/124$ ) referring to the systemic outcome five times as often as those tagged under Thematic Area 3: EAW (3 per cent;  $n=4/124$ ; see Table 3). Financing for gender equality was evidenced in the women's economic empowerment programme thematic evaluation in Nepal (2020) and end-of-programme evaluation: advancing and sustaining gender-based governance in Malawi 2014–2018 (2019).

## Positive social norms including by engaging men and boys

UN Women adopts an integrated approach to transforming the unequal power relations and discriminatory social norms, behaviours and practices that are at the heart of gender inequality and leverages partnerships to mobilize positive social change, and to build stronger ownership on gender equality among partners.



The Entity builds critical skills in youth, supporting volunteerism, including at the community level, and engaging men and boys as allies for gender equality and women's empowerment, both through programming as well as high-profile campaigns such as HeForShe.

The EGM analysis revealed Thematic Area 3: EVAW (24 per cent;  $n=30/124$ ) contained references to positive social norms including by engaging men and boys more often than any other thematic area in the evaluations sampled between 2018 and 2021. Examples include the evaluation of the 'Port Moresby: A safe city for women and girls programme' (Papua New Guinea, 2019); final evaluation across generation and gender borders: communities combatting gender-based violence in Kyrgyzstan 2018-2020 (2020); and evaluation of the joint programme: "Hemayati: Promoting women and girls' health and well-being" (2019). Thematic Area 1: GPPL mentioned positive social norms (including by engaging men and boys) least often (11 per cent;  $n=14/124$ ). Among references to Thematic Area 3: EVAW, positive social norms including by engaging men and boys, was mentioned in evaluation reports second only to global normative frameworks and gender-responsive laws, policies and institutions.

### **Women's equitable access to services, goods and resources**

To achieve gender equality and sustainable development, UN Women works to ensure that all women and girls have equitable access to public goods, services and resources that are responsive to their needs, accessible, affordable and of high quality across all sectors. The Entity also supports the removal of barriers to access; increases relevant expertise among service providers; supports women's participation in design and decision-making; and promotes sustainable investments at all levels.

While few cross-thematic evaluation reports mentioned women's equitable access to services, goods and resources between 2018 and 2021 (5 per cent;  $n=6/124$ ), the EGM team found a high concentration of evaluations under Thematic Area 2: WEE (33 per cent;  $n=41/124$ ) referencing women's equitable access to services, goods and resources, with nearly one in every three evaluations tagged to this systemic outcome.

Of note were the Women's economic empowerment programme thematic evaluation in Nepal (2020) and end-of-programme evaluation: advancing and sustaining gender-based governance in Malawi 2014–2018 (2019). Thematic Area 1: GPPL offered the least evidence for this systemic outcome (11 per cent;  $n=14/124$ ).

### **Women's voice, leadership and agency**

UN Women facilitates the expression of women's voice and agency in decision-making at all levels, sectors and contexts, including by protecting the right to freedom of opinion and expression and women's equal rights to engage in public life. The Entity assists with convening and coordinating relevant partners to ensure that women's organizations contribute to designing, drafting, decision-making, implementation and monitoring of national development plans, humanitarian response strategies, sectoral policies and action plans, laws and funding decisions in accordance with national laws. This includes facilitating dialogues, consultations and the establishment of nationally and locally relevant accountability frameworks and forums for women to share their expertise, needs and priorities.

References to women's voice, leadership and agency were evenly distributed across the four thematic areas for the evaluations conducted and sampled between 2018–2021. The EGM team found that Thematic Area 2: WEE (28 per cent;  $n=35/124$ ) had the most references but was closely followed by evaluations mapped to Thematic Area 1: GPPL (25 per cent;  $n=31/124$ ), Thematic Area 4: WPS-HA/DRR (23 per cent;  $n=28/124$ ) and Thematic Area 3: EVAW (18 per cent;  $n=22/124$ ). Notable examples include Albania's Country Portfolio Evaluation (2021) and the mid-term evaluation of UN Women supporting Syrian women's engagement in the Syrian political process—Building a homegrown constituency for peace programme (2019).

### **Production, analysis and use of gender statistics and sex-disaggregated data**

The UN Women Strategic Plan 2022-2025 recognizes that quality gender statistics, sex-disaggregated data and knowledge on gender equality and women's empowerment are essential for the achievement of the gender equality agenda.

UN Women will be able to better deliver on its integrated mandate (operational, normative, coordination) and advance gender equality and women's empowerment by enhancing the production, analysis and use of gender statistics and sex-disaggregated data. UN Women will lead efforts to mainstream a gender perspective in data production, use and availability across the UN system through its leadership in inter-agency mechanisms on data and through implementation of the UN Data Strategy, alongside partnerships with national statistics offices, national gender equality mechanisms, research organizations, civil society organizations and the private sector.

Production, analysis and use of gender statistics and sex-disaggregated data was another systemic outcome area that was infrequently mentioned in evaluations conducted between 2018 and 2021. Seventeen evaluations (14 per cent) mapped to Thematic Area 3: EAW, 14 evaluations (11 per cent) to Thematic Area 2: WEE, and just eight evaluations (6 per cent) to Thematic Area 1: GPPL and Thematic Area 4: WPS-HA each (see Table 3). Despite these small numbers overall, the EGM team found that one in every five evaluation reports in the sample were classified as a cross-thematic evaluation (20 per cent;  $n=25/124$ ) referencing production, analysis and use of gender statistics and sex-disaggregated data. Evaluations under this systemic outcome include the mid-term evaluation of the programme making every woman and girl count in Ethiopia (2021) and final evaluation report: Global Centre of Excellence on Gender Statistics – UN Women Mexico Office 2018–2020 (2020).

### 2.3 Analysis by Signature Initiatives

Building on the experience and lessons learned from UN Women's Flagship Programme Initiatives implemented during Strategic Plan 2018–2021, UN Women is proposing nine Signature Initiatives which will form the primary programme implementation instrument of the Strategic Plan 2022–2025 (e.g. to provide coherent programming frameworks and standardized approaches to guide the Entity's work at regional and country levels).

### UN system coordination for gender equality

UN Women leads, coordinates and promotes the accountability of the UN system for gender equality and women's empowerment across sectors. The Entity plans to further leverage its UN system coordination mandate to support the achievement and systemic monitoring and reporting of results in key thematic areas, including by leading and participating in joint programming to advance gender equality standards and results; catalysing integrated policy support in line with UN Women's thematic priorities; and advancing joint, inter-agency production of sex-disaggregated data, gender analysis and results measurement.

The EGM analysis found that UN system coordination for gender equality had the highest number of evaluations tagged as cross-thematic (33 per cent;  $n=41/124$ ). While this is a promising finding, individual thematic areas had relatively few evaluations represented under this systemic outcome. For example, only seven evaluations were coded for UN system coordination for gender equality under Thematic Area 1: GPPL (6 per cent). Thematic Area 2: WEE (10 per cent), Thematic Area 3: EAW (12 per cent), and Thematic Area 4: WPS-HA (15 per cent) were somewhat higher in the number of references to UN system coordination for gender equality. Notable examples of evaluation reports mapped as cross-thematic under this systemic outcome include the Pakistan Country Portfolio Evaluation and Audit (2021), Liberia Country Portfolio Evaluation (2018) and Mexico Country Portfolio Evaluation (2019).

Signature Initiatives intend to replicate successful elements of the Flagship Programme Initiatives and address the weaknesses identified in the Corporate Evaluation of UN Women's Flagship Programme Initiatives and the thematic priorities of the Strategic Plan 2018–2021 (2020). While UN Women has gathered evaluative evidence available under each thematic area to inform the Signature Initiatives, several evaluation reports that assessed the Flagship Programme Initiatives and/or key global programmes and joint initiatives in the EGM 2022 sample link directly to the Signature Initiatives.

Evaluation reports identified for the EGM 2022 sample reflect all nine Signature Initiatives to some extent. When retrofitted, Signature Initiative 2: Women’s equal participation in decision-making & institutions was covered most extensively (i.e. had the most relevant and directly related evaluation reports) from 2018–2021 (25 per cent;  $n=31/124$ ).

