



Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women

Distr.: General
18 April 2022

Original: English

Annual Session of 2022

21–22 June 2022

Item 3 of the provisional agenda

Evaluation

Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women, 2021

Summary

This report provides an overview of the global UN-Women Evaluation Strategy and Corporate Evaluation Plan 2022–2025, offers a snapshot of the strategic evaluations completed in 2021, reviews performance of the UN-Women evaluation function as captured through the Global Evaluation Oversight System, and documents capacity-building and advocacy efforts for gender-responsive evaluation globally and in the UN system. The report also details the Independent Evaluation Service (IES) 2022 programme of work and budget.

The Executive Board may wish to: (i) take note of the 2021 report on UN-Women's evaluation function and the IES 2022 programme of work and budget; (ii) welcome that UN-Women continues to promote a culture of evidence-based decision-making and learning across the organization, contributes to system-wide gender-responsive evaluation efforts and national evaluation capacity development; and (iii) express continuing support for strengthening UN-Women's evaluation function and use of evaluations, which will be guided by the global UN-Women Evaluation Strategy and the Corporate Evaluation Plan 2022–2025.



I. Introduction

1. As UN-Women established its Strategic Plan 2022–2025 amid the COVID-19 pandemic, there was strong uptake and a growing appreciation for evaluation findings and evidence. Key performance indicators (KPIs) demonstrated that UN-Women’s evaluation function has made significant progress over time; however, there are still opportunities to improve evaluation resources and management actions that address evaluation results, particularly at the country level.
2. The COVID-19 pandemic impacted UN-Women’s evaluation function at the global and decentralized levels. Despite several disruptions, and in response to a rapidly changing environment, UN-Women’s Independent Evaluation Services (IES) was able to support evaluation activities that effectively informed ongoing efforts and reshaped programming. IES supported the planning, preparation and conduct of evaluations, and made several adaptations including revising scopes, redetermining geographical coverage, extending timelines and adjusting data collection methods in order for UN-Women to continue its evaluation efforts in 2021.
3. This report, presented in seven parts, provides 1) an overview of the global UN-Women Evaluation Strategy 2022–2025 and Corporate Evaluation Plan 2022–2025, 2) a snapshot of the strategic evaluations completed in 2021, 3) a review of UN-Women’s evaluation function’s performance as captured through the Global Evaluation Oversight System (GEOS) and 4) documentation of national capacity-building and advocacy efforts for gender-responsive evaluation globally and in the UN system.

II. UN-Women Evaluation Strategy and Corporate Evaluation Plan 2022–2025

4. In 2021, the UN-Women Executive Board endorsed the UN-Women Strategic Plan 2022–2025. To contribute to successful implementation of the new Strategic Plan, IES updated its global UN-Women Evaluation Strategy and developed the Corporate Evaluation Plan for 2022-2025.
5. The global UN-Women Evaluation Strategy 2022-2025 prioritizes (i) improving use of evaluation and follow-up of recommendations by UN-Women management and other stakeholders; (ii) providing timely and relevant evaluative evidence on UN-Women’s contributions to development and organizational effectiveness and efficiency results; and (iii) increasing demand for gender-responsive evaluations that support the Sustainable Development Goals (SDGs) and beyond, including through joint- and system-wide evaluation initiatives.
6. The global UN-Women Evaluation Strategy 2022-2025 outlines how UN-Women will leverage its evaluation function to provide evaluative evidence for greater impact on the lives of the women and girls it serves. It sets out four strategic areas of work: (i) implementing strategic corporate, regional and country portfolio evaluations; (ii) implementing effective decentralized evaluation systems; (iii) supporting United Nations and national stakeholder partnerships on gender-responsive evaluations; and (iv) strengthening evaluation use.
7. The Corporate Evaluation Plan 2022-2025 provides a time-bound framework within which evaluation evidence about work performed under the UN-Women Strategic Plan 2022-2025 is systematically generated. IES anticipates completing 13 corporate evaluations and 30 regional and country portfolio evaluations

covering the impact areas, outcomes and organizational effectiveness and efficiency outputs of the UN-Women Strategic Plan during the 2022-2025 cycle. The Corporate Evaluation Plan 2022-2025 will be monitored to ensure that new and emerging priorities and opportunities for evidence and learning are regularly incorporated.

III. 2021 Corporate Evaluations and Studies

8. In 2021, UN-Women conducted (or initiated) seven corporate evaluations and studies to assess the Entity's contributions to achieving gender equality and the empowerment of women. This section highlights key insights and lessons learned through these corporate evaluations and studies, many of which informed implementation of the UN-Women Strategic Plan 2018–2021 and development of the UN-Women Strategic Plan 2022–2025.
9. IES completed the following corporate evaluations, meta-synthesis report, and study:
 - i. *Corporate Evaluation of UN-Women's UN System Coordination and Broader Convening Role in Ending Violence Against Women*
 - ii. *Corporate Formative Evaluation of UN-Women's Approach to Innovation*
 - iii. *Meta-synthesis of UN-Women Evaluations: Evidence and Lessons on Types of UN-Women Support*
 - iv. *Joint Study on Gender Equality for Health and Well-Being: Evaluative Evidence of Interlinkages with Other SDGs (collaboration with United Nations University)*
10. Additionally, the following corporate evaluations were initiated in 2021:
 - i. *Corporate Evaluation of UN-Women's Policy Advocacy Work*
 - ii. *Corporate Formative Evaluation of UN-Women's Work in the Area of Climate Change*
 - iii. *Corporate Evaluation of UN-Women's Work on Capacity Development*

Corporate Evaluation of UN-Women's UN System Coordination and Broader Convening Role in Ending Violence Against Women

11. This evaluation found that UN-Women's mandate to lead, promote and coordinate mainstreaming of gender equality and the empowerment of women across the UN system is a strong, strategic asset. However, UN-Women's coordination role has been constrained by an inability to articulate the value of UN coordination, including clear action areas, roles and responsibilities, and metrics. Current system-wide accountability and reporting frameworks inadequately support effective coordination across thematic areas. Despite these challenges, UN-Women successfully facilitated several coordination and collaborative actions, including the UN system response to COVID-19. The evaluation recommended that UN-Women reaffirm its coordination mandate, systematically document and better articulate the value of coordination in accelerating outcomes on ending violence against women and the cost of non-coordination to the UN system, donors and national stakeholders through high-level messaging, metrics and case studies. The evaluation offered six recommendations, of which five were accepted by management and one partially accepted.

Corporate Formative Evaluation of UN-Women's Approach to Innovation

12. This evaluation found that UN-Women's significant impact in innovation is yet to be fully seen and that current work lacks plans for scalability and learning. While some UN-Women initiatives generated intermediate programme-level outcomes for innovation, many initiatives did not clearly contribute to high-level organizational outcomes. Additionally, UN-Women lacks a clear definition and vision for innovation, which stalls coherent and strategic progress. Thus far, UN-Women's new and broader range of partnerships (e.g., private sector) has resulted in innovative ideas, additional expertise and resources for gender equality; however, internal barriers to innovation must be addressed before UN-Women can work efficiently in this area. The evaluation recommended developing and disseminating a clear definition of innovation accompanied by a concrete strategy; identifying UN-Women's value-add to the normative and coordination space of innovation; testing innovative solutions for learning and scaling best practices; determining the best internal structures and systems of support and cultivating an internal culture of innovation. The evaluation offered six recommendations, all of which were accepted by management.

Meta-synthesis of UN-Women Evaluations: Evidence and Lessons on Types of UN-Women Support

13. This meta-synthesis collated evidence from 67 corporate and decentralized evaluations and presented geographical and thematic insights, best practices and impediments. Several examples of UN-Women working towards strengthening national and legal frameworks; contributing to reforming laws and policies to protect women's rights; and supporting mechanisms for gender mainstreaming emerged. UN-Women also provided a range of technical support, advocacy and capacity-building to civil society organizations (CSOs) to promote the inclusion of gender statistics and diverse stakeholders in law-making. UN-Women's advocacy work demonstrated several best practices, such as building and mobilizing diverse alliances and alignment with local contexts in a timely-fashion. Opportunities for improvement include enhancing tracking beyond input and output to include impact; focusing on strategic areas; working with partners on sustainability measures; strengthening gender data and research; and developing holistic approaches that incorporate a combination of advocacy, capacity-building, policy and normative support.

Joint Study on Gender Equality for Health and Well-Being

14. This project was a collaboration between IES and the United Nations University International Institute for Global Health to explore the link between SDG 3 and SDG 5 as part of a system of interconnected SDGs and indicators within these goals. The UN evaluation reports included in this study highlight that associations between gender equality and improvement in health and wellbeing and other SDG outcomes are cross-sectoral. These findings suggested that implementing coordinated and integrated approaches when delivering development interventions result in meaningful development objectives.

Corporate evaluations fostering change

15. In 2021, UN-Women management used findings and recommendations from corporate evaluations to improve policies, strategies and programming practices. Some examples from recent corporate evaluations are highlighted below:

Effectiveness and Efficiency Assessment of UN-Women's Flagship Programme Initiatives (FPIs) and Thematic Priorities of the Strategic Plan 2018–2021

16. Lessons and recommendations from this evaluation are at the core of UN-Women's current efforts to design effective programming instruments and modalities that lead to scalable impact and enhance operational efficiencies while implementing the Strategic Plan 2022–2025. UN-Women is further improving programming frameworks for all four thematic impact areas of the Strategic Plan based on the evaluation's validation of the FPI approach and the theories of change and theories of action developed to inform the thematic areas. Management reported that a process is in place to establish clear accountabilities for implementing corporate programmatic approaches and for the provision of structured technical support, quality assurance and resource mobilization support that transform these programming frameworks into initiatives that positively impact the lives of women and girls at scale. UN-Women embedded a dedicated indicator in the Strategic Plan 2022–2025 to reinforce the need for structured partnerships and joint programming and track UN-Women's engagement in joint programmes focusing on gender equality.

Thematic Evaluation of UN-Women's Support to National Action Plans (NAPs) on Women, Peace and Security (WPS)

17. In 2021, UN-Women organized three meetings related to Women, Peace, and Security (WPS) to ensure that evaluation findings are disseminated to development and CSO partners, government focal points, and UN-Women Regional Offices (ROs) and Country Offices (COs). The meetings informed UN-Women's response to the evaluation recommendations, eight of which are ongoing at the time of writing this report. A new framework was also developed to strengthen UN-Women's internal reporting systems and technical leadership for NAPs. The new framework aligns with the UN-Women Strategic Plan 2022–2025 and allows for better demonstration of NAP development, implementation results and financial expenditures.
18. UN-Women continues to serve as the secretariat of the global WPS Focal Points Network and plans to channel knowledge and evidence from national-level coordination work on NAPs to the regional and global level, and vice versa. UN-Women established a community of practice on NAPs, which aims to facilitate and strengthen technical leadership at all levels and improve coordination of UN system support to NAPs.

Evaluation insights as key evidence to inform decisions

19. Evaluations produced by IES inform several important corporate processes and decisions. For example, IES ensured that evaluative evidence was broadly used to inform the development of the UN-Women Strategic Plan 2022–2025, which strengthened UN-Women's integrated approach in key impact areas and refined its comparative and collaborative advantage in programming instruments. IES also proactively engaged UN-Women's Senior Management team and Business Review Committees in periodic briefings and consultations to ensure that evaluation findings and recommendations are regularly considered and to keep the Entity's strategic needs and priorities top of mind. Furthermore, IES closely coordinated with UN-Women's Strategic Planning Unit and strengthened country portfolio evaluations (CPEs) so that relevant findings can inform Strategic Note activities.

IV. Decentralized evaluations

20. Throughout the UN-Women Strategic Plan 2018–2021 cycle, IES offered regular quality assurance and technical support to decentralized evaluations. IES further

strengthened the established quality mechanisms and created new modalities, such as IES-led CPEs, to bolster independence, credibility, quality and utility of UN-Women evaluations.

21. Following a pilot implementation in 2020, the UN-Women Global Evaluation Reports Assessment and Analysis System (GERAAS) was updated in 2021. UN-Women's institutional maturity was taken into consideration as updates were made to further enhance the quality and credibility of evaluations and as new disability inclusion criteria that aligned with the *UN Disability Inclusion Strategy and Technical Notes on Entity Accountability Framework* were released.
22. IES continued to promote strategic evaluations under the revised Evaluation Policy (2020) and the Evaluation Coverage Norms and in close consultation with field offices in 2021. Eight CPEs (Albania, Cambodia, Cameroon, Ethiopia, Haiti, Kazakhstan, Mozambique, Pakistan) were completed, and nine are ongoing (Bolivia, Brazil, Democratic Republic of the Congo, Egypt, Moldova, Multi-Country Office–Caribbean, Niger, Tanzania, Zimbabwe) at the time of this report. Thirteen of the 17 total CPEs from 2021 were IES-led. Additionally, five regional evaluations were completed and two are ongoing. Three of the seven total regional evaluations were IES-led. Overall, 2021 saw increases in the total number of strategic evaluations and IES-led evaluations compared to the prior year.

Internal evaluation capacity development and knowledge management

23. In 2016, IES developed a guide to conducting CPEs to promote implementation of the CPE as a key source of evaluative knowledge. CPEs generate objective, robust and contextually relevant evidence of UN-Women's work at the country level. Following a wide consultative process with IEAS and other stakeholders, IES developed and released an updated guide in March 2022 that reflected lessons learned through IES-led CPEs.
24. IES conducted training and coaching sessions to strengthen internal evaluation capacity for over 100 UN-Women personnel in 2021. In West and Central Africa (WCA), the Regional Evaluation Specialist held a series of briefing sessions with monitoring and evaluation (M&E) staff on common issues encountered when providing quality assurance for decentralized evaluations, and UN Women personnel from the Liberia CO received bimonthly training sessions on gender-responsive evaluations. UN-Women personnel from the El Salvador CO (Americas and the Caribbean region) benefitted from a rapid assessment, which provided input for a learning session on resource mobilization approaches and opportunities for improvement. In the Asia and the Pacific (AP) region, IES collaborated with the M&E team from the Nepal CO to implement the first country-level developmental evaluation. Additionally, new M&E focal points for Ukraine, Kyrgyzstan and Turkey (Europe and Central Asia region) received personalized coaching on evaluation processes as part of their onboarding.
25. Throughout the year, IES continued to invest in substantive knowledge-sharing and communication via user-friendly and accessible knowledge products, learning partnerships and initiatives, and online and social media that encouraged UN-Women personnel and stakeholders to use evaluations. In 2021, [The Global Accountability and Tracking of Evaluation Use \(GATE\) system](#) had over 30,000 unique views (a 40 per cent increase from 2020) and UN-Women's evaluation pages had over 27,000 unique views. The Gender Equality Evaluation Portal—managed by IES—also maintained its number of users at over 5,000 unique views.

