

REGIONAL EVALUATION

STRATEGY

2018–2021



West & Central African Region

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I. BACKGROUND & JUSTIFICATION

Within the framework of the Evaluation Policy, evaluation in UN Women is a comprehensive function that contributes to learning and accountability for informed oversight and decision making and ultimately, more relevant and effective programming towards gender equality and women’s empowerment.

The work of UN Women is largely anchored in its Strategic Plan which is the centerpiece for the organizational programming, management and accountability. The UN Women Regional Office for West and Central Africa (WCARO) has developed its Strategic Note (SN) as an operationalization plan of the All Africa Strategy for 2018-2021. The Strategic Note sets out the strategic direction and priorities of the region in areas of increased women leadership and participation; enhancing women’s economic empowerment; ending violence against women; engaging women in all aspects of peace and security processes; and making gender equality central to national development planning and budgeting.

In its Regional Strategic Plan (2018-2021), WCARO intends to minimise instances of direct programme implementation and act as a policy advice and support provider, as well as

a knowledge hub, facilitating Country offices effective implementation of the Africa Strategy through selected flagship programmes (FPI). WCARO’s strategy emphasizes its regional role as the interface between the headquarters (HQ) and the country offices in terms of oversight, advisory, technical support, and capacity development.

The Regional Evaluation Strategy aims to provide evaluative evidence required for WCARO to fully play its oversight role. The evaluation strategy will help sustain the gains achieved in improving the evaluation function in the region so far, and to address remaining gaps in key evaluation performance areas through providing a clear framework for the realization of all aspects of the Evaluation Policy pertaining to the regional, country offices of WCA Region. Furthermore, it supports the UN system wide processes and programme within the context of UNDAF, UN reforms (DaO M&E), and Joint programming in the region.

The Regional Evaluation Strategy outlines the rationale, purpose, strategic results, quality assurance in evaluation processes, responsibilities, mechanisms for monitoring implementation and a results framework.



II. THE GLOBAL EVALUATION STRATEGIC PLAN (2018-2021)

A Global Evaluation Strategic Plan was developed by UN Women’s Independent Evaluation Service. The Global Evaluation Strategic Plan is a comprehensive framework that guides the entire organization at global, regional and country level to strengthen the evaluation function. It is guided by a Theory of Change (ToC) based on a system-approach to strengthen the institutional capability to better perform and deliver expected results in line with the

Evaluation Policy. The ToC aims to strengthen the capability to demand and use evaluation by senior managers, as well as the capability to deliver high-quality evaluations by UN Women staff and M&E officers/focal points at the regional, country office levels.

Based on the Evaluation Policy, the evaluation function at UN Women focuses on the following major key results areas:

AREA 1	AREA 2	AREA 3	AREA 4	AREA 5
Effective corporate evaluation system implemented	Effective CO and RO evaluation system implemented	UN coordination on gender responsive evaluation promoted	National evaluation capacities for gender-responsive M&E systems strengthened	Knowledge management strengthened through evaluation use

III. THE REGIONAL EVALUATION STRATEGY (2018-2021)

The Regional Evaluation Strategy is aligned with the Evaluation Policy and the Global Evaluation Strategic Plan (2018-2021). It aims to achieve an effective evaluation function that provides timely and credible evaluative evidence to inform and influence decision making at the regional, country levels, and ultimately make

UN Women a more effective and efficient organization in the region.

It is also aimed at supporting learning needs for the ongoing All Africa Strategy and flagship programs implemented in the region.



IV. PURPOSE OF THE REGIONAL EVALUATION STRATEGY

The main purpose of the Regional Evaluation Strategy is to provide a results-based framework to strengthen the evaluation function in the region in the context of the Evaluation Policy and UN-Women 2018-2021 Strategic Plan. The ultimate goal is to support UN-Women’s mission and help the organization better serve gender equality and women empowerment in the region. The Regional Evaluation Strategy is framed around four strategic result areas:

AREA 1	AREA 2	AREA 3	AREA 4
Effective CO and RO evaluation system implemented	UN coordination on gender responsive evaluation promoted	National evaluation capacities for gender-responsive M&E systems strengthened	Knowledge management strengthened through evaluation use

Result Area 1: Regional evaluation system strengthened

A. Management attention to evaluation function is heightened

In accordance with the Evaluation Policy, the Regional Office Director and Country Office Representatives champion the use of all evaluations in WCA region and ensure that adequate financial and human capacity is made available for evaluation to ensure a fully effective evaluation function. They also assume responsibility for creating an enabling environment for strengthened evaluation culture.

