ANNUAL REPORT ON THE EVALUATION FUNCTION

2018

Lisa Sutton
Director, Independent Evaluation and Audit Services (IEAS)
OVERVIEW OF 2018

**IEAS**

- Co-located with the Independent Evaluation and Internal Audit Services (IEAS)

**IES**

- Internal Audit Service

**IAS**

- Evaluation

**Implementation of the 2018-2021 Global Evaluation Strategy**

**Implementation of the 2018-2021 Corporate Evaluation Plan (CEP)**

**Responding to the context of UNDS reform and joint and system-wide evaluations including UNDAF**
Global Evaluation Advisory Committee (GEAC)

In line with the GEAC’s recommendations received in 2017, IES

**Evaluation Strategy**

Developed the UN-Women Evaluation Strategy 2018-2021, taking into account, inter alia, the establishment of IEAS and changing internal and external contexts

**Increased Collaboration**

Collaborated with other UN agencies on joint evaluations and knowledge management initiatives

**Evaluation use**

Renewed its focus on evaluation use

**System-wide evaluation practice**

Continued to influence system-wide evaluation practice through UNEG and EvalGender+

The GEAC confirmed the continuous maturity, growth and performance of the evaluation function
FOCUS AREA 1
CORPORATE EVALUATIONS

UN Women’s contribution to Women’s Political Participation and Leadership

Meta-synthesis of evaluations managed by UN-Women in 2017

UN Women’s contribution to Governance and National Planning (*completed in 2019)

UN Women’s contribution to Humanitarian Action

Joint Evaluation of the Common Chapter of the 2018-2021 Strategic Plans of UNDP, UNFPA, UNICEF & UN Women

Meta-synthesis of evaluations managed by UN-Women in 2018

Evaluability Assessment of UN Women’s Strategic Plan 2018-2021
## Focus Area 2: Decentralized Evaluations

### Evaluations Completed

<table>
<thead>
<tr>
<th>Evaluations</th>
<th>Regional Evaluation Strategies</th>
<th>Evaluation quality assessment guidance &amp; tools</th>
<th>Procedure on decentralized evaluations</th>
<th>Joint evaluations</th>
<th>Multi-country regional evaluations</th>
</tr>
</thead>
<tbody>
<tr>
<td>33</td>
<td>Developed</td>
<td>Updated</td>
<td>Updated, to be endorsed in 2019</td>
<td>4</td>
<td>(AS, AP, AC and WCA)</td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5 evaluations supported</td>
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### Key Achievements

- **Regional Evaluation Strategies**: Developed
- **Evaluation quality assessment guidance & tools**: Updated
- **Procedure on decentralized evaluations**: Updated, to be endorsed in 2019
- **Joint evaluations**: 4
- **Coverage of CPEs for COs with full delegation**: 35%
- **Multi-country regional evaluations**: (AS, AP, AC and WCA)
- **Evaluations supported through advisory services & quality assurance**: 19
**TRENDS IN KEY PERFORMANCE INDICATORS**

<table>
<thead>
<tr>
<th>KPI</th>
<th>2018</th>
<th>2021 TARGET</th>
<th>KPI</th>
<th>2018</th>
<th>2021 TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial resources for evaluation</strong></td>
<td></td>
<td></td>
<td><strong>Quality of evaluation reports</strong></td>
<td>88%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>95%</td>
<td>100%</td>
<td><strong>Management response (MR) submission rate</strong></td>
<td>97%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Human resources for M&amp;E</strong></td>
<td>84%</td>
<td>100%</td>
<td><strong>Implementation of management response</strong></td>
<td>87%</td>
<td>80%</td>
</tr>
<tr>
<td><strong>Evaluation Coverage</strong></td>
<td></td>
<td></td>
<td><strong>Use of evaluation</strong></td>
<td>86%</td>
<td>90%</td>
</tr>
<tr>
<td><strong>Evaluation Implementation Rate</strong></td>
<td>49%</td>
<td>85%</td>
<td></td>
<td>90%</td>
<td></td>
</tr>
</tbody>
</table>

- **Financial resources for evaluation**
  - 2018: 2.2%
  - 2021 Target: 3% of programme expenditure invested in evaluation

- **Human resources for M&E**
  - 2018: 95%
  - 2021 Target: 100% of offices appointed an M&E focal point or officer

- **Evaluation Coverage**
  - 2018: 84%
  - 2021 Target: 100% of offices conducted at least 1 evaluation per SN cycle

- **Evaluation Implementation Rate**
  - Completed: 49%
  - Ongoing: 41%
  - 2021 Target: 85% of planned evaluations implemented