This was followed by Signature Initiative 9: Gender-responsive budgeting and financing (15 per cent;  $n=19/124$ ); Signature Initiative 1: Prevention of and response to violence against women and girls (13 per cent;  $n=16/124$ ), respectively (see Table 4).

**TABLE 4. Coverage of evaluations by Signature Initiatives**

Signature Initiatives (UN Women Strategic Plan 2022–2025)	Flagship Programme Initiatives Key global programmes/ initiatives (UN Women Strategic Plan 2018–2021)	# of reports
1. Prevention of and response to violence against women and girls	<ul style="list-style-type: none"> <li>Prevention and access to essential services to end violence against women</li> <li>Safe cities and safe public spaces</li> <li>Spotlight programme</li> <li>Global joint programme on essential women and girls</li> </ul>	16
2. Women’s equal participation in decision-making & institutions	<ul style="list-style-type: none"> <li>Women’s political empowerment and leadership</li> </ul>	31
3. Decent work and entrepreneurship	<ul style="list-style-type: none"> <li>Income security through decent work and social protection</li> <li>Stimulating equal opportunities for women entrepreneurs</li> </ul>	12
4. Strategic women’s peace & security global facility	<ul style="list-style-type: none"> <li>Women’s engagement in peace, security and recovery</li> <li>WPS global facility</li> </ul>	14
5. Women count	<ul style="list-style-type: none"> <li>Women count</li> </ul>	7
6. UN Women leadership, empowerment, access and empowerment (LEAP) in humanitarian crisis response	<ul style="list-style-type: none"> <li>UN Women leadership, empowerment, access and empowerment (LEAP) in crisis response</li> </ul>	7
7. Transforming care economy	<ul style="list-style-type: none"> <li>Income security through decent work and social protection</li> <li>UN Women-ILO programme on care</li> </ul>	9
8. Climate change and resilience to disaster <sup>1</sup>	<ul style="list-style-type: none"> <li>Women’s access to land and productive resources for climate-resilient agriculture</li> <li>Women’s resilience to disasters</li> </ul>	14
9. Gender-responsive budgeting and financing	<ul style="list-style-type: none"> <li>Transformative financing for gender equality and women’s empowerment</li> </ul>	19

<sup>1</sup> Ten reports mapped to Women’s Climate Action and Green Blue Economy and four reports mapped to Women’s Resilience on Disasters under the thematic area.

## **1. Prevention of and response to violence against women and girls**

Signature Initiative 1: Prevention of and response to violence against women and girls developed from two subthemes related to ending violence against women (EVAW) in the Strategic Plan 2018–2021: Essential Services and Prevention and Safe Cities and Safe Public Spaces. This intervention area appeared in approximately 12 per cent ( $n=16/124$ ) of evaluations, which was slightly higher than other Signature Initiatives. The evaluations for this intervention area highlight UN Women’s support to the integration of rights-based and survivor-centred approaches into laws, policies and practice on prevention of and response to violence against women; country and regional-level programmes that are developed based on the Essential Services Packages and the RESPECT Framework; and the Safe Cities and Safe Public Spaces programme. The 2021 regional evaluation: stepping up solutions to eliminate violence against women and girls in Asia and the Pacific had the most findings related to Signature Initiative 1. The evaluation assessed the regional programme, which promotes social norms, attitudes and behaviours to prevent violence against women and strengthens high-quality preventative and responsive essential services. The Corporate Evaluation of UN Women’s coordination and broader convening role in EVAW was also produced in 2021 and provides good evidence on key initiatives, including Flagship Programme Initiatives, to inform Signature Initiative 1.

Evidence on country-level implementation of the Flagship Programme Initiatives, such as the Safe Cities programme and the Flagship Programme Initiative on EVAWG (Prevention and Access to Essential Services), can be found in the evaluation reports, including the Country Portfolio Evaluation for Papua New Guinea (2020) and Ending Violence Against Women in the Western Balkans and Turkey: implementing norms, changing minds (2020).

## **2. Women’s equal participation in decision-making & institutions**

Among the nine Signature Initiatives, Signature Initiative 2: Women’s equal participation in decision-making & institutions, was covered most extensively in the EGM 2022 sample, with relevant findings appearing in approximately 25 per cent of evaluations ( $n=31/124$ ).

This may be explained by the fact that Signature Initiative 2 was broadly aligned with the stand-alone Thematic Area 1: GPLL. The EGM team found that UN Women’s work on global norms change and women’s voice, leadership and agency were the most common elements to emerge. Corporate-level approaches and results in this area of work were assessed in the corporate evaluation on UN Women’s work on women’s political participation (2018). Significant efforts towards achieving Signature Initiative 2 were also well-documented throughout the regions, as seen in the final evaluation of the programme gender equality in policy leadership and participation in Turkey (2021); mid-term evaluation of the programme on increased participation and representation of women in leadership in Ethiopia (2020); and mid-term evaluation of supporting Syrian women’s engagement in the Syrian political process (2019).

## **3. Decent work and entrepreneurship**

Signature Initiative 3: Decent work and entrepreneurship is aligned with two previous Flagship Programme Initiatives: income security through decent work and social protection, and stimulating equal opportunities for women entrepreneurship. While Thematic Area 2: WEE had the most evaluation reports in the EGM 2022 sample, few reports (8 per cent;  $n=11/124$ ) offered evidence on implementation of the Flagship Programme Initiatives from the previous Strategic Plan 2018–2021 period. UN Women’s efforts on decent work and entrepreneurship were covered especially well in regional and country-level programme/project evaluations; however, few reports discussed UN Women’s work on social protection. The regional evaluation on WEE in Latin America and the Caribbean (2020) had the most extensive findings related to Signature Initiative 3 and included evidence on decent work and social protection as well as on Signature Initiative 7: Transforming the care economy (discussed below). The EGM team noted that UN Women’s increased attention to WEE in response to the COVID-19 pandemic, which exacerbated inequalities in the region, had been a strategic success, particularly the increased efforts on decent work (women domestic workers), rural women and social protection.

Similarly, the 2020 evaluation on Georgia's contribution to the United Nations Sustainable Development Cooperation Framework focused on the outcome areas of jobs, livelihood and social protection in the context of the COVID-19 pandemic.

#### **4. Strategic women's peace and security global facility**

Fourteen evaluation reports were identified in the EGM 2022 sample as relating to UN Women Thematic Area 4: WPS-HA/DRR and as relevant evidence informing Signature Initiative 4: Strategic women's peace and security global facility. While a limited number of evaluations assessed the Flagship Programme Initiative Women's Engagement in Peace, Security and Recovery, multiple reports assessed the country-level programmes/projects focusing on UN Women's support to women's meaningful participation and leadership in peace and security decision-making processes. For example, the mid-term evaluation: promoting women and girls' effective participation in peace, security and recovery in Mozambique (2021) offered the most evidence for this area of UN Women's work. The mid-term evaluation assessed UN Women's support to the national action plan on women, peace and security and concluded that UN Women's support led to increased recognition of women's participation in conflict prevention, mediation and resolution. Other evaluation reports from the EGM 2022 sample for this area include the evaluation of UN Women's peace and security in the Arab States regional project (2019) and corporate evaluation of UN Women's support to national action plans on women, peace and security (2020).

#### **5. Women Count**

Signature Initiative 5: Women Count is linked directly to Systemic Outcome 6: production, analysis and use of gender statistics and its key components include addressing gaps in gender statistics by strengthening technical capacities at the national level and producing gender data to monitor the Sustainable Development Goals (SDGs) and other gender equality priorities. Multiple reports map to Systemic Outcome 6; however, only a handful describe findings on the operationalization of the Women Count Flagship Programme Initiative.

The corporate evaluation of UN Women's Flagship Programme Initiatives and thematic priorities of the Strategic Plan 2018–2021 (2020) offers relevant findings, noting that the Women Count programme provides best practices in operationalization evolving from a clear methodology, set-up and implementation. The final evaluation report on the Global Centre of Excellence on Gender Statistics in Mexico (2020) assessed the Mexico Country Office's contribution to strengthening national gender statistics through the Global Centre on Excellence in coordination with the Women Count programme and offers good evidence for Signature Initiative 5. The mid-term evaluation of making every woman and girl count in Ethiopia: supporting the monitoring and implementation of the SDGs through better production and use of gender statistics (2021), evaluated the three-year country-level programme and emphasized UN Women's effective support to gender-responsive national adaptations and monitoring of the SDGs and production of gender statistics.

