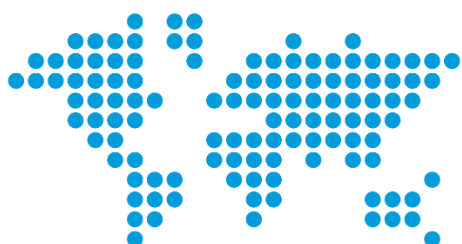


Final Report Annexes

UN Women's Performance against the 2022-2025 Strategic Plan – Evaluation Synthesis



INDEPENDENT EVALUATION SERVICE (IES)

Independent Evaluation, Audit and Investigation Services (IEAIS)

UN Women

June 2025

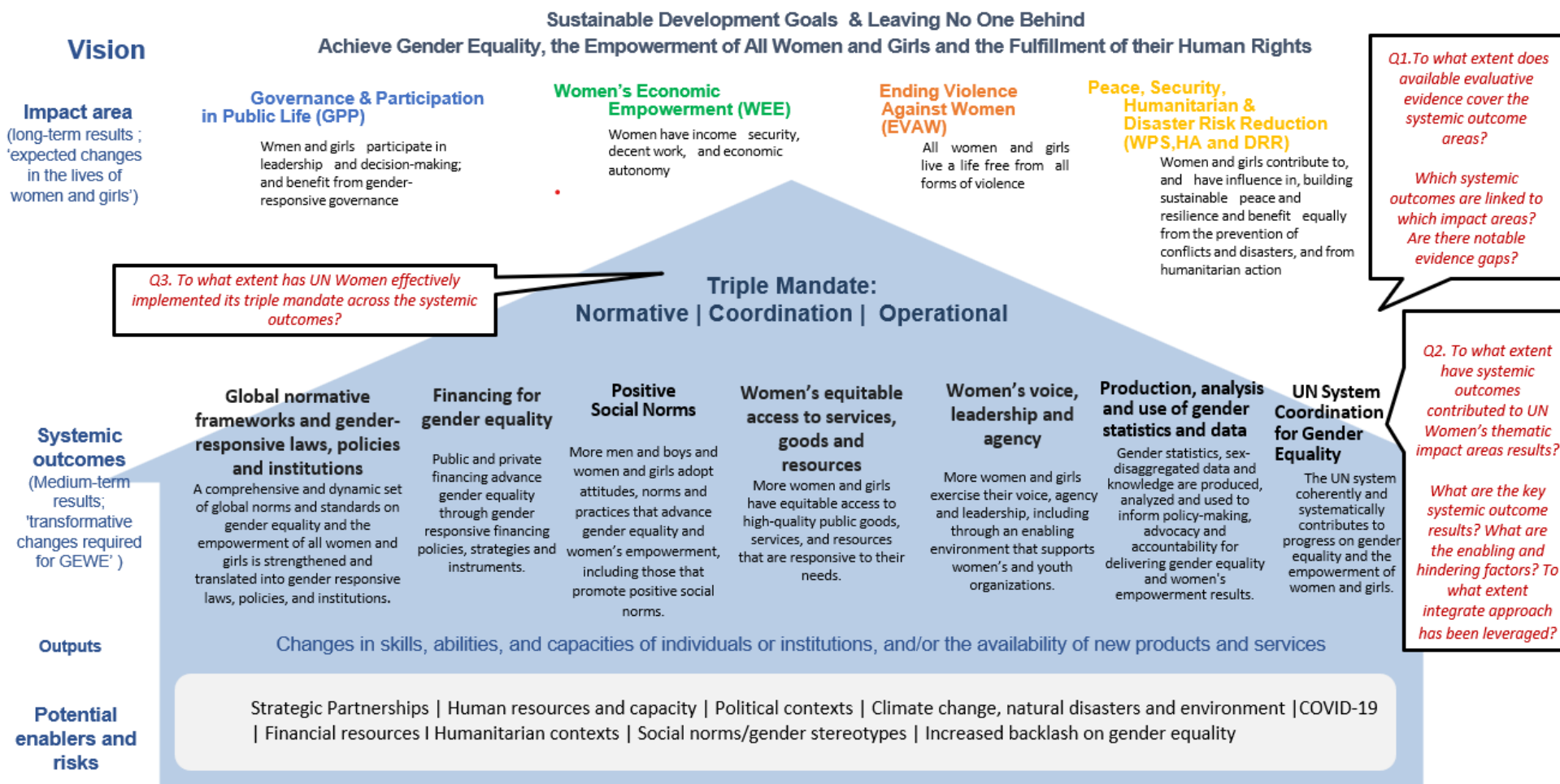
New York

Contents

Annex 1: Conceptual framework.....	3
Annex 2: Evaluation mapping – additional analysis	4
Annex 3: Recurring recommendations	6
Annex 4: Codebook	8
Annex 5: Framework for coding and analysis	9
Annex 6: Systemic outcome reference guide	10
Annex 7: Terms of reference	16
Annex 8: References	19
Annex 9: List of included evaluations	20

