



United Nations Entity for Gender Equality  
and the Empowerment of Women

**2014-2017**

## **Regional Evaluation Strategy**

### **West and Central Africa Region**



**November 2014**

# TABLE OF CONTENTS

<b>I. BACKGROUND AND JUSTIFICATION .....</b>	<b>2</b>
<b>II. THE GLOBAL EVALUATION STRATEGIC PLAN (2014-2017).....</b>	<b>6</b>
<b>III. THE REGIONAL EVALUATION STRATEGY .....</b>	<b>6</b>
<b>IV. PURPOSE OF THE REGIONAL EVALUATION STRATEGY .....</b>	<b>7</b>
<b>RESULT AREA 1: EFFECTIVE DECENTRALIZED EVALUATION SYSTEM STRENGTHENED AND IMPLEMENTED .....</b>	<b>7</b>
A. Management attention to decentralized evaluation function is heightened .....	7
A.1 Investment in evaluation.....	8
A.2 Adequate and skilled human resources for Monitoring and Evaluation .....	9
A.3 Reinforcing accountabilities for evaluation .....	9
B. Coverage of evaluations improved and maintained.....	10
C. Implementation of Evaluations .....	11
D. Quality and credibility of evaluations improved.....	11
D.1. Quality assurance system in evaluation processes.....	12
E. The evaluative evidence generated is used and supports evidence-based programming.....	14
E.1 The Global Accountability and Tracking of Evaluation Use .....	14
E.2 Management Response and use of evaluations .....	14
E.2.1 MANAGEMENT RESPONSE DEVELOPMENT AND UPLOADING IT TO THE GATE SYSTEM.....	14
E.2.2 USE OF EVALUATIONS.....	16
F. Internal evaluation capacities enhanced to manage and use evaluations .....	16
<b>RESULT AREA 2: UN COORDINATION ON GENDER RESPONSIVE EVALUATION PROMOTED 17</b>	
A. Inter-agency evaluation capacity development, including regional level networks and groups supported.....	17
B. Gender equality integrated in UNDAF and joint evaluations.....	17
<b>RESULTS AREA 3: NATIONAL EVALUATION CAPACITIES FOR GENDER RESPONSIVE M&amp;E SYSTEM STRENGTHENED.....</b>	<b>17</b>
<b>V. RESPONSIBILITIES FOR EVALUATION FUNCTION .....</b>	<b>18</b>
<b>VI. MECHANISM FOR MONITORING IMPLEMENTATION OF THE STRATEGY.....</b>	<b>20</b>
<b>VII. RESULTS FRAMEWORK .....</b>	<b>21</b>
Annex I: Theory of Change to strengthen UN Women Evaluation Function .....	
Annex: II Checklist for the Quality Assurance Process for Decentralized Evaluation .....	24
Annex III: UN Women Global Evaluation Oversight System Dashboard .....	27

## **Acronyms**

AWP	Annual Work Plan
CO	Country Office
DaO	Delivering as One
EB	Executive Board
GATE	Global Accountability and Tracking of Evaluation System
GEOS	Global Evaluation Oversight System
GERAAS	Global Evaluation Reports Assessment and Analysis System
HR	Human Resources
IAWG	Interagency Regional Working Group
IEO	Independent Evaluation Office
IOCE	International Organization for Cooperation in Evaluation
KM	Knowledge Management
KPI	Key Performance Indicator
MCO	Multi-Country Office
M&E	Monitoring & Evaluation
MER Plan	Monitoring Evaluation and Research Plan
MR	Management Response
NEC	National Evaluation Capacity
NEP	National Evaluation Policy
PMD	Performance and Management Development
PPGU	Planning and Programming Guidance Unit
POM	Programme and Operations Manual
PRG	Peer Review Group
PRODOC	Programme Document
RBM	Results-Based Management
RES	Regional Evaluation Specialist
RO	Regional Office
SMART	Specific, Measurable, Achievable, Relevant and Time bound
SN	Strategic Note
SP	Strategic Plan
ToC	Theory of Change
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNEG	United Nations Evaluation Group

VOPEs	Voluntary Organizations of Professional Evaluators
WCARO	West and Central Africa Regional Office

## **I. Background and Justification**

Within the framework of the [Evaluation Policy](#), evaluation in UN Women is a comprehensive function that reinforces accountability, learning and oversight in order to support management decisions and enhance programme effectiveness on 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 Strategic Plan (2014-2017) primarily guides the normative, operational and coordination role of UN Women on gender equality and women's empowerment, as well as accountability for gender results which is largely driven by a longer-term vision, goals and results.

The West and Central Africa region has developed a Strategic Note covering the period 2014-2017. The Strategic Note sets out the strategic direction and priorities of the region in areas of increasing women's 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

UN Women operates in Western and Central Africa Region through the Regional Office in Dakar, which supports 7 Country Offices (Senegal, Cameroon, Côte d'Ivoire, Nigeria, Mali, Sierra Leone and Liberia) as well as countries where UN Women has only programmatic presence (Cape Verde, Ghana, Guinea Bissau, Niger and Mauritania). The Western and Central Regional Office (WCRO) and the Country Offices (COs) have developed Strategic Notes (SN) covering the period 2014-2017 that set out the strategic direction and thematic priorities, Annual Work Plans (AWP) and Monitoring, Evaluation and Research (MER) Plans.

A global UN Women Monitoring and Evaluation (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. 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 West and Central Africa region, prior to end-2009, the scope of the then UNIFEM Sub-Regional Office (SRO) to support evaluation-related work in the region was relatively limited. With UN Women's new regional architecture, UN Women appointed a full-time Regional Evaluation Specialist as of August 2014. The Regional Evaluation Specialist will

be working to strengthen the evaluation function across UN Women's RO and COs in the West and Central Africa region.

In 2014 UN Women Evaluation Office established a Global Evaluation Oversight System (GEOS) with the purpose of providing 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. Two KPIs were added later in 2014 to reinforce compliance with quality assurance standards for evaluation processes and enhance the knowledge and skills required for managing gender-responsive evaluations.