Synopsis of key strategic evaluations at the decentralized level

26. This annual report presents a synopsis of evaluation findings from five regional evaluations and nine CPEs.

V. IES-led regional evaluation

Regional Office for Asia and the Pacific Contributions to Women, Peace and Security Asia and the Pacific Regional Office

27. Since 2017, the Asia and the Pacific Regional Office has increased its visibility and credibility on issues related to WPS; implemented approximately 42 projects across 10 UN-Women field presences; been recognized for providing a unique gender perspective; and linked CSOs to partners in the peace and security space. UN-Women contributed to NAPs on preventing violent extremism and on WPS in the region by bringing in a wide range of voices. While individual efforts have contributed towards advancing WPS, it is unlikely that UN-Women can expect transformative impact in the region and globally without a longer-term vision or framework and outcome-level monitoring and clarity on how various efforts are connected. This evaluation highlighted the opportunity to co-create a vision for WPS across the UN-Women ROs and with key peace and security stakeholders. It also recommended that the RO demonstrate how regional programming efforts can enhance efficiencies across countries and take concerted action towards diversifying its donor base, building capacity and assessing the best value-for-money approach. The evaluation offered five recommendations, of which four were accepted one partially accepted.

Regional evaluation “El Programa Mujeres, Economía Local y Territorios (MELyT)” Americas and the Caribbean Regional Office

28. *El Programa Mujeres, Economía Local y Territorios (MELyT*; translated to Programme for Women, Local Economy and Territories) was implemented from 2018–2021 in the Trifinio cross-border region of El Salvador, Guatemala and Honduras. The programme provided strategic value in generating regional and territorial policy instruments and improvements in stakeholder capacity to promote programmes, services and products for female entrepreneurship and financial inclusion. Quality programme cycles and adaptive management enabled the programme’s central strategies to remain relevant even in the face of contextual changes. A strong approach to building alliances allowed for synergy with partners and strengthening of female entrepreneurial networks. The evaluation’s 10 recommendations indicated UN-Women could further strengthen work in the areas of scalability, programmatic design and focus, as well as in political dialogue and partnerships. The evaluation offered eight recommendations, of which seven were accepted and one partially accepted.

Regional evaluation “Stepping Up Solutions to Eliminate Violence Against Women and Girls in Asia and the Pacific” Asia and the Pacific RO

29. This end-of-programme evaluation assessed programme implementation between 2017 and 2021. The evaluation concluded that the programme was relevant to the need for social change that addressed violence against women and normative attitudes/practices at the individual and community level, which was a strength that helped the programme garner necessary support from a wide-range of policymakers, community-, regional- and national-stakeholders for implementation. Furthermore, the programme demonstrated coherence with existing UN frameworks, such as the Essential Services Package and the RESPECT Framework, which enabled it to draw on the UN system’s

previous achievements. The evaluation highlighted the need for better practices in monitoring, evaluation and learning to support evidence-based updates in programming. While retaining a multi-year, multi-country scale and an ecological programming lens, it was recommended that UN-Women increase efforts for evidence-informed community-level interventions with a focus on transforming social norms and garnering the full inclusion of marginalized groups. The evaluation offered five recommendations, of which all were accepted.

*Regional Joint Evaluation Midterm Evaluation of the ILO-UN Women Safe and Fair Programme
Asia and the Pacific Regional Office*

30. This midterm evaluation assessed the performance and results of the Safe and Fair programme, spanning the 2018–2022 cycle. The evaluation concluded that the programme is filling important gaps in protecting the rights of women migrant workers to a life free from violence and in supporting migrant workers through their migration journey. The programme reflects strong joint programming and UN Reform principles and has effectively leveraged the strengths of ILO and UN-Women. According to the evaluation, areas of opportunity include improving efficiencies around joint working arrangements and monitoring and reporting of joint results; increasing the value of regional work through more cross-country knowledge exchange and stakeholder networks; and engaging husbands and family members as a source of support. The evaluation offered five recommendations, of which three were accepted and two partially accepted.

*Regional Evaluation “Win Win: Gender Equality Means Good Business”
Brazil Country Office*

31. This joint evaluation assessed the Win-Win programme, which was implemented in six countries across Latin America and the Caribbean from January 2018 to August 2021. The evaluation concluded that the programme was highly innovative and relevant and dealt with previously unaddressed dimensions of gender inequality and discrimination in labour relations. It brought together three highly-regarded organizations and involved a large and diverse set of stakeholders from government to the private sector. The COVID-19 pandemic fostered a more agile programme structure which enabled a better response to emerging needs/opportunities that boosted gender equality in the private sector. The evaluation highlighted the need to involve more small-to-medium sized enterprises and men, increase intersectionality approaches, achieve goals set for each outcome, and improve sustainability prospects. The evaluation offered nine recommendations, all of which were accepted.

*IES-led Country Portfolio Evaluation
Albania Country Office*

32. Albania’s Strategic Note 2017–2021 and its interventions were developed to directly support its national and international commitments, United Nations Country Team (UNCT) outcomes, and the identified needs of women and girls in Albania. The evaluation concluded that the CO worked throughout the Strategic Note period to validate this alignment through consistent partner engagements, consultations and ongoing research in emerging gender equality and women’s empowerment issues. As a result, sustainable gender equality and women’s empowerment and support for the most marginalized women and girls has advanced in Albania. Opportunities for improvement include developing strategies for resource mobilization to maintain UN-Women’s strong position in the UNCT, building an innovative culture in the CO, and including a

clear theory of change that maintains its systems approach and introduces an agenda for advancing visibility, leadership and impact in the next Strategic Note. The evaluation offered eight recommendations, of which all were accepted.

*IES-led Country Portfolio Evaluation
Cambodia Country Office*

33. This CPE was designed to enhance accountability for developing effectiveness and learning from experiences in implementing Cambodia's Strategic Note 2016–2018. It concluded that stakeholders expected more clarity on the office's vision since the September 2020 corporate change management decision to transition the CO to non-resident status. Furthermore, with the change in status, there was a high inherent risk that UN-Women Cambodia will not be able to meet stakeholder expectations. The CO's comprehensive strategy for building individual and institutional capacity translated into empowered voices for normative change in progress towards gender equality. Given the limited space for civil society, Cambodia's grass-roots capacity and network-building efforts remain highly relevant. The CO was recognized as the lead UNCT agency for gender equality, although a void and decreased engagement in coordination activities was evident since its transition in status. The evaluation identified a need for the CO to articulate a clear vision for UN-Women's footprint or an exit strategy in Cambodia and to communicate the plan to stakeholders. It also recommended that the office establish a strategy for transitioning key normative and coordination roles to UN partners or other relevant development partners and identify entry points within current programming to continue capacity-building efforts at the grass-roots level. The evaluation offered three recommendations, all of which were accepted.

*IES-led Country Portfolio Evaluation
Cameroon Country Office*

34. This CPE found that the Cameroon CO has been largely effective and noted an upward trend in realizing outcome and output indicators between 2018 and 2020. Nevertheless, the CPE also found that the absence of field missions and a lack of baseline survey data hindered robust monitoring. Cameroon's Strategic Note 2018–2020 covered the areas of gender and human rights but did not reflect some concerns previously expressed by review committees of international treaties (e.g., the Convention on the Elimination of All Forms of Discrimination Against Women; CEDAW). Due to funding constraints, the CO has reduced its personnel and vacated its premises in the North-West, South-West and Far North regions. It has upheld the "leave no one behind" principle by reaching minority groups through UN-Women programmes on HIV awareness and COVID-19. The CO would benefit from adopting a long-term approach in its relationship with CSOs; strengthening its monitoring and reporting systems; and increasing the involvement of women who are excluded based on ethnicity, disability, income, language, culture and/or lifestyle. The evaluation offered eight recommendations, of which six were accepted, one partially accepted, and one rejected.

*Country Portfolio Evaluation
Ethiopia Country Office*

35. This CPE of Ethiopia's Strategic Note 2017–2020 found that the CO's interventions directly contributed to addressing some of the root causes of gender inequality in Ethiopia, but longer-term investments in social norm change are still needed. Government, civil society and donor partners indicated that the CO's intentional focus on gender issues, role in amplifying women's voices and priorities, and flexibility in responding to shifting circumstances was highly valuable. The mix of programming, coordination and normative work strengthened UN-Women's visibility and credibility

and enabled enhanced positioning and integration of gender equality and women's empowerment in UNCT processes, platforms and analyses. However, the Strategic Note requires a better orientation and consolidation of the disparate activities, partners and geographies, which exacts a high cost on office personnel. The evaluation also highlighted opportunities to consolidate programme outputs and streamline activities; strengthen the quality and usability of results-based management and reporting systems; and develop a strategy on supporting emerging women's organizations. The evaluation offered eight recommendations, of which all were accepted.

