

RESEARCH PROTOCOL
Joint Systemic Review of Gender Equality in Development
Phase 2



List of Acronyms

BCAC	Beijing Critical Area of Concern
BPfA	Beijing Declaration and Platform for Action
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CEB	Chief Executives Board for Coordination
CSW	Commission of the Status of Women
ECOSOC	Economic and Social Council
GEEP	UN Women Gender Equality Evaluation Portal
GEEW	Gender Equality and Women's Empowerment
HLCM	High-level Committee on Management
HLCP	High-level Committee on Programmes
IEO	UN Women Independent Evaluation Office
JSR	Joint Systemic Review on Gender Equality and Development
KMFP	Knowledge Management Focal Points
MDGs	Millennium Development Goals
OIOS	Office of Internal Oversight Services
SCR	Security Council Resolution
SDGs	Sustainable Development Goals
UN SWAP	System-wide Action Plan
ToR	Terms of Reference
UN	United Nations
UNDG	United Nations Development Group
UNEG	United Nations Evaluation Group
VOPE	Voluntary Organizations for Professional Evaluation

Table of Contents

1. INTRODUCTION	4
1.1. BACKGROUND AND CONTEXT	5
1.2. PURPOSE, OBJECTIVES AND SCOPE OF THE REVIEW	7
1.2.1. PURPOSE AND OBJECTIVES OF THE REVIEW	7
1.2.2. USE AND USERS OF THE REVIEW	7
2. RESULTS OF PHASE 1: SEARCH, SCREENING AND DOCUMENT LIST	8
2.1. STEP 1: DOCUMENT SEARCH	9
2.2. STEP 2: SCREENING DOCUMENTS BASED ON INCLUSION/EXCLUSION CRITERIA	9
2.3. STEP 3: APPLICATION OF QUALITY CRITERIA TO SCREENED DOCUMENTS	10
3. PORTFOLIO ANALYSIS	12
3.1. PORTFOLIO ANALYSIS FOR OBJECTIVE 1	12
3.2. PORTFOLIO ANALYSIS FOR OBJECTIVE 2	12
4. ANALYTICAL FRAMEWORK FOR OBJECTIVE 1 REVIEW	15
4.1. REVIEW DESIGN	17
4.2. LIMITATIONS	22
5. ANALYTICAL FRAMEWORK FOR OBJECTIVE 2 REVIEW	24
5.1. REVIEW DESIGN	24
5.2. LIMITATIONS	30
6. SYNTHESIS REPORT	31
ANNEX A: TEAM MEMBERS	33
ANNEX B: LIST OF UN ENTITIES REPORTING ON THE UN SWAP	35
ANNEX C: DOCUMENTS REVIEWED	38
ANNEX D: QUALITY CRITERIA USED FOR REVIEW	40
ANNEX E: LIST OF EVALUATION REPORTS FOR OBJECTIVE 1	41
ANNEX F: LIST OF EVALUATION REPORTS INCLUDED FOR REVIEW FOR OBJECTIVE 2	43
ANNEX G: TERMS OF REFERENCE	62

List of Figures and Tables

FIGURE 1: LIST OF FINAL DOCUMENTS INCLUDED FOR REVIEW 11

FIGURE 2: NO. OF EVALUATION REPORTS BY BCAC (OBJECTIVE 2) 14

FIGURE 3: NO. OF EVALUATION REPORTS BY REGION (OBJECTIVE 2) 14

FIGURE 4: NO. OF EVALUATION REPORTS BY UN ENTITY (OBJECTIVE 2) 15

FIGURE 5: ILLUSTRATIVE FRAMEWORK TO MAP PATHWAYS OF CHANGE ON VIOLENCE AGAINST WOMEN AND GIRLS 30

TABLE 1: ANALYTICAL FRAMEWORK FOR ENTITY LEVEL REVIEW OF UN SWAP MAINSTREAMING PROCESS, STEP 1 18

TABLE 2: ANALYTICAL FRAMEWORK WITH DATA CATEGORIES FOR RELEVANCE, EFFECTIVENESS AND CONTRIBUTION OF GENDER MAINSTREAMING, STEP 2 21

TABLE 3: CLUSTERING BY EACH STRATEGIC OBJECTIVE (OBJECTIVE 2 EVALUATION REPORTS) 26

TABLE 4: INDICATIVE ILLUSTRATIVE CMO TYPOLOGY: GENDER PERSPECTIVES IN LEGISLATION, PUBLIC POLICIES, PROGRAMMES AND PROJECTS (STRATEGIC OBJECTIVE H2) 27

TABLE 5: INDICATIVE MATRIX OF GOOD PRACTICE AND LESSONS LEARNED ACROSS THE OBJECTIVE 2 PROJECT PORTFOLIO..... 28

Research Protocol – Phase 2

1. Introduction

This Joint Systemic Review (JSR) of Gender Equality in Development comes at an opportune time in UN-led thinking on gender equality in development. The year 2015 will be a significant year for the field of international development and global efforts in advancing gender equality and women's empowerment. The global community is taking stock of its accomplishment towards the eight United Nations (UN) Millennium Development Goals (MDGs), a set of globally accepted development targets that come to an end in 2015. UN Member States have now defined the future global sustainable development framework that will succeed the MDGs after 2015. The Outcome Document presented by the Open Working Group on Sustainable Development Goals (SDGs) calls for a two-pronged strategy that supports a stand-alone gender equality and women's empowerment goal along with addressing gender equality throughout the post-2015 sustainable development agenda.¹

At the same time, 2015 marks the 20th anniversary of the Beijing Declaration and Platform for Action (BPfA) adopted at the Fourth World Conference on Women (Beijing, 1995). This has prompted various organizations to review the progress made on gender equality and women's empowerment based on the BPfA. The United Nations Economic and Social Council, through Resolution 2013/18, has called upon all States to undertake comprehensive national-level reviews of the progress made and challenges encountered in the implementation of the BPfA. Supporting the 2015 global review, the United Nations Commission on the Status of Women will review implementation of the BPfA and outcomes of the twenty-third special session of the General Assembly (2000) during its 59th Session. In addition to the formal national reviews, regional reviews are underway by the Regional Commissions and a global review is underway by UN Women. The outcomes of these review processes will feed into the 59th session of the Commission on the Status of Women in March 2015.

2015 also marks the 15th anniversary of the Security Council Resolution (SCR) 1325 on Women, Peace and Security. SCR1325 marked the first time the Security Council addressed the disproportionate impact that armed conflict has on women and emphasized the contributions women make to conflict prevention, peacekeeping, conflict resolution and peace-building.

Next year has also been designated as the first International Year of Evaluation. The intent behind designating 2015 at the first International Year of Evaluations is to bring to focus the role of evaluation in good governance for equitable human development at both national and international arenas. The International Year of Evaluations will raise awareness regarding the importance of

¹ <http://sustainabledevelopment.un.org/focussdgs.html>

ensuring that the implementation of the SDGs is accompanied by a robust monitoring and evaluation framework.

These and other inter-connected processes provide an important policy context and opportunity to review existing evaluative evidence on progress made on gender equality and women's empowerment, to identify what has worked and what has not and to inform the implementation of a post-2015 global agenda and the SDGs. Crucially, lessons learned from the UN's past programmes and policies can contribute in a timely fashion to this UN dialogue regarding fit-for-purpose approaches to the implementation of a gender-responsive agenda in a post-2015 era.

UN Women, in partnership with the United Nations Evaluation Group (UNEG) and EvalPartners, has thus commissioned this JSR to contribute to a forward looking agenda that strengthens the UN's role and contribution towards gender equality and women's empowerment.

1.1. Background and Context

The UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), adopted in 1979 by the UN General Assembly, provides the legal framework and the normative standards for the achievement of gender equality through the elimination of discrimination against women. The BPfA was officially adopted at the fourth World Conference on Women held in Beijing, China in 1995. The BPfA continues to be the principal instrument guiding implementation of efforts to bring about gender equality and women's empowerment agreed in CEDAW. The BPfA identified twelve critical areas of concern (BCAC) for action to end discrimination against women: poverty, education and training, health, violence, armed conflict, the economy, power and decision-making, institutional mechanisms for the advancement of women, human rights, the media, the environment and the girl child.

Since the endorsement of the BPfA, the global normative framework for gender equality and women's empowerment has been further clarified, refined and expanded upon. The UN and its Member States have also committed to the advancement of gender equality through various conventions, frameworks and resolutions, including: the UN Security Council Resolutions 1325, 1820, 1888 and 1889; Commitments in the Millennium Declaration (2000), 2005 World Summit and the United Nations Conference on Sustainable Development (2012); the 2008 Accra Agenda for Action and Doha Declaration; and the ILO Conventions on working women's rights. In the year 2013 two additional Security Council resolutions (2106 and 2122) pertaining to Women, Peace and Security were adopted.²

At the same time a number of additional global issues have emerged since 1995 that have a differential impact on men and women, notably around migration, the impact of climate change

² These and other resolutions and frameworks can be found <http://www.un.org/womenwatch/daw/daw/index.html>

and the information technology revolution. Although the BPfA touches upon some of these issues, the full import of these issues for gender equality and women's empowerment is only now being understood. The 20th anniversary of the BPfA is therefore an opportune time to review progress and craft a more complete and forward looking women's rights agenda, with a review scheduled as part of the Commission of the Status of Women (CSW) 2015 session.

The BPfA also formally endorsed the concept of gender mainstreaming. In this document Member States agreed that: *"... governments and other actors should promote an active and visible policy of mainstreaming a gender perspective in all policies and programmes, so that, before decisions are taken, an analysis is made of the effects on women and men, respectively."*

The concept of gender mainstreaming outlined in the BPfA was further developed by the Economic and Social Council (ECOSOC) two years later, which decided on the following definition of gender mainstreaming (ECOSOC 1997/2)³:

...the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of all policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.

In 2006, the United Nations System Chief Executives Board for Coordination (CEB) endorsed a UN system-wide policy on Gender Equality and Women's Empowerment (GEEW) to further the goals of the ECOSOC agreed conclusions (1997/2). Since 1997, a number of ECOSOC and General Assembly (GA) resolutions emphasized the importance of mainstreaming a gender perspective into all policies and programmes in the United Nations system.⁴ The CEB further committed the UN to development of a UN System-wide Action Plan (UN SWAP) to implement the policy. The UN SWAP includes indicators and timetable, allocation of responsibility, accountability mechanisms and resources to make gender mainstreaming operational within the UN.⁵ The UN SWAP was adopted in 2012, and provides an institutionalized system-wide accountability framework on gender mainstreaming. For the first time, the UN has a set of common measures with which to measure progress on its work on gender equality and women's empowerment, including gender mainstreaming across all its operations.

³ <http://www.un.org/documents/ecosoc/docs/1997/e1997-66.htm>

⁴ For a full list of UN reports and resolutions related to gender mainstreaming, see :

<http://www.unwomen.org/~media/Headquarters/Attachments/Sections/How%20We%20Work/UNSystemCoordination/UNWomen-GenderMainstreamingReportsAndResolutions-en%20pdf.pdf>

⁵ CEB/2006/2: United Nations system wide policy on gender equality and the empowerment of women: Focusing on results and Impact. http://www.un.org/womenwatch/ianwge/gm/UN_system_wide_P_S_CEB_Statement_2006.pdf

On 24 July 2013, the ECOSOC adopted another resolution on mainstreaming a gender perspective into all policies and programmes in the United Nations system. The resolution (E/2013/16), requested the Secretary-General to submit to the Council at its substantive session in 2014 a report on the implementation of the resolution, including the promotion of accountability at both national and global levels and progress made in the implementation of the UN SWAP.⁶

1.2. Purpose, objectives and scope of the Review

1.2.1. Purpose and Objectives of the review

The purpose of this review, as articulated in the Terms of Reference (ToR)⁷ is to enhance learning and contribute to knowledge management systems on what works and what does not for achieving gender equality and women's empowerment in development initiatives by analysing corporate gender mainstreaming policies/strategies and contributions towards gender equality results (in three selected BCAC of the Beijing Platform for Action) by the UN system. This review will primarily be a forward-looking exercise, distilling practices and lessons learned from evidence from evaluation reports.

The objectives of the Review are similarly presented within the ToR:

1. Analyse practice on system-wide and corporate gender mainstreaming policies/ strategies of United Nations entities.
2. Analyse the contribution to gender equality development results by UN entities at country-level on three of the critical areas of concern of the Beijing Platform for Action: institutional mechanisms for the advancement of women, women and the economy, and violence against women.

The ToR includes a third objective to analyse the systems in place to promote gender-responsive evaluation practice in the UN system, national evaluation systems and among VOPEs. The review related to this objective is being conducted as a separate exercise. It is therefore not included in this protocol or in the final report.⁸

1.2.2. Use and users of the Review

This JSR will contribute to strengthening the UN system's institutional framework and capacity to advance gender equality and women's empowerment. More specifically, we expect that the JSR of the first two objectives will be used to inform the following processes and their implementation:

⁶ http://www.un.org/ga/search/view_doc.asp?symbol=E/RES/2013/16

⁷ see Appendix D below.

⁸ A separate report will be issued on Objective Three, incorporating the findings from this report as relevant.

- The Beijing +20 review process and the related upcoming session of the Commission of the Status of Women (CSW)⁹
- The post-2015 development framework and sustainable development goals as they relate to gender equality and women's empowerment
- Ongoing discussions on a 'fit-for-purpose' UN system related to GEEW
- The CEB System-wide Policy on Gender Equality and Women's Empowerment and its related Action Plan, and specifically the implementation of UN system Guidance on the Development of Gender Equality and the Empowerment of Women Policies, Strategies and Plans
- Discussions related to the 2015 International Year of Evaluation

The main expected users of the JSR are:

- UN system inter-agency mechanisms such as the CEB and its three pillars, namely the United Nations Development Group (UNDG), High-level Committee on Programmes (HLCP) and High-level Committee on Management (HLCM); UNEG and its members; and individual UN entities, especially UN Women
- At the country level: national governments, civil society, international development partners and UN entities/ UN country teams
- Voluntary Organizations for Professional Evaluation (VOPEs)
- Global Policy Forums such as the Beijing +20 and CSW.

2. Results of Phase 1: Search, Screening and Document List

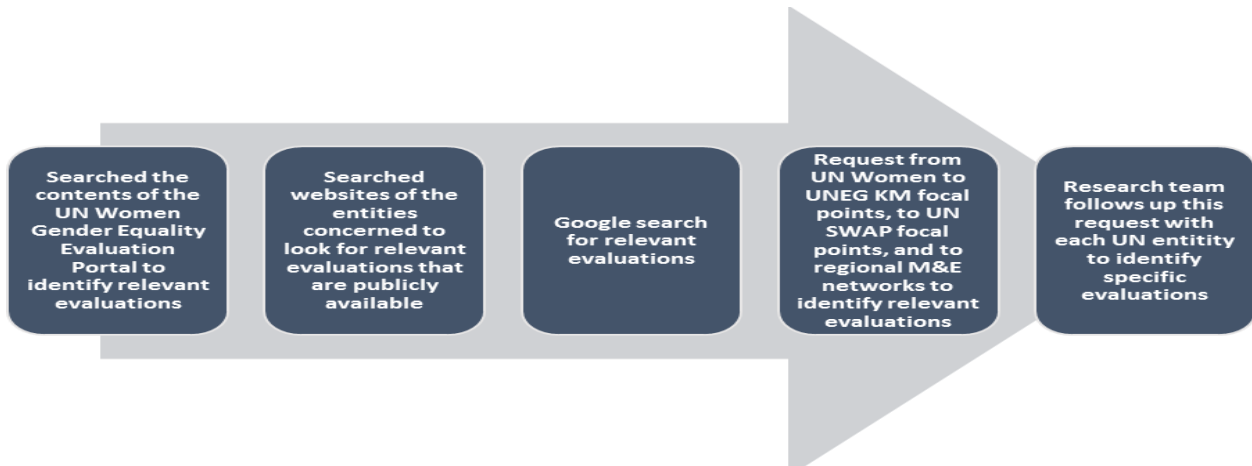
The method of document collection as laid out in the Phase 1 Research Protocol involved a step-by-step search that included evaluation reports published from 2006 onwards on: (i) corporate evaluations on gender mainstreaming or evaluations that have a significant component addressing gender equality mainstreaming policies and implementation; and (ii) evaluations related to institutional mechanisms for the advancement of women, women and the economy, and violence against women and girls.

⁹ The fifty-ninth session of the Commission on the Status of Women will take place in March 2015. The Commission will undertake a review of progress made in the implementation of the Beijing Declaration and Platform for Action.

2.1. Step 1: Document Search

Phase 1 of this Research Protocol outlined the scope of the document search for the JSR, how the search would be conducted, and the criteria to be used for screening the available documents.

The search included:



This search took place during August and was closed on 23rd September. All 67 entities were contacted yielding 292 documents from 34 entities. This includes 63 documents that are relevant to Objective 1 and 229 documents that are relevant to Objective 2 of the review.

2.2. Step 2: Screening Documents based on Inclusion/exclusion criteria

These 293 documents were screened for inclusion/exclusion using the following agreed criteria:

- **Reports that were external evaluations** were included. Audits, reviews, self-assessments, donor reports, research reports and studies were excluded.

One gender audit, a type of document that does not meet the UNEG evaluation criteria, was included in the retained list for objective 1 because it was commissioned by an evaluation department as one element of a gender mainstreaming evaluation. In addition, there were a number of gender mainstreaming reports in the UN Women Gender Equality Evaluation Portal¹⁰ or recommended by UNEG focal points that are broader overviews of gender mainstreaming, such as the African Development Bank review of 26 gender mainstreaming evaluations, and the Evaluation Cooperation Group paper on evaluation methodologies used in 13 multilateral and bilateral gender mainstreaming evaluations. There were also a number of gender mainstreaming evaluations of non-UN donors or lenders such as the World Bank 2010 gender mainstreaming evaluation and bilateral evaluations. These and similar background documents will be referenced in the final

¹⁰ <http://genderevaluation.unwomen.org>

report where their conclusions support or offer insight into the findings of this review of UN entities, but are not included in the list of retained evaluations.

