2014-2017 Regional Evaluation Strategy

for UN Women in Eastern and Southern Africa

Eastern & Southern Africa Region

ESAR Country Presences and Programmes

Non ESAR
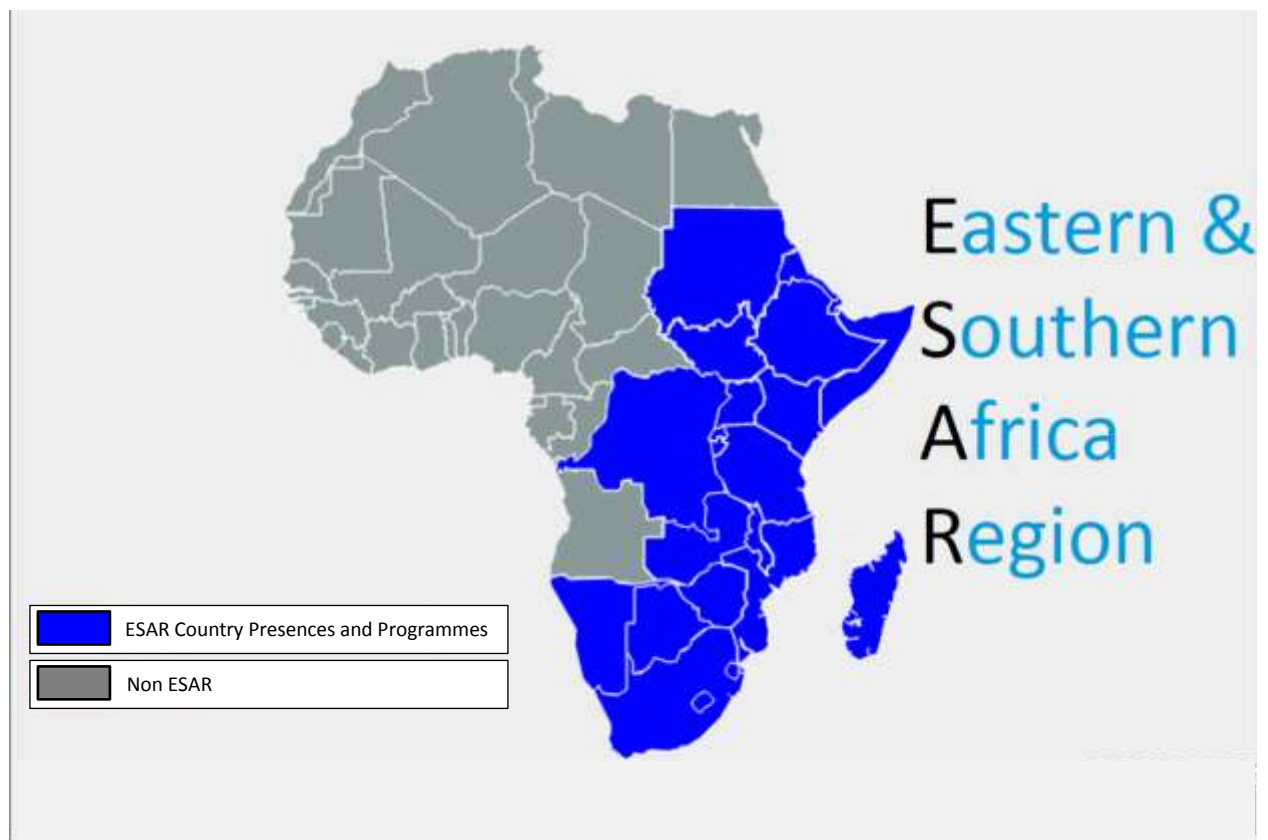
Sep 2014

PREFACE

Evaluation is an essential tool for UN Women's programming in Eastern and Southern Africa as it enables us to find out if and how our programmes in the region are working and what changes are necessary to further improve their relevance, effectiveness, efficiency and sustainability. It also provides instrumental tools for ensuring accountability and evidence-based management decisions about what does or does not work in advancing gender equality and the empowerment of women.

We have made important advances with respect to evaluation work in the Eastern and Southern Africa region. Our financial and human resource investment in evaluation is increasing and there is evidence of improving quality of evaluations. However, challenges remain. We need to pay more attention to evaluation planning, implementation and follow-up. Higher quality evaluations will enable us to fully utilize evaluation findings and recommendations to generate knowledge for better programming, up-scaling good practices and to communicate results to our partners.

The purpose of this 2014-17 evaluation strategy for the Eastern and Southern Africa region is to provide a comprehensive framework for guiding and further advancing evaluation work in the ESA region. The strategy is aligned with the corporate UN Women Evaluation Policy and the Global Evaluation Strategic Plan for 2014-2017 and structured around three result areas: (a) Effective decentralized evaluation systems, (b) UN coordination on gender responsive evaluation and (c) Capacity building for gender-responsive national M&E systems. It outlines roles and responsibilities for evaluation at the regional and country level together with key performance indicators and targets for monitoring progress. This will help to ensure that we have a common understanding and approach towards evaluation issues and expectations in relation to evaluation quality assurance and evaluation capacity building.

This regional evaluation strategy sets an ambitious agenda. It builds on the premise that Senior Management at Country Office and Regional levels assumes overall accountability for evaluation in their respective offices, including adequate staffing, financial resource allocation and quality assurance for evaluations. Buy-in and support at various levels will be crucial for implementing the strategy, strengthening evaluation culture in all offices and ultimately making UN Women a more effective and efficient organization in the region.

I appreciate the cooperation of country offices in the region in developing this strategy which I hope we will implement successfully.

Christine Musisi
UN Women Regional Director
Eastern and Southern Africa Regional Office

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Abbreviations

ACTIL   Africa Centre for Transformative and Inclusive Leadership
AfrEA   African Evaluation Association
AGDEN   Africa Gender and Development Evaluators Network
APNODE   African Parliamentarians Network on Development Evaluation
AWP   Annual Work Plan
CO   Country Office
DaO   Delivering as One
EB   Executive Board
ESA   Eastern and Southern Africa
ESK   Evaluation Society of Kenya
GATE system   Global Accountability and Tracking of Evaluation system
GEOS   Global Evaluation Oversight System
GERAAS   Global Evaluation Reports Assessment and Analysis System
HR   Human Resources
IEO   Independent Evaluation Office
KM   Knowledge Management
KPI   Key Performance Indicator
MCO   Multi Country Office
M&E   Monitoring & Evaluation
MER Plan   Monitoring Evaluation Research Plan
NEC   National Evaluation Capacity
NEP   National Evaluation Policy
NIEN   Nairobi Inter-agency Evaluation Network
PPGU   Planning and Programming Guidance Unit
PMD   Performance and Management Development
POM   Programme and Operations Manual
RES   Regional Evaluation Specialist
RO   Regional Office
SMART   Specific, Measurable, Achievable, Relevant and Time bound
SN   Strategic Note
ToC   Theory of Change
UNCT   United Nations Country Team
UNDAF   United Nations Development Assistance Framework
UNEG   United Nations Evaluation Group
VOPE   Voluntary Organization of Professional Evaluators

Executive Summary

The purpose of the Regional Evaluation Strategy for UN Women in Eastern and Southern Africa (ESA) is to put in place an effective regional evaluation function that provides evaluative evidence for informing and influencing programming and decision making, and for making UN Women a more effective organization in the region. The strategy is organized around three result areas and specific results that are aligned with the UN Women Evaluation Policy and the Global Evaluation Strategic Plan. Result areas, specific results and proposed activities for offices[1] in the ESA region are outlined below:

Area 1: Effective Decentralized Evaluation Systems implemented

Result	Proposed Activities
Financial Investment in Evaluation	➢ Offices in the region increase budget allocations towards UN Women minimum requirements (3%) for evaluation related activities[2]
Human Resources for Monitoring and Evaluation	➢ Offices appoint dedicated M&E Officers or M&E focal points at CO level ➢ RO and COs build capacity of colleagues for managing and using gender responsive evaluations
Reinforcing Accountabilities for Evaluation	➢ RO/ CO major meetings e.g. annual retreats include evaluation in their agenda (at least 1x/ year)
Evaluation Planning and Coverage	➢ Offices engage in strategic evaluation planning and – implementation according to UN Women quality standards ➢ Offices ensure timely adjustment of evaluation plans based on AWP planning process and evolving evaluation needs ➢ Offices ensure the evaluability of new programmes through Theory of Change, SMART indicators, systematic monitoring etc.
Implementation of Evaluations	➢ Offices dedicate adequate human and financial resources for implementing evaluations ➢ RO provides continuous technical support and follow up to COs ➢ Offices provide quarterly updates of information on planned and ongoing evaluations in GATE[3]. This data provides the basis for calculating evaluation implementation rates in the UN Women GEOS[4].
Quality of Evaluations and Quality Assurance Process	➢ RO systematically reviews all Evaluation Terms of Reference, inception, draft and final evaluation reports for quality assurance ➢ RO provides technical support to COs on all matters related to evaluation ➢ Offices fully comply with the quality assurance process for

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[1] Offices include (Multi-) Country Offices and the Regional Office

[2] Following UN Women Evaluation Policy the 3% should be calculated based on the total programme budget incl. core and non-core budget. The 3% can include funding for the following: (i) direct investment in evaluation studies which should be reflected in the MER Plan and GATE system; (ii) monetized staff time on evaluation; (iii) evaluation capacity building; and (iv) evaluation knowledge management related activities including dissemination of evaluation results and findings. For further details see Frequently Asked Questions (FAQ) on UN Women Evaluation Policy

[3] Global Accountability and Tracking of Evaluation

[4] Global Evaluation Oversight System

	decentralized evaluations ➤ All evaluation reports are quality assessed based on the GERAAS[5] methodology. This includes providing executive feedback to offices on individual evaluation reports citing areas for improvement
Global Accountability and Tracking of Evaluation Use (GATE)	➤ All Offices appoint GATE focal points who are responsible for quarterly updating of evaluation information ➤ The RO provides oversight with respect to adherence to corporate evaluation requirements
Development and Implementation of Evaluation Management Response	➤ Offices ensure that all (100%) evaluations develop and upload evaluation management responses in the GATE system, follow up on implementation of key actions and provide quarterly updates on status
Use of Evaluations	➤ Offices develop dissemination/ communication strategies for their evaluations ➤ Offices organize dissemination/ learning events to review evaluation findings, possibly together with other meetings e.g. retreats to save cost ➤ Offices include evidence and good practices from previous evaluations in new Programme Documents, AWPs, Strategic Notes, Annual Reports and other publications ➤ RO develops and disseminates knowledge products that synthesize evaluation evidence e.g. on key thematic issues. Dissemination platforms include the regional Knowledge Management Platform, UN Women Evaluation Community of Practice etc. ➤ RO rolls out webinars to share and discuss evaluation findings and -methods amongst colleagues in the ESA region
Strengthen Internal Evaluation Capacities	➤ RO organizes annual combined learning workshops on Monitoring, Evaluation, Reporting and Knowledge Management (KM) ➤ Offices encourage staff to participate in free online evaluation trainings ➤ Offices encourage staff to join and use the UN Women Evaluation Community of Practice for information sharing ➤ Offices staff engage in detail M&E assignments and inter-country (south-south) collaboration ➤ RO establishes quality assurance and technical support mechanisms including coaching, facilitating networking across the region ➤ RO provides individual, tailored country-specific support on a needs basis and capacity permitting

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[5] Global Evaluation Reports Assessment and Analysis System

Area 2: UN coordination on Gender Responsive Evaluation Promoted

Result	Proposed Activities
Inter-agency Capacity Development in Gender Responsive Evaluation	➢ Offices strengthen gender-response evaluation capacities amongst partners through their effective involvement in evaluation reference/ management groups ➢ RO continues substantive engagement in the Nairobi Inter-agency Evaluation Network (NIEN) including interagency capacity building on gender responsive evaluation
Integration of Gender in UNDAF and Joint Evaluations	➢ Offices actively participate in UNDAF / UNCT M&E groups ➢ Offices contribute to Joint Programme, UNDAF and Delivering as One (DaO) evaluations and integrate gender equality in those processes

Area 3: National Evaluation Capacities for Gender Responsive M&E systems Strengthened

Result	Proposed Activities
Building Evaluation Capacity in Governments and Civil Society	➢ COs engage in national evaluation capacity building including government and civil society ➢ COs with RO support work towards increasing country representation in APNODE[6] (6 countries in 2017) ➢ RO develops ACTIL[7] training module on "Working with parliamentarians to strengthen evaluation in public policies"
Partnerships with Voluntary Organizations of Professional Evaluators (VOPEs)	➢ With support from the RO, offices expand and strengthen partnerships with country-level Voluntary Organizations of Professional Evaluators (VOPEs) ➢ Offices support "EvalPartners" including advocacy for 2015 as the International Year of Evaluation

The Regional Evaluation Strategy also outlines roles and responsibilities for evaluation at country and regional level. It builds on the premise that Senior Management assumes overall accountability for evaluation in their respective offices, including adequate staffing, financial resource allocation and quality assurance for evaluations. In view of previous evaluation implementation rates RO and CO Senior Management will need to pay special attention to boost evaluation delivery.

Quality assurance for decentralized evaluations is a shared responsibility involving (Multi-) Country Offices, the Regional Office and the HQ Independent Evaluation Office (IEO). The data entered in the Global Accountability and Tracking of Evaluation (GATE) system at country level is the primary source of information for tracking and reporting on Key Evaluation Performance Indicators. To ensure reliability this information needs to be updated by COs on a quarterly basis. Finally, the Strategy describes the indicators,

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[6] African Parliamentarians Network on Development Evaluation
[7] Africa Center for Transformative and Inclusive Leadership

baselines and targets for monitoring implementation and making adjustments to strengthen the evaluation function in the ESA region over the period 2014-2017.

I.   Background and Justification

Within the framework of the UN Women Evaluation Policy[8], 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 Eastern and Southern Africa Region covers 22 countries with UN Women presence in the following 12 countries: Burundi, DR Congo, Ethiopia, Kenya, Malawi, Mozambique, Rwanda, South Africa (MCO), South Sudan, Sudan, Tanzania, Uganda and Zimbabwe. The ESA Regional Office and Country Offices have developed Strategic Notes covering the period 2014-2017[9] that set out the strategic direction and thematic priorities including planned M&E activities as outlined in the respective Monitoring, Evaluation and Research (MER) Plans.

A global UN Women M&E needs assessment carried out in 2013 by the Evaluation Office revealed a number of major challenges with respect to M&E capacity and knowledge amongst UN Women staff. The majority of the staff who responded (60%) had not participated in any evaluation training. Only 62% of the respondents knew about UN Women Evaluation Guidelines. The biggest challenges related to monitoring were the following, listed in order of priority: (1) staff knowledge and expertise in monitoring; (2) staff time for monitoring, (3) clarity in responsibilities and processes for monitoring, (4) lack of monitoring guidance and tools, and (5) financial resources for monitoring. The biggest challenges related to evaluation were (1) staff knowledge and expertise in evaluation; (2) staff time for evaluation, (3) clarity in responsibilities and processes for evaluation, (4) financial resources for evaluation, and (5) lack of evaluation guidance and tools.

In 2014, UN Women established a Global Evaluation Oversight System (GEOS) with the purpose to provide transparent information on evaluation performance at corporate and field levels. The GEOS is based on a dashboard with 7 Key Performance Indicators (KPIs) for evaluation listed below. Performance based on the KPIs is presented at the UN Women Executive Board meeting every year, with the next dashboard being prepared in June 2014:

KPI 1: Human resources for M&E
KPI 2: Financial resources invested in evaluation
KPI 3: Evaluation coverage
KPI 4: Evaluation implementation rate

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[8] For details see http://www.unwomen.org/en/about-us/evaluation/governance-and-policy
[9] Durations of Country Office Strategic Notes are aligned with respective UNDAF at country level

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

While the ESA region in the past years has continued to deliver high numbers of evaluations certain areas continue to require improvement in particular with respect to KPI (2); KPI (4) and KPI (5).

II.   Purpose of the Regional Evaluation Strategy

This Regional Evaluation Strategy is the result of an extensive consultative process led by the RO during the period June - Aug 2014. A first draft of the document was shared in June 2014 inviting colleagues in the ESA region to provide inputs. This was followed by a live webinar discussion in July with RO and CO staff participating in the discussion, a subsequent round of feedback and individual follow up with COs during Aug 2014.

The Regional Evaluation Strategy aims to sustain gains achieved in improving evaluation work in the ESA region and address gaps as identified above at regional and country level. It also outlines key initiatives in the region with regard to UN coordination on gender-responsive evaluation and capacity building for national M&E systems. The purpose is to put in place an effective regional evaluation function that provides timely and credible evaluative evidence to inform and influence programming and decision making, and ultimately make UN Women a more effective and efficient organization in the region.

The strategy is inclusive of the work of the Regional Office, Multi-Country and Country Offices. It builds on the premise that Senior Management assumes overall accountability for evaluation in their respective offices, including adequate staffing, financial resource allocation and quality assurance for evaluations. The strategy provides a results-based framework for operationalizing and contextualizing the global UN Women Evaluation Policy at country and regional level through outlining expected results, activities, roles and responsibilities for evaluation. Finally it proposes a mechanism for monitoring the implementation of the Regional Evaluation Strategy.

III.   The Global Evaluation Strategic Plan (2014-2017)

A Global Evaluation Strategic Plan[10] for 2014-2017 was developed by the Independent Evaluation Office as a comprehensive framework that guides UN Women at global, regional and country level to strengthen the evaluation function. It is guided by a Theory of Change (ToC) based on a systems-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

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[10] For details see http://www.unwomen.org/en/about-us/evaluation/governance-and-policy/evaluation-strategic-plan

managers, as well as the capability to deliver high-quality evaluations by UN-Women staff and M&E officers/focal points at the regional, multi-country and country office levels. See Annex 1) for details.

The Global Evaluation Strategic Plan focuses on 4 key result areas. **The ESA Regional Evaluation Strategy is aligned with the Evaluation Policy and the Global Evaluation Strategic Plan while focusing on 3 of the 4 global result areas** as highlighted below:

Area 1: Effective Corporate Evaluation Systems implemented
Area 2: Effective Decentralized Evaluation Systems implemented
Area 3: UN coordination on gender responsive evaluation promoted
Area 4: National Evaluation Capacities for gender responsive M&E systems strengthened

IV.   Key Results of the Regional Evaluation Strategy

Results Area 1: Effective decentralized evaluation system strengthened and implemented

A. Management attention to decentralized evaluation function is heightened

In accordance with the Evaluation Policy (Para 52), the Regional Director and Country Office Representatives champion the use of all evaluations in the region and their respective COs and ensure that adequate financial and human capacity is made available for all evaluations to ensure a fully effective and efficient function. They also assume responsibility for creating an enabling environment for strengthening evaluation culture in the area under their purview.

A.1 Investment in evaluation

Appropriate budget allocation is central in ensuring the quality, credibility and utility of evaluation. A retrospective look at financial resources invested in evaluation in the ESA region in 2013 reveals the function is under-resourced and with an average of 1.1% far below the minimum level of investment target of 3% set out in the Evaluation Policy.

Figure 1: Financial resources invested in evaluation, 2013[11]
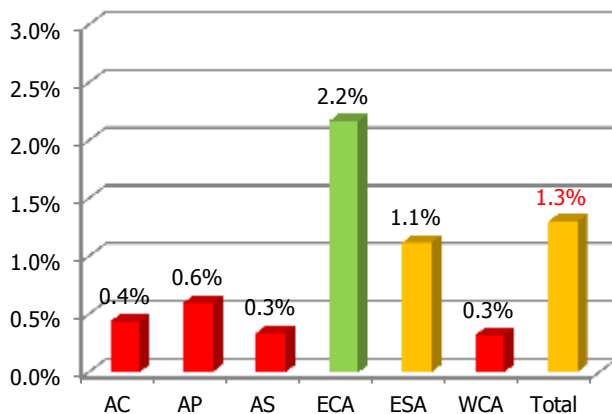
Source: 2013 figures generated from Atlas by Division of Management and Administration, complemented by data obtained from ROs

Given the financial resource constraints in UN Women the Strategy will take an incremental approach towards increasing allocations for evaluation at CO and RO levels. **It will aim at reinforcing efforts to secure evaluation resources at RO and CO levels by increasing financial investment in evaluations from currently 1.1% to 2% in 2015 towards 3% in 2017:**

➢ Offices in the region increase budget allocations towards UN Women minimum requirements (3%) for evaluation related activities[12].

A.2 Adequate and skilled human resources for Monitoring and Evaluation

UN Women employs diverse institutional arrangements for staffing at field level and the ESA region over the past few years has made progress to increase capacity for M&E at CO level. In 2013 the following offices had M&E/ Reporting Officers in place: Burundi, Kenya, RO (2), South Sudan, Sudan, Uganda (2) and Zimbabwe. Ethiopia, Mozambique, South Africa and Rwanda had a focal point for M&E while Tanzania and Malawi had no M&E Officers/ focal point in place.

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[11] The total percentage includes costs incurred by the IEO, HQ divisions and Decentralized Offices. It represents the total evaluation expenditure in the entire organization in 2013.
*While it is likely that resources invested in evaluation fluctuate yearly, this key performance indicator provides an indication of the financial commitment to the evaluation function.
[12] Following UN Women Evaluation Policy the 3% is calculated based on the total programme budget incl. core and non-core budget. The 3% can include funding for the following: (i) direct investment in evaluation studies which should be reflected in the MER Plan and GATE system; (ii) monetized staff time on evaluation; (iii) evaluation capacity building; and (iv) evaluation knowledge management related activities including dissemination of evaluation results and findings. For further details see Frequently Asked Questions (FAQ) on UN Women Evaluation Policy

Figure 2: Human resources for M&E in 2013
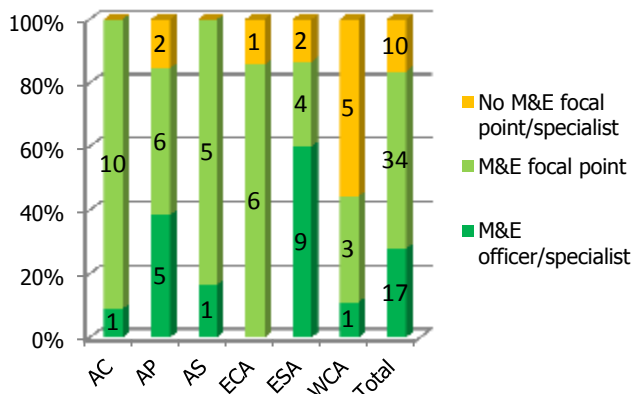
Source: UN Women Global Evaluation Oversight System

Experience shows that M&E staffing at field level fluctuates often due to the nature of M&E staff contracts. While temporary arrangements are understandable given the resource base of UN Women, recurrent changes in staffing and/ or the absence of dedicated M&E staff have a significant bearing on the capacity to deliver quality evaluations in ESAR. It also impacts negatively on the capacity to promote gender-responsive evaluation in joint and system-wide evaluations at country-level, including in UNDAF evaluations.