*IES-led Country Portfolio Evaluation
Haiti Country Office*

36. This evaluation assessed progress made in Haiti during the Strategic Note 2018–2021. It concluded that the Haiti CO added value by promoting the importance of the gender agenda at the country level and that the Haiti CO is well-positioned to build on its partnerships with CSOs. Additionally, UN-Women's work on coordination of the UN system in Haiti formed a strong foundation for gender mainstreaming among technical and financial partners. The challenging country context, however, negatively impacted programmatic effectiveness, and this was further compounded by institutional factors. The evaluation made several important recommendations with a view towards enabling UN-Women to support the gender agenda more effectively in Haiti, including building on the organization's collaborative networks; strengthening capacity in key areas to facilitate systematic learning, knowledge management and communication; strengthening office management practices and clarifying roles and responsibilities; and streamlining key processes. The evaluation offered five recommendations, of which all were accepted.

*IES-led Country Portfolio Evaluation
Kazakhstan Country Office*

37. During the implementation of Kazakhstan's Strategic Note 2016–2020, Kazakhstan transitioned from an UN-Women Multi-Country Office (MCO) to a CO covering only Kazakhstan. The CPE, conducted between April 2020 and February 2021, found that the portfolio of activities was largely consistent with the impact areas prioritized in the annual workplans for 2016–2017 and 2018–2019. However, since 2018, the impact areas identified in the Strategic Note 2016–2020 and the actual impact areas prioritized by the CO have been misaligned. Positive results were achieved in the Leadership and Governance thematic area with regard to gender-responsive budgeting, but the theory of change that constituted the foundation of the Strategic Note and measures of progress towards expected outcomes, had limited relevance. The evaluation highlighted a need to invest in resource mobilization, diversify the donor base and mobilize evidence-based arguments and strategies that advocate for gender equality and women's empowerment. The evaluation offered eight recommendations, of which all were accepted.

*Country Portfolio Evaluation
Mozambique Country Office*

38. This CPE of Mozambique's Strategic Note 2017–2021 found that the CO's theory of change held true to the initial development results but did not fully cover achievements under the added WPS programme. The evaluation highlighted that staff expansion, institutional arrangements around key programme needs and an effective partnership sub-function were instrumental to Strategic Note implementation, despite challenges. Furthermore, through direct delivery of services, skills and means to women and girls and marginalized groups, the programme contributed to increasing access to rights and

developing the capacity of key duty bearers. Opportunities to improve include focusing on political and strategic participation of women in leadership at national level, opening partnerships to the private sector, and advocating for increased ownership of gender equality and women's empowerment at the national level through stronger public funding of the social sector. The evaluation offered six recommendations, all of which were accepted.

*IES-led Developmental Evaluation
Nepal Country Office*

39. Amid implementation of its Strategic Note 2018–2022, the Nepal CO engaged in phases one and two of a developmental evaluation as a means of input. This evaluation was carried out in real time to produce information that could be used to adjust programming within a complex environment and infuse evaluative thinking throughout the Strategic Note period. Following phase two, the evaluation concluded that the CO had created an enabling environment to innovate for social norm change and stimulated change from within by exemplifying what it meant to be a gender equality and women's empowerment organization and by investing in its staff and partners. Opportunities to improve include working with the RO (and headquarters) to organize topic-based learning sessions, developing a plan for measuring social norm change across initiatives, institutionalizing mechanisms to support innovation, and leveraging interagency coordination to expand CO reach. The evaluation offered four recommendations, all of which were accepted.

*IES-led Country Portfolio Evaluation And Audit
Pakistan Country Office*

40. This evaluation and audit highlighted that the Pakistan CO influenced the drafting and adoption of key policies, strategies and frameworks on advancing women's rights. Gender equality and women's empowerment in Pakistan is challenging given the deep-rooted patriarchal norms and high gender inequality and discrimination against women. Achieving gender equality requires a whole-of-society approach that must tackle harmful social norms that sustain discrimination and disempowerment at their roots. Despite challenges, advocacy and communications campaigns have been one of the CO's most effective strategies. Contributions to policy-level change in combination with other efforts are also notable for their reach. As the CO recognized, actual implementation of policies and frameworks requires more attention. An overarching capacity-building approach linking efforts across partners, thematic areas and projects could result in greater impact and sustainability over the long term. This evaluation and audit recommended that the CO continue working towards refining its vision, identifying its niche, developing a holistic capacity-building approach, and institutionalizing mechanisms to support cross-team collaboration. The evaluation and audit offered seven recommendations, all of which were accepted.

VI. Performance of the Evaluation Function in UN-Women

41. UN-Women uses performance monitoring systems to promote transparency and accountability of evaluations and to report performance of the evaluation function against key performance indicators (KPIs). Table 1 shows the results for 2021 and the historical trends for the Strategic Plan 2018–2021 cycle. Most KPIs made strong gains since 2018.

Table 1. KPI Trends for UN-Women Strategic Plan 2018–2021

Key performance indicator	Description	2018	2019	2020	2021	Target (by 2021)
Financial resources invested in evaluation function	Evaluation expenditure over UN-Women programme expenditure (%)	2.2	2.0	1.9	1.8	Between 2.0–3.0 ¹
Human resources for monitoring and evaluation	Offices that appointed an M&E Focal Point or Officer (%)	95.0	98.0	98.0	98.0	100.0
Evaluation coverage	At least one evaluation per Strategic Note cycle (%)	84.0	86.0	92.0	97.0	100.0
Evaluation implementation rate	Percentage of evaluations being implemented	90.0	77.0	95.0	97.0	85.0
Quality of evaluation reports	Percentage of evaluation reports rated “Good and above”	88.0	68.0	90.0	98.0	100.0
Management response submission to GATE	Percentage of completed evaluation reports submitted with management response to GATE	97.0	95.0	100.0	97.0	100.0
Implementation of management response	Percentage of management response key actions being implemented	87.0	85.0	89.0	85.0	80.0
Use of evaluations	Percentage of offices that reported using evaluation	86.0	86.0	88.0	94.0	90.0

Table 2. Evaluation Function Expenditure, 2018–2021 (US\$)

	2018	2019	2020	2021
Total UN-Women programme expenditure	\$285,670,628	\$326,069,512	\$341,366,277	431,794,597
Total expenditure on evaluation	6,253,679	6,359,651	6,388,787	7,961,194
IES/IEAS	3,787,888	3,433,020	3,441,396	3,619,149
Decentralized evaluations ²	2,465,791	2,926,630	2,947,391	4,342,045
Total expenditure (%)	2.2	2.0	1.9	1.8

Source: “Total UN-Women programme expenditure” and “IES expenditure” values were generated from ATLAS by the Division of Management and Administration (DMA). Values for decentralized evaluations were calculated based on figures by DMA and supplemented by IES data.

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 Estimated costs for decentralized evaluations included a broad range of categories: conduct of evaluation, capacity development on evaluation, M&E staff costs, and communication and dissemination of evaluation products.

