

2019-2021

Regional Evaluation Strategy:  
Asia and the Pacific



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## Acronyms

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AP	Asia-Pacific
CEDAW	Convention on the Elimination of all Forms of Discrimination Against Women
CO	Country Office
GATE	Global Accountability and Tracking of Evaluation
GEAC	Global Evaluation Advisory Committee
GEEW	Gender Equality and the Empowerment of Women
GEHR	Gender Equality and Human Rights
GERAAS	Global Evaluation Reports Assessment and Analysis System
GEOS	Global Evaluation Oversight System
GRE	Gender-Responsive Evaluation
IEAS	Independent Evaluation and Audit Service
MCO	Multi-Country Office
M&E	Monitoring and Evaluation
MERP	Monitoring, Evaluation and Research Plan
NECD	National Evaluation Capacity Development
PP	Programme Presence
RD	Regional Director
RES	Regional Evaluation Specialist
RMS	Results Management System
RO	Regional Office
ROAP	Regional Office for Asia and the Pacific
SDGs	Sustainable Development Goals
SN	Strategic Note
ToC	Theory of Change
ToR	Terms of Reference
UNDAF	United Nations Development Assistance Framework
UNEG	United Nations Evaluation Group

# 1. Background

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The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) became operational in January 2011 with the goal of contributing to gender equality and the empowerment of women (GEEW). This document presents the proposed UN Women Regional Evaluation Strategy for Asia and the Pacific for the years 2019 to 2021<sup>1</sup>, as required in paragraph 47 (a) of the UN Women Evaluation Policy.<sup>2</sup> This Regional Evaluation Strategy builds on both the Global [Evaluation Strategy to Transform Women's and Girls' Lives](#)<sup>3</sup> and the first [Regional Evaluation Strategy for Asia and the Pacific 2014-2017](#), is aligned with the [UN Women Strategic Plan 2018-2021](#)<sup>4</sup>, the UN Women Strategic Note for the ROAP, and takes into consideration the evolving context of the “UN Reform”<sup>5</sup>, as well as the opportunities and challenges within the global development context. The primary audience for the Regional Strategy are UN Women senior managers and M&E Focal Points of all UN Women Offices in Asia and the Pacific.

The Global Evaluation Strategy articulates 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 communities it serves. The UN Women Independent Evaluation and Audit Service (IEAS) leads the implementation of the Global Evaluation Strategy in collaboration with UN Women colleagues, development partners, and other stakeholders, with regional implementation led by Regional Evaluation Specialists (RES).

**In alignment with the Global Strategy, the three key outcomes for this Strategy are:**

- 1) Improved use of gender-responsive evaluation (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; and

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<sup>1</sup> The ROAP extended the previous SN by one year to ensure alignment with the Strategic Plan, thus there is a one-year gap between strategies.

<sup>2</sup> UN Women, “*Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women*” (28-30 November 2012) available from <http://undocs.org/en/UNW/2012/12>.

<sup>3</sup> UN Women, “*Evaluation Strategy to Transform Women's and Girls' Lives*” (January 2018) available from <http://www.unwomen.org/-/media/headquarters/attachments/sections/about%20us/evaluation/unwomen-ies-global-evaluation-strategy-2018-2021-en.pdf?la=en&vs=4626>

<sup>4</sup> UN Women, “*United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) Strategic Plan 2018-2021*” (30 August 2017) available from <http://undocs.org/en/UNW/2017/6/Rev.1>.

<sup>5</sup> United Nations General Assembly, *Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system*, A/Res/72/279 (31 May 2018), available from <http://undocs.org/a/res/72/279>

- 3) Increased demand and conduct of GRE to support accountability for gender equality commitments in SDGs and beyond.

Demand for high-quality evaluations within the UN system continues to increase due in part to the strong gender focus embedded within the SDGs as well as a greater emphasis placed on leveraging GRE to support Agenda 2030. 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 Regional Evaluation Strategy considers the analysis and advice provided by the Global Evaluation Advisory Committee (GEAC), and the [Review of UN Women's Evaluation Oversight System in Asia and the Pacific](#) (Regional Meta-evaluation), elevating “evaluation use” to a separate strategic area, per GEAC recommendations. The process followed to develop the core tenets of the Regional Strategy included: desktop review of key documents outlined above; consultations with key internal and external stakeholders; input from UN Women senior managers at the 2018 UN Women Regional Retreat for Asia and the Pacific; analysis of data collected during the most recent ROAP Strategic Note Surveys of UN Women AP staff and partners; and a validation meeting with UN Women regional senior managers and M&E focal points.

## 2. UN Women evaluation strategic priorities: Theory of Change

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The Theory of Change (TOC)<sup>6</sup> underlining the UN Women Global Evaluation Strategy envisions that UN Women uses GRE as the change agent in achieving its mandate and advancing gender equality and a women’s empowerment agenda in the era of the SDGs. As outlined in the Global Evaluation Strategy, UN Women evaluations aim to be critical contributors to assessing the impact of Agenda 2030 and the SDGs, the uniting global normative framework. Uncovering the causes of gender discrimination by asking critical questions about existing power structures and deploying a GRE process that promotes the empowerment of stakeholders will directly deliver against SDG 5: Achieving Gender Equality and Empower all Women and Girls, particularly those who are left the furthest behind.

This TOC assumes that:

- The evaluation function effectively leverages its comparative advantage and expertise, positioning GRE as a catalyst and change agent within UN Women;

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<sup>6</sup> Full Theory of Change available in Annex 2.

- The UN Women regional architecture can be effectively supported through the decentralized evaluation function.
- Evaluations assist the UN system and national stakeholders to assess and contribute to achieving the SDGs; and
- UN Women can build useful evaluation partnerships and learning coalitions with other UN agencies, civil society organizations, and other partners to evaluate transformative change.

### 3. Overview of the evaluation function in Asia and the Pacific

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UN Women has a presence in 24 countries<sup>7</sup> and funds activities in a total of 32 countries across the AP region, including through the UN Women Fund for Gender Equality and the Trust Fund to End Violence Against Women and Girls.<sup>8</sup> The total planned resource requirements for the ROAP in 2018 was USD \$91.1 million, of which 16 per cent was classified To Be Mobilized (TBM).<sup>9</sup> The UN Women AP region had the largest workforce of any region in 2018, with the 509 permanent staff and contracted employees recorded in June amounting to 21 per cent of the total UN Women global workforce.<sup>10</sup> This workforce reflects that the AP region has the largest population in the world and is combatting a great diversity of development challenges, ranging from fragile states requiring humanitarian support to middle income countries with complex development needs.