#### **6. LEAP**

Signature Initiative 6: UN Women leadership, empowerment, access and empowerment (LEAP) in humanitarian crisis response focuses on strengthening accountability for gender equality in humanitarian action; increasing access to protection for women and girls; and supporting their leadership and empowerment in a humanitarian setting. Although several reports mapped to UN Women's Thematic Area 4: WPS-HA/DRR, Signature Initiative 6 was among the least covered, appearing in only seven evaluations. However, it is worth noting that each of the seven reports provides considerable evidence by assessing implementation of the Flagship Programme Initiative as a stand-alone initiative (rather than based on some component of the Flagship Programme Initiative). For example, at the global level, Flagship Programme Initiative LEAP was assessed as part of the corporate evaluation of UN Women's Flagship Programme Initiatives and the thematic priorities of the Strategic Plan 2018–2021 (2020) highlighting LEAP's flexible yet standard programme approach to UN Women's intervention in humanitarian action which had been widely adopted and rolled out at the country and regional levels.

The end-of-programme evaluation on LEAP in Uganda (2021) offered the most evidence on LEAP as it assessed UN Women's intervention in Uganda's South Sudanese refugee crisis implemented from 2017 to 2020. UN Women's economic intervention under LEAP in the Arab States (Egypt, Iraq, Jordan, Lebanon) as well as the corporate evaluation of UN Women's contribution to humanitarian action (2019) were also among the key evaluations mapped to this area.

## **7. Transforming the care economy**

Through Signature Initiative 7, UN Women aims to transform the care economy by strengthening and implementing the 5Rs (recognize, reduce, redistribute, represent and reward) in the private and public sectors. While no stand-alone Flagship Programme Initiative on the care economy existed in the previous Strategic Plan 2018–2021, UN Women's work on care was a key sub-thematic area represented within WEE. For EGM 2022, the EGM team reviewed UN Women's work on the care economy and found nine relevant reports to include in the sample. However, given that work on the care economy sits under Thematic Area 2: WEE, the level of detail in the findings related to UN Women's care work varied by report (e.g. often only briefly referenced or assessed as part of a larger programme rather than being assessed as a stand-alone intervention on care). One of the few exceptions was the regional evaluation on WEE in Latin America and the Caribbean (2020), which provided a comprehensive overview of regional efforts on unpaid domestic and care work, including mapping of regional care work and UN Women's key achievements. The joint programme on gender equality in Georgia (2021) and the programme moving forward for equality in Mexico (2021) also offered good evaluative evidence of country-level implementation of activities related to Signature Initiative 7.

## **8. Climate change and resilience to disaster**

At the time of this review, two separate Signature Initiatives were proposed on women's climate action and green/blue economy under Thematic Area 2: WEE, and women's resilience to disasters.

In the EGM 2022 sample, only 8 per cent ( $n=124$ ) of evaluations provided relevant findings for UN Women's work on climate change and green/blue economy, including climate-resilient agriculture and increased participation and leadership in climate action. Of these, the evaluations with the most findings on climate change were from the regions for East and Southern Africa and West and Central Africa, which includes the final evaluation of the programme Empowering Women through Climate Resilient Agriculture in Malawi (2021); the mid-term evaluation of *Accès des femmes aux moyens de production pour une agriculture résiliente face au changement climatique* in Mali (2021); and the Country Portfolio Evaluation for Uganda (2020). Few reports ( $n=4$ ) were identified for Signature Initiative 8: resilience to disasters as relating to UN Women's support on gender-responsive prevention, preparedness and recovery policy and advocacy for gender quality and women's leadership in disaster risk reduction and resilience. Of the four reports, three were from Country Portfolio Evaluations, including the Country Portfolio Evaluation and Audit for Viet Nam (2020) on the Country Office's contribution to policy-level analysis feeding into the adoption of national policies for disaster risk reduction; Country Portfolio Evaluation for Bangladesh (2018) on the Country Office's contribution to enhancing government and NGO sector mechanisms for addressing gender equality in disaster risk reduction-climate change interventions; and the Country Portfolio Evaluation for Liberia (2018) on UN Women's support to disaster plans in response to the Ebola crisis. Considering the limited evaluations available on this area of work, Signature Initiative 8 is an area worth exploring further.

## **9. Gender-responsive budgeting and financing**

Signature Initiative 9: Gender-responsive budgeting and financing aims to fully embed gender equality in fiscal laws, policies and decision-making practices so that financing can enable implementation of gender-responsive policies and programmes. Signature Initiative 9 is linked directly to Systemic Outcome 2: Financing for Gender Equality. The EGM team mapped 19 reports to Signature Initiative 9.

Aside from the corporate evaluation of UN Women's contribution to governance and national planning (2019), the EGM team found a limited number of evaluations on gender-responsive budgeting available at the global level. Several country-level evaluations were available from the Strategic Plan 2018–2021 period (e.g. nine Country Portfolio Evaluations assessing UN Women's country-level interventions on gender-responsive budgeting). The Country Portfolio Evaluation for Albania (2021)

assessed the Country Office's work on gender-responsive budgeting and its inter-linkages with other areas of work concluding that the Country Office was successful in using gender-responsive budgeting work to build a set of programmatic and cross-mandate linkages that have increased the impact of the portfolio. Overall, from a programming perspective, programmes that address both EAW and gender-responsive budgeting have been synergistic

## 2.4 Analysis by organizational effectiveness and efficiency framework indicators

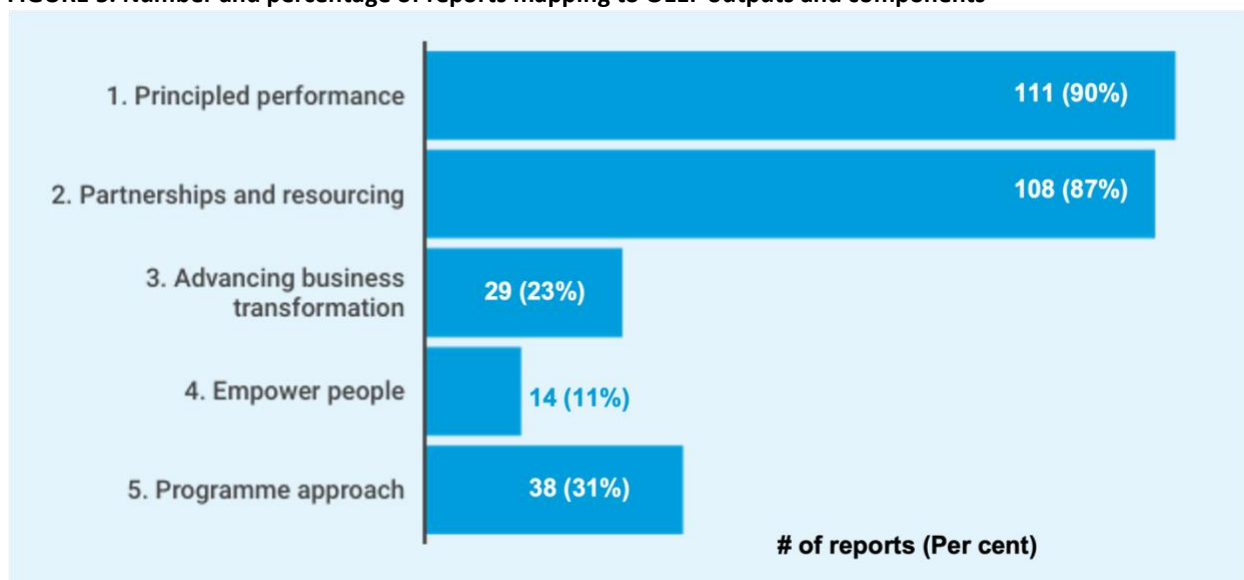
UN Women's Strategic Plan 2022–2025 lists five outputs to address and evaluate the organizational effectiveness and efficiency of the Entity's work:

- **Output 1.** Assuring an accountable organization through **principled performance**; UN Women is an accountable and trustworthy development organization that manages its financial and other resources with integrity and in line with its programmatic ambitions and fiduciary obligations.
- **Output 2.** Advancing **partnerships & resourcing**; Effectively influencing for impact & scale: UN Women effectively leverages and expands its partnerships, communications and advocacy capabilities to increase support for and financing of the gender equality agenda, while securing sustainable resourcing for the delivery of its own mandate.
- **Output 3.** **Advancing business transformation**; UN Women strategically plans for and transforms its business model to deliver impact at scale, through agile and ethical leadership rooted in a continuous improvement culture.