Capacity to carry out evaluation function means nothing if evaluation plans are under-resourced, evaluation results are not properly used, and the required skills and expertise are not made available. The Strategy provides for reinforced efforts to secure resources necessary to perform the evaluation function at the regional and country office levels.

A retrospective look at the investment on evaluation in the region reveals that it is below the minimum level of investment (3) set out in the Evaluation Policy. As appropriate budget allocation is central to ensuring the quality credibility for increased utility of evaluation, all Offices in the region will be encouraged to set aside a reasonable amount of their total budget for evaluation related activities. As part of AWP budgeting, each office should prepare a costed evaluation plan.

Adequate and skilled human resources for Monitoring and Evaluation

Efforts have been made to increase capacity for monitoring and evaluation at the field level. There are diverse institutional arrangements for staffing at the field level. The majority of UN Women offices in WCAR only have focal points for monitoring and evaluation, only a few

offices have specialized/dedicated monitoring and evaluation staff.

While such an arrangement is understandable given the operational span and resource base of the Entity, the continued absence of such dedicated expertise will have a significant bearing on the overall evaluative work of UN Women and its capacity to promote gender-responsive evaluation in joint and/or system-wide evaluation at the country-level, including in evaluations of the United Nations Development Assistance Frameworks (UNDAFs).

The Regional Office will work with all Offices in the region to ensure appointment of dedicated M&E Officers or M&E focal points and build the capacity of field office staff on the conduct, management and use of gender responsive evaluations.

Reinforcing accountabilities for evaluation

In accordance with the Evaluation Policy, the evaluation strategy aims to further mainstream the demand for evaluation at regional and country office levels. Main evaluation findings and recommendations will be discussed and regularly monitored during country office or regional office meetings, including annual retreats.

Quality, credibility and use of evaluation is mainly promoted through a system of organizational incentives, inclusion in the performance appraisal system and investment in evaluation capacity development.

B. Coverage of evaluations improved and maintained

Coverage of evaluation in the WCA Region (2014-2017) is reasonably good. However, a significant number of evaluations were delayed, postponed or cancelled. In addition, one country office has not conducted any project, programme or strategic note evaluation since 2011. The strategy will reinforce the existing systems to ensure that evaluation plans are strategically designed, properly implemented and regularly reviewed. The strategy will give particular focus to those offices with limited experience in conducting project/programme or country programme evaluations.

In this regard, the strategy will pursue the following to improve coverage of evaluations in WCA region:

- Systematic support to regional, country offices to ensure evaluations are strategically planned, and carried out according to the evaluation plans, and are of high quality and can be used to improving learning, accountability and programming.
- Ensure timely review of the evaluation plans in line with the AWP planning and make adjustment to the needs and priorities of the respective countries/offices.

C. Implementation of Evaluations

All Offices in the region are expected to identify their planned evaluations by analyzing their respective regional/multi-country/country Strategic Notes and identifying potential needs and commitments. Knowing in advance what evaluations will be conducted in a given period allows more time to identify and recruit evaluation teams with the right expertise to maximize the potential for evaluations.

The Strategy will reinforce the mechanism for implementing evaluation plans through consistent follow up by Regional Evaluation Specialists, quarterly tracking in the GATE system as well as through the Global Evaluation Oversight System¹.

D. Quality and credibility of evaluations improved

The 2017 GERAAS assessment shows the quality of evaluations in the region is reasonably positive. Out of the WCA evaluation reports assessed, none was rated as 'Unsatisfactory'. However, as more and more evaluations are planned to be undertaken in the span of the SN cycle with a wider scope and coverage including country-level, joint and UNDAF evaluations, consistent follow up and support is required to country offices to conduct high quality and credible evaluations. While many factors, including limited financial and human capacity at field level account for the poor quality of evaluations, the 2017 meta-analysis

revealed that a majority of programmes lack explicit theories of change, measurable results frameworks, or adequate monitoring. Most of the evaluation reports also cite the lack of data as a major constraint to evaluation. All these have a significant bearing on the quality and credibility of evaluations undertaken in the region.

The Regional Office together with the Independent Evaluation Office will reinforce the quality assurance mechanism in all evaluation processes at regional, country level. These mechanisms include reviewing of

¹ The Global Evaluation Oversight System has been established to ensure a transparent and sound system to monitor the performance of the evaluation function in UN-Women. The system includes a dashboard that presents key performance indicators for the evaluation function in a user-friendly manner.

² The Global Evaluation Reports Assessment and Analysis System (GERAAS) was established by the IES with the aim of improving the quality and use of evaluations. The GERASS uses UNEG evaluation report standards as a basis for review and assessment, while ensuring specific standards relevant to UN-Women. The system provides an independent assessment of the quality and usefulness of evaluation reports. In addition, it serves knowledge management objectives by synthesizing evaluation findings, good practices and lessons learned, and capacity development objectives by sending individual practical feedback to commissioning offices on how to improve the quality and usefulness of future evaluations.

terms of reference, inception and final reports, assessment using the GERAAS methodology, as well as oversight, quality assurance and technical support by the Regional Evaluation Specialist based in the Regional Office. As part of the meta-evaluation, executive feedback and review results of the individual evaluation reports will be provided to the Country Offices citing areas for improvement and learning.

Quality assurance system in evaluation processes

As outlined in the evaluation chapter of the Programme and Operations Manual (POM), the evaluation function is managed through a shared responsibility involving the country offices, regional offices, and the Independent Evaluation Service (IES). Each office assumes

a distinct role and responsibility. Working together, they contribute to a coherent and effective evaluation function in UN Women.

The Strategy among others will enforce and strengthen the mechanism for quality assurance at different stages of the evaluation process as outlined in the table below. All Offices are required to ensure 100% compliance with the quality assurance process for all evaluations managed by their respective offices. This indicator will be reported by respective offices and monitored by the Regional Office on a biannual basis. Use Annex II to report on the status of compliance against set of quality assurance processes.

Table 1: Quality Assurance Process

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
The draft plan is sent to the Regional Evaluation Specialist (RES) for review
The (M)CO Representative/Regional Director submits the MER plan together with the SN/AWP for PRG’s review and approval
The M&E officer/focal point uploads the evaluation section of the MER plan to GATE within one month of approval
TERMS OF REFERENCE (TOR)
The M&E officer/focal point 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.
The draft ToR is sent to the RES for quality review
Final ToR is approved by the country representative/deputy representative
SELECTION OF CONSULTANTS
The M&E officer/focal point 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.
The final selection of the consultant is approved by the country representative/deputy representative

Table 1 (contd): Quality Assurance Process

INCEPTION REPORT
The M&E Officer/focal point or the evaluation task manager takes the primary responsibility for quality assuring and approving the inception report.
The draft and final inception report is sent to the RES for quality review
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.
The draft evaluation report is sent to the RES for quality review
The final report is approved by the country representative/deputy representative
The M&E officer/M&E focal point uploads the final evaluation report within six weeks of finalization to the GATE
MANAGEMENT RESPONSE
The country representative/deputy representative leads the development of the management response and ensures timely implementation of key actions
The M&E officer/focal point uploads the management response in the GATE system within six weeks of finalization
The country representative approves the MER plan, final evaluation report and management response in the GATE system
The country representative or deputy should ensure timely implementation of the key actions

Result Area 2: UN coordination on gender responsive evaluation

Within the context of the UN Reform, we will work within the broad R-UNDG PSG-QSA mechanism to support gender responsive evaluations & integrating GEHR in UNDAF and joint evaluations. The previous exercise has shown the limits of creating a separate regional M&E inter-agency group as several agencies

dedicate little human resources for evaluation at regional and country office levels.