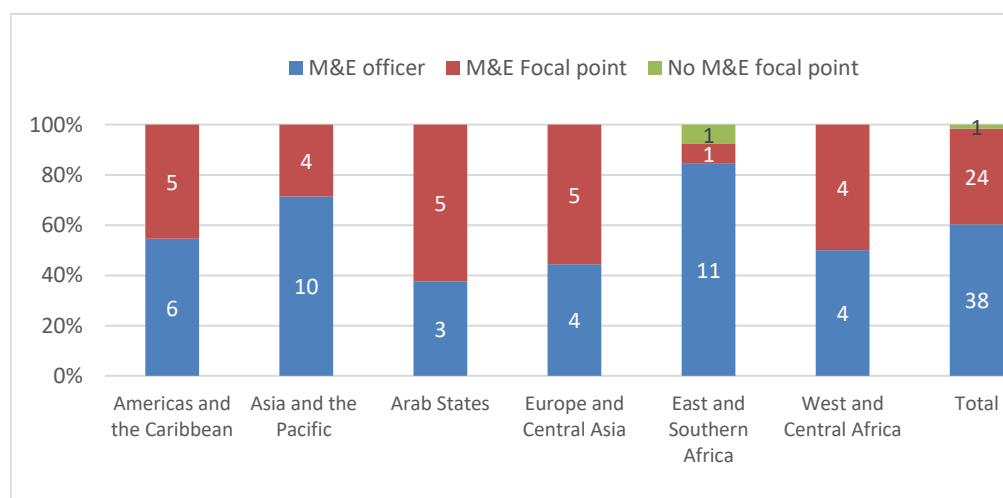
KPI 1: Financial Resources

42. In 2021, UN-Women's total spending on evaluation was an estimated US\$ 7.96 million. This figure is based on expenditure data provided by the Division of Management and Administration, and reviewed by IES for completeness and consistency, as far as possible. This was substantially higher than the 2020 evaluation expenditures; up over 24 per cent (2021: US\$7.96 million; 2020: US\$ 6.39 million). That increase, overall, corresponds to the increased number of UN Women evaluations implemented in 2021, particularly at the decentralized levels. However, the ratio of evaluation expenditure to UN-Women's programme expenditure fell slightly, from 1.9% in 2020 to 1.8% in 2021. This mostly accounts for a 26 per cent increase in UN-Women's total programme expenditure, up from US\$ 341.4 million in 2020 to US\$ 431.8 million in 2021.

KPI 2: Human Resources

43. In 2021, IES, under the leadership of the Director of IEAS and the Chief of IES, comprised of five staff at headquarters and five Regional Evaluation Specialists based in ROs. IES also welcomed one UN Volunteer from the UN-Women Young Women Leaders Programme and several individual consultants and interns. The Regional Evaluation Specialist position for the East and Southern Africa (ESA) region remained vacant for most of 2021; however, IES bridged some of the need through detail assignments and individual consultants. The incumbent assumed the post in March 2022. Recruitment for an Evaluation Data Specialist is on track and is to be finalized in Q2 of 2022.
44. Except for one office in the ESA region, 98 per cent of UN-Women COs and ROs had at least one M&E officer or focal point as of 2021. Of these, 60 per cent (38/63) of the offices reported having at least one M&E Officer dedicated to supporting the evaluation function. UN-Women's efforts towards building M&E capacity at the country level have resulted in an 8 per cent increase in capacity since 2020.

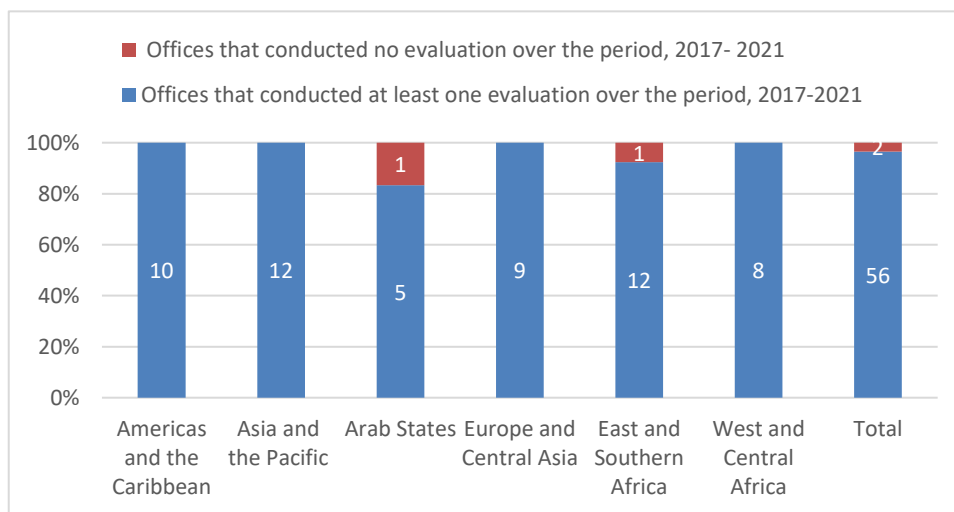
Figure 1. Human resources for M&E officers/focal points by region, 2021



Source: GEOS

KPI 3: Evaluation Coverage

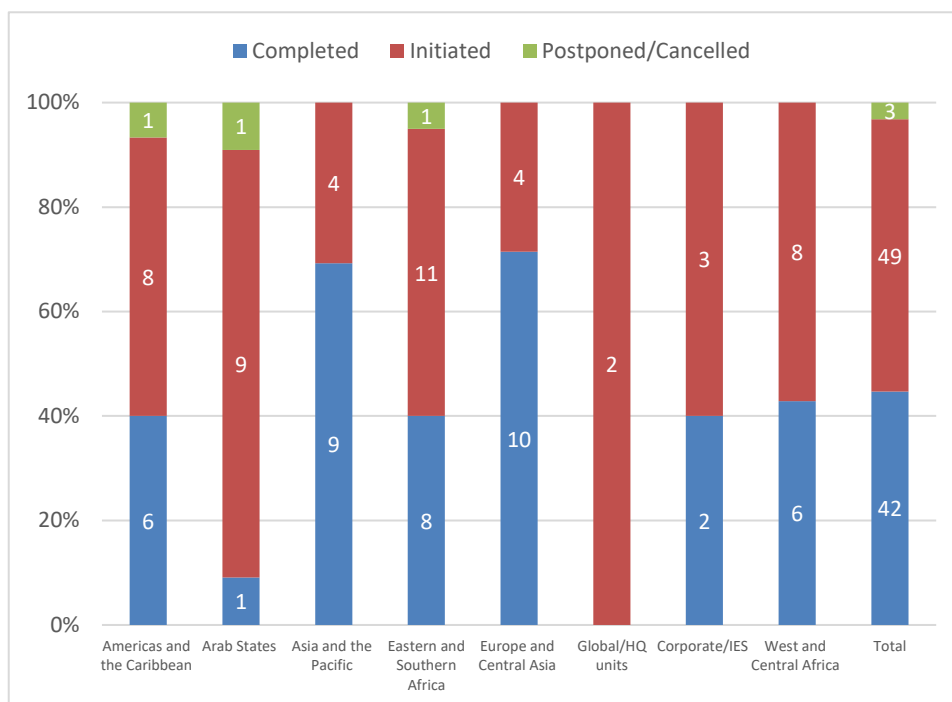
45. Geographical representation in evaluations has steadily improved over time. From 2017–2021, about 97 per cent of ROs and COs carried out at least one evaluation. This is a significant improvement from 84 per cent coverage at the start of the UN-Women Strategic Plan 2018-2021. Three of the five non-compliant COs from previous years completed an evaluation in 2021, including IES-led CPEs in Haiti and Cambodia.