- **Relevance to the objectives of the review:** The review team looked for evaluation reports of projects/ programmes, thematic evaluations, meta-evaluations or corporate/institutional, country programme evaluations whose primary focus was to look at gender mainstreaming or one of three BCAC relevant to this review. This meant that for evaluation reports of projects or programmes, the project or programme outcome and/or output had to be related to one of the three BCAC. Evaluation reports of projects or programmes, including country programmes that may include some activities but not outputs/outcomes that are relevant to one of the three BCAC were excluded as it would have been too difficult to derive insights from these reports. Similarly, evaluation reports that just mention gender equality as a cross-cutting theme without having a specific focus on gender mainstreaming have been excluded. We recognise that many UN entities have a strong gender mainstreaming focus, but the review team felt that unless the evaluation focused solely on gender mainstreaming or one of the BCAC, it was difficult to extract lessons learnt and were, therefore, excluded.
- **Evaluations of UN Entities:** The subject of the **evaluation is the work of the UN**, and more specifically one of the 67¹¹ UN entities reporting on the SWAP. Additionally, in some cases, the evaluation reports were self-evaluations conducted by the grantees (as in the case of UN Trust Fund for ending violence against women). Such evaluations were excluded for the purpose of this review under the UNEG definition of evaluation, which excludes self evaluations.
- **Year of Publication:** Have been completed since **2006**
- **Language:** Are in English, Spanish or French.

Of the 293 documents, 93 reports were set aside because they did not match the above criteria. The document screening process identified 200 documents that matched the criteria.

2.3. Step 3: Application of Quality Criteria to Screened Documents

After this initial screening, the 200 documents were screened against evaluation quality criteria:

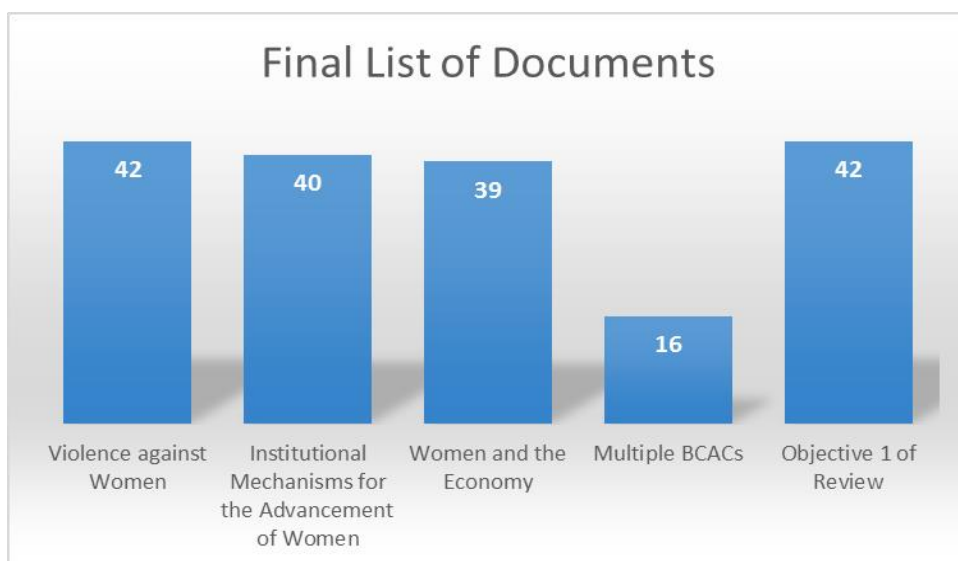
- In cases where a meta-evaluation on evaluation quality was undertaken by a particular agency and the rating was available publicly, the review team used this rating to determine inclusion or exclusion of the evaluation report in the final list. Since this is a forward looking exercise, efforts have been made to include as many evaluations as possible and only those evaluation reports which were considered unsatisfactory or weak (as in the lowest rating on the scale) have been excluded. All other evaluations were included.

¹¹ The 66 UN entities reporting on the SWAP are listed in Annex B.

- In cases, where an existing quality rating was not available, the review team applied the adapted UNEG Checklist for Evaluation Reports for those reports¹². The reports were evaluated against the following quality criteria: i) Structure of the Report; ii) Explanation of Object and Scope of the Evaluation; iii) Evaluation Methodology; iv) Findings, conclusions and recommendations; and v) Inclusion of Gender and Human Rights. Evaluation reports that offer the most value to our review are those that provide clear findings, conclusions and recommendations and are based on a sound methodology. We have, therefore, laid a greater emphasis in assessing quality of the evaluation reports in these aspects. Please refer to Annex D for more detail on the Quality Criteria used for Screening.

179 of these documents met the review criteria, and were distributed across the objectives of the review as follows.

Figure 1: List of Final Documents included for Review



¹² <http://www.uneval.org/document/detail/607>

3. Portfolio Analysis

3.1. Portfolio Analysis for Objective 1

The search conducted using the criteria developed for Phase I generated a total of 42 retained documents relating to 18 of the 67 UN entities reporting on SWAP.

The documents fall broadly into two categories and are listed in Annex E:

- The first category contains 26 evaluation reports related to gender mainstreaming in the UN system and includes: global gender mainstreaming evaluations of an entity (15); evaluations that examine special aspects of an entity's gender mainstreaming work by country, by objective, by theme, by function, etc. (8); and evaluations that address system-wide gender mainstreaming (3). These evaluations will be the primary focus of the analysis described in Section 4 below.
- The second category contains 16 other reviews and assessments of gender mainstreaming in the UN system (entity-based or system-wide) and 2 gender mainstreaming evaluation/reports of non-UN system entities.¹³ These will be reviewed for additional information to complement, validate or deepen the findings of the primary analysis, especially in the areas of good practice and lessons learned, and for comparative purposes.

The 67 UN entities reporting to the UN SWAP include five different types: Secretariat Entity, Fund or Programme, Specialized Agency, Specialized Agency with a Technical Focus and Training or Research entity. Specialized agencies are strongly represented in the retained reports (4/5), as are funds and programmes (8/14). Six out of 32 secretariat entities are represented. Specialized agencies with a technical focus, and training or research entities are not covered by this review, since the search revealed no evaluations, assessments or reviews of their gender mainstreaming performance.

3.2. Portfolio Analysis for Objective 2

Under Objective 2 of the JSR our analysis will focus on three of the twelve BCACs in the BPfA: institutional mechanisms for the advancement of women, women and the economy, and violence against women. Under each BCAC, the problem is diagnosed and strategic objectives are proposed with concrete actions to be taken by various actors in order to achieve those objectives. The Strategic Objectives under the three BCAC that are relevant for the review are as follows :

¹³ The 16 reviews/assessments of gender mainstreaming in the UN system are included in the overall count of documents for Objective 1 (42) and overall total number of reports for the review (179), while the two gender mainstreaming evaluations/reports from non-UN system entities are not included.

Section D of the Beijing Platform for Action presents 3 strategic objectives on Violence against Women:

- D.1. Take integrated measures to prevent and eliminate violence against women.
- D.2. Study the causes and consequences of violence against women and the effectiveness of preventive measures.
- D.3. Eliminate trafficking in women and assist victims of violence due to prostitution and trafficking

Section F of the Beijing Platform for Action presents 6 strategic objectives for Women and the Economy:

- F1. Women's economic rights and independence, including access to employment, appropriate working conditions and control over economic resources.
- F2. Facilitate women's equal access to resources, employment, markets and trade.
- F3. Provide business services, training and access to markets, information and technology, particularly to low-income women.
- F4. Strengthen women's economic capacity and commercial networks.
- F5. Eliminate occupational segregation and all forms of employment discrimination.
- F6. Promote harmonization of work and family responsibilities for women and men.

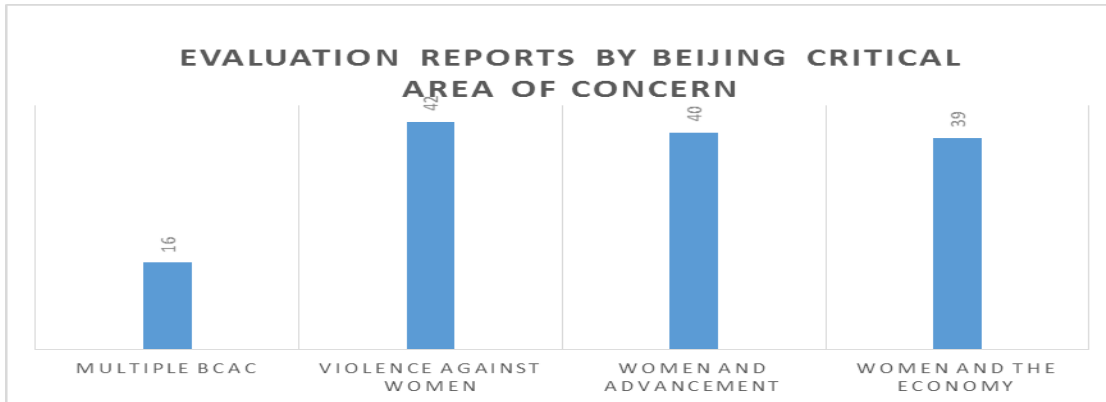
Section H of the Beijing Platform for Action presents 3 strategic objectives for Institutional Mechanism for Advancement of Women

- H1. Create or strengthen national machineries and other governmental bodies.
- H2. Integrate gender perspectives in legislation, public policies, programmes and projects.
- H3. Generate and disseminate gender-disaggregated data and information for planning and evaluation

For Objective 2, 158 evaluations were screened for quality using the simplified UNEG criteria developed during Phase 1 of the protocol (and described in section 2 and listed in Annex D). The majority of those documents – 137 in total -- were assessed to be of sufficient quality to be included in the review. The results of this quality screening and the final list of documents are presented in Annex E.

An initial **portfolio analysis** was conducted based on the final list of 137 evaluations to be included in the review and the results are presented in Figures 2, 3 and 4. The graphs below show the total portfolio population of evaluations for Objective 2. It also shows distribution of evaluations: (i) by critical area (and distinguishing evaluations with multiple objectives that cut across critical areas); (ii) by region; (iii) by UN entity.

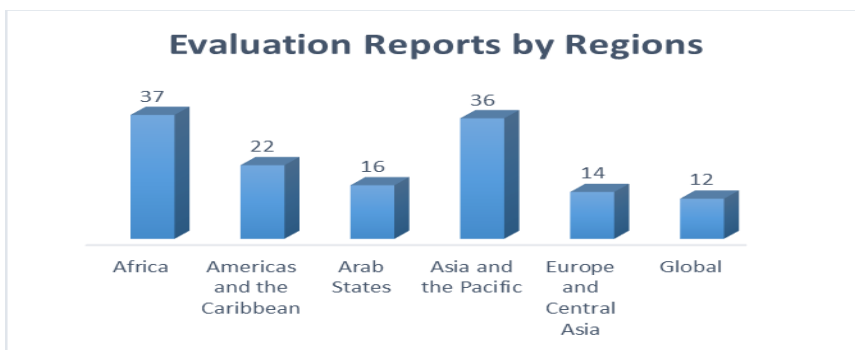
Figure 2: No. of Evaluation Reports by BCAC (Objective 2)



As can be seen in Figure 2, there are almost an equal number of evaluations under each BCAC that have been included in the final list of documents. There are some evaluation reports which are relevant for two or more of the BCAC. These have been classified as a separate category called “multiple BCAC” as reflected above. Many of these evaluations which cover multiple BCAC are evaluations of joint programmes, seven of which have been funded by the MDG-Fund.

As may be expected, most of the evaluation reports that have been included in the final list are from Asia and the Pacific (36 evaluations) and Africa (37 evaluations), which is reflected in Figure 3. Many entities have also conducted thematic or corporate evaluations of their work in one of the BCAC, including UNDP, UN WOMEN and ILO and these are reflected in the reports that are categorized as “global”.

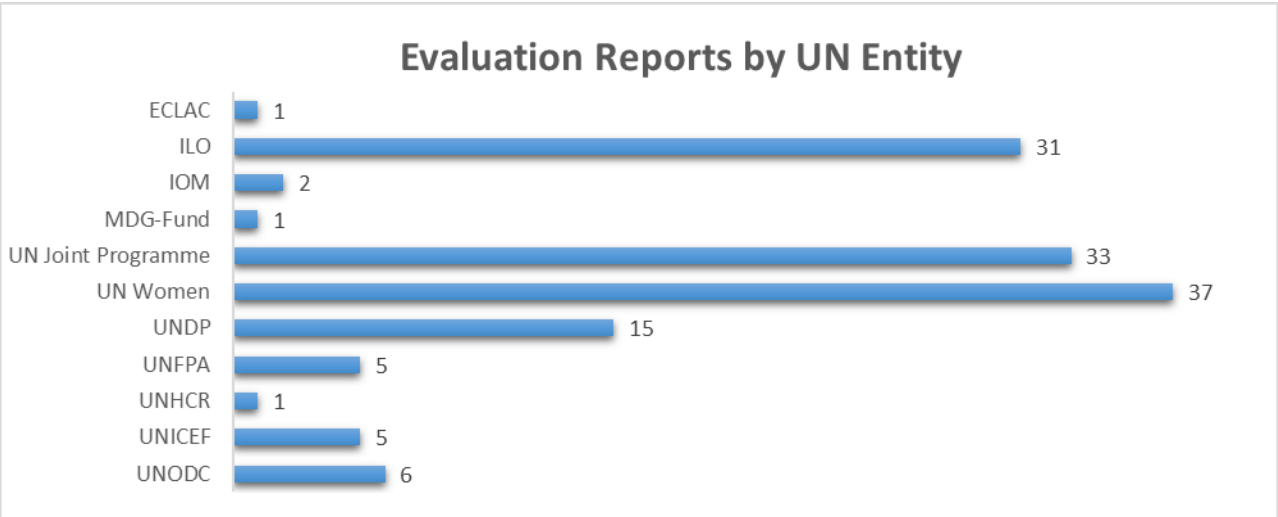
Figure 3: No. of Evaluation Reports by Region (Objective 2)



An initial analysis of the portfolio of evaluation reports reveal that the largest number of evaluations that are relevant to either one or more of the BCAC are of evaluations of UN

Women¹⁴, followed by UN joint programmes at the country level or at the regional level (such as the Partners for Prevention Programme to address Violence against Women in Asia) (see Figure 4). This also accounts for why some agencies such as UNFPA, UNICEF and UNDP may seem under-represented in our analysis. These agencies are part of almost all the UN Joint programmes that are reflected in Figure 4. A full list of agencies that were part of the joint programmes can be found in in the table in Annex E. Also, as mentioned earlier in section 2, we have had to exclude country programme evaluations that did not have one of the BCAC as an area of focus at the Outcome or Output level, even if there were some activities that the country programmes may have undertaken that were relevant to the BCAC.

Figure 4: No. of Evaluation Reports by UN Entity (Objective 2)



4. Analytical Framework for Objective 1 Review

Under Objective 1 of the JSR we will analyse evaluations of corporate gender mainstreaming policies and strategies of the 67 United Nations entities expected to report on the UN SWAP or evaluations that have a specific objective or significant component addressing the entity’s gender equality mainstreaming policies and implementation. (See Annex E for the complete list of entities). As stated in the Phase 1 Research Protocol, the key questions for objective 1 of this review are the following:

¹⁴ Including those that were commissioned by UNIFEM

- Key Question 1: What has been the relevance and effectiveness of system-wide and corporate gender mainstreaming policies of UN entities? Do system-wide and corporate gender mainstreaming policies/strategies contribute to delivery of development results?
- Key Question 2: What are the lessons learned and good practices that can strengthen the development and implementation of future UN entity gender mainstreaming policies/strategies?

The UN Secretary General’s fit-for-purpose review of May 2014 looking forward to the post-2015 SDGs reiterates the importance of gender inequality as “the single most widespread driver of inequalities”, and the importance of implementing the UN SWAP to better identify and address inequality.¹⁵ The BPfA endorsed gender mainstreaming as a major mechanism to support systemic attention to supporting gender equality by governments, the UN, and non-state actors. UN efforts to mainstream gender equality are detailed in Section 1.1 of the Phase 1 Research Protocol and in Section 1 above. To briefly recap here, the BPfA initial recommendation to mainstream gender equality was further developed in ECOSOC 1997/2. In 2006, the CEB approved a policy on gender equality and the empowerment of women and its accompanying action plan (UN SWAP) in 2012.

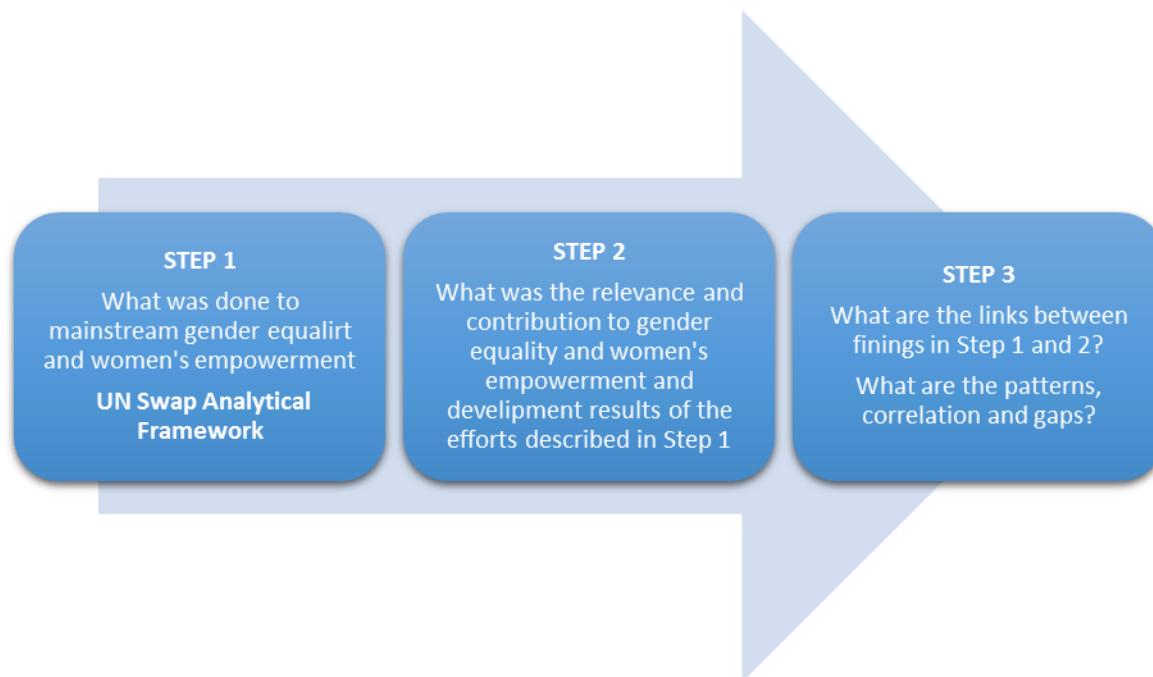
The SWAP is to be followed by all UN entities and its self-reporting process sets out six key CEB policy areas:

1. Strengthening **accountability** for gender equality results among staff at all levels in order to close implementation gaps both in policy areas and in the field
2. Enhancing **results-based management** for gender equality by utilizing common system indicators and measurement protocols
3. Establishing **oversight** through monitoring, evaluation and reporting by utilizing, inter alia, peer reviews, gender audits as well as collecting sex-disaggregated data
4. Allocating sufficient **human and financial resources** including better utilization of current resources, joint programming, allocation of additional resources where required, alignment of resources with expected outcomes and tracking the utilization of resources
5. Developing and/or strengthening **staff capacity and competency** in gender mainstreaming by adopting both common-system and individual organizational capacity development approaches
6. Ensuring **coherence/coordination** and knowledge/information management at the global, regional and national levels.

¹⁵<http://www.undg.org/docs/13513/CEB-2014-1-RETREAT-3-UNDG%20DISCUSSION%20PAPER.PDF>

4.1. Review Design

The review of evaluation findings will use three sequential steps under Objective 1.



Because of its centrality as a guide for

how to mainstream gender, the UN SWAP reporting framework will inform the first of three analytical steps to review the data for Objective 1.

We will use the UN SWAP reporting framework and a set of checklist outcome statements built around the six-areas of the CEB policy. The matrix summarised in Table 1 will be applied to each report and the findings summarized to assess gender mainstreaming under each of the six areas.¹⁶ This decision was taken as the policy is required of UN systems and programmes, and because it considers organizational processes required to support gender equality and the empowerment of women. It was also selected because it will support the future application and refinement of the UN SWAP process, which all UN entities use to self-report progress on gender mainstreaming, can also be used to support the systematic development of terms of reference of future corporate-level gender evaluations by UN entities and their partners, and may be an input into any future evaluation of the UN SWAP.

We are using the category 'exceeds requirements' from the checklist as the benchmark for this analysis¹⁷. By documenting the evaluation findings of each entity's progress in the UN SWAP policy areas, the review will generate information to provide a systematic analytical narrative about

¹⁶ The full matrix, including indicators and assessment criteria can be found at <http://www.unwomen.org/~media/Headquarters/Attachments/Sections/How%20We%20Work/UNSystemCoordination/UN-SWAP-Framework-Dec-2012.pdf#page=8&zoom=auto,0,768>

¹⁷ <http://www.unwomen.org/~media/Headquarters/Attachments/Sections/How%20We%20Work/UNSystemCoordination/UN-SWAP-Framework-Dec-2012.pdf#page=8&zoom=auto,0,768>

progress of gender mainstreaming. The data will be analysed for patterns (for example, are there some areas that are evaluated more positively than others, are there common areas that have received less attention, are there additional categories that are not found in the UN SWAP), for good practice and lessons learned, and for gaps. The review will include both qualitative and quantitative data found in the evaluations.

The review team recognizes that while the CEB policy was approved in 2006, the UN SWAP was put in place only recently (2012). Many of the evaluations reviewed predate the UN SWAP, and will therefore use identical, overlapping, and different categories of analysis.

Table 1: Analytical framework for entity level review of UN SWAP mainstreaming process, Step 1

Policy area	Policy element	Benchmark/Outcome Checklist Statement	Summary of Findings from Document Review	Lessons Learned and Good Practice
A. Accountability	1. Policy and Plan	Up to date gender equality and gender mainstreaming and the equal representation of women, policies and plans implemented Specific senior level mechanism in place for ensuring accountability for promotion of gender equality and the empowerment of women		
	2. Gender Responsive Performance Management	Assessment of gender equality and the empowerment of women integrated into core values and/or competencies for all staff, with a particular focus on levels P4 or equivalent and above including decision making positions in all Committees, Missions and Advisory Bodies System of recognition in place for excellent work promoting gender equality and women's empowerment		
B. Results Management	3. Strategic Planning	Gender analysis in the central strategic planning document and main country programme documents The central strategic planning document includes more than one specific outcome/expected accomplishment and more than one specific indicator on gender		

		equality and women's empowerment		
	4. Monitoring and Reporting	Reporting on gender equality results in relation to the central strategic planning document All key entity data is sex-disaggregated, or there is a specific reason noted for not disaggregating data by sex Entity RBM guidance mainstreams gender equality and the empowerment of women		
C. Oversight	5. Evaluation	Meets the UNEG gender-related norms and standards Demonstrates effective use of the UNEG guidance on evaluating from a human rights and gender equality perspective		
	6. Gender-responsive auditing	Consultation takes place with all levels of the organisation on risks related to gender equality and the empowerment of women as part of the risk based audit annual planning cycle ILO Participatory Gender Audit or equivalent carried out at least every five years		
	7. Programme Review	Programme quality control systems fully integrate gender analysis Recognition in place for programmes that excel on gender equality and women's empowerment		
D. Human and Financial Resources	8. Financial Resource Tracking	Financial resource tracking mechanism in use to quantify disbursement of funds that promote gender equality and women's empowerment Results of financial resource tracking influences central strategic planning concerning budget allocation		
	9. Financial Resource Allocation	Financial benchmark for resource allocation for gender equality and women's empowerment mandate is exceeded		
	10. Gender Architecture	Gender focal points or equivalent at HQ, regional and country levels are: a) appointed from staff level P4 and above b) have written terms of reference c) at least 20 per cent of their time is allocated to gender focal point functions d) specific funds are allocated to support gender focal point networking The entity has reached the equal representation of women for General Service staff and also at P4 and above levels including the senior most levels of representation in Field Offices, Committees and Funds linked to the entity irrespective of		

		budgetary source Gender department/unit is fully resourced according to the entity mandate		
	11.Organization-al Culture	Organizational culture fully supports promotion of gender equality and the empowerment of women Senior managers demonstrate leadership and public championing of promotion of the equal representation of women		
E. Capacity	12.Capacity Assessment	Entity-wide assessment of capacity of staff at HQ, regional and country levels in gender equality carried out A capacity development plan is established or updated at least every three years		
	13.Capacity Development	Ongoing mandatory training for all levels of entity staff at HQ, regional and country offices Senior managers receive tailored training during orientation		
F. Coherence, Knowledge and Information Management	14.Knowledge Generation and communication	Knowledge on gender equality and women's empowerment systematically documented and publicly shared Communication plan includes empowerment as an integral component of internal and public information dissemination Entity is actively involved in an inter---agency community of practice on gender equality and the empowerment of women		
	15.Coherence	Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women Participates in the UN SWAP peer review process		

The step 1 analysis addresses institutional or entity-level efforts and effectiveness of mainstreaming gender equality and women's empowerment, but does not review the contribution to gender equality and women's empowerment of the entities' programmes. In other words, step 1 is primarily concerned with the mechanisms and processes *inside* the entity (institutional results), not their effectiveness or results *outside* the entity (contribution to gender equality and women's empowerment results and development results). Also, the UN SWAP framework does not address relevance explicitly.

Since the review is also tasked with finding whether and to what degree system-wide and corporate gender mainstreaming policies/strategies contribute to delivery of development results and with reviewing relevance (Objective 1), a second step of additional analytical questions will examine these areas. A number of the evaluations provide additional information on the relevance of the gender mainstreaming to the entities' mandate and programmes, and evaluate their

contribution to gender equality and women’s empowerment. The analytical framework below will be used to document these findings. The framework will take into account that these contributions can range from short-term to long-term. At both individual entity and collective levels, the review will look for evidence of when and how effectively mainstreaming gender is associated with greater relevance and effectiveness of contribution to gender equality results, and to better development results.

Table 2: Analytical framework with data categories for relevance, effectiveness and contribution of gender mainstreaming, Step 2

Evaluation Criteria	Checklist questions	Summary of Key Review Findings	Summary of Lesson learned and Best Practices
Relevance¹⁸	<ul style="list-style-type: none"> • What are the evaluation findings on relevance of the entities’ gender mainstreaming policy/strategy/approach to agency mandate?¹⁹ • What are the evaluation findings on relevance of the entities’ gender mainstreaming policy/strategy/approach to beneficiaries’ requirements, country needs, or global priorities? • What are the evaluation findings on extent to which the agency gender mainstreaming policy/strategy/approach is aligned with/guided by UN system-wide policy on gender mainstreaming? 		

¹⁸ Relevance is defined as: Extent to which the objectives of a development intervention are consistent with beneficiaries’ requirements, country-needs, global priorities and partners’ and donors’ policies.

¹⁹ This question does not apply to the evaluations that are not linked to the 67 UN SWAP entities.

Effectiveness²⁰	<ul style="list-style-type: none"> • To what extent are the gender equality and women's empowerment results linked to the entities gender mainstreaming policy/strategy/approach and its implementation? • To what extent are the gender equality and women's empowerment results linked to other entity policies or systems? • To what extent are the gender equality and women's empowerment results linked to the external context? 		
Contribution to gender equality and women's empowerment	<ul style="list-style-type: none"> • What are the contributions to gender equality and women's empowerment brought into evidence by the evaluations? 		
Contribution to development results at outcome level	<ul style="list-style-type: none"> • What are the findings on correlation between positive development outcomes and effective gender mainstreaming in the evaluations? 		

The **third step** of the review will analyze the links between the step one findings on entity level or institutional effectiveness and the step 2 findings on relevance and contribution to results. More specifically, it will:

- Identify frequencies, patterns, correlations, and gaps, found in the analysis
- Analyse the link between gender mainstreaming dimensions and overall contribution to gender equality and women's empowerment, as well as to development results
- Analyse the similarities, overlaps and differences between the evaluation findings and the 6-area UN SWAP framework.

The review will finally identify and discuss **lessons learned and good practices** (Key Question 2) that can strengthen the development and implementation of future UN entity gender mainstreaming policies/strategies.

4.2. Limitations

The major limitation to the use of the analytical approach outlined above will be imposed by a lack of uniformity among the evaluations reviewed. The evaluations will vary in their scope and choice of emphasis on internal systems to contribute to gender equality, and on their approach to assessing the gender equality results of their efforts. This may limit our ability to link gender equality results to particular internal systems, and to draw out lessons that apply to more than one entity. In addition, some lessons may be unique to an entity.

²⁰ Effectiveness is defined as: Extent to which the development intervention's objectives were achieved.

Because most of the evaluations reviewed predate the UN SWAP implementation, it will be difficult to draw conclusions about the system-wide effects attributable to the UN SWAP. More system-wide conclusions will relate to the relevance and application of corporate policies. Moreover, the UN SWAP guidance proposes 3 areas of action: the UN SWAP; a parallel mechanism at the country team level called the UNCT Performance Indicators for Gender Equality and Women's Empowerment (and also UNDAF evaluations); and accountability for the UN system's contribution contributions to gender equality and women's empowerment development results. However, this review concentrates its efforts on only the first area of action, since the other two areas of action have received less systematic attention, and there are only a limited number of evaluations available.

We expect unevenness in reporting with regard to the UN SWAP framework areas and in terms of their consistency with those areas, because many of the evaluations predate the UN SWAP framework. As a set, the evaluations will cover all of the elements in the review, but any given evaluation may lack information on one or more of the policy areas. Also, some of the evaluations may provide additional categories that are not in the UN SWAP. These will be noted in the analysis of Step 1.

As noted in the review of Phase 1, there is uneven representation of different types of UN entities in the selected evaluations. This will limit the review team's ability to analyse the constraints and opportunities for gender mainstreaming relevant to particular types of entities.

5. Analytical Framework for Objective 2 Review

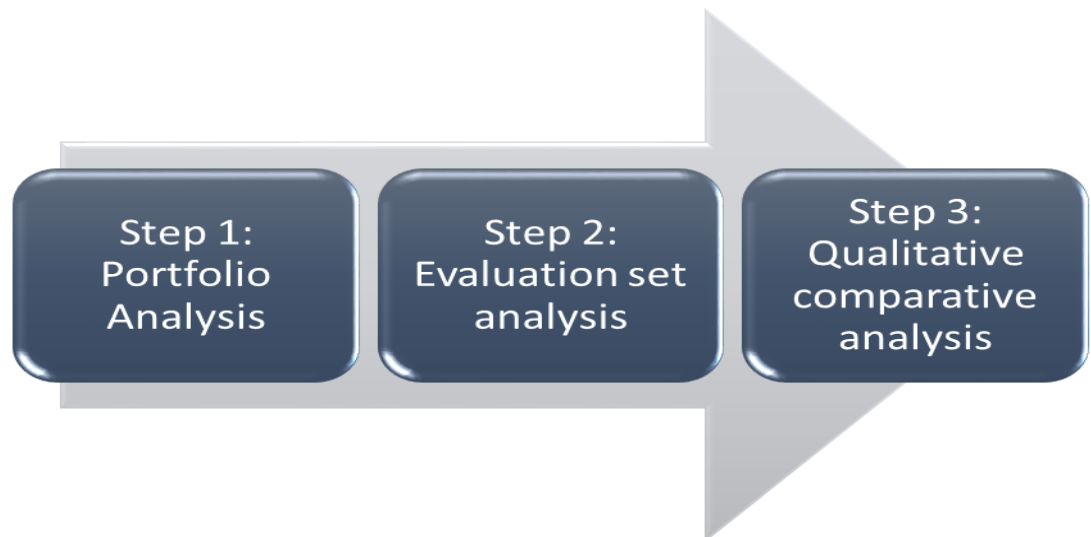
Objective 2 will involve an in-depth systemic review and meta-analysis of the lessons learned from the contribution to gender equality results at country-level contained in evaluations of UN entities work from 2006 to date. The analysis will focus on three of the twelve BCAC where there is already a mass of evaluative evidence available in the UN Women Gender Equality Evaluation portal: institutional mechanisms for the advancement of women, women and the economy, and violence against women.

Objective 2 will address the following key questions specified in the TOR for this review:

1. What has been the contribution to gender equality development results achieved by UN entities at country-level on the three critical areas of concern of the BPfA?
2. What has been the relevance of these results for national commitments to gender equality?
3. How have these results been achieved? What were some of the contributing factors, bottlenecks, lessons learned and good practices?
4. Are there lessons related to the pathways to achieve results overall and in each specific critical area? What are the commonalities, variations and adaptations? What, if any, are the inter-linkages between the three critical areas under review?

5.1. Review Design

In this section we describe a three-step approach to the Objective 2 Review which involves (1) portfolio analysis followed by (2) evaluation set analysis followed by (3) qualitative comparative analysis.



Step 1: Portfolio Analysis. Analysis of Objective 2 under Phase 2 will build on the descriptive portfolio analysis presented in section 3 above through more in-depth analysis of evaluation reports that have been compiled. This will focus first on identifying, aggregating and tabulating **quantitative data** on interventions in the three BCAC. This will include data on levels and allocations of (human and financial) resources invested and on numbers and types (e.g. specific vulnerable groups) of beneficiaries or populations reached.

Step 2: Evaluation set analysis. Following this expanded descriptive portfolio analysis, the Objective 2 review will identify **evaluation sets** – i.e. evaluations clustered by strategic objective -- for further analysis. This evaluation set analysis will generate evidence on the key Objective 2 review questions listed above. It will further enable qualitative comparative analysis (step 3) of projects clustered according to the strategic objectives under each critical area of concern.

Table 4 shows how we mapped the evaluation portfolio according to the strategic objectives under each of the BCAC and this will form the basis of the evaluation set clustering. Note that where an intervention covered more than one strategic objective within a BCAC – for example an intervention that covered women’s access to markets *and* to eliminating occupational segregation -- a judgment has been made as to the most significant strategic objective in that intervention, as interpreted and prioritized by the evaluation document, and this has been mapped accordingly. By ‘significant’ we mean that element of the intervention that makes the largest expected contribution to the ‘results chain’. This does not mean necessarily that this is the most resource intensive element, only that it is likely to have the biggest effect on change.

In cases where evaluations cut across more than one BCAC (as tabulated above), these evaluations will be mapped against each relevant BCAC (but only mapped for the most significant strategic objective category in each BCAC) (see Table 4).

Where there are no evaluations mapped against a strategic objective (as in the case of H3 or F6), or where there are too few evaluations for meaningful qualitative comparative analysis to be conducted (as in the case of F3), then this will be recorded, although of course an absence of evaluations under these strategic objectives does not necessarily mean that there is no work going on under these strategic objectives. Furthermore, the numbers in Table 4 are based on an initial review of evaluation executive summaries and these may change once we look at the documents in more depth.