Achieving gender equality and the empowerment of women and girls is at the heart of the 17 Sustainable Development Goals (SDGs), with country-led evaluation of progress and impact a vital aspect of the UN system's work leading up to 2030. In response to this increasing demand for evaluation to support these ambitious goals and fulfill its accountability responsibilities, UN Women needs to base its policy, programming and investment decisions on high-quality evaluation. It also needs to use the opportunities afforded by programme implementation to generate new, evidence-based knowledge to a wider community of decision-makers. UN Women recognizes that GRE is the means through

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<sup>7</sup> With the Regional Office based in Bangkok, there are two MCOs (India and the Pacific), eight COs (Afghanistan, Bangladesh, Cambodia, Nepal, Pakistan, Papua New Guinea, Timor Leste, and Vietnam), nine PPs in Asia (Bhutan, China, Indonesia, Lao PDR, Maldives, Myanmar, Philippines, Sri Lanka, and Thailand) and five in the Pacific (Nauru, Kiribati, Samoa, Solomon Islands, and Vanuatu). Please note that Indonesia, Myanmar and China are transitioning to COs during the SN 2019-2021 period.

<sup>8</sup> UN Women, *Amended Strategic Note; Regional Office for Asia and the Pacific 2016-2017*, UNW/2015.

<sup>9</sup> UN Women Regional Operations Retreat, *UN Women in Asia and the Pacific: Results, Lessons, Priorities and Challenges at a Glance 2017-18* (25-29 June 2018).

<sup>10</sup> UN Women OM and HR Training, *Human Resources: Asia and the Pacific June 2018*, (June 2018).

which it can obtain systematic, meaningful feedback about the successes and shortcomings of its endeavors and uses evaluative evidence to deliver programmes and initiatives that are more relevant, effective, and efficient with greater impact on the lives of the women and girls it serves. To effectively play this role, it is imperative for UN Women to continue to strengthen its evaluation systems and strategies.

In line with the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation<sup>11</sup> and Ethical Guidelines,<sup>12</sup> the guiding principles of the evaluation function at UN Women in the Evaluation Policy 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.<sup>13</sup> The Policy also states that evaluations are conducted within UN Women for three equally important purposes:

1. Demonstrating accountability to stakeholders in managing for results, including to women who are rights holders and duty bearers.
2. Providing credible and reliable evidence for decision-making in relation to GEEW to improve results.
3. Contributing important lessons learned about normative, operational, and coordination work in the areas of GEEW to the existing knowledge base.<sup>14</sup>

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 and conducts joint evaluations of relevance in partnership with other UN agencies or stakeholders.

**The following 9 Key Performance Indicators (KPIs)**<sup>15</sup> were established to frame the Global Evaluation Strategy and are also used to outline progress made by the evaluation function in Asia and the Pacific:

#### KPI 1: Financial Resources Invested in Evaluation

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<sup>11</sup> UNEG, “Norms and Standards for evaluation”, (2016) available from: <http://www.unevaluation.org/document/detail/1914>.

<sup>12</sup> UNEG, “Ethical guidelines”, (2008) available from <http://www.unevaluation.org/document/detail/102>.

<sup>13</sup> UN Women, “Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women” (28-30 November 2012) available from <http://undocs.org/en/UNW/2012/12>.

<sup>14</sup> *ibid.*

<sup>15</sup> The KPIs form part of the UN Women, Independent Evaluation Service, *Global Evaluation Oversight System (GEOS) Dashboard* and are tracked across regions and reported on an annual basis to the Executive Board.

The strong focus on gender equality embedded within the SDGs as well as the elevated importance of evaluation in the 2030 Agenda requires increased attention and resources for GRE. While the AP region invested a greater percentage of total plan/programme budget towards evaluations than any other region in 2016, the 1 per cent of the budget dedicated to evaluations that year was still far short of the minimum recommended investment of 3 percent.<sup>16</sup>

Additionally, as of 2018, the Asia and the Pacific office is the only region that has not yet conducted a Country Portfolio Evaluation (CPE), which is required for providing a robust evidence base for country programming. The region is dedicated to undertaking these strategic evaluations, which may increase the financial amount allocated to evaluation in the coming years.

### KPI 2: Human Resources for Monitoring & Evaluation

The AP region has had 100 per cent M&E staff coverage in all 11 offices since 2013, consisting in 2018 of four M&E Officers (whose focus is M&E) and seven M&E Focal Points (who perform an M&E function in addition to their main responsibilities).<sup>17, 18</sup> While the AP M&E workforce represents the second highest total number of M&E staff globally, tied with the Regional Office for the Americas and the Caribbean at 11 people<sup>19</sup>, the AP region has among the lowest ratio of full-time M&E officers<sup>20</sup> among UN Women regions. M&E staff are reported to be overstretched and overburdened by their dual roles, often unable to fully meet increasing M&E-related demands.<sup>21</sup>

In addition to the RES, the ROAP has two full-time staff and two non-staff supporting its Monitoring and Reporting (M&R) team, in addition to two full-time staff supporting the monitoring and evaluation activities of the UN Women Fund for Gender Equality and the UN Trust Fund to End Violence Against Women.

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<sup>16</sup> UN Women, “Review of UN Women’s Evaluation Oversight System in Asia and the Pacific” (2017) available from <http://www2.unwomen.org/-/media/field%20office%20eseasia/docs/publications/2017/06/01-report-evaluation-oversight-system.pdf?la=en&vs=2839>

<sup>17</sup> UN Women, Independent Evaluation Service, *Global Evaluation Oversight System (GEOS) Dashboard* (Retrieved 9 November 2018)

<sup>18</sup> UN Women offices with M&E Officers include the ROAP, India MCO, Pacific Islands MCO, and Nepal. COs with M&E Focal Points include: Afghanistan, Bangladesh, Cambodia, Pakistan, Papua New Guinea, Timor-Leste, and Viet Nam.

<sup>19</sup> The East and Southern Africa region has the highest number of M&E staff (13 people).

<sup>20</sup> The West and Central Africa region has the highest ratio of full-time M&E officers (71 per cent) followed by the Eastern and Southern Africa region (54 per cent).

