



2022–2025 Corporate Evaluation Plan (CