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Evaluation

Report of the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women, 2023

Summary

This report provides an overview of the performance of the UN-Women evaluation function in 2023. It highlights key developments in evaluation strategy at the midpoint of implementation of the UN-Women Strategic Plan 2022–2025; captures key insights from the corporate and strategic evaluations completed; reviews key evaluation performance indicators; and provides updates on partnerships for gender-responsive evaluation in the UN system and for national evaluation capacity-building. The report also outlines the Independent Evaluation Service's (IES) programme of work and budget for 2024.

The Executive Board may wish to: (i) take note of the 2023 report on the evaluation function of UN-Women, the IES 2024 programme of work and budget; (ii) acknowledge that UN-Women maintains an independent, credible and valuable evaluation function, contributing to system-wide, gender-responsive evaluation initiatives and national evaluation capacity development; and (iii) express continuing support for strengthening the evaluation function in UN-Women and the utilization of evaluations, in alignment with the global UN-Women Evaluation Strategy and the Corporate Evaluation Plan 2022–2025.



I. Overview

1. At the midpoint of UN-Women's Strategic Plan for 2022–2025, in 2023, the Independent Evaluation Service (IES) of the Independent Evaluation and Audit Services (IEAS) used its gender-responsive evaluation expertise to explore new evaluation spaces and opportunities.

2. Since UN-Women's inauguration as a member of the Inter-Agency Standing Committee (IASC) in 2022, IES has joined the Inter-Agency Humanitarian Evaluation group, which independently assesses the results of IASC members' collective humanitarian response. IES actively coordinated with other agencies on ongoing humanitarian evaluations and advocated for a strong gender perspective in the Inter-Agency Humanitarian Evaluation group's work.

3. IES contributed to the Sustainable Development Goal (SDG) Synthesis Coalition to synthesize evidence from UN evaluations on SDG achievements and lessons from across the world. IES also led the first joint synthesis of UN evaluative evidence on SDG 5, which drew on evaluations from 33 UN entities and offered insight for policymakers, programme implementers, donors and UN agencies on key actions to drive progress on SDG 5.

4. Internally, IES made significant progress in implementing its Corporate Evaluation Plan 2022–2025, targeting the completion of 13 corporate evaluations and reports, and 30 regional and country portfolio evaluations by 2025. As of 2023, IES has completed eight corporate evaluations (representing 62 per cent completion to date of its 2022–2025 Corporate Evaluation Plan) and synthesis reports; 20 regional and country portfolio evaluations (representing 67 per cent completion to date of its 2022–2025 Corporate Evaluation Plan); and has initiated work on four corporate evaluations along with several regional and country evaluations. The timely evaluative evidence served to inform the mid-term review of UN-Women's Strategic Plan and continues to serve to inform country, regional and headquarter strategies and plans.

5. UN-Women's key performance indicators (KPIs) for evaluation – including evaluation coverage, evaluation quality, management response, implementation of management responses, and evaluation use – remain on track. Substantial progress on ensuring 2–3 per cent of overall programme budgets for evaluation was also evident.

6. In 2023, the Office of Internal Oversight Services (OIOS) conducted a triennial review of implementation of recommendations arising from its inspection of the evaluation function of UN-Women. This external and independent review concluded that UN-Women had implemented all four recommendations emerging from the previous inspection and that UN-Women had made good progress in ensuring the timeliness, efficiency and quality of evaluation processes while strengthening internal evaluation systems since 2020. The review identified the following areas for further improvement: measuring and reporting on the timeliness of evaluations conducted outside of headquarters; and strengthening and standardizing approaches to monitoring and evaluation (M&E) capacity at the country level.

7. This report, presented in five parts, provides: an overview of corporate evaluations and syntheses; summaries of strategic evaluations at the decentralized level and highlights of evaluation dissemination and use; a review of the UN-Women evaluation function's performance against key evaluation performance indicators; lessons from partnerships for gender-responsive evaluation in the UN system and national capacity-building; and an outline of the IES programme of work and budget for 2024.

II. Corporate evaluations

Progress against the Corporate Evaluation Plan 2022–2025

8. In 2023, IES completed six corporate evaluations and synthesis reports to evaluate UN-Women's impact on promoting gender equality and women's empowerment. The following section showcases insights and lessons derived from these corporate evaluations and reports.

Implementation of the Corporate Evaluation Plan

9. IES completed the following corporate evaluations and synthesis reports in 2023:

- Corporate evaluation on UN-Women's contribution to women's economic empowerment by advancing gender-responsive laws, frameworks, policies and partnerships
- Corporate formative evaluation of UN-Women's work in the area of climate change
- Corporate formative evaluation on production, analysis and use of gender statistics and data
- Corporate evaluation of civil society engagement in the Americas and Caribbean region
- Meta-synthesis of evaluation on advocacy and communications
- Are we getting there? A synthesis of UN system evaluations of SDG 5

Corporate evaluation on UN-Women's contribution to women's economic empowerment by advancing gender-responsive laws, frameworks, policies and partnerships

10. This evaluation found that UN-Women possessed clear and well-acknowledged comparative advantages in its normative work and facilitation of global policy dialogues related to women's economic empowerment. UN-Women's reporting revealed that the Entity exceeded or was close to achieving its targets of strengthening gender-responsive policies in this area. The evaluation team also found that the proposed Gender Equality Accelerators offer opportunities to work programmatically and scale up activities related to global priorities for women's economic empowerment. However, financial and human resources present significant challenges to advancing UN-Women's work in gender-responsive laws, frameworks and policies for women's economic empowerment; and there is scope to adapt to current and emerging priority policy areas and to strengthen engagement with international financial institutions. The evaluation team proposed six recommendations, five of which were accepted and one which was partially accepted.

Corporate formative evaluation of UN-Women's work in the area of climate change

11. This corporate formative evaluation assessed UN-Women's comparative advantage and potential role in the area of climate change, based on the Entity's work between 2011 and 2022. The evaluation found that UN-Women's work in this area was interlinked with a broader range of environmental issues (e.g., biodiversity, disaster risk reduction), and that the Entity has laid the foundation to develop a strategic, coherent and comprehensive approach to normative support through its contribution to key climate change and environment frameworks. However, the evaluation concluded that UN-Women had yet to fully engage its capacity in addressing the gender equality and climate change nexus, and UN-Women personnel

expressed the need for a corporate focal point to coordinate and bring coherence to the Entity's climate change and environmental work. The evaluation team proposed four recommendations, all of which were accepted by management.

Corporate formative evaluation of UN-Women's support to gender statistics 2018–2022

12. The evaluation assessed UN-Women's support to and strategic positioning in gender statistics work. It concluded that UN-Women's work on gender statistics was relevant, and that the Entity was well-positioned to take a leading role in gender statistics. There was evidence that UN-Women effectively contributed to creating stronger enabling environments and data production activities; however, results varied between countries that were supported by the Women Count programme and those that were not. The evaluation recommended that UN-Women leverage the successes of its gender statistics work to more effectively to strengthen and scale up implementation at all levels and provide more guidance on mechanisms to support coordination on gender statistics at country level. The evaluation team proposed four recommendations, all of which were accepted by management.