<sup>21</sup> UN Women, “Review of UN Women’s Evaluation Oversight System in Asia and the Pacific” (2017) available from <http://www2.unwomen.org/-/media/field%20office%20eseasia/docs/publications/2017/06/01-report-evaluation-oversight-system.pdf?la=en&vs=2839>



The AP region has bolstered staff capacity on GRE in recent years through the UN Women eLearning course “How to manage gender responsive evaluation”, reporting in 2017 as having the highest number of staff enrolled of any region (108 people) as well as the highest total number of completion certificates awarded (58 people).<sup>22</sup> However, of the ten offices with at least one M&E focal point or staff during 2017, only 30% report that their M&E focal point or staff completed the course, making the AP region tied with the Americas and the Caribbean region for the lowest M&E staff completion rate.<sup>23</sup>

Overall AP investment in staff evaluation capacity is relatively low, with only 6 per cent of total evaluation expenditures dedicated to this purpose in 2016, a sizable decrease from the 29 per cent allocated in 2014.<sup>24</sup> The need for greater investment in GRE capacity development is driven in part by frequent turnover of M&E Focal Points, the evolving nature of evaluation techniques, as well as increasing evaluation-related expectations from donors, UNCT peers and national counterparts. Additionally, while M&E staff benefit from extensive evaluation-related guidance and support by the RES, a need for greater monitoring support has been identified.<sup>25</sup>

### KPI 3: Evaluation Coverage

All of the 11 AP offices conducted at least one evaluation between 2011-2018, making it one of only two regions to achieve 100 per cent evaluation coverage.<sup>26,27</sup> The 2017 Regional Meta-evaluation reported that the presence of full-time M&E Officers during this period contributed to the high coverage, with part-time M&E focal points in other offices citing a high work load as the primary limitation for managing evaluations. It will continue to become increasingly important to undertake more strategic evaluations during the period of the new evaluation strategy, such as CPEs, which may reduce the overall number of evaluations conducted. The AP region is the only region that has not yet completed a CPE.

### KPI 4: Implementation Rate of Evaluations

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<sup>22</sup> UN Women, *eLearning Statistics Dashboard 2017* (Retrieved 1 February 2018)

<sup>23</sup> *ibid.*

<sup>24</sup> UN Women, “*Review of UN Women’s Evaluation Oversight System in Asia and the Pacific*” (2017) available from <http://www2.unwomen.org/-/media/field%20office%20eseasia/docs/publications/2017/06/01-report-evaluation-oversight-system.pdf?la=en&vs=2839>

<sup>25</sup> *ibid.*

<sup>26</sup> UN Women, Independent Evaluation Service, *Global Evaluation Oversight System (GEOS) Dashboard* (Retrieved 9 November 2018)

<sup>27</sup> The other office to achieve 100 per cent evaluation coverage was the Regional Office for the Arab States.

The AP evaluation implementation rate of 89 per cent between 2013-2016 was the highest of all UN Women regions, with only 11 per cent of evaluations cancelled or postponed.<sup>28</sup> Contributing factors for this high performance include the presence of more full-time M&E Officers than other regions, the aforementioned higher percentage of budget dedicated to evaluation than other regions, and the existence of key guiding documents such as a regional evaluation strategy and M&E Research Plans (MERPs) for all MCOs and COs.

#### KPI 5: Quality of Evaluation Reports

The Global Evaluation Reports Assessment and Analysis System (GERAAS)<sup>29</sup> reports that every evaluation report published by the ROAP in 2017 received a rating of at least “good”, with one receiving a “very good” (managed by the Viet Nam CO). While the ratings of the 25 evaluations conducted by the ROAP between 2013 and 2016 were also positive, the total percentage of reports receiving upper ratings decreased between 2015 and 2016, underlining the need for continued investment in evaluation capacity.<sup>30</sup>

#### KPI 6: Evaluation Report Submission to GATE

The IES maintains a public, online repository of evaluations to ensure full transparency and that a broad range of stakeholders can benefit from evaluation findings, conclusions, and recommendations. As outlined in the Evaluation Policy, all UN Women offices are expected to upload and submit final evaluation reports to GATE within six weeks of completion. While past AP evaluation reports have been delayed and failed to meet the six-week requirement, the AP has consistently achieved full compliance in publicly posting 100 per cent of evaluation reports.<sup>31</sup>

#### KPI 7: Management Response Submission to GATE

The AP region has maintained its previous high performance in uploading and approving management responses to the GATE system, however, timely preparation of management response and implementation of key actions remained a perennial challenge. The AP region

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<sup>28</sup> UN Women, “Review of UN Women’s Evaluation Oversight System in Asia and the Pacific” (2017) available from <http://www2.unwomen.org/-/media/field%20office%20eseasia/docs/publications/2017/06/01-report-evaluation-oversight-system.pdf?la=en&vs=2839>

<sup>29</sup> The GERAAS uses UNEG evaluation report standards as the basis for reviewing and assessing evaluation reports with the aim of improving the quality and use of decentralized evaluation. This independent assessment of the quality and usefulness of evaluation reports supports knowledge management objectives by synthesizing findings, good practices, and lessons learned.

<sup>30</sup> UN Women, “Review of UN Women’s Evaluation Oversight System in Asia and the Pacific” (2017) available from <http://www2.unwomen.org/-/media/field%20office%20eseasia/docs/publications/2017/06/01-report-evaluation-oversight-system.pdf?la=en&vs=2839>

<sup>31</sup> UN Women, “2017 Illustrated Annual Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women” (2017) available at <https://unwomen.sharepoint.com/Evaluation/Resources/2017%20Illustrated%20Annual%20Report%20on%20Evaluation.pdf>

struggled to comply with the provision of the evaluation policy, which requires offices to post management responses on the GATE system within six-weeks of the completion of evaluation reports. Issues cited for these delays include technical problems with GATE, staff turnover, and the additional time required for coordinating multiple partners within joint programmes or projects.

#### KPI 8: Implementation of Evaluation Management Response

The AP region has had the second highest implementation rate of management responses in GATE between 2017-2018, with 92 per cent of the 141 total key actions agreed to in management responses either completed or initiated.<sup>32</sup> Staff at the RO and CO level reported some mild hurdles in achieving this feat, notably staff turnover making it difficult to conduct required follow-up, project termination where teams are no longer functional, and that recommendations within some management responses are too generic to be translated into concrete actions.<sup>33</sup>

#### KPI 9: Use of Evaluations to Inform Programming

The demand and quality of evaluations conducted by the AP region are high, and increasing, however, consistent use of evaluation learnings or recommendations remains a challenge. Although the IEAS GEOS reports that 100 per cent of evaluation reports produced by the AP region were used to inform programming decisions in 2017-2018,<sup>34</sup> regional and country staff report that they have often been used to ensure documents meet corporate compliance standards rather than provide a compelling analysis used to influence strategic planning and improve UN Women's ability to achieve results.