Annex 1: Conceptual framework

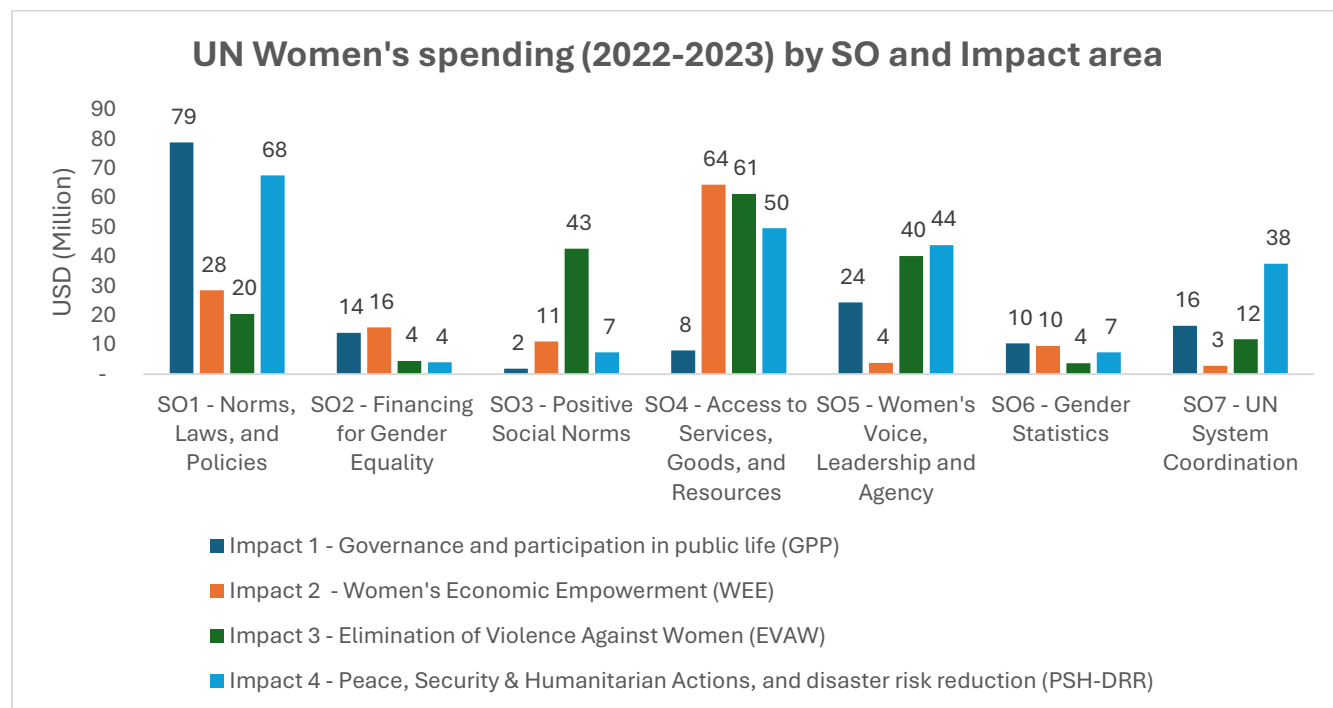
Figure 1: Generalized Theory of Change of UN Women's Strategic Plan 2022-2025 and performance and learning questions of the Strategic Plan synthesis