KPI 1: Human resources for M&E

KPI 2: Financial resources invested in evaluation

KPI 3: Evaluation coverage

KPI 4: Evaluation implementation rate

KPI 5: Quality of evaluation reports

KPI 6: Evaluation Reports with Management Response uploaded to the GATE<sup>1</sup>

KPI 7: Implementation of previous evaluation management responses

KPI 8: Number of staff that have completed certification programme

KPI 9: Percentage of offices that managed evaluation in a specific year compliant with quality assurance standards

Performance based on the key performance indicators is presented to UN Women Senior Management Team bi-annually and to the UN Women Executive Board annually through the IEO Annual Report. Although evaluation culture and capacities have shown some improvements, several areas require improvement in particular with respect to human and financial resources (KPI 1 and KPI 2), evaluation implementation rate (KPI 4) and quality of evaluation reports (KPI 5).

The Regional Evaluation Strategy aims to achieve an effective evaluation function that provides timely and credible evaluative evidence to inform and influence programming and decision making at the regional and country levels, and ultimately make UN Women a more effective and efficient organization in the West and Central Africa Region.

---

<sup>1</sup> Global Accountability and Tracking of Evaluation System <http://gate.unwomen.org/>

## **II. The Global Evaluation Strategic Plan (2014-2017)**

[A Global Evaluation Strategic Plan](#) was developed by the Independent Evaluation Office. The Global Evaluation Strategic Plan is a comprehensive framework that guides the entire organization at global, regional and country levels to strengthen the evaluation function. It is guided by a theory of change based on a system-approach to strengthen the institutional capability to better perform and deliver expected results in line with the Evaluation Policy. The theory of change 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 and country office levels (See Annex 1). Based on the Evaluation Policy, the evaluation function at UN Women focuses on the following major key results areas:

- 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

## **III. The Regional Evaluation Strategy**

The Regional Evaluation Strategy is aligned with the Evaluation Policy and the Global Evaluation Strategic Plan (2014-2017). The Regional Evaluation Strategy aims to 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 and country offices of West and Central Africa 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 eventual goal is to support UN-Women's mission and help the organization better deliver on its mandate on gender equality and women empowerment 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.

The Regional Evaluation Strategy is framed around three strategic result areas:

1. Effective decentralized evaluation system strengthened and implemented
2. UN coordination on gender responsive evaluation promoted
3. National Evaluation Capacities for gender responsive M&E system strengthened

In West and Central Africa region, the formulation of the Regional Evaluation Strategy took the following participatory process:

**Table 1: Regional Evaluation Strategy formulation process in West and Central Africa region**

<b>Date</b>	<b>Activity</b>	<b>Responsibility</b>
By mid-August 2014	Finalize the 1 <sup>st</sup> draft Strategy	Regional Evaluation Specialist
Between mid & end of August 2014	Consult with the RO and IEO on the 1 <sup>st</sup> draft Strategy	RES, RO, IEO
By end-August 2014	Finalize the 2 <sup>nd</sup> draft Strategy	RES
Mid September	Consult with ME Officers/Focal Points on the 2 <sup>nd</sup> draft Strategy	RES, ME Officers/Focal Points
End of September 2014	Finalize the 3 <sup>rd</sup> draft Strategy	Regional Evaluation Specialist
Until Mid-October 2014	Consult with the RO/CO Representatives on the 3 <sup>rd</sup> draft Strategy, including through a webinar	Regional Evaluation Specialist
Early November 2014	Finalize the Strategy	Regional Evaluation Specialist
Early December 2014	the Strategy is approved by Regional Director	Regional Director
Early December 2014	Inform the IEG of the approval	Regional Director
Early December 2014	Share the final Regional Evaluation Strategy with all staff in the region	Regional Evaluation Specialist

#### **IV. Key results of the Regional Evaluation Strategy**

##### **Result Area 1: Effective decentralized evaluation system strengthened and implemented**

##### **A. Management attention to decentralized evaluation function is heightened**

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

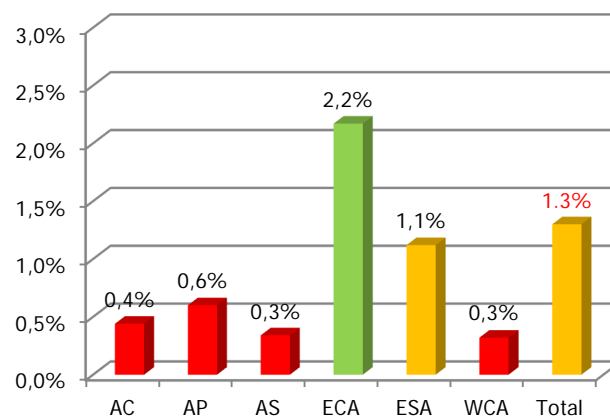


## A.1 Investment in evaluation

Appropriate budget allocation is central in ensuring the quality, credibility, and utility of evaluation. The Regional Evaluation Strategy aims to reinforce efforts to advocate for and secure the resources necessary to perform the evaluation function at the regional, multi-country and country office levels.

A retrospective look at the investment on evaluation in the WCA region in 2013 reveals the function is under-resourced and with 0.3% far below the minimum level of investment target of 3% set out in the Evaluation Policy:

Figure 1: Financial resources invested in evaluation, 2013



Source: 2013 figures generated from Atlas by Division of Management and Administration, complemented by data obtained from ROs.

As appropriate, budget allocation is central in ensuring the quality, credibility, and utility of evaluation. All Offices in the region will be encouraged to set aside adequate budget allocation for evaluation related activities. As part of the MERP, each office should prepare a costed evaluation plan.

The Regional Evaluation Strategy aims to ensure that:

- *Offices in the region increase gradually budget allocations towards UN Women minimum requirements (3%) for evaluation related activities (decentralized evaluations, capacity development and evaluation dissemination and communication)<sup>2</sup>.*

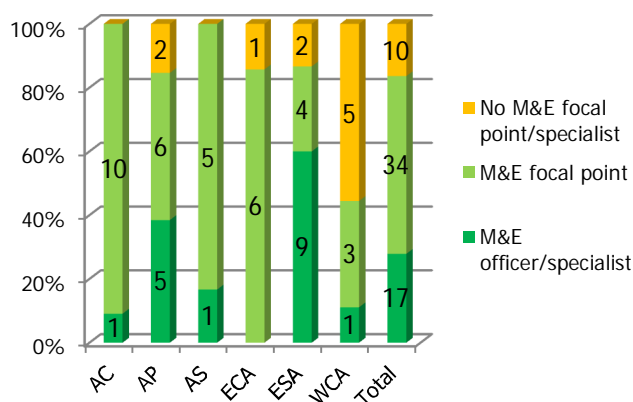
<sup>2</sup> This includes appropriate costing of evaluations in MER Plan and GATE system.