## 4. Regional Evaluation Strategy for 2019-2021

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### 4.1 Purpose and Scope

Evaluation is a vital tool for UN Women's accountability, decision-making, and learning. This strategy aims to operationalize the Evaluation Policy and develop and foster an evaluative culture within UN Women to enhance its organizational effectiveness and efficiency and

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<sup>32</sup> UN Women, Independent Evaluation Service, *Global Evaluation Oversight System (GEOS) Dashboard* (Retrieved 9 November 2018)

<sup>33</sup> UN Women, "Review of UN Women's Evaluation Oversight System in Asia and the Pacific" (2017) available from <http://www2.unwomen.org/-/media/field%20office%20eseasia/docs/publications/2017/06/01-report-evaluation-oversight-system.pdf?la=en&vs=2839>

<sup>34</sup> UN Women, Independent Evaluation Service, *Global Evaluation Oversight System (GEOS) Dashboard* (Retrieved 9 November 2018)

meet accountability requirements. The Asia-Pacific region aims to achieve an effective evaluation function that provides timely and credible evaluative evidence to inform and influence programming and decision-making at the regional, multi-country, and country levels.

## 4.2 Governance

The RES prepares a draft Regional Evaluation Strategy for the consideration of senior managers in the region. The RES reviews comments and incorporates them as appropriate into the final Regional Evaluation Strategy before submitting it to the ROAP Regional Director and the Chief of the IEAS.<sup>35</sup> The approved Regional Evaluation Strategy (and reporting on its implementation) is shared with senior managers and M&E focal points in the region and uploaded on the Global Accountability and Tracking of Evaluation Use (GATE) website. In cooperation with the AP region's M&E staff, the RES leads the implementation of the Evaluation function in the AP region.

**The IES** is the custodian of the UN Women evaluation function, represented regionally through the RES, and is therefore responsible for delivering an effective corporate and decentralized evaluation system to improve the use of GRE by UN Women and its key partners. The UN Women Evaluation Policy outlines the roles and responsibilities<sup>36</sup> of relevant evaluation constituents in the Organization.

**The RES** manages the oversight, guidance, technical assistance, and quality assurance of decentralized evaluations at the regional and country levels, enhancing the independence of the processes and allowing for a more symbiotic exchange between corporate and decentralized evaluation systems. The RES also supports national capacity development of UN Women staff, UNDAF evaluations, and other joint evaluation processes to provide a GRE perspective.

**Senior Managers of regional and multi/country 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. To the extent possible, offices should also identify where it is possible to incorporate national evaluation capacity development within their programme of work.

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<sup>35</sup> The RES maintains a dual reporting relationship to the Regional Director of the ROAP in Thailand and the Chief of the IES based at the UN Women headquarters in the United States.

<sup>36</sup> "Roles and Responsibilities in Evaluation". In: UN Women, *Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women* (28-30 November 2012) available from <http://undocs.org/en/UNW/2012/12>.

**M&E Staff and Focal Points** play a critical role in supporting M&E related work in their respective office and acting as liaison on behalf of their Representative/Director, with UN Women ROAP Monitoring and Reporting Unit and Regional Evaluation Specialist.

**External experts and institutions** are hired by UN Women programme units to carry out evaluations to enhance the impartiality and objectivity of decentralized evaluations.

## 4.4 Evaluation function's key results areas

Applying the Global TOC 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 evaluation use. The synergies of and complementarities between these five key results areas will ensure that all UN Women offices meet requirements within the Evaluation Policy and Output Cluster 3 of the Organizational Effectiveness and Efficiency Framework (OEEF) of the ROAP Strategic Note 2019-2021, which relates directly to evaluation: "High quality of programmes through knowledge, innovation, results-based management and evaluation."<sup>37</sup>

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

UN Women leverages corporate and decentralized evaluation systems<sup>38</sup> to build the evidence base for its performance across the Organization's triple mandate: normative, coordination, and operational.

**Decentralized evaluations** make up the majority of UN Women evaluations, with the RES managing and/or co-managing regional evaluations, country portfolio evaluations (CPEs), and, in a limited number of cases, project evaluations and evaluability assessments of Strategic Notes, as well as providing technical assistance to field offices.

**Corporate Evaluations** receive valuable coordination support from the RES at the regional level. M&E Focal Points based in UN Women offices also play a key role by supporting corporate case studies and field visits.

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<sup>37</sup> UN Women, "UN-Women AP-RO Country Office Strategic Note Report 2019-2021" (Accessed from internal RMS system 23 November 2018)

<sup>38</sup> Corporate evaluations are independent assessments undertaken by the UN Women Independent Evaluation Service with the support of external evaluators, while decentralized evaluations are conducted by external evaluators but managed by UN Women programme offices or the Regional Evaluation Specialist.

## A. Quality and Credibility of Evaluations

Many factors contribute to the quality and credibility of evaluation processes, including proper planning of evaluations, the availability of monitoring data and skilled consultants. Staff in monitoring roles at the regional and country level are significantly overstretched and lack capacity to ensure high-quality monitoring data (including complete baseline and endline data)<sup>39</sup>. It is vital that UN Women engage the services of consultants with technical expertise in both GRE and GEEW, with a firm grasp on the underlying causes of gender inequalities. Budget constraints have also been an issue for COs in hiring highly-effective and experienced evaluators that can provide detailed, substantive analyses on GEEW advancement and who do not require a large investment of time by M&E or programme staff.<sup>40</sup>

## B. Adequate and Skilled Human Resources for M&E

UN Women interventions are increasingly dedicated to making advancements that are notoriously difficult to measure, such as changes in attitudes or social norms, making the development of adequate indicators and strong M&E capacity vital to evaluability.

While the AP region has 100 per cent M&E Focal Point coverage across its offices in 2018, staff are often unable to effectively meet their increasing M&E-related demands due to a lack of time, resources, and/or capacity.<sup>41</sup> Additionally, of the 4 established M&E Officer roles in the AP region<sup>42</sup>, in reality these positions must play various roles including: resource mobilization, partnerships, monitoring and evaluation, making it difficult to prioritize time for supporting evaluation efforts. The current investment in staff evaluation capacity was only 6 per cent of total evaluation expenditures in 2016, a sizable reduction from the 29 per cent allocation in 2014.<sup>43</sup>

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<sup>39</sup> UN Women, “Review of UN Women’s Evaluation Oversight System in Asia and the Pacific” (2017) available from <http://www2.unwomen.org/-/media/field%20office%20eseasia/docs/publications/2017/06/01-report-evaluation-oversight-system.pdf?la=en&vs=2839>

<sup>40</sup> Regional UN Women Retreat 2018; and UN Women, “Review of UN Women’s Evaluation Oversight System in Asia and the Pacific” (2017) available from <http://www2.unwomen.org/-/media/field%20office%20eseasia/docs/publications/2017/06/01-report-evaluation-oversight-system.pdf?la=en&vs=2839>

<sup>41</sup> UN Women, “Review of UN Women’s Evaluation Oversight System in Asia and the Pacific” (2017) available from <http://www2.unwomen.org/-/media/field%20office%20eseasia/docs/publications/2017/06/01-report-evaluation-oversight-system.pdf?la=en&vs=2839>

<sup>42</sup> In 2018, four AP offices had established M&E Officer positions: Afghanistan, India MCO, Nepal and Timor Leste.