Corporate evaluation of civil society engagement in the Americas and the Caribbean

13. This thematic evaluation of UN-Women's engagement with civil society in the Americas and the Caribbean region found that despite contextual shifts challenging the effectiveness and sustainability of partnerships with feminist and women's organizations, strategic prioritization helped UN-Women consolidate its engagement with civil society organizations (CSOs) in the region. UN-Women was able to reach agreements with CSO representatives of priority groups facing heightened discrimination and vulnerability, and used engagement modalities across its integrated mandate to achieve policy results, set agendas and build networks with partners. However, some policy and procedures for managing UN-Women's formal partnerships with CSOs hindered the Entity's efficiency and broader reach to civil society. The evaluation team proposed five recommendations, all of which were accepted by management.

Meta-synthesis of evaluations on advocacy and communications

14. The meta-synthesis evaluated evidence related to advocacy and communications from 162 corporate and decentralized evaluations undertaken by UN-Women from 2018–2022, outlining key results, trends, enabling factors, impediments and lessons learned, and identifying opportunities to further strengthen UN-Women's capacities in advocacy and communications. UN-Women demonstrated a diverse range of awareness-raising initiatives to amplify its key messages on gender equality, including the development of digital initiatives using social media. The meta-synthesis proposed several ways forward, such as a continued focus on ensuring UN-Women's coherent corporate approach and investment in advocacy and communications, strategic partnerships, development of M&E frameworks for advocacy and communication initiatives, prioritization of social media, and adaptation of advocacy and communication initiatives to local contexts.

Are we getting there? A synthesis of UN system evaluations of SDG 5

15. This synthesis was developed as an inter-agency initiative between UN-Women, UNDP, UNFPA, UNICEF and WFP to assess the UN system's collective evaluative evidence to date on achieving SDG 5. The synthesis found that the UN's normative work contributed to advancing gender-responsive and non-discriminatory legislation across multiple thematic areas (e.g., participation in public life and ending violence

against women); integrated and holistic (inter-agency) programming was effective in addressing complex gender equality issues; UN entities commonly used knowledge, data and research to support advocacy, technical support and capacity strengthening; and that there were efforts to integrate the leave no one behind principle in programming and evaluation. Opportunities to advance progress on SDG 5 include the need to integrate and institutionalize gender into capacity strengthening initiatives to foster gender-responsive institutional cultures; incorporate M&E approaches, such as theories of change that measure contributions and explore causes of change for complex areas such as social norm change and policy advocacy; and address barriers to gender equality such as inadequate financing.

Evaluations initiated in 2023

16. Additionally, IES initiated work on the following corporate evaluations in 2023:

- Corporate evaluation of UN-Women’s support to women’s political participation: Insights from the field
- Corporate formative evaluation on social norms change: Global feminist developmental evaluation
- Corporate formative evaluation on financing for gender equality
- Corporate evaluation on UN-Women’s support to women, peace and security and humanitarian action

Evaluations for decision-making and fostering change

17. Evaluations conducted by IES provided strategic inputs for corporate planning, processes and decisions. For instance, IES proactively engaged the Business Review Committees in periodic briefings and consultations to ensure that evaluation findings and recommendations were regularly considered in strategic decision-making. IES supported the mid-term review of the Strategic Plan by providing evidence from 16 relevant corporate and decentralized evaluations. IES also contributed to the updating the UN-Women Strategic Note Guidance to strengthen evaluation planning and improve the quality of Strategic Note narratives.

18. The examples below highlight how UN-Women management consulted recent corporate evaluation findings and recommendations to enhance the Entity’s policies, strategies and programmes and foster change in 2023.

Corporate evaluation of UN-Women’s policy advocacy work

19. In response to the corporate evaluation of UN-Women’s policy advocacy work, the Gender Equality Accelerators encompass a normative focus supported by a theory of change and guidance on knowledge products for policy advocacy. Additionally, the Strategic Plan’s focus on the production and use of knowledge and data has the potential to strengthen the Entity’s evidence-based approach to policy advocacy. Working closely with the Strategic Planning Division (SPD), the Policy Programme and Inter-governmental Division (PPID) has developed a communications and advocacy plan for top-tier knowledge products including annual publication of the Gender Snapshot on the SDGs. Its implementation and the strengthening of internal knowledge networks should provide a more cohesive approach to policy advocacy work and alignment of approaches and messages. The preparation of engagement strategies for global normative events and processes such as the General Assembly, the Conference of the Parties (COP) and the Commission on the Status of Women (CSW) outlined key advocacy messages that were shared with Regional and Country Offices to support cohesive policy advocacy. Moreover, management highlighted that the Generation Equality Accountability Report (2023) has shown that Generation

Equality has become a comprehensive framework and platform to drive actions at the local level within two years of its launch.

Corporate evaluation of UN-Women’s work on capacity development

20. In response to the corporate evaluation on capacity development, and as a basis for developing a corporate guidance note on capacity development, UN-Women initiated a mapping exercise of available capacities and resources. Guided by its Strategic Plan and the findings of this evaluation, UN-Women sought to increase its comprehension of how the Entity supports partner capacity development to address the needs of women and girls to achieve gender equality at the national level; strengthen internal capacity development networks; and identify promising practices both within the organization and across the UN system and its partners. The finalization and roll-out of the Gender Equality Accelerators will provide a framework to align and strengthen capacity development actions.

III. Decentralized and strategic independent evaluations

21. IES offers technical and quality assurance support to UN-Women evaluations conducted at the decentralized level. Decentralized evaluations include thematic, programmatic and project evaluations which make up most of the evaluations conducted each year, including 38 evaluations in 2023. In addition to technical assistance, IES conducts many strategic evaluations such as independent regional and country portfolio evaluations. In 2023, IES conducted six country portfolio evaluations and three regional thematic evaluations. A synopsis of these nine strategic independent evaluations conducted in 2023 is provided below.

IES-led Regional Evaluation of UN-Women’s support for capacity development of partners to respond to the needs of women and girls in Europe and Central Asia

Europe and Central Asia Regional Office

22. This regional evaluation was conducted in alignment with the corporate formative evaluation of UN-Women’s work on capacity development. The evaluation team found that capacity development support in the Europe and Central Asia region was mostly relevant to the context; aligned with national priorities and processes; able to address core drivers of gender inequality; and situated within women’s human rights frameworks. At the same time, significant differences in the quality of capacity development support across the region and within Country Offices highlighted the need for stronger systems to share best practices. Overall, capacity development initiatives were mostly perceived as efficient, with good organization, strong communication and a high level of responsiveness to the needs of partners in the region. However, some centralized and inflexible organizational procedures were thought to have hindered efficiency in some cases. The evaluation team proposed four recommendations, of which management accepted three and partially accepted one.

IES-led regional evaluation of UN-Women’s contribution to women’s economic empowerment in West and Central Africa

West and Central Africa Regional Office

23. This evaluation assessed the overall successes and challenges of women’s economic empowerment programming in the West and Central Africa region and evaluated the thematic area’s new direction towards policy and normative work. The evaluation concluded that programming related to women’s economic empowerment was well-suited to the region’s needs; specifically, the Entity’s work supporting

women's income-generating activities in the agricultural sector, and that UN-Women demonstrated agility in responding to contextual challenges (e.g., COVID-19). The women's economic empowerment team at the Regional Office and the Climate Resilient Agriculture Initiative were found to be critical factors in the success of programming in this area of work. The evaluation noted the need to further address the diverse group of women being targeted by the initiatives, such as those with disabilities. The evaluation team proposed five recommendations, all of which management accepted.

IES-led regional evaluation of productive employment and decent work for women in Egypt, Jordan and Palestine: Joint programme, UN-Women and ILO

Arab States Regional Office

24. This mid-term evaluation covered implementation of the UN-Women and ILO Joint Programme in Egypt, Palestine and Jordan, along with initiatives undertaken in the Arab States region. The evaluation found that the Joint Programme was well aligned with national, regional and international policies, normative frameworks and strategies for promoting women's productive employment and decent work. The Joint Programme's multi-pronged strategic approach to partnership was also instrumental in achieving key results. While both UN-Women and ILO's comparative advantages enhanced the visibility and legitimacy of gender equality and decent work on national agendas, joint governance structures and inter-agency collaboration needed improvement. The Joint Programme made efforts to respond to the needs of vulnerable women, but the evaluation concluded there was room for more systematic inclusion of women living with disabilities who are often left further behind. Seven recommendations were proposed, of which management accepted three and partially accepted four.

IES-led Multi-Country Portfolio Evaluation

Caribbean Multi-Country Office

25. The Caribbean Multi-Country Office oversees UN-Women's work in 22 countries. The evaluation found that UN-Women's portfolio and response to emerging events and crises in the Caribbean were relevant. UN-Women's work to address violence against women in the subregion, in particular, was considered relevant, effective, sustainable and a key contribution. The Entity's approaches to programmatic integration also demonstrated strong results across the Multi-Country Office's portfolio; however, more concerted M&E efforts would enhance results. UN-Women also mainstreamed capacity development approaches to enhance the sustainability of its work but faced challenges with enabling CSO partners due in large part to some organizational constraints. The evaluation team proposed four recommendations, all of which were accepted by management.

IES-led Country Portfolio Evaluation

Democratic Republic of Congo Country Office

26. Contextual factors such as the vast territorial size of the Democratic Republic of Congo; the post-conflict situation; protracted crises and resurgence of armed conflicts in certain provinces; and the slow improvement of general conditions of governance were all found to hinder UN-Women's integrated mandate and related work in the country. While the evaluation found that UN-Women's comparative advantage was clear in the areas of political participation and, to some extent, women's economic empowerment, the vastness of the country and operational challenges such as a high number of vacancies and turnover of personnel impacted UN-Women's ability to deliver humanitarian action and emergency response to

natural disasters in the country. Seven recommendations were proposed, all of which management accepted.

IES-led Country Portfolio Evaluation

Ecuador Country Office

27. UN-Women was recognized for its leadership in bringing forward issues into the national gender agenda and the Entity's specialization in normative frameworks of women's rights in Ecuador. The Country Office has been effective in producing changes in the short term; contributing to the elimination of violence against women and girls; and advancing women's economic empowerment, even during the COVID-19 pandemic. The Country Office was found to be efficient and innovative in mobilizing funds and diversifying its donor portfolio; however, mobilizing and securing resources in the medium and long term were identified as challenges. The Country Office demonstrated internal coherence and synergies with other UN agencies' work, funds and programmes in the country. The evaluation team concluded that the Country Office could integrate leave no one behind and disability approaches more systematically to improve outcomes. Management accepted all six of the proposed recommendations.

IES-led Country Portfolio Evaluation

Indonesia Country Office

28. The evaluation found that the Country Office had established a strong reputation as the gender expert within the UN system in Indonesia. UN-Women's ASEAN work effectively leveraged the Entity's integrated mandate and demonstrated that a small investment in dedicated capacity can be catalytic. The UN Resident Coordinator's high-level leadership and vocal commitment amplified the UN Country Team's accountability to gender equality. The evaluation concluded that there were opportunities for the Country Office to balance a focus on its areas of expertise (e.g., women, peace and security) with emerging priority areas, and that there was scope to better integrate efforts from the individual to national level and across stakeholder types to develop a more inclusive and collaborative movement for gender equality in Indonesia. The evaluation team proposed eight recommendations, of which management accepted seven and partially accepted one.

IES-led Country Portfolio Evaluation

Jordan Country Office

29. The evaluation found that the Country Office's 2018–2022 Strategic Note was relevant and responsive to national, international and United Nations priorities for gender equality and the empowerment of women. Noting resource constraints, the Country Office managed to support the development pillars of its work by situating them within humanitarian-peace-nexus programming. The Country Office was recognized as an expert on gender equality in Jordan for its technical experience, coordination work, strategic partnerships and ability to generate meaningful evidence and knowledge. There were opportunities to strengthen partnerships to amplify a common and collective advocacy voice on women's rights and gender equality in the country. The evaluation team found that the Country Office's staffing structure could be improved to ensure it is "fit for purpose" and that its work on leaving no one behind was limited and less systematic beyond its humanitarian programme. The evaluation team proposed six recommendations, all of which management accepted.

IES-led Country Portfolio Evaluation

Sudan Country Office

30. The evaluation took place before the current crisis which began in April 2023 and found that UN-Women had successfully reinstated itself as a key player within Sudan and had comparative advantages in its gender expertise; ability to respond to political changes; and willingness to take risks. The Country Office had effectively mobilized resources to deliver against its target outcomes and supported the broader enabling environment. Overall, the evaluation found that the Country Office's effectiveness could be improved by strengthening UN Country Team coordination, linking across thematic areas and by moving towards larger, more holistic programmes. The Country Office had effectively supported structural changes in gender equality and women's empowerment, addressing cultural norms, power structures and the root causes of gender inequality; however, in some cases, short project durations and budgets were limiting factors. The evaluation team proposed five recommendations, all of which management accepted.

Internal evaluation capacity development

31. In 2023, IES continued to invest in internal evaluation capacity development through training and coaching sessions for UN-Women personnel and M&E specialists at the regional and country level. Overall, 49 personnel in the Arab States region participated in a regional training session on evaluation planning, management and use that resulted in greater awareness of the Global Evaluation Report Assessment and Analysis System (GERAAS) process and criteria. In addition to onboarding seven new personnel in the Asia and the Pacific region, the Regional Office organized an evaluation refresher session in September 2023 to reiterate colleagues' understanding of the structure, roles and responsibilities of the evaluation function (24 participants). Three UN-Women personnel from the Asia and the Pacific region also attended United Nations Evaluation Development Group for Asia and the Pacific (UNEDAP) training on evaluation in the UN system in 2023. Both the Arab States and the Americas and the Caribbean regions reported training and coaching M&E specialists (four and five specialists, respectively). In the West and Central Africa region, eight personnel from Liberia, Cameroon, Mali, Nigeria, Cote d'Ivoire, Niger and the Democratic Republic of Congo received training. In Europe and Central Asia, tailored coaching was provided to all focal points managing decentralized evaluations.

Communication to facilitate the use of evaluation

32. In 2023, IES remained committed to enhancing knowledge-sharing and communication by investing in user-friendly and accessible knowledge products; fostering learning partnerships and initiatives; and by leveraging online and social media platforms that encouraged UN-Women personnel and stakeholders to engage with evaluations. The GATE system had more than 20,303 page views in the 2023 calendar year with 3,636 users.

33. IES promoted regional and country-level evaluation use through briefs, infographics, newsletters, webinars and learning sessions to complement its evaluation reports. The Arab States and the East and Southern Africa regions developed an evaluation brief for IES-led and decentralized evaluations completed in 2023. To map key trends in regional performance for programme managers, the Americas and the Caribbean region conducted a meta-synthesis of evaluations; while the East and Southern Africa region hosted a learning café to share key findings from country portfolio evaluations and lessons learned on managing these evaluations (75 participants). As co-convener of the Asia-Pacific results-based management community of practice, IES in the Asia and the Pacific conducted nine sessions to

foster learning from evaluations (427 participants). The Americas and the Caribbean region hosted an internal webinar to inform UN-Women personnel of lessons learned around direct funding to UN-Women Strategic Notes (55 participants); a webinar on monitoring challenges present throughout the organization (70 participants); and a public session on practical tools for measuring the impact of women’s empowerment in collaboration with the Abdul Latif Jameel Poverty Action Lab’s Jobs and Opportunity Initiative in Brazil (81 participants).