Figure 2. Evaluation Coverage by Region, 2017–2021

Source: GEOS

KPI 4: Implementation Rate of Planned Evaluations

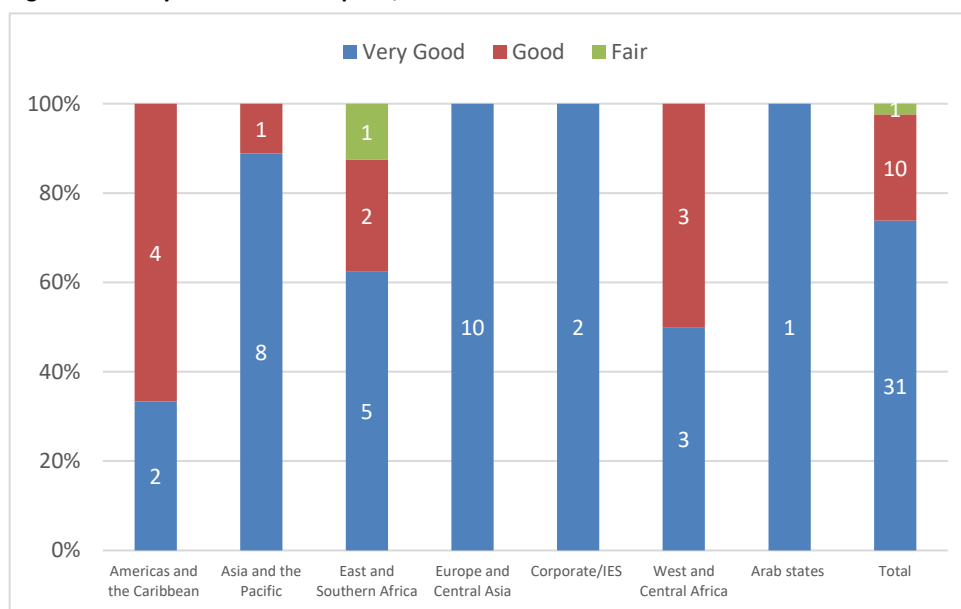
46. IES develops and manages an integrated Annual Global Evaluation Plan to improve the coordination and sequencing of evaluations. The Annual Global Evaluation Plan lends itself to strategic and cost-effective evaluation activities and reinforces timeliness and adequate thematic and geographical coverage across UN-Women operations. Additionally, IES, in close consultation with Regional Directors and field offices, conducts a mid-year review of the Annual Global Evaluation Plan to make necessary adjustments to ensure proper implementation.
47. A total of 94 evaluations were recorded in the 2021 Annual Global Evaluation Plan. This represented a 29 per cent increase from the 73 evaluations reported in 2020. Of the 94 planned evaluations, 42 (45 per cent) were completed, 49 (52 per cent) were initiated and 3 (3 per cent) were postponed. The number of completed evaluations was also 35 per cent higher than in 2020, which demonstrates UN-Women's commitment to carrying out evaluation activities even when faced with the challenges imposed by the COVID-19 pandemic. A closer analysis of the evaluations revealed that the ESA region implemented the most evaluations in 2021, followed by the WCA, ECA and AC regions.

Figure 3: Evaluation Implementation Rate, 2021

Source: GEOS

KPI 5: Quality of Evaluation Reports

48. To promote and assure the quality of decentralized evaluations, UN-Women conducts an external quality assessment of final evaluation reports against nine pre-defined GERAAS criteria. This assessment provides an indication of the relative reliability of the evaluation results and the extent to which the report can be used with confidence to feed into future programming and other purposes. In 2021, 98 per cent of UN-Women evaluation reports obtained an overall rating of “Very good” or “Good”, an increase from 90 per cent in 2020. One evaluation report was rated “Fair”, and no evaluations were deemed “Unsatisfactory”.

Figure 4. Quality of Evaluation Reports, 2021

Source: GERAAS

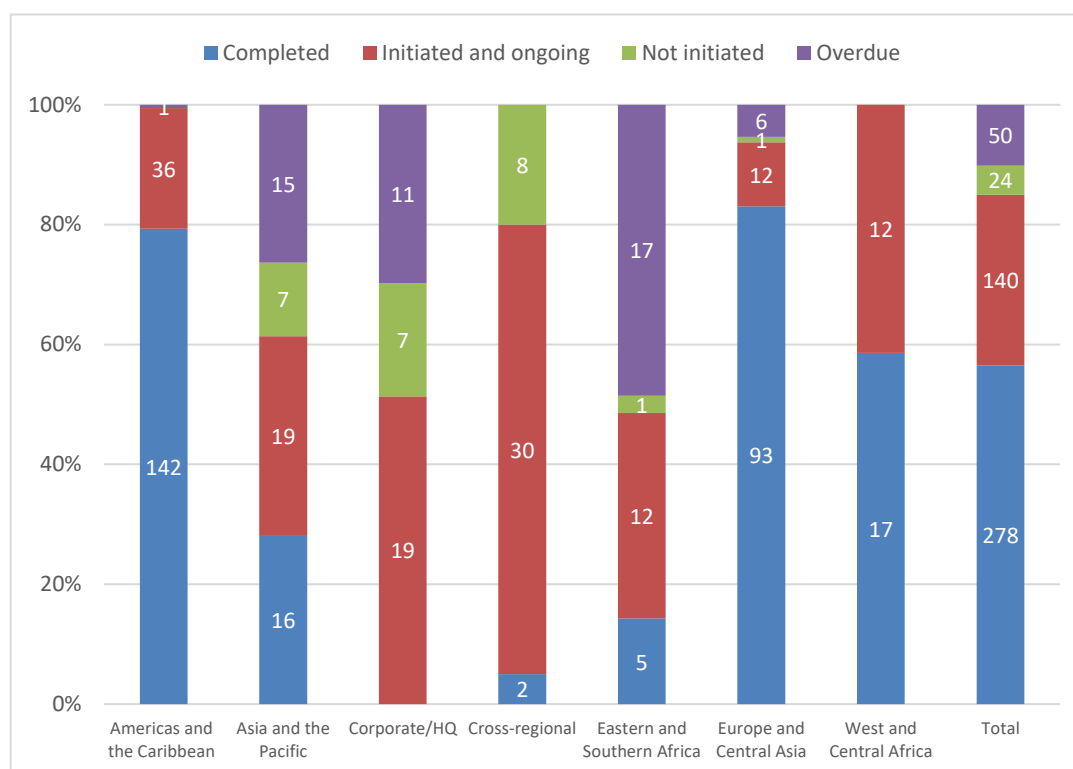
KPI 6: Management Response Submission to GATE

49. UN-Women's evaluation policy and procedure require a management response for all completed evaluations within six weeks of finalization. Of the completed evaluations in 2021, 97 per cent (41/42) had received a management response at the time of preparing this report. IES noted that management's timely approval and posting of management responses to GATE within the six-week period was challenging at times. IES will continue to monitor the timeliness and completion of management responses, including through follow-up with its Regional Evaluation Specialists, who coordinate with COs and Regional Directors.

KPI 7: Implementation of Management Response/Key Actions

50. The 31 evaluations completed in 2020 yielded 492 management response actions. Of these, 57 per cent were reported by management as completed, 28 per cent were ongoing, 5 per cent were not initiated, and 10 per cent were overdue at the time of this report. This implementation rate reflects a setback from the 87 per cent implementation rate reported in the previous year. Upon closer analysis, challenges associated with COVID-19 restrictions and other organizational priorities and crisis responses appear to be the most common reason for delays.