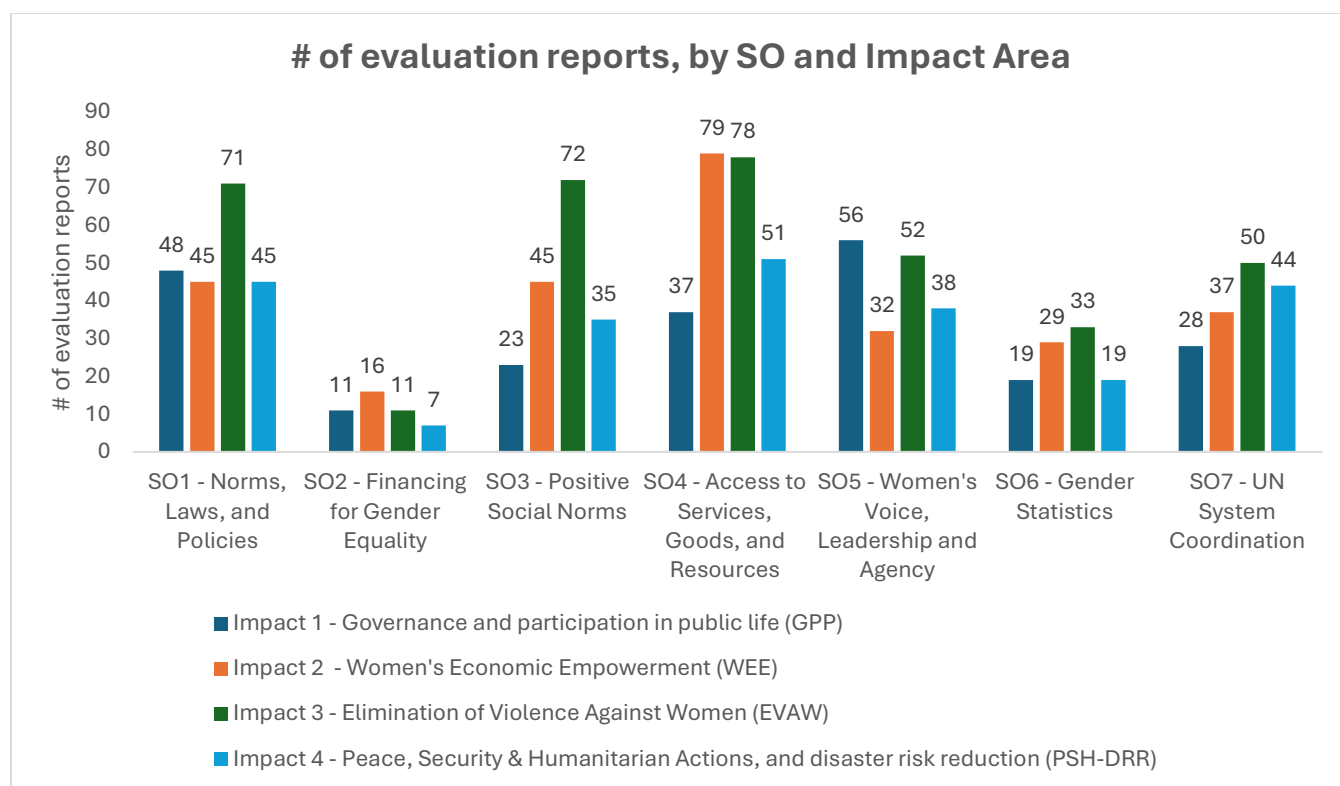


Annex 2: Evaluation mapping – additional analysis

When comparing UN Women's impact-level spending under each Strategic Outcome (SO) with the number of evaluations covering the impact areas, some SOs show overall alignment, while others show some level of misalignment.

- For instance, there is general alignment in: SO2 (where WEE had the highest spending and also highest evaluation coverage); SO4 (which had the highest spending on WEE and EAW, similar to its evaluation coverage); SO3 (which had the highest spending in EAW, and EAW was also the most covered).
- However, some SOs show less alignment, such as SO1 (which had higher spending on GPP and PSH/DRR, but the most evaluation coverage was in EAW); SO5 (where the most spending was on PSH-DRR, and EAW, but the highest evaluation coverage was in GPP); SO6 (which had similar spending across GPP, WEE, and PSH, except EAW, which had the least spending but the most evaluation coverage was seen in EAW); SO7 (which had the substantially high spending in PSH, while the most evaluation coverage was seen in EAW followed by PSH).
- When examining evaluation gaps (where there was significant investment but limited evaluation coverage), there was a lower number of PSH-DRR related evaluations compared to investments across several SOS (in SO1, SO4 and SO6). Additionally, lower coverage in GPP was seen particularly under SO1, despite substantial investment in the area. Conversely, some areas were more extensively covered in evaluations compared to their investment levels, such as EAW and WEE under SO7, GPP under SO4 and WEE in SO5.





Source of expenditure data: UN Women
[Transparency Portal](#) (accessed March 2025)

Annex 3: Recurring recommendations

SO1: Norms, laws, policies, and institutions

- Deepen engagement with local governments and stakeholders to foster local ownership and ensure long-term sustainability.
- Enhance communication strategies to drive awareness and shift social norms in support of gender-responsive laws and policies.
- Implement a tailored M&E approach to effectively track policy implementation and impact.
- Address resource constraints by increasing human and financial investments in policy advocacy and programme execution
- Address Intersectionality and Marginalized Groups. Design programmes to address the needs of marginalized groups, including women with disabilities, indigenous populations, and rural communities.

SO2: Financing for gender equality

- Collaborate with national authorities and support advocacy to ensure banks develop accessible and affordable financial products for poor rural women.
- Support capacity development of institutions to effectively implement and monitor GRB.
- Promote innovative and sustainable financing models for gender equality.
- Strengthen linkages between EVAWG and GRB efforts.