34. UN-Women Country Offices also reported leveraging evaluation findings and recommendations from corporate and country portfolio evaluations. The Jordan Country Office, for example, used its country portfolio evaluation as key evidence while developing its new Strategic Note and leveraged findings and recommendations from the mid-term evaluation of the UN-Women and ILO Joint Programme to inform programme design for a regional programme on women’s economic empowerment. The Kenya Country Office reported using the in-depth case study stemming from UN-Women’s corporate evaluation on women’s economic empowerment. In response to recommendations emerging from the evaluation of UN-Women’s Crisis Response in Asia and the Pacific, and in alignment with UN-Women’s new humanitarian strategy, the Asia and the Pacific Regional Office developed a draft paper to define and articulate the priority humanitarian goals and intended outcomes for the region. Overall, the Europe and Central Asia region reported that combining corporate and regional strategic evaluation planning represented an innovative method for fostering greater evaluation use.

IV. Performance of the evaluation function in UN-Women

35. UN-Women uses performance monitoring systems to promote transparency and accountability of evaluations and to report on the performance of the evaluation function against KPIs. Table 1 shows the results for 2023 and the targets set for 2025. Further details and analysis on the indicators can be found in the relevant subsection.

Table 1
Evaluation KPIs and target for UN-Women’s Strategic Plan 2022–2025

<i>Key performance indicator</i>	<i>Description</i>	2022	2023	<i>Target (by 2025)</i>
Financial resources invested in evaluation function	Evaluation expenditure over UN-Women programme expenditure (%)	1.9	2.3	Between 2.0-3.0 ¹
Human resources for monitoring and evaluation	Offices that appointed an M&E focal point or officer (%)	98	97	100
Evaluation coverage	At least one evaluation per Strategic Note cycle (%)	93	98	100
Evaluation implementation rate	Percentage of evaluations being implemented (%)	92	84	100
Quality of evaluation reports	Percentage of evaluation reports rated “Good and above” (%)	86	100	100
Joint evaluations ²	Percentage of joint evaluations contributed by UN-Women (%)	29	27	25

¹ The revised Evaluation Policy (2020) recommends that UN-Women allocate between 2 and 3 per cent of its total programme expenditure to the evaluation function.

² The evaluation KPI on joint evaluations tracks UN-Women’s contribution to all joint evaluations and initiatives, including independent, system-wide evaluations at the global level and United Nations Sustainable Development Cooperation Framework evaluations.

<i>Key performance indicator</i>	<i>Description</i>	2022	2023	<i>Target (by 2025)</i>
Management response submission to GATE	Percentage of completed evaluation reports submitted with management response to GATE (%)	100	100	100
Implementation of management response	Percentage of management response key actions being implemented (%)	91	92	95
Use of evaluations	Percentage of offices that reported using evaluation (%)	87	89	95

Key Performance Indicator 1: Financial resources invested in evaluation

Table 2
Evaluation function expenditure 2020–2023 (US\$)

	2020	2021	2022	2023
Total UN-Women programme expenditure	341 366 277	431 794 597	441 317 504	465 264 805
Total expenditure on evaluation	6 388 787	7 961 194	8 224 073	10 493 407
IES/IEAS	3 441 396	3 619 149	3 800 044	3 882 841
Decentralized evaluations	2 947 391	4 342 044	4 424 029	6 610 566
Total expenditure (%)	1.9	1.8	1.9	2.3

Source: “Total UN-Women programme expenditure” values were provided by the Strategic Planning Unit, and “IES expenditure” and “Decentralized evaluations” values were generated based on the IES tracking system and financial reports from Quantum.

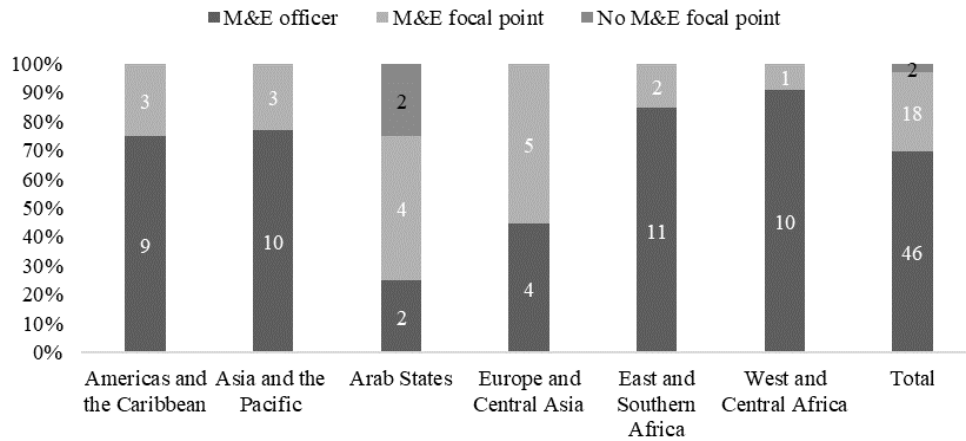
36. In 2023, UN-Women’s expenditure on evaluations was estimated at US\$10.49 million based on the corporate and IES tracking systems. This represents an increase compared to UN-Women’s evaluation expenditures in 2022. The increase was driven by spending on evaluation at a decentralized level, primarily due to increased evaluation costs related to the UN Trust Fund to End Violence Against Women and the Spotlight Initiative. With UN-Women’s total programme expenditure having increased from US\$441.3 million in 2022 to US\$465.3 million in 2023, UN-Women’s investment in evaluation was 2.3 per cent, which falls within the target range set forth in the Evaluation Policy.

Key Performance Indicator 2: Human resources for monitoring and evaluation

37. In 2023, IES remained under the leadership of the Chief of Evaluation and the Director of IEAS. Evaluation activities were implemented by six evaluation staff at headquarters and six regional evaluation specialists based in UN-Women Regional Offices who reported to the Chief of Evaluation. Evaluations were also supported by individual experts, consultants and interns as needed.

38. At the decentralized level, 97 per cent of UN-Women Country and Regional Offices had at least one M&E officer or focal point (compared to 98 per cent in 2022); the Iraq (including Yemen) and Palestine offices in the Arab States region were the only exceptions (see figure 1). Of the 66 Country and Regional offices, 70 per cent (46/66) had M&E officers, and 27 per cent (18/66) had M&E focal points. M&E capacity at the country level was strengthened with an increase in M&E officers and focal points: 46 M&E officers in 2023 compared to 37 in 2022.