The Regional Evaluation Strategy aims to ensure that:

➢ Offices appoint dedicated M&E Officers or M&E focal points at CO level
➢ RO and COs build capacity of colleagues for managing and using gender responsive evaluations

The UN Women Planning and Programming Guidance Unit (PPGU) together with the Independent Evaluation Office and Human Resources are currently finalizing standard Terms of Reference for M&E focal points at CO level that will be shared globally. The RO will support COs in strategizing and deciding on different options for M&E staffing at country level.

A.3 Reinforcing accountabilities for evaluation

Ensuring the quality, credibility and use of evaluation is the responsibility of all managers in UN-Women. This is promoted through a system of organizational incentives, inclusion in the performance appraisal system and investment in evaluation capacity development.

In accordance with the Evaluation Policy, the use of evaluation for improved performance will be included as a key element in the performance appraisals of senior

managers. **In this regard, the Regional Director will ensure integration of the evaluation function in the individual Performance and Management Development (PMD) of Country Office Representatives.** Moreover, the strategy aims to mainstream the demand for evaluation among senior managers inter alia through the following:

➢ RO/ CO major meetings e.g. annual retreats include evaluation in their agenda (at least 1x/ year)

B. Evaluation planning and coverage

The overall coverage of evaluation in the ESA Region (2011-2013) is reasonably good with 10 offices having conducted at least one evaluation over the past 3 years, as Figure 3 shows.

Figure 3: Evaluation Coverage (2011-2013)[13]
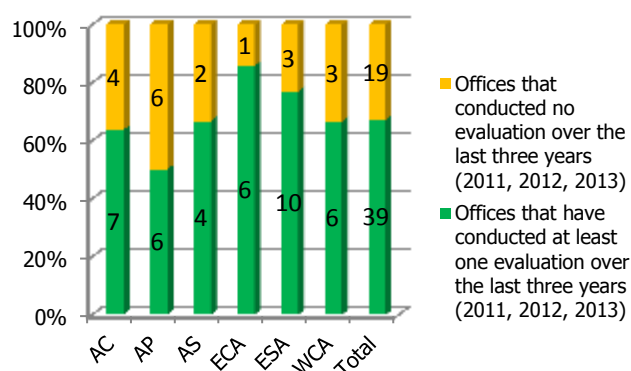
Source: UN Women Global Accountability and Tracking of Evaluation (GATE) System

Tanzania and South Sudan did not conduct any project or programme evaluation over the period 2011-2013[14]. **The Evaluation Strategy will aim at improving evaluation coverage towards all COs having conducted at least 1 evaluation during the period 2014-17.** To improve evaluation coverage in the region the RO will provide systematic support to COs with particular focus to offices with limited experience in conducting evaluations:

➢ Offices engage in strategic evaluation planning and –implementation according to UN Women quality standards
➢ Offices ensure timely adjustment of evaluation plans based on AWP planning process and evolving evaluation needs
➢ Offices ensure the evaluability of new programmes through Theory of Change, SMART indicators, systematic monitoring etc.

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[13] Although some evaluations cover more than one country, the graph includes only those offices that managed/commissioned the evaluation

[14] Malawi is not included here as the UN Women office was only established in 2012

C. Implementation of evaluations

Experience over the past years shows that a considerable number of planned evaluations in a given period are not implemented, delayed and/ or cancelled due to evaluation over planning, limited financial and human resources and other competing priorities. On the other hand there are instances of evaluations "surfacing" without prior planning because of urgent requirements. Figure 4 below shows an evaluation implementation rate of 66% (8 out of 12) for ESA region in 2013.

Figure 4: Evaluation Implementation Rate 2013
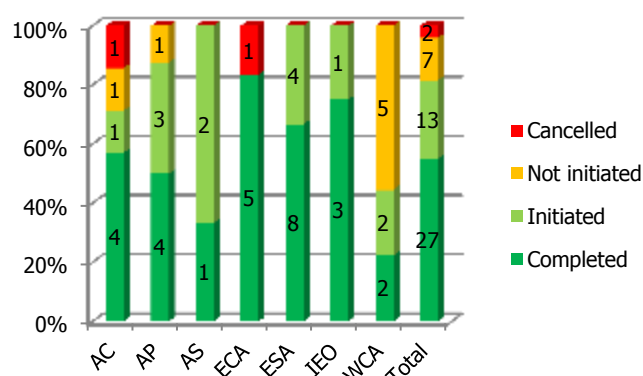
Source: UN Women Global Accountability and Tracking of Evaluation (GATE) System

For the period 2014-17 offices in the ESA region have outlined their planned evaluations in Monitoring, Evaluation and Research (MER) Plans that were developed and approved as part of their Strategic Notes in early 2014. In 2014 and based on the current MER Plans a total of 12 evaluations are planned in the ESA region as follows:

Figure 5: 2014 Evaluations planned in Eastern and Southern Africa

| Country	Evaluation Title	Planned Date	Budget	Status
DR Congo	i. Evaluation of South Kivu Provincial Assembly in DRC ii. Evaluation of North Kivu Civil Society Bureau of Coordination project iii. Evaluation of South Kivu Civil Society Bureau of Coordination project	Aug-14	USD 15,000	draft TOR developed
Ethiopia	Evaluation of UN Women-UNFPA JP 'Combating VAW in Ethiopia'	Feb 2014 *	USD 38,355	completed
Kenya	Final Evaluation of Kenya JP on GEWE	Jun-14	USD 50,000	draft report shared
Mozambique	Evaluation of UNITE Campaign under US funded E-VAW project	Aug-14	USD 6,300	**not started**
Rwanda	Final evaluation of Gihundwe One Stop Center (One UN)	Aug-14	USD 40,000	selection of consultants
Rwanda	Mid term evaluation of project for advancing women's gains in Rwanda	Sep-14	USD 50,000	**not started**
South Africa	Final Evaluation of Pro Poor, GE and WE programme in Namibia	Sep 2014 *	USD 50,000	**TOR developed in 2013, not started**
South Africa	Evaluation of WEE projects in partnership with Coca-Cola	Dec-14	USD 15,000	draft TOR developed
Sudan	Country Programme Evaluation: Consolidating efforts towards GE and WE in Sudan 2012-13	Aug 2014 *	USD 60,000	inception report shared
South Sudan	Mid term evaluation of UNW Strategic Note and AWP 2013-14	Q 4 2013 *	USD 60,000	inception report shared
Tanzania	Evaluation of UN Women's Strategic Note 2011-2013	Q 3/4 2014	USD 30,000	**not started**
Uganda	Final evaluation of the Joint Program on Gender Equality	Q 3/4 2014	USD 150,000	draft TOR developed
* carry-over evaluation from 2013				

Note: This list does not include evaluations where UN Women participates but is not responsible for managing, e.g. UNDAF evaluations, donor evaluations etc.

Similar to previous years this presents a high number of planned evaluations in the ESA region for 2014 only[15]. **In view of previous evaluation implementation rates senior management at RO and CO need to pay special attention to boost evaluation delivery. The Evaluation Strategy will aim at improving the evaluation delivery from 66% (in 2013) towards 90% (in 2017) through reinforcing the following mechanisms:**

  ➢ Offices dedicate adequate human and financial resources for implementing evaluations
  ➢ RO provides continuous technical support and follow up to COs
  ➢ Offices provide quarterly updates of information on planned and ongoing evaluations in GATE. This data provides the basis for calculating evaluation implementation rates in the UN Women GEOS[16].