<sup>43</sup> *ibid.*



### C. Culture of Evaluation

As with all UN Women offices, the AP region seeks to strengthen the culture and practice of M&E across its work to influence programming. The Regional Meta-evaluation identified that staff believe the disconnect between evaluation reports and programming decisions may be due in part to evaluation reports being too focused on the organizational efficiency considerations (i.e. analysis about monitoring processes and systems) instead of substantive analysis on content. Additionally, although programmatic staff at the ROAP and within COs have access to evaluation reports in the GATE system, staff shared they do not have capacity to read dense or long reports, leading them to only review reports commissioned for their projects or thematic area.<sup>44</sup>

#### Results Areas 1 & 2 Key Actions:

A. Quality and Credibility of Evaluations	Responsible Unit
<b>Evaluation Process</b> <ul style="list-style-type: none"> <li>Closely coordinate evaluation efforts between the RES and M&amp;E Focal Points (KPI 4 &amp; KPI 5)</li> <li>Dedicate funds towards conducting evaluability assessments (KPI 1 &amp; KPI 5)</li> </ul>	ROAP/MCO/CO & RES
<b>Skilled Consultants</b> <ul style="list-style-type: none"> <li>Establish a roster of <u>vett</u>ed consultants with experience in the AP and expertise in GEEW and GRE (KPI 5)</li> <li>Establish a list of evaluator networks to distribute calls for applicants (KPI 5)</li> </ul>	RES
B. Adequate and Skilled Human Resources for M&E	Responsible Unit
<b>M&amp;E Officers:</b> Allocate funding for Monitoring, Reporting & Evaluation Officers using core funds or cost-recovery policy (KPI 2)	RO/MCO/CO
<b>Capacity Building:</b> Identify opportunities for capacity building, including encouraging M&E staff to complete the e-Learning course “How to Manage Gender-Responsive Evaluation” and engage in the Coaching Programme; measure social norm change; and advocate for sufficient investments for capacity-related activities within Annual Work Plans (KPI 2)	RO/MCO/CO RES & ROAP M&R team
C. Culture of Evaluation	Responsible Unit
<b>Financial Investment:</b> Reach the Evaluation Policy target of 3% of programme budget dedicated to evaluation (KPI 1)	ROAP/CO/MCO
<b>Strategic Evaluations:</b> Undertake Country Portfolio Evaluations (CPEs) to assess achievements across multiple interventions (KPI 3)	MCO/CO & RES

<sup>44</sup> UN Women, “Review of UN Women’s Evaluation Oversight System in Asia and the Pacific” (2017) available from <http://www2.unwomen.org/-/media/field%20office%20eseasia/docs/publications/2017/06/01-report-evaluation-oversight-system.pdf?la=en&vs=2839>

<b>Knowledge-Sharing:</b> Include a session on evaluation at all office retreats and increase promotion of knowledge-sharing (KPI 9)	RES & ROAP/MCO/CO
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### Area 3: Promoting UN coordination on GRE

Coordination across UN agencies has become a key priority particularly within the UN Reform context, to both seize opportunities for knowledge exchange and leverage synergies where possible in a resource-constrained environment.

#### A. Inter-agency evaluation capacity development

The ROAP RES is Co-Chair (through February 2020) and an active member of the inter-agency regional evaluation group United Nations Development Evaluation for Asia and the Pacific (UNEDAP). The primary activities of the Group include: inter-agency evaluation training; national and regional evaluation network support; and support to joint evaluation and UNDAF evaluation.

#### B. Gender equality integration in UNDAF and joint evaluations

UN Women supports UNCTs in ensuring that staff have capacity to support gender-responsive UNDAF evaluation processes and engages through UNEDAP. The RES also promotes and supports evaluations of regional joint programming and evaluations with respect to gender upon request and as appropriate.

During this strategy's SN period, UNDAF evaluations may take place in the following countries: Bangladesh, Bhutan, the Pacific, India, Lao PDR, Myanmar, Nepal, Pakistan, Philippines, Papua New Guinea, Thailand, and Viet Nam. Joint evaluations planned for the next SN cycle include: EmPower project led by the Gender and Climate Change team and UN Environment; the Safe and Fair project led by the Ending Violence Against Women (EVAW) team, the ILO and the EU; as well as the PROMISE Project led by the Migration team in partnership with the ILO and IOM.

#### Results Area 3 Key Actions:

A. Inter-agency evaluation capacity development	Responsible Unit
<b>UNEDAP:</b> Continue working closely with UNEDAP members to ensure gender equality and human rights are at the forefront of inter-agency evaluation work, including through providing direct support to the annual UNEDAP training (KPI 2)	RES



B. Gender equality integration in UNDAF and joint evaluations	Responsible Unit
<b>GEEW &amp; Human Rights Integration:</b> Continue supporting UNDAF and joint evaluation efforts, including through the identification of the key successes, gaps, lessons learned and ways forward for strengthening the GEEW and human rights approach of UNCTs (KPI 2)	CO & RES in coordination with ROAP Coordination Specialist & UNEDAP

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

Improving national evaluation capacity and commitment to GRE is a key component for achieving more effective development outcomes and the SDGs. UN Women seeks to help drive both the supply and demand of high-quality, country-led GREs through promoting ownership and leadership by national stakeholders.

### Results Area 4 Key Actions:

National Evaluation Capacity Development	Responsible Unit
<b>National Systems:</b> Advocate for greater institutional investments by UN Women in activities that strengthen national data and evaluation systems with governments, parliamentarians, and civil society	RES
<b>Individual Evaluators:</b> support individual evaluators' capacities on GRE, such as through Voluntary Organizations of Professional Evaluators (VOPEs), Parliamentary Forums for Evaluation or other partnerships	CO & RES in coordination with ROAP Coordination Specialist & UNEDAP

## Area 5: Strengthening evaluation use

The increasing demand for evaluations across the UN system is due in part to the strong gender focus embedded within the SDGs as well as a greater emphasis placed on leveraging GRE to support Agenda 2030, however, this demand has not yet translated into higher evaluation usage in decision-making or organizational learning. As reported in the 2017 UN Women AP Meta-Evaluation, the lack of a systematic usage of evaluation is potentially rooted in: the perception of lengthy and/or low-quality evaluation reports; a lack of accountability mechanisms to ensure staff review and apply evaluation findings; low usage of the GATE system by most management or programme staff; and a limited understanding of the value evaluations can provide to programme staff during program design and implementation.<sup>45</sup>

<sup>45</sup> UN Women, "Review of UN Women's Evaluation Oversight System in Asia and the Pacific" (2017) available from <http://www2.unwomen.org/-/media/field%20office%20eseasia/docs/publications/2017/06/01-report-evaluation-oversight-system.pdf?la=en&vs=2839>

## A. Systematic inclusion of evaluations during design

Improving overall programme results at a regional level should be sought by leveraging evaluation findings and recommendations not only during the design of new programme interventions, but in the development and review of SNs.