Table 3: Clustering by each Strategic Objective (Objective 2 Evaluation Reports)

	Total Multiple Objective	Total Single Objective
Institutional Mechanisms		
H1. Create or strengthen national machineries and other governmental bodies	3	7
H2. Integrate gender perspectives in legislation, public policies, programmes and projects	16	31
H3. Generate and disseminate gender-disaggregated data and information for planning and evaluation		2
SUB TOTAL		40
Women and the Economy		
F.1 Secure economic rights and independence	2	12
F.2 Facilitate women's equal access to resources, employment, markets and trade	4	15
F.3 Provide business services, training and access to markets, information and technology	1	3
F.4 Strengthen women's economic capacity and commercial networks		4
F.5 Eliminate occupational segregation and all forms of employment discrimination		5
F6. Promote harmonization of work and family responsibilities for women and men		0
SUB TOTAL		39
Violence against Women		
D1. Take integrated measures to prevent and eliminate violence against women	14	32
D2. Study the causes and consequences of violence against women and the effectiveness of preventive measures		0
D3. Eliminate trafficking in women and assist victims of violence due to prostitution and trafficking		10
SUB TOTAL		42
TOTAL	40	21

For each viable evaluation set, the analysis will identify and categorise interventions using a simple **context-mechanism-outcome (CMO)** framework. A CMO framework draws on the 'realist evaluation approach' which is designed to address the question of causation and find out "what works, how, in which conditions and for whom"²¹. The approach is particularly suitable to the objectives of this review because it sets out to test a 'middle range theory' detailing how the mechanisms initiated by an intervention should cause desired outcomes. Interventions themselves are viewed as being akin to open systems in which there are always multiple and competing mechanisms which interact with the surrounding context to produce outcomes. Under each BCAC, this will allow us to review evaluations of initiatives for each strategic objective according to types of interventions in different settings. For the purposes of this review, the elements of the CMO framework are defined as follows:

²¹ See Pawson and Tilly (1997). *Realistic Evaluation*, London, Sage

- **Context:** aspects of the environment that affect the achievement of intervention outcomes
- **Mechanism:** the way an intervention is conceived and defined and how it is operationalised in order to contribute to changes in outcome
- **Output:** correspond to short term deliverables -- i.e. the products and services that result directly from intervention
- **Outcome:** refers to longer term gender equality development results to which the intervention aspires and contributes via a series of shorter terms outputs (but which are not entirely within the control of the intervention, i.e. outcomes are affected by external factors which are outside the control of the intervention), linked particularly to changes in behaviours, relations, authority, laws, policies, procedures and norms.

Through a full review of evaluation reports under each strategic objective, we will generate a spreadsheet which codes the CMO elements for each individual project. We will then aggregate this data into a CMO table for each strategic objective, showing the frequency of contexts, mechanisms and outcomes at strategic objective level. An indicative illustrative table is included here, showing how contexts, mechanisms and outcomes for any given strategic objective can be mapped (see Table 4).

We will be able to work with a 100% sample of (screened and quality assured) evaluations in this review. We will work with the total portfolio of 137 evaluation reports (see Annex E) and stratify this population according to BCAC. We will then use these stratified evaluation lists to populate the evaluation sets (clusters) under each Strategic Objective under the three BCAC. In this way we will emerge with manageable and meaningful sets of evaluations that can be subjected to qualitative comparative analysis (step 3 below) within and across critical areas.

Table 4: Indicative illustrative CMO typology: gender perspectives in legislation, public policies, programmes and projects (Strategic Objective H2)

Context	#	Mechanism	#	Output	#	Outcome	#
Policy and legal frameworks exist, but low institutional capacity to implement		Capacity building for gender mainstreaming in line ministries		Ministry capacity built		Improvement in gender equality indicators achieved, through implementation and enforcement of legislation	

Step 3: Qualitative comparative analysis. Using these CMO tables, we will organise and present our qualitative comparative analysis of the evaluation sets and answer the Objective 2 key questions in the following way:

- First we will identify and discuss the distribution of evaluation reports under any given strategic objective according to **outcomes**. We will present this as descriptive analysis, highlighting for instance where an evaluation set is particularly focused on one gender equality and women’s empowerment development result over another (Key Question 1), and considering how this outcome focus links to national commitments to gender equality and women’s empowerment (Key Question 2).
- Second, we will then be able to examine what mixes of mechanisms in what contexts work best to achieve those project outcomes (Key Question 3), identifying factors, bottlenecks, lessons learned and good practices. We will draw systematically on the evaluation portfolios coverage of lessons learned and good practice by tabulating the frequency with which specific lessons and good practices are raised in evaluation reports (see Table 5). Lessons learned will cover both internal UN practices and external practices in relation to project stakeholders

Table 5: Indicative matrix of good practice and lessons learned across the Objective 2 project portfolio

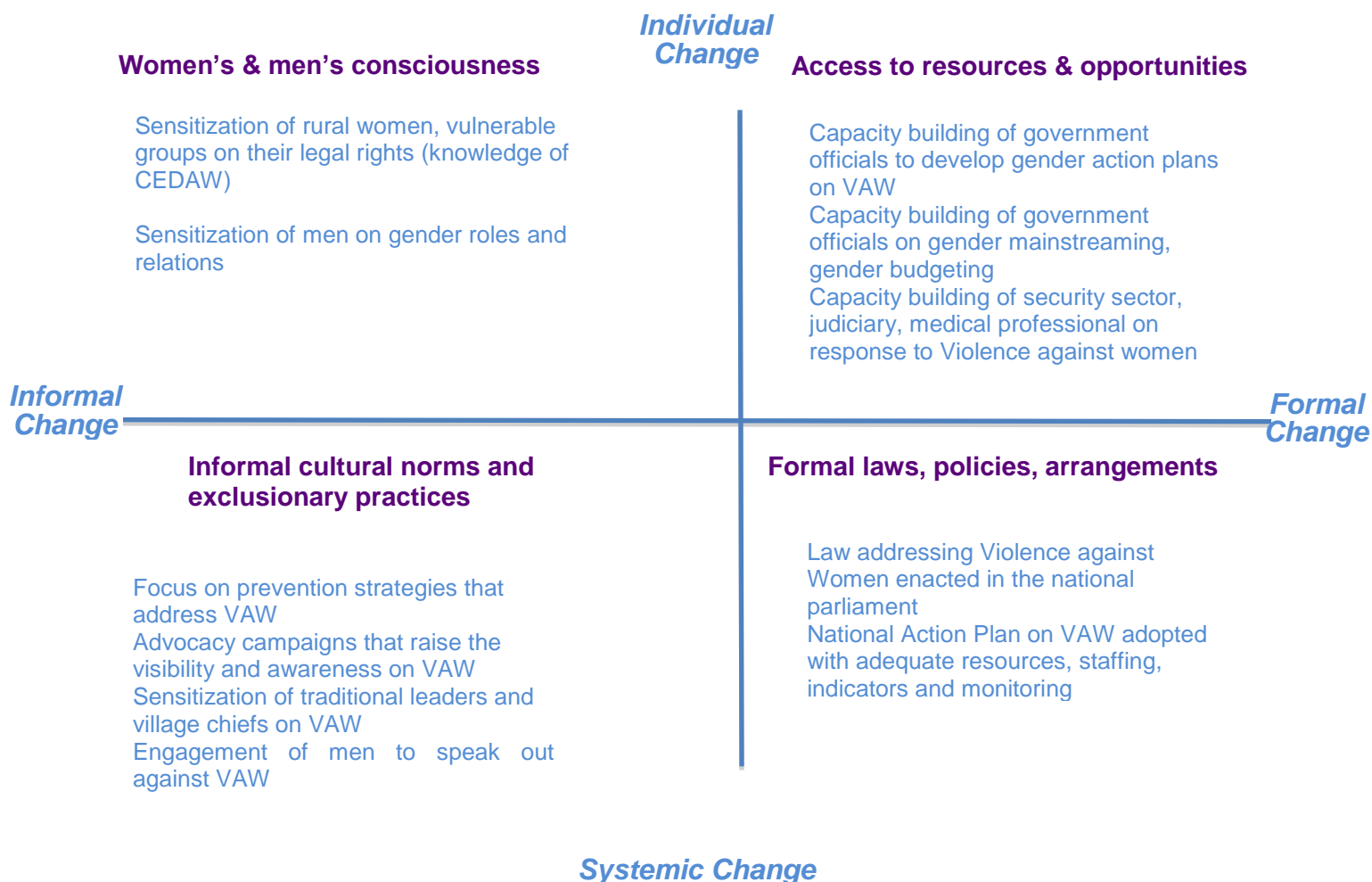
UN mechanism/ context	Lessons learned	#	Good practice	#
Internal UN				
Communication	Lack of a communication strategy leads to gaps in information on strategic issues between participating UN entities in joint programmes and with donors and non-participants		Recruitment of a Joint Programme Coordinator and key staff that work closely with appointed individual agency focal persons	
External				
Communication	Consultative process and sensitization of stakeholders result in quick adoption of policy/initiative by large number of stakeholders including private sector		Creation of a taskforce/steering committee with various stakeholders	
			Participatory needs analysis	
			Inclusion of women’s organizations in consultative meetings	
Advocacy Campaigns to change “mind-set”	Advocacy Campaigns can raise the visibility of VAW increase the awareness of and public support for ERAW among decision makers, leaders and community members		Focus on prevention strategies to address Violence against Women	
Co-ordination and partnerships with stakeholders	Stronger coordination mechanisms at the project level between beneficiaries, local government and line ministries enhance the impact		Tripartite agreement that include Ministry of women, line ministry and NGO representative	
			Inclusion of non-traditional partners	

This qualitative comparative analysis will further enable us to:

- compare *pathways* to change by describing and comparing each intervention's contribution to change along the results chain (mechanism-output-outcome) in any given context through qualitative comparative analysis of pathways within each critical area and across critical areas (Key Question 4). We will identify commonalities, variations and adaptations of these pathways and highlight any emerging inter-linkages between the three critical areas.
- visually map change pathways that emerge from this qualitative comparative analysis, using a simple four-quadrant framework developed by Gender at Work (G@W). The G@W framework is a simple visual tool that shows interventions in four quadrants and across two continuums (see Figure 8). Along one continuum, the framework distinguishes between interventions that build **individual/group** capabilities and those that tackle **structural** or systemic opportunities/constraints. The second continuum distinguishes between interventions that support **formal** or visible changes in access to resources or changes in laws, regulations and policies; and those that tackle **informal** or invisible changes in individual or group consciousness or in the sociocultural norms and habits of households, communities and societies.
- highlight visually the pathways and directions of change between these quadrants using arrows. This will allow us to identify and compare frequencies of particular pathways of change in different critical areas and across different strategic objectives, as well as highlighting gaps found in the analysis.

Below we present an illustrative example of how the Gender and Work framework can be used to map outcomes and pathways of change for interventions that address violence against women and girls (see Figure 5). The top right quadrant maps interventions that increase resources and opportunities for men and women to address VAW (or other BCAC). The bottom right quadrant identifies interventions that have tackled formal laws, policies and arrangements that address VAW. The third quadrant (top left) identifies practices in changing women's and men's consciousness to understand the forms and impact of VAW and address it. The bottom left quadrant identifies interventions that target the informal cultural norms and exclusionary practice that perpetuate VAW.

Figure 5: Illustrative Framework to Map Pathways of Change on Violence against Women and Girls²²



5.2. Limitations

As with the review process under Objective 1, the major limitation to the use of a qualitative comparative analysis approach outlined above will be imposed by an uneven distribution of evaluation documents. In the first instance, and as indicated in the portfolio analysis above (Tables 3, 4 and 5) this means that some UN entities will be overly represented in evaluation sets that will be analysed due to the fact that they have undertaken a disproportionately high number of evaluations since 2006 or due to mandates. Hence while we are able to use a 100% sample, this masks the fact that the review will be skewed towards the interventions of UN entities in different critical areas. With a larger population universe of evaluations, we would have been able to stratify

²² Source: Kelleher, D. and Rao, A. (nd) "What is Gender at Work's Approach to Gender equality and Institutional Change?", Gender at Work <http://www.genderatwork.org/learning-centre>

by UN entity and weigh our sample in a way that would capture more closely the breadth of UN entity interventions in these areas.

Second, we are of course only capturing what has been evaluated. We have found in our portfolio analysis indications that evaluations are skewed towards certain strategic objectives due in part to a higher visibility (in some cases linked to a greater need for accountability in these areas) and attendant higher priority placed on evaluation.

The effect of this uneven distribution on our ability to conduct meaningful comparative analysis is compounded by lack of uniformity in scope and methodology amongst the evaluations reviewed. This will inevitably limit our ability to compare evaluations within and across evaluation sets, but not to the extent that our findings lose all utility and validity. Our choice of a qualitative analytical method is the best fit as it will allow us to analyse and compare textual narratives.

Finally, we are of course working within the limits of the evaluative evidence available. It may be that many evaluations will not have information on outcome level change and pathways. We will need to acknowledge and record in our synthesis report the implications of this somewhat uneven and methodologically disparate set of secondary evaluative material.

6. Synthesis Report

This review is being conducted with two somewhat discrete elements: (i) a review of the system-wide and corporate gender mainstreaming policies of UN entities, that also includes a synthesis of evidence on outcomes and development results identified in those evaluations; and (ii) a country-level systemic review and meta-analysis of the three specified critical areas of concern.

That said, there is a pathway that needs to be articulated from the level of the global SWAP through to the achievement of gender equality results that we are analyzing under Objective 2 through the three priority areas.

The report on Objective 1 will be prepared before the reports on Objective 2 are completed. The findings of the review under Objective 1, particularly those linked to results in the three critical areas of concern reviewed under Objective 2, will be fed into the review under Objective 2. The review team will examine the draft report sections on Objectives 1 and 2 to highlight common and disparate findings and report on them in one section of the final report that combines the review under both objectives.

The Synthesis report will be structured as follows:

- Executive Summary
- General introduction of the purpose, rationale and content of the review;
- Methodological Approach that covers both objectives;
- Report on Objective 1 findings and analysis;
 - o Portfolio Analysis of Objective 1

- Present an overview of the findings
- Analyze the overall findings as described in the research protocol for Objective 1, in relation to the key questions
- Report on Objective 2 findings and analysis;
 - Portfolio Analysis of Objective 2
 - Present an overview of the findings
 - Analyze the overall findings as described in the research protocol for Objective 2, in relation to the key questions
- Examples of good practices and lessons learned;
- Report on the relationship between Objectives 1 and 2;
- Overall conclusions.
- Recommendations on potential ways forward

The Synthesis Report will conclude with an overview of the key messages relating to the two objectives of the review. It will also discuss a number of key policy issues emerging from the combined joint review from a forward looking perspective, including:

- The UN system experience has the largest and most varied collective experience of gender mainstreaming. The 20-year review of the BPfA offers an opportunity to assess how agency-level change is linked to gender equality and women's empowerment results and development results.
- How do the BPfA commitments fit with mandates of the 67 agencies, and what is the UN System's capacity to respond in a balanced way to the three BCACs?
- Where is the investment going? Is it being invested equally in the 3 critical areas that are the focus of this review? Or are some being neglected? Is this appropriate given the agencies' mandates and resources?
- Is there adequate evaluative coverage in these three areas? Is more evaluative evidence needed? What are the gaps to be evaluated in the future – in terms of the BCAC, Strategic Objectives and outcomes and pathways (as illustrated by the G@W quadrants?)
- What is the appropriate balance between evaluating gender mainstreaming, which mainly deals with internal entity capacity and process, and evaluating progress on gender equality, which could be evaluated at agency level, or at country level? Should reporting on outcomes be linked to SDGs, rather than to agencies, as raised in the SG fit-for-purpose review?

Annex A: Team members

The Team consists of the following people:

Team Leader: Jeremy Holland

Jeremy Holland is a Gender at Work Associate and social development consultant with 20 years' experience in research and advisory work in developing and transitional countries. He works on gender and development, poverty and policy analysis, participatory governance, political economy and monitoring and evaluation and has a particular interest in participatory, qualitative and combined methods. During the past ten years, Jeremy has conducted a number of major evaluations. He has also been providing technical support to the design and implementation of Monitoring Evaluation and Learning systems in a range of development projects. Jeremy is presently providing ongoing support to MEL systems in a number of high profile projects, notably DFID governance projects in Burma, Vietnam and Mozambique and DFID's global girls' empowerment programme. He is presently co-leading a 3-year meta evaluation of DFID programming in the areas of Empowerment and Accountability and the Strategic Vision for Women and Girls.

Senior Evaluation Specialist: Rieky Stuart

Rieky Stuart has over 30 years of experience in international development cooperation, as a leader and senior manager, as a consultant and evaluator, as a field worker and as a teacher and trainer. She has worked primarily with voluntary organizations, but also with governments and multilaterals. She has been responsible for program planning and implementation, policy development and policy dialogue, evaluation and for capacity building. Her areas of special expertise are evaluation, organizational management and change, and gender and development. She has worked in Canada, Asia and sub-Saharan Africa. She has led or participated in corporate evaluations of gender equality mainstreaming for SDC, IFAD, FAO, WFP, OXFAM and has written on the subject.

Research Assistant: Sudarsana Kundu

Sudarsana is an independent development consultant currently based in India on gender equality and women's rights issues. She has over 12 years of experience which includes five years with UNIFEM and UN Women in New York, where she led the organization's work on gender responsive governance in post conflict countries, with a particular focus on increasing government accountability for improved service delivery to women. She has considerable experience in

programme design and management, programme review and evaluation and research in the area of gender equality and women's empowerment.

Research Assistant: Chris Hearle

Chris has five years of relevant experience in the field of evaluation. He is currently monitoring and evaluating UK Dept. for International Development's Violence Against Women and Girls Programmes, and has conducted evaluations of DFID's malaria and reproductive, maternal and newborn frameworks, the Education Quality Improvement Programme in Tanzania and the Benazir Income Support Programme in Pakistan. He is well-versed in carrying out secondary research, having produced eight literature reviews with the Oxford Policy Management. He has spent 3 1/2 years in Cambodia where he was the National Program Coordinator for the Center for Development where he managed projects funded by UN-HABITAT, World Bank IDA and USAID. In Switzerland Chris worked for the International Labour Organization, conducting and presenting secondary research on gender wage gaps and the paid-unpaid work nexus, both in Vietnam. Chris received his MPhil in Development Studies from the University of Cambridge in 2013 and a BA in Human Geography from the University of Southampton in 2008.