Figure 1
Monitoring and evaluation (M&E) officers/focal points by region in 2023

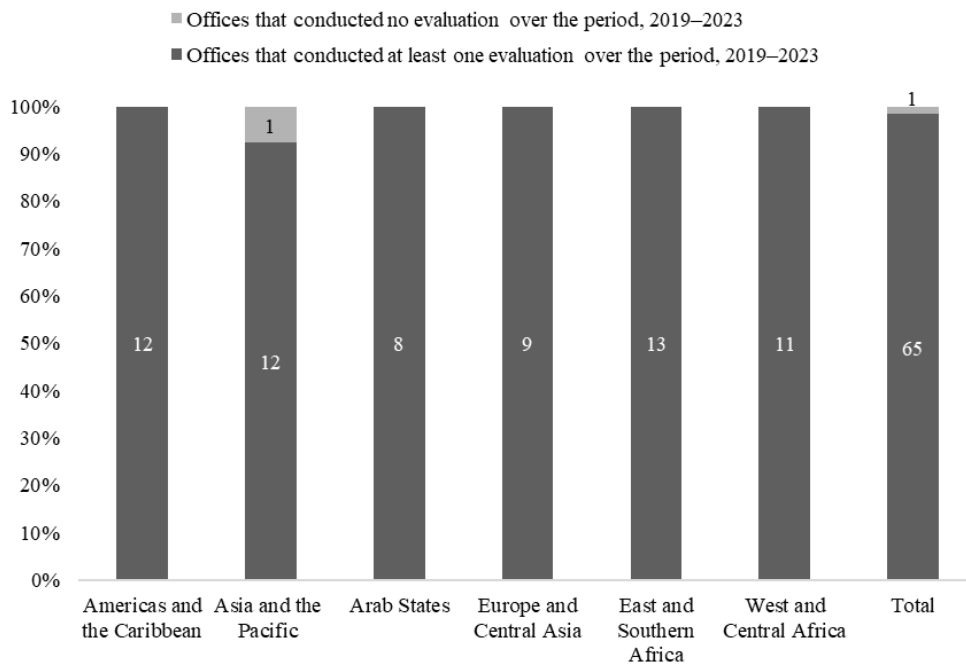


Source: Global Evaluation Oversight System.

Key Performance Indicator 3: Evaluation coverage

39. The revised Evaluation Policy and evaluation coverage norms require adequate evaluation coverage of key UN-Women programmatic and operational areas. Between 2019 and 2023, 98 per cent of Regional and Country Offices completed at least one evaluation over their Strategic Note cycle (compared to 93 per cent in 2022). One Country Office (Afghanistan) had not completed evaluations within the prescribed period (see figure 2).

Figure 2
Evaluation coverage by region, by Strategic Note cycle 2019–2023



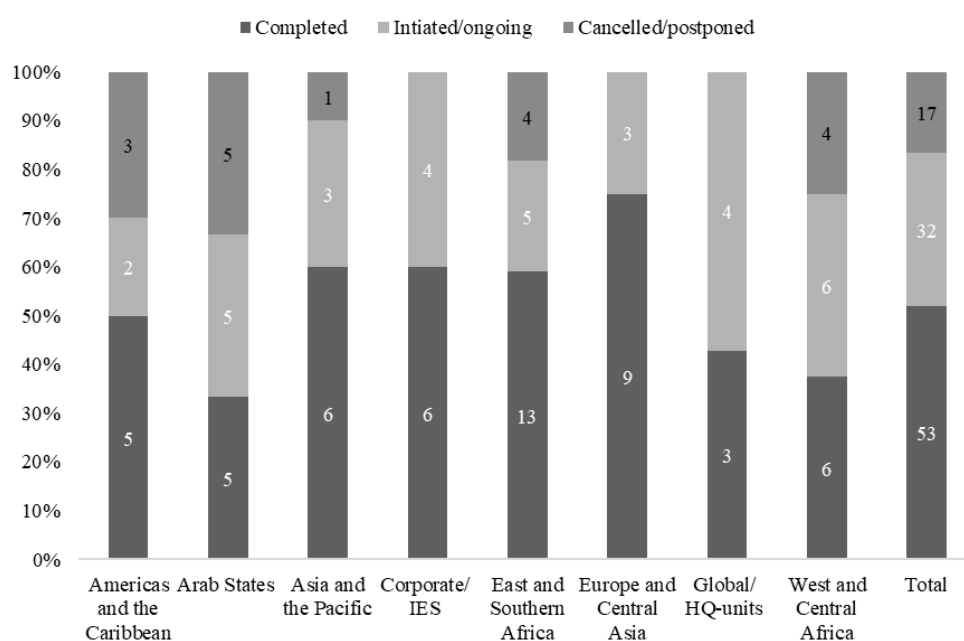
Source: Global Evaluation Oversight System.

Key Performance Indicator 4: Implementation rate of planned evaluations

40. IES prepares its Annual Global Evaluation Plan to track and monitor the implementation status of planned evaluations based on the Monitoring, Research and Evaluation Plan developed by management in the business units and the validation process led by the regional evaluation specialists. IES also conducts a mid-year review of its Annual Global Evaluation Plan in close consultation with Regional and Country Offices to make any necessary adjustments to the planned activities.

41. As shown in Figure 3, of the 102 planned evaluations³ for 2023, 53 (52 per cent)⁴ were completed (compared to 63 per cent in 2022). An additional 32 (32 per cent)⁵ were initiated and were at varying stages of implementation (compared to 21 per cent in 2022). Seventeen evaluations (17 per cent) were either postponed (13 evaluations) or cancelled (4 evaluations). Overall, the total number of evaluations conducted by UN-Women increased in 2023 (95 evaluations were planned in 2022), continuing the upwards trajectory since 2020. The most frequent reasons for evaluations being cancelled included merging individually planned evaluations into overarching thematic or strategic evaluations and determining whether a planned evaluation should be changed to another type of assessment. Some evaluations were postponed due to project extensions or external factors, such as security concerns.

Figure 3
Evaluation implementation rate for 2023



Source: Global Evaluation Oversight System.

³ This number includes 100 UN-Women evaluations and two evaluation syntheses planned for 2023.

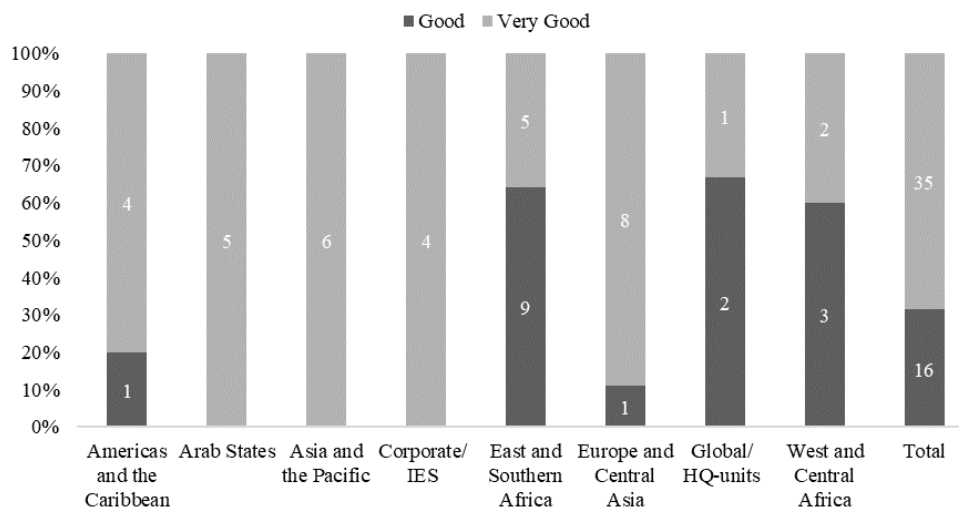
⁴ This number includes 51 evaluations reported to Global Evaluation Reports Assessment and Analysis System (GERAAS) and two syntheses (Meta-Synthesis of UN-Women Evaluations on Advocacy and Communications and the Joint System-Wide Synthesis of SDG 5) that do not require GERAAS review.

⁵ Five evaluations were completed in January 2024, and were not included in the final count of completed evaluations in 2023.