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

There are diverse institutional arrangements for staffing at the field level. Congruent with the decentralized nature of UN-Women, efforts have been made to increase capacity for monitoring and evaluation at the field level. Nonetheless, the majority of UN-Women offices in the region do not have specialized/dedicated monitoring and evaluation staff rather only have focal points for monitoring and evaluation functions. In 2013, only one out of eight country offices had an appointed monitoring and evaluation officer and 3 out of 8 country offices had M&E Focal Points while 5 out of 8 Offices had not appointed any M&E focal point.

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 Framework (UNDAF).

**Figure 2: Human resources for M&E in 2013**



Source: UN Women Global Evaluation Oversight System.

The Regional Office will work with all Offices in the region to ensure appointment of dedicated M&E Officers or focal points with at least 50% of their time dedicated to M&E. Capacity building of field office staff will also be ensured on the conduct, management and use of gender responsive evaluations.

## A.3 Reinforcing accountabilities for evaluation

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

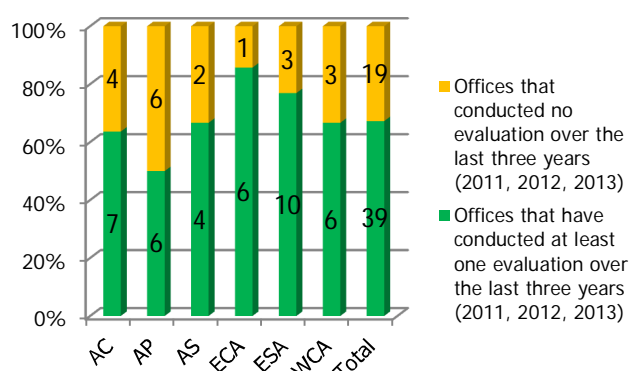
In accordance with the Evaluation Policy, the use of evaluation for improved performance will be included as a key element in the performance appraisals of senior managers. In this regard, the Regional Director will ensure integration of the evaluation function in the individual Performance and Management Development (PMD) of country office representatives. Moreover, the strategy aims to further mainstream the demand for evaluation particularly among senior managers through:

- Integrating sessions on evaluation in the agenda of main country office or regional office meetings including annual retreats,
- Ensuring discussion of main findings and recommendations at RO annual retreats

## B. Coverage of evaluations improved and maintained

The coverage of evaluation in the West and Central Africa region (2011-2013) is reasonably good. However, due to various reasons including poor planning of the MER plans, a quite considerable number of evaluations were either not conducted, delayed, postponed or cancelled. In addition, some country offices have not conducted any project, programme or strategic note evaluation over the period 2011-2013. 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.

**Figure 3: Evaluation Coverage (2011-2013)<sup>3</sup>**



Source: UN Women Global Accountability and Tracking of Evaluation (GATE) System.

In this regard, the strategy will pursue the following to improve coverage of evaluations in West and Central Africa region:

- Systematic support to regional and country offices to ensure evaluations are strategically planned, and carried out according to evaluation plans, are of high quality and can be used to improve learning, accountability and programming.

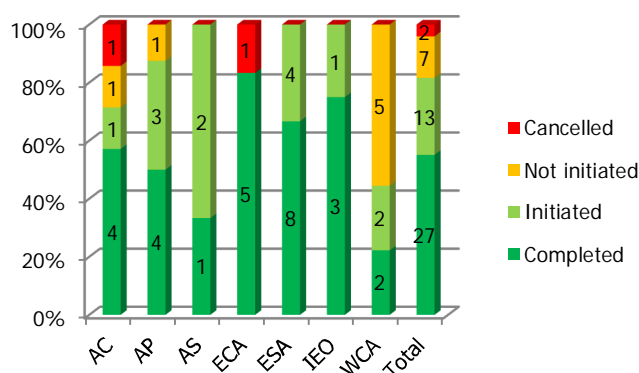
<sup>3</sup> Although some evaluations cover more than one country, the graph includes only those offices that managed/commissioned the evaluation. Furthermore, this graph did not include evaluations in which UN Women Offices participated (donors, Fund for Gender Equality and EVAW Trust Fund, UNDAF, etc.).

- Ensure timely review of the evaluation plans in line with the Annual Work Plan 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/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. However, experience shows that a considerable number of evaluations were not implemented mainly due to over planning relatively to the often limited availability of resources (both finance and human), and competing priorities.

**Figure 4: Evaluation Implementation Rate 2013**



Source: UN Women Global Accountability and Tracking of Evaluation (GATE) System.

In view of this, the Regional Evaluation Strategy aims to ensure:

- Systematic follow up of evaluation plans implementation, quarterly tracking in the GATE system as well as through the Global Evaluation Oversight System (GEOS) by the RO/RES.
- MCO/COs provide quarterly updates of information on planned and ongoing evaluations in the GATE system.

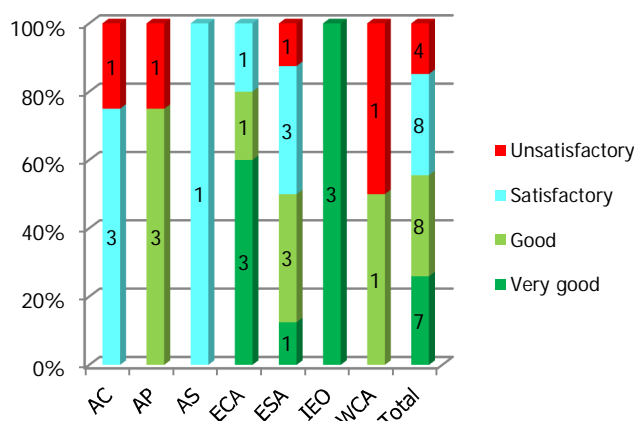
### D. Quality and credibility of evaluations improved

The 2013 GERAAS assessment of the quality of evaluations in the region showed that one evaluation report<sup>4</sup> out of two assessed evaluations was rated as “Unsatisfactory”. The other evaluation (*Liberia’s Evaluation of the UN / Government of Liberia Joint Programme on Gender Equality and Women’s Economic Empowerment*) was rated as “Good”. As more and more evaluations are planned to be undertaken in the span of the Strategic Note cycle with a wider scope and coverage including country-level, joint and

<sup>4</sup> MALI’s programme de promotion de la justice pour les Femmes.