Annex B: List of UN Entities Reporting on the UN SWAP

	Name of entity	Type of UN entity	UNEG member
1	Office of the Special Representative of the Secretary-General for Children and Armed Conflict	Secretariat	N
2	Department of Economic and Social Affairs	Secretariat	Y
3	Department of Field Support	Secretariat	Y
4	Department of Management	Secretariat	N
5	Department of Political Affairs	Secretariat	N
6	Department of Public Information	Secretariat	Y
7	Department of Peacekeeping Operations	Secretariat	Y
8	Department of Safety and Security	Secretariat	Pending approval
9	Economic Commission for Europe (ECE)	Secretariat	Y
10	Economic Commission for Latin America and the Caribbean (ECLAC)	Secretariat	Y
11	Economic and Social Commission for Asia and the Pacific (ESCAP)	Secretariat	Y
12	Economic and Social Commission for Western Asia (ESCWA)	Secretariat	Y
13	Office of Administration of Justice	Secretariat	N
14	Office for the Coordination of Humanitarian Affairs	Secretariat	Y
15	Office for Disarmament Affairs	Secretariat	N
16	Office of the United Nations High Commissioner for Human Rights (OHCHR)	Secretariat	Y
17	Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States	Secretariat	N
18	Office of Internal Oversight Services (OIOS)	Secretariat	Y
19	Office of Legal Affairs	Secretariat	N
20	Peacebuilding Support Office	Secretariat	Y
21	United Nations Conference on Trade and Development (UNCTAD)	Secretariat	Y
22	United Nations Environment Programme (UNEP)	Secretariat	Y
23	Secretariat of the United Nations Framework Convention on Climate Change (UNFCCC)	Secretariat	N
24	United Nations Human Settlements Programme (UN-Habitat)	Secretariat	Y
25	United Nations Office on Drugs and Crime (UNODC)	Secretariat	Y
26	United Nations Office at Geneva	Secretariat	N
27	United Nations Office at Nairobi	Secretariat	N

28	Department for General Assembly and Conference Management	Secretariat	Y
29	Economic Commission for Africa (ECA)	Secretariat	Y
30	Office of the Special Adviser on Africa	Secretariat	N
31	United Nations Office for Disaster Risk Reduction	Secretariat	N
32	United Nations Office at Vienna	Secretariat	N
33	International Fund for Agricultural Development (IFAD)	Funds and programmes	Y
34	International Organization for Migration (IOM)	Funds and programmes	Y
35	International Trade Centre (ITC)	Funds and programmes	Y
36	Joint United Nations Programme on HIV/AIDS (UNAIDS)	Funds and programmes	Y
37	United Nations Capital Development Fund	Funds and programmes	Y
38	United Nations Population Fund (UNFPA)	Funds and programmes	Y
39	United Nations High Commissioner for Refugees (UNHCR)	Funds and programmes	Y
40	United Nations Children's Fund (UNICEF)	Funds and programmes	Y
41	United Nations Office for Project Services (UNOPS)	Funds and programmes	N
42	United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)	Funds and programmes	Y
43	United Nations Volunteers programme (UNV)	Funds and programmes	Y
44	United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)	Funds and programmes	Y
45	World Food Programme (WFP)	Funds and programmes	Y
46	United Nations Development Programme (UNDP)	Funds and Programmes	Y
47	Food and Agriculture Organization of the United Nations (FAO)	Specialized entities	Y
48	International Labour Organization (ILO)	Specialized entities	Y
49	International Training Centre of ILO	Specialized entities	N
50	United Nations Educational Scientific and Cultural Organization (UNESCO)	Specialized entities	Y
51	World Health Organization (WHO)	Specialized entities	Y
52	Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO)	Specialized entities with a technical focus	Y
53	International Civil Aviation Organization (ICAO)	Specialized entities with a technical focus	Y

54	International Atomic Energy Agency (IAEA)	Specialized entities with a technical focus	Y
55	International Maritime Organization (IMO)	Specialized entities with a technical focus	Y
56	International Telecommunication Union (ITU)	Specialized entities with a technical focus	N
57	United Nations Industrial Development Organization (UNIDO)	Specialized entities with a technical focus	Y
58	Universal Postal Union (UPU)	Specialized entities with a technical focus	N
59	World Intellectual Property Organization (WIPO)	Specialized entities with a technical focus	Y
60	World Tourism Organization (UNWTO)	Specialized entities with a technical focus	N
61	World Meteorological Organization (WMO).	Specialized entities with a technical focus	Y
62	United Nations Interregional Crime and Justice Research Institute	Training and research institutes	N
63	United Nations Institute for Disarmament Research (UNIDIR)	Training and research institutes	N
64	United Nations Institute for Training and Research (UNITAR)	Training and research institutes	N
65	United Nations Research Institute for Social Development (UNRISD)	Training and research institutes	N
66	United Nations System Staff College	Training and research institutes	N
67	United Nations University (UNU);	Training and research institutes	N

Annex C: Documents reviewed

- Beijing Declaration and Platform for Action, adopted by governments at the Fourth World Conference on Women, 15 September 1995, A/CONF.177/20 (1995) and A/CONF.177/20/Add.1 (1995)
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- United Nations (1979), “UN Convention on the Elimination of All Forms of Discrimination against Women”, UN, New York. Available at
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- United Nations (1997), Report of the UN Economic and Social Council: “Mainstreaming the gender perspective into all policies and programmes in the UN system”. Available at: <http://www.un.org/documents/ecosoc/docs/1997/e1997-66.htm>
- United Nations / General Assembly Resolutions, Resolution on Crime Prevention and Criminal Justice Measures to Eliminate Violence against Women, Resolution 52/86, New York 1997
- United Nations Commission on Human Rights, Resolution on the Elimination of Violence against Women, Commission on Human Rights 52nd meeting, Geneva, April 17, 1998
- United Nations Secretary General’s Fit for Purpose Review
<http://www.undg.org/docs/13513/CEB-2014-1-RETREAT-3-UNDG%20DISCUSSION%20PAPER.PDF>
- United Nations General Assembly, Declaration on Violence against Women, Resolution A/RES/48/104; 20 December 1993
- United Nations Evaluation Group (2005), UNEG Norms for Evaluation in the UN System, UNEG, New York. Available at: www.unevaluation.org/unegn norms
- United Nations (2006), Chief Executives Board for Coordination, 2006, “United Nations system-wide policy on gender equality and the empowerment of women: focusing on results and impact” (CEB/2006/2). Available at:
<http://www.unwomen.org/~media/Headquarters/Attachments/Sections/How%20We%20Work/UNSystemCoordination/UN-SWAP-Framework-Dec-2012.pdf#page=8&zoom=auto,0,768>

- United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) (2010), A Manager's Guide to Human Rights and Gender Responsive Evaluation, UN Women, New York.
- United Nations General Assembly (2008), Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly (A/RES/63/159)
Available at:
http://www.un.org/en/ga/search/view_doc.asp?symbol=A/RES/63/159&Lang=E
- UN Women (2013), Adapted UNEG Standards for Evaluations
<http://www.unwomen.org/~media/Headquarters/Attachments/Sections/About%20Us/Evaluation/Evaluation-GERAAS-MethodologyMatrix-en.pdf>
- 3IE Criteria for systematic reviews. The International Initiative for Impact Evaluations
http://www.3ieimpact.org/userfiles/doc/3ie_systematic_reviews_criteria_2011.pdf
- Campbell Collaboration, "What is a systematic review?"
http://www.campbellcollaboration.org/what_is_a_systematic_review/index.php
- Cochrane Collaboration, Open Learning
<http://www.cochrane-net.org/openlearning/html/mod3-2.html>

Annex D: Quality Criteria Used For Review²³

Criteria	Quality checklist	Yes/No
Structure and Scope	<ul style="list-style-type: none"> Well structured, logical and clear (UNEG 1.0) Clear description of the object of the evaluation (UNEG 2.0) Evaluation purpose, objectives and scope clearly explained (UNEG 3.0) 	
Methodology	<ul style="list-style-type: none"> The report presents transparent description of the methodology applied to the evaluation that clearly explains how the evaluation was specifically designed to address the evaluation criteria, yield answers to the evaluation questions and achieve evaluation purposes. (UNEG 4.0) 	
Findings, conclusions, recommendations	<ul style="list-style-type: none"> Findings respond directly to the evaluation criteria and questions detailed in the scope and objectives section of the report and are based on evidence derived from data collection and analysis methods described in the methodology section of the report (UNEG 5.0) Conclusions present reasonable judgments based findings and substantiated by evidence, and provide insights pertinent to the object and purpose of the evaluation (UNEG 6.0) Recommendations are relevant to the object and purposes of the evaluation, are supported by evidence and conclusions, and were developed with the involvement of relevant stakeholders (UNEG 7.0) 	
Gender and Human Rights	<ul style="list-style-type: none"> The report illustrates the extent to which the design and implementation of the object, the assessment of results and the evaluation process incorporate a gender equality perspective and human rights based approach (UNEG 8.0) 	

²³ Adapted from the UNEG Quality Criteria for Evaluation Reports:
<http://www.uneval.org/document/detail/607>

Annex E: List of Evaluation Reports for Objective 1

#	Title	Publication Year
	Gender Mainstreaming Evaluations of UN SWAP Reporting Entities	
1	Evaluation of FAO's role and work related to Gender and Development	2011
2	IFAD's Performance with regard to Gender Equality and Women's Empowerment	2010
3	Strategy evaluation: Performance and progress in gender mainstreaming through the ILO Action Plan for Gender Equality 2008-09	2009
4	Evaluation of the Gender Mainstreaming Policy and Strategy in IOM	2006
5	OHCHR Performance in Gender Mainstreaming	2010
6	Evaluation of Gender Mainstreaming in UNDP	2006
7	ILO Participatory Gender Audit Report of UNESCO (commissioned as one element of evaluation 8 below)	2012
8	Review of UNESCO's Priority Gender Equality	2013
9	Mid Term Evaluation of UNFPA Strategic Plan Goal 3 - Gender Equality Phase II	2010
10	Mid Term Evaluation of UNFPA Strategic Plan Goal 3 - Gender Equality Phase I	2010
11	The Evaluation of Gender Mainstreaming in UNHABITAT	2011
12	Changing the way UNHCR does business? An evaluation of the Age, Gender and Diversity mainstreaming Strategy 2004-2009.	2010
13	Evaluation of Gender Policy Implementation in UNICEF	2008
14	End-of-Term Evaluation of WFPs Gender Policy (2003-2007) Enhanced Commitments to Women to Ensure Food Security	2008
15	Evaluation of WFP's 2009 Gender Policy	2014
16	Thematic Evaluation of UNV Contribution to Volunteer Infrastructures	2014
17	Evaluation of gender and Peacekeeping in Timor L'Este	2006
18	Evaluation of Gender Mainstreaming Work and impact of United Nations Assistance Mission in Sierra Leone (UNAMSIL)	2006
19	Evaluation of Gender Mainstreaming in United Nations Peacekeeping Activities (MONUC / MONUSCO) in the Democratic Republic of the Congo	2012
20	Incorporation of Gender Mainstreaming and Analysis into Programming in RBEC (country level/regional level) (UNDP)	2011
21	Water and Sanitation Trust Fund Impact Study, the Gender Mainstreaming Impact Study Volume 4 (UN HABITAT)	2011
22	Report of OIOS on the evaluation of the Office of the Special Adviser on Gender Issues and Advancement of Women and the Division for the Advancement of Women	2011
23	Evaluación del manejo e incorporación de la dimensión de igualdad de género en los programas implementados y apoyados por UNICEF/Paraguay	2013
24	Thematic evaluation of gender mainstreaming in the UN Secretariat (OIOS)	2010
25	Evaluation of UN Women's Contribution to Increasing Women's Leadership and Participation in Peace and Security and Humanitarian Response: Haiti Case Study	2013
26	Joint Evaluation of Joint Programmes on Gender Equality in the UN System (UN WOMEN)	2013

Non-Evaluation Reports on Gender Mainstreaming in the UN System		
1	Technical support and knowledge sharing of gender mainstreaming in the Netherlands/ILO Cooperation Programme	2010
2	Gender Mainstreaming in ILO/Norway (Partnership Agreement 2006-2007)	2009
3	Gender mainstreaming in DFID/ILO Partnership Framework Agreement (2006-2009)	2009
4	OCHA 2010 Review of OCHA's Gender Equality Policy.pdf	2010
5	Review of Gender Mainstreaming in UNEP	2012
6	Assessment of UNDP Gender Mainstreaming approaches and activities	2007
7	UNDP_2010_Sudan Review of the Strategic Partnership Framework HRBA and GM- Final	2010
8	Focusing on Gender: An Assessment of Gender Integration in UNFPA Materials Produced Between 1997 and early 2005	2006
9	Thematic Review on Gender for the UN Peacebuilding Support Office	2014
10	Gender mainstreaming in WHO: What is now	2011
11	Gender mainstreaming in WHO: what is next	2011
12	Gambia Gender Mainstreaming Assessment (UNICEF)	2008
13	Gender Analysis and Gender Mainstreaming in Common Country Programming (UNDG)	2006
14	Synthesis Review of UNDG Members Accountability Mechanisms for Gender Equality (UNDG)	2006
15	OCHA 2010 IASC Review of Protection from Sexual Exploitation and Abuse by UN, NGO IOM and IFRC Personnel.pdf	2010
16	Assessment of Gender Institutionalization in United Nations Programmes in Djibouti (commissioned by UNICEF)	2008
Evaluations/Non-Evaluation of Gender Mainstreaming in other International Organizations		
1	An Evaluation of World Bank Support 2002-2008 Gender and Development	2012
2	Synthesis Report Mainstreaming <i>Gender</i> Equality: A Road to Results or a Road to Nowhere?	2012

Annex F: List of Evaluation Reports Included for Review for Objective 2

SI No	Title	BAC	Evaluation Commissioned by	Participating Organizations	Year	Country	Evaluation Type	Time of Evaluation	Language	Region	Available on UN WOMEN Portal
1	Joint Programme on Gender Equality in Viet Nam	Women and Advancement	MDG-Fund	UN Joint Programme FAO, ILO, IOM,UNAIDS, UNDP, UNESCO, UNFPA, UNICEF, UNIDO, UNWOMEN UNODC, and WHO	2012	Viet Nam	Project/ Programme	Final	English	Asia and the Pacific	No
2	Joint Programme on Gender Equality in Viet Nam	Women and Advancement	MDG-Fund	UN Joint Programme FAO, ILO, IOM,UNAIDS, UNDP, UNESCO, UNFPA, UNICEF, UNIDO, UNWOMEN UNODC, and WHO	2012	Viet Nam	Project/ Programme	Mid-term	English	Asia and the Pacific	Yes
3	Joint Evaluation of Joint Programmes on Gender Equality in the United Nations System (From Rhetoric to Reality: Towards Gender Equality and Women's Empowerment)	Women and Advancement	MDG-Fund	UN Joint Programme FAO, IOM, UN Women, UNCDF, UNDP, UNFPA, UNICEF, WHO and WFP	2013	Nicaragua	Project/ Programme	Final	English	Americas and the Caribbean	Yes

4	Gender Support Programme End of Project Evaluation	Women and Advancement	UN Women	UNWOMEN, UNICEF UNDP, UNAIDS UNIDO	2013	Zimbabwe	Project/ Programme	Final	English	Africa	Yes
5	Building capacities for Gender Equality in Governance and Protection of Women Rights in Sudan 2008-2011	Women and Advancement	UN Women	UN Women	2012	Sudan	Project /Programme	Final	English	Africa	Yes
6	Evaluation of UNIFEM Work on Gender Responsive Budgeting	Women and Advancement	UN Women	UN Women	2009	Multiple	Cluster / Thematic	Final	English	Global	Yes
7	Gender Mainstreaming in the line ministries project in Timor-Leste	Women and Advancement	UN Women	UN Women	2009	Timor-Leste	Project/ Programme	Final	English	Asia and the Pacific	Yes
8	Evaluation of a sub-regional Gender Responsive Budgeting Project	Women and Advancement	UN Women	UN Women	2010	Regional	Project/ Programme	Final	English	Europe and Central Asia	Yes
9	UN Joint Programme on Gender	Women and Advancement	UN Women	UNFPA, UNICEF, UNDP, UN WOMEN	2009	Albania	Project/ Programme	Mid-term	English	Europe and Central Asia	Yes
10	Latin-American Gender Responsible Budgets at Local Level Regional Programme	Women and Advancement	UN Women	UN Women	2008	Multiple	Cluster / Thematic	Final	Spanish	Americas and the Caribbean	Yes
11	Joint Gender Programme	Women and Advancement	UN Women	UNDP, UNFPA and UN Women	2008	Angola	Project/ Programme	Mid-term	English	Africa	Yes
12	Partnership for Gender Equity Phase II	Women and Advancement	UNDP	UNDP	2010	Cambodia	Project/ Programme	Mid-term	English	Asia and the Pacific	Yes
13	Institutional Capacity Building - Gender (ICB-MoWA)	Women and Advancement	UNDP	UNDP	2006	Afghanistan	Project/ Programme	Mid-term	English	Asia and the Pacific	Yes
14	Evaluation of National Gender Strategic Plan	Women and Advancement	UNICEF	UNICEF	2012	Sierra Leone	Project/ Programme	Mid-term	English	Africa	Yes

15	Evaluación de medio término del Programa conjunto: "De la Retórica a la Realidad: Hacia la Equidad de Género y Empoderamiento de las Mujeres a través de la Participación y Prácticas de Género en los Presupuestos Públicos"	Women and Advancement	UNICEF	UNICEF	2011	Nicaragua	Project/ Programme	Mid term	Spanish	Americas and the Caribbean	No
16	Fortaleciendo la Institucionalidad de las Mujeres en Guatemala	Women and Advancement	MDG-Fund	UN Joint Programme FAO, WHO, UNDP, UNFPA, UNWOMEN	2011	Guatemala	Project/ Programme	Final	Spanish	Americas and the Caribbean	No
17	Fortaleciendo la Institucionalidad de las Mujeres en Guatemala	Women and Advancement	MDG-Fund	UN Joint Programme FAO, WHO, UNDP, UNFPA, UNWOMEN	2010	Guatemala	Project/ Programme	Mid-term	Spanish	Americas and the Caribbean	No
18	Accompagnement de l'évolution du droit des femmes et de la famille dans le monde arabe (Maghreb et Machrek)	Women and Advancement	UN Women	UN Women	2009	Regional	Project/ Programme	Final	French	Arab States	No
19	Gender Responsive Budgeting in South Eastern Europe	Women and Advancement	UN Women	UN Women	2010	Albania, Bosnia and Herzegovina, FYR Macedonia and Serbia)	Project/ Programme	Final	English	Europe and Central Asia	No
20	Evaluation of UN Women's Work on Gender Responsive Budgeting in India	Women and Advancement	UN Women	UN Women	2012	India	Project/ Programme	Final	English	Asia and the Pacific	No

21	Gender Equitable Local Development	Women and Advancement	UNCDF	UN Joint Programme UNCDF, UN Women	2013	Mozambique, Senegal, Sierra Leone, Rwanda and Tanzania	Project/ Programme	Final	English	Africa	No
22	Afghanistan Gender Equality Project	Women and Advancement	UNDP	UNDP	2011	Afghanistan	Project/ Programme	Mid term	English	Asia and the Pacific	No
23	Women's Empowerment and Gender Equality Project	Women and Advancement	UNDP	UNDP	2011	Gambia	Project/ Programme	Final	English	Africa	No
24	Evaluation of Social Inclusion and Gender Equality Outcomes within UNDP Montenegro Country Program 2005 – 2011	Women and Advancement	UNDP	UNDP	2011	Montenegro	Project/ Programme	Final	English	Europe and Central Asia	No
25	Gender Budget for Northern Uganda, Recovery, Reconstruction and Development	Women and Advancement	UNDP	UNDP	2013	Uganda	Project/ Programme	Final	English	Africa	No
26	Gender Outcome Evaluation	Women and Advancement	UNDP	UNDP	2011	Pakistan	Country programme	Final	English	Asia and the Pacific	No
27	Joint-Gender Support Programme (2008 – 2011)	Women and Advancement	UNDP	UN Joint Programme (UNDP is lead, others not mentioned)	2011	Zambia	Project/ Programme	Mid-term	English	Africa	No
28	Gender Equity Program	Women and Advancement	UNDP	UNDP	2012	Eritrea	UNDAF Outcome Evaluaton	Final	English	Africa	No
29	Partnership for Gender Equity Phase III-	Women and Advancement	UNDP	UNDP	2013	Cambodia	Project/ Programme	Mid-term	English	Asia and the Pacific	Yes

30	Millennium Achievement Development Goal Fund Joint Programmes Evaluation	Women and Advancement	MDG-Fund	UN Joint Programme UNDP, UNICEF, UNFPA, FAO and UNCESCO	2010	Namibia	Project/ Programme	Mid-term	English	Africa	Yes
31	Millennium Achievement Development Goal Fund Joint Programmes Evaluation	Women and Advancement	MDG-Fund	UN Joint Programme UNDP, UNICEF, UNFPA, FAO and UNCESCO	2012	Namibia	Project/ Programme	Final	English	Africa	Yes
32	Project genre droits de la famille femme et enfants_evaluation du sous programme genre 2003_2008	Women and Advancement	UNFPA	UNFPA	2008	Mauritania	Project/ Programme	Final	French	Africa	No
33	SAARC Gender Info Base of SAARC-UN Women, South Asia Regional Office	Women and Advancement	UN Women	UN Women	2011	Multi-country	Project/ Programme me	Final	English	Asia Pacific	No
34	Midterm evaluation of Gender and Governance Programme in KENYA (Phase III)	Women and Advancement	UN Women	UN Women	2011	Kenya	Project/ Programme me	Mid-term	English	Africa	No
35	Improving quantification of women's unpaid work in support of poverty eradication policies	Women and Advancement	ECLAC	UN Women	2014	Multi-country	Project/ Programme me	Final	English	Americas and the Caribbean	No
36	Evaluation of the Gender and Governance Programme in Kenya	Women and Advancement	UN Women	UN Women	2008	Kenya	Project/ Programme	Final	English	Africa	No
37	Advancing Gender Equality and Women's Rights in Kosovo	Women and Advancement	UN Women	UN Women	2008	Kosovo	Project/ Programme	Final	English	Europe and Central Asia	No

38	National Gender and Women's Empowerment Strategy and Action Plan (NGWESAP) and the Gender Support Programme (GSP) in Zimbabwe	Women and Advancement	UN Women	UN Women	2010	Zimbabwe	Project/ Programme	Mid-term	English	Africa	No
39	Promoting gender equality in national development policies and programmes Moldova	Women and Advancement	UN Women	UN Women	2010	Moldova, Republic of	Project/ Programme	Final	English	Europe and Central Asia	No
40	Accountability for Protection of Women's Human Rights (FYR)	Women and Advancement	UN Women	UN Women	2008	Multi-country	Project/ Programme	Mid-term	English	Europe and Central Asia	No
41	Reducing Labour Exploitation for Children and Women : Combating Trafficking in the Greater Mekong Sub-Region - Phase II	Violence Against Women	ILO	ILO	2006	Cambodia, China, Lao PDR, Thailand, Vietnam	Project/ Programme	Mid-term	English	Asia and the Pacific	Yes
42	Reducing labour exploitation of children and women: Combating trafficking in the Greater Mekong sub-region (Phase II)	Violence Against Women	ILO	ILO	2008	Cambodia, China, Lao People's Dem Rep, Thailand, Viet-Nam	Project/ Programme	Final	English	Asia and the Pacific	No
43	Preventing trafficking in girls and young women for labour exploitation within China (CP-TING).	Violence Against Women	ILO	ILO	2007	China	Project/ Programme	Mid-term	English	Asia and the Pacific	Yes
44	Prevention of Trafficking in Children and Women at a Community Level in Cambodia and Vietnam	Violence Against Women	ILO	ILO	2006	Viet Nam and Cambodia	Project/ Programme	Final	English	Asia and the Pacific	Yes

45	Evaluation of the International Organization for Migration and its Efforts to Combat Human Trafficking	Violence Against Women	IOM	IOM	2010	Global	Institutional Evaluation	NA	English	Global	No
46	Joint programme to address violence against women	Violence Against Women	MDG-Fund	UN Joint Programme ILO, UNAIDS, UNDP, UNFPA, UNICEF, UN Women, IOM, UNESCO, WHO	2013	Bangladesh	Project/Programme	Final	English	Asia and the Pacific	Yes
47	MDG-F Joint Programme to Address Violence Against Women in Bangladesh	Violence Against Women	MDG-Fund	UN Joint Programme ILO, UNAIDS, UNDP, UNFPA, UNICEF, UN Women, IOM, UNESCO, WHO	2012	Bangladesh	Project/Programme	Mid-term	English	Asia and the Pacific	No
48	Estrategia integral para la prevención y atención de todas las formas de violencia de género	Violence Against Women	MDG-Fund	UN Joint Programme IOM, UNFPA, UNWOMEN	2012	Colombia	Project/Programme	Final	Spanish	Americas and the Caribbean	Yes
49	Estrategia integral para la prevención y atención de todas las formas de violencia de género	Violence Against Women	MDG-Fund	UN Joint Programme IOM, UNFPA, UNWOMEN	2010	Colombia	Project/Programme	Mid-term	Spanish	Americas and the Caribbean	Yes
50	Programme for the fight against gender-based violence through the empowerment of women and girls in Morocco	Violence Against Women	MDG-Fund	UN Joint Programme FAO, ILO, UNAIDS, UNESCO, UNFPA, UNHCR, UNICEF, UNWOMEN	2010	Morocco	Project/Programme	Mid-term	French	Arab States	Yes

51	Programme de lutte contre les violences sexistes à travers le renforcement du statut des femme set des jeunes filles au Maroc	Violence Against Women	MDG-Fund	UN Joint Programme FAO, ILO, UNAIDS, UNESCO, UNFPA, UNHCR, UNICEF, UNWOMEN	2012	Morocco	Project/ Programme	Final	French	Arab States	Yes
52	Protection and Empowerment of Victims of Human Trafficking and Domestic Violence Project	Violence Against Women	UN Joint Programme	UN Joint Programme UNDP, IOM and UNFPA	2011	Moldova	Project/ Programme	Final	English	Europe and Central Asia	No
53	Thematic Evaluation of SGBV Programmes in CARO sub-region	Violence Against Women	UN Women	UN Women	2011	Cameroon and DRC	Cluster / Thematic Evaluation	NA	English	Africa	Yes
54	Evaluation of the United Nations Trust Fund to End Violence Against Women	Violence Against Women	UN Women	UN Women	2009	Global	Cluster / Thematic Evaluation	NA	English	Global	Yes
55	Evaluation of the ACT to End Violence against Women (ACT VAW) Project	Violence Against Women	UN Women	UN Women	2011	Iraq	Project/ Programme	Final	English	Arab States	Yes
56	Final Evaluation Of Rwandan Government and ONE UN ISANGE One Stop Centre	Violence Against Women	UN Women	UN Women	2013	Rwanda	Project/ Programme	Final	English	Africa	Yes
57	Evaluation of UNIFEM Responses to combat trafficking in women and children in South Asia: A study of approaches, strategies and interventions	Violence Against Women	UN Women	UN Women	2010	South Asia	Project/ Programme	Final	English	Asia and the Pacific	Yes

58	Contribution of Italian Funded Projects to Ending Violence against Women and Promoting Gender Equality in ECOWAS Member States	Violence Against Women	UN Women	UN Women	2012	ECOWAS countries	Project/ Programme	Final	English	Africa	Yes
59	Thematic evaluation of UN Women contribution to EVAW	Violence Against Women	UN Women	UN Women	2013	Global	Cluster / Thematic	NA	English	Global	Yes
60	Thematic evaluation of VAW across EHARO subregion	Violence Against Women	UN Women	UN Women	2012	EHARO sub-region	Cluster / Thematic	NA	English	Africa	Yes
61	Combating Sexual and Gender Based Violence	Violence Against Women	UNDP	UNDP	2012	Serbia	Project/ Programme	Final	English	Europe and Central Asia	Yes
62	Partners for Prevention Regional Joint Programme for GBV Prevention in Asia and the Pacific	Violence Against Women	UNDP, UNFPA, UN Women, UNV	UN Joint Programme UNDP, UNFPA, UN Women, UNV	2013	Asia and the Pacific	Project/ Programme	Final	English	Asia and the Pacific	No
63	Project Conjoint de Prevention et de Reponse aux violence sexuelles faites aux femmes, enfants et jeunes en RDC	Violence Against Women	UNFPA	UN Joint Programme UNDP UNFPA	2007	Congo, The Democratic Republic of The	Project/ Programme	Mid-term	French	Africa	Yes
64	UNFPA UNICEF Joint Programme in FGM/Cutting Accelerating Change 2008-2012 Vol 1 and 2	Violence Against Women	UNFPA UNICEF	UN Joint Programme UNFPA UNICEF	2013	Multi-country	Project/ Programme	Final	English	Africa	No
65	Evaluation of UNHCR's efforts to prevent and respond to sexual and gender-based violence in situations of forced displacement	Violence Against Women	UNHCR	UNHCR	2008	Global	Institutional Evaluation	NA	English	Global	No

66	UN Joint Programme Strengthening National Capacities to Prevent Domestic Violence	Violence Against Women	UNICEF	UN Joint Programme UNDP UNFPA UNICEF WHO	2012	Macedonia , The Former Yugoslav Republic of	Project/ Programme	Final	English	Europe and Central Asia	Yes
67	Proteting Children from Violence: A Synthesis of Evaluation Findings	Violence Against Women	UNICEF	UNICEF	2012	Global	Meta- evaluation	Final	English	Global	No
68	Programa Ciudades sin violencia hacia las Mujeres: Ciudades Seguras para Todas y Todos	Violence Against Women	UN Women	UN Women	2010	Brazil and Southern Cone	Project/ Programme	Final	English	Americas and the Caribbean	No
69	Independent project evaluation of the Establishment of One-Stop Centres to Counteract Violence against Women in Pretoria and Vryburg	Violence Against Women	UNODC	UNODC	2013	South Africa	Project/ Programme	Final	English	Africa	No
70	Development of effective law enforcement responses to violence against women in the Southern Africa region	Violence Against Women	UNODC	UNODC	2012	Southern Africa	Project/ Programme	Final	English	Africa	No
71	Promoting the implementation of the Protocol to Prevent, Suppress and Punish Trafficking in Persons, especially Women and Children, and the Protocol against Smuggling of Migrants by Land, Sea and Air, both supplementing the United Nations Convention against Transnational Organized Crime	Violence Against Women	UNODC	UNODC	2013	Global	Project/ Programme	Final	English	Global	Yes

72	Strengthening the capacity of the Central Asian Republics to protect and assist victims of human trafficking and migrant smuggling, especially women and children, in partnership with NGO and civil society actors	Violence Against Women	UNODC	UNODC	2014	Central Asia	Project/ Programme	Final	English	Europe and Central Asia	No
73	Project Childhood – Protection Pillar	Violence Against Women	UNODC	UNODC	2014	Cambodia, Lao PDR, Thailand, Viet Nam	Project/ Programme	Final	English	Asia and the Pacific	No
74	Support to the National Secretariat of Justice for improving the implementation of the National Policy to Fight Human Trafficking	Violence Against Women	UNODC	UNODC	2014	Brazil	Project/ Programme	Mid-term	English	Americas and the Caribbean	No
75	Evaluation of Gender Sensitization Training for Karnataka State Police	Violence Against Women	UNICEF	UNICEF	2011	India	Project/ Programme	Final	English	Asia and the Pacific	No
76	Combating Trafficking in Persons in Mongolia Return and Reintegration Victims' Assistance and Capacity-Building	Violence Against Women	IOM	IOM	2008	Mongolia	Project/ Programme	Final	English	Asia and the Pacific	No
77	Campaign of 16 Days Of Activism Against Gender Violence	Violence against Women	UN Women	UN Women	2008	Multi-country	Project/ Programme	Final	English	Americas and the Caribbean	No
78	Hacia un nuevo imaginario social para abordar la violencia" GAMMA	Violence Against Women	UN Women	UN Women	2010	Ecuador	Project/ Programme	Final	Spanish	Americas and the Caribbean	No

79	Enhancing Prevention and Response to Domestic Violence in Georgia	Violence against Women	UN Women	UN Women	2011	Georgia	Project/ Programme	Final	English	Europe and Central Asia	No
80	Safe Cities Program	Violence against Women	UN Women	UN Women	2011	Guatemala	Project/ Programme	Final	English	Americas and the Caribbean	No
81	Formative Evaluation of the Pacific Regional Ending Violence Against Women (EVAW) Facility Fund	Violence against Women	UN Women	UN Women	2014	Fiji	Project/ Programme	Final	English	Asia Pacific	No
82	Ending Violence Against Women Joint UN programme	Violence against Women	UN Joint Programme	UN Women UNFPA	2014	Ethiopia	Project/ Programme	Final	English	Africa	No
83	Gender equality in the world of work in Angola, Brazil, China, India and South Africa - Final Evaluation	Women and the Economy	ILO	ILO	2011	Multi-country	Project/ Programme	Final	English	Global	Yes
84	ILO/Japan Asian Regional programme on expansion of employment opportunities for women (EEOW) - Cambodia and Viet Nam	Women and the Economy	ILO	ILO	2008	Cambodia and Vietnam	Project/ Programme	Final	English	Asia and the Pacific	No
85	ILO/Japan Asian Regional Programme on Expansion of Employment Opportunities for Women (EEOW), Vietnam chapter	Women and the Economy	ILO	ILO	2006	Viet Nam	Project/ Programme	Mid-term	English	Asia and the Pacific	Yes

86	Independent evaluation of the ILO's strategy for the elimination of discrimination in employment and occupation	Women and the Economy	ILO	ILO	2011	Multi-country	Policy, strategy or plan evaluation	NA	English	Global	Yes
87	Pilot project on active labour market policies for advancing gender equality through decent employment for women in Turkey (RBSA Activity)	Women and the Economy	ILO	ILO	2010	Turkey	Project/ Programme	Mid-term	English	Europe and Central Asia	Yes
88	Policies for eradication of poverty, employment generation and promotion of equality of gender and race in the informal sector (Ecuador)	Women and the Economy	ILO	ILO	2006	Ecuador	Project/ Programme	Final	English	Americas and the Caribbean	Yes
89	Policies for eradication of poverty, employment generation and promotion of equality of gender and race in the informal sector (Brazil)	Women and the Economy	ILO	ILO	2006	Brazil	Project/ Programme	Final	English	Americas and the Caribbean	No
90	Promoción de políticas para trabajadores/as con responsabilidades familiares con dimensión de género en América Latina y el Caribe - Final RBSA Evaluation	Women and the Economy	ILO	ILO	2010	Multi-country	Project/ Programme	Final	Spanish	Americas and the Caribbean	Yes
91	Promoting decent work and gender equality in Yemen	Women and the Economy	ILO	ILO	2009	Yemen	Project/ Programme	Final	English	Arab States	Yes

92	Promotion of gender-sensitive labour migration policies in Costa Rica, Haiti, Nicaragua, Panama and the Dominican Republic	Women and the Economy	ILO	ILO	2013	Costa Rica, Haiti, Nicaragua, Panama and the Dominican Republic	Project/ Programme	Mid-term	English	Americas and the Caribbean	No
93	Sub-regional initiative on promoting gender equality in the World of Work in Lebanon, Syria and Jordan	Women and the Economy	ILO	ILO	2010	Lebanon, Syria and Jordan	Project/ Programme	Final	English	Arab States	No
94	Support to growth-oriented women entrepreneurs in Kenya - Final Evaluation	Women and the Economy	ILO	ILO	2010	Kenya	Project/ Programme	Final	English	Africa	Yes
95	Support to promote and apply ILO Convention 111 on employment discrimination in China - Final Evaluation	Women and the Economy	ILO	ILO	2010	China	Project/ Programme	Final	English	Asia and the Pacific	Yes
96	Technical Coordination and Knowledge Sharing of the Theme "Gender Equality in the World of Work"	Women and the Economy	ILO	ILO	2006	Multi-country	Project/ Programme	Final	English	Global	Yes
97	Women's employment concerns and working conditions (WEC-PK)	Women and the Economy	ILO	ILO	2008	Pakistan	Project/ Programme	Mid-term	English	Asia and the Pacific	Yes
98	Women's Employment Concerns and Working Conditions (WEC-PK)	Women and the Economy	ILO	ILO	2010	Pakistan	Project/ Programme	Final	English	Asia and the Pacific	No
99	Women's Entrepreneurship Development and Gender Equality (WEDGE): Phase 3 - Final evaluation (Irish Aid)	Women and the Economy	ILO	ILO	2011	Ethiopia, Kenya, Tanzania, Uganda, Zambia, Cambodia, Lao PDR and Vietnam	Project/ Programme	Final	English	Global	Yes