Although some mechanisms exist, they are not systematically applied. For example, SNs have a section devoted to lessons learned, but most include anecdotal information instead of data derived from evaluation findings or recommendations. Additionally, programme staff should be encouraged to refer to evaluations findings when designing new programmes or projects.

## B. Relevance and utility of evaluations

While efforts have been made to summarize and share evaluation findings, a greater focus needs to be placed on ensuring sufficient opportunities and resources are in place to communicate findings to staff, implementing partners, and key national stakeholders. The relatively low investment in communications may correspond with the low usage of evaluation reports, with a significant number of the AP region management and staff identifying the need for the RES and M&E staff to better distill and cluster programmatic insights and evaluation findings in an engaging way.

### Results Areas 5 Key Actions:

A. Systematic inclusion of evaluations during design	Responsible Unit
<p><b>GATE Usage:</b></p> <ul style="list-style-type: none"> <li>Ensure all evaluation reports and management responses are uploaded to GATE within 6 weeks of completion (KPI 7)</li> <li>Ensure all M&amp;E staff update the GATE system quarterly with evaluation implementation progress (KPI 8)</li> </ul>	RO/MCO/CO
<p><b>Evaluation Findings:</b></p> <ul style="list-style-type: none"> <li>Ensure all offices incorporate relevant evaluation findings in draft SNs and project proposals (KPI 9)</li> </ul>	MCO/CO & ROAP Planning and Coordination Team
B. Relevance and Utility of Evaluations	Responsible Unit
<p><b>Communication and knowledge-sharing:</b></p> <ul style="list-style-type: none"> <li>Ensure evaluation TORs dedicate adequate funds towards developing user-friendly knowledge products in multiple languages, including an evaluation brief and final presentation summarizing findings and ways forward (KPI 9)</li> <li>Continue convening webinars and fostering peer learning exchanges that communicate key evaluation findings and recommendations in a timely way to all relevant AP staff (KPI 9)</li> </ul>	RO/MCO/CO & RES

<p><b>Meta-Analysis</b></p> <ul style="list-style-type: none"> <li>Continue producing Meta-analysis of evaluations (every SN period or every other SN period) and leverage the findings from the global meta-synthesis report to be adapted for use in the AP region, as appropriate (KPI 9)</li> </ul>	RES
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## 5. Budgeting, monitoring and reporting

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The required resources to achieve the three-year expected results of the Regional Evaluation Strategy are detailed and updated in costed annual workplans at the beginning of each year, which specify both financial and human resource needs to effectively execute against the MERP.

The implementation and progress of this Regional Evaluation Strategy will be monitored annually against an M&E Framework using information reported from offices across the AP region. Additionally, the IES will assess and report progress against the nine Global KPIs on an annual basis to the UN Women Executive Director as well as the UN Women Executive Board.

## Annex 1: Guiding evaluation principles and standards

The planning, conduct, and follow-up of UN Women evaluations adhere to the Evaluation Policy guiding principles: national ownership and leadership, UN coordination and coherence with regard to GEEW, innovation, fair power relationships, inclusion, independence and impartiality, transparency, quality and credibility, intentionality and use of evaluation, and ethics.<sup>46</sup>

The evaluation function seeks to reflect:

- The interconnected normative, operational, and coordination mandates of UN Women;
- The commitment of UN Women to operating in a manner that is responsive to gender equality and women’s rights; and
- Alignment with the UNEG norms and standards, UNEG ethical guidelines, and the handbook *Integrating Human Rights and Gender Equality in Evaluation: Towards UNEG Guidance*.

## Annex 2: UN Women Global Evaluation Policy Theory of Change

The Global 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.

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<sup>46</sup> UN Women, “Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women” (28-30 November 2012) available from <http://undocs.org/en/UNW/2012/12>.

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.

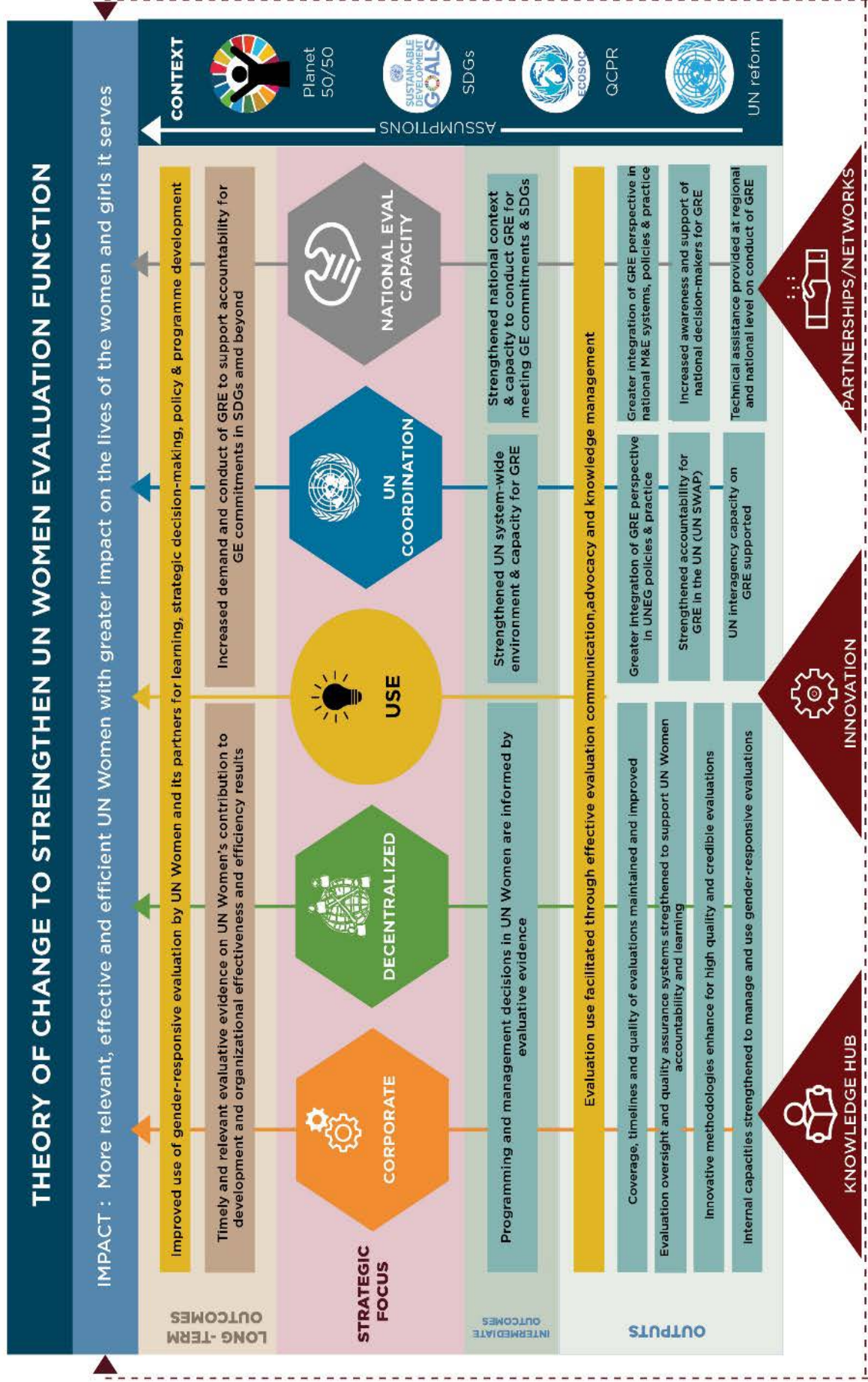
This Theory of Change is based on the assumption that the UN Women evaluation function works by leveraging its comparative advantage and expertise, positioning GRE as a catalyst and the agent of change in UN Women. It also assumes that UN Women's evaluations are relevant to the UN system and national 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.






Graphic 1: UN Women Evaluation Theory of Change





## Annex 3: Asia-Pacific Regional Evaluation Strategy Key Actions


### RESULTS AREAS 1 & 2: Effective corporate and decentralized evaluation systems implemented

Quality and Credibility of Evaluations	
	<p><b>Evaluation Process</b></p> <ul style="list-style-type: none"> <li>Closely coordinate evaluation efforts between the RES and M&amp;E Focal Points (KPI 4 &amp; KPI 5)</li> <li>Dedicate funds towards conducting evaluability assessments (KPI 1 &amp; KPI 5)</li> </ul> <p><b>Skilled Consultants</b></p> <ul style="list-style-type: none"> <li>Establish a roster of <u>vett</u>ed consultants with experience in the AP and expertise in GEEW and GRE (KPI 5)</li> <li>Establish a list of evaluator networks to distribute calls for applicants (KPI 5)</li> </ul>
Adequate and Skilled Human Resources for M&E	
	<p><b>M&amp;E Officers:</b> Allocate funding for Monitoring, Reporting &amp; Evaluation Officers using core funds or cost-recovery policy (KPI 2)</p> <p><b>Capacity Building:</b> Encourage M&amp;E staff to complete the e-Learning course “How to Manage Gender-Responsive Evaluation” and engage in the Coaching <u>Programme</u>; measure social norm change; and advocate for sufficient investments for capacity-related activities within Annual Work Plans (KPI 2)</p>
Culture of Evaluation	
	<p><b>Financial Investment:</b> Reach the Evaluation Policy target of 3% of <u>programme</u> budget dedicated to evaluation (KPI 1)</p> <p><b>Strategic Evaluations:</b> Undertake Country Portfolio Evaluations (CPEs) to assess achievements across multiple interventions (KPI 3)</p> <p><b>Knowledge-Sharing:</b> Include a session on evaluation at all office retreats and increase promotion of knowledge-sharing (KPI 9)</p>



### RESULTS AREA 3: UN Coordination on gender-responsive evaluation promoted

Inter-agency Evaluation Capacity Development	
	<p><b>UNEDAP:</b> Continue working closely with UNEDAP members to ensure gender equality and human rights are at the forefront of inter-agency evaluation work, including through providing direct support to the annual UNEDAP training (KPI 2)</p>
Gender Equality Integration in UNDAF & Joint Evaluations	
	<p><b>GEEW &amp; Human Rights Integration:</b> Continue supporting UNDAF and joint evaluation efforts, including through the identification of the key successes, gaps, lessons learned and ways forward for strengthening the GEEW and human rights approach of UNCTs (KPI 2)</p>

### RESULTS AREA 4: National evaluation capacities for gender-responsive M&E systems strengthened

National Evaluation Capacity Development	
	<p><b>National Systems:</b> Advocate for greater institutional investments in strengthening national data and evaluation systems with governments, parliamentarians, and civil society</p> <p><b>Individual Evaluators:</b> support individual evaluators’ capacities on GRE, such as through Voluntary Organizations of Professional Evaluators (VOPES), Parliamentarian Forums for Evaluation or other partnerships</p>

### RESULTS AREA 5: Evaluation use strengthened

Systematic Inclusion of Evaluations during Programme Design	
	<p><b>GATE Usage:</b></p> <ul style="list-style-type: none"> <li>Ensure all evaluation reports and management responses are uploaded to GATE within 6 weeks of completion (KPI 7)</li> <li>Ensure all M&amp;E staff update the GATE system quarterly with evaluation implementation progress (KPI 8)</li> </ul> <p><b>Evaluation Findings:</b></p> <ul style="list-style-type: none"> <li>Ensure all offices incorporate relevant evaluation findings in draft SNs and project proposals (KPI 9)</li> </ul>
Relevance and Utility of Evaluations	
	<p><b>Communication and knowledge-sharing:</b></p> <ul style="list-style-type: none"> <li>Ensure evaluation TORs dedicate adequate funds towards developing user-friendly knowledge products in multiple languages, including an evaluation brief and final presentation summarizing findings and ways forward (KPI 9)</li> <li>Continue convening webinars and fostering peer learning exchanges that communicate key evaluation findings and recommendations in a timely way to all relevant AP staff (KPI 9)</li> </ul> <p><b>Meta-Analysis</b></p> <ul style="list-style-type: none"> <li>Continue producing a Meta-analysis of evaluations either every SN period or every other SN period and leverage the findings from the global meta-synthesis report to be adapted for use in the AP region, as appropriate. (KPI 9)</li> </ul>

## Annex 4: Results Framework

### Global Evaluation Strategy

#### Overall Impact

More relevant, effective and efficient UN Women with greater impact on the lives of women and girls it serves

<p>Long-term Outcomes</p>	<ul style="list-style-type: none"> <li>• <u>Improved use of GRE</u> by UN Women and its partners for learning, strategic decision-making, policy and programme development</li> <li>• <u>Timely and relevant evaluative evidence</u> on UN Women's contribution to development and organizational effectiveness and efficiency results</li> <li>• <u>Increased demand and conduct of GRE</u> to support accountability for GE commitments in SDGs and beyond</li> </ul>
<p>Key Indicators</p>	<ul style="list-style-type: none"> <li>• <u>Increase in the number of strategic plans, policy documents, programmes, projects and institutional reforms</u> demonstrating evidence of application of lessons from GREs</li> <li>• <u>Increase in evaluation coverage</u> to support strategic decision-making and improvement</li> <li>• <u>Evidence of enhanced contribution</u> to advancing GRE and to accountability for gender equality results in the UN system and at the national level through the SDGs</li> </ul>