- **Quality of evaluation reports**
  - 2018: 88%

- **Management response (MR) submission rate**
  - 2018: 97%

- **Implementation of management response**
  - 2018: 87%

- **Use of evaluation**
  - 2018: 86%

**Notes:**
- 100% of evaluations rated “Good and above”
- 100% of evaluation reports submitted with MR
- 80% of MR key actions being implemented
- 90% of offices that reported using evaluation
Advancing the integration of gender equality and human rights in the work of the United Nations Evaluation Group

Human Rights and Gender Equality Working Group, Humanitarian Evaluation Interest Group & UNEG Peer Review Group co-chaired

Supporting joint evaluations and the United Nations Development Assistance Framework

Meta-synthesis of UNDAF evaluations with a gender lens | 9 UNDAF & 4 joint evaluations supported

UN System-wide Action Plan on Gender Equality and the Empowerment of Women Evaluation Performance Indicator

External assessment of 34 IES evaluations with 88% meeting & exceeding UN-SWAP requirements
42 out of 66 UN-SWAP reporting entities reported progress against the UN-SWAP Evaluation Performance Indicator
71% met or exceeded requirements
Leveraging partnerships for promoting gender-responsive evaluations in EvalGender+

» Continued leading role in EvalGender+, global multi-stakeholder partnership for GRE, with 3,664 COP members in 2018

» Produced a policy brief on gender-responsive evaluative evidence & 2018 Voluntary National Reviews

» Hosted a side event to the Global Parliamentarians Forum on gender-responsive and equity-focused evaluation

» Initiated interventions in 5 countries to strengthen GRE in national evaluation systems

Supporting gender-responsive national M&E systems in selected countries

» Supported various national systems in the Americas and the Caribbean (joint initiative with various regional partners)

» Included a strand on GRE for reporting on progress on the SDG agenda in EvalMENA annual conference

» National evaluation capacity development (NECD) case studies in four countries.

» Strengthening the capacity of parliamentarians to use gender-responsive evaluations
Evaluations as an agent of change

Corporate Evaluations

Corporate Evaluation of UN-Women's Strategic Partnerships

<table>
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<tr>
<th>14</th>
<th>18</th>
<th>4</th>
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<tbody>
<tr>
<td>COMPLETED</td>
<td></td>
<td>ONGOING</td>
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Recommendations & Actions

The evaluation led to:

- the development and roll-out of UN-Women's Resource Mobilization and Partnership Strategy 2018–2021
- a partnership policy accompanied by procedure and business processes, currently being finalized
- the adoption of a due diligence policy to manage the risks and maximize the benefits from private sector partnerships

Decentralized Evaluations

Evaluations used to:

- leverage UN agencies and partner resources
- expand UN-Women’s reach, scale and outreach to women
- strengthen results-based management system to regularly monitor and measure progress and results
- test and sharpen sustainable approaches to enhancing the capacity of women’s organizations
- develop joint programmes and better integration of gender equality dimensions in UNDAFs
Communication to facilitate use of evaluations

14K WEBSITE VISITS

5K TWITTER FOLLOWERS

- Innovative communication and knowledge management
- Web traffic & social media outreach increased

MOST ACCESSED PRODUCTS OF 2018

ISE4GEMS Evaluation Guide
ISE4GEMS Evaluation Guide
Handbook on GRE
Big Data & Evaluation
Different issues of TRANSFORM Magazine
DRIVERS FOR IMPROVED EVALUATION PERFORMANCE

- Shift towards more **strategic evaluations & greater role of IES in managing evaluations**

- **Synergy** between corporate and decentralized evaluations

- **Collaboration** with the Internal Audit Service, Programme Division and Regional Offices

AREAS THAT REQUIRE IMPROVEMENT

- **Coverage** of evaluations and uneven roll-out of CPEs

- **Timely** development and implementation of management responses

- **Gaps in results-based programming and management systems** (that hinder the ability of evaluations to effectively assess impact)

- **Strategic planning and tracking of expenditures** related to decentralized evaluations
Achieving KPIs
Progress against the 9 KPIs maintained at a high rate.
Majority of evaluations performed well against the quality standards.

Prompting Change
Evaluations generated knowledge on a range of thematic and organizational effectiveness and efficiency areas.
UN Women’s management remained committed and increased uptake of lessons and recommendations reported.

Influencing systems for GEWE
Collaboration enhanced with other UN agencies on joint and UNDAF evaluations.
System-wide gender responsive evaluation intensified through UNEG.
THANK YOU

Find out more about the evaluation function at UN Women at: