



United Nations Entity for Gender Equality
and the Empowerment of Women

Evaluation Strategy to Transform Women's and Girls' Lives

2018-2021

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Abbreviations and Acronyms

CEP	Corporate Evaluation Plan (CEP)
CPE	Country Portfolio Evaluations
EPI	Evaluation Performance Indicator
GATE	Global Accountability and Tracking of Evaluation Use
GEAC	Global Evaluation Advisory Committee
GEEW	Gender Equality and the Empowerment of Women
GEOS	Global Evaluation Oversight System
GERAAS	Global Evaluation Reports Assessment and Analysis System
GRE	Gender-responsive Evaluation
IEAS	Independent Evaluation and Audit Service
IES	Independent Evaluation Service
KPI	Key Performance Indicator
M&E	Monitoring and Evaluation
MERP	Monitoring, Evaluation and Research Plan
SDGs	Sustainable Development Goals
UN	United Nations
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UN-SWAP	United Nations System-wide Action Plan
UNDAF	United Nations Development Assistance Framework
UNEG	United Nations Evaluation Group

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I. Executive summary

This document presents the proposed Evaluation Strategy for the independent evaluation function at the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) for the years 2018 to 2021, as required in paragraph 47 (a) of the UN Women Evaluation Policy. It articulates the strategic direction of UN Women's evaluation function and its objectives to support the Entity's efforts to achieve gender equality and empower women and girls. It also outlines how UN Women will leverage its evaluation function to provide evaluative evidence for a more relevant, effective and efficient UN Women with greater impact on the lives of the women and girls it serves. In collaboration with UN Women, development partners and other stakeholders, the Independent Evaluation Service (IES) will lead the implementation of the Evaluation Strategy.

Evaluation is a vital tool for UN Women's accountability, decision-making and learning. As part of undergoing organizational change, UN Women's internal audit and evaluation will be consolidated under one oversight service umbrella, and evaluation will form part of UN Women's wider work on oversight via the Independent Evaluation and Audit Services (IEAS).

The present Evaluation Strategy sets the direction for the ongoing quality improvement of UN Women's evaluation function with the aim of operationalizing the Evaluation Policy and developing and maintaining an evaluative culture within UN Women to enhance the organizational effectiveness and efficiency and meet accountability requirements. If the Strategy is successful, it will place UN Women as a leader in the use of a gender-responsive evaluation (GRE) to effectively support policy development, programme management and performance reporting. For the years to come, the evaluation function's three key outcomes for this evaluation strategy will be:

- 1) Improved use of GRE by UN Women and its partners for learning, strategic decision-making, policy and programme development
- 2) Timely and relevant evaluative evidence on UN Women's contribution to development and organizational effectiveness and efficiency results
- 3) Increased demand and conduct of GRE to support accountability for gender equality commitments in SDGs and beyond

Innovation, acting as a "knowledge hub", and forming and sustaining partnerships and networks are the key drivers of change for achieving the long-term outcomes and multiplying UN Women's efforts in promoting GRE in the United Nations (UN) system and at the national level.

The Evaluation Strategy builds on previous achievements in the areas of corporate and decentralized evaluation systems, UN coordination on GRE, and national evaluation capacity development. It considers the analysis and advice provided by the Global Evaluation Advisory Committee (GEAC) and UN Women's recently endorsed Strategic Plan 2018-2021. Responding to the GEAC recommendations, the Evaluation Strategy elevates the "evaluation use" to a separate strategic area. In line with UN Women's Strategic Plan, it also aims to address opportunities and challenges of the Beijing Platform for Action, the 2030 Agenda for Sustainable Development, the

repositioning of the UN development system to deliver on the 2030 Agenda, and the Quadrennial Comprehensive Policy Review.

The Evaluation Strategy outlines the existing challenges and opportunities for the creation of a strong evaluation function and delineates the way forward to make the operationalization of the Evaluation Policy a reality. It presents the overview of the evaluation function at UN Women; the purpose and scope of this Evaluation Strategy; its governance mechanisms, strategic context and direction; and a Theory of Change of the UN Women evaluation function. It describes how the Evaluation Strategy will be implemented, monitored and evaluated based on the Monitoring and Evaluation (M&E) Framework. However, the Strategy will only be successful if there is a firm commitment at all levels of UN Women to ensure that evaluations are effectively planned, conducted and used. In addition to the above, the evaluation function will need to be provided with adequate human and financial resources to enable it to perform its mandate in accordance with the UN Women Evaluation Policy.

II. Situational analysis

Problem statement

UN Women is the UN organization dedicated to gender equality and the empowerment of women (GEEW). A global champion for women and girls, UN Women stewards public and private donors' resources to promote gender-responsive sustainable development in countries around the world. Through its new Strategic Plan 2018-2021, UN Women aims to support efforts to achieve gender equality and empower all women and girls. To achieve its ambitious goals and fulfill its accountability responsibilities, UN Women need to base its policy, programming and investment decisions on the best available evaluation. It also needs to use the opportunities afforded by programme implementation to generate new knowledge for a wider community of policy makers. UN Women recognizes that GRE is the means through which it can obtain systematic, meaningful feedback about the successes and shortcomings of its endeavors and uses evaluative evidence to deliver the programmes and initiatives that are more relevant, effective and efficient with greater impact on the lives of the women and girls it serves.

GRE plays an essential role in measuring success against results and targets of the UN Women Strategic Plan, thus promoting learning, evidence-based decision-making and accountability. With the SDGs, the UN Women evaluation function needs to be stronger than ever and sufficiently nimble to be of use to decision makers and policymakers, support gender-responsive national evaluation capacity development, and be a compelling change agent for improvements in the lives of women and girls.

In this context and building on its previous achievements, it is imperative for UN Women to continue to strengthen its evaluation systems and strategies. This entails operating at multiple levels within UN Women and the UN system and with national partners at the global, regional and other levels in order to build evaluation capacity of UN Women. This will help improve UN Women's visibility and credibility to play a critical role in GRE within the wider development and evaluation community.

Analysis of the evaluation function

To achieve a successful implementation of the Evaluation Strategy and to determine outcomes and associated actions of the Strategy, the following challenges across the UN Women evaluation function must be addressed:

Use of evaluation: Although UN Women has established systems for tracking and reporting on the use of evaluation¹, its evaluation products could be better aligned with Executive Board and management needs and information requirements. Priority needs to be given to the use of evaluation and dissemination of lessons learned and reporting on the level, nature of use and impact of use.

Corporate and decentralized evaluations: UN Women conducts various types of evaluations, including corporate, country portfolio, project and thematic. It also participates in United Nations Development Assistance Framework (UNDAF) evaluations as well as joint evaluations of relevance to its mandate. On average, UN Women offices manage 30 evaluations annually. While many of these are influential evaluations that inform changes in UN Women's approaches and strategies, some have not always been timed to reinforce ongoing work or inform new programming. To enhance optimization of resources, better coordination and synergy between corporate and decentralized evaluations is necessary. This is increasingly relevant to strengthen the effectiveness of the evaluation function by optimizing the use of resources.

UN Women and its UN coordination mandate: Global challenges and emerging imperatives call for promoting gender equality and human rights-responsive evaluations within UN Women and the UN system. There is a demand to move the GRE agenda forward through active engagement in joint evaluations and system-wide evaluation activities.

National evaluation capacity development: There are still opportunities to connect decentralized evaluations with national GRE capacity development. The national evaluation capacity development is particularly relevant in the era of SDGs to further promote and support accountability for gender equality at the national level.

Quality of evaluations: *A Professional Peer Review of the Evaluation Function of UN Women*² undertaken by the United Nations Evaluation Group (UNEG) in 2014, identified "some risks to the evaluation function due to the variable quality of evaluations". UNEG therefore encouraged the IES to prioritize the conduct of and support to quality, useful and timely evaluation in UN Women as its "core business". UNEG also noted that UN Women could utilize different evaluation approaches aligned with its mandate and ensure that the evaluation capacity sufficiently addresses gender-responsive approaches to evaluation.

¹ These include the Global Accountability and Tracking of Evaluation Use (GATE), Global Evaluation Report Analysis and Assessment System (GERAAS), Gender Equality Evaluation Portal, and the reports on the use of evaluation to the Under-Secretary General/Executive Director.

² UNEG (United Nations Evaluation Group). 2014. *Professional Peer Review of the Evaluation Function of UN Women*. New York: UNEG. Available at: <http://www.uneval.org/document/detail/1626>

Key performance indicators (KPI): According to its 2016 Annual Report, UN Women's independent evaluation function is on track with its performance at corporate and decentralized levels, as well as the contribution of UN Women to the UN system-wide coordination and national capacity development for GRE. Although significant progress has been made in all key performance indicators, there remains variation across regions and more work needs to be done in respect to geographic and thematic coverage of evaluations, implementation of planned evaluations and timely preparation of management response.³

III. Context

The strategic direction of the Evaluation Strategy 2018-2021 builds on the recently endorsed UN Women Strategic Plan 2018-2021, along with key opportunities and emerging challenges in the global development context. It also considers the advice given by GEAC and consultations conducted in UN Women in the preparation of this Strategy.

Internal landscape changes: A new UN Women

UN Women Strategic Plan 2018-2021

UN Women's Strategic Plan 2018–2021 outlines the organization's strategic direction, objectives and approaches to support efforts to achieve gender equality and empower all women and girls. It supports the implementation of the Beijing Declaration and Platform for Action and contributes to the gender-responsive implementation of the 2030 Agenda for Sustainable Development. With a cross-cutting emphasis on responding to countries' requests and leaving no woman or girl behind, the Strategic Plan identifies the following five strategic priorities for UN Women in 2018–2021:

- 1) A comprehensive and dynamic set of global norms, policies and standards on GEEW is strengthened and implemented
- 2) Women lead, participate in, and benefit equally from governance systems
- 3) Women have income security, decent work and economic autonomy
- 4) All women and girls live a life free from all forms of violence
- 5) Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and humanitarian action

The goal of this Evaluation Strategy is to support the implementation of the UN Women Strategic Plan by providing timely and high-quality evaluation evidence to support UN Women's mission.

Organizational change: Evaluation and audit

It is important to note that at the time of the preparation of this Evaluation Strategy, UN Women is undergoing an organizational change. At its Second Regular Session (29-30 August 2017), the UN Women Executive Board supported the internalization of internal audit and the consolidation of audit and evaluation under one oversight service umbrella. The Executive Board requested

³ UN Women (United Nations Entity for Gender Equality and the Empowerment of Women). 2016. *Report on the Evaluation Function of the United Nations Entity for Gender Equality and the Empowerment of Women*. New York: UN Women. Available at: https://digitallibrary.un.org/record/1289479/files/UNW_2017_4-EN.pdf.

that UN Women present the concrete steps it will take under the consolidated internal audit and evaluation function to ensure appropriate audit coverage and the continued independence of evaluation in oversight, as well as measures taken to ensure effective linkages between audit and the outsourced investigation services at least four weeks in advance of the first regular session of the Executive Board in 2018.⁴

By placing these two functions under one management umbrella, UN Women's evaluation function will contribute to oversight of UN Women's work together with the internal audit function. While applying different methodologies in their scope of work, both functions share a common base and synergies in their procedures and processes, such as planning, reporting and use. In purpose, both disciplines aim to serve organizational accountability to governing bodies and donors, and ultimately enhance practices in identified areas for improvement.

In the context of consolidation, the maturity of the independent evaluation function will be safeguarded by UN Women's Evaluation Policy. The Policy lays out the purpose of evaluation in UN Women and covers both the coordination role of UN Women with respect to UN system-wide evaluations concerning gender equality, and the corporate and decentralized evaluation of the operational, normative support and coordination work undertaken by UN Women. The Evaluation Policy also directs the management and use of evaluation, the establishment of a quality assurance system, and evaluation capacity development. Other safeguards are the separate evaluation budget line, the Annual Evaluation Report and presentation of evaluation findings to the Executive Board. Further, GEAC, which acts as an advisory forum for the Executive Director and IES, will also ensure the independence and quality of the evaluation function.⁵

When the oversight service structure and mandate are finalized, the Evaluation Strategy will be updated to capitalize on the synergies between evaluation and audit functions.

Feedback loop: Consultations for Evaluation Strategy development

During the previous strategy cycle (2014-2017), GEAC assessed that the evaluation function in UN Women has advanced to a high level of performance, with systems and staff capable of sustaining this high standard over time. GEAC also recognized the considerable efforts across management in acting on evaluation findings and recommendations. The Advisory Committee directed several recommendations to UN Women management and IES to increase the use of evaluation and demonstrate how evaluation benefits UN Women in its capacity to deliver greater results. GEAC specifically recommended: "[to] refresh and deepen the Evaluation Strategy ... by prioritizing the use and benefit of evaluation in bringing about transformational change in line with UN Woman's mandate and mission."⁶

⁴ UN Women (United Nations Entity for Gender Equality and the Empowerment of Women). 2017. *Executive Board Decision 2017/6 - Integrated Budget Estimates for the United Nations Entity for Gender Equality and the Empowerment of Women for the Biennium 2018-2019*. New York: UN Women. Available at: <http://www.unwomen.org/en/executive-board/documents/second-regular-session-2017>.

⁵ UN Women (United Nations Entity for Gender Equality and the Empowerment of Women). 2013. *UN Women Evaluation Advisory Committee, Terms of Reference, December 2013*. New York: UN Women.

⁶ GEAC (Global Evaluation Advisory Committee). 2016. *Memorandum from GEAC to UN Women Executive Director, 19 December 2016*.

To address the GEAC recommendation, IES consulted with a wide array of stakeholders, including the UN Women Senior Management Team and regional directors. Overall, stakeholders' feedback confirmed the strategic relevance of IES's work on corporate and decentralized evaluation systems, UN coordination on GRE and national evaluation capacity development. The consultations highlighted the following areas to maximize the UN Women evaluation function's impact:

- Strengthen evaluation knowledge management and use through learning partnerships and real-time feedback on the most important development challenges to inform evidence-based programme design and policy development
- Help to understand UN Women's contribution to outcomes and the longer-term impact of the UN Women Strategic Plan 2018-2021
- Respond to the challenges and opportunities of a changing external landscape, e.g., the 2030 Agenda for Sustainable Development, the Beijing Platform for Action and ongoing UN reforms
- Enhance the effectiveness and efficiency of the evaluation function by optimizing the evaluation business model and procurement processes

External landscape changes: A new global context

Beijing Declaration and Platform for Action

Adopted at the 1995 Fourth World Conference on Women in Beijing, the Beijing Declaration and Platform for Action remains a blueprint for women's empowerment, gender equality and women's human rights. This normative framework is highly relevant in a global development context that is working to address the root causes of inequality and discrimination, amongst other areas of concern and complex global problems.

Providing committed funding, the 2018-2021 Corporate Evaluation Plan indicates that IES will conduct an evaluation of UN Women's contribution to Beijing in the context of the 2030 Agenda.⁷ IES stands poised to conduct such an evaluation and affirms its commitment to produce findings, recommendations and lessons to enhance organizational learning and accountability. The timing and the alignment of the 2018-2021 Corporate Evaluation Plan, Evaluation Strategy and the new UN Women Strategic Plan 2018-2021 lends itself to intentional, concerted planning and preparation for the next review and appraisal process for Beijing +25, including preparations for the Commission on the Status of Women in 2020.

The 2030 Agenda for Sustainable Development

Since the adoption of the 2030 Agenda for Sustainable Development in 2015, UN Women has thoroughly engaged to work toward the systematic mainstreaming of a gender perspective. To leverage the mutually reinforcing benefits between gender equality and women's empowerment and all dimensions of sustainable development, UN Women works to support the achievement

⁷ This is considered an additional evaluation based on consultations carried out within the development of the 2018-2021 Corporate Evaluation Plan. The evaluation will be conducted based on the availability of funds.

of SDG 5 and all its targets, and contributes to the gender-responsive implementation of the 2030 Agenda, which galvanizes results across all SDGs.

The 2030 Agenda's strong call for a follow-up and review mechanism that is gender-sensitive and informed by country-led evaluation has profound implications for evaluation within the UN system and beyond. UN Women's IES—in partnership with UNEG⁸, multilateral organizations, bilateral organizations and national partners—is at the forefront of bringing GRE to the heart of sustainable development. UN Women forms and leverages multi-stakeholder partnerships for national evaluation capacity development aimed to ensure that countries have capacities to integrate a gender perspective in their voluntary national reviews and more broadly in national policies.

Quadrennial Comprehensive Policy Review of Operational Activities

The 2016 Quadrennial Comprehensive Policy Review of Operational Activities for Development of the UN system⁹ enables the effective implementation of the 2030 Agenda. It notes that promoting gender equality and empowerment of all women and girls has “a multiplier effect for achieving sustained and inclusive economic growth, poverty eradication and sustainable development”. In this context, UN Women highlights its work toward enhanced accountability on GEEW, and the next generation of the United Nations System-wide Action Plan (UN-SWAP) 2.0. UN Women IES will continue to provide leadership through the UN-SWAP Evaluation Performance Indicator (EPI) and to promote accountability for gender equality results by leveraging UNEG.

Repositioning of the UN development system

The UN Secretary-General makes a clear call to action through the repositioning of the UN development system, including for the evaluation community, with imperatives ranging from improving coordination of UN entities to integrating approaches to national capacity-building and strengthening system-wide governance and oversight of the UN development system's support to the 2030 Agenda. For IES, this repositioning elevates focus on coordinated support to countries, as it calls for rooted efforts within the guiding principles of reinforcing national ownership and leadership for SDGs. It also opens opportunity to further contribute to system-wide accountability on gender equality. The Secretary-General's report¹⁰ states that the capacities for independent evaluation of system-wide activities will be created in the Secretary-

⁸ UNEG commissioned a Working Paper *Evaluation in the SDG Era: Lessons, Challenges and Opportunities for UNEG* that aims to provide evidence on and analyse the key issues, major strategic implications and urgent priorities facing UNEG and its membership in the context of the 2030 Agenda. See: Aiazzi, T. 2016. *Evaluation in the SDG Era: Lessons, Challenges and Opportunities for UNEG*. New York: UNEG. Available at: <http://www.uneval.org/document/detail/1912>.

⁹ UN (United Nations). 2017. *Resolution Adopted by the General Assembly on 21 December 2016. 71/243. Quadrennial Comprehensive Policy Review of Operational Activities for Development of the United Nations System. A/RES/71/243*. Available at: <http://undocs.org/A/RES/71/243>.

¹⁰ ECOSOC (United Nations Economic and Social Council). 2017. *Repositioning the UN Development System to Deliver on the 2030 Agenda—Ensuring a Better Future for All. Report of the Secretary-General*. New York: ECOSOC. Available at: <https://www.un.org/ecosoc/sites/www.un.org.ecosoc/files/files/en/qcpr/sg-report-on-unds-qcpr-june-2017.pdf>.

General's office, considering and complementing the current focus on agency-specific mandates and compliance. IES engages through UNEG on how to support better the envisioned system-wide evaluation mechanism proposed by the Secretary-General.

Strategic direction

Due to changing contexts and UN Women's needs, the UN Women evaluation function faces a unique opportunity to deepen its impact and make a significant contribution to the successful implementation of the new UN Women Strategic Plan 2018-2021. To achieve its five strategic outcomes and effectively contribute to the implementation of the Beijing Platform for Action and the 2030 Agenda, UN Women must better understand what works for gender equality and why, as well as draw lessons and good practices from experience to inform decision-making. The Evaluation Strategy reaffirms the relevance of the previous areas of work—namely, corporate and decentralized evaluation systems, UN coordination on GRE, and national evaluation capacity development—and proposes to elevate the “evaluation use” as an additional strategic area for a greater impact of evaluation function in UN Women and beyond. In addition, by aligning with the new UN Women strategic directions and the challenges and opportunities of current development context, the Evaluation Strategy emphasizes the following focus:

- Improving use of GRE by UN Women and its partners for learning, strategic decision-making, policy and programme development
- Providing timely and relevant evaluative evidence on UN Women's contribution to development and organizational effectiveness and efficiency results
- Increasing demand and conduct of GREs to support accountability for gender equality commitments in SDGs and beyond

IV. Proposed Evaluation Strategy

Overview of the evaluation function

The UN Women evaluation function is governed by the Evaluation Policy (UNW/2012/12)¹¹ in compliance with the UNEG Evaluation Norms and Standards¹², ethical guidelines, and guidance on integrating human rights and gender equality in evaluations.¹³

UN Women's Evaluation Policy establishes a framework for ensuring an independent evaluation function and providing credible evidence on UN Women's results in its efforts to achieve GEEW. It also establishes UN Women's role in strengthening national capacities for GRE systems and in promoting gender-responsive and human rights-focused evaluations within the UN system.

¹¹ UN Women (United Nations Entity for Gender Equality and the Empowerment of Women). 2012. *Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women*. New York: UN Women. Available at: <http://undocs.org/en/UNW/2012/12>.

¹² UNEG (United Nations Evaluation Group). 2016. *UNEG Norms and Standards*. New York: UNEG. Available at: <http://www.unevaluation.org/document/detail/1914>.

¹³ UNEG (United Nations Evaluation Group). 2014. *Integrating Human Rights and Gender Equality in Evaluations*. New York: UNEG. Available at: <http://www.unevaluation.org/document/detail/1616>.

The Evaluation Policy is implemented through both this Evaluation Strategy and the IES's Corporate Evaluation Plan, which provides a time-bound framework for systematically generating and producing useful evaluation evidence on the performance of work under the UN Women Strategic Plan.

UN Women's recently endorsed Strategic Plan 2018-2021¹⁴ outlines the Entity's strategic direction, objectives and approaches to support efforts to achieve gender equality and empower all women and girls by 2030. It also positions evaluation as a core function in improving the quality of programmes, enhancing accountability, informing decision-making and contributing to learning.

The Evaluation Policy states that evaluation is conducted within UN Women for three equally important purposes that together support the overall delivery of results. First, it is a means to demonstrate accountability to stakeholders, including women who are rights holders and duty bearers, in managing for results. Second, it provides credible and reliable evidence for decision-making in relation to GEEW to improve results. Third, it contributes important lessons learned about normative, operational and coordination work in the areas of GEEW to the existing knowledge base.¹⁵

According to the Evaluation Policy, the key principles that guide the evaluation function in UN Women include: national ownership and leadership, UN coordination, innovation, fair power relationships, inclusion, independence and impartiality, transparency, quality and credibility, intentionality and use of evaluation, and ethics.¹⁶

Purpose

The purpose of the Evaluation Strategy 2018-2021 is to provide a results-based framework to strengthen the evaluation function at UN Women in the context of the Evaluation Policy and UN Women's Strategic Plan 2018-2021.

The ultimate goal of this Strategy is to support UN Women's mission and help the organization better serve gender equality and women's empowerment by providing evaluative evidence for a more relevant, effective and efficient UN Women with greater impact on the lives of those it serves.

Scope

The Evaluation Strategy 2018-2021 is a comprehensive framework that guides evaluation for the entire organization at global, regional and country levels. Therefore, it is not targeting solely IES and evaluation specialists, but rather, the entire organization, including senior managers and

¹⁴ UN Women (United Nations Entity for Gender Equality and the Empowerment of Women). 2017. *UN Women (United Nations Entity for Gender Equality and the Empowerment of Women) Strategic Plan 2018-2021*. New York: UN Women. Available at: <http://www.unwomen.org/en/executive-board/documents/strategic-plan-2018-2021>.

¹⁵ UN Women (United Nations Entity for Gender Equality and the Empowerment of Women). 2012. *Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women*. New York: UN Women. Available at: <http://undocs.org/en/UNW/2012/12>.