SO3: Positive social norms

- Strengthen advocacy and communication strategies tailored to national contexts.
- Engage men and boys as champions as well as work with private sector leaders to challenge negative masculinities and stereotypes.
- Develop M&E frameworks to measure the long-term impact of social norm strategies.
- Introduce creative solutions to tackle cultural barriers, such as engaging male leaders and parliamentarians.

SO4: Access to services, goods, and resources

- Strengthen coordination with police, courts, health, and service providers to improve access to high-quality, gender-responsive services. Invest in legal protection and ensure services meet accessibility and quality standards.
- Develop one-stop hubs providing skills training, enterprise support, and access to essential services for refugee and host communities and for migrant women, improving access to legal, financial, and social protection services while enhancing
- Support women's entrepreneurship through vocational training, financial assistance, and market access while integrating childcare into programme designs and fostering male engagement to encourage community support.

SO5: Women's voice, leadership, and agency

- Conduct in-depth analysis of structural barriers to women's empowerment, including policies and norms, to drive gender-transformative initiatives.
- Increase support for newly elected women leaders and those who stood for election but lost in the post-election phase.
- Expand grassroots and community engagement to drive social norms change.
- Deepen partnerships with civil society and women's organizations to monitor and track progress, ensuring dedicated platforms and capacity-building support

SO6: Gender statistics, sex-disaggregated data, and knowledge

- Improve data collection tools and methodologies to ensure multidimensional disaggregation (e.g., sex, age, disability, ethnicity).
- Scale up the Women Count Initiative, leveraging the Gender Equality Accelerator 10 to align gender statistics with SDG and national priorities.
- Integrate intersectionality into gender data work to better capture and address marginalized groups' needs.
- Enhance data transparency and accessibility through user-friendly platforms and dashboards.
- Strengthen advocacy to integrate gender data into policy development and decision-making.

SO7: UN system coordination

- Develop a clear Theory of Change with an operationalization plan, outlining roles, responsibilities, and measurable outcomes.
- Improve measurement frameworks for UN Women's coordination efforts, ensuring comprehensive reporting on results achieved through UN System coordination.
- Identify and revitalize global, regional, and country inter-agency mechanisms where UN Women plays a leadership role.
- Develop tools and guidance to enhance joint programming efforts.

Annex 4: Codebook

Coding structure	
1 - IMPACT AREAS	- a - Governance and participation in public life - b - Economic empowerment - c - Ending violence against women - d - Peace, security, humanitarian, and disaster risk reduction - e - Cross-thematic
2 - SYSTEMIC OUTCOMES	- a - Norms, Laws, Policies, And Institutions - b - Financing for Gender Equality - c - Positive Social Norms - d - Access to Services, Goods, and Resources - e - Women's Voice, Leadership, and Agency - f - Gender Statistics - g - UN System Coordination
3 - TRIPLE MANDATE	- a - Normative - b - Coordination - c - Operational
4 - RESULTS	- a - Impact - b - Outcome - c - Output
5 - SENTIMENT	- a - Positive - b - Mixed - c - Negative
6 - ENABLING FACTORS	- a - UN Women's reputation/capacity/expertise - b - Adaptive approach to external context and needs - c - Engagement with strategic partners - d - Other
7 - HINDERING FACTORS	- a - Administrative/HR challenges - b - Financial constraints/funding/sustainability - c - Emergency/COVID-19 - d - Other
8 - PROMISING PROGRAMME MODELS OR INITIATIVES	
9 - INTEGRATED APPROACH	
10 - LNOB	
11 - RECOMMENDATIONS	- A – Impact areas - B – Systemic outcomes - C – Triple mandate

Annex 5: Framework for coding and analysis

Framework for coding and analysis	
Synthesis question	Responding codes
1.To what extent does available evaluative evidence cover the systemic outcome areas?	Impact Areas; Systemic Outcomes
a. Which systemic outcomes are linked to which impact areas?	Impact Areas; Systemic Outcomes
b. Are there notable evidence gaps?	Impact Areas; Systemic Outcomes
2.To what extent have systemic outcomes contributed to UN Women’s thematic impact areas results?	Impact Areas; Systemic Outcomes; Results (Impact/Outcome/Output);
a. What are the key systemic outcome level results achieved based on evaluative evidence?	Impact Areas; Systemic Outcomes; Results (Impact/Outcome/Output);
b. What are the enabling and hindering factors that contributed to the achievement of systemic outcomes?	Systemic Outcomes; Enabling and Hindering factors
c. To what extent have the cross-thematic/integrated approaches been leveraged through systemic outcomes?	Integrated approach; Systemic Outcomes
3.To what extent has UN Women effectively implemented its triple mandate across the systemic outcomes?	Triple Mandate (Normative/Coordination/Operational); Systemic Outcomes