D. Quality and credibility of evaluations

The 2013 GERAAS[17] assessment shows the quality of evaluations in the ESA region is reasonably positive. Out of the 8 completed evaluations in 2013 12% (1) was rated as 'Unsatisfactory'. 38% (3) evaluations were rated as 'Satisfactory'; 38% (3) evaluations were rated as 'Good' and 12% (1) evaluation was rated as 'Very Good'. See Figure 6 below for details.

Figure 6: Quality of 2013 Evaluations
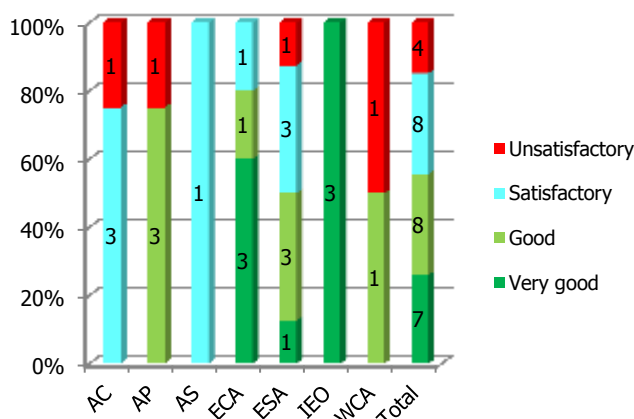
Source: Global Evaluation Reports Assessment and Analysis System (GERAAS)

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[15] Evaluations planned for 2015, 2016 and 2017 are not listed here but in country-level MER Plans and in GATE
[16] GEOS: Global Evaluation Oversight System
[17] The Global Evaluation Reports Assessment and Analysis System (GERAAS) was established by the IEO with the aim of improving the quality and use of decentralized 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.

As more and more evaluations are planned to be undertaken in the span of the SN cycle including country-level, joint and UNDAF evaluations, consistent follow up and support is required to ensure high quality and credible evaluations. While many factors, including limited financial and human capacity at field level account for poor quality of evaluations, the 2013 GERAAS revealed that the majority of programmes lack explicit Theories of Change, measurable results frameworks, and/ 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 Evaluation Strategy will aim at improving evaluation quality from 50% rated 'Good' and better towards 80% rated 'Good' and better. The Regional Office together with the Independent Evaluation Office will reinforce the quality assurance mechanism for all evaluation processes at regional and country level. This includes the following:

➢ RO systematically reviews all Evaluation Terms of Reference, inception, draft and final evaluation reports for quality assurance
➢ RO provides technical support to COs on all matters related to evaluation
➢ All evaluation reports are quality assessed based on the GERAAS methodology. This includes providing executive feedback to offices on individual evaluation reports citing areas for improvement

D.1. Quality assurance in evaluation processes

As outlined in the evaluation chapter of the Programme and Operations Manual (POM), **quality assurance for decentralized evaluations is a shared responsibility involving (Multi-country) COs, the RO and the HQ Independent Evaluation Office (IEO).** Each office assumes a distinct role and responsibility. Working together, they contribute to a coherent and effective evaluation function in UN Women.

The Strategy will enforce and strengthen the mechanism for quality assurance at different stages of the evaluation process as outlined in Table 1 below.

➢ Offices fully comply with the quality assurance process for decentralized evaluations

This indicator will be reported by COs and monitored by the RO on an annual basis, based on the Checklist for the Quality Assurance Process presented in Annex II.

Table 1: Quality Assurance Process for Decentralized Evaluations

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. The country representative approves the management response in GATE.
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 M&E officer/focal point establishes a reference group for the evaluation[18] that provides input to 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
Inception Report
The M&E Officer/focal point or evaluation task manager takes the primarily responsibility for quality assurance and approval of the inception report. The RES as necessary supports the M&E Officer/focal point in managing the evaluation consultant(s).
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

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[18] For details on composition and management of Evaluation Reference Groups see the online UN Women Manual "A Manager's Guide to Gender Equality and Human Rights–Responsive Evaluation" at
http://www.unifem.org/evaluation_manual/

The M&E officer/M&E focal point uploads the final evaluation report to the GATE within six weeks of finalization. The country representative approves the report in GATE.
Management response
The country 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 management response in GATE.

E. Evaluative evidence is used and supports evidence-based programming

E.1 Global Accountability and Tracking of Evaluation Use (GATE)

The IEO has established the Global Accountability and Tracking of Evaluation (GATE) system at http://gate.unwomen.org/index.html . The GATE provides an online platform to store all evaluations including management responses in a transparent manner and ensures a follow-up mechanism to recommendations through an online tracking system. While the Evaluation Chapter of the POM specifies user and approval rights of the GATE system, experience shows that update of GATE information at country level continues to be a challenge. **GATE data entered at country level is the primary source of information for corporate reporting on Key Evaluation Performance Indicators. To ensure reliability this information needs to be updated on a quarterly basis.** The Evaluation Strategy aims to ensure:

 - ➢ All Offices appoint GATE focal points who are responsible for quarterly updating of evaluation information
 - ➢ The RO provides oversight with respect to adherence to corporate evaluation requirements

E.2 Evaluation Management Response
E.2.1 Management response development and uploading to the GATE system
In line with the requirements established in the Evaluation Policy, management responses should be prepared for all UN-Women evaluations including joint evaluations in which UN-Women has participated. The Head of Office is responsible for developing, implementing and monitoring status of follow-up action to the evaluation management response. In the ESA region 75% (6 out of 8) of the completed evaluations in 2013 had the management response finalized and uploaded to GATE.

Figure 7: 2013 Evaluation reports with Management Response in GATE
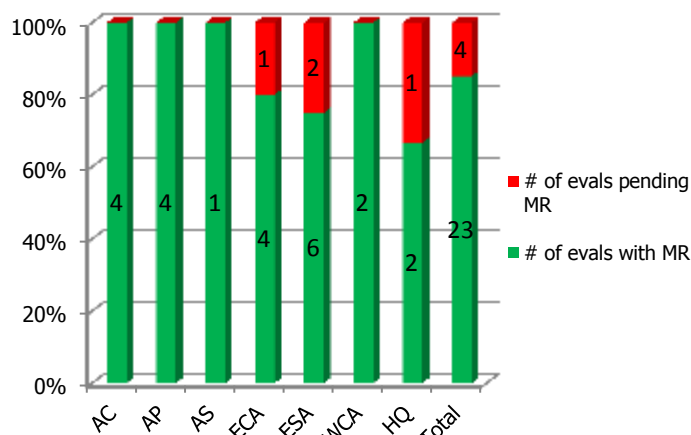
Source: UN Women Global Accountability and Tracking of Evaluation (GATE) System

E.2.2 Implementation of management response and key actions
The ultimate success of evaluation depends on the extent to which evaluation recommendations are implemented and used to inform decision making and learning to improve performance and achievement of results. For evaluations conducted in the ESA region in 2013, 58 follow-up actions from evaluation recommendations have been completed while 20 were under implementation. The implementation of certain recommendations can be challenging especially those with resource implications. At the time of formulating the management response it is therefore prudent for offices to critically reflect on the type and scope of follow-up action they want to commit to.