¹⁶ Please refer to Annex 1 for additional information.

programme specialists at Headquarters and at the field level, including regional offices and country offices.¹⁷

The Evaluation Strategy sets five strategic areas of work:

1. Conducting corporate evaluations and establishing effective corporate evaluation systems
2. Strengthening the decentralized evaluation culture and systems for greater accountability and improved programming
3. Leading UN coordination on GRE to generate system-wide accountability
4. Supporting national evaluation capacity-building for GRE
5. Strengthening evaluation use

Governance

IES prepares a draft Evaluation Strategy for the consideration of the GEAC, the Senior Management Team and regional directors. IES finalizes the Evaluation Strategy, considering comments as appropriate, and submits it for approval to the Executive Director. The approved Evaluation Strategy (and reporting on its implementation) is shared with the Executive Board through the Annual Report on the evaluation function. In cooperation with the Senior Management Team and regional directors, IES leads the implementation of the Evaluation Strategy.

Roles and responsibilities

The IES is the custodian of the UN Women evaluation function. As such, the IES is responsible for establishing an effective corporate and decentralized evaluation system to improve the use of GRE by UN Women and its partners.

The UN Women Evaluation Policy outlines the roles and responsibilities¹⁸ of key constituents of the organization in evaluation. IES, in collaboration with UN Women offices (country offices, multi-country offices, regional offices and Headquarters divisions) and other partners will insure the implementation of the global evaluation strategy to objectively assess UN Women contribution to development results.

Senior managers of the programme offices are responsible for commissioning decentralized evaluations in the programmatic areas for which they are responsible and using the information for accountability, learning and decision-making, including managing for results. In order to enhance the impartiality and objectivity of decentralized evaluations, the programme units hire external experts and institutions to carry out an evaluation. Decentralized evaluations help ensure that UN Women remains responsible for contributing to development results in the most relevant and efficient way.

¹⁷ “Roles and Responsibilities in Evaluation”. In: UN Women (United Nations Entity for Gender Equality and the Empowerment of Women). 2012. *Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women*. New York: UN Women. Page 16. Available at: <http://undocs.org/en/UNW/2012/12>.

¹⁸ Ibid. paras 42-55.

To implement evaluation plans and manage evaluations, M&E specialists/focal points coordinate, support and communicate information about all evaluation-related work of the programmatic office in order to promote compliance with the evaluation policy. In addition, Evaluation Task Managers are responsible for supporting the overall management of individual evaluation processes, including ensuring overall stakeholder participation.

This Evaluation Strategy also informs the implementation of regional evaluation strategies, in which roles and responsibilities are aligned with roles and responsibilities identified in the Evaluation Policy. Regional evaluation strategies are led by regional evaluation specialists, located in regional offices. Regional evaluation specialists conduct and manage strategic decentralized evaluations at the regional and country levels, enhance the independence of the processes, and allow for a more symbiotic exchange between corporate and decentralized evaluation systems by supporting the implementation of the evaluation policies and the regional evaluation strategies in their respective regions.

In addition, regional evaluation specialists will support the capacity development of UN Women staff with a view to managing decentralized evaluations, UNDAF evaluations and other joint evaluation processes from a gender perspective.

V. UN Women evaluation strategic priorities: Theory of Change

The Evaluation Strategy's Theory of Change envisions that UN Women uses GRE as the agent of change in achieving its mandate and advancing gender equality and a women's empowerment agenda in the era of the SDGs. The Theory of Change drives the Evaluation Strategy and outlines how the priorities of the strategy (in the form of long-term and intermediate outcomes and outputs) are necessary for the UN Women evaluation function to effectively and efficiently support UN Women's mission. It identifies innovation, acting as a "knowledge hub", and forming and sustaining partnerships and networks as key drivers of change for achieving the long-term outcomes.

The achievement of gender equality and women's empowerment fundamentally requires a transformation of unequal gender relations. UN Women's evaluations aim to uncover the causes of gender discrimination by asking critical questions about the existing power structures and by deploying a GRE process that promotes empowerment of stakeholders, particularly those who are left the furthest behind. The UN Women evaluation function seeks to provide answers to questions on what works for gender equality and why, and provide evidence-based solutions for gender equality challenges in the current development landscape.

Through its five areas of focus, UN Women seeks to improve the use of GRE by UN Women and its partners for learning, strategic decision-making, and policy and programme development. Through its corporate and decentralized evaluation systems as well as evaluation use, UN Women aims to provide timely and relevant evaluation evidence on UN Women's contribution to development and the organization's effectiveness and efficiency results. Through its UN system coordination on GRE, its national evaluation capacity, as well as evaluation use focus area,

UN Women seeks to increase the demand and conduct of GRE to support accountability for gender equality commitments in the SDGs and beyond.

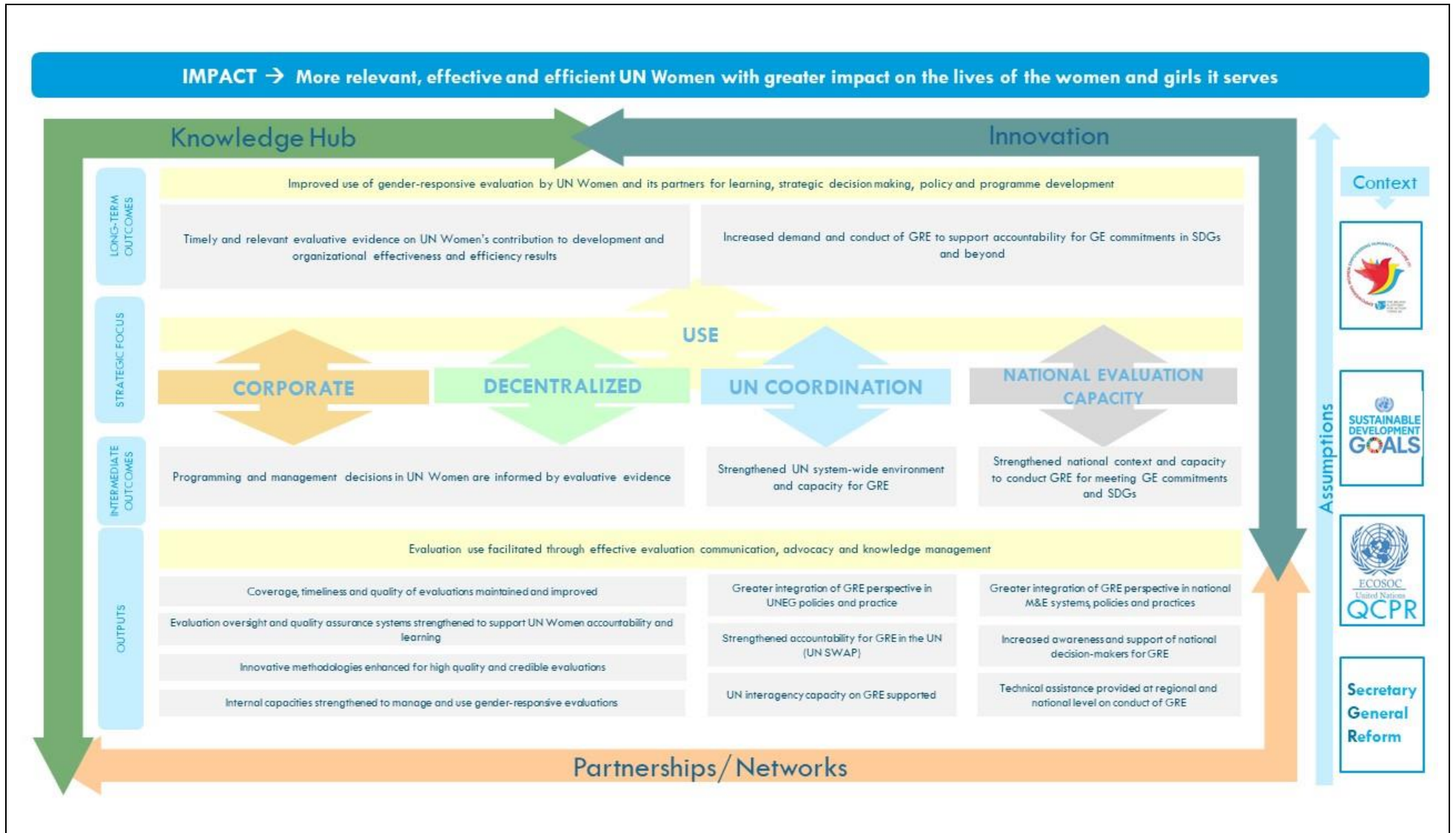
This Theory of Change is based on the assumption that the UN Women evaluation function works by leveraging its comparative advantage and expertise, positioning GRE as a catalyst and the agent of change in UN Women. It also assumes that UN Women's evaluations are relevant to the UN system and national stakeholders to assess and contribute to progress in achieving the SDGs. Another assumption is that the UN Women evaluation function can build evaluation partnerships and learning coalitions with UN agencies, civil society organizations and other partners to evaluate transformative change and women's empowerment in the era of SDGs. Moreover, this Theory of Change implies that support for evaluation in UN Women is improved and increased resources are allocated for the evaluation function. Finally, management and leadership at all levels support the UN Women Evaluation Policy and the implementation of the Evaluation Strategy.

