REGIONAL EVALUATION

# STRATEGY

# 2018–2021

Eastern and Southern Africa Region

UN WOMEN

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# 1. BACKGROUND AND PURPOSE

## UN Women Global and Regional Evaluation Strategy

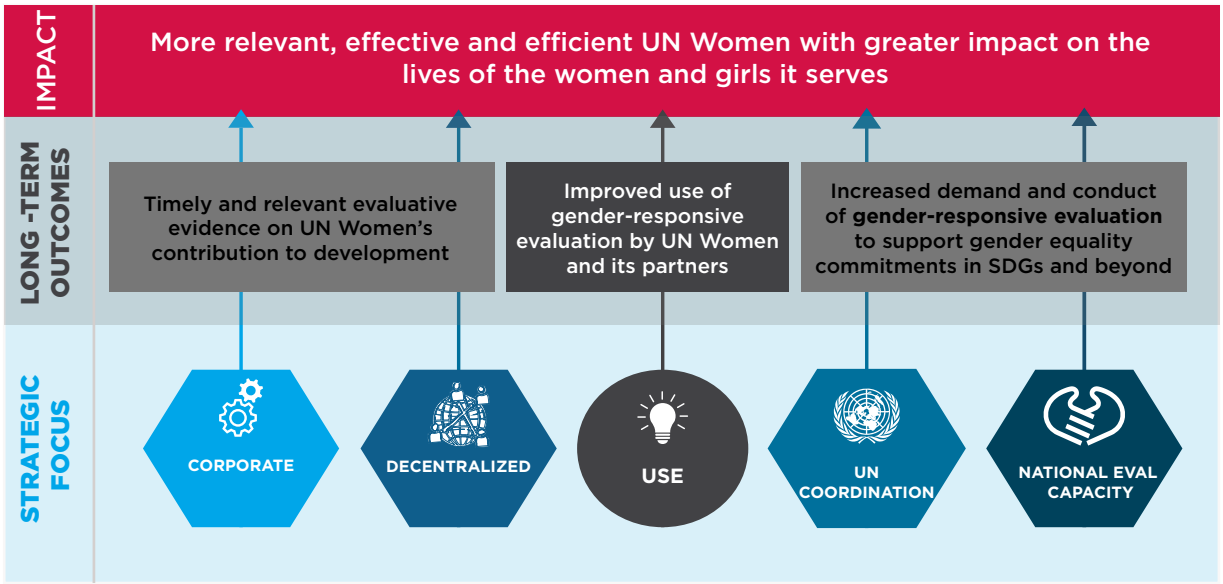
Within the framework of the UN Women Evaluation Policy the purpose of evaluation in UN Women is to reinforce accountability, learning and oversight in order to support management decisions and enhance programme effectiveness on gender equality and the empowerment of women. The UN Women global "2018-21 Evaluation Strategy to Transform Women's and Girls' Lives" articulates the strategic direction of the overall UN Women evaluation function and outlines the proposed approach to provide evaluative evidence for a more relevant, effective and efficient UN Women with greater impact on the lives of the women and girls. The global Evaluation Strategy is driven by a Theory of Change around the following three long-term outcomes:

1. **Improved use of gender-responsive evaluation** 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

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

***Theory of Change to strengthen UN Women Evaluation Function***




This 2018-21 Regional Evaluation Strategy is anchored in the global Evaluation Strategy and sets the direction for ongoing evaluation quality improvement and for further strengthening evaluation culture and capacities in UN Women offices and amongst partners in the Eastern and Southern Africa Region (ESAR). The ESAR covers 22 countries with UN Women presence in the following 13 countries: Burundi, Ethiopia, Kenya, Malawi, Mozambique, Rwanda, Somalia (Country Programme) South Africa (Multi-country Office), South Sudan, Sudan, Tanzania, Uganda and Zimbabwe[1]. The UN Women Eastern and Southern Africa Regional Office (ESARO) 2018-2021 Strategic Note highlights that evaluations will continue to be gender and human-rights responsive, systematic and impartial, providing reliable evidence-based information on progress towards results on GEWE.

[1] Until July 2016 Democratic Republic of Congo was part of ESAR.

They will be carried out based on UN Evaluation (UNEG) Group Norms and Standards for Evaluation and UNW Evaluation Guidance, in particular the Evaluation Handbook 'How to Manage Gender-Responsive Evaluation' and the 'Country Portfolio Evaluation Guidance'. In line with the global Evaluation Strategy UNW will use evaluation evidence to inform programme and management decisions by focusing on the following three result areas:

1. **Decentralized evaluation systems strengthened** to improve coverage, timeliness, quality and use of evaluations. This will be achieved through evaluation technical support, evaluation quality assurance and evaluation oversight. It includes co-management of Country Portfolio Evaluations (CPEs) in the region by Country Offices (COs) and the Regional Office (RO).
2. **UN Coordination on gender-responsive evaluation promoted** through support to UNDAF evaluations, UN joint evaluations and other UN inter-agency M&E platforms. It includes support to strengthening UN inter-agency capacity on gender-responsive evaluation
3. **National evaluation capacities for gender-responsive M&E systems strengthened** in the context of SDGs. This includes support to national evaluation societies and associations (also known as Voluntary Organizations of Professional Evaluators, VOPEs), the African Parliamentarian's Network on Development Evaluation (APNODE) and the African Evaluation Association (AfrEA).

## Evaluation Roles and Responsibilities

The Strategy is inclusive of the work of the Regional Office, Multi-Country and Country Offices and based on the premise that senior management assumes overall accountability for evaluation in their respective offices. This includes adequate staffing for M&E, financial resource allocation for evaluation and ensuring high-quality planning, management and use of evaluations for effective evidence-based programming. The Regional Evaluation Specialist (RES) based in the Regional Office assumes a key role in providing evaluation technical support, guidance and advice as well as evaluation quality assurance. Further details are provided in below Section 3.'Responsibilities for evaluation at regional and country level'.