Annex 6: Systemic outcome reference guide

Systemic Outcomes	Definition based on SP IRRF indicators & results reporting Based on revised UN Women's IRRF (revised in 2024) & UN Women's annual results reporting
Systemic Outcome 1 <i>Global normative frameworks and gender-responsive laws, policies and institutions</i> Outcome : Comprehensive and dynamic set of global norms and standards on gender equality and the empowerment of all women and girls is strengthened and translated into gender responsive laws, policies, and institutions.	Key indicators : UN Women's interventions and results related to UNGA, SC and Human Rights council resolutions, SG's reports on CSW incorporating GEEW perspectives, legal frameworks, law that were adopted, revised, or repealed to advance GEWE; national policies and action plans were adopted with a focus on gender; Legal and policy frameworks that promote gender balance in decision-making institutions and processes; National Action Plans on Women, Peace and Security that were updated with monitoring indicators. <i>E.g. India passes law to reserve seats for women legislators, New amendments in North Macedonia's Criminal Code expand protection for various forms of violence against women; Mainstreaming gender in climate change adaptation in Côte d'Ivoire and Ghana</i>
Output: Changes attributed to UN-Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to Global normative frameworks and gender responsive	UN Women's interventions and results related to partners that have increased capacities to advance gender equality and women's empowerment through national and/or local (multi)sectoral strategies, policies, and/or action plans; institutions that have increased capacities to design and implement institutional reforms/strategies/policies that promote GEWE; AIDS coordination bodies/gender-responsive actions into national HIV strategies; multi-stakeholder dialogue processes to promote engagement of governments with CSOs and other partners to advance GEWE. <i>E.g. 5,800 partner organizations/institutions in 82 countries have increased capacities to influence gender-responsive legislation, strategies, policies, action plans and/or institutional reform</i>
Systemic Outcome 2 <i>Financing for gender equality</i> Outcome : Public and private financing advance gender equality through gender responsive financing policies, strategies and instruments	UN Women's interventions and results related to increasing proportion of countries with systems to track and publicly allocate resources for gender equality and women's empowerment, addressing SDG Indicator 5.c.1; countries that have incorporated gender equality targets within national investment and financing frameworks; the national budget allocated to gender equality and women's empowerment as a proportion of the total national budget; and the introduction of innovative financing instruments with gender equality objectives. <i>e.g. 64 countries and territories advanced gender-responsive fiscal laws, policies, budgets and systems enabling governments to better track and target public resources</i>

Output : Changes attributed to UN-Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to Financing for gender equality	UN Women's interventions and results focused on strengthening partners' capacities to integrate gender equality into fiscal laws, policies, or standards; conducting gender financing assessments with government partners; and equipping national partners with the capacity to apply Gender Responsive Budgeting tools throughout the budget cycle. This includes introducing tools that support innovative financing and accountability, such as digital financing for gender equality. WPS: Allocating gender-responsive budgets within peacebuilding funding mechanisms. <i>e.g. Türkiye and Albania exchange gender-responsive budgeting experiences during high-level study visit; 254 government partners applied newly-obtained knowledge, technical skills and capacities to effectively mainstream gender into fiscal laws, policies and standards</i>
Systemic Outcome 3 <i>Positive social norms, including through engaging men and boys</i> Outcome : More men and boys and women and girls adopt attitudes, norms and practices that advance gender equality and women's empowerment, including those that promote positive social norms	UN Women's interventions and results related to addressing bias in gender equality attitudes and gender social norms; the number of institutions implementing policies and practices to combat gender-based discrimination and gender stereotypes. UN Women's interventions and results related to comprehensive and coordinated violence against women (VAW) prevention strategies, supporting countries in designing and implementing these strategies based on global norms and standards. <i>e.g. 15 countries have adopted comprehensive, coordinated strategies for preventing violence against women, with dedicated focus on transforming inequitable gender norms</i>
Output level : Changes attributed to UN-Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to Positive social norms, including through engaging men and boys	UN Women's interventions and results associated with research and practice-based initiatives aimed at advancing data, evidence, and knowledge; developing standardized methods to assess, monitor, and measure behavior and social/gender norms change; implementing UN Women programmes at the community or organizational level that address social/gender norms using evidence-based methodologies; conducting data collection initiatives that include behavior and social/gender norms dimensions; and equipping organizations to identify and address discriminatory behaviors and social/gender norms change through policies with monitoring and reporting mechanisms. <i>e.g. UN Women-convened Unstereotype Alliance announces the rise of silent stereotypers, as it is revealed societies are awash with harmful stereotyping</i>
Systemic Outcome 4 <i>Women's equitable access to services, goods & resources</i>	UN Women's interventions and results related to the number of countries where there has been an increase in the number of women accessing services after experiencing violence or discrimination; the SDG indicator 5.a.1, which includes (a) the proportion of the total agricultural population with ownership or secure rights over

Outcome : More women and girls have equitable access to high-quality public goods, services, and resources that are responsive to their needs	agricultural land, by sex, and (b) the share of women among owners or rights bearers of agricultural land, by type of tenure. WEE: Supporting countries where multisectoral systems, strategies, or programmes are implemented to advance women's equal access to and use of services, goods, and resources, including social protection <i>e.g. 9.5 million women across 79 countries, including many survivors of violence and internally-displaced women and refugees, accessed information, goods, resources and/or services with support from UN Women; 49 countries have implemented systems, strategies and/or programmes to advance women's equal access to and use of services, goods and/or resources (including social protection)</i>
Output level : Changes attributed to UN-Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to Women's equitable access to services, goods & resources	UN Women's interventions related to institutions with strengthened capacities to improve the provision of essential services, goods, and/or resources for women; the number of countries with multi-stakeholder initiatives in place to prevent and respond to sexual violence, including sexual harassment in public and/or private spaces; and the number of people who have access to justice, including the proportion of whom are women. Women's organizations with increased capacities to deliver and/or monitor the quality of services, resources, and goods for women in humanitarian and development settings; the number of women accessing information, goods, resources, and/or services through UN Women-supported platforms and programmes in humanitarian and development settings. EVAW : Countries supported to develop and/or implement guidelines, protocols, and standard operating procedures to strengthen services for the elimination of violence against women and girls (EVAWG) in line with the global Essential Services Package <i>e.g. 6,600 organizations across 87 countries have enhanced capacities to deliver and/or monitor essential services, goods and resources for women and girls in humanitarian and development settings</i>
Systemic Outcome 5 Women's voice, leadership & agency Outcome : More women and girls exercise their voice, agency and leadership, including through an enabling environment that supports women's and youth organizations	UN Women's interventions and results related to direct, flexible, core, and long-term funding from all sectors committed to civil society organizations working on gender equality and women's empowerment, including women's organizations; the SDG indicator 5.6.1, which measures the proportion of women aged 15–49 years who make their own informed decisions regarding sexual relations, contraceptive use, and reproductive health care; and the level of influence of civil society organizations working on gender equality and women's empowerment, including women's organizations, in key normative, policy, and peace processes. <i>e.g. \$109.6M disbursement across 57 countries to civil society organizations working towards the achievement of women's rights, including through the Spotlight Initiative, the UN Trust Fund to End</i>

	<i>Violence Against Women (UN Trust Fund), and the Women's Peace and Humanitarian Fund (WPHF)</i>
Output level : Changes attributed to UN-Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to Women's voice, leadership & agency	UN Women's interventions and results related to the amount of funding disbursed annually in support of civil society organizations, especially women's organizations, working towards the achievement of gender equality and women's empowerment; advocacy initiatives with partners to increase quality, flexible, core funding for civil society organizations working on gender equality and women's empowerment, especially women's organizations; civil society organizations working on gender equality and women's empowerment, especially women's organizations, that have strengthened capacities to exercise their leadership role towards the achievement of gender equality and women's empowerment. GPP: Dialogues, mechanisms, platforms, and/or coalitions created and sustained that enable meaningful and safe participation and engagement by gender equality advocates and civil society organizations working on gender equality and women's empowerment, especially women's organizations, in decision-making; women and girls, including those living with and/or affected by HIV, with increased capacities to participate in public life and exercise leadership. EVAW: Initiatives developed and implemented to prevent, monitor, and mitigate violence against women in politics and in public life, including gender equality advocates in civil society organizations working on gender equality and women's empowerment, especially women's organizations. <i>e.g. Sudanese women advocate for peace at conference in Uganda; >12,300 civil society organisations or mechanisms, across 84 countries, enhanced leadership capacity and enabled meaningful and safe engagement in decision-making</i>
Systemic Outcome 6 <i>Production, analysis and use of gender statistics and data</i> Outcome : Gender statistics, sex disaggregated data and knowledge are produced, analyzed and used to inform policy-making, advocacy and accountability for delivering gender equality	UN Women's interventions and results related to the percentage of gender-specific Sustainable Development Goals (SDGs) indicators with available data; the number of national plans and strategies that integrate gender statistics as objectives; and countries demonstrating the use of gender statistics, analysis, and policy-relevant research. <i>E.g, 30 countries demonstrated use of gender statistics, analysis and policy relevant research</i>