The potential risks that could affect the effective implementation of the Evaluation Strategy include: availability of adequate financial and human resources, timeliness and quality of evaluations, partnership capacity, and management attention to the evaluation function. In addition, several external risks can directly impact the achievement of results as described in this Theory of Change. Several risks cut across all outcomes: lack of political will and support for GRE, lack of accurate data and monitoring systems, lack of evaluators with gender expertise, and conflicting priorities of stakeholders and development partners. UN Women's IES monitors these assumptions and risks and puts in place mitigation measures to ensure the effective implementation of the Evaluation Strategy.

This Theory of Change underscores the deeply interlinked nature of the Evaluation Strategy's outcome areas and how results are catalyzed through the five strategic areas of focus. For clarity and communication purposes, the Theory of Change is presented as a logical model where the aggregate results on output level aim to lead to the outcomes and the aggregate outcomes contribute to the impact of UN Women's overall mandate. Nonetheless, the change in the Theory of Change is understood as multilinear, happening through synergies and feedback loops among different outputs, intermediate and long-term outcomes as well as possible reversals that could be driven by identified internal and external risks.

This Theory of Change is summarized in Figure 1.

Figure 1. Evaluation Strategy Theory of Change



Evaluation function's key results areas

This Evaluation Strategy is operationalized within the framework of UN Women's Corporate Evaluation Plan (CEP), regional evaluation strategies, monitoring research and evaluation plans (MERPs), National Evaluation Capacity Development (NECD) Strategy, Evaluation Use and Communication Strategy, UN Women's Integrated Budget, and future cost sharing agreements for development cooperation.

Applying the evaluation Theory of Change to the UN Women Evaluation Policy, five key results areas have been identified, with further elaboration on the newly elevated fifth and cross-cutting pillar centered on communications and use. The synergistic approach of these five key results areas, as well as the strong complementarities between them, will ensure that UN Women meets the requirement of the Evaluation Policy as well as Output 3 of the Organizational Effectiveness and Efficiency Framework (OEEF) of the UN Women Strategic Plan 2018-2021, which relates directly to evaluation: "High quality of programmes through knowledge, innovation, results-based management and evaluation."¹⁹

The long-term intended outcomes are:

- Improved use of GRE by UN Women and its partners for learning, strategic decision-making, policy and programme development
- Timely and relevant evaluative evidence on UN Women's contribution to development and organizational effectiveness and efficiency results
- Increased demand and conduct of GRE to support accountability for gender equality commitments in SDGs and beyond

Area 1 and Area 2: Implementing effective corporate and decentralized evaluation systems

There are certain complementarities amongst the five pillars of work that are highlighted in the Evaluation Strategy. Yet, the synergies between the corporate and decentralized evaluations are particularly strong as they contribute to building the evidence base about UN Women's performance. Through both its corporate and decentralized evaluation systems, UN Women seeks to generate evidence on its results across the full spectrum of the UN Women integrated mandate—normative, coordination and operational.

Specific results for corporate evaluation systems will range from evaluating the UN Women integrated mandate and understanding UN Women's impact, innovating methodological approaches to evaluation for high quality and credible evidence, aligning corporate and decentralized evaluation processes, and enhancing usability and accessibility of evaluation findings. The Corporate Evaluation Plan, an integral part of the Evaluation Strategy, provides a coherent framework within which useful evaluation evidence is generated systematically on the

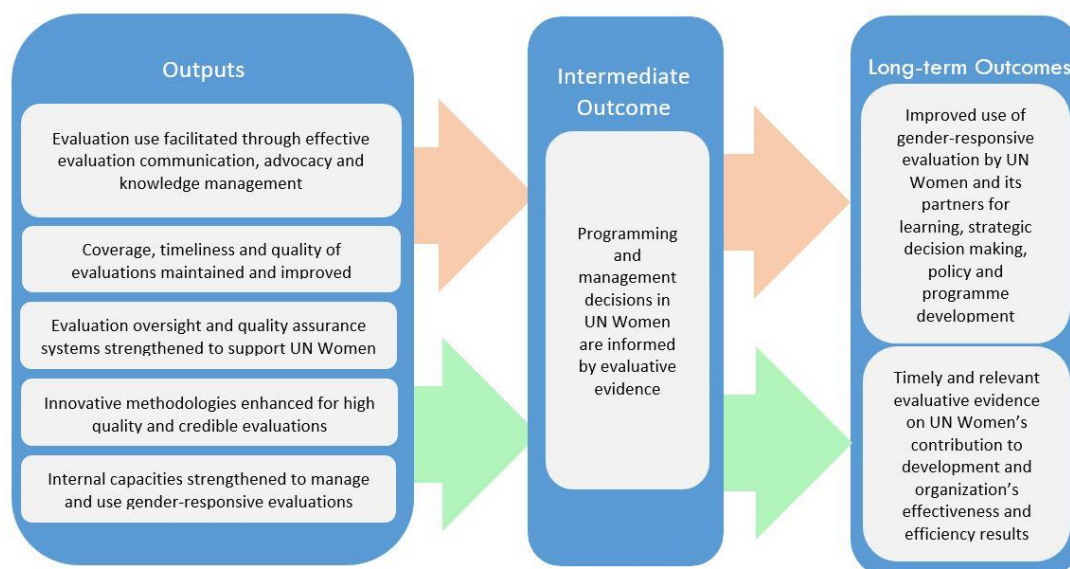
¹⁹ UN Women (United Nations Entity for Gender Equality and the Empowerment of Women). 2017. *UN Women (United Nations Entity for Gender Equality and the Empowerment of Women) Strategic Plan 2018-2021*. New York: UN Women. Page 22. Available at: <http://www.unwomen.org/en/executive-board/documents/strategic-plan-2018-2021>.

relevance, effectiveness, efficiency, impact and sustainability of work under the UN Women Strategic Plan 2018-2021.

Decentralized evaluations make up most UN Women’s evaluations and are supported by regional evaluation specialists who provide technical assistance to field offices and co-manage regional evaluations as well as country portfolio evaluations (CPEs). Results in this key area of work, complementary to corporate evaluations, include: ensuring that UN Women has timely, strategically focused and objective information on the performance of its Strategic Notes; analysing multiple programmes through country portfolio evaluations; evaluation capacity development; and implementation of accountability, oversight and quality assurance systems.

Figure 2 outlines outputs and outcomes associated with these key results areas. Indicators and targets on how these objectives will be achieved are articulated in the M&E Framework in Annex 2.