## Monitoring Evaluation Performance in ESA region

The Strategy includes a mechanism for monitoring implementation and progress through the following corporate Key Performance Indicators (KPIs) for evaluation:

**KPI 1**
Human resources for M&E

**KPI 2**
Financial resources invested in evaluation

**KPI 3**
Evaluation coverage

**KPI 4**
Evaluation implementation rate

**KPI 5**
Quality of evaluation reports

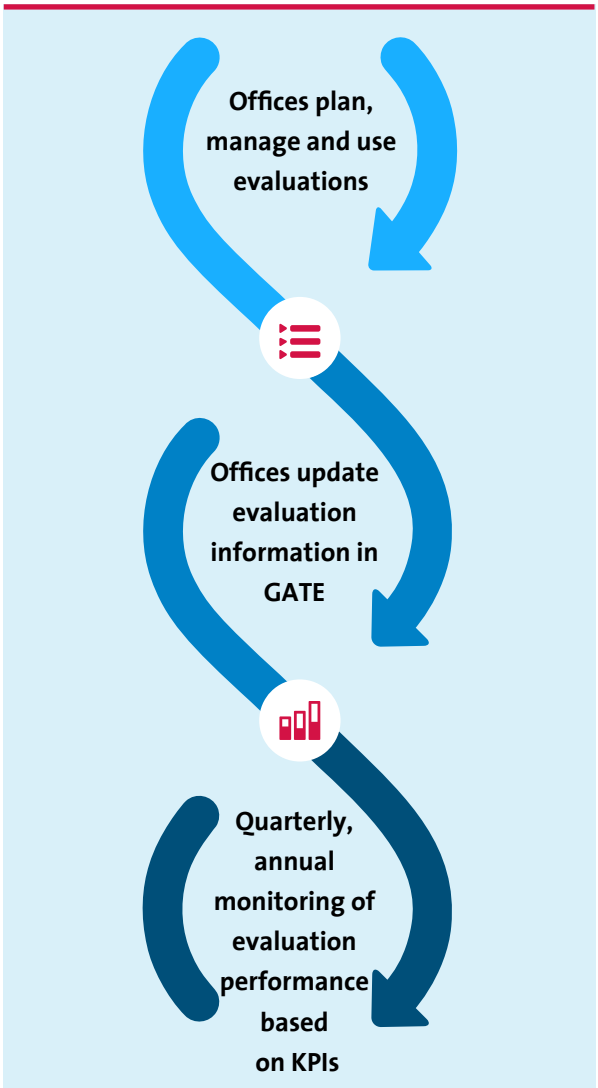
**KPI 6**
Evaluation Reports with Management Response uploaded to the GATE system

**KPI 7**
Implementation of previous evaluation management responses

**KPI 8**
Use of evaluations to inform programming

**KPI 9**
M&E officers/ M&E focal points who complete the e-learning course on GRE

*Figure 1: Monitoring of Evaluation Performance in UN Women*




The KPIs for evaluation are monitored by UNW HQ through the Global Evaluation Oversight System (GEOS) which utilizes data from the UNW Global Accountability and Tracking of Evaluation Use (GATE) system. The UNW Independent Evaluation Service (IES) in HQ provides quarterly feedback on evaluation performance to all offices and reports the same to the UNW Executive Board on an annual basis. The process for monitoring evaluation performance in UNW is visualized in Figure 1.

The (ESARO) 2018-2021 Strategic Note (SN) provides for a thematic regional evaluation to be carried out in the last year of the SN to inform the development of the next SN. The theme and scope of this evaluation will be determined in consultation with Country Offices. Progress on the Regional Evaluation Strategy will be discussed and presented in Regional Office and Independent Evaluation Office Annual Reports. Evaluation performance data from ESA during 2018-21 will also inform the final evaluation of the 2018-21 Africa Strategy. The final Africa Strategy evaluation will rely on completed evaluations of programmes under the Africa Strategy outcome pillars and complement the data from specific areas not covered in existing evaluations.

## 2. REVIEW OF 2014-17 EVALUATION PERFORMANCE IN ESA REGION

The 2018-2021 Regional Evaluation Strategy is informed by the review of the previous 2014-2017 Regional Evaluation Strategy and an extensive consultation process with country offices, including a survey to all UN Women offices in ESAR in late 2017 to collect inputs for the 2018-21 Regional Evaluation Strategy. This section presents a summary of evaluation performance in ESAR during the period 2014-2017 based on key data from the Evaluation KPIs. It illustrates a number of challenges related to effective evaluation planning, management and use as follows: a) Evaluation funding and resources, b) UNW staff capacity in terms of expertise and time, c) Ensuring management support for evaluation, d) Finding qualified evaluation consultants, e) Communicating evaluation findings and f) Ensuring effective stakeholder participation.

## KPI 1: Human Resources for Monitoring and Evaluation

***Figure 2: Human Resources for M&E***
*(Source: Global Evaluation Oversight System GEOS)*

| | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|
| **M&E officers** | 5 | 7 | 8 | 7 |
| **M&E Focal Point** | 10 | 8 | 8 | 8 |

M&E staffing at office level often fluctuates due to the nature of M&E staff contracts and the available financial resource base. In addition, job profiles vary from country to country and the position related to M&E in most cases also includes other responsibilities e.g. related to planning, reporting, knowledge management etc. This has a significant bearing on the capacity to deliver quality evaluations in ESAR and can impact negatively on the capacity to promote gender responsive evaluation in joint and system-wide evaluations at country-level, including in UNDAF evaluations. Offices in the ESA region over the period 2014-17 have made varied progress to increase capacity for M&E at CO level. As described in Figure 2 in 2014-2017 about 50 of the Offices had an M&E focal point and 50 had dedicated M&E officers.

## KPI 2: Financial resources invested in evaluation

The UNW Evaluation Policy stipulates a target of a minimum 3% allocation of programme expenditures for evaluation related activities[2]. The measurement of KPI 2 is based on global figures on total evaluation expenditures from Annual Reports on the UNW Evaluation Function. As described in Figure 3 the global trend during 2014-17 was positive towards approaching the 3 target. It should be noted that comparison of figures before and after 2016 is challenging due to differences in the calculation methodology[3].

***Figure 3: Evaluation expenditures (USD)*** *(Source: Annual Reports on UNW Evaluation Function)*

| | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|
| **Total UN-Women expenditure** | 270,537,900 | 315,101,084 | 254,413,520 | 249,447,953 |
| **Total expenditure on evaluation** | 5,917,163 | 6,272,545 | 7,391,573 | 6,714,506 |
| Headquarters | 4,499,942 | 4,621,818 | 5,377,637 | 4,208,814 |
| Decentralized evaluations | 1,417,221 | 1,650,727 | 2,013,936 | 2,505,691 |
| **Total evaluation expenditure (%)** | **2.2** | **2.0** | **2.9** | **2.7** |

## KPI 3: Evaluation coverage

To ensure minimum evaluation coverage the UNW Evaluation Policy requires each office to evaluate at least one third of the overall office portfolio during the Strategic Note period. During 2014-2017 a total of 24 evaluations were completed in ESAR. As illustrated in below Figure 4 all offices in the region except Somalia and Burundi conducted at least 1 project or programme evaluation during this period. Annex 3 provides further details on all completed evaluations in ESAR including their quality ratings.

[2] The 3% can include funding for the following: (a) conduct of evaluation, (b) capacity development on evaluation, (c) M&E staff cost, and (d) communication and dissemination of evaluation products

[3] For details on calculation of evaluation expenditures see 'Report on the evaluation function of UNW, 2017 (UNW/2018/4)'

***Figure 4: Number of evaluations completed in ESA region during 2014-17***
*(Source: Annual Reports on UNW Evaluation Function)*

| Office | Number of evaluations | Office | Number of evaluations | Office | Number of evaluations |
|---|---|---|---|---|---|
| Burundi | 0 | Mozambique | 1 | South Sudan | 1 |
| Ethiopia | 3 | Rwanda | 1 | Sudan | 2 |
| DRC [4] | 1 | Regional Office | 1 | Tanzania | 2 |
| Kenya | 4 | Somalia | 0 | Uganda | 2 |
| Malawi | 3 | South Africa [5] | 2 | Zimbabwe | 1 |
| **Total** | | | | | **24** |

## KPI 4: Evaluation delivery

The review of the 2014-17 period shows that a considerable number of planned evaluations in ESAR were not implemented, delayed and/or cancelled in a given year. This was due to a mix of factors including poor evaluation planning, limited financial and human resources, competing office priorities, challenges in identifying qualified evaluation consultants etc. There are also examples of evaluations "surfacing" without prior planning because of urgent requirements. Figure 5 below indicates an evaluation delivery between 27 and 59 in ESA during the period 2014-17.

***Figure 5: Number of evaluations planned/ completed in ESA region during 2014-17***
*(Source: Annual Reports on Evaluation Function)*

| | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|
| Evaluations planned | 12 | 11 | 16 | 17 |
| Evaluations completed | 6 | 3 | 5 | 10 |
| Evaluations initiatied | 2 | 3 | 7 | 1 |
| Cancelled/Postponed | 4 | 5 | 4 | 6 |
| Evaluations delivery | 50% | 27% | 31% | 59% |

## KPI 5: Quality of evaluation reports

UNW follows a systematic process to assess the quality of all completed evaluations on a yearly basis. This external quality assessment is based on the 'Global Evaluation Report Assessment and Analysis System' (GERAAS) and closely aligned with UN Evaluation Group quality standards. It applies a 4-point rating from 'Very Good' to 'Unsatisfactory' and includes regular feedback of the evaluation quality assessment to Senior Managers, Programme Units and the Executive Board. The system is designed to increase the consistent use of quality evaluation methods and ultimately improve the quality of evaluation reports.

During the period 2014-17 a total of 24 evaluations were completed in ESAR and out of these, based on GERAAS 25 (6) were rated as very good, 54 (13) good, and 21 (5) satisfactory. Annex 3 provides details on quality ratings for all completed evaluations in ESAR during 2014-17

[4] Until July 2016 Democratic Republic of Congo was part of ESAR, now it is part of WCAR

[5] South Africa MCO also managed an evaluation in Namibia

*Figure 6: Quality of evaluations in ESA region during 2014-17*
*(Source: Annual Reports on UNW Evaluation Function)*

| Evaluation quality | 2014 | 2015 | 2016 | 2017 | Total |
|---|---|---|---|---|---|
| **Very good** | 17% | 33% | 40% | 20% | **25%** |
| **Good** | 50% | 33% | 60% | 60% | **54%** |
| **Satisfactory** | 33% | 33% | 0% | 20% | **21%** |
| **Unsatisfactory** | 0% | 0% | 0% | 0% | **0%** |
| **TOTAL evaluations completed** | **6** | **3** | **5** | **10** | **24** |

## KPI 6: Evaluation reports and management response uploaded to GATE

## KPI 7: Implementation of management responses

The Global Accountability and Tracking of Evaluation (GATE) system provides the corporate online platform for making all completed evaluations available to the public, and for facilitating follow-up to evaluation recommendations through the management responses. GATE data constitutes the primary source of information for reporting on Evaluation Key Performance Indicators. The Section 'Evaluation Use and Follow up' in the UNW Evaluation Handbook p. 101 – 110 explains UNW responsibilities and the role of partners in developing the evaluation management response. The Head of Office is ultimately responsible for development, approval and implementation of the management response.

While 100 of completed evaluations including their management responses in ESA are now publicly available on GATE experience shows that timely update of GATE data at country level remains a challenge. The completion of the management response action plan in particular continues to be weak and reflects management commitment to organizational learning. From the 77 committed management response actions in ESA towards the end of 2017 only 22 were completed, 74 were ongoing and 4 were not initiated.