and women's empowerment results.	
Output : Changes attributed to UN-Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to Production, analysis and use of gender statistics and sexdisaggregated data and knowledge	UN women's results and interventions related to supporting inter-agency coordination mechanisms for producing multi-level disaggregated gender statistics and sex-disaggregated data that have been established or strengthened; the number of data producers and users with improved capacities for collecting, analyzing, disseminating, and using gender statistics; and the number of gender statistics and sex-disaggregated data collection initiatives, including in emerging areas. UN Women's interventions and results related to platforms/web-based databases developed for disseminating multi-level disaggregated gender statistics, sex-disaggregated data, and knowledge; establishing user-producer dialogues to increase accessibility, quality, and demand for multi-level disaggregated gender statistics, sex-disaggregated data, and knowledge; and countries that have developed and published national gender equality profiles informing national priorities. <i>e.g. Experts attend international conference in the Asia-Pacific region on measuring femicide with a common statistical framework</i>
Systemic Outcome 7 UN system coordination for gender equality Outcome : The UN system coherently and systematically contributes to progress on gender equality and the empowerment of women and girls	UN Women's interventions and results related to UN-SWAP standards; the UNCT-SWAP Gender Equality Scorecard; and UN Sustainable Development Cooperation Frameworks with a) dedicated gender equality outcomes and/or b) integrated gender equality perspectives across Cooperation Framework outcomes; UN entities tracking and reporting allocations and expenditures on gender equality using gender equality markers and allocating substantial resources to programmes where gender equality is the principal objective. UN Women's interventions and results related to UNCTs implementing UN system commitments and advocacy for women's equal participation in elections and temporary special measures in support of Member States. UNCTs meeting or exceeding requirements in preventing and eliminating all forms of violence and discrimination against women and girls through multisectoral and coordinated approaches. UN Women's interventions and results related to UN entities implementing gender analysis and gender-specific inputs in national disaster risk reduction (DRR) policies and plans; gender analysis and gender-responsive actions integrated into national humanitarian response plans; and addressing gender equality in humanitarian responses/HCT response plans. <i>e.g. 74 United Nations entities (73 in 2022) reported on the System-wide Action Plan (UN-SWAP 2.0); 80% of United Nations Country Teams that developed Cooperation Frameworks in 2023 prioritized gender equality (72 per cent in 2022) with UN Women's support</i>

Output: Changes attributed to UN-Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to UN system coordination for gender equality	UN Women's interventions and results related to thematic interagency mechanisms that effectively address gender mainstreaming in priority areas; interagency products, joint programmes, inter-agency pooled funds; UN joint programme with a focus on GE; UN entities that track and report on allocations on GE; Peacebuilding process inclusive of young women supported by UN Women <i>e.g. In Kazakhstan, UN Women has deepened partnerships with the UN country team to trigger transformative results. Gender considerations are now woven across key UN planning documents; FAO, UN Women, and UNFPA agree on a plan to advance rural women's rights in Latin America and the Caribbean</i>

Annex 7: Terms of reference

Introduction and Purpose

The purpose of this initiative is to synthesize available evidence from UN Women's evaluations in relation to the performance of key elements of the Strategic Plan 2022 – 2025. In the context of the synthesis, performance refers to the ability of the different elements of the Strategic Plan to contribute to and achieve their intended objectives. The results from this synthesis are intended to help fill identified knowledge gaps and support the implementation of the current Strategic Plan and development of the next Strategic Plan.

The synthesis is intended to build off and complement existing accountability and learning processes in relation to the Strategic Plan. In particular, the midterm review of the Strategic Plan¹ provided findings and recommendations on the current plan, which will also serve to inform upcoming strategic plan development.

The synthesis is also being undertaken in the context of the Secretary General's Gender Equality Acceleration Plan (GEAP), which was launched in March 2024 and starting implementation. UN Women is tasked with a strong leadership and coordination roll out. It is expected that learnings from this exercise can support UN Women's implementation of the GEAP.

To support the development of the Strategic Plan 2026 – 2029, results from the synthesis will be available starting January 2025. To produce actionable lessons within this timeframe, the synthesis will emphasize the creation and communication of preliminary findings prior to drafting the final report.

The initiative will synthesize evidence from corporate and regional evaluations, decentralized evaluations and country portfolio evaluations that were published between 2020 – 2024.

Strategic Plan 2022 – 2025: Systemic Outcomes

Central to UN Women's Strategic Plan 2022 – 2025 are seven outcomes which are intended “to address the root causes that are at the heart of gender inequality.”² Positioned as key cross-cutting levers, actions within these outcomes are designed to contribute to impact level changes across the four impact areas. The outcomes are designed to be cross-cutting with the intention that work within these outcomes is integrated across the organization's thematic areas.³ The logic of the Strategic Plan stipulates that progress within these outcomes are necessary to advance impact level change and the achievement of gender equality and the empowerment of all women and girls. Annex 1 below provides the full systemic outcome statements.