This approach will help reflect gender equality and human rights in all UN programming in the spirit of the No One Left Behind Agenda.

Result Area 3: National Capacities strengthened for Gender-Responsive M&E system

National evaluation capacity development is particularly relevant in the era of SDGs to further promote and support accountability for gender equality at the national level. UN Women Regional Office will encourage M&E staff to take every opportunity to establish links with national evaluation networks for

each evaluation conducted by various country offices. National GRE capacity development will be further enhanced by supporting regional evaluation networks such as APNODE (African Parliamentarians' Network for Development Evaluation).

Result Area 4: Knowledge management strengthened through evaluation use

Enhanced capacities on evaluation will ultimately lead to generating credible evidence and accelerating progress on gender equality and women empowerment in the region. Evaluation capacity development will consist in a deliberate process to acquire, enhance, and sustain over time the abilities to manage, conduct and use gender responsive evaluations. Different modalities of enhancing Gender Responsive Evaluation capacities will be used to build staff capacity on evaluation: face-to-face internal and external trainings, online platforms and other learning events, online trainings, communities of practice

Stronger capacities in evaluation should also translate into more useful evaluations. This will reinforce the Knowledge Management agenda which was identified as a major priority area for WCA's Regional Strategy. The regional emphasis on Knowledge Management is an excellent opportunity for evaluation use. Evaluative evidence will support programming through user-friendly communications and dissemination tools. Evaluation reports will undergo additional refinements for increased use by UN Women staff and stakeholders. Closer collaboration with Policy and Communication units is expected to translate in more user-friendly evaluation products for increased learning and discussions.

A key success factor is the extent to which recommendations are implemented and used to contribute to organizational accountability, informed decision making, and learning. The dialogue elicited by dissemination processes

and products will help obtain commitment through management responses, as the main institutional instrument for officially taking into consideration evaluation recommendations.

Tracking Management Response Implementation

Development of management response to evaluations and implementation of key actions is reasonably positive in the region. Management responses are prepared for each evaluation, including joint evaluations in which UN-Women participated. In line with the Evaluation Policy, the Head of Office is responsible for finalization, implementation and monitoring of the management response.

The strategy targets increased compliance with the development, implementation and monitoring of management responses through the use of the GATE system. The GATE provides a platform to store all evaluations including management responses in a transparent manner and ensures a follow-up mechanism to recommendations through a tracking system of actions. For evaluations conducted in a given period, it is possible to count the number of the key actions completed, of the remaining actions still under implementation and those actions that are not yet initiated. This parameter together with other key performance indicators will be monitored by the regional evaluation specialist to ensure that key actions are timely implemented.



V. RESPONSIBILITIES OF THE EVALUATION FUNCTION

The Regional Office plays an oversight role with respect to adherence to key corporate requirements in the region. The Evaluation Chapter of the POM clearly spells out the user and approval rights of the GATE system. GATE focal points will be appointed by all Offices in the

region. The Regional Evaluation Strategy will further reinforce systems for accountability particularly by senior managers and those with programmatic, monitoring and evaluation functions.

Table 2: Roles and responsibilities of the evaluation function in UN Women at country and regional office levels

<p>COUNTRY REPRESENTATIVES/ DIRECTORS</p>	<ul style="list-style-type: none"> • Assume overall accountability for evaluation function at country level • Appoint M&E officer and/or M&E focal point • Institute measures to ensure that evaluations are strategically selected based on a set of criteria charted out in the Evaluation Policy • Ensure the timely development and implementation of Monitoring, Evaluation, and Research plans (MERP) • Ensure appropriate allocation of the country office budget to evaluation • Ensure that strategic notes, new programmes and initiatives are designed in a way that permits evaluation at a later stage (founded on clear results statements and SMART indicators, theory of change, baseline and target information, etc.) • Institute appropriate management arrangements described below 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) • Approve evaluation plans, evaluation reports and management response in the GATE system • Ensure that evaluation findings are considered to improve programming, learning and decision making • Ensure that management response to recommendations are prepared, and that appropriate management action is taken • Ensure that all programme staff have a foundational knowledge of evaluation principles and types and ensure that new appointments to monitoring and evaluation posts are made against the UNEG evaluation competencies
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Table 2 contd.: Roles and responsibilities of the evaluation function in UN Women at country and regional office levels

<p>MONITORING AND EVALUATION (M&E) OFFICERS/FOCAL POINTS</p>	<ul style="list-style-type: none"> • Advise on evaluability by preparing the programme for future evaluations • Provide technical advice in the planning, management, dissemination and response to evaluations • Assume responsibilities as focal point for the GATE system: • upload, update and report on status of evaluation plans (i.e. evaluation section of the MER), completed evaluation reports and ToRs • support the monitoring of action plans of management responses to evaluations, including providing quarterly updates on status of implementation in the GATE system • Support the office in accurately tracking evaluation allocations and expenditures • Support Senior Managers in developing management responses to all evaluations and follow up timely approval by head of the respective office • Individual capacity permitting, act as Evaluation Task Manager • 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 • Take part in system-wide UN coherence including representing UN Women in inter-agency platforms on M&E at the country level • Support efforts to enhance UN Women internal M&E capacity and national capacity on M&E with a focus on gender responsive evaluation
<p>REGIONAL DIRECTORS</p>	<ul style="list-style-type: none"> • Assume overall accountability for evaluation function in the region • Ensure country offices' compliance with evaluation-related accountability • Ensure appropriate allocation of resources for evaluation (3 of the total budget in the region) • Support and guide regional, country offices capacity in evaluation • Approve MERP, ToR, evaluation reports, and management responses for the Regional Office • Ensure that evaluation findings are fully considered, that management response to recommendation are prepared, and that appropriate management action is taken • Promote organizational learning through application of evaluation findings and recommendations in the region programming
<p>COUNTRY REPRESENTATIVES/ DIRECTORS</p>	<ul style="list-style-type: none"> • Conduct and/or manage strategic regional and country-level evaluations • Support implementation of evaluation policies and strategies • Lead development of regional evaluation strategies and ensure their implementation • Advise regional, country directors on evaluation issues • Provide technical support and oversight on the development of MCO/CO's MER plans, review of ToR, inception report, and draft and final evaluation reports • Provide direct technical support and advice for evaluations including UNDAF and other joint evaluation processes from a gender equality and human rights perspective • Support evaluation capacity development through trainings and exchange of experiences and continuous learning on M&E • Provide technical assistance in the use of GATE, and track management response to evaluations conducted by the ROs, MCOs and COs • Represent UN Women in regional inter-agency M&E platforms • Support regional and national voluntary evaluation networks and associations and national evaluation capacity development from a gender equality and human rights perspective



VI. MECHANISM FOR MONITORING THE IMPLEMENTATION OF THE EVALUATION STRATEGY

Monitoring the implementation of the Evaluation Strategy is an integral part of the Strategy. The Strategy identifies the key results areas, indicators with baselines and targets for each strategic focus area to strengthen evaluation function in the region over the next four years (2018-2021). It also lays out the overall accountability/responsibility for implementation of the identified actions, the key milestones and the timelines for delivering them. Moreover, progress on the key performance indicators of the evaluation function is reported through the Global Evaluation Oversight System Dashboard to the senior managers of the organization on a quarterly basis. Periodic review is done by the regional office to take stock of the performance and make adjustments on the progress.