## KPI 8: Use of evaluations to inform programming

The 2017 Annual Report on the UNW Evaluation Function indicates a steady increase in UN Women's commitment to using evaluation for accountability, informed decision-making and learning. The use of evaluations was introduced as new KPI in 2015. For the year 2017 12 out of 14 offices in ESA region reported using insights and lessons from evaluations to develop new Strategic Notes and to strengthen programming.

A comparison however between geographical regions in the 2014-2017 Quality Assessment of UN Women's Strategic Notes and Annual Reports shows the ESAR region lagging behind with regard to using lessons and evaluations to inform programming. Offices in ESAR only scored 4.9 points on a scale with a maximum of 9 points. Following the above it becomes clear that work to improve learning from evaluations and the use of evaluations for programming should be one of the priority areas for the period 2018-21.

### KPI 9: M&E officers/focal points who complete the E-learning course on gender responsive evaluation

In 2016 the free eLearning course 'How to Manage Gender-Responsive Evaluation' was rolled out as part of a global professionalization initiative to strengthen the evaluation function in UNW. The eLearning aims at increasing the skills and expertise of M&E staff, colleagues and partners. This eLearning course is mandatory for all UNW colleagues who are managing an evaluation. To complement the eLearning UNW has put in place a one-on-one coaching programme with the Regional Evaluation Specialist during which the knowledge acquired from the virtual learning is applied in an actual evaluation process. In ESAR currently all but 2 offices (Sudan, Somalia) have M&E officers or M&E focal points who completed the eLearning course on Gender-Responsive evaluation.

## 3. KEY RESULTS OF THE ESA REGIONAL EVALUATION STRATEGY

This section presents the key results and targets of the 2018-21 Regional Evaluation Strategy based on global and regional priorities. It outlines the approach for addressing challenges mentioned above during the previous 2014-17 Regional Evaluation Strategy and provides implementation targets that are aligned with the 2018-21 UNW Global Evaluation Strategy. The section is structured around the following 3 results areas:

1. **Decentralized evaluation systems** strengthened
2. **UN coordination** on gender-responsive evaluation (GRE) promoted
3. **National evaluation capacities** for gender-responsive M&E systems strengthened

### RESULT AREA 1: Decentralized evaluation systems strengthened

This section outlines how the decentralized evaluation system in ESA region will be strengthened through investment in human and financial resources and continuous improvement of evaluation planning, implementation and follow up.

**KPI 1**
Human resources for M&E

**TARGET**
At least 1 M&E focal person/ officer per office

The 2018-21 Regional Evaluation Strategy aims to ensure that:

- COs appoint dedicated and qualified full-time M&E Officers who assume responsibility for GATE
- The RO will continue to support COs in the recruitment of qualified M&E officers including the development of TOR, participation in interview panels etc.
- COs make sure that own M&E staff complete the eLearning course 'How to Manage Gender-Responsive Evaluation'

**KPI 2**
Financial resources invested in evaluation

**TARGET**
Minimum 3% of programme budget allocated for evaluation activities

The 2018-21 Regional Evaluation Strategy aims to ensure that:

- COs reinforce efforts to increase annual budget allocations for evaluation activities towards 3 UNW minimum requirements.

- The 3 allocation can include the following items: (a) conduct of evaluation, (b) capacity development on evaluation, (c) M&E staff cost, and (d) communication and dissemination of evaluation products

**KPI 3**
Evaluation Coverage

**TARGET**
At least 1 evaluation per Strategic Note Cycle

The 2018-21 Regional Evaluation Strategy aims to ensure that:

- Following UNW Evaluation Policy COs ensure that at least one third of the overall office portfolio is evaluated during the Strategic Note period

- COs with support from the RO undertake effective evaluation planning and –delivery according to UNW evaluation policy requirements and quality standards

- The Monitoring, Evaluation and Research Plan (MERP) which includes the evaluation budget is used as tool for evaluation planning. During the Annual Work Planning process the final evaluation plan is uploaded in GATE and in the Results Management System (RMS)

- COs through the M&E focal person ensure timely update of evaluation information in GATE including evaluation plan, evaluation report and evaluation management response

**KPI 4**
Evaluation Implementation rate

**TARGET**
85% Evaluation delivery

Senior Management at RO and CO should take effective measures for boosting evaluation delivery and ensuring timely completion of planned and ongoing evaluations. This is critical for making quality evaluation evidence available on time for programming and decision-making.

The 2018-21 Regional Evaluation Strategy aims to ensure that:

- COs ensure adequate human and financial resources for timely planning and management of evaluations
- COs engage with the RO for evaluation quality assurance purposes from the beginning of the evaluation planning stage. Details on the UNW evaluation quality assurance process are provided in Annex 2.
- RO provides support in identifying qualified evaluation consultants e.g. through developing a consultant roster
- RO provides continuous technical support in evaluation planning, management and follow-up

**KPI 5**
Quality of evaluation reports

**TARGET**
85% of completed evaluation reports are rated 'Very Good' or 'Good'

As outlined in the UNW Policy, Procedure and Guidance Framework (PPGF) Evaluation Section quality assurance for decentralized evaluations is a shared responsibility involving both the CO and the RO. The UNW Evaluation Handbook includes a tool on Evaluation Process Standards for Decentralized Evaluations which

explains roles and responsibilities during each stage of the evaluation process. The UNW Evaluation Process Standards are also provided in Annex 2 of this document.