¹ As described in the Executive Director's *Report of the Under-Secretary-General/Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women on the implementation of the Strategic Plan 2022–2025, including the midterm review of the Strategic Plan (2024)*.

² UN Women. Strategic Plan 2022 – 2025. P. 14.

³ Governance and participation in public life; women's economic empowerment; ending violence against women and girls; and, women, peace and security, humanitarian action, and disaster risk reduction.

Objectives and Synthesis Questions

The synthesis will explore the performance of the systemic outcomes in relation to supporting and contributing to UN Women's mandate and impact areas. The specific objectives of this initiative are to:

- Map evaluative evidence within UN Women against the systemic outcomes and other central features of the Strategic Plan.
- Analyze where the outcomes have been effective at supporting UN Women's thematic work, what's working and where there are challenges.
- Examine the coherence of the systemic outcomes within the Strategic Plan with an emphasis on exploring the integrated nature of the outcomes.
- Understand how the systemic outcomes have supported the implementation of UN Women's triple mandate of normative work, coordination and operational work.

To achieve this, the following synthesis questions will be explored:

1. To what extent are the outcome areas covered by available evaluative evidence?
 - a. Which outcomes are linked to which impact areas?
 - b. Are there notable evidence gaps?
2. Have the outcomes effectively contributed to UN Women's thematic areas?
 - a. Are the systemic outcomes being leveraged within each impact area?
 - b. Are there changes at the impact/thematic level attributable to the systemic outcomes?
3. Are the systemic outcomes a coherent approach to implementing UN Women's work and achieving its objectives?
 - a. Are there mechanisms to promote integration and breaking of silos across impact areas?
4. Has UN Women been effective at implementing its triple mandate across the outcomes?

Methodology

The synthesis will consist of two main components:

1. **Evidence gap map** – the gap map will provide an interactive and filterable view of the evaluation universe across several key factors. Evaluation reports will be tagged to key elements of the Strategic Plan which are substantively addressed within the evaluation. This will allow users to identify evidence gaps as well as identify reports which speak to specific factors. The map will help with answering synthesis question 1. Evaluation reports can be tagged to:
 - a. Outcome areas
 - b. Thematic/impact areas
 - c. Evaluation type
 - d. Geographic location (region, country)
 - e. Publication year

2. **Synthesis report** – the report will provide the full narrative results of the synthesis. The report will be preceded by a set of preliminary findings, which will serve as immediate inputs into strategic planning processes.

Inclusion criteria

The inclusion criteria for this synthesis include:

- Evaluation reports produced by UN Women, including corporate, regional, decentralized and country portfolio evaluation reports. Reports will be retrieved from UN Women’s GATE system.
- Published between 2020 and 2024
- Received a GERASS rating of good or very good
- Written in an official UN language

Purposive sampling may be used to scope the reports to a number realistic for qualitative analysis. Sampling will likely be conducted on decentralized evaluation reports.

Timeline

In order to input into strategic planning processes, the synthesis will aim for preliminary results in December with reporting completed in January/February.

Phase	Date (2024/2025)
Phase 1: Scoping, evaluation mapping and inception:	
Scoping	September
Evaluation screening	Early-October
Inception report	Early-October
Phase 2: Data extraction and analysis	
Data extraction	October
Data analysis	End-October – mid-November
Preliminary findings	December
Phase 3: Reporting	
Preliminary findings presentation	January
Draft Report	February
Final Report	March

Annex 8: References

Bakrania, Shivit. *Methodological briefs on evidence synthesis – Innocenti Research Briefs*, (2020) UNICEF Office of Research - Innocenti.

Cochrane Qualitative and Implementation Methods Group. *Cochrane-Campbell Handbook for Qualitative Evidence Synthesis* (2023).

UN Women. *Integrated Results and Resources Framework (IRRF) 2022 – 2025* (2022).

UN Women. *Report of the Under-Secretary-General/Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women on the implementation of the Strategic Plan 2022–2025, including the midterm review of the Strategic Plan* (2024).

UN Women, *UN Women Evaluation Handbook: How to manage gender-responsive evaluation* (2022).

UN Women. *UN Women Strategic Plan 2022 – 2025* (2021).

UN Women. *UN Women Transparency Portal*.

UNEG Evaluation Synthesis Working Group. *UNEG Evaluation Synthesis Interactive Guidance* (2025).

Annex 9: List of included evaluations

List of included evaluations	 Strategic Plan Synthesis - Evaluatic
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