Key Performance Indicator 5: Quality of evaluation reports

42. All 51 UN-Women evaluations completed in 2023 and submitted to the GERAAS, received an external rating of “Good and above” (compared to 86 per cent in 2022), reflecting an increase in the report quality of decentralized evaluations (see figure 4). Thirteen corporate and IES-led strategic evaluations conducted in 2023 were rated as “Very Good”, and one evaluation was rated as “Good”. While the number of decentralized evaluations commissioned by Country Offices is increasing, challenges related to turnover among personnel and limited capacity to manage good-quality evaluations persist. IES will continue to provide technical support and internal capacity-building efforts by promoting the conduct of strategic evaluations based on organizational needs and advocating for aiming to limit the number of donor-driven, small-scale evaluations that have high transactional costs.

Figure 4
Quality of evaluation reports 2023



Source: Global Evaluation Reports Assessment and Analysis System

Key Performance Indicator 6: Joint evaluations

43. The UN system is using joint evaluations to improve overall coherence and guide collaborative programming and initiatives. A joint evaluation involves multiple entities assessing a shared topic, programme, or set of co-financed and implemented activities. The level of collaboration in joint evaluations can range from cooperative involvement in the evaluation process to resource pooling and combined reporting. UN-Women has actively participated in joint evaluations in recent years. To enhance monitoring of UN-Women’s progress in this area, a corporate-level Strategic Plan indicator, aligned with the UN system-wide Quality Control and Results indicator, has been incorporated into the UN-Women Strategic Plan 2022–2025 Results Framework.

44. In 2023, UN-Women was involved in 27 joint evaluation initiatives, representing 27 per cent of the total evaluations undertaken throughout the year. Among these joint evaluations, 17 were completed under the leadership or co-management of UN-Women (including 12 reaching completion in 2023); eight independent system-wide joint evaluations and two joint evaluations were also completed where UN-Women participated but did not manage or directly lead the process.

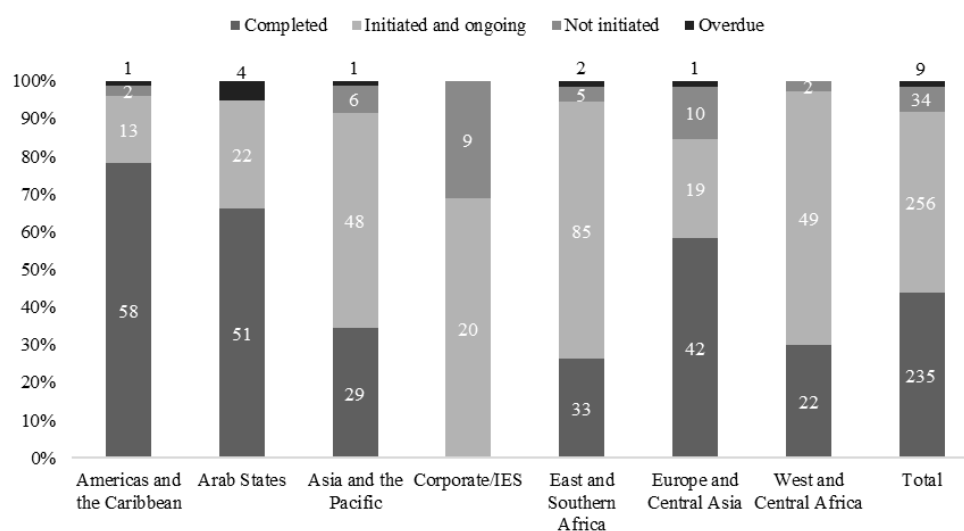
Key Performance Indicator 7: Management response submission to GATE

45. Providing a management response for every evaluation constitutes a crucial phase in the evaluation process. By prompting reflection on evaluation recommendations and identifying areas for improvement, the management response contributes to organizational development. UN-Women offices are required to prepare management responses and upload them in the GATE system within six weeks of an evaluation report being finalized. Of the 51 completed evaluations in 2023, all of them had a management response at the time of this report. IES noted some challenges concerning management’s capacity to prepare and approve some responses in GATE in a timely manner. While this remains a management responsibility, IES will continue to support the punctuality of management responses and their upload to the GATE system.

Key Performance Indicator 8: Implementation status of management response

46. In response to the 42 UN-Women evaluations completed in 2022, management committed to a total of 534 key actions.⁶ Of these 534 key actions, as of January 2024, 235 (44 per cent) were reported as implemented, 256 (48 per cent) were in progress, 34 (6 per cent) had not been initiated, and 9 (2 per cent) were considered overdue (see figure 5). The implementation rate slightly increased compared to previous years overall (91 per cent in 2022), which reflects the Entity’s focus on implementation of recommendations. A closer analysis revealed that the West and Central Africa, Americas and the Caribbean and Arab States regions had the highest implementation rate, having completed or initiated all key commitments at the time of writing this report.

Figure 5
Management response implementation rate as of January 2024



Source: Global Evaluation Oversight System.

Key Performance Indicator 9: Use of evaluation to inform programming

47. Based on the annual reporting data collected from UN-Women Country Offices, 89 per cent of Country and Regional Offices reported the use of evidence and lessons learned from recent evaluations to inform their programming and interventions.

⁶ This does not include 10 key actions marked as “no longer applicable”.

Notably, evaluations played a critical role in informing strategic planning processes at the country level, including in the development of Strategic Notes (e.g., Argentina, Jordan). Insights drawn from evaluations also helped to strengthen UN-Women’s programming approach and identify emerging opportunities and populations of interest for some Country Offices (e.g., Bangladesh, Ecuador, Kenya, Lebanon, Mozambique, Sudan), including contributing to successful development and negotiations of future programmatic phases (e.g., Albania, Colombia, Kazakhstan). It was reported that evaluations facilitated improved resource mobilization efforts for countries (e.g., Cameroon, Malawi, Pakistan, and Tunisia) and enhanced UN-Women’s policies, monitoring and evaluation systems and operational procedures in both countries and across regions (e.g., Americas and the Caribbean Regional Office Nepal, Senegal).

V. Working in partnership for gender-responsive evaluation

Strengthening gender-responsive evaluation within the UN system

48. IES continued to support various United Nations Evaluation Group (UNEG) working groups in 2023. As co-convenor of the Gender Equality, Disability and Human Rights working group, IES led implementation of the group’s annual workplan. In 2023, the group undertook further revisions and completed an external peer review of the revised UNEG Guidance on “Integrating Human Rights and Gender Equality in Evaluations” (forthcoming). The working group also delivered two webinars on implementation and reporting of the UN Disability Inclusion evaluation indicator. UN-Women actively contributed to the Humanitarian Evaluation and Peacebuilding Evaluation working groups. In 2023, the Humanitarian Evaluation working group finalized the “Guidance on the Integration of Humanitarian Principles in the Evaluation of Humanitarian Action”, endorsed by UNEG in January 2024. Meanwhile, the peacebuilding working group developed draft guidelines on peacebuilding evaluations across the UN system to support evaluation managers and evaluators with harmonized methodological approaches and best practices.

United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women Evaluation Performance Indicator

49. As in previous years, in 2023, IES served as the secretariat for the UN-SWAP Evaluation Performance Indicator (EPI). In this capacity, IES reviewed annual submissions and provided support to reporting entities on the EPI. IES also prepared the 2023 UNEG report on the UN-SWAP EPI, highlighting overall trends and good practices in gender mainstreaming in evaluations. Overall reporting trends for the UN-SWAP EPI in 2023 were similar to the previous year, with a majority of reporting entities exceeding requirements. In comparison to 2022, the number of entities meeting or exceeding requirements was unchanged, while the number of entities approaching requirements (as opposed to reporting not applicable) increased. IES also commissioned an external assessment of UN-Women’s evaluations for the UN-SWAP 2024 reporting cycle. The assessment was carried out between January 2023 and January 2024 and covered the 51 evaluations completed by UN-Women in 2023. Based on this exercise, UN-Women continues to “exceed requirements” in terms of integrating gender equality and the empowerment of women in its respective evaluations.

Partnerships for national evaluation capacity development

50. Throughout 2023, UN-Women actively contributed to EvalGender+ by supporting the development of the UN Resolution on “Strengthening Voluntary National Reviews through country-led evaluation,” which was adopted on 26 April 2023. Under the auspices of EvalGender+ and in collaboration with the Institute of Social Studies

Trust in India, UN-Women advocated for innovative approaches in gender-transformative evaluation emanating from the south through the “Facilitating Gender Transformative Evaluations” online course.

51. UN-Women and the Global Evaluation Initiative (GEI) advanced implementation of its strategic partnership to strengthen gender-responsive national evaluation capacities through knowledge-sharing and technical support. In continuation of UN-Women’s work in assessing the integration of gender into national evaluation systems across different regions, the partnership identified an opportunity to carry out a global mapping exercise on the topic as part of a new project led by the GEI on feminist innovation in M&E. Together with other joint work, this exercise will contribute to strengthening how the global M&E community systematically applies gender-transformative practices across different regions, countries and sectors.

52. In 2023, UN-Women provided a comprehensive set of tools, products and technical support for strengthening the gender responsiveness of national evaluation systems in collaboration with regional partners in the Americas and the Caribbean. The publication of a regional mapping was complemented by the development of a gender scanner tool developed with partners from the National Evaluation Capacity Index (INCE) initiative, notably WFP and the German Institute for Development Evaluation. UN-Women provided technical support for the tool during the pilot phase in Ecuador and supported the facilitation of workshops as part of the INCE initiative to discuss index results relating to gender with national evaluation stakeholders.

VI. 2024 IES programme of work

53. In alignment with the UN-Women Evaluation Strategy 2022–2025 and Corporate Evaluation Plan 2022–2025, IES will continue its work in the following five key areas, while considering emerging organizational priorities and contextual changes.

Strategic evaluations and activities at the corporate level

54. IES will complete two corporate evaluations to be presented to the Executive Board in its 2024–2025 sessions: (i) a corporate evaluation of UN-Women’s support to women’s political participation: Insights from the field; and (ii) a corporate evaluation on UN-Women’s support to women’s participation in peace processes. IES will also finalize two formative evaluations: (i) a corporate evaluation on social norms change: a global feminist developmental evaluation; and (ii) a corporate evaluation on financing for gender equality. IES will complete the second phase of a joint system-wide synthesis of SDG 5 in collaboration with UNDP, UNFPA, UNICEF and WFP, focusing on the inter-agency evaluations related to SDG 5; and will initiate three evaluation exercises, set to be completed in 2025: (i) a corporate evaluation on UN-Women’s support in ending violence against women; (ii) a synthesis of UN-Women’s performance against the Strategic Plan; (iii) an evaluability assessment of the Gender Equality Accelerators. IES will also initiate the planned external assessment of UN-Women’s Evaluation Policy.

Strategic evaluations and technical assistance at the decentralized level

55. IES regional evaluation specialists will complete and initiate approximately 20 strategic regional evaluations and country portfolio evaluations in 2024. IES will continue maintaining the Global Evaluation Oversight System, track evaluation KPIs, organize the external assessment of the quality of decentralized evaluation reports, and develop staff capacity and a culture of evaluation through training and coaching. IES will provide technical support to approximately 80 planned programme/project

evaluations and joint evaluations led and owned by the respective Country, Regional and headquarters offices.

Partnerships with UN system and national stakeholders to promote gender-responsive evaluations

56. IES will actively engage in UN system-wide evaluations to ensure that evaluations have a gender lens and will participate in multiple joint evaluation activities. IES will contribute to two Inter-Agency Humanitarian Evaluations in Turkey/Syria and Somalia. IES will co-chair the People Pillar synthesis of the Global SDG Synthesis Coalition and will continue to engage in an advisory capacity in the system-wide evaluation of the Spotlight Initiative.

57. IES will participate in seven UNEG working groups and will continue to play a leadership role by co-convening the UNEG Gender Equality, Disability and Human Rights working group. IES will lead the report on the UN-SWAP EPI and serve as a “gender desk” for UNEG.

58. IES will engage in national gender-responsive evaluation capacity development through EvalGender+ and the Global Evaluation Initiative. On a demand basis, IES will provide targeted technical support to country-led evaluations of gender strategies and actions plans.

Strengthening evaluation use and communication

59. IES will continue to provide evidence to support implementation of the UN-Women Strategic Plan 2022–2025 by leveraging its participation in senior management team meetings, the Business Review Committee and other strategic meetings. Communication materials, webinars on evaluation findings and social media platforms will also continue to serve as important means of disseminating evaluation findings and recommendations to UN-Women and broader audiences. To further enhance the utility of IES-led strategic and decentralized evaluations, IES will monitor the degree of evaluation use in key strategic planning documents as well as in organizational processes. IES will engage in learning partnerships with the Policy, Programme and Intergovernmental Division and Strategy, Planning, Resource and Effectiveness Division, and will contribute to UN-Women’s overall knowledge management by sharing and contributing evaluation findings and evidence.

Budget for the IES 2024 programme of work

60. As in previous years, the 2024 budget for IES is US\$ 3,431,000. The budget consists of the institutional budget (US\$ 2,281,000) and core programmable resources (US\$ 1,150,000).

Annex

UN-Women evaluations completed in 2023

#	Region	Country	Type	Title	Quality rating
1	Arab States	Jordan	CPE	IES-led Country Portfolio Evaluation: UN-Women Jordan – Strategic Note 2018–2022	Very good
2	Arab States	Multiple	Programme	End Term Evaluation of UN-Women Regional Programme Women, Peace and Security in the Arab States Phase II (2019–2022)	Very good
3	Arab States	Morocco	Project	Evaluation of the partnership between Ministry of Interior, General Directorate of Local Governments and UNW	Good
4	Arab States	Lebanon	Project	Evaluation: UN-Women Lebanon’s 2021–2022 Livelihoods Initiatives (Evaluation on WEE)	Very good
5	Arab States	Egypt, Jordan, Palestine	Joint	IES-led Regional Evaluation of Productive Employment and Decent Work for Women in Egypt, Jordan and Palestine: Joint Programme, UN-Women and ILO (Mid-term Evaluation)	Very good
6	East and Southern Africa	Ethiopia	Project	Program Evaluation Report “Preventing Violence Against Women and Girls and Delivering Essential Services to Survivors in Ethiopia”	Good
7	Asia and the Pacific	Indonesia	CPE	IES-led Country Portfolio Evaluation: Indonesia	Very good
8	Asia and the Pacific	Multiple	Joint	Final Evaluation of the Enhancing Access to Justice for Women in Asia and the Pacific: Bridging the gap between formal and community-based systems through women’s empowerment”	Very good
9	Asia and the Pacific	Multiple	Joint	Final Evaluation of the Safe and Fair Programme: Realizing Women Migrant Workers’ Rights and Opportunities in the Association of South-East Asian Nations	Very good
10	Asia and the Pacific	Sri Lanka	Project	Implementation of the Women, Peace and Security Agenda in Sri Lanka (G7 WPS Partnerships Initiative)	Very good
11	Asia and the Pacific	Bangladesh	Regional/ Thematic	Thematic Evaluation of UN-Women’s Humanitarian Portfolio in Cox’s Bazaar	Very good
12	Asia and the Pacific	Papua New Guinea	Project	Women Make the Change, Papua New Guinea	Very good
13	Corporate (headquarters)	Global	Corporate	Corporate Evaluation of UN-Women’s Support for Women’s Economic Empowerment by Advancing Gender-responsive Laws, Frameworks, Policies and Partnerships.	Very good

#	Region	Country	Type	Title	Quality rating
14	Corporate (headquarters)	Global	Corporate	Corporate Evaluation of UN-Women's Support to Gender Statistics 2018–2022	Very good
15	Corporate (headquarters)	Global	Corporate	Corporate Formative Evaluation of UN-Women's Work in the Area of Climate Change	Very good
16	East and Southern Africa	Sudan	CPE	IES-led Country Portfolio Evaluation: UN-Women Sudan (2018–2023)	Very good
17	East and Southern Africa	Uganda	Project	End Evaluation of the “Women and Girls Access to Justice (A2J) Through Effective, Accountable and Gender Responsive Institutions (A2J Project)”	Very good
18	East and Southern Africa	Uganda, Somalia	Programme	End of LEAP II Program Evaluation – Prevention of COVID-19 infections among women and girls displaced into IDP and refugee camps in ESAR	Good
19	East and Southern Africa	Somalia	Programme	End of Program Evaluation Women's Leadership, Empowerment, Access, and Protection (LEAP 2)	Very good
20	East and Southern Africa	South Sudan	Project	End of Project Evaluation of the “Women's Engagement in the Transitional Process in South Sudan”	Good
21	East and Southern Africa	South Sudan	Project	Endline Evaluation of the Project “Gender Mainstreaming in Security Sector Reform”	Good
22	East and Southern Africa	Rwanda, Senegal, South Africa	Programme	Evaluation of the “Transformative Approaches to Recognize, Reduce, and Redistribute Unpaid Care Work in Women's Economic Empowerment Programming”	Good
23	East and Southern Africa	Zimbabwe	Joint	Final Evaluation of the Safe Markets Project Empowering Women through Safe, Resilient, Gender Responsive Food Markets and Systems in Response to COVID 19 in Zimbabwe	Very good
24	East and Southern Africa	Uganda	Project	Final Evaluation Prevention of COVID-19 Infections Among Women and Girls Displaced into IDP and Refugee Camps under LEAP II in Uganda	Good
25	East and Southern Africa	Mozambique	Project	Final Evaluation of the Women Peace and Security Project	Good
26	East and Southern Africa	South Sudan	Project	Promoting Women, Peace and Security Agenda through the Revitalized Agreement on the Resolution of the Conflict in South Sudan- Netherlands funded project (NL funded)	Good
27	East and Southern Africa	Tanzania	Project	Tanzania Wanawake Wanaweza Evaluation Report	Very good

#	Region	Country	Type	Title	Quality rating
28	Europe and Central Asia	Multiple	Joint	EU 4 Gender Equality: Together Against Gender Stereotypes and Gender-based Violence Programme (Implemented in Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine)	Good
29	Europe and Central Asia	Serbia	Project	Evaluation Report for the Final Evaluation of the project “Safeguarding Women and Girls in Serbia”	Very good
30	Europe and Central Asia	Multiple	Programme	EVAW Regional Programme Evaluation	Very good
31	Europe and Central Asia	Bosnia and Herzegovina	Project	Final Evaluation – EU Gender Equality Facility BiH	Very good
32	Europe and Central Asia	North Macedonia	Project	Final Evaluation of the project “Gender mainstreaming advisory services to the North Macedonian administration at central level – Gender Equality Facility – GEF Project”	Very good
33	Europe and Central Asia	Georgia	Project	Final Evaluation: “Ending Violence Against Women and Girls in Georgia” Project 2020–2023	Very good
34	Europe and Central Asia	Moldova	Joint	Final Evaluation: “Strengthened Gender Action in Cahul and Ungheni districts” Project	Very good
35	Europe and Central Asia	Multiple	Regional/ Thematic	IES-led Regional Evaluation of UN-Women’s Support for Capacity Development of Partners to Respond to the Needs of Women and Girls in Europe and Central Asia	Very good
36	Europe and Central Asia	Kazakhstan	Joint	Umbrella project “Assistance in strengthening national capacity, coordinating, and creating effective interdepartmental measures to implement family and gender policies, expand women’s contribution to national production and its growth in order to effectively implement the Sustainable Development Goals (SDGs) 1, 5, 8 and 10 and introduce a multisectoral approach to combat domestic violence in the Republic of Kazakhstan”	Very good
37	Global	Multiple	Joint	Evaluation of UNFPA UN-Women GBV 2-year Central Emergency Response Fund (CERF) Allocation	Good
38	Global	Multiple	Joint	UN-Women-WHO Global Joint Programme on Violence against Women Data. End Term Evaluation	Good
39	Americas and Caribbean	Ecuador	CPE	IES-led Country Portfolio Evaluation	Very good

#	Region	Country	Type	Title	Quality rating
40	Americas and the Caribbean	Colombia	Project	Evaluación externa de la contribución de Suecia a la Nota Estratégica de ONU Mujeres Colombia (Evaluation of Sweden Support to UN-Women Colombia Strategic Note)	Good
41	Corporate (headquarters)	Multiple	Corporate/Regional	Evaluation of Civil Society Engagement in the Americas and the Caribbean	Very good
42	Americas and the Caribbean	Multiple	CPE	IES-led Evaluation of the UN-Women Caribbean Multi-Country Office (2011–2019)	Very good
43	Americas and the Caribbean	Haiti	Project	Final external evaluation of the “Economic Empowerment of Women in Agriculture (FADEKA)” project	Very good
44	Americas and the Caribbean	Haiti	Project	Rapport de l'évaluation finale Projet « Amélioration des conditions de détention des détenues des prisons de Cabaret, Les Cayes et Cap-Haïtien à travers la mise en œuvre de la Directive Genre de la Direction de l'Administration Pénitentiaire »	Very good
45	Global	Multiple	Programme	Final Evaluation of POWER Programme on Women's Empowerment in SRMNCAH Rights in Humanitarian Settings in the Horn of Africa Region	Very good
46	West and Central Africa	DRC	CPE	IES-led Evaluation du Portefeuille Pais 2018–2021: République Démocratique du Congo	Good
47	West and Central Africa	Multiple	Regional/Thematic	IES-led Evaluation of UN-Women's Contribution to Women's Economic Empowerment in West and Central Africa	Very good
48	West and Central Africa	Niger	Project	Final Evaluation “Making Migration Safe for Women (MMS)”	Good
49	West and Central Africa	Mali	Project	Final Evaluation of the NAP 1325 Implementation Support Programme	Very good
50	East and Southern Africa	Rwanda	Joint	Mid-Term Review: Joint Programme on Gender: Leveraging the full potential of Gender Equality and Women's Empowerment to Achieve Rwanda's Transformation	Good
51	West and Central Africa	Mali	Project	Project final evaluation: “Access of women to production means for agriculture resilient to climate change”	Good