The 2018-21 Regional Evaluation Strategy aims to ensure that:

- COs and RO ensure close collaboration during evaluation planning, management and follow-up and comply with UNW evaluation process standards. This includes effective stakeholder engagement and evaluation team management during the entire evaluation process
- COs and RO apply the GERAAS methodology for quality assurance of evaluation reports
- COs and RO engage in follow-up discussions on GERAAS evaluation quality ratings to learn from previous evaluations and further strengthen staff capacity for quality evaluation management

**KPI 6**
Evaluation reports with management response uploaded to GATE

**TARGET**
100% completed evaluation management response in GATE

**KPI 7**
Implementation of evaluation management responses

**TARGET**
80% of management responses' follow-up action are implemented

The 2018-21 Regional Evaluation Strategy aims to ensure that:

- Offices upload completed evaluations on GATE and upload the management response within six weeks of finalizing the evaluation report
- Offices ensure timely implementation of the management response action plan and update the action plan status in GATE. It should be clarified that UNW is responsible for implementing its own, not partners' management response action plan
- RO provides support to COs with GATE follow up

**KPI 8**
Use of evaluations

**TARGET**
90% of Strategic Notes and Annual Workplans include evidence on evaluation use'

The job of evaluation is not done with the completion of a report. Reaching the right people with the right information at the right time in the right format is essential to ensure lessons can be absorbed and applied. Entry points for improving the use of evaluations include planning for relevant timing of evaluations, deliberate sharing of evaluation insights to enhance learning and ensuring the follow-up to evaluation recommendations.

Another enabling factor for facilitating the uptake and ownership of evaluation recommendations is a participatory evaluation approach that allows for effective stakeholder engagement from the beginning of the evaluation process. The Evaluation Handbook 'How to Manage Gender-Responsive Evaluation' p. 45-53 provides details on managing evaluation stakeholders and provides guidance on how to address potential challenges during the process.

The 2018-21 Regional Evaluation Strategy aims to ensure that:

- The timing of evaluations is better aligned with strategic planning cycles to make evaluation evidence available for programming
- COs make sure to use evaluation evidence in the development of Strategic Notes,

Annual Workplans and in Strategic Notes Midterm Reviews

- UNW evaluations systematically follow a participatory approach that facilitates ownership of evaluation recommendations
- COs implement action plans based on evaluation management responses
- There is systematic collaboration between Evaluation, Knowledge Management and Communication functions at office level to identify good practices on 'What works' and share evaluation evidence for better programming
- COs develop internal and external dissemination and communication strategies for their evaluations
- Evaluation communication strategies include the production of evaluation briefs and innovative evaluation knowledge products e.g. brochures and evaluation videos. Various channels should be used to disseminate evaluation findings via email, newsletter, Blogs, or Social media
- COs organize learning events in staff retreats, brown-bag sessions, webinars, workshops etc. to discuss evaluation findings
- RO continues the development of regional Evaluation Knowledge Products and organizes webinars to share and discuss evaluation findings

**KPI 9**
M&E officers/focal points complete the E-learning course on GRE

**TARGET**
80% of M&E officers/ focal persons receive certification on GRE eLearning

The strengthening of internal capacities to manage and use gender-responsive evaluations is fundamental for effective evaluation delivery and quality at office level. The different modalities for building UNW staff capacities on evaluation include face to face internal and external trainings, online and virtual training platforms, blended learning approaches and the engagement in evaluation communities of practice.

The 2018-21 Regional Evaluation Strategy aims to ensure that:

- Face to face training events on Planning, Monitoring, Evaluation, Reporting and RBM
- Offices make sure that all M&E staff and focal persons complete the UNW eLearning on Gender-Responsive Evaluation.
- RO will continue with managing the evaluation coaching programme
- M&E staff and focal persons to join the UNWomen Evaluation Community of Practice
- UNW staff engage in detail M&E assignments and south-south collaboration
- RO provides evaluation technical support and evaluation quality assurance
- RO provides individual tailored country-specific support on a needs basis and capacity permitting

## RESULT AREA 2: UN coordination on gender-responsive evaluation promoted

**KEY RESULT**
UN coordination on gender-responsive evaluation promoted

**TARGET**
All COs engage in M&E inter-agency groups

UNW plays a lead role in system-wide coordination with respect to GEWE and this applies to the entire programme formulation, implementation, monitoring and evaluation cycle. Active contribution to the UN M&E group at country level is fundamental for ensuring that GEWE is being addressed in the UNDAF formulation processes e.g. by engendering UNDAF results and indicators. When it comes to UN

interagency (e.g. Joint Programme and UNDAF) evaluations the UN M&E group again plays a critical role in safeguarding a gender-sensitive evaluation process. As explained in the UN Evaluation Group Guidance on Integrating Human Rights and Gender Equality in Evaluations a gender-responsive evaluation should go beyond sex-disaggregated data collection and follow principles of inclusion, participation and fair power relations. The UN Evaluation Group has also issued comprehensive guidance on UNDAF evaluations which should guide the preparation and management for all UNDAF evaluations.

Another important UN coordination mechanism is the Regional UNDG for ESA which provides technical support to UN Country Teams, particularly through the Peer Support Group on Quality Support and Assurance (PSG-QSA)

The 2018-21 Regional Evaluation Strategy aims to ensure that:

- Active engagement of UNW staff in M&E working groups at country and regional level, including allocation of sufficient time for inter-agency coordination
- Strengthening inter-agency capacity in gender-responsive monitoring and evaluation, including support to regional networks and groups
- Integration of GEWE in UNDAF and joint UN evaluations
- The RO will support COs in identifying entry points for promoting UN Coordination on gender-responsive evaluation

## RESULT AREA 3: National evaluation capacities for gender-responsive M&E systems strengthened

**KEY RESULT**
National evaluation capacities for gender-responsive M&E systems strengthened

**TARGET**
At least 2 countries undertake initiatives to engender national M&E policies and systems

The 2030 Agenda for Sustainable Development calls for follow-up and review processes that examine progress towards achieving the SDGs. They should include country-led evaluations that examine the implementation of national policies and programmes and determine whether progress is equitable and sustainable. Similarly national policy and legislation making processes should be informed by evidence about the effectiveness of government programmes and utilization of public funds. Evaluation in this context is an important instrument that provides necessary evidence for policy decision-making and good governance.

Against this background the strengthening of national evaluation capacity and the establishment of gender responsive national M&E systems are fundamental for assessing SDG progress and for informing national policy making processes. Building national M&E systems should be based on a systemic approach that looks at both the demand for and supply of evaluation evidence in a country. This implies working with national governments and national evaluation societies and associations to increase awareness and knowledge about the potential use of evaluations in the policy-making process.