VII. RESULTS FRAMEWORK

RESULTS	INDICATORS	FREQUENCY	SOURCE	BASELINE	TARGET
Result Area 1: Effective CO and RO Evaluation System strengthened and implemented					
A Management attention to evaluation function is heightened	% of evaluation expenditure from the total expenditure in the region	Annual	ATLAS	0.9%	1.5%
	% of Offices that have appointed M&E focal points or M&E Officers	Quarterly	RES	70%	80%
B. Coverage of evaluations improved and maintained	Number of Offices with at least 1 eval conducted	Annual	RES	7	8
C Implementation of evaluations	Number of evaluations completed	Quarterly	RES	60%	90%
D. Quality and credibility of evaluation improved	% of evaluations with GERAAS rate: 'Good'	Annual	IES	80%	90%
E Evaluative evidence generated is used and supports results and evidence based programming	% of evaluations that have developed and uploaded management response in the GATE	Annual	GATE	80%	90%
	% implementation of management response key actions	Annual	GATE	60%	70%
F Internal evaluation capacity enhanced to manage and use evaluations	% of M&E specialists/focal points trained in gender responsive evaluation	Semi-Annual	IES	80%	100%
Result Area 2: UN coordination on gender responsive evaluation promoted					
G. Gender equality integrated in UNDAF and joint evaluations	% of offices that participated in UNDAF and Joint evaluations	Annual	RES	20%	30%
Results Area 3: National Evaluation Capacities for gender responsive M&E system strengthened					
H. Evaluation events & trainings conducted	Number of evaluation events & trainings conducted	Annual	RES	1	2
Results Area 3: National Evaluation Capacities for gender responsive M&E system strengthened					
User friendly products delivered	Number of evaluation reports that were graphically designed	Annual	GATE	0	2

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 and 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

Evaluation use facilitated through effective evaluation communication, advocacy and knowledge management

OUTPUTS

Coverage, timelines and quality of evaluations maintained and improved

Evaluation oversight and quality assurance systems strengthened 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



Planet 50/50



SDGs



QCPR



UN reform

ASSUMPTIONS



KNOWLEDGE HUB



INNOVATION



PARTNERSHIPS/NETWORKS

DRIVERS OF CHANGE

ANNEX II: Quality Assurance Checklist

Name of Office:		Region:	
Title of the Evaluation:			
Name of Evaluation Task Manager:		Name of M&E Officer/focal point (if different from the Eval. Task Manager):	
Year			
Stage of the Evaluation	Quality assurance process to be complied	Status of compliance against set of quality assurance processes	Remark (if any)
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 <input type="checkbox"/> No <input type="checkbox"/>	
	The draft plan is sent to the Regional Evaluation Specialist (RES) for review	Yes <input type="checkbox"/> No <input type="checkbox"/>	
	The (M)CO Representative/Regional Director submits the MER plan together with the SN/AWP for PRG's review and Approval	Yes <input type="checkbox"/> No <input type="checkbox"/>	
	The M&E officer/focal point uploads the evaluation section of the MER plan to GATE within one month of approval	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Preparation Stage	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 <input type="checkbox"/> No <input type="checkbox"/>	
	The draft ToR is sent to the RES for quality review	Yes <input type="checkbox"/> No <input type="checkbox"/>	
	Final ToR is approved by the country representative/deputy representative	Yes <input type="checkbox"/> No <input type="checkbox"/>	

	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 <input type="checkbox"/>	No <input type="checkbox"/>
	The final selection of the consultant is approved by the country representative/deputy representative	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Conduct Stage	Inception Report		
	The M&E Officer or the evaluation task manager takes the primarily responsibility for quality assuring and approving the inception report.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
	The draft and final inception report is sent to the RES for quality review	Yes <input type="checkbox"/>	No <input type="checkbox"/>
	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 <input type="checkbox"/>	No <input type="checkbox"/>
	The draft evaluation report is sent to the RES for quality review Yes <input type="checkbox"/>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
	The final report is approved by the country representative/deputy representative	Yes <input type="checkbox"/>	No <input type="checkbox"/>
	The M&E officer/M&E focal point uploads the final evaluation report within six weeks of finalization to the GATE	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Use	Management response		
	The country representative/deputy representative leads the development of the management response and ensures timely implementation of key actions	Yes <input type="checkbox"/>	No <input type="checkbox"/>
	The M&E officer/focal point uploads the management response in the GATE system within six weeks of finalization	Yes <input type="checkbox"/>	No <input type="checkbox"/>
	The country representative approves the MER plan, final evaluation report and management response in the GATE system	Yes <input type="checkbox"/>	No <input type="checkbox"/>

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.



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