Asia and the Pacific					
Results	Indicators	Frequency	Source	Baseline	Target
Results Area 1 and 2: Implementing effective corporate and decentralized evaluation systems					
A. Quality and Credibility of Evaluations	% of evaluations with GARAAS rating of “satisfactory” and above	Annual	IEAS	100% <sup>47</sup>	100%
	% of total programme budget dedicated to evaluation	Annual	RES	1% <sup>48</sup>	3%
	% of management responses submitted	Annual	GATE	100% <sup>49</sup>	100%
	# of evaluations conducted by each office per SN cycle	Annual	RES	1 per SN cycle <sup>50</sup>	1 per SN cycle
B. Adequate and Skilled Human Resources for M&E	% of offices with M&E Focal Points or M&E Officers	Quarterly	RES	100% <sup>51</sup>	100%
	% of planned evaluations conducted <sup>52</sup>	Annual	IEAS	89% <sup>53</sup>	85% <sup>54</sup>
	% M&E Specialists/Focal Points that receive the UN Women GRE training certificate	Semi-annual	IEAS	67% <sup>55</sup>	80% <sup>56</sup>
	# of Country Portfolio Evaluations (CPEs) conducted	Annual	RES	1	1 per year

<sup>47</sup> UN Women, “2017 Illustrated Annual Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women” (2017) available at <https://unwomen.sharepoint.com/Evaluation/Resources/2017%20Illustrated%20Annual%20Report%20on%20Evaluations.pdf>

<sup>48</sup> UN Women, “Review of UN Women’s Evaluation Oversight System in Asia and the Pacific” (2017) available from <http://www2.unwomen.org/-/media/field%20office%20eseasia/docs/publications/2017/06/01-report-evaluation-oversight-system.pdf?la=en&vs=2839>

<sup>49</sup> UN Women, “2017 Illustrated Annual Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women” (2017) available at <https://unwomen.sharepoint.com/Evaluation/Resources/2017%20Illustrated%20Annual%20Report%20on%20Evaluations.pdf>

<sup>50</sup> *ibid.*

<sup>51</sup> *ibid.*

<sup>52</sup> This is a corporate evaluation indicator that covers corporate and decentralized evaluations. UN Women Strategic Plan 2018-2021, Integrated Results and Resources Framework, Indicator 3.10.

<sup>53</sup> UN Women, Independent Evaluation Service, *Global Evaluation Oversight System (GEOS) Dashboard* (Retrieved 9 November 2018)

<sup>54</sup> UN Women, “Evaluation Strategy to Transform Women’s and Girls’ Lives” (January 2018) available from <http://www.unwomen.org/-/media/headquarters/attachments/sections/about%20us/evaluation/unwomen-ies-global-evaluation-strategy-2018-2021-en.pdf?la=en&vs=4626>

<sup>55</sup> UN Women, “Review of UN Women’s Evaluation Oversight System in Asia and the Pacific” (2017) available from <http://www2.unwomen.org/-/media/field%20office%20eseasia/docs/publications/2017/06/01-report-evaluation-oversight-system.pdf?la=en&vs=2839>

<sup>56</sup> UN Women, “Evaluation Strategy to Transform Women’s and Girls’ Lives” (January 2018) available from <http://www.unwomen.org/-/media/headquarters/attachments/sections/about%20us/evaluation/unwomen-ies-global-evaluation-strategy-2018-2021-en.pdf?la=en&vs=4626>

C. Culture of Evaluation	# of evaluation-related webinars for UN Women staff supported by the RES	Annual	RES	NA	4 per year
Results Area 3: Promoting UN coordination on GRE					
D. Inter-agency evaluation capacity development	Regional M&E inter-agency groups supported by the RES	Annual	RES	1 group	1 group
E. Gender equality integration in UNDAF and joint evaluations	# of UNDAFs and joint evaluations supported	Annual	IEAS	1 per year	2 per year <sup>57</sup>
Results Area 4: Strengthening national evaluation capacities for gender-responsive M&E systems					
F. Technical assistance provided at regional and national level on conduct of GRE	# of regional or national networks and thematic groups on gender responsive evaluation supported	Annual	RES	2 per SN cycle	2 per SN cycle
	# of regional or global GRE events supported	Annual	RES	1	1
Results Area 5: Strengthening evaluation use					
G. Systematic inclusion of evaluations during design	% of offices with evidence of evaluation use in SNs	Annual	RES	100% <sup>58</sup>	90% <sup>59</sup>
H. Relevance and utility of evaluations	% of evaluations that produce an evaluation brief and a final presentation (powerpoint or other)	Annual	RES	[TBC]	100%

<sup>57</sup> UN Women, “Evaluation Strategy to Transform Women’s and Girls’ Lives” (January 2018) available from <http://www.unwomen.org/-/media/headquarters/attachments/sections/about%20us/evaluation/un-women-ies-global-evaluation-strategy-2018-2021-en.pdf?la=en&vs=4626>

<sup>58</sup> UN Women, Independent Evaluation Service, *Global Evaluation Oversight System (GEOS) Dashboard* (Retrieved 9 November 2018)

<sup>59</sup> UN Women, “Evaluation Strategy to Transform Women’s and Girls’ Lives” (January 2018) available from <http://www.unwomen.org/-/media/headquarters/attachments/sections/about%20us/evaluation/un-women-ies-global-evaluation-strategy-2018-2021-en.pdf?la=en&vs=4626>

## Annex 5: Timeline of key achievements during Strategic Note Cycle 2013-2018

2013	2014	2015	2016	2017	2018
UN Women Chairs UNEG					
UN Women Chairs EvalPartners					
UN Women Chairs EvalGender+					
UN Women Evaluation Policy	Global Evaluation Policy 2013-2017	UN Women Gender-Responsive Evaluation Handbook	Global Evaluation Plan consolidated both corporate and decentralized evaluations	<b>Regional Meta-evaluation of the ROAP</b>	ROAP RES served as Co-Chair of UNEDAP
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 (CPEs) commitments for SN period	Consolidation of oversight function started (evaluation/audit)
Oversight, quality assurance systems reinforced: GATE, GERAAS, and Global Evaluation Oversight System	Integrated Monitoring, Research, and Evaluation Plans (MERPs) as an integral part of planning	Country Portfolio Evaluation Guidance	IES Communications 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	
		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		