The work on strengthening national evaluation capacities will be done in collaboration with strategic partners e.g. the regional Center for Learning on Evaluation and Results (CLEAR) and the Twende Mbele Initiative in South Africa, UNICEF and UNDP. At the Africa regional level the African Parliamentarian's Network for Development Evaluation (APNODE) and respective national APNODE chapters play a key role in enhancing the capacity of Parliamentarians to improve their oversight and policy making role through use of evaluation evidence.

The 2018-21 Regional Evaluation Strategy aims to ensure that:

- Strengthen the capacity of national partners (CSOs, Government, Implementing Partners etc.) in gender-responsive M&E
- Support the analysis and development of national M&E policies and systems from a gender equality perspective
- Strengthen partnerships with other actors involved in developing national evaluation capacities, and with national evaluation societies and associations
- Support the African Parliamentarian's Network for Development Evaluation (APNODE) and national APNODE chapters

# 4. RESPONSIBILITIES FOR EVALUATION AT REGIONAL AND COUNTRY LEVEL

The UN Women Evaluation Policy and the Evaluation Handbook 'How to Manage Gender-Responsive Evaluation' p. 17-20 outline the responsibilities for the evaluation function in UN Women. The Regional Director and CO Representatives assume overall accountability for evaluation at regional and country level respectively and ensure that adequate financial and human capacity is available to ensure a fully effective and efficient evaluation function in their office.

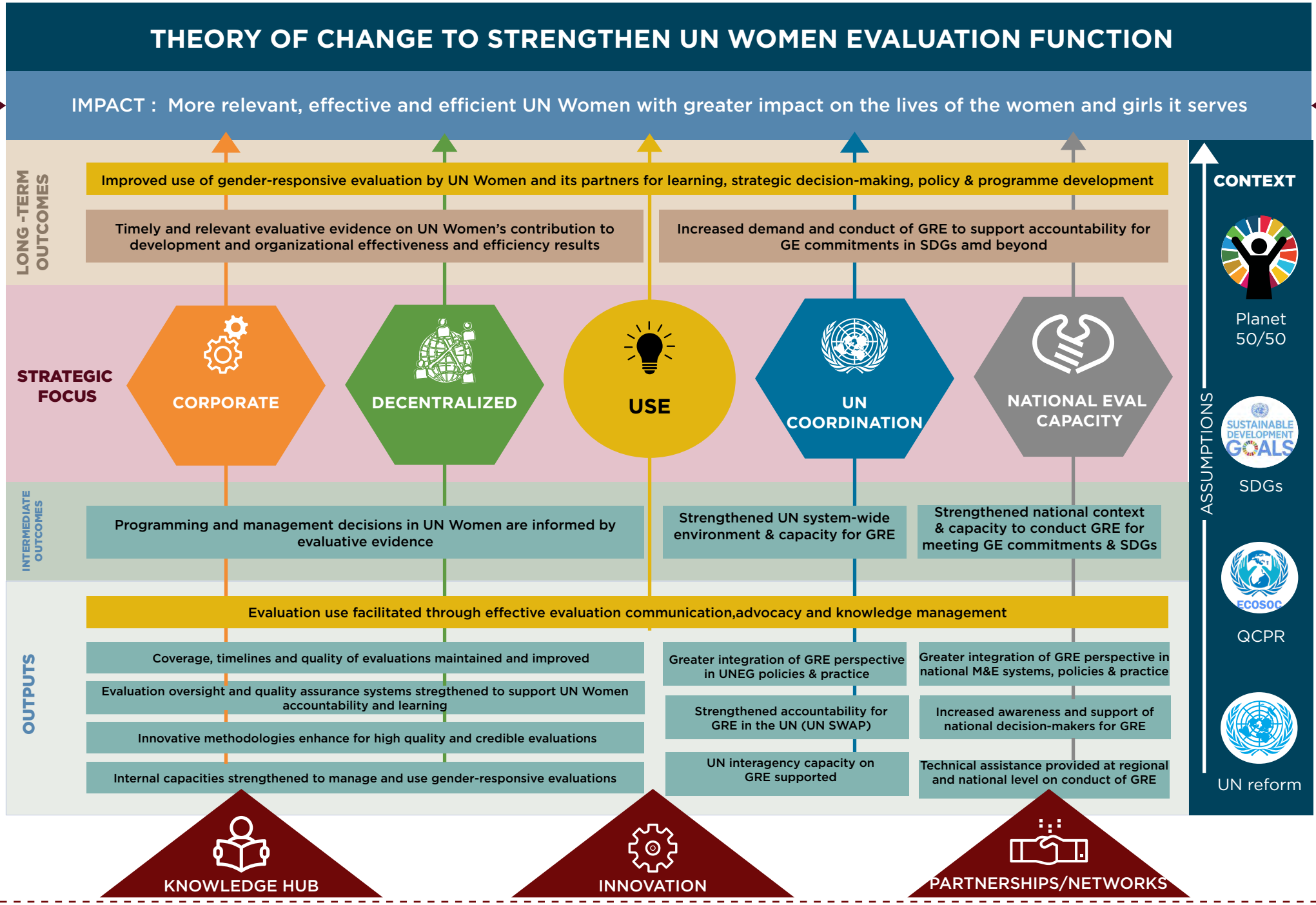
See the Table below on detailed roles and responsibilities:

| | ROLES AND RESPONSIBILITIES |
|---|---|
| **Multi-Country/Country Representatives or Directors** | • Assume overall accountability for evaluation function at country level<br>• Appoint M&E officer and/or M&E focal point<br>• Ensure that evaluations are strategically selected based on a set of criteria charted out in the Evaluation Policy<br>• Develop and implement Monitoring, Evaluation, and Research plans (MERP) in a timely manner<br>• Allocate appropriate country office budget resources to evaluation<br>• Design strategic notes, new programmes and initiatives in a way that permits evaluation at a later stage<br>• Ensure appropriate management arrangements to ensure independence and quality of evaluations according to the United Nations Evaluation Group (UNEG) norms and standards as provided in the UN-Women Global Evaluation Reports Assessment and Analysis System (GERAAS)<br>• Approves evaluation plans, evaluation reports and management response in the GATE system<br>• Incorporate and utilize evaluation findings to improve programming, learning and decision making<br>• Ensure that management response to recommendations are prepared, and that appropriate management action is taken<br>• Ensure that all programme staff have a foundational knowledge of evaluation principles and types and ensure that new appointments for M&E positions are made against the UNEG evaluation competencies |