Figure 2. Implementing effective corporate and decentralized evaluation systems

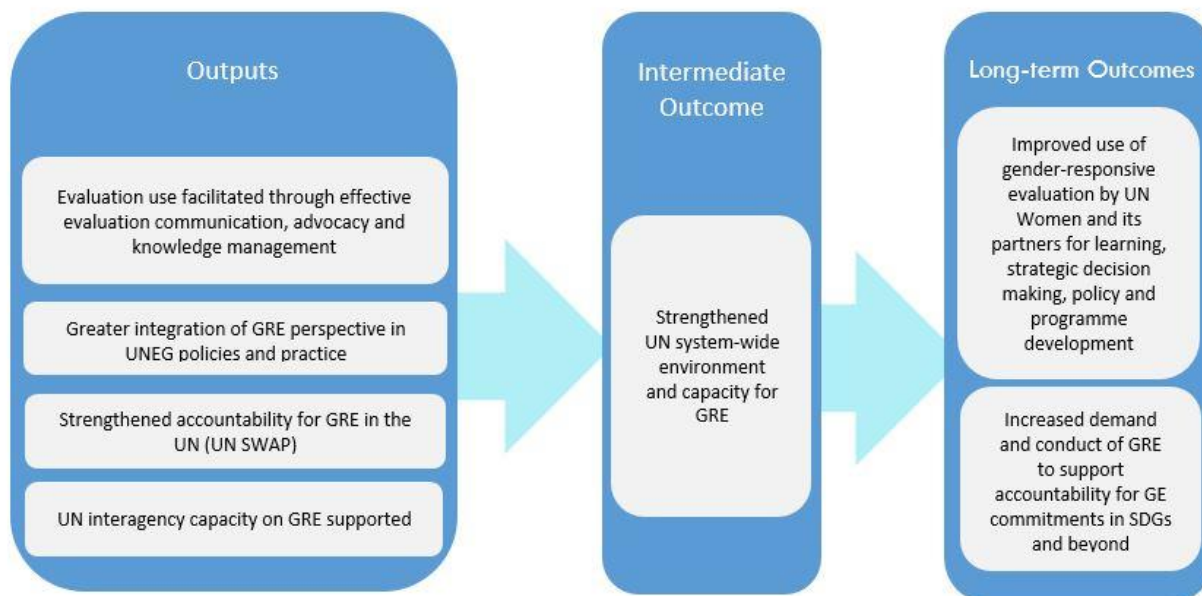


Area 3: Promoting UN coordination on GRE

UN Women plays a leading role in system-wide coordination and accountability in respect to GEEW. In the long term, the UN Women evaluation function aims to increase collaboration, efficiency and alignment of the UN system in GRE. UN Women supports UNEG and the UN system to integrate a gender perspective in evaluations in their areas of focus, including by strengthening accountability to gender equality commitments and reporting on the UN-SWAP EPI. Results in this key area of work include: engagement with UNEG, reporting on evaluation through the UN-SWAP EPI, alignment with system-wide evaluation initiatives and joint evaluations, and participating in and coordinating inter-agency networks and regional evaluation groups.

Figure 3 outlines outputs and outcomes associated with this key result area. Indicators and targets on how these objectives will be achieved are articulated in the M&E Framework in Annex 2.

Figure 3. Promoting UN coordination on GRE



Area 4: Strengthening national evaluation capacities for gender-responsive M&E systems

Strengthening national evaluation capacities for gender-responsive M&E systems is guided by national ownership and leadership. To this end, the development of national capacity to demand and supply high-quality GREs is a key contributor to achieving more effective development for women, men, girls and boys.

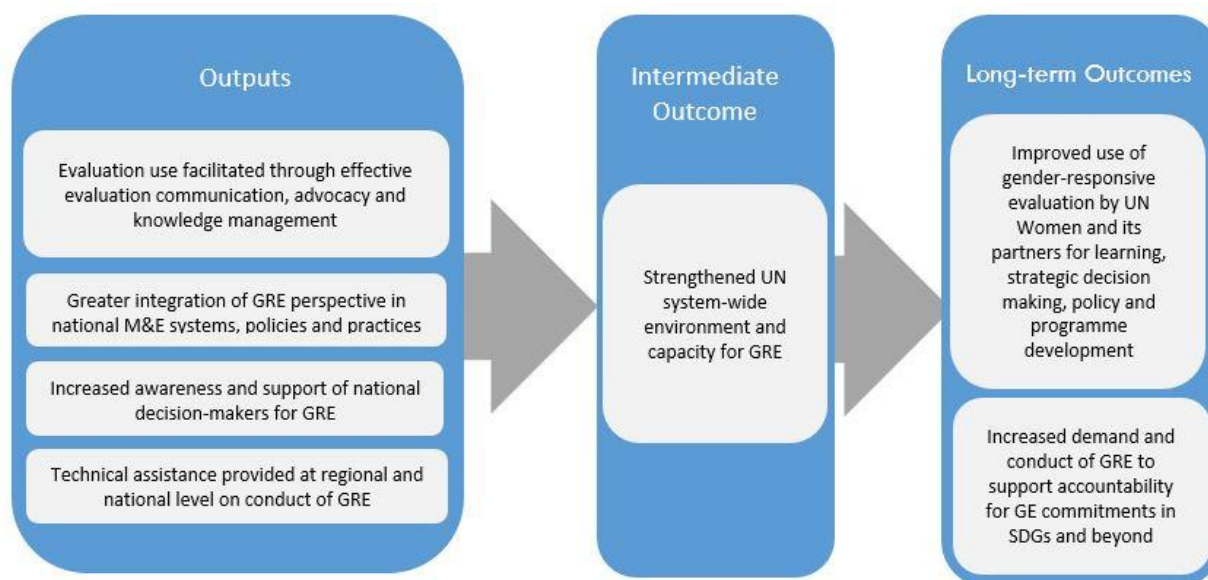
Global multi-stakeholder partnerships help develop and shape national evaluation capacity development initiatives that are always country-led processes. Within the framework of the 2030 Agenda and under a partnership umbrella, UN Women provides targeted technical advice and capacity development on GRE to support accountability in meeting gender equality commitments for the implementation of the SDGs. The IES efforts respond to the 2030 Agenda for Sustainable Development, which calls for effective, inclusive and transparent national M&E systems that help countries maximize progress in implementation and promote accountability to citizens. The Evaluation Strategy is also closely linked to the recently endorsed UN resolution *Capacity Building for the Evaluation of Development Activities at the Country Level (A/RES/69/237)* and the Global Evaluation Agenda 2016-2020, which addresses the priorities for evaluation during the first five years of implementing the SDGs.

IES will continue engaging in partnerships to leverage support to increase GRE for the SDGs. It will be supporting national GRE capacity development through EvalGender+ and EvalPartners and will strategically use its role as co-chair of EvalGender+ to advocate for gender-responsive

national evaluation systems. At the institutional and individual level, through trainings and workshops, UN Women will work on the capacity and commitment of decision-makers and of different government and non-government actors to demand and use GRE. Further to its work on strengthening demand for GRE, UN Women will continue its work to enhance methodologies and tools for conducting GREs. A large variety of guidance, e-learning, tools and trainings on GRE are available for national governments and civil society.

Figure 4 outlines outputs and outcomes associated with this key result area. Indicators and targets on how these objectives will be achieved are articulated in the M&E Framework in Annex 2.

Figure 4. Strengthening national evaluation capacities for gender-responsive M&E systems



Area 5: Strengthening evaluation use

Reflecting on the challenges of both information overload and evaluation under-utilization, the Evaluation Strategy acknowledges that communication is only one element contributing to evaluation use and aims to strengthen other use enablers, such as knowledge management and advocacy.