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 2013 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.

**Figure 5: Quality of 2013 Evaluations**



Source: Global Evaluation Reports Assessment and Analysis System (GERAAS).

The Regional Office together with the Independent Evaluation Office will reinforce the quality assurance mechanism in all evaluation processes at regional and country levels. These mechanisms include reviewing of 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 of the individual evaluation reports will be provided to the Country Offices citing areas for improvement and learning.

### **D.1. Quality assurance in evaluation processes**

As outlined in the evaluation chapter of the Programme and Operations Manual (POM), the decentralized evaluation function is managed through a shared responsibility involving country offices, regional offices, and the 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.

In addition, the Strategy 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 on by respective offices and monitored by the Regional Office on a biannual basis. This will also form part of the GEOS dashboard KPI to be reported by the IEO to the SMT bi-annually. Annex II is a template for reporting about the status of compliance against a set of quality assurance processes.

**Table 1: Quality Assurance Process for Decentralized Evaluations**

<b>Monitoring, Evaluation and Research Plans (MERP)</b>
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 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
<b>Terms of Reference (ToR)</b>
The M&E officer/focal point provides assistance in the development of the evaluation 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
<b>Selection of consultants</b>
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
<b>Inception Report</b>
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
<b>Draft and final evaluation reports</b>
The M&E officer provides assistance in ensuring the quality of the draft evaluation report. In cases where no M&E officer is in place, 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 to the GATE the final evaluation report within six weeks of finalization

---

#### **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

---

### **E. The evaluative evidence generated is used and supports evidence-based programming**

#### **E.1 The Global Accountability and Tracking of Evaluation Use**

The IEO has established [the Global Accountability and Tracking of Evaluation](#) - 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.

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

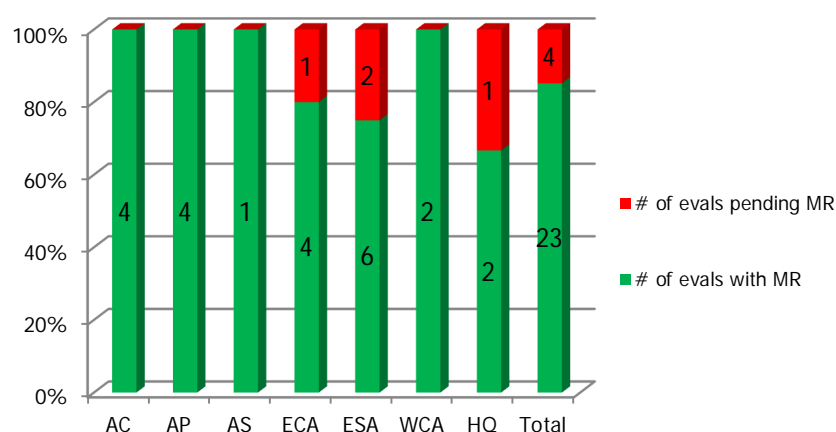
#### **-E.2 Management Response and use of evaluations**

##### *E.2.1 Management response development and uploading it to the GATE system*

In line with the requirements established in the Evaluation Policy, management responses should be prepared for each and every UN-Women evaluation, including joint evaluations in which UN-Women participated. For decentralized evaluations, the Head of Office is responsible for finalization, implementation and monitoring of the management response.

Development of management response to evaluations and implementation of key actions is reasonably positive in the region. The strategy will further strengthen the responsibility for 100% compliance with the development, implementation and monitoring of management responses and actions and for reporting on their status through the GATE system.

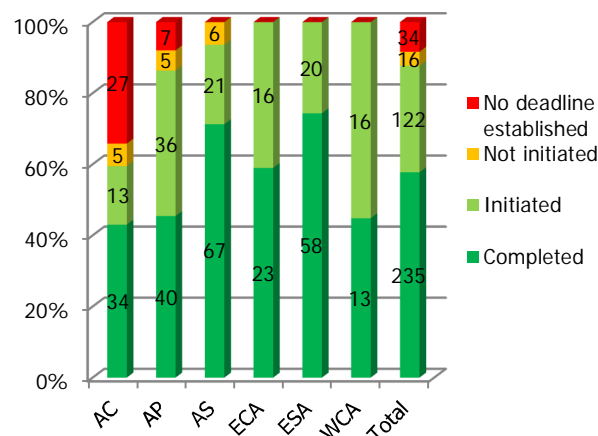
**Figure 6: 2013 Evaluation reports with Management Response in GATE**



### *E.2.1 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 contribute to organizational accountability, informed decision making, and learning for improved performance and achievement of results. For evaluations conducted in the region in 2013, 44% of the key actions have been completed while the remaining 66% are under implementation. This parameter together with other key performance indicators will be monitored by the regional evaluation specialist to ensure that key actions are timely implemented.

**Figure 7: Implementation Status of 2012 Management Response/Key Actions**





### *E.2.2 Use of evaluations*

Whilst compliance with management response is generally positive, there is no systematic approach at the regional, and country office level to ensure that evaluation findings are used to inform and improve decision-making and programming. To increase the utility of evaluation as an evidence-based programming tool, the strategy will support establishment and enforcement mechanisms for reviewing and, as necessary, mandate new strategic notes to include references to evidence from evaluations of the preceding programme/strategic note cycles.

Moreover, as per UN-Women Evaluation Policy, senior managers at the Regional and Country Office level will assume ultimate responsibility in the use of findings, recommendations and lessons learned resulting from evaluations commissioned by their respective offices and from other corporate or relevant evaluations.