| | ROLES AND RESPONSIBILITIES |
|---|---|
| **Monitoring and Evaluation (M&E) Officers/Focal Points** | • Advise on evaluability[6] by preparing the programme for future evaluations<br>• Provide technical advice in the planning, management, dissemination and response to decentralized evaluations<br>• Assume responsibilities as focal point for the GATE system:<br>  • upload, update and report on status of evaluation plans, completed evaluation reports and management response<br>  • support the monitoring of action plans of management responses to evaluations, including providing quarterly updates on status of implementation in the GATE system<br>• Support the office in tracking evaluation allocations and expenditures<br>• Support Senior Managers in developing management responses to all evaluations and ensure timely approval by Head of the respective office<br>• Act as Evaluation Task Manager<br>• Support the organization of Corporate Evaluation data collection, including organizing case study missions, identify documents and stakeholders to be consulted, design interview schedules, organize feedback on the draft case study and management response to the final case study, and provide logistical support as required<br>• Take part in system-wide UN coherence including representing UN Women in inter-agency platforms on M&E at the country level<br>• Support efforts to enhance UN Women internal M&E capacity and national capacity on M&E with a focus on gender responsive evaluation |
| **Regional Directors** | • Assume overall accountability for evaluation function in the region<br>• Ensure compliance of country and multi-country offices with evaluation-related accountability<br>• Ensure appropriate allocation of resources for evaluation (3  of the total budget in the region)<br>• Support and guide regional, multi-country and country offices capacity in evaluation<br>• Approve MERP, ToR, evaluation reports, and management responses for the Regional Office<br>• Ensure that management response to recommendations are prepared and that appropriate management action is taken<br>• Promote organizational learning through application of evaluation recommendations in regional programming |
| **Regional Evaluation Specialists** | • Conduct and/or manage strategic decentralized regional and Country Portfolio evaluations<br>• Support implementation of evaluation policies and strategies<br>• Lead development of regional evaluation strategies and ensure their implementation<br>• Advise regional, multi-country and country directors on evaluation issues incl. evaluation quality assurance<br>• Provide technical support and oversight on the development of MER plans, review of ToR, evaluation inception report, draft and final evaluation reports<br>• Provide support and advice for UNDAF and other joint evaluation processes from a gender equality and human rights perspective<br>• Support evaluation capacity development through trainings and exchange of experiences and continuous learning on M&E<br>• Provide technical assistance in the use of GATE and track management response to evaluations<br>• Represent UN Women in regional inter-agency M&E platforms<br>• Support national evaluation capacity development and regional and national voluntary evaluation networks and associations |

6 OECD DAC definition of Evaluability: Extent to which an activity or project can be evaluated in a reliable and credible manner

## ANNEX I


THEORY OF CHANGE TO STRENGTHEN UN WOMEN EVALUATION FUNCTION
IMPACT : More relevant, effective and efficient UN Women with greater impact on the lives of the women and girls it serves
LONG -TERM OUTCOMES
Improved use of gender-responsive evaluation by UN Women and its partners for learning, strategic decision-making, policy & 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 amd beyond
STRATEGIC FOCUS
CORPORATE
DECENTRALIZED
USE
UN COORDINATION
NATIONAL EVAL CAPACITY
INTERMEDIATE OUTCOMES
Programming and management decisions in UN Women are informed by evaluative evidence
Strengthened UN system-wide environment & capacity for GRE
Strengthened national context & capacity to conduct GRE for meeting GE commitments & SDGs
OUTPUTS
Evaluation use facilitated through effective evaluation communication,advocacy and knowledge management
Coverage, timelines and quality of evaluations maintained and improved
Evaluation oversight and quality assurance systems stregthened to support UN Women accountability and learning
Innovative methodologies enhance for high quality and credible evaluations
Internal capacities strengthened to manage and use gender-responsive evaluations
Greater integration of GRE perspective in UNEG policies & practice
Strengthened accountability for GRE in the UN (UN SWAP)
UN interagency capacity on GRE supported
Greater integration of GRE perspective in national M&E systems, policies & practice
Increased awareness and support of national decision-makers for GRE
Technical assistance provided at regional and national level on conduct of GRE
CONTEXT
ASSUMPTIONS
Planet 50/50
SDGs
QCPR
UN reform
KNOWLEDGE HUB
INNOVATION
PARTNERSHIPS/NETWORKS
DRIVERS OF CHANGE

## ANNEX II: QUALITY ASSURANCE CHECKLIST

| Evaluation Stage | Quality assurance process to comply with | Status of compliance against set of quality assurance processes | Remark (if any) |
|---|---|---|---|
| **1. Planning Stage** | **Monitoring, Evaluation and Research Plans (MERP)** | | |
| | The M&E officer/focal point develops the MER plan in consultation with concerned programme officers and senior managers | **Yes** ☐ **No** ☐ | |
| | The draft plan is sent to the Regional Evaluation Specialist (RES) for review | **Yes** ☐ **No** ☐ | |
| | The (M)CO Representative/Regional Director submits the MER plan together with the SN/AWP for PRG's review and Approval | **Yes** ☐ **No** ☐ | |
| | The M&E officer/focal point uploads the evaluation section of the MER plan to GATE within one month of approval. The country representative approves the management response in GATE. | **Yes** ☐ **No** ☐ | |
| **2. Preparation Stage** | **2.1 Terms of Reference (ToR)** | | |
| | The M&E officer provides assistance in the development of the evaluation's terms of reference. In the absence of an M&E Officer, the evaluation task manager takes the lead in developing the ToR. | **Yes** ☐ **No** ☐ | |
| | The M&E officer/focal point establishes a reference group for the evaluation that provides input to the TOR | **Yes** ☐ **No** ☐ | |
| | The draft ToR is sent to the RES for quality review | **Yes** ☐ **No** ☐ | |
| | Final ToR is approved by the country representative/deputy representative | **Yes** ☐ **No** ☐ | |
| | **2.2 Selection of consultants** | | |
| | The M&E officer provides assistance in the selection of the consultant used for the evaluation in consultation with RES. For countries with no M&E officer, the evaluation task manager plays a key role in the selection of consultant/s. | **Yes** ☐ **No** ☐ | |
| | The final selection of the consultant is approved by the country representative/deputy representative | **Yes** ☐ **No** ☐ | |