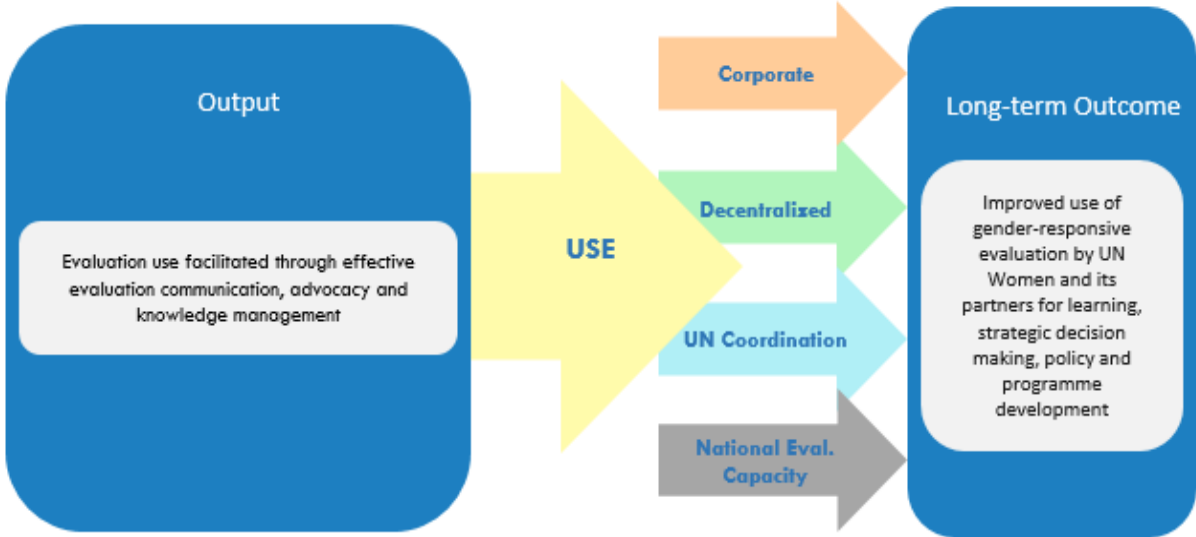
A participatory and transparent evaluation model encourages process as well as instrumental use of the evaluation. Building on corporate and decentralized participatory and transparent evaluation models, users are involved in all aspects of the evaluation process, including follow-up mechanisms, while evaluative knowledge is then made available in a transparent manner utilizing evaluation systems technology. IES will deepen its engagement with key internal and external stakeholders on the focus, timing and follow-up to evaluations to enable greater ownership of recommendations and absorption of lessons.

IES will invest in substantive knowledge sharing through knowledge and learning partnerships, including the launch of a new guidance series to support learning needs. Further complementing the corporate and decentralized function, the enhancement and integration of knowledge management systems will transform IES into a “knowledge hub” for GRE. More specifically, systems will be further developed to make the IES team more accessible and its activities more transparent. This will include, but not be limited to, using existing corporate information platforms such as the corporate newsletter to communicate the IES’s activities; revamping the IES website and intranet to ensure users know where to find relevant information and to facilitate online search of existing databases; creating a “help desk” to provide timely support to staff across UN Women; upgrading the Global Accountability and Tracking of Evaluation Use (GATE’s) recommendations search function to make substantive evaluative knowledge more accessible; and merging GATE and the Results Management System to facilitate closer integration with the organization’s enterprise resource management system and related information systems.

IES will target its advocacy to both internal and external audiences at the intersection of gender equality and evaluation, with the aim of yielding a high return of engagement from the UN system, civil society, governments, academia and the development community at large. Partnering with UNEG, EvalPartners and EvalGender+ will provide an additional opportunity to position UN Women as a knowledge leader on GRE.

As evaluation use is facilitated across IES’s five key result areas, it contributes to all long-term and intermediate outcomes and outputs of this Evaluation Strategy. However, its direct contribution to certain outcomes and outputs is clearly determined and shown in Figure 5. Indicators and targets on how these objectives will be achieved are articulated in the M&E Framework in Annex 2.

Figure 5. Strengthening evaluation use



VI. Budgeting, implementation, M&E and reporting

IES will develop costed annual workplans at the beginning of each year, specifying the financial and human resources needed to achieve annual expected results that contribute to the achievements of the four-year results stated in this Evaluation Strategy.

Regarding continued efforts to enhance cost efficiencies, IES will seek further synergy between corporate and decentralized evaluations through the Annual Global Evaluation Plan, leading to internal coordination synergies. Efficient ways of engagement with evaluation firms will be sought through long-term agreements, leading to timely conduct and reduction of transaction costs.

To monitor the implementation of the Evaluation Strategy, progress will be assessed against an M&E Framework, gathering information from field offices and Headquarters sections on an annual basis. In addition, IES will undertake meta-evaluations of the evaluations conducted in the organization to assess their quality on an annual basis. Based on this collective information, an Annual Evaluation Report will be produced and presented to the Executive Director and to the Executive Board of UN Women. A review of the Evaluation Strategy will be undertaken in early 2021.

Annex 1: Guiding evaluation principles and standards

A number of principles guide evaluation planning, conduct and follow-up, which when taken together, ensure that all evaluation processes reflect: the overall normative, operational and coordination mandates of UN Women as an entity within the UN system; the commitment of UN Women to evaluation that is responsive to gender equality and women's rights; and alignment with the UNEG norms and standards, the UNEG ethical guidelines and the handbook *Integrating Human Rights and Gender Equality in Evaluation: Towards UNEG Guidance*. Evaluation conducted in UN Women should adhere to the following principles:

(a) **National ownership and leadership.** Evaluation should be country-driven. It should be planned and conducted to ensure national ownership and leadership of evaluation processes by both rights holders and duty bearers. To this end, it should support the development of capacity to conduct evaluations that are responsive to gender equality and women's rights.

(b) **UN system coordination and coherence with regard to GEEW.** Evaluations should be conducted systemwide and jointly with UN agencies, whenever possible, to promote coordination and coherence regarding GEEW. Evaluations should systematically assess how to improve coordination and coherence in terms of GEEW, particularly with regard to normative and operational work in those areas.

(c) **Innovation.** Evaluations should seek to identify and illuminate innovation in the work of UN Women with respect to GEEW. They should also apply innovative evaluation approaches and methods that have the potential to more fully capture the complex and long-term nature of achieving results in those areas.

(d) **Fair power relations and empowerment.** Evaluations should be conducted with an understanding of contextual power and gender relations. The process should seek to empower women and disadvantaged groups.

(e) **Participation and inclusion.** Evaluation processes should ensure stakeholder participation that is both relevant and inclusive, given the evaluation subject at hand. In particular, stakeholder analysis should be conducted and planned to take into account the additional time and resources needed to allow for the participation of all relevant stakeholder groups, especially women who face barriers to participation.

(f) **Independence and impartiality.** The evaluation function is to be carried out independently of other management functions in order to ensure that it is credible and free from undue influence and that it results in unbiased and transparent reports. Evaluators should demonstrate impartiality and be free from any conflict of interest or bias. They should have full access to information regarding the subjects that they are evaluating and the freedom to express their opinions.

(g) **Transparency.** Evaluations should be conducted in a transparent and consultative manner with key stakeholders. Evaluation plans, terms of reference and reports should be made publicly available in order to enhance the transparency of UN Women with regard to efficiency and commitment to managing for results.

(h) **Quality and credibility.** Evaluations should be conducted in a systematic manner, applying sound approaches and methods to ensure the quality and credibility of findings, recommendations and lessons generated. Reports should be in accordance with the UNEG norms and standards, the UN Women evaluation guidelines, the UNEG code of conduct and applicable ethical standards for research. A quality assurance mechanism will support evaluators and evaluation managers in this regard.

(i) **Intentionality and use of evaluation.** Planning for evaluations demonstrates a clear intent regarding the purpose and use of findings to improve the work of UN Women or the UN system in the areas of GEEW, contributes to knowledge about GEEW, and/or contributes to broader UN system processes. This requires the proper timing of evaluations, as well as evaluation dissemination plans, management responses and action plans that reflect original intent.

(j) **Ethics.** Evaluators should have personal and professional integrity and abide by the UNEG ethical guidelines for evaluation and the UNEG code of conduct for evaluation in the UN system, to ensure that the rights of individuals involved in an evaluation are respected. Evaluators must act with cultural sensitivity and pay particular attention to protocols, codes and recommendations that may be relevant to their interactions with women.