- **Output 4.** Nurturing an **empowered workforce** and advancing an inclusive UN Women culture; with its unique and inclusive culture, UN Women is an employer of choice with a diverse and highly performing cadre of personnel that embodies UN values.
- **Output 5.** **Effective normative, programmatic and coordination products, services and processes**; UN Women efficiently and effectively discharges of all business processes that advance integrated delivery of its mandate at HQ, Regional and Country levels, including through shared services.

The EGM team found that at least one aspect of the OEEF was evaluated in each of the 124 reports sampled for EGM 2022. Output 1: Principled performance was evaluated most often (90 per cent;  $n=111/124$ ), followed by Output 2: Partnership and resourcing (87 per cent;  $n=108/124$ ). Component A: Monitoring, reporting and evaluation was also frequently evidenced in the sample of evaluation reports (72 per cent;  $n=89/124$ ; see Figure 5).

**FIGURE 5. Number and percentage of reports mapping to OEEF outputs and components**



**Output 1:** Principled performance, human resources (60 per cent;  $n=75/124$ ) and financial management (56 per cent;  $n=70/124$ ) were the aspects most often referenced in the evaluation reports completed and sampled between 2018 and 2021. Much of the evidence highlighted that UN Women’s human resources are highly valuable, but extremely limited in number. While some evaluative evidence offered details on the resources appointed to a project or initiative, many simply raised this as a point of concern. In terms of financial management, the evidence points to overall agreement that financial management is performed well, although delays in disbursements to programme partners were often reported as a challenge, which was not always linked to UN Women (among the most recurrent factors include administrative and bureaucratic issues, and more recently COVID-19).

**Output 2:** Partnerships and resourcing findings suggested UN Women has a well-established set of diverse partners. Partnerships with civil society organizations were the most frequently reported (50 per cent;  $n=62/124$ ), closely followed by national and government partnerships (48 per cent;  $n=60/124$ ). Although further investigation is required, this finding might reflect UN Women’s efforts in finding a balance between working with two different but equally important constituents.

Other partners mentioned were UN partners (33 per cent;  $n=41/124$ ) and academia (9 per cent;  $n=11/124$ ). Of note were the non-traditional partners mentioned across 25 evaluations (20 per cent), suggesting that UN Women’s range of partnerships is becoming increasingly varied (non-traditional partners were mostly in the private sector).

**Output 3:** Advancing business transformation was mentioned in 29 evaluation reports (23 per cent). What emerged from the results is the relevance of coordination and communication between the different levels of the organization (headquarters, regional and country levels). However, several reports highlighted that coordination and communication could be improved for better effectiveness and coherence.

**Output 4:** Nurturing an empowered workforce and advancing an inclusive UN Women culture was the least mentioned OEEF output, found in only 14 evaluation reports (11 per cent) in the EGM 2022 sample. This might suggest that UN Women needs to better incorporate aspects of Output 4 throughout the organization. Some findings described how aspects of the organizational culture limit innovation as they are seen as risk-taking.



**Output 5:** The EGM team found that the monitoring, reporting and evaluation component (72 per cent;  $n=89/124$ ) of Output 5: Effective normative, programmatic and coordination products, services and processes was reported most often within the sample. All evaluation reports acknowledged the presence of a reporting process, but findings around the quality and quantity of reporting varied greatly across projects.

This might require a stronger emphasis on standardizing processes. Another aspect that might be of interest was that the principle of “Value for Money” was relatively underreported in the sample (13 per cent;  $n=16/124$ ). This emerged as one of the main strategies to leverage through joint programming and partnership.

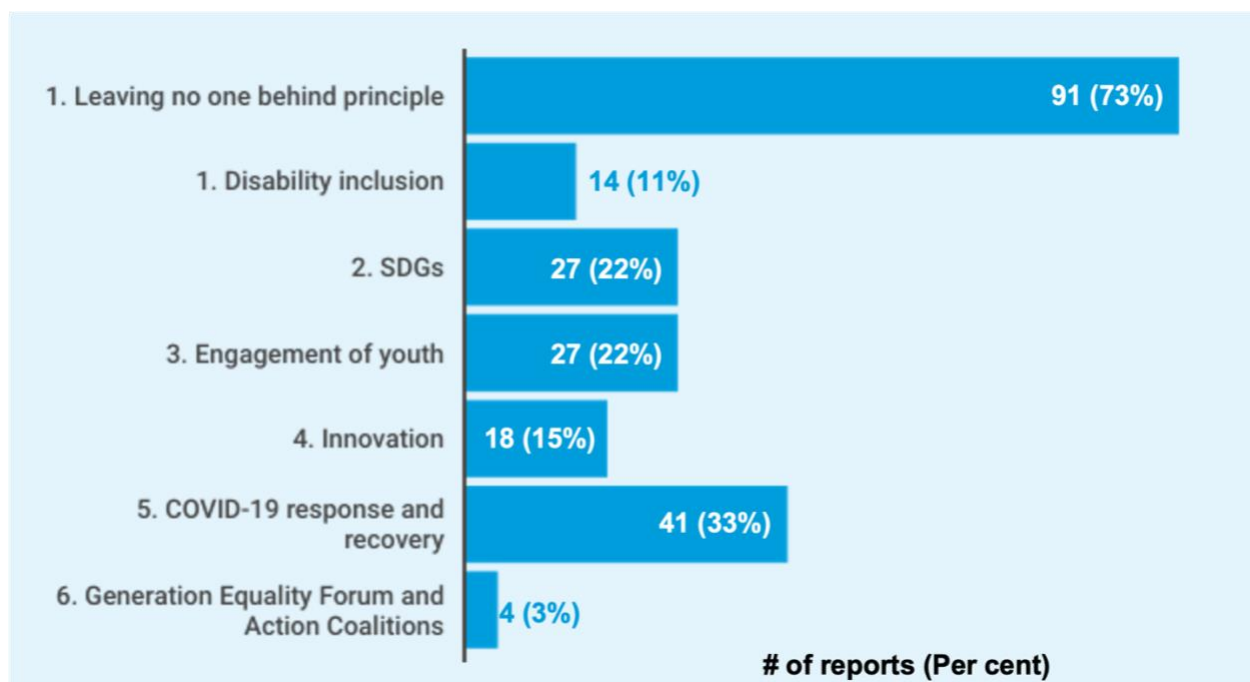
## 2.5 Analysis by cross-cutting enablers

EGM 2022 also included an analysis of cross-cutting enablers such as the leave no one behind principle, disability inclusion, SDGs, engagement of youth, innovation, COVID-19 response and recovery, and Generation Equality Forum and Action Coalitions – which were defined in the coding framework to build a database around cross-cutting issues, and to identify gaps in evidence.

**Leaving no one behind principles** were present in most evaluation reports completed between 2018 and 2021 (73 per cent;  $n=91/124$ ), suggesting that the principle is now fairly rooted in UN Women’s work.

Women living with disabilities (19 per cent;  $n=23/124$ ); refugees, internally displaced people (IDP) or migrant women (13 per cent;  $n=16/124$ ); rural women (11 per cent;  $n=14/124$ ); and indigenous women (10 per cent;  $n=12/124$ ) were the leave no one behind groups referenced most often. Other groups that were mentioned include LGBTIQ (6 per cent;  $n=8/124$ ), women living with HIV (5 per cent;  $n=6/124$ ), ethnic minorities (5 per cent;  $n=6/124$ ), youth (3 per cent;  $n=4/124$ ), poor women (3 per cent;  $n=4/124$ ), elderly (1 per cent;  $n=1/124$ ) and sex workers (1 per cent;  $n=1/124$ ).

**FIGURE 6. Number and percentage of reports mapping to other cross-cutting strategic issues and emerging areas**



It is worth noting that most IES evaluations require a section of the report to be dedicated to an evaluation question on leave no one behind or human rights and gender equality, which may explain the vast evidence available on leave no one behind across different thematic areas and in the evaluation culture more broadly.

Strong leave no one behind components were found in the following evaluation reports:

1. Final evaluation of the Knowledge Gateway on women's economic empowerment project (IES, 2018)
2. Regional evaluation on women's economic empowerment (Americas and the Caribbean Regional Office, 2020)
3. Corporate evaluation of UN Women's contribution to women's political participation and leadership (IES, 2018).

Findings related to **marginalized groups** often reflected quantitative aspects more than qualitative aspects. For example, the extent to which some groups were included in the projects or very general evidence rather than exploration of the impact a programme/project may have had on the grounds of discrimination. Therefore, it is necessary to increase the substantiality of this finding as only 13 evaluations (10 per cent) mention that UN Women could be doing more to incorporate the leave no one behind principle (e.g. by involving marginalized groups in the planning phase and better inclusion of the needs of the marginalized groups in activities). In addition, a more systematic disaggregation in monitoring and evaluation is needed, especially to increase the usefulness of evaluation for future planning.

An analysis of the **SDGs** explored how they were represented in the evaluation reports completed and sampled between 2018 and 2021. Based on an initial key word search, SDGs were referenced to some extent in 87 reports (70 per cent); however, the EGM team's analysis found that only 27 reports (22 per cent) reported substantial results. As expected, SDG 5: Gender equality, was found most frequently in the sample of evaluation reports (50 per cent;  $n=62/124$ ).

Other SDGs mentioned include SDG 16: Peace, justice and strong institutions (15 per cent;  $n=18/124$ ); SDG 8: Decent work and economic growth (15 per cent;  $n=18/124$ ); and SDG 1: No poverty (11 per cent;  $n=14/124$ ). The EGM team did not find evidence of SDG 7: Affordable and clean energy; SDG 12: Responsible consumption and production; SDG 14: Life below water; or SDG 15: Life on land in the evaluation reports that were reviewed as part of EGM 2022.

**Engagement of youth** was reported in 22 per cent of evaluations ( $n=27/124$ ), specifically when youth were among the beneficiaries of the interventions together with women or other marginalized groups. Given the increased importance that the UN system gives to youth as agents of change, the evaluative evidence would need to be further disaggregated and explored to better understand the results of projects related to this specific segment of the population.

**Innovation** was mentioned in the findings section of 15 per cent of evaluations ( $n=18/124$ ), most commonly in projects related to WEE. A corporate evaluation of UN Women's approach to innovation was also undertaken during the Strategic Plan 2018–2021 period and published in 2021. While most of the projects coded under the innovation classification had a specific innovation component (e.g. scaling up products or models, innovative technologies and information communication technology [ICT] as part of their evaluative findings), it is possible that other evaluation reports also hold evidence of something innovative, but were not labelled as such. A greater focus on this aspect while evaluations are being carried out would be useful to capture elements of innovation that could be explored further or scaled up in the future.

Evaluative evidence around **COVID-19 response and recovery efforts** was found in 59 per cent of reports in the sample beginning in 2020 ( $n=41/69$ ).<sup>2</sup> In several reports, the findings explicitly discuss how projects had to be adapted to the pandemic (e.g. by moving activities online, conducting needs assessments, collecting data, supporting frontline services). Many findings offer good evidence of UN Women's flexibility; while some mention the constraints that emerged and challenges affecting project implementation.

References to the **Generation Equality Forum and Action Coalitions** were found in 3 per cent ( $n=4/124$ ) of evaluation reports, and offered very limited details. As Generation Equality Forums were only launched in 2021, it is possible that more evaluative evidence will emerge in the future.

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<sup>2</sup> A denominator of 69 was used here since only evaluations completed in 2020 and 2021 would have

included references to COVID-19 during the Strategic Plan 2018–2021 period.

# 3. CONCLUSIONS AND THE PROPOSED WAY FORWARD

The objective of the EGM 2022 analysis was to examine UN Women’s evaluative evidence and identify any significant gaps or areas of insufficient evidence for the areas that are strategically important to UN Women. The EGM team reviewed 124 evaluation reports that met the criteria for inclusion in the sample (i.e. completed during the Strategic Plan 2018–2021 cycle; GERAAS rating of “good” or “very good”) and found that most of the evaluation reports produced provided relevant evidence, to some degree, for UN Women’s thematic focus areas, systemic outcomes and/or OEEF indicators.

During the Strategic Plan 2018–2021 period, UN Women saw an increase in the number of evaluations – including corporate evaluations, thematic and strategic regional evaluations, and Country Portfolio Evaluations – that provide meaningful evidence on UN Women’s overall programmatic approach. In looking ahead, EGM 2022 was able to identify gaps in the existing evidence by retrofitting evaluative evidence produced between 2018 and 2021 to the new framework presented in the Strategic Plan 2022–2025.

In this section, the EGM team presents a proposed way forward to address the gaps and inform implementation of the Corporate Evaluation Plan 2022–2025.

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**CONCLUSION 1.** Overall, the EGM team concluded that the evaluations under review provided a comparable level of evidence across the four thematic areas, but that Thematic Area 4: Women, Peace and Security, and Humanitarian Action and Disaster Risk Reduction was least represented. A considerable number of evaluations addressed more than one thematic area, which mapped well to UN Women’s cross-thematic approach.

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The EGM team found a comparable level of evaluative evidence for each of UN Women’s four thematic areas, but Thematic Area 4: WPS-HA/DRR continues to be the least represented area, as was the case in EGM 2019. During the Strategic Plan 2018–2021 period, two corporate evaluations related to Thematic Area 4: WPS-HA/DRR were conducted<sup>3</sup> to assess the organization’s approach and results as a whole. However, considering the relatively large financial investment and the growing role UN Women is expected to play in this thematic area, more evidence is needed (e.g. What is UN Women’s role in advancing women’s involvement in disaster risk reduction?). In contrast, Thematic Area 2: WEE, had the most coverage in the evaluations produced between 2018 and 2021, many of which were programme/project-level evaluations and Country Portfolio Evaluations.

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<sup>3</sup> Corporate thematic evaluation of UN Women’s contribution to humanitarian action (2019); Corporate thematic evaluation of UN Women’s support to

National Action Plans on women, peace, and security (2020).

Given the considerable amount of evidence and UN Women's broad scope/multiple sub-thematic areas within Thematic Area 2: WEE, there is an opportunity to synthesize existing evidence related to WEE. A corporate evaluation to assess UN Women's contribution to Thematic Area 2: WEE was last conducted in 2014; a new corporate evaluation focusing on UN Women's normative work is under way with plans for publication in early 2023. Notably, the EGM team mapped considerable evaluative evidence under UN Women's cross-thematic approach, which suggests that many reports are evaluating more than one thematic area. This finding can be attributed to Country Portfolio Evaluations that often reported on a Country Office's overall approach and programmatic implementation strategies. UN Women's new approach emphasizes creating impact through cross-thematic approaches, which appears to have already begun in the previous Strategic Plan 2018–2021 period.

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**CONCLUSION 2. More evidence will be required to adequately strengthen, support and inform UN Women's holistic interventions through the newly introduced systemic outcomes. Much of the existing evidence is generated from thematic-specific or project-level evaluations. With the goal of providing UN Women with evidence and lessons to inform its evolving cross-thematic approach, more evaluations and synthesis of results that focus on UN Women's interventions and the Entity's overall corporate approach are needed to generate evidence to inform and measure the interventions and capture the lessons learned.**

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The seven systemic outcomes introduced in UN Women's current Strategic Plan 2022–2025 cut across the four thematic areas, with the intention of contributing to more impactful and holistic interventions.

The EGM team's retrofitted analysis of evaluations conducted between 2018 and 2021 mapped to the Strategic Plan 2022–2025 framework revealed that UN Women produced varying levels of evidence for each of the seven systemic outcomes in the previous Strategic Plan cycle.

Systemic Outcome 2: Financing for gender equality (33 per cent,  $n=41/124$ ) and Systemic Outcome 3: Production, analysis and use of gender statistics and sex-disaggregated data (49 per cent,  $n=61/124$ ), in particular, had noticeable gaps in evidence and in representation among the systemic outcomes.

With the goal of providing UN Women with evidence and lessons to inform its evolving cross-thematic approach, the EGM team found a need to conduct formative evaluations, especially at regional and corporate levels. Relatively, more evaluation reports were mapped to other systemic outcomes (e.g. Systemic Outcome 1 on global normative frameworks with 75 per cent coverage [ $n=90/124$ ] and Systemic Outcome 2 on social norms with 69 per cent coverage [ $n=85/124$ ]). However, much of the evidence is generated from thematic-specific or project-level evaluations. Therefore, more evaluations and synthesis of results that focus on UN Women's interventions and the Entity's overall programmatic approach are needed to generate evidence for developing, implementing and measuring UN Women's efforts while capturing lessons learned.

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**CONCLUSION 3. Limited information on UN Women's proposed Signature Initiatives and the varying types of evidence available made it challenging to analyse the overall level of evaluative evidence. There is a need for more evidence and learning to inform UN Women's programming framework in emerging areas of work such the newly introduced and proposed Signature Initiative 7: Transforming care economy and Signature Initiative 8: Climate change and resilience to disaster.**

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The EGM team measured the evaluative evidence available from the sample against the nine newly proposed Signature Initiatives that were in development at the time of analysis. Signature Initiatives included those continuing from specific Flagship Programme Initiatives (e.g. Signature Initiative 6: LEAP and Signature Initiative 5: Women Count) to those that were newly proposed by merging multiple priority areas (e.g. Signature Initiative 1: Prevention of and response to violence against women and girls and Signature Initiative 2: Women's equal participation in decision-making & institutions) or introducing new areas of focus (e.g. Signature Initiative 7: Transforming care economy and Signature Initiative 8: Climate change and resilience to disaster). Considering challenges in analysis due to limited information on the Signature Initiatives and the varying types of evidence available, it is premature to judge the overall level of evidence based solely on the number of evaluation reports. However, the EGM team identified certain gaps that could be addressed as the current Strategic Plan 2022–2025 is implemented.

Although several reports include findings and conclusions relevant to these areas of work, few described UN Women's programming framework or approach to these areas. Even fewer reports covered Signature Initiative 6: LEAP and Signature Initiative 5: Women Count. However, these areas offer solid evidence on implementation of the Flagship Programme Initiative approach both at the corporate and country level. Therefore, the EGM team recommends engaging in more evaluations and synthesis of results that focus on UN Women's Signature Initiatives as the 'primary programme implementation instrument' and 'frameworks and standardized approaches' to guide UN Women's overall programmatic approach in the Entity's key thematic areas.

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**CONCLUSION 4.** To support UN Women in strengthening its inclusive culture and enabling environment for innovation, there is a need to better evaluate the Entity's progress on cultivating a more effective, diverse and empowered workplace. There is also a need to strengthen leave no one behind principles through more rigorous analyses.

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The EGM team found that all 124 evaluations in the EGM 2022 sample had elements that mapped to OEEF outputs to some extent. Evidence pertaining to OEEF 1: Principled performance and OEEF 2: Partnerships and resourcing were the most prevalent, and the team saw useful clusters of evidence in both areas. For example, evaluations that addressed and/or examined types of partnerships or resource strategies were coded for OEEF outputs.

OEEF 4: UN Women empowered workforce and inclusive culture was found in only 11 per cent of evaluations ( $n=14/124$ ) making it the least represented. While the extent to which efforts have been made in this aspect is unclear, more effort is needed to assess UN Women's progress on cultivating an effective, diverse and empowered workplace. EGM 2022 also included six pre-defined cross-cutting strategic issues/emerging areas. The EGM team found that approximately 73 per cent of reports ( $n=81/124$ ) referenced the leave no one behind principle; however, the quality of evidence varied and was often limited to simple counts or brief mentions. Innovation was the cross-cutting theme mentioned the least of all. Although the corporate evaluation on innovation (2021) offers a recent assessment of UN Women's approach to innovation, evidence from country and regional levels, which often offers good context and evidence related to implementation, was lacking.

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**CONCLUSION 5.** There is an opportunity to synthesize existing evidence related to UN Women’s contribution to the COVID-19 response and recovery efforts. Synthesizing evidence can illuminate key lessons learned about UN Women’s response to crises and help assess organizational readiness for the flexibility and adaptability required in rapidly changing contexts.

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A considerable body of evidence was found on UN Women’s COVID-19 response and recovery efforts in evaluations completed between 2020 and 2021. These evaluations provide a good basis for synthesizing and generating evidence on what worked and did not work during a global crisis, with lessons from country-level responses adding valuable context.

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**CONCLUSION 6.** As in the EGM 2019, there was limited evidence on UN Women’s contribution to gender mainstreaming across all areas of the SDGs. Rigorous analyses and evaluations to assess the Entity’s long-term contributions and impact will be required.

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Approximately 70 per cent ( $n=87/124$ ) of evaluation reports in the sample referenced the SDGs; however, only one quarter of reports ( $n=27/124$ ) provided substantial findings as contributions towards achievement of the SDGs. As expected, evaluative evidence related to SDG 5: Gender equality, was found most often in the sample of evaluation reports (50 per cent;  $n=62/124$ ). Similar trends were seen in the previous EGM 2019 exercise, which saw approximately 30 per cent ( $n=30/103$ ) of the evaluation reports from 2016–2019 containing substantial evidence on UN Women’s contribution to the SDGs. This reiterates the existing gap and represents a missed opportunity to showcase UN Women’s contribution and efforts to mainstreaming gender within the SDGs.

# ANNEX 1

## EVALUATION SAMPLE

All evaluations can be found in the UN Women GATE (<https://gate.unwomen.org>)

Year	Region	Office	Language	Evaluation Title	Rating
2018	East and Southern Africa	South Sudan	English	Country Portfolio Evaluation	Very Good
2018	East and Southern Africa	Rwanda	English	Un Women Rwanda Country Portfolio Evaluation 2014 - 2018	Good
2018	West and Central Africa	Liberia	English	Country Portfolio Evaluation	Very Good
2018	Headquarters	Policy Division	English	Knowledge Gateway on Women's Economic Empowerment	Very Good
2018	East and Southern Africa	Kenya	English	Kenya Country Strategy Final Evaluation	Good
2018	West and Central Africa	Cameroon	French	Prise En Charge Adéquate Des Femmes Victimes De Violences Dans La Région De L'extrême Nord	Good
2018	Corporate/IES	IES	English	Corporate evaluation of UN Women's Contribution to Women's Political Participation and Leadership	Very Good
2018	East and Southern Africa	Ethiopia	English	End Evaluation Of "Preventing And Responding To Violence Against Women And Girls In Ethiopia" Programme	Good
2018	East and Southern Africa	Rwanda	English	Final Evaluation Of The Joint Programme "Advancing And Sustaining Gender Equality Gains In Rwanda"	Very Good
2018	East and Southern Africa	Kenya	English	Evaluation of "Countering Violent Extremism" Project in Kenya	Good
2018	Europe and Central Asia	Kyrgyzstan	English	Livelihoods Through Participation And Equal Access To Water	Good
2018	Europe and Central Asia	Kyrgyzstan	English	Joint Programme On: Accelerating Progress Towards The Economic Empowerment Of Rural Women (Jp-Rwee)	Very Good
2018	Europe and Central Asia	Albania	English	Thematic Evaluation Of Women's Political Empowerment (Sn Outcome 1)	Good
2018	Arab States	ASRO	English	Evaluation of UN Women Economic Opportunities work under LEAP/HA	Good
2018	Arab States	Morocco	French	L'évaluation Finale du Projet de l'opérationnalisation de l'entente de partenariat pour la promotion de la participation des Femmes à la gestion des affaires locales et le renforcement de la gouvernance territoriale sensible au genre (2014–2017)	Very Good
2018	Arab States	Egypt	English	Evaluation of Women's Employment Promotion Project (WEPP)	Good
2018	Arab States	Egypt	English	Securing Rights and Improving Livelihoods of Women (SRILW) evaluation	Good