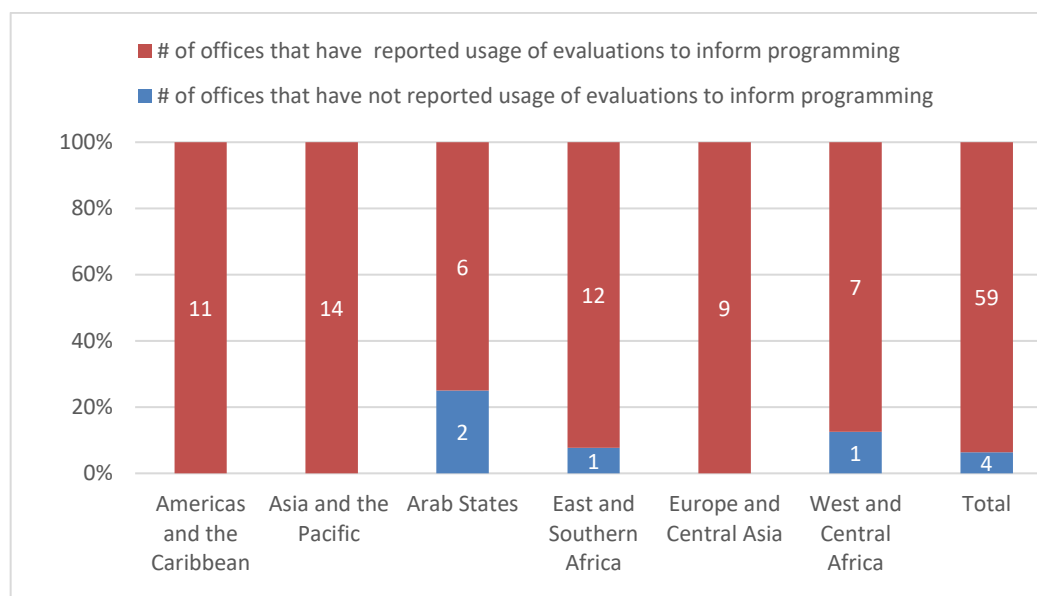
Figure 5. Implementation of Management Response/Key Actions from UN-Women Evaluations Completed in 2020



Source: GATE

KPI 8: Use of Evaluations

51. UN-Women offices formally report on the use of evaluations through the UN-Women Results Management System (RMS). In 2021, 94 per cent of field offices reported that lessons and recommendations from evaluations were used to leverage and improve programming. Field offices noted that key recommendations and findings from recent evaluations contributed to the development of their subsequent Strategic Notes (e.g., Afghanistan, Cameroon, Georgia) and helped them to reformulate and adapt their programmatic focus, particularly during the COVID-19 pandemic, (e.g., Brazil, Tunisia) and their resource mobilization efforts (e.g., Indonesia). IES also notes the positive trend of UN-Women offices reporting on their use of evaluation as part of their strategic planning and other strategic discussion processes.

Figure 6. Use of Evaluations 2021

Source: RMS

VII. Working in Partnership for Gender-responsive Evaluation

Promoting Gender-responsive Evaluation in the UN system

52. In 2021, IES continued to serve as co-convenor of the Gender Equality, Disability and Human Rights working group of the United Nations Evaluation Group (UNEG). The working group contributes to developing and promoting common methodologies, guidance and approaches in UNEG norms and standards related to gender equality, disability inclusion and human rights. IES led implementation of the workplan, including coordination of a gap analysis of UNEG guidance on gender equality and human rights, evaluating institutional gender mainstreaming for the integration of the new Organization for Economic Cooperation and Development-Development Assistance Committee (OECD-DAC) evaluation criteria and disability inclusion, and developing guidance for the integration of disability inclusion in evaluations and UN Disability Inclusion Strategy reporting. IES also provided year-round support to entities and agencies on the UN System-wide Action Plan (UN-SWAP) evaluation performance indicator (EPI) and reporting.
53. As part of the UNEG working group, IES along with other UN entities contributed to finalizing the Guidelines for the Evaluation of the United Nations Sustainable Development Cooperation Framework (UNSDCF), which provides a step-by-step approach to conducting UNSDCF evaluations. UN-Women also led the gender mainstreaming task to ensure that human rights and gender-responsive approaches to evaluation are mainstreamed across the guidelines.
54. IES continued to promote United Nations system coherence, coordination and accountability for gender equality and the empowerment of women through its engagement with system-wide evaluations and joint evaluations. IES participated in UN system-wide efforts by joining the Evaluation Advisory Group for the UN COVID-19 Response and Recovery Multi-Partner Trust Fund (COVID-19 MPTF) and by contributing to the COVID-19 Global Evaluation Coalition managed by the OECD. In 2021, UN-Women collaborated on joint evaluations and initiatives and supported several UNSDCF evaluations at the country and regional levels. UN-Women engaged

in more than 17 joint evaluations across the regions, an increase from 13 joint evaluations in 2020. In 2021, over 450 UNEG members, international organizations, and M&E Focal Points from the UN system participated in training, working groups and/or exchanges supported by UN-Women at the regional level.

**UN System-wide Action Plan on Gender Equality and the Empowerment of Women
Evaluation Performance Indicator (UN-SWAP EPI)**

55. IES reviewed annual submissions for the UN-SWAP EPI and supported application of technical guidance to all reporting entities. IES also prepared an annual report documenting progress and highlighting best practices for improving gender mainstreaming in evaluations. In 2021, the number of entities that reported meeting or exceeding UN-SWAP EPI requirements increased. The overall quality of EPI reporting also improved, with many entities providing examples of innovative efforts to support gender mainstreaming in evaluation. The COVID-19 pandemic led to delays and disruptions in evaluation activities for several entities; however, many reported efforts to adapt by improving methods for virtual data collection and issuing guidance documents on conducting remote evaluations.
56. IES undertook an external assessment of the UN-SWAP EPI between July 2021 and January 2022, which included 42 evaluations conducted by UN-Women in 2021. Of the evaluations assessed, 90 per cent (38/42) “met the requirements,” which represents an increase from 2020. The remaining four evaluations “approached the requirements”, with most parameters being “met.” None of UN-Women’s evaluations missed the requirements. Overall, UN-Women evaluations “exceed the requirements” related to integrating gender equality and women’s empowerment.

Enhancing gender-responsive national evaluation capacities in the SDG framework

57. As co-chair of EvalGender+, the global partnership for promoting gender-responsive evaluations, UN-Women supports the advocacy and promotion of gender-responsive evaluation as an avenue for achieving the SDGs. During 2021, EvalGender+ launched a small grants programme to increase use of the gender-responsive evaluation tool, methods and knowledge. Grants were awarded by EvalGender+ to: ACEVAL-EvalGender+ Mexico chapter, the Brazilian Monitoring and Evaluation Network, the Gender and Equity Network of South Asia, and the REDWIN network of women in management in the Americas and the Caribbean region. EvalGender+ is committed to producing a new analysis on the extent to which voluntary national reviews integrate gender-responsive evaluative evidence to be published in 2022. This analysis will add to the evidence base and knowledge on the importance of gender-responsive evaluative evidence in contributing to achieving the SDGs.
58. Throughout 2021, IES regularly engaged in webinars and workshops offered to regional evaluators, government officials and development practitioners. For example, Tunisia’s Ministry of Women (Arab States region) attended a virtual workshop on gender-responsive evaluation planning and management and lessons learned from the Resolution 1325 NAP evaluations conducted across the region. In the West and Central Africa region, UN-Women supported the adaptation of *UN-Women’s Tool for Rapid Assessment of Gender-Responsive Programming in Humanitarian Contexts*, led by the Voluntary Organizations for Professional Evaluation (VOPEs). In the Americas and the Caribbean region, UN-Women led a multi-stakeholder initiative to strengthen the gender lens in measurement initiatives and disseminate the National Evaluation Capacity Index in 10 countries.

VIII. The Independent Evaluation Service 2022 Programme of Work

59. The IES 2022 Programme of Work is informed by the Evaluation Policy and Evaluation Coverage Norms, the updated Corporate Evaluation Strategy 2022–2025 and the new Corporate Evaluation Plan 2022–2025. IES will deliver its programme of work through the following five key areas:

Strategic Evaluations and Activities at the Corporate Level

60. IES will complete two corporate evaluations to be presented to the Executive Board in its 2022–2023 sessions: (i) a corporate evaluation of UN-Women’s policy advocacy work and (ii) a corporate evaluation of UN-Women’s support to Women’s Economic Empowerment. IES will also finalize the formative evaluation on UN-Women’s climate change work and will conduct and initiate four formative strategic evaluations of UN Women’s work in the areas of: (i) capacity development, (ii) civil society, (iii) gender statistics and data and (iv) financing for gender equality. Additionally, UN-Women will launch a joint system-wide synthesis of SDG 5 in collaboration with UNEG. These evaluations will be presented for the consideration of UN-Women management and partners and will be detailed in upcoming annual reports on the evaluation function.

Strategic Evaluations and Technical Assistance at the Decentralized Level

61. IES will lead approximately 15 strategic regional evaluations and CPEs in coordination with the Regional Evaluation Specialists. It will provide technical support to decentralized programme/project evaluations and joint evaluations led and owned by the respective country-, regional- and headquarters-offices.
62. IES will maintain GEOS and tracking of 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.

Partnerships with UN System and National Stakeholders to Promote Gender-Responsive Evaluations

63. IES will continue to actively engage in UN system-wide evaluation to ensure that evaluations have a gender lens and will explore opportunities to engage in joint evaluation activities. IES will also collaborate with the United Nations Development Programme Independent Evaluation Office on “Reflections,” a rapid evidence assessment from evaluations on Women’s Political Participation, and continue to participate in the Evaluation Advisory Group of the system-wide evaluation of the COVID-19 Multi-Partner Trust Fund.
64. IES will contribute to UNEG initiatives and activities, regional evaluation groups and UNSDCF evaluations. IES will provide leadership through co-convening the UNEG Gender Equality, Disability and Human Rights working group and will continue to lead the report on the UN-SWAP EPI.
65. IES will provide targeted national gender-responsive evaluation capacity development through EvalGender+ and the GEI. It will also use its role as co-chair of EvalGender+ to strategically advocate for gender-responsive national evaluation systems.

Strengthening Evaluation Use and Communication

66. 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, Business Review Committee, and other strategic meetings. Communication materials, webinars on evaluation findings and social media will continue to be important means of disseminating evaluation findings and recommendations to UN-Women and broader audiences.

Budget for the Independent Evaluation Service 2022 Programme of Work

67. Similar, to previous years, the IES budget for 2022 is US\$3,431,000. The budget is comprised of the institutional budget and core programmable resources. The institutional budget of US\$2,281,000 covers the salaries of IES headquarters staff posts and one Regional Evaluation Specialist staff post as well as key workplan activities (e.g., strategic corporate evaluations, some support for strategic IES-led regional evaluations and CPEs, communication products and knowledge management, support to decentralized evaluation systems, and support to gender-responsive evaluations with UN system and national stakeholders partners). In addition to the institutional budget, the salaries of five Regional Evaluation Specialists (US\$1,150,000) are covered through core programmable resources.

Annex 1 UN-Women Evaluations Completed in 2021

Region	Office/ Division	Evaluation	Report Quality Rating
West and Central Africa	Liberia	1. End-term evaluation: Joint Programme Against Sexual and Gender-Based Violence and Harmful Traditional Practices in Liberia	Good
	Cameroon	2. IES-led country portfolio evaluation	Good
	Mali	3. Final evaluation: Renforcement de la résilience sécuritaire, la paix et la cohésion sociale dans les régions de Mopti et Segou	Very good
		4. Final evaluation: Appui à la mise en oeuvre de la Résolution 1325 à travers le relèvement économique des femmes affectées par le conflit et la protection de leur droit	Very good
		5. Evaluation: Accès des femmes aux moyens de production	Very good
	Central African Republic	6. Final evaluation: Femmes, Arbres de Paix: Pionnières de la gouvernance local inclusive en République Centrafricaines	Good
Eastern and Southern Africa	Ethiopia	7. Midterm evaluation: Making Every Woman and Girl Count in Ethiopia: Supporting the Monitoring and Implementation of the SDGs Through Better Production and Use of Gender Statistics	Very good
		8. Country portfolio evaluation 2017–2020	Fair
		9. Final evaluation: Transformative Financing for Gender Equality and Women's Empowerment in Ethiopia	Very good
	Malawi	10. Final evaluation: Women Empowerment Programme	Very good
		11. Final evaluation: KOIKA project	Good
	Mozambique	12. Country portfolio evaluation 2017–2021	Very good
		13. Midterm evaluation: Promoting Women and Girl's Effective Participation in Peace, Security and Recovery in Mozambique	Very good
	Uganda	14. Final evaluation: Advancing Women's Leadership Empowerment and Resilience in Uganda's Refugee Response (LEAP)	Good

Asia and the Pacific	Cambodia	15. IES-led country portfolio evaluation	Very good
	Fiji Multi-Country Office	16. Midterm evaluation: Ending Violence Against Women Pacific Partnership	Good
	China	17. Final evaluation: Women's Access to Equal Employment and Leadership in China (August 2017–December 2020)	Very good
		18. Final evaluation: Strengthening Qinghai Women Farmers' Income Security and Resilience in a Changing Climate	Very good
	Regional Office for Asia and the Pacific	19. Midterm evaluation: Safe and Fair – Joint Regional Spotlight on Ending Violence Against Women Programme	Very good
		20. Final evaluation: Regional Office for Asia and the Pacific Contributions to Women, Peace and Security	Very good
		21. Final evaluation: Stepping Up Solutions to Eliminate Violence Against Women and Girls in Asia and the Pacific (2017–2021)	Very good
	Pakistan	22. IES-led country portfolio evaluation and audit	Very good
		23. Final evaluation: Violence Against Women and Girls	Very good
Europe and Central Asia	Serbia	24. Final evaluation: Support to Priority Actions for Gender Equality in Serbia (2018–2020)	Very good
	Ukraine	25. Final external evaluation: Building Democratic, Peaceful and Gender Equal Society in Ukraine	Very good
		26. Final evaluation: Enhancing Accountability for Gender Equality and Women's Empowerment in National Reforms, Peace and Security in Ukraine	Very good
	Kosovo	27. Final evaluation: Empowering Youth for a Peaceful, Prosperous and Sustainable Future in Kosovo 2019–2021 (joint project)	Very good
	Kazakhstan	28. IES-led country portfolio evaluation	Very good
	Albania	29. IES-led country portfolio evaluation	Very good
	Georgia	30. Final evaluation: Women's Economic Empowerment in the South Caucasus	Very good
		31. Final evaluation: UN Joint Programme for Gender Equality	Very good
		32. Final external evaluation: Joint Action for Women's Economic Empowerment	Very good

	Turkey	33. Final evaluation: Gender Equality in Political Leadership and Participation in Turkey (2014–2020)	Very good
Arab States	Palestine	34. Final joint evaluation: UN-Women and OCHA Joint Action Plan, Strengthened Gender Focus in Humanitarian Action	Very good
Americas and the Caribbean	México	35. Final evaluation: Moving Forward for Equality	Good
	Brazil	36. Final evaluation: Regional Programme Win Win: Gender Equality Means Good Business	Good
	Regional Office for Americas and the Caribbean	37. Final evaluation: El Programa Mujeres, Economía Local y Territorios (MELyT)	Good
	Colombia	38. Final evaluation: Modelo territorial de garantías de no repetición y de empoderamiento de mujeres y jóvenes para su acceso efectivo al sistema integral de verdad, justicia, reparación y no repetición	Very good
	Ecuador	39. Final evaluation: Peacebuilding and Protection of Girls, Boys, Adolescents and Young People in the Colombia–Ecuador Cross-Border Area Affected by Violence and Armed Conflict (joint programme)	Good
	Haiti	40. IES-led country portfolio evaluation	Very good
Corporate	Independent Evaluation Service (IES)	41. Corporate evaluation: UN-Women’s UN System Coordination and Convening Role in Ending Violence Against Women	Very good
		42. Corporate formative evaluation: UN-Women’s Approach to Innovation	Very good