In West and Central Africa Region, the following activities will be taken to enhance the use of evaluations:

**Table 3: Main activities to enhance the use of evaluations in West & Central Africa Region**

Activities	Purpose	Timing	Responsible
Develop dissemination and Knowledge Management plan	To strategically target users and produce quality KM products	Beginning of the evaluation management process (ToR)	RO /COs
Dissemination workshop	To enhance both UN Women staff and stakeholders' understanding of conducted evaluations and incorporate findings and recommendations in programme implementation.	Completion of evaluations	RO/COs
Regional Webinar seminar (Peer-learning)	To enhance UN Women staff's understanding of the conducted evaluations in the region and draw lessons from the experience	Once a month	RES, RO/COs

## **F. Internal evaluation capacities enhanced to manage and use evaluations**

In UN Women, evaluation capacity development is seen as a more deliberate process whereby the abilities to manage, conduct and use gender equality and human rights responsive evaluations are acquired, enhanced, and sustained over time. In this context, enhancing capacities on evaluation will not only provide the impetus to effectively design, manage and use evaluations but ultimately lead to generating credible evidence and accelerating progress on gender equality and women's empowerment in the region.

In general, the proposed strategies below are aimed at enhancing internal capacity on evaluation. Different modalities including online, internal and external trainings, inter-

country (south-south) collaboration, learning events, workshops, and community of practices will be promoted and used to build staff capacity on evaluation.

- Establish regular and reliable oversight, quality assurance and technical support mechanisms through Regional Evaluation Specialists
- Enhancement of staff knowledge and skills in Gender Responsive Evaluation through face-to-face trainings, online platforms and other learning events
- Strengthen information and resource sharing through the global evaluation community of practice, detail assignments

## **Result Area 2: UN coordination on gender responsive evaluation promoted**

### **A. Inter-agency evaluation capacity development, including regional level networks and groups supported**

The *First Forum International Francophone de l'Évaluation* will take place in Dakar by the end of October 2014 and will be attended by many stakeholders from the West and Central Africa Region. UN Women, UNDP and UNICEF have committed to sponsor the event. This will be a unique opportunity for UN agencies to network with national evaluation associations and establish working relations with them, including partnerships for national evaluation capacity building.

UN Women will strengthen collaborative relations with UNICEF in the area of evaluation to ensure that gender equality and human rights are addressed across interagency evaluation work.

### **B. Gender equality integrated in UNDAF and joint evaluations**

## **Result Area 3: National Evaluation Capacities for gender responsive M&E system strengthened**

UN Women West and Central Africa will promote the demand, supply and use of gender responsive national M&E systems by supporting “EvalPartners”, the global partnership on national evaluation capacity development initiatives. In particular, we will support the engendering of 2015 International Year of Evaluation and national M&E policies and systems.

UN Women West and Central Africa will strengthen institutional and individual capacities of voluntary organizations of professional evaluators (VOPEs) through innovative and cost-effective methods to facilitate peer support programmes and south/south initiatives.

Setting up and sharing evaluation tools to be used by national partners

Supporting efforts to engender evaluations of national strategies and policies

## V. Responsibilities for evaluation function

The UN Women Evaluation Policy outlines the roles and responsibilities of key constituents of the organization in evaluation. This is further elaborated in the evaluation part of the Programme and Operations Manual (POM). The Regional Evaluation Strategy will further reinforce systems for accountability particularly by senior managers and those with programmatic, monitoring and evaluation functions.

**Table II: Roles and responsibilities of the evaluation function in UN Women at the decentralized level**

Country Representatives /Directors	<ul style="list-style-type: none"> <li>• Assume overall accountability for evaluation function at country level</li> <li>• Appoint M&amp;E officer and/or M&amp;E focal point</li> <li>• Institute measures to ensure that evaluations are strategically selected based on a set of criteria charted out in the Evaluation Policy</li> <li>• Ensure the timely development and implementation of Monitoring, Evaluation, and Research plans (MERP)</li> <li>• Ensure appropriate allocation of the country office budget to evaluation</li> <li>• 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.)</li> <li>• 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)</li> <li>• Approve evaluation plans, evaluation reports and management response in the GATE system</li> <li>• Ensure that evaluation findings are considered to improve programming, learning and decision making</li> <li>• Ensure that management response to recommendations are prepared, and that appropriate management action is taken</li> <li>• 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</li> </ul>
M&E Officers/Focal Points	<ul style="list-style-type: none"> <li>• Advise on evaluability by preparing the programme for future evaluations</li> <li>• Provide technical advice in the planning, management, dissemination and response to decentralized evaluations</li> <li>• Assume responsibilities as focal point for the GATE system:</li> </ul>

		<ul style="list-style-type: none"> <li>○ upload, update and report on status of evaluation plans (i.e. evaluation section of the MER), completed evaluation reports and ToRs</li> <li>○ support the monitoring of action plans of management responses to evaluations, including providing quarterly updates on status of implementation in the GATE system</li> <li>• Support the office in accurately tracking evaluation allocations and expenditures</li> <li>• Support Senior Managers in developing management responses to all evaluations and follow up timely approval by head of the respective office</li> <li>• Individual capacity permitting, act as Evaluation Task Manager</li> <li>• 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</li> <li>• Take part in system-wide UN coherence including representing UN Women in inter-agency platforms on M&amp;E at the country level</li> <li>• Support efforts to enhance UN Women internal M&amp;E capacity and national capacity on M&amp;E with a focus on gender responsive evaluation</li> </ul>
Regional Directors		<ul style="list-style-type: none"> <li>• Assume overall accountability for evaluation function in the region</li> <li>• Ensure country and multi-country offices' compliance with evaluation-related accountability</li> <li>• Ensure appropriate allocation of resources for evaluation (3% of the total budget in the region)</li> <li>• Support and guide regional, multi-country and country offices capacity in evaluation</li> <li>• Approve MERP, ToR, evaluation reports, and management responses for the Regional Office</li> <li>• Ensure that evaluation findings are fully considered, that management response to recommendations are prepared and implemented</li> <li>• Promote organizational learning through application of evaluation findings and recommendations in the region programming</li> </ul>
Regional Specialists	Evaluation	<ul style="list-style-type: none"> <li>• Conduct and/or manage strategic decentralized regional and country-level evaluations</li> <li>• Support implementation of evaluation policies and strategies</li> <li>• Lead development of regional evaluation strategies and ensure their implementation</li> <li>• Advise regional, and country directors on evaluation issues</li> <li>• Provide technical support and oversight on the development of CO's MER plans,</li> </ul>