2018	Arab States	Jordan	English	Women, Peace and Security in the Arab States - Final Independent Evaluation	Good
2018	Asia and the Pacific	Bangladesh	English	Final Evaluation of the Project titled 'Building capacity to Prevent Violence Against Women (BCPVAW)	Good
2018	Asia and the Pacific	Thailand	English	Final Evaluation – Regional Project “Preventing Exploitation Of Women Migrant Workers”	Good
2018	Americas and the Caribbean	ACRO	Spanish	Regional Evaluation on Normative Frameworks	Very Good
2018	Americas and the Caribbean	Colombia	Spanish	Mid Term Evaluation of The Programme: Overcoming Gender-Based Violence To Ensure Women’s Full Enjoyment Of Rights	Very Good
2018	Americas and the Caribbean	Colombia	Spanish	Final Evaluation Sweden Project: Women’s Citizenship For Peace, Justice And Development	Good
2018	Americas and the Caribbean	Ecuador	Spanish	Evaluación Del Proyecto “Mujeres Liderando El Desarrollo Inclusivo Sostenible De La Provincia De Loja”	Good
2018	Americas and the Caribbean	Mexico	Spanish	Evaluation Of The Safe Cities Campaign #Noesdehombres	Very Good
2018	Americas and the Caribbean	El Salvador	Spanish	Evaluación Final Del Proyecto: “Ciudad Mujer/Onu Mujeres”	Good
2018	Headquarters	Fund for Gender Equality	English	Independent Evaluation Of Un Women's Fund For Gender Equality (2009-2017)	Very Good
2018	East and Southern Africa	Burundi	French	Burundi Country Portfolio Evaluation	Very Good
2019	Asia and the Pacific	Nepal	English	Women's economic empowerment programme thematic evaluation	Very Good
2019	East and Southern Africa	Malawi	English	Mid-term evaluation for the Women Empowerment Programme	Good
2019	East and Southern Africa	Malawi	English	End of Project evaluation for the Advancing and Sustaining Gender Based Governance Project in Malawi	Good
2019	Arab States	Morocco	French	Appui à l'autonomisation économique des femmes à travers la promotion de la chaîne de valeur agro écologique pour une meilleure résilience au changement climatique (Morocco)	Good
2019	West and Central Africa	Sierra Leone	English	Improving WPP as peace building ambassadors	Good
2019	Asia and the Pacific	Papua New Guinea	English	Safe Cities Evaluation (including Safe Buses) - (Endline: Gordons Market, Gerehu Market, Koki Markets and buses)	Very Good
2019	Arab States	ASRO	English	UN Women’s Supporting Syrian Women’s Engagement in the Syrian Political Process	Good
2019	Europe and Central Asia	Serbia	English	Evaluation of the Serbia National Action Plan for GE	Good
2019	West and Central Africa	Liberia	English	Project on Inclusive Security "Nothing for Us Without Us"	Good
2019	Europe and Central Asia	Ukraine	English	Mid-term Evaluation of the project 'Gender equality at the centre of reforms, peace and security', funded by the Government of Sweden	Good
2019	Europe and Central Asia	Georgia	English	Mid-term evaluation of UN Joint Programme For Gender Equality	Very Good
2019	Europe and Central Asia	ECARO	English	Evaluation of the 3rd Phase of the regional GRB programme	Good
2019	East and Southern Africa	Ethiopia	English	Evaluation of JP Rural Women Economic empowerment	Very Good

2019	Arab States	Jordan	English	Final evaluation for the Hemayati: Promoting Women and Girls' health and wellbeing joint programme.	Very Good
2019	Arab States	Jordan	English	Final evaluation for the National Strategy for Women	Good
2019	Arab States	Jordan	English	Project evaluation for Eid bi Eid	Good
2019	Arab States	ASRO	English	Formative Evaluation of Community and National Level Actions for Promoting Gender Equality and Engaging Men and Boys	Very Good
2019	Arab States	Palestine	English	Evaluation of the Advancing the Implementation of UNSCR 1325 project	Good
2019	Americas and the Caribbean	Bolivia	Spanish	Evaluation of UNW's programme portfolio (partnerships)	Good
2019	Asia and the Pacific	APRO	English	Programme Presence Portfolio Evaluation	Very Good
2019	Asia and the Pacific	Papua New Guinea	English	Country Portfolio Evaluation	Good
2019	Corporate/IES	IES	English	Corporate Evaluation of UN-Women's Contribution to Humanitarian Action	Very Good
2019	Americas and the Caribbean	Mexico	Spanish	Strategic Note 2014-2019	Good
2019	West and Central Africa	Mali	French	Country Portfolio Evaluation (Mali)	Good
2019	Corporate/IES	IES	English	Corporate Evaluation of UN-Women's Contribution to Governance and National Planning	Very Good
2019	Americas and the Caribbean	Guatemala	Spanish	Country Portfolio Evaluation (Guatemala)	Very Good
2019	Asia and the Pacific	Bangladesh	English	Country Portfolio Evaluation (Bangladesh)	Very Good
2020	Asia and the Pacific	Viet Nam	English	Country Portfolio Evaluation and Audit (Viet Nam)	Very Good
2020	East and Southern Africa	Uganda	English	Country Portfolio Evaluation (Uganda)	Very Good
2020	Americas and the Caribbean	Guatemala	Spanish	Project final evaluation: Realizing the transformational effect of the Sepur Zarco reparation sentence to break the continuum of conflict and post-conflict related sexual and other forms of violence against women	Good
2020	Americas and the Caribbean	Chile	Spanish	Programa Originarias: Empoderamiento de las mujeres indigenas del norte de chile para el desarrollo sostenible	Good
2020	Cross-Regional	ECARO and ASRO	English	Strengthening the Resilience of Syrian Women and Girls and Host Communities programme: EU MADAD Programme	Very Good
2020	East and Southern Africa	Malawi	English	End of project evaluation for the IBSA project: Eliminating Child Marriages in Malawi and Zambia and offering scholarships to child marriage survivors (Pilot)	Good
2020	Asia and the Pacific	Sri Lanka	English	End-Project Evaluation - Addressing Sexual Bribery Experienced by Female Heads of Households, including Military Widows and War Widows in Sri Lanka to Enable Resilience and Sustained Peace	Very Good
2020	Europe and Central Asia	Kyrgyzstan	English	Final evaluation: Across Generation and Gender Borders-Communities Combatting Gender-Based Violence in Kyrgyzstan	Very Good
2020	Corporate/IES	IES	English	Corporate Thematic Evaluation of UN Women's support to National Action Plans (NAPs) on Women, Peace and Security	Very Good