100	Action programme for protecting the rights of women migrant domestic workers (PROWD) in Lebanon	Women and the Economy	ILO	ILO	2013	Lebanon	Project/ Programme	Mid-term	English	Arab States	No
101	DWCP support to improving social dialogue and women's entrepreneurship and workers' rights	Women and the Economy	ILO	ILO	2012	Mozambique	Project/ Programme	Final	English	Africa	No
102	Palestinian Women's Economic Empowerment Project – Final Evaluation	Women and the Economy	ILO	ILO	2013	OPT	Project/ Programme	Final	English	Arab States	No
103	Promoting Gender Equality for Decent Employment	Women and the Economy	ILO	ILO	2013	Pakistan	Project/ Programme	Mid-term	English	Asia and the Pacific	No
104	Social protection and gender in Cambodia	Women and the Economy	ILO	ILO	2012	Cambodia	Project/ Programme	Final	English	Asia and the Pacific	No
105	Women Entrepreneurship Development and Economic Empowerment	Women and the Economy	ILO	ILO	2013	Kenya, Tanzania and Uganda	Project/ Programme	Mid-term	English	Africa	No
106	Economic Capacities and Opportunities for Social Inclusion: Paraguay	Women and the Economy	MDG-Fund	UN Joint Programme ILO, UNDP, UNFPA, UNICEF, UN Women	2010	Paraguay	Project/ Programme	Mid-term	Spanish	Americas and the Caribbean	Yes
107	Evaluation of the E-Village Project	Women and the Economy	UN Women	UN Women	2010	Jordan	Project/ Programme	Final	English	Arab States	Yes
108	Evaluation of the Regional Home based workers programme in South Asia	Women and the Economy	UN Women	UN Women	2009	Multi-country	Project/ Programme	Final	English	Asia and the Pacific	Yes

109	Women's Economic Empowerment through increasing Employability in the Republic of Moldova	Women and the Economy	UN Women	UN Women	2012	Moldova, Republic of	Project/ Programme	Mid-term	English	Europe and Central Asia	Yes
110	MyDEL: Women & Local Development Evaluation	Women and the Economy	UN Women	UN Women	2010	Guatemala, Honduras, El Salvador, and Nicaragua	Project/ Programme	Mid-term	Spanish	Americas and the Caribbean	Yes
111	Review of District Business Solution Centre's and Promoting Women in Business and Investment in Kenya Projects	Women and the Economy	UNDP	UNDP	2012	Kenya	Project/ Programme	Mid-term	English	Africa	Yes
112	Autonomisation des femmes vulnérables de la Région Atsimo Atsinanana, Madagascar	Women and the Economy	UNDP	UNDP	2012	Madagascar	Project/ Programme	Final	French	Africa	No
113	Evaluation of Women's Economic Empowerment Programme	Women and the Economy	UNICEF	UNICEF	2012	Ethiopia	Project/ Programm	Final	English	Africa	No
114	Independent Thematic Evaluation of the ILO-Irish Aid Partnership Programme II 2004-2007	Women and the Economy	ILO	ILO	2007	Global	Thematic	Final	English	Global	No
115	Women's Entrepreneurship Development and Gender Equality (WEDGE): Phase 3 - Final evaluation (Norad Contribution)	Women and the Economy	ILO	ILO	2012	Lesotho, Malawi, Mozambique, South Africa	Project/ Programme	Final	English	Africa	NO
116	Expansion of Employment Opportunities for Women (EEOW) Cambodia Chapter	Women and the Economy	ILO	ILO	2007	Cambodia	Project/ Programme	Final	English	Asia and the Pacific	No

117	Equality and Decent Work Promotion for Asian Women through Prevention of Human Trafficking, Protection of Domestic Workers and Gender Capacity Building (RBSA –Decent work, Gender equality and Safe migration	Women and the Economy	ILO	ILO	2010	Bangladesh, Cambodia, China, India, Lao PDR, Nepal, Indonesia, Philippines Timor Leste, and Thailand	Project/ Programme	Final	English	Asia and the Pacific	Yes
118	Developing Capacities for the gender analysis of the regions' economies and conditions for positioning the women's agenda in the new stage of trade opening	Women and the Economy	UN Women	UN Women	2009	Multi-country	Project/ Programme	Final	English	Americas and the Caribbean	No
119	Programa de Patrimonio Productivo y Ciudadanía a Mujeres en Extrema Pobreza	Women and the Economy	MDG-Fund	UN Women	2012	Bolivia	Project/ Programme	Final	Spanish	Americas and the Caribbean	No
120	Women in Livestock	Women and the Economy	UNDP	UN Women	2009	Pakistan	Project/ Programme	Mid-term	English	Asia and the Pacific	No
121	Sabaya Programme	Women and the Economy	UN Women	UN Women	2008	OPT	Project/ Programme	Final	English	Arab States	No
122	Country Programme Evaluation	Multiple BCAC	UNFPA	UNFPA	2014	Lebanon	Country programme	Final	English	Arab States	No
123	Country Programme Evaluation	Multiple BCAC	UNFPA	UNFPA	2014	Madagascar	Country programme	Final	French	Africa	No
124	Country Programme Evaluation	Multiple BCAC	UNFPA	UNFPA	2014	Bolivia	Country programme	Final	English	Americas and the Caribbean	No
125	Country Programme Evaluation	Multiple BCAC	UNFPA	UNFPA	2014	Cameroon	Country programme	Final	English	Africa	

126	L'égalité entre les genres et l'autonomisation des femmes en Algérie	Multiple BCAC	MDG-F	UN Joint Programme UNDP, UNFPA, UNICEF, UNAIDS, ILO, UNIDO and UN Women	2012	Algeria	Project/ Programme	Midterm	French	Arab States	No
127	l'Égalité entre les genres et l'autonomisation de la femme en Algérie	Multiple BCAC	MDG-F	UN Joint Programme UNDP, UNFPA, UNICEF, UNAIDS, ILO, UNIDO and UN Women	2012	Algeria	Project/ Programme	Final	French	Arab States	No
128	Leave No Woman Behind	Multiple BCAC	MDG-F	UN Joint Programme UNFPA, WFP	2013	Ethiopia	Project/ Programme	Final	English	Africa	No
129	Supporting Gender Equality and Women's Human Rights in Nation-building of Timor-Leste	Multiple BCAC	MDG-F	UN Joint Programme IOM, UNDP, UNFPA, UNICEF, UN Women	2010	Timor-Leste	Project/ Programme	Midterm	English	Asia and the Pacific	Yes
130	Supporting Gender Equality and Women's Human Rights in Nation-building of Timor-Leste	Multiple BCAC	MDG-F	UN Joint Programme IOM, UNDP, UNFPA, UNICEF, UN Women	2012	Timor-Leste	Project/ Programme	Final	English	Asia and the Pacific	Yes
131	Gender Equality - Social, Political and Economic in the OPT	Multiple BCAC	MDG-F	UN Joint Programme ILO, UNDP, UNESCO, UNFPA, UN Women, UNRWA	2012	oPt	Project/ Programme	Final	English	Arab States	Yes
132	Gender Equality - Social, Political and Economic in the OPT	Multiple BCAC	MDG-F	UN Joint Programme ILO, UNDP, UNESCO, UNFPA, UN Women, UNRWA	2011	oPt	Project/ Programme	Midterm	English	Arab States	Yes

133	Joint Programme on GE and Womens empowerment in KENYA	Multiple BCAC	UN Women	UN Joint Programme UN WOMEN, ILO, IOM, OCHA, UNAIDS, UNDP, UNEP, UNESCO, UNFPA, UNHABITAT, UNICEF, UNIDO, UNODC and WHO	2012	Kenya	Project/ Programme	Mid-term	English	Africa	Yes
134	Ethiopia Joint Flagship Programme on Gender Equality and Women's Empowerment	Multiple BCAC	UN Joint Programme	UN Joint Programme ILO, UNICEF, UNESCO, UN Women, UNFPA, and UNDP	2013	Ethiopia	Project/ Programme	Final	English	Africa	Yes
135	Gender Outcome Evaluation	Multiple BCAC	UNDP	UNDP	2011	Papua New Guinea	Outcome Evaluation	Final	English	Asia and the Pacific	No
136	Women empowered to contribute to political, economic, and social change/ development	Multiple BCAC	UNDP	UNDP	2012	Egypt	Outcome Evaluation	Final	English	Arab States	No
137	Supporting Gender and Capacity, Women's Rights Protection and Child Protection in Recovery and Peacebuilding in Sierra Leone	Multiple BCAC	UN Women	UN Women	2011	Sierra Leone	Project/ Programme	Final	Engsih	Africa	No

Annex G: Terms of Reference

Joint Systemic Review of Gender Equality in Development

I. Introduction

The year 2014 -2015 is an important one with several key forums taking place for determining global policy issues related to gender equality and women's empowerment in development including the ICPD Beyond 2014 review, Beijing +20, the review of the MDGs, the development of a post-2015 development agenda and new sustainable development goals. It is also a landmark year for evaluation with the celebration of the first International Year of Evaluation in 2015.

The United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) in partnership with the United Nations Evaluation Group (UNEG) and EvalPartners is commissioning a joint systemic review of gender equality in development that will promote the use of evidence-based learning from evaluations to inform future global policy on gender equality and women's empowerment and gender-responsive evaluation practice. The systemic review will focus on:

1. system-wide and corporate gender equality policies and strategies in the UN system.
2. the contribution to gender equality development results at country-level by UN entities towards three of the critical areas of concern of the Beijing Platform for Action: institutional mechanisms for the advancement of women, women and the economy, and violence against women.
3. gender responsive evaluation systems and structures in the UN system, national governments and Voluntary Organizations of Professional Evaluators (VOPEs).

II. Background

Gender Equality and Women's Empowerment

In 1979, the United Nations General Assembly adopted the International Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), which entered into force two years later. It is one of the core international human rights conventions and outlines the basis for equality between men and women, specifically by requiring State Parties to address discrimination against women. In 1995, the United Nations Fourth World Conference for Women unanimously adopted the Beijing Declaration and Platform for Action which formally established gender mainstreaming as the preferred global strategy for achieving gender equality and called for work to be undertaken in

twelve critical areas of concern: women and poverty, education and training on women, women and health, violence against women, women and armed conflict, women and the economy, women and decision-making, institutional mechanisms for the advancement of women, human rights of women, women and the media, women and environment and the girl child.²⁴ Following Beijing, the United Nations Economic and Social Commission Agreed Conclusion 1997/2 defined gender mainstreaming and called for its integration in all policies and programmes of the United Nations system; subsequent ECOSOC Resolutions have reiterated the call for gender mainstreaming within the UN system.

The importance of the gender mainstreaming strategy was also reiterated in 2000 at the 23rd Special Session of the United Nations General Assembly (Beijing +5). That same year saw the adoption of the Millennium Declaration and the establishment of eight Millennium Development Goals (MDGs) to be achieved by 2015. In addition to a specific goal dedicated to gender equality and women's empowerment, gender was also to be mainstreamed across the other seven goals in recognition of the centrality of gender equality to development. In 2005, United Nations General Assembly Resolution 60/1 called on the Secretary-General to take further steps in mainstreaming a gender perspective in the policies and decisions of the Organization, which led to the Chief Executives Board on Coordination's System-Wide Policy on Gender Equality and the Empowerment of Women. In the last decades, United Nations entities have developed individual gender mainstreaming policies, strategies and action plans to implement the ECOSOC resolutions and the system-wide policy on gender mainstreaming.²⁵

In 2010, the 54th Session of the Commission on the Status of Women (Beijing +15) was devoted to a review of the implementation of the Beijing Platform for Action and the 23rd General Assembly Special Session on Women and their contribution to the full realization of the Millennium Development Goals, with a focus on sharing experiences and good practices with a view to overcoming remaining obstacles and new challenges.

Also in 2010, as part of the United Nation's reform process and in recognition of the need to strengthen accountability, effectiveness and coordination of the UN system's work on gender equality and women's empowerment, General Assembly resolution 64/289 created the Entity for Gender Equality and the Empowerment of Women (UN Women) that became operational in 2011. In 2012, UN-Women led the development of the endorsed UN System-Wide Action Plan for the implementation of the CEB System-Wide Policy on Gender Equality and Women's Empowerment (UN SWAP). The QCPR Resolution in 2013 has also reiterated the call for strengthening the gender perspective in all the work of the UN system.

²⁴ The rationale for selecting three of the twelve critical areas of concern to be included in the review is based on the availability of evaluative evidence in the UN Women Gender Equality Evaluation Portal. Further details are outlined in Scope and Methodology Section of the ToR and Annex 1; further information on the three critical areas selected is included in Annex 2.

²⁵ The UN Women Coordination Division maintains a repository of the gender mainstreaming policies, strategies and action plans of UN entities: <http://www.un.org/womenwatch/ianwge/repository/index.html>

In 2014, the 58th Commission for the Status of Women reviewed the challenges and achievements in implementing the MDGs for women and girls and the Agreed Conclusions highlighted that action is needed to strengthen the evidence-base on gender equality and women's empowerment, including by developing and strengthening national monitoring and evaluation mechanisms to assess policies and programmes to achieve the Millennium Development Goals for women and girls and promote the sharing of best practices. Other initiatives are underway at global, regional and national levels to understand what has worked and what are the challenges and gaps in terms of mainstreaming a gender perspective to achieve results on gender equality, including the review of the implementation of International Conference on Population and Development (ICPD) at the UN General Assembly Special Session ICPD Beyond 2014 in September 2014. These are expected to inform Beijing +20, a review of the MDGs and the post-2015 development agenda, including the expected agreement on Sustainable Development Goals, all taking place in 2015 to ensure that these policy forums build on the lessons and experiences of the past towards achieving gender equality.

Gender-Responsive Evaluation in the UN system

The purpose of evaluation is to provide credible evidence for accountability, decision-making and learning to improve policies, strategies, plans, programmes and projects. Gender responsive evaluation is the implementation of the gender mainstreaming mandate into evaluation practice. It requires that a gender perspective is integrated in evaluation by substantively assessing the gender aspects of the evaluand and conducting the evaluation in a manner that promotes gender equality and women's empowerment itself.

The United Nations Evaluation Group (UNEG) has developed Norms and Standards in response to GA resolution A/RES/59/25026. While the UNEG Norms seek to facilitate system-wide collaboration on evaluation by ensuring that evaluation entities within the UN follow basic principles, the UNEG Standards are intended to guide the establishment of the institutional framework, management of the evaluation function and the conduct and use of evaluations. The UNEG Norms and Standards integrate gender perspectives and the group has also developed specific guidance on to how to integrate gender equality in evaluation. Some UN entities also undertake periodic evaluations of their gender mainstreaming policies/strategies.

In 2013, UN-Women developed more specific technical guidance and a scorecard for promoting and harmonizing reporting against the UN SWAP Evaluation Indicator that tracks performance on gender-responsive evaluation by all UN entities. The current UNEG strategy and work plan also call for further initiatives on gender responsive

²⁶ Document A/C.2/59/L.63 of 17 December, paragraph 69.

evaluation by the group, as well as a revision of the UNEG Norms and Standards. UNEG will also be critically engaged in the 2015 International Year of Evaluation.

Engendering National Evaluation Systems

National evaluation systems are crucial for providing evidence-based information and analysis to inform and improve national policies and strategies, including for the achievement of gender equality. There is a growing trend towards developing and strengthening the quality and credibility of these systems and for country-led evaluation.

National evaluation systems normally involve two main actors that both play a crucial role in generating demand for and supply of gender responsive evaluation: national governments and civil society. National governments create the demand for the conduct of gender-responsive evaluation by developing formal national evaluation policies or by commissioning gender responsive evaluations. The independent evaluation offices of national governments can also contribute to the supply of gender responsive evaluation through the evaluations they conduct.

Similarly, civil society can also create the demand for gender responsive evaluation by advocating for the integration of gender in the evaluation of national policies and programmes, which is often a missing element. However, civil society is also crucial for enabling a supply of gender responsive evaluation to meet this demand, with Voluntary Organizations of Professional Evaluators (VOPEs) playing a specific and important role in this regard by supporting national evaluators to develop and strengthen gender-responsive evaluation capacities.

In 2012, “EvalPartners”, an innovative partnership to enhance national evaluation capacities, with a specific focus on equity-focused and gender-responsive evaluation, was launched. EvalPartners has supported research on national evaluation systems including a mapping of the status of national evaluation policies in 2013 and the development of case studies highlighting the role of VOPEs in fostering equity-focused and gender-responsive evaluations and evaluation systems. In 2014, EvalPartners has launched three Evaluation Challenge projects for VOPEs that specifically aim to promote and build capacities on gender responsive evaluation in the context of the International Year of Evaluation.

Finally, Member States have called for the UN system specifically to support the strengthening of gender-responsive national evaluation capacities²⁷, and there is a similar interest to do so by international and regional VOPEs.

²⁷ QCPR resolution

III. Purpose, scope and intended use

The JSR has a two-fold purpose with an overall goal of improving development results on gender equality and women's empowerment through evidence-based learning. First, it is meant to enhance learning and contribute to knowledge management systems on what works and what does not for achieving gender equality and women's empowerment in development initiatives by analyzing corporate gender mainstreaming policies/strategies and gender equality results within the UN system. Secondly, it is expected to enhance gender-responsive evaluation by analyzing the systems in place to promote it within the UN and at national level.