	<ul style="list-style-type: none"> <li>• Review ToR, inception report, and draft and final evaluation reports</li> <li>• Provide direct technical support and advice for decentralized evaluations including UNDAF and other joint evaluation processes from a gender equality and human rights perspective</li> <li>• Support evaluation capacity development through trainings and exchange of experiences and continuous learning on M&amp;E</li> <li>• Provide technical assistance in the use of GATE, and track management response to evaluations conducted by the ROs, MCOs and COs</li> <li>• Represent UN Women in regional inter-agency M&amp;E platforms</li> <li>• Support regional and national voluntary evaluation networks and associations and national evaluation capacity development from a gender equality and human rights perspective</li> </ul>

## VI. Mechanism for monitoring implementation of the WCARO Evaluation Strategy

Monitoring the implementation of the Strategy is essential for tracking progress and making adjustments to improve evaluation performance. The Strategy identifies the key result areas, indicators with baselines and targets for each strategic focus area to strengthen evaluation function in the WCA region over the next four years (2014-2017). It also lays out the overall accountability/responsibility for implementation of the identified actions, key milestones and timelines for delivering them.

Progress on the key performance indicators (KPIs) of the evaluation function will be reported through the Global Evaluation Oversight System (GEOS) Dashboard to the UN Women senior managers bi-annually and to the Executive Board annually through the IEO Annual Report.

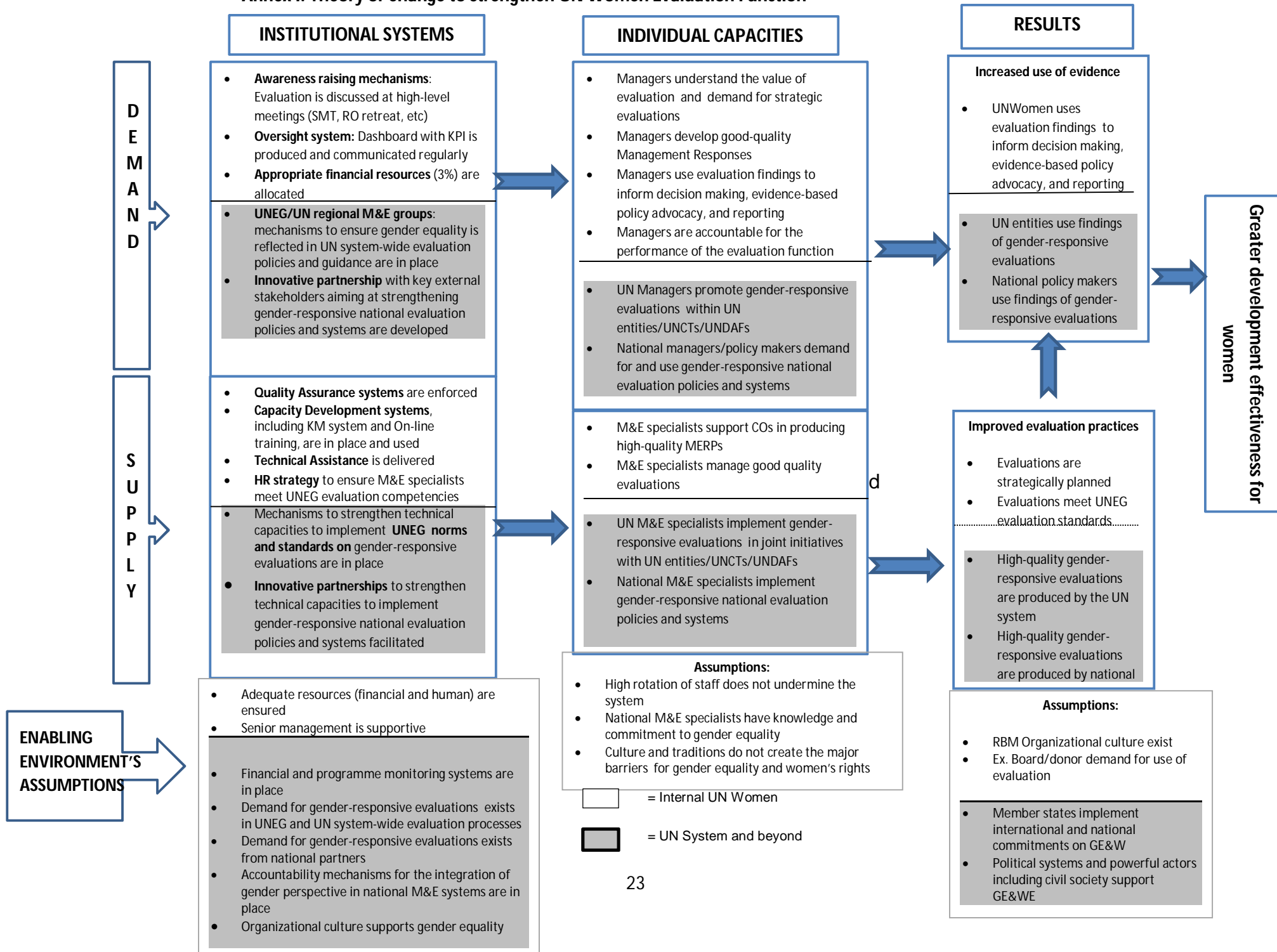
Progress in the implementation of the WCA Regional Evaluation Strategy will be discussed annually at the regional retreat and summary of the progress will be featured in the IEO annual reports. A participatory mid-term review will be conducted at the end of 2015 and a final review at the end of 2017 by the RO in close collaboration with COs.

## VII. Results Framework

Results	Indicators	Reporting Frequency	Source of data	Baseline	Target	Responsible
<b>Result Area 1: Effective decentralized Evaluation System strengthened and implemented</b>						
<b>A. Management attention to decentralized evaluation function is heightened</b>	% of evaluation expenditure from the total expenditure in the region	Once a year (at the end of year for dashboard)	ATLAS			RES (sum), RO/MCO/CO (individual)
	% of Offices that have appointed M&E focal points or M&E Officers	Once a year (at the end of year for dashboard)	Human Resources Information in RO			RES, Human Resources in RO
	% of Offices in which evaluation was discussed and integrated in annual retreats	Once a year (at the end of year for annual report)	Interview with ME Officers/Focal Points			RES, ME Officers/Focal Points
<b>B. Coverage of evaluations improved and maintained</b>	Number of Offices that conducted at least one evaluation over total number of Offices	Once a year (at the end of year for dashboard)	Interview with ME Officers/Focal Points			RES, ME Officers/Focal Points
<b>C. Implementation of evaluations</b>	% of evaluations completed, initiated, not initiated and cancelled in a given year against total number of evaluations planned.	Once a year (at the end of year for dashboard)	Interview with ME Officers/Focal Points			RES, ME Officers/Focal Points
<b>D. Quality and credibility of evaluation improved</b>	% of decentralized evaluations rated as "Good" and above on the GERAAS evaluation report quality assessment scale.	Once a year (at the end of year for dashboard and meta-analysis)	GRAAS			RES, IEO
	% of COs that managed evaluation in a specific year compliant with quality assurance system in place	Once a year (at the end of year for dashboard)	Survey and interview with ME Officers/Focal Points			RES, ME Officers/Focal Points
<b>E. Evaluative evidence generated is used and supports results and evidence based programming</b>	% of evaluation reports uploaded and made accessible in the GATE system	Quarterly	GATE			RES, ME Officers/Focal Points
	% of new Strategic Notes informed and made reference to evaluative evidence	Once a year (at the end of year for annual report)	Desk review			RES

	% of decentralized evaluations that have developed and uploaded management response in the GATE	Quarterly	GATE			RES, ME Officers/Focal Points
	% implementation of management response key actions	Quarterly	GATE			RES, ME Officers/Focal Points
<b>F. Internal evaluation capacity enhanced to manage and use evaluations</b>	% of M&E specialists/focal points who are members of the Global M&E Community of practice	Once a year (at the end of year for annual report)	IT information			RES
	% of M&E specialists/focal points trained in gender responsive evaluation	Once a year (at the end of year for annual report)	Annual report, interviews with ME Officers/Focal Points			RES, ME Officers/Focal Points
<b>Results Area 2: UN coordination on gender responsive evaluation promoted</b>						
<b>A. Inter-agency evaluation capacity development, including regional level networks and groups supported</b>	% of countries in which UN-Women is represented in inter-agency M&E working groups	Once a year (at the end of year for annual report)	Interviews with ME Officers/Focal Points			RES, ME Officers/Focal Points
<b>B. Gender equality integrated in UNDAF and joint evaluations</b>	% of offices that participated in UNDAF and Joint evaluations	Once a year (at the end of year for annual report)	Annual report, interviews with ME Officers/Focal Points			RES, ME Officers/Focal Points
<b>Results Area 4: National Evaluation Capacities for gender responsive M&amp;E system strengthened</b>						
<b>A. Regional and National Evaluation network support</b>	# and quality of regional and national evaluation network supported	Once a year (at the end of year for annual report)	Interviews with ME Officers/Focal Points			RES, ME Officers/Focal Points

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





**Annex: II Checklist for the Quality Assurance Process for Decentralized Evaluation**

<b>Name of Office:</b>		<b>Region:</b>	
<b>Title of the Evaluation:</b>			
<b>Name of Evaluation Task Manager:</b>		<b>Name of M&amp;E Officer/focal point (if different from the Eval. Task Manager):</b>	
<b>Year</b>			
<b>Stage of the Evaluation</b>	<b>Quality assurance process to be complied</b>	<b>Status of compliance against set of quality assurance processes</b>	<b>Remark (if any)</b>
<b>Planning Stage</b>	<b>Monitoring, Evaluation and Research Plans (MERP)</b>		
	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"/>	
<b>Preparation Stage</b>	<b>Terms of Reference (ToR)</b>		
	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"/>	
	<b>Selection of consultants</b>		
	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"/>	
<b>Conduct</b>	<b>Inception Report</b>		
	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"/>	
	<b>Draft and final evaluation reports</b>		
	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	Yes <input type="checkbox"/> No <input type="checkbox"/>	
	The draft evaluation report is sent to the RES for quality review	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"/>	

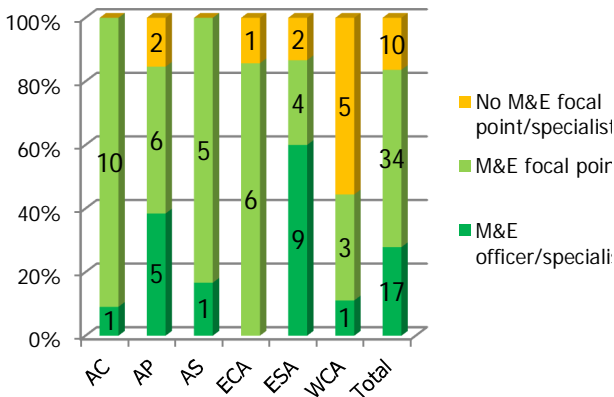
Use	Management response		
	The country representative/deputy representative leads the development of the management response and ensures timely implementation of key actions	Yes <input type="checkbox"/> No <input type="checkbox"/>	
	The M&E officer/focal point uploads the management response in the GATE 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"/>	

## Annex III: UN Women Global Evaluation Oversight System

### 2<sup>nd</sup> Semester – 2013

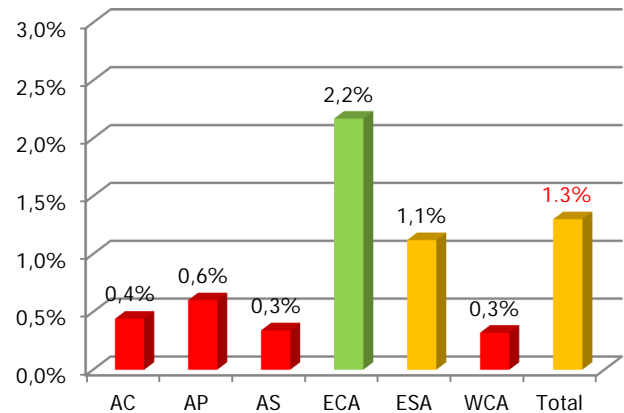
#### I. Resources for Evaluation Function

##### A. Human Resources for Monitoring and Evaluation, 2013<sup>5</sup>



Source: UN-Women Global Evaluation Oversight System

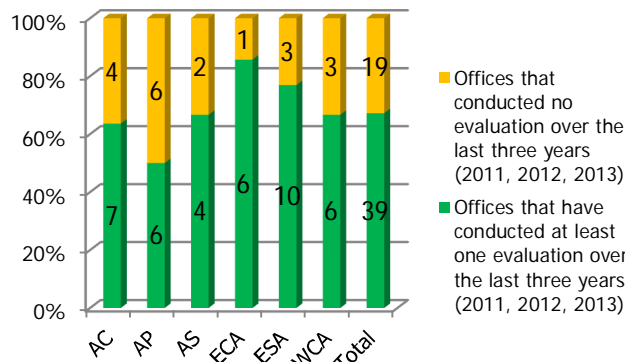
##### B. Financial resources invested in evaluation, 2013<sup>6</sup>



Source: 2013 figures are generated from Atlas by the Division of Management and Administration and complemented by data obtained from Offices through Regional Evaluation Specialists

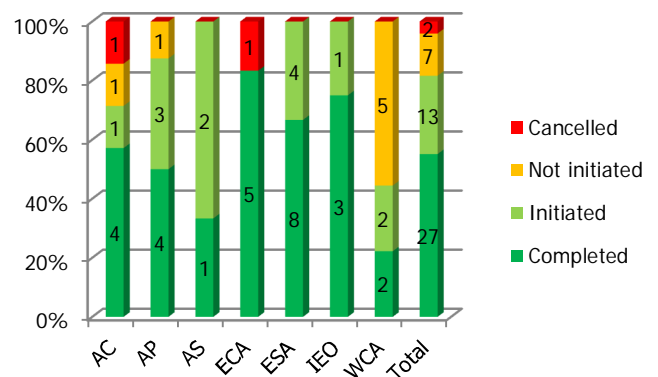
#### II. Evaluation Planning and Implementation

##### C. Evaluation Coverage (2011-2013)<sup>3</sup>



Source: UN-Women Global Accountability and Tracking of Evaluation (GATE) System

##### D. Evaluation implementation rate, 2013



Source: UN-Women Global Accountability and Tracking of Evaluation (GATE) System

#### III. Quality of Evaluations

<sup>1</sup>Country offices, multi-country offices and regional offices are included in the above analysis. \*AC (Americas and the Caribbean), AP (Asia and the Pacific), AS (Arab States), ECA (Europe and Central Asia), ESA (East and Southern Africa), and WCA (West and Central Africa)

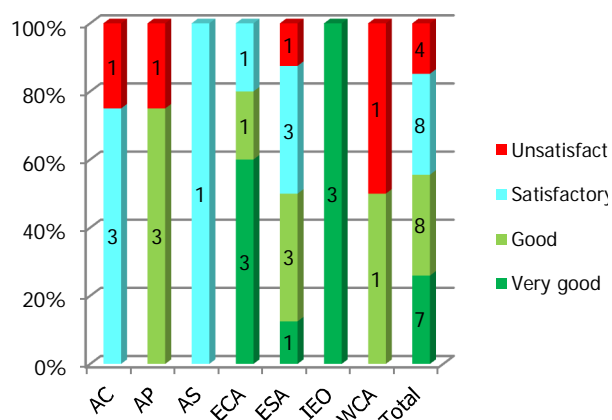
<sup>3</sup> Although some evaluations cover more than one country, the graph includes only those offices that managed/commissioned the evaluation. Figures for 2011 and

2012 should be understood in line with the changes introduced as part the consolidation of the regional architecture.

<sup>6</sup> 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.

<sup>7</sup> 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.

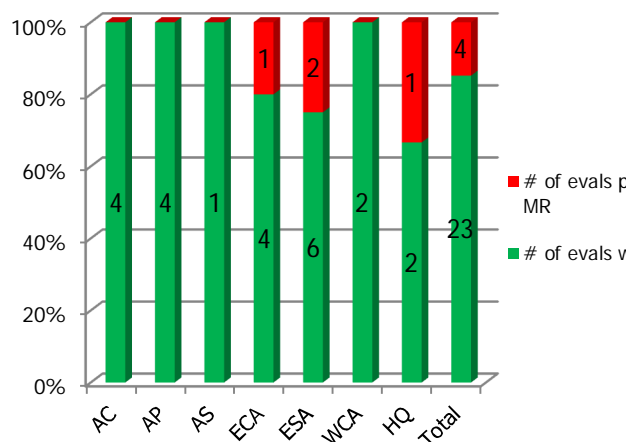
## E. Quality of 2013 Evaluations



Source: UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS)

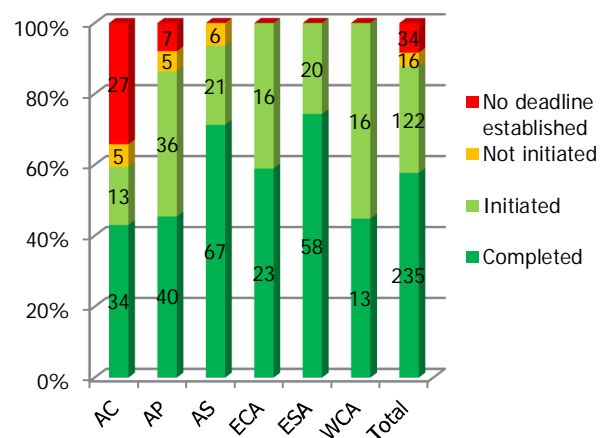
## IV. Use of Evaluation

### F. 2013 Evaluation Reports with Management Response uploaded to the GATE system



Source: UN Women Global Accountability and Tracking of Evaluation (GATE) System

### G. Implementation Status of 2012 Management Response/Key Actions



Source: UN Women Global Accountability and Tracking of Evaluation (GATE) System