2020	Europe and Central Asia	Georgia	English	Final evaluation of the project “A Joint Action for Women’s Economic Empowerment in Georgia”	Very Good
2020	Americas and the Caribbean	Mexico	English	Final evaluation: Global Centre of Excellence on Gender Statistics	Very Good
2020	Americas and the Caribbean	Paraguay	Spanish	Country Portfolio Evaluation (Paraguay)	Good
2020	Americas and the Caribbean	El Salvador	Spanish	Mujeres y Políticas Municipales a favor de la igualdad y erradicación de la violencia	Good
2020	Americas and the Caribbean	Brazil	English	Final Report – Mid-Term Evaluation of Win-Win project	Very Good
2020	Americas and the Caribbean	ACRO	English	Regional Evaluation on Women’s Economic Empowerment	Good
2020	Corporate/IES	IES	English	Effectiveness and efficiency assessment of UN Women flagship programme initiatives and thematic priorities of the Strategic Plan 2018-2021	Very Good
2020	Asia and the Pacific	Pakistan	English	Economic Empowerment of Women Home-Based Workers and Excluded Groups in Pakistan (April 2017-August 2020)	Very Good
2020	Asia and the Pacific	India	English	Final evaluation of ‘From Opportunities to Capacities: A Multi-Sectoral Approach to Enhancing Gender Responsive Governance’	Very Good
2020	East and Southern Africa	Kenya	English	Evaluation Report of “Women’s Leadership, Empowerment, Access & Protection in Crisis Response (LEAP)”	Very Good
2020	West and Central Africa	Central African Republic	French	Evaluation finale du Projet Conjoint « Promotion de la participation politique et leadership de la femme ans la consolidation de la paix en République Centrafricaine »	Good
2020	Americas and the Caribbean	Barbados	English	Evaluation of UN Women MCO Caribbean’s Social Mobilization Programme to End Gender-Based Violence in the Caribbean	Good
2020	West and Central Africa	Nigeria	English	Country Portfolio Evaluation (Nigeria)	Very Good
2020	East and Southern Africa	Ethiopia	English	Mid-term evaluation of the programme on increased participation and representation of women in leadership in Ethiopia	Very Good
2020	Europe and Central Asia	ECARO	English	Final evaluation of the programme “Ending violence against women in Western Balkans and Turkey: Implementing norms, changing minds”	Very Good
2020	Asia and the Pacific	Japan	English	Final Evaluation of the UN Women Project "Raising awareness of gender equality among young people"	Good
2020	Americas and the Caribbean	El Salvador	Spanish	Country Portfolio Evaluation (El Salvador)	Very Good
2020	Americas and the Caribbean	Colombia	Spanish	Country Portfolio Evaluation (Colombia)	Good
2020	Europe and Central Asia	Bosnia Herzegovina	English	Country Portfolio Evaluation (Bosnia and Herzegovina)	Very Good
2021	Corporate/IES	IES	English	Corporate Formative Evaluation of UN Women’s Approach to Innovation	Very Good
2021	Corporate/IES	IES	English	Corporate Evaluation of UN Women’s UN System Coordination and Broader Convening Role In Ending Violence Against Women	Very Good
2021	Asia and the Pacific	Pakistan	English	Country Portfolio Evaluation + Audit	Very Good
2021	East and Southern Africa	Uganda	English	Evaluation of Advancing Women’s Leadership Empowerment and Resilience in Uganda’s Refugee Response (LEAP)	Good

2021	Europe and Central Asia	Turkey	English	Final evaluation of the programme “Gender Equality in Political Leadership and Participation in Turkey”	Very Good
2021	Europe and Central Asia	Georgia	English	Systematization of Final Results of the UN Joint Programme “For Gender Equality”	Very Good
2021	Asia and the Pacific	Pakistan	English	End-Term Evaluation Report "Prevention and Protection of Women from Violence Through Access to Justice, Services and Safe Spaces"	Very Good
2021	East and Southern Africa	Mozambique	English	WPS Midterm Evaluation	Very Good
2021	Asia and the Pacific	China	English	Strengthening Qinghai women farmer’s income security and resilience in a changing climate	Very Good
2021	East and Southern Africa	Mozambique	English	Mozambique Country Portfolio Evaluation 2017-2021	Very Good
2021	East and Southern Africa	Malawi	English	End of Project Evaluation for the KOIKA Project	Good
2021	East and Southern Africa	Malawi	English	End of project evaluation for the Women Empowerment Programme	Very Good
2021	West and Central Africa	Central African Republic	French	Femmes, Arbres de Paix: Pionnières de la gouvernance locale inclusive en République Centrafricaines	Good
2021	Asia and the Pacific	APRO	English	Stepping Up Solutions to Eliminate Violence Against Women and Girls in Asia and the Pacific	Very Good
2021	Europe and Central Asia	Georgia	English	Final Evaluation of Women’s Economic Empowerment in the South Caucasus Project (WEESC)	Very Good
2021	Arab States	Palestine	English	End-term Joint Evaluation of UN Women and OCHA Joint Action Plan “Strengthened Gender Focus in Humanitarian Action"	Very Good
2021	Americas and the Caribbean	Ecuador	Spanish	Evaluation of Joint Program financed by the PBF: “Peacebuilding and protection of girls, boys, adolescents and young people in the Colombia-Ecuador cross-border area, affected by violence and armed conflict.”	Good
2021	Americas and the Caribbean	Colombia	Spanish	Informe de Evaluación Cualitativa Final del Proyecto	Very Good
2021	Americas and the Caribbean	ACRO	Spanish	Reporte de Evaluacion Final Mujeres, Economia Local Y Territorios (MELYT) Programme	Good
2021	Americas and the Caribbean	Brazil	English	Regional Programme Win Win: Gender Equality Means Good Business	Good
2021	East and Southern Africa	Ethiopia	English	Final Evaluation Transformative Financing for Gender Equality and Women’s Empowerment in Ethiopia Programme	Very Good
2021	East and Southern Africa	Ethiopia	English	Mid Term Evaluation Making Every Woman and Girl Count in Ethiopia: Supporting the Monitoring and Implementation of the SDGs through better Production and Use of Gender Statistics	Very Good
2021	Europe and Central Asia	Kosovo	English	Final Evaluation of the Joint Project “Empowering Youth for a Peaceful, Prosperous and Sustainable Future in Kosovo 2019-2021"	Very Good
2021	Asia and the Pacific	APRO	English	Evaluation of Regional Office for Asia and the Pacific Contributions to Women, Peace and Security	Very Good

2021	Asia and the Pacific	APRO	English	Mid-term Evaluation of the Safe and Fair - Joint Regional Spotlight on EVAW programme	Very Good
2021	West and Central Africa	Mali	French	“Appui à la mise en oeuvre de la Résolution 1325 à travers le relèvement économique des femmes affectées par le conflit et la protection de leur droit.”	Very Good
2021	Europe and Central Asia	Ukraine	English	Gender-Responsive Cluster Evaluation: Final external evaluation of the project ‘Building democratic, peaceful and gender equal society in Ukraine’, funded by the Government of Norway AND Mid-term external evaluation of ‘Decentralization and Law Enforcement Reforms: Transformative Approaches to Gender Equality and Women’s Empowerment in Ukraine’, funded by the Government of Denmark	Very Good
2021	Europe and Central Asia	Georgia	English	Final Evaluation of the Programme Joint Action for Women’s Economic Empowerment (JAWE) in Georgia	Very Good
2021	Europe and Central Asia	Serbia	English	Final Evaluation of the Project Support to Priority Actions for Gender Equality in Serbia	Very Good
2021	Asia and the Pacific	China	English	Final Evaluation Report: Women's Access to Equal Employment and Leadership in China Programme (August 2017 - December 2020)	Very Good
2021	Americas and the Caribbean	México	Spanish	Final Evaluation Moving Forward for Equality	Good
2021	West and Central Africa	Mali	French	Finale du Projet de Renforcement de Resilience Sécuritaire et de la Prevention des Conflits Intercommunautaires Mopti et Segou	Very Good
2021	Asia and the Pacific	Fiji	English	Midterm Evaluation of the Pacific Partnership to End Violence Against Women and Girls Programme (Pacific Partnership)	Good
2021	West and Central Africa	Liberia	English	Final Evaluation Against Sexual and Gender-Based Violence and Harmful Traditional Practices in Liberia (UN Joint Programme)	Good
2021	Europe and Central Asia	Kazakhstan	English	Kazakhstan Country Portfolio Evaluation	Very Good
2021	Americas and the Caribbean	Haiti	French	Onu Femmes Haiti Evaluation du Portefeuille de Pays	Very Good
2021	West and Central Africa	Cameroon	French	Evaluation du Portefeuille Pays 2018-2020	Good
2021	Asia and the Pacific	Cambodia	English	Country Portfolio Evaluation	Very Good
2021	Europe and Central Asia	Albania	English	Country Portfolio Evaluation	Very Good
2021	West and Central Africa	Mali	French	Women's Access to Means of Production for Climate Change Resilient Agriculture/Rapport d'Evaluation mi-Parcours du Project Accès des femmes aux moyens de production pour une Agriculture Resiliente aux Chagements Climatiques Agrifed Regions de Kayes, Koulikoro, Segou, Mopti, Sikasso	Very Good
2021	Europe and Central Asia	Ukraine	English	Final External Evaluation of the project ‘Gender equality at the centre of reforms, peace and security’, funded by the Government of Sweden	Very Good