Figure 8: Implementation Status of 2012 Management Response/Key Actions
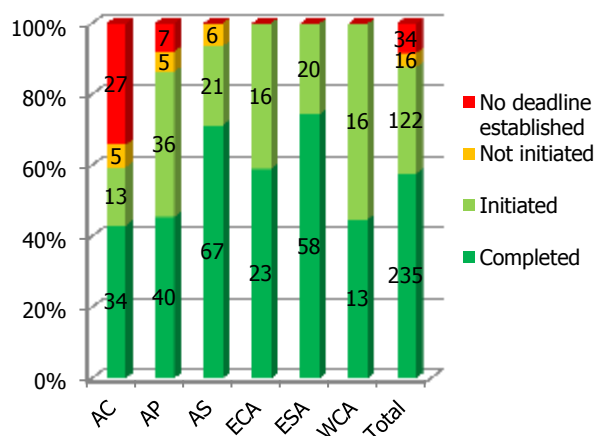
- ➢ Offices ensure that all (100%) evaluations develop and upload evaluation management responses in the GATE system, follow up on implementation of key actions and provide quarterly updates on status

E.3 Use of Evaluations

While there is a mandatory section on Lessons Learned in UN Women Strategic Notes the approach to using evaluation findings for decision-making, learning and programming remains ad-hoc. The effective utilization of evaluation findings at regional, multi-country and country office level continues to present a challenge. As per UN-Women Evaluation Policy senior managers at Regional and Country Office level assume ultimate responsibility for using findings, recommendations and lessons from evaluations commissioned by their respective offices and other corporate evaluations. The Regional Evaluation Strategy will support the establishment and strengthening of mechanisms to increase the utility of evaluation as a learning and evidence-based programming tool as follows:

- ➢ Offices develop dissemination/ communication strategies for their evaluations
- ➢ Offices organize dissemination/ learning events to review evaluation findings, possibly together with other meetings e.g. retreats to save cost
- ➢ Offices include evidence and good practices from previous evaluations in new Programme Documents, AWPs, Strategic Notes, Annual Reports and other publications
- ➢ RO develops and disseminates knowledge products that synthesize evaluation evidence e.g. on key thematic issues. Dissemination platforms include the regional Knowledge Management Platform, UN Women Evaluation Community of Practice etc.
- ➢ RO rolls out webinars to share and discuss evaluation findings and -methods amongst colleagues in the ESA region

F. Internal evaluation capacities strengthened to manage and use evaluations

The UN Women IEO over the past years has put in place comprehensive corporate evaluation guidance material e.g. the online UN Women Manual "A Manager's Guide to Gender Equality and Human Rights–Responsive Evaluation", available at http://www.unifem.org/evaluation_manual/. Further to this the IEO is currently developing an e- learning course "How to Commission and Manage Gender Responsive Evaluations" based on the UN Women online Manual, as well as advanced e-learning certificates that include a coaching programme by Regional Evaluation Specialists.

Generally speaking in UN Women evaluation capacity development is seen as a deliberate process whereby abilities to manage and use evaluations are acquired, enhanced, and sustained over time. It is also acknowledged that traditional "class-room" on-site types of training can be limited in terms of triggering individual and organizational change processes and ultimately in improving long term institutional

capacity. For this reason the regional evaluation strategy will deploy different modalities that combine traditional onsite training with innovative approaches including peer learning, online training[19] and virtual learning communities as follows:

- ➢ RO organizes annual combined learning workshops on Planning, Monitoring, Evaluation, Reporting and Knowledge Management (KM)
- ➢ Offices encourage staff to participate in free online evaluation trainings
- ➢ Offices encourage staff to join and use the UN Women Evaluation Community of Practice for information sharing
- ➢ Offices staff engage in detail M&E assignments and inter-country (south-south) collaboration
- ➢ RO establishes quality assurance and technical support mechanisms including coaching, facilitating networking across the region
- ➢ RO provides individual, tailored country-specific support on a needs basis and capacity permitting

Results Area 2: UN coordination on gender responsive evaluation promoted

A. Inter-agency capacity in gender-responsive evaluation developed, including support to regional networks and groups

Active participation and contribution to UN M&E/ Evaluation groups at country and regional level is fundamental for ensuring that gender equality, women's empowerment and human rights are addressed across UN interagency evaluation work. UN Women needs to be involved from the very beginning of the country-level UNDAF formulation processes to ensure respective results frameworks and indicators are gender responsive.

UN Women staff is currently participating in UNDAF/ UNCT M&E groups as follows:

Table II: UN Women representation in country-level M&E groups

Country	Country-level M&E Group
DR Congo	UN DRC Evaluation Group
Ethiopia	Member of UNCT M&E TWG, also providing M&E support to UNDAF Pillar 4 on Women, Youth and Children
Kenya	UN Kenya M&E Working Group
Mozambique	UN M&E and Gender Coordination Group
Rwanda	One UN M&E Group
South Sudan	UNDAF M&E groups for Outcomes 1 - 4
Sudan	UNDAF M&E group
Tanzania	Not a member of Programme M&E Group but providing inputs when

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[19] For example, EvalPartners is already offering a free e-learning course on development evaluation which can be accessed at http://www.mymande.org/elearning . It includes the following 3 courses: Equity-focused and Gender-responsive Evaluations; National Evaluation Capacity Development for Country-led Monitoring and Evaluation Systems; Emerging Practices in Development Evaluations.

	necessary
Uganda	Joint UN Team on M&E (JUNT M&E)
Zimbabwe	Member of Joint UN/ Zimbabwe GO M&E Team, also member of ZUNDAF Steering Committee

The Nairobi Inter-agency Evaluation Network (NIEN) was created in 2013 to provide a forum for learning and exchange of knowledge on evaluation among M&E staff based in Nairobi. UN Women together with UNEP and UN HABITAT were instrumental in establishing the NIEN. The objectives of NIEN include the following: (i.) Support professionalization of the evaluation function in the UN system; (ii.) Promote the conduct and use of evaluation according to UNEG (UN Evaluation Group) norms, standards and guidance; (iii.) Build capacity of staff in M&E functions; (iv.) Establish linkages with other evaluation networks. UN Women plays a key role in NIEN to help ensure gender is integrated in evaluation work across UN agencies.

The UN Women Evaluation Policy (para 6) states that "*not only does evaluation act as an important driver of change […] but the way in which the evaluation process is undertaken empowers the stakeholders involved.*" In other words, a participatory evaluation process that purposefully engages partners e.g. through evaluation reference/ management groups can be an effective means to enhance gender-response evaluation capacity amongst UN Women partners. The Regional Evaluation Strategy will aim at the following:

➢ Offices strengthen gender-response evaluation capacities amongst partners through their effective involvement in evaluation reference/ management groups
➢ RO continues substantive engagement in the Nairobi Inter-agency Evaluation Network (NIEN) including interagency capacity building on gender responsive evaluation

B. Gender equality integrated in UNDAF and joint evaluations

UN Women has a central mandate in supporting the integration of gender equality across UN interagency evaluation work and the UN Women Executive Board has repeatedly highlighted the importance of UN Women engagement in Joint Programme and UNDAF evaluations. The evaluation strategy will further promote UN system coherence, coordination and accountability with respect to gender responsive evaluations.

➢ Offices actively participate in UNDAF / UNCT M&E groups
➢ Offices contribute to Joint Programme, UNDAF and Delivering as One (DaO) evaluations and integrate gender equality in those processes

For further details p-lease refer to Annex III: UNDAF roll-out countries in the ESA region.

Results Area 3: National Evaluation Capacities for gender responsive M&E systems strengthened

Evaluating the performance of national policies and programs is a fundamental ingredient to foster accountability and good governance at country level. As of today Ethiopia, Kenya, Uganda and South Africa are the only countries in the ESA region that have established a National Evaluation Policy (NEP)[20]. While Kenya, Uganda and South Africa have a national gender policy, gender action plan or gender equality legislation only the Ethiopia National Evaluation Policy includes a direct reference to gender equality[21]. In many cases gender equality is considered as sector or program specific and not as a cross-cutting national development priority.

The above points towards the need to strengthen national evaluation capacity and support the establishment of gender responsive national M&E policies and systems. This should involve both national governments and Voluntary Organizations of Professional Evaluators (VOPEs). A systemic approach that strengthens both the demand and supply for gender-responsive evaluation in national governments and civil society will help to better understand and address gender issues in economic, social and other national programs and policies.

A.   Building Evaluation Capacity in Governments and Civil Society

UN Women offices at country level have a critical role to play in building national evaluation capacity amongst government, civil society and NGO partners in particular in cases where these are UN Women implementing partners. Strategic entry points for engaging with National Planning Ministries, M&E Departments etc. should be explored on a country by country basis and build on synergies with work done by UN partners in the same area.

In 2014 UN Women ESA supported the creation of the African Parliamentarians Network on Development Evaluation (APNODE). APNODE's mission is to provide a forum which will support parliamentarians in Africa to make use of and advocate for evaluation in order to support development effectiveness and inclusive growth in the African continent. Ethiopia, Kenya, Tanzania and Uganda from the ESA region are currently represented in APNODE with a women parliamentarian from Kenya elected as interim APNODE Executive Coordinator. Parliamentarians have inter alia committed to the following[22]:

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[20] Mapping the Status of National Evaluation Policies; by Barbara Rosenstein (Nov 2013). Study commissioned by the Parliamentarians Forum on Development Evaluation in South Asia jointly with EvalPartners

[21] Integrating Gender into National Evaluation Policies; by Michael Bamberger (May 2014). Draft paper prepared for EvalPartners, UNEG and UN Women

[22] Yaoundé Declaration signed by African Parliamentarians during the 7th African Evaluation Association Conference on 7 March 2014

- Raise awareness within national parliaments about the importance of using evaluation evidence for effective parliamentary oversight, policy-making and national decision-making
- Work towards the institutionalization of evaluation at governmental level e.g. through developing national evaluation policies
- Work towards bridging the gap between evaluators (as providers of evaluation evidence) and parliamentarians (as users of evaluation evidence)

Another potential approach for building National Evaluation Capacity (NEC) is through the Africa Centre for Transformative and Inclusive Leadership (ACTIL) hosted at the Kenya University in Nairobi, Kenya. ACTIL's mission is to raise transformative leaders and strengthen the capacities of policy makers to inter alia develop gender-responsive policies and legislations. The RO was instrumental in establishing ACTIL in 2014.

The regional evaluation strategy will engage in evaluation capacity building for national governments and civil society as follows:
- ➢ COs engage in national evaluation capacity building including government and civil society
- ➢ COs with RO support work towards increasing country representation in APNODE (6 countries in 2017)
- ➢ RO develops ACTIL training module on "Working with parliamentarians to strengthen evaluation in public policies"

B.   Partnerships with Voluntary Organizations of Professional Evaluators (VOPEs)

The ESA Regional Office in the past has partnered with the following VOPEs in the region: African Evaluation Association (AfrEA), Africa Gender and Development Evaluators Network (AGDEN), and Evaluation Society Kenya (ESK). These VOPEs are members of the global EvalPartners initiative http://www.mymande.org/evalpartners which aims at enhancing national capacities to demand, supply and use evaluation in policy making. EvalPartners is currently is co-chaired by UN Women.

The Regional Evaluation Strategy will include the following activities:

- ➢ With support from the RO, offices expand and strengthen partnerships with country-level Voluntary Organizations of Professional Evaluators (VOPEs)
- ➢ Offices support "EvalPartners" including advocacy for 2015 as the International Year of Evaluation

V. Responsibilities for evaluation at regional and country levels

The UN Women Evaluation Policy and the Programme and Operations Manual (POM) outline the responsibilities for the evaluation function in UN Women. **The Regional Director and CO Representatives assume overall accountability for the evaluation function at regional and country level respectively and ensure that adequate financial and human capacity is made available to ensure a fully effective and efficient evaluation function in the area under their purview.**

The Regional Evaluation Strategy will further reinforce systems for accountability particularly by senior managers and those with programmatic, monitoring and evaluation functions. See Table II below on detailed roles and responsibilities.

Table III: Roles and responsibilities for evaluation at regional and country level[23]

Multi-Country/Country Representatives or Directors	- 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 - Develop and implement Monitoring, Evaluation, and Research plans (MERP) in a timely manner - Allocate appropriate country office budget resources to evaluation - Design strategic notes, new programmes and initiatives 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) - Approves evaluation plans, evaluation reports and management response in the GATE system - Incorporate and utilize evaluation findings 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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[23] Table is based on Section 5) on Evaluation of the UN Women Programme and Operations Manual

Monitoring and Evaluation (M&E) Officers/Focal Points	• Advise on evaluability[24] by preparing the programme for future evaluations
	• Provide technical advice in the planning, management, dissemination and response to decentralized 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

Regional Directors	• Assume overall accountability for evaluation function in the region • Ensure compliance of country and multi-country offices with evaluation-related accountability • Ensure appropriate allocation of resources for evaluation (3% of the total budget in the region) • Support and guide regional, multi-country and 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
Regional Evaluation	• Conduct and/or manage strategic decentralized regional and

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Specialists	country-level evaluations
	• Support implementation of evaluation policies and strategies
	• Lead development of regional evaluation strategies and ensure their implementation
	• Advise regional, multi-country and 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 decentralized 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 implementation of the Strategy

Monitoring the implementation of the Strategy is essential for tracking progress and making adjustments to improve evaluation performance in the ESA region. The Strategy identifies the key result areas, indicators with baselines and targets for each result area to strengthen evaluation in the ESA region over the period 2014-2017. The Table "Performance Monitoring Framework and Targets" below lays out the responsibility, sources and frequency of data collection for each indicator.

Progress on the seven key evaluation performance indicators will be reported through the Global Evaluation Oversight System (GEOS) to UN Women Senior Managers on a quarterly basis and to the UN Women EB on an annual basis. Achievements of the ESA Regional Evaluation Strategy will be discussed and presented in Regional Office and Independent Evaluation Office Annual Reports.

A participatory midterm review (in 2015) and final review (in 2017) of the Evaluation Strategy will be undertaken by the RO in close collaboration with COs to take stock and make adjustments as required.

VII. Performance Monitoring Framework and Targets

Results	Indicators	Reporting Frequency	Source of data	Baseline (2013)	Target	Responsible
Result Area 1: Effective decentralized Evaluation System strengthened and implemented						
A. Management attention to decentralized evaluation function is heightened	% of evaluation expenditure from the total expenditure in the region	1x/ year	ATLAS (Activity Code 023)	**1.1%**	**2% by 2015; 3% by 2017**	Data Analysis: RO/ IEO
	% of Offices that have appointed M&E focal points or M&E Officers	1x/ year	Human Resources information at RO	**87% (13 out of 15 offices)**	100%	Data Analysis: RO/ IEO
	% of Offices in which evaluation was discussed and integrated in annual retreats	1x/ year	Communication between RO and COs	**TBD**	100%	Data Analysis: RO/ IEO
B. Coverage of evaluations improved and maintained	Number of Offices that conducted at least one evaluation over total number of Offices	1x/ year	GATE	**77% (10 out of 13 offices)**	80%	GATE update: COs; RO Data Analysis: RO/ IEO
C. Implementation of evaluations	Number of evaluations completed, initiated, not initiated and cancelled in a given year against total number of evaluations planned	Quarterly GATE update; Reporting 1x/ year	GATE; Communication between RO and COs	**66% (8 out of 12 evaluations)**	80% by 2015; 90% by 2017	GATE update: COs; RO Data Analysis: RO/ IEO
D. Quality and credibility of evaluation improved	% of decentralized evaluations rated as "Good' and above on the GERAAS evaluation report quality assessment scale	1x/ year	GERAAS	**50% (4 out of 8 evaluations)**	60% by 2015; 80% by 2017	Data Analysis: IEO
	% of COs that managed evaluation in a specific year compliant with quality assurance system	1x/ year	Communication between RO and COs	**TBD**	100%	Data Analysis: RO/ IEO

Results	Indicators	Reporting Frequency	Source of data	Baseline (2013)	Target	Responsible
E. **Evaluative evidence generated is used and supports results and evidence based programming and management decisions**	% of evaluation reports uploaded and made accessible in the GATE system	Quarterly GATE update; Reporting 1x/ year	GATE	**100%**	**100%**	GATE update: COs; RO Data Analysis: RO/ IEO
	% of new Strategic Notes informed and made reference to evaluative evidence	1x/ year	Desk review of Strategic Notes	**TBD**	**100%**	Data Analysis: RO
	% of decentralized evaluations that have developed and uploaded management response in the GATE	Quarterly GATE update; Reporting 1x/ year	GATE	**75% (6 out of 8 evaluations)**	**100% by 2017**	GATE update: COs; RO Data Analysis: RO/ IEO
	% implementation of management response key actions	Quarterly GATE update; Reporting 1x/ year	GATE	**74% (58 out of 78 follow-up action) completed**	**90% by 2017**	GATE update: COs; RO Data Analysis: RO/ IEO
F. **Internal evaluation capacity enhanced to manage and use evaluations**	% of M&E specialists/focal points who are members of the Global M&E Community of practice	1x/ year	Data from UN Women ICT desk	**TBD**	**90%**	Data Analysis: RO
	% of M&E specialists/focal points trained in gender responsive evaluation	1x/ year	RO training records; M&E staff interviews	**TBD**	**90%**	Data Analysis: RO
Results Area 2: UN coordination on gender responsive evaluation promoted						
A. **Inter-agency evaluation capacity development, including regional level networks and groups supported**	% of countries in which UN-Women is represented in inter-agency M&E working groups	1x/ year	Communication between RO and COs	**TBD**	**80%**	Data Analysis: RO
B. **Gender equality integrated in UNDAF and joint evaluations**	% of offices that participated in UNDAF and Joint evaluations	1x/ year	Communication between RO and COs	**TBD**	**80%**	Data Analysis: RO

Results	Indicators	Reporting Frequency	Source of data	Baseline (2013)	Target	Responsible
Results Area 3: National Evaluation Capacities for gender responsive M&E system strengthened						
Building Evaluation Capacity in Governments	Country Representation in African Parliamentarians Network on Development Evaluation (APNODE)	1x/ year	Communication between RO and COs	**4 countries represented: ETH, KE, TZ, UG**	**6 countries represented by 2017**	Data Analysis: RO/ IEO

Annex I: Theory of Change to strengthen UN Women Evaluation Function

INSTITUTIONAL SYSTEMS

INDIVIDUAL CAPACITIES

RESULTS

DEMAND

- **Awareness raising mechanisms**: Evaluation is discussed at high-level meetings (SMT, RO retreat, etc)
- **Oversight system:** Dashboard with KPI is produced and communicated regularly
- **Appropriate financial resources** (3%) are allocated
- **UNEG/UN regional M&E groups**: mechanisms to ensure gender equality is reflected in UN system-wide evaluation policies and guidance are in place
- **Innovative partnership** with key external stakeholders aiming at strengthening gender-responsive national evaluation policies and systems are developed

SUPPLY

- **Quality Assurance systems** are enforced
- **Capacity Development systems**, including KM system and On-line training, are in place and used
- **Technical Assistance** is delivered
- **HR strategy** to ensure M&E specialists meet UNEG evaluation competencies
- Mechanisms to strengthen technical capacities to implement **UNEG norms and standards on** gender-responsive evaluations are in place
- **Innovative partnerships** to strengthen technical capacities to implement gender-responsive national evaluation policies and systems facilitated

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- Managers understand the value of evaluation and demand for strategic evaluations
- Managers develop good-quality Management Responses
- Managers use evaluation findings to inform decision making, evidence-based policy advocacy, and reporting
- Managers are accountable for the performance of the evaluation function

- UN Managers promote gender-responsive evaluations within UN entities/UNCTs/UNDAFs
- National managers/policy makers demand for and use gender-responsive national evaluation policies and systems

- M&E specialists support COs in producing high-quality MERPs
- M&E specialists manage good quality evaluations

- UN M&E specialists implement gender-responsive evaluations in joint initiatives with UN entities/UNCTs/UNDAFs
- National M&E specialists implement gender-responsive national evaluation policies and systems

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Increased use of evidence

- UNWomen uses evaluation findings to inform decision making, evidence-based policy advocacy, and reporting

- UN entities use findings of gender-responsive evaluations
- National policy makers use findings of gender-responsive evaluations

Improved evaluation practices

- Evaluations are strategically planned
- Evaluations meet UNEG evaluation standards

- High-quality gender-responsive evaluations are produced by the UN system
- High-quality gender-responsive evaluations are produced by national

Greater development effectiveness for women

ENABLING ENVIRONMENT'S ASSUMPTIONS

- Adequate resources (financial and human) are ensured
- Senior management is supportive

- Financial and programme monitoring systems are in place
- Demand for gender-responsive evaluations exists in UNEG and UN system-wide evaluation processes
- Demand for gender-responsive evaluations exists from national partners
- Accountability mechanisms for the integration of gender perspective in national M&E systems are in place
- Organizational culture supports gender equality

Assumptions:

- High rotation of staff does not undermine the system
- National M&E specialists have knowledge and commitment to gender equality
- Culture and traditions do not create the major barriers for gender equality and women's rights

☐ = Internal UN Women

▨ = UN System and beyond

Assumptions:

- RBM Organizational culture exist
- Ex. Board/donor demand for use of evaluation

- Member states implement international and national commitments on GE&W
- Political systems and powerful actors including civil society support GE&WE

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Annex II: Checklist for Quality Assurance of Decentralized Evaluations

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 ☐ 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 ☐	
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 ☐ 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 ☐	
	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 ☐	
Conduct	**Inception Report**		
	The M&E Officer/focal point or evaluation task manager takes the primarily responsibility for quality assurance and approval of 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 ☐	
	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 to the GATE within six weeks of finalization. The country representative approves the report in GATE.	Yes ☐ No ☐	
Use	**Management response**		
	The country 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 ☐	

Annex III: UNDAF roll-out countries and UNDAF evaluations in the ESA region

Country	Current / Next UNDAF cycle	UNDAF Evaluation Year				Notes
		2014	2015	2016	2017	
Angola	2013-17					
Comoros						
DR Congo		X	X			Annual review of 2013 done in May 2014, review of 2014 planned for Q1 2015
Madagascar						
Ethiopia	2012-16	X	X			Comprehensive MT review done in 2014; UNCT M&E TWG liaising with GO to confirm if final UNDAF evaluation in 2015 is necessary
Sudan			X			
Tanzania		X				ToRs for 2011-16 UNDAP evaluation developed, planned for Oct 2014
Zimbabwe		X				Current ZUNDAF evaluation expect completion July 2014. Date of next ZUNDAF cycle evaluation tbd
Kenya	2014-18					Date of 2014-18 UNDAF evaluation tbd
Swaziland						
Uganda			X			Current UNDAF 2010-14 to be extended until 2015 to align to the successor National Development Plan (2015 – 2020)
Zambia						
Botswana	2015-19					
Burundi						
Eritrea						
Malawi						
Mauritius						

South Sudan						Not known – UNDAF being revised in light of current crisis
Lesotho	2016-2020					
Mozambique		X				Mid-term review of 2012-15 UNDAF currently ongoing
Rwanda		X	X	X	X	Annual reviews to be conducted every year as well as end of term evaluation
South Africa					X	South Africa Strategic Cooperation Framework (UNDAF) ends in 2017