More specifically, the objectives of the JSR are to:

1. Analyze practice on system-wide and corporate gender mainstreaming policies/strategies of United Nations entities.
2. Analyze the contribution to gender equality development results by UN entities at country-level on three of the critical areas of concern of the Beijing Platform for Action: institutional mechanisms for the advancement of women, women and the economy, and violence against women
3. Analyze the systems in place to promote gender-responsive evaluation practice in the UN system, national evaluation systems and among VOPEs.

The proposed JSR will seek to answer the following key questions:

Objective 1:

- a. What has been the relevance and effectiveness of system-wide and corporate gender mainstreaming policies of UN entities? Do system-wide and corporate gender mainstreaming policies/strategies contribute to delivery of development results?
- b. What are the lessons learned and good practices that can strengthen the development and implementation of future UN entity gender mainstreaming policies/strategies?

Objective 2:

- a. What have been the contribution to gender equality development results achieved by UN entities at country-level on the three critical areas of concern of the Beijing Platform for Action?
- b. What has been the relevance of these results for national commitments to gender equality?
- c. How have these results been achieved? What were some of the contributing factors, bottlenecks, lessons learned and good practices?
- d. Are there lessons related to the pathways to achieve results overall and in each specific critical area? What are the commonalities, variations and

adaptations? What, if any, are the inter-linkages between the three critical areas under review?

Objective 3:

- a. What are the systems and practices currently in place to promote gender-responsive evaluation within the UN system? What are the challenges and/or enabling factors?
- b. What are the systems and practices currently in place to promote gender-responsive evaluation in national evaluation systems? What are the challenges and/or enabling factors?
- c. What are the systems and practices currently in place to promote gender-responsive evaluation among VOPEs? What are the challenges and/or enabling factors?
- d. What are the lessons learned and good practices on gender-responsive evaluation among all three stakeholders (collectively and separately)?
- e. What are the most promising areas for collaboration on gender-responsive evaluation? Are there any untapped opportunities?

The JSR is expected to be used to inform:

- the post-2015 development agenda, Beijing +20, and upcoming sessions of the Commission of the Status of Women (CSW);
- the implementation of the UN system *Guidance on the Development of Gender Equality and the Empowerment of Women Policies, Strategies and Plans*;
- the work of UNEG in promoting gender responsive evaluation practice in the UN system, including the revision of the *Norms and Standards for Evaluation in the UN system* and the *Peer Review Framework for UNEG Evaluation Functions*;
- EvalPartners' strategy for promoting gender-responsive national M&E systems and for strengthening regional and national VOPEs capacity to demand and supply gender-responsive evaluations; and
- the 2015 International Year of Evaluation (2015).

The main expected users of the JSR are UN system entities (including UN-Women and UNEG specifically), national governments, international, regional and national VOPEs (including EvalPartners), and global policy-making forums (Beijing +20, MDGs review, CSW, etc.).

Scope and Methodology

The JSR is proposed to be conducted by external independent evaluation/research consultants over a seven-month period from May – October 2014. It will be organized

into three sections aligned to the three objectives and related questions and will be based solely on secondary data from existing evaluations, mapping studies and other relevant documents available.²⁸ It will be guided by relevant applicable guidelines for systemic reviews and qualitative and quantitative data analysis methods.

- **Section 1** will involve a meta-analysis of identified UN entities' evaluations of gender equality policies/strategies from 2006 onwards and annual reporting for the UN SWAP. A list of current evaluations and related meta-synthesis identified is included in Annex 1.
- **Section 2** will involve an in-depth systemic review and meta-analysis of the lessons learned from the contribution to gender equality results at country-level contained in evaluations of UN entities work from 2006 to date. The main, but not exclusive, source of information will be UN Women Gender Equality Evaluation Portal, which is a database that contains 191 evaluations of UN entities work on gender quality from 2006 to present on what works to achieve gender equality and women's empowerment organized around the 12 Critical Areas of Concern of the Beijing Platform for Action.²⁹ The analysis will focus on three of the twelve areas where there is a critical mass of evaluative evidence available: institutional mechanism for the advancement of women (61), women and the economy (41), and violence against women (18).³⁰ The evaluations selected will be further screened to ensure that only credible evaluations are included in the analysis. Further sampling criteria may also be developed.
- **Section 3** will consist of analysis and meta-analysis of UN entities individual evaluation policies/strategies/guidance as well as relevant UNEG ones; national evaluation policies; and policies/structures of VOPEs at the international, regional and national level. UN entities, national systems and VOPEs that demonstrate more scope for providing lessons learned and good practices related to gender-responsive evaluation may be selected for more in-depth analysis.

More specifically:

- *Criteria for inclusion and exclusion* will be established for each objective area. The criteria will be guided by UNEG Norms and Standards and will consider both published and unpublished works available from 2006 to present and will aim to reduce bias to the extent possible.
- *Structured search strategy* will be developed for evaluations/documents (Objective 1 and 2) and reviews, mapping, case studies and other relevant documents (Objective 3) on the basis of the established

²⁸ A preliminary list of data sources is included in Annex 1.

²⁹ Additional relevant evaluations will be sourced directly from UN entities.

³⁰ Institutional mechanism for the advancement of women is linked to work in the other 11 critical areas and the Agreed Conclusions of the 58th CSW highlight that violence against women and issues related to women and the economy were not sufficiently addressed in the MDGs.

inclusion/exclusion criteria and will make use of the UN-Women gender and evaluation portal, individual UN entities evaluation databases, EvalPartners' documented case studies and website, direct solicitation from entities, and other sources. The search will also contribute to further populating the gender and evaluation portal.

- *Screening* of evaluations/documents will be conducted to ensure the quality and credibility of the evidence presented for meta-analysis to develop a final list of evaluations/documents to be analyzed for each objective/question. The JSR will rely on quality screening already conducted by each agency.
- *Qualitative and quantitative data extraction* will be conducted on the screened sample of evaluations/documents against each review question.
- *Meta-analysis and summarization* of the qualitative and quantitative data extracted such as coding, content analysis, comparative analysis, contribution analysis, process tracing and statistical analysis.
- *Reporting* against an agreed final format.

IV. Management

The JSR will be managed by a Management Group composed of representatives of UN Women, UNEG and EvalPartners. The UN Women Independent Evaluation Office (IEO) will chair the Management Group. The review will be conducted by external independent consultants. The MG will have responsibility for decision-making and quality assurance throughout the process and may request revisions of products until quality standards have been achieved.

Wider participation and inclusion will be promoted through the constitution of a reference group to provide feedback and validation to the ToR and key deliverables. It will be composed of representatives from UNEG, EvalPartners, UN entities, national evaluation functions and relevant CSOs. UN Women will also constitute an internal reference group to further inform the process.

V. Systemic Review Team (Objective 1, 2 and overall report)

A research and/or evaluation firm will have responsibility for the design and conduct of the JSR against Objectives 1 and 2, but will be required to incorporate work conducted separately against Objective 3 into one cohesive overall report. A senior consultant with extensive experience in conducting systemic reviews will compose/lead a team that consists of at least three members, with balance in terms of gender and regional representation desirable. Each team members' expertise should include the following:

Team Leader

- A PhD related to any of the social sciences, preferably on gender equality or international development
- At least 10 years of working experience in designing and conducting systemic reviews, research or evaluation and specific experience in conducting meta-analysis/synthesis.
- Experience in a wide range of qualitative and quantitative approaches, methods and techniques.
- Experience and background in gender equality, specifically international normative frameworks, gender mainstreaming and gender analysis
- Experience and knowledge in human rights issues, the human rights-based approach to programming, human rights analysis and related UN mandates.
- Familiarity with United Nations Evaluation Group (UNEG) Norms and Standards
- Excellent analytical, facilitation and communications skills;
- Ability to work with the Management Group to produce a high quality report delivered in a timely basis, incorporating the work to be undertaken separately on Objective 3
- Knowledge and experience working with the UN system
- Familiarity with National Evaluation Policies and Voluntary Organizations of Professional Evaluators is a strong asset
- Fluent in English, other official UN languages (particularly Spanish and French) an asset

Senior Gender Equality Expert

- At least an MA related to any of the social sciences, preferably on gender equality or international development; PhD preferred;
- At least 7 years of working experience in designing and conducting systemic reviews, research or evaluation, especially in conducting meta-analysis/synthesis and on gender equality issues;
- Experience in a wide range of qualitative and quantitative approaches, methods and techniques;
- Demonstrated expertise in gender equality, specifically international normative frameworks, gender mainstreaming and gender analysis;
- Demonstrated knowledge/experience in the three critical areas of concern of the Beijing Platform for Actions selected for review: Institutional Mechanisms for the Advancement of Women, Ending Violence Against Women and Women, Peace and Security;

- Experience and knowledge in human rights issues, the human rights-based approach to programming, human rights analysis and related UN mandates;
- Familiarity with United Nations Evaluation Group (UNEG) Norms and Standards;
- Excellent analytical and communications skills;
- Ability to work with the Management Group to produce a high quality report delivered in a timely basis, incorporating the work to be undertaken separately on Objective 3;
- Knowledge and experience working with the UN system;
- Familiarity with National Evaluation Policies and Voluntary Organizations of Professional Evaluators is a strong asset; and
- Fluent in English, other official UN languages (particularly Spanish and French) an asset.

Research Assistant

- An MA related to any of the social sciences, preferably on gender equality or international development;
- At least 5 years of working experience in designing and conducting systemic reviews, research or evaluation, especially in conducting meta-analysis/synthesis and on gender equality issues;
- Experience in a range of qualitative and quantitative approaches, methods and techniques;
- Experience and background in gender equality, specifically international normative frameworks, gender mainstreaming, gender analysis and experience in any of the Beijing Platform for Action Critical Areas of Concern under review desirable;
- Experience in human rights issues, the human rights-based approach to programming, human rights analysis and related UN mandates;
- Familiarity with United Nations Evaluation Group (UNEG) Norms and Standards;
- Strong analytical and communications skills;
- Ability to work with the Management Group to produce a high quality report delivered in a timely basis, incorporating the work to be undertaken separately on Objective 3;
- Knowledge and experience working with the UN system;
- Familiarity with National Evaluation Policies and Voluntary Organizations of Professional Evaluators is a strong asset; and
- Fluent in English, other official UN languages (particularly Spanish and French) an asset.

VI. Time Frame and Expected Products

The proposed timeframe and expected products will be discussed and finalized with the selected consultants. The MG reserves the right to ensure the quality of products submitted by the external consultants and will request revisions until the product meets the quality standards as expressed by the MG. The final products will be delivered in electronic format in both PDF and Word versions, with all text and images provided in formats that facilitate the copy-editing, format and design of products for publication.

Activity	Product to be delivered by consultants	General Timeframe
Work Plan	Detailed workplan outlining the timeframe and different products to be developed	May 2014
Systemic Review Protocol (including two rounds of revision)	A detailed protocol will be developed based on the initial proposal, an initial review of data sources, and refinement of the ToR. The protocol will include a detailed outline of the methodology and timeframe. A first draft report will be shared with the Management Group and, based upon the comments received; the team will revise the draft. The revised draft will be shared with reference groups and external advisors for feedback. The team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final inception report.	May 2014
Document List	A final document list will be produced and shared with the Management Group. The team will populate the Gender and Evaluation Portal with the relevant documents to promote access.	June 2014
Presentation of preliminary findings (one round of revision)	A PowerPoint presentation detailing the emerging findings of the systemic review will be shared with the Management Group for feedback. The revised presentation will be delivered to the reference groups and external advisors for comment and validation. The consultants will incorporate the feedback received into the draft report.	August 2014
Draft Report (including three rounds of revision prior to the final report)	A first draft report will be shared with the Management Group for initial feedback. The second draft report will incorporate Management Group feedback and will be shared with the reference groups and external advisors for feedback. The third draft report will incorporate this feedback and then be shared with the reference group/external advisors for final validation. The consultants will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the revised drafts.	September – October 2014
Final Report	The final report will include a concise Executive Summary and annexes detailing the methodological approach and any analytical products or tools developed during the course of the systemic review. The structure of the report will be pre-defined in the systemic review protocol by the Management Group and the consultants.	October 2014
Summary Report (including two rounds of revision)	The systemic review purpose, methodology, key findings and lessons learned will be summarized in an 8,000 word Summary Report.	October 2014

Policy Brief	A dissemination product/pamphlet extracting the key findings and lessons of the systemic review in a user-friendly format to be distributed at global policy-making forums.	October 2014
Upload of additional evaluation in the UNW Gender evaluation portal	<i>All additional evaluations identified during the search that are not already available in the UNW Gender evaluation portal will be uploaded</i>	October 2014
Dissemination	<i>IEO is responsible for presenting the report to the Executive Board, and coordinating the dissemination of the systemic review. The UNEG and EvalPartners are responsible for disseminating the systemic review with policy-makers and relevant stakeholders.</i>	November 2014– January 2015

Annex 1: Proposed Sources of Information

Objective 1

1. Evaluation of Gender Mainstreaming in UNDP (*forthcoming*)
2. Evaluation of WFP Gender Policy (2009 – 2013): *'This Time Around?'* (2014)
3. Annual Reporting on the UN System-Wide Action Plan for the implementation of the CEB System-Wide Policy on Gender Equality and Women's Empowerment (2013 & 2014)
4. African Development Bank Group: Mainstreaming Gender Equality: A Road to Results or a Road to Nowhere? (2012)
5. Evaluation Cooperation Group and IFAD: Gender Equality and Development Evaluation Units: Lessons from Evaluations of Development Support of Selected Multilateral and Bilateral Agencies (2012)
6. Review of Gender Mainstreaming in UNEP (2012)
7. Evaluation of FAO's role and work related to Gender and Development (2011)
8. UN Habitat's Evaluation of Gender Mainstreaming (2011)
9. Changing the way UNHCR does business?: An evaluation of the Age, Gender and Diversity Mainstreaming Strategy 2004 – 2009 (2010)
10. Thematic evaluation of gender mainstreaming in the United Nations Secretariat (2010)
11. Mid-term Evaluation of UNFPA Strategic Plan Organizational Goal 3 Phase I (2010)
12. Mid-term Evaluation of UNFPA Strategic Plan Organizational Goal 3 Phase II (2011)
13. IFAD's Performance with regards to Gender Equality and Women's Empowerment (2010)
14. End-of-Term Evaluation of WFP's Gender Policy (2003-2007): Enhanced Commitments to Women to Ensure Food Security (2008)
15. Evaluation of Gender Policy Implementation in UNICEF (2008)
16. Evaluation of Gender Mainstreaming in UNDP (2006)

Objective 2

- Evaluation databases of different UN entities
- DFID systemic reviews:

- What is the evidence of the impact of initiatives to reduce risk and incidence of sexual violence in conflict and post-conflict zones and other humanitarian crises in lower and middle-income countries? A systematic review
- Providing access to economic assets for girls and young women in low-and-lower middle-income countries. A systematic review of the evidence.
- The impact of economic resource transfers to women versus men: a systematic review.
- [UN Women Gender Equality Evaluation Portal](#), which to date contains:
 - 61 evaluations of UN work on advancement of women;
 - 41 evaluations of UN work on women and the economy; and
 - 18 evaluations of UN work on violence against women.
- The table below provides the current availability of evaluation reports by UN entities in the portal:

	1) Women and Poverty	2) Women and Education	3) Women and Health	4) Violence Against Women	5) Women and Conflict	6) Women and the Economy	7) Women and Power	8) Women and Advancement	9) Women and Human Rights	10) Women and media
FAO			1					1	1	
IFAD						1		1		
ILO	1					22		4		
Joint UN	1		1	5	2	2	2	13	1	
OIOS								1		
UN Women	3		1	10	10	8	5	15	5	
UNDG								1		
UNDP	4		2	1		5	3	11		
UNEC						1				
UNEP								1		
UNESCO								2		
UNESCWA								1		
UNFPA			5			1		3	2	
UN Habitat								2		

UNHCR					1			1		
UNIDO						1				
UNICEF		3	1	2				3		
WEP			1					1		
Total per area	9	3	12	18	13	41	10	61	9	

Objective 3

- United Nations Joint Inspection Unit: Analysis of the Evaluation Function of the United Nations System (*to be finalized*)
- Mapping/guidance note on integrating gender into national evaluation policies of developing countries (*in development*)
- EvalPartners' Evaluation Challenge project documents on gender responsive evaluation (2013 and ongoing)
- OIOS Inspection and Evaluation Division: UN Secretariat Evaluation Scorecards 2010-2011 (2013)
- Mapping the status of national evaluation policies (NEP) (2013)
- EvalPartners' Case studies of gender-responsive evaluation practice in VOPEs
- UNEG Peer Reviews (2006 - 2013)
- Independent Assessment of the United Nations Evaluation Group 2004-2012 (2013)
- African Development Bank Group: Mainstreaming Gender Equality: A Road to Results or a Road to Nowhere? (2012)
- Evaluation Cooperation Group and IFAD: Gender Equality and Development Evaluation Units: Lessons from Evaluations of Development Support of Selected Multilateral and Bilateral Agencies (2012)

Annex 2: Strategic objectives of the three BPA critical areas of concern

Violence against Women Strategic Objectives

1. Take integrated measures to prevent and eliminate violence against women
2. Study the causes and consequences of violence against women and the effectiveness of preventive measures
3. Eliminate trafficking in women and assist victims of violence due to prostitution and trafficking

Institutional Mechanism for Advancement of Women

1. Create or strengthen national machineries and other governmental bodies.
2. Integrate gender perspectives in legislation, public policies, programmes and projects.
3. Generate and disseminate gender-disaggregated data and information for planning and evaluation

Women and the Economy

1. Economic rights and independence, including access to employment, appropriate working conditions and control over economic resources.
2. Facilitate women's equal access to resources, employment, markets and trade.
3. Provide business services, training and access to markets, information and technology, particularly to low-income women. Actions to be taken.
4. Strengthen women's economic capacity and commercial networks.
5. Eliminate occupational segregation and all forms of employment discrimination.
6. Promote harmonization of work and family responsibilities for women and men. Actions to be taken.