Annex 2: M&E Framework

Overall impact	More relevant, effective and efficient UN Women with greater impact on the lives of women and girls it serves
Long term-outcomes	<ul style="list-style-type: none"> • Improved use of GRE by UN Women and its partners for learning, strategic decision-making, policy and programme development • Timely and relevant evaluative evidence on UN Women’s contribution to development and organizational effectiveness and efficiency results • Increased demand and conduct of GRE to support accountability for GE commitments in SDGs and beyond
Key indicators	<ul style="list-style-type: none"> • <i>Increase in the number of strategic plans, policy documents, programmes, projects and institutional reforms demonstrating evidence of application of lessons from GREs</i> • <i>Increase in evaluation coverage to support strategic decision-making and improvement</i> • <i>Evidence of enhanced contribution to advancing GRE and to accountability for gender equality results in the UN system and at the national level through SGSS</i>

OUTCOMES	OUTPUTS	INDICATORS/TARGETS
Area 1: Effective corporate evaluation systems implemented Area 2: Effective decentralized evaluation systems implemented		
1./2. Programming and management decisions in UN Women are informed by evaluative evidence	1./2.1 Evaluation use facilitated through effective evaluation communication, advocacy and knowledge management	<i>Indicators and targets for this output are listed under output 5.1</i>

<p>1./2.2 Coverage, timeliness, and quality of evaluations maintained and improved</p>	<p><i>Percentage of planned evaluations being conducted (Target - 85%)²⁰</i></p> <p><i>Percentage of financial resources spent for evaluation (Target- 3% of programme budget)</i></p> <p><i>Increased coverage of evaluations (Target - at least 1 evaluation per Strategic Note cycle)</i></p> <p><i>Percentage of evaluations rated “satisfactory and above” (Target - 100%)²¹</i></p>
<p>1./2.3 Evaluation oversight and quality assurance systems strengthened to support UN Women accountability and learning</p>	<p><i>Percentage of management response submitted (Target -100%)</i></p> <p><i>Percentage of management responses’ actions are implemented and reported annually (Target - 80%)</i></p> <p><i>Evaluation systems are updated and maintained (Target - 4 systems)</i></p>
<p>1./2.4 Innovative methodologies enhanced for high-quality and credible evaluations</p>	<p><i>Number of new guidance documents and methodological studies (Target - 4 guidance documents or studies)</i></p>

²⁰ This is a corporate evaluation indicator that covers corporate and decentralized evaluations. UN Women Strategic Plan 2018-2021, Integrated Results and Resource Framework, Indicator 3.10.

²¹ This is a corporate evaluation indicator that covers corporate and decentralized evaluations. UN Women Strategic Plan 2018-2021, Integrated Results and Resource Framework, Indicator 3.11.

	1./2.5 Internal capacities strengthened to manage and use GREs	<p><i>Number of M&E staff in UN Women (Target - at least 1 focal point per office)</i></p> <p><i>M&E specialists/focal points trained on GRE (Target - 80% receive certification on GRE)</i></p>
Area 3: UN coordination on GRE promoted		
3. Strengthened UN system-wide environment and capacity for GRE	3.1 Evaluation use facilitated through effective evaluation communication, advocacy and knowledge management	<i>Evidence of gender perspective being integrated in key system-wide guidance documents and practices (Target - on “as requested” basis)</i>
	3.2 Greater integration of GRE perspective in UNEG policies and practices	<i>Lead UNEG task force (Target - at least one led by UN Women)</i>
	3.3 Strengthened accountability for GRE in the United Nations (UN SWAP)	<i>Percentage of UN entities supported in reporting on UN-SWAP EPI (Target - 100 % of UN-SWAP EPI reporting entities)</i>
	3.4 UN inter-agency capacity on GRE supported	<p><i>Support regional M&E inter-agency groups (Target – at least 4 groups)</i></p> <p><i>Number of UNDAF and joint evaluations supported (Target - at least 2 per region per year)</i></p>
Area 4: National evaluation capacities for gender-responsive M&E systems strengthened		
4. Strengthened national context and capacity to conduct GRE for meeting gender equality commitments and SDGs	4.1 Evaluation use facilitated through effective evaluation communication, advocacy and knowledge management	<i>Lead Global Evaluation Partnership (Target – at least one global partnership)</i>
	4.2 Increased awareness and support of national decision-makers for GRE	<i>Number of gender-responsive evaluative studies related to SDGs supported (Target – at least 2 studies)</i>

	4.3 Technical assistance provided at regional and national level on conduct of GRE	<i>Number of regional and national networks and thematic groups on gender responsive evaluation supported (Target - at least 2 per region and 2 global events per strategy cycle)</i>
	4.4 Greater integration of GRE perspective in national M&E systems, policies and practices	<i>Number of engendered M&E systems and policies supported by UN Women (Target- at least 10 countries)</i>
Area 5: Evaluation use strengthened		
5. Improved use of GRE by UN Women and its partners for learning, strategic decision-making, policy and programme development (cross-cutting output for all 5 strategic areas)	5.1 Evaluation use facilitated through effective evaluation communication, advocacy and knowledge management (cross-cutting output for all 5 strategic areas)	<i>Evidence of evaluation use in UN Women’s strategic planning documents (Target - 90%)</i> <i>Number of learning partnerships with internal and external stakeholders (Target - at least 2 per year)</i> <i>Number of key organizational processes in which IES provided tailored evaluative evidence (Target - as needed)</i> <i>Number of knowledge products produced by IES (Target - at least 3 products per corporate evaluation)</i> <i>Percentage of stakeholders satisfied with IES product quality and usefulness (Target - 80% satisfaction level)</i>

Annex 3: Key achievements 2013-2017

Highlights during Strategic Plan Cycle 2014-2017	
<ul style="list-style-type: none"> • 8 corporate evaluations covering the integrated mandates and Strategic Plan impact areas • 129 decentralized evaluations • 5 meta-analyses of all evaluations managed by UN Women • 2 joint reviews on gender policies and practices in the UN system and beyond • All external assessments of UN Women that included an assessment of the evaluation function—UNEG Professional Peer Review (2014), Joint Inspection Unit analysis of the evaluation function in the UN system (2014), the Multilateral Organization Performance Assessment Network Assessment (2015), and the GEAC annual assessments—recognized the strong evaluation function of UN Women 	

2013	2014	2015	2016	2017
	UN Women served as Chair of UNEG			
	UN Women served as Chair of EvalPartners			
	UN Women served as Chair of EvalGender+			
Evaluation Policy	Evaluation Strategy 2013-2017	UN Women Gender-responsive Evaluation Handbook	Global Evaluation Plan consolidated both corporate and decentralized evaluations	Consolidation of oversight function started
GEAC established	UNEG Guidance: Integrating Human Rights and Gender Equality in Evaluations	EvalGender+ launched	UNEG Norm on Gender Equality and Human Rights	Country portfolio evaluations rolled out across all regions
Oversight, quality assurance systems reinforced: GATE, Global Evaluation Reports Assessment and Analysis System, and Global Evaluation Oversight System	Integrated Monitoring, Research, and Evaluation Plans (MERPs) as an integral part of planning	Country Portfolio Evaluation Guidance	IES Communication Strategy	UN-SWAP EPI revised and aligned with UN-SWAP 2.0

	RES deployed in all regions	EvalYear 2015 with a strong focus on gender	IES National Evaluation Capacity Development Strategy	GATE and Results Management System functionality streamlined
		Gender Experts Roster launched	Professionalization of the UN Women evaluation function	UN-SWAP Technical Note revised and Peer Learning Exchange Lessons Learned disseminated
		Transform—The Magazine for Gender-responsive Evaluation launched	GATE system enhanced with new features	Guidance on Evaluating Institutional Gender Mainstreaming
			UN Women Gender-responsive Evaluation Handbook translated into Arabic, French, and Spanish	EvalPartners Global Evaluation Forum III, Bishkek, Kyrgyz Republic
			e-Learning course, How to Manage Gender-responsive Evaluation, launched for UN Women staff and partners	