| | | | |
|---|---|---|---|
| **3. Conduct Stage** | **3.1 Inception Report** | | |
| | The M&E Officer or the evaluation task manager takes the primarily responsibility for quality assuring and approving the inception report. The RES as necessary supports the M&E Officer/focal point in managing the evaluation consultant(s). | **Yes** ☐ **No** ☐ | |
| | The draft and final inception report is sent to the RES for quality review | **Yes** ☐ **No** ☐ | |
| | **3.2 Draft and final evaluation reports** | | |
| | The M&E officer provides assistance in ensuring the quality of the draft evaluation report. In cases where no M&E officer is appointed, the evaluation task manager should play the role of assuring the quality of the draft and final evaluation report | **Yes** ☐ **No** ☐ | |
| | The draft evaluation report is sent to the RES for quality review | **Yes** ☐ **No** ☐ | |
| | The final report is approved by the country representative/deputy representative | **Yes** ☐ **No** ☐ | |
| | The M&E officer/M&E focal point uploads the final evaluation report within six weeks of finalization to the GATE. The country representative approves the report in GATE | **Yes** ☐ **No** ☐ | |
| **4. Use** | **Management response** | | |
| | The country representative/deputy representative leads the development of the management response and ensures timely implementation of key actions | **Yes** ☐ **No** ☐ | |
| | The M&E officer/focal point uploads the management response in the GATE system within six weeks of finalization. The country representative approves the management response in GATE | **Yes** ☐ **No** ☐ | |
| | The M&E Officer/focal point prepares the dissemination plan for the completed evaluation, with support from the RES | **Yes** ☐ **No** ☐ | |

## ANNEX III: LIST OF COMPLETED EVALUATIONS AND QUALITY RATINGS IN ESA REGION DURING 2014-2017

| OFFICE | EVALUATION TITLE | QUALITY |
|---|---|---|
| **2014 (6 evaluations)** | | |
| **Sudan** | UN-Women Programme: "Consolidating efforts that contribute to gender equality and women's empowerment in Sudan" | **Very good** |
| **DR Congo** | Projet d'appui à la législation sensible au genre et promotion du leadership féminin à l'est de la République démocratique du Congo | **Good** |
| **Ethiopia** | Joint UN-Women/UNFPA programme on ending violence against women | **Good** |
| **Kenya** | UN Joint Programme on Gender Equality and Women's Empowerment | **Good** |
| **Namibia** | Pro poor governance, gender equality and women's empowerment in Namibia | **Satisfactory** |
| **MCO South Africa** | Women entrepreneurs project in South Africa | **Satisfactory** |
| **2015 (3 evaluations)** | | |
| **Mozambique** | Strategic Note Mozambique 2012-15 (Country Portfolio Evaluation) | **Good** |
| **Malawi** | Gender and Agriculture Programme | **Satisfactory** |
| **Uganda** | Joint Programme for Gender Equality | **Very Good** |
| **2016 (5 evaluations)** | | |
| **Ethiopia** | Country Portfolio Evaluation | **Very Good** |
| **Tanzania** | Country Portfolio Evaluation | **Good** |
| **South Sudan** | Midterm Evaluation South Sudan Strategic Note 2014 - 2016 | **Very Good** |
| **Uganda** | Peace Building and Enhancing Protection Systems (Gender Promotion Initia-tive) | **Good** |
| **Zimbabwe** | Joint Programme on Prevention of Gender Based Violence Against Young Women and Adolescent Girls | **Good** |
| **2017 (10 evaluations)** | | |
| **Ethiopia** | Joint Programme on Gender Equality and Women's Empowerment | **Good** |
| **Kenya** | Midterm Strategic Note Evaluation | **Good** |
| **Kenya** | Engaging Women in Preventing and Countering Extremist Violence | **Good** |
| **Kenya** | Integrating Gender in Peace Support Operations | **Good** |
| **Malawi** | Gender-based Governance | **Good** |
| **Malawi** | Country Portfolio Evaluation | **Very Good** |
| **Regional office** | Regional Evaluation on Capacity Development initiatives during Strategic Note period | **Good** |
| **Sudan** | Country Portfolio Evaluation | **Very Good** |
| **Tanzania** | Wanawake-Wanaweza Project on Women Leadership and Political Participa-tion | **Satisfactory** |
| **Rwanda** | The National Scale Up of the ISANGE One Stop Center Model | **Satisfactory** |

# UN WOMEN IS THE UN ORGANIZATION DEDICATED TO GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN. A GLOBAL CHAMPION FOR WOMEN AND GIRLS, UN WOMEN WAS ESTABLISHED TO ACCELERATE PROGRESS ON MEETING THEIR NEEDS WORLDWIDE.

**UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to implement these standards. It stands behind women's equal participation in all aspects of life, focusing on five priority areas: increasing women's leadership and participation; ending violence against women; engaging women in all aspects of peace and security processes; enhancing women's economic empowerment; and making gender equality central to national development planning and budgeting. UN Women also coordinates and promotes the UN system's work in advancing gender equality.**

UN WOMEN

Planet 50-50 by 2030
Step It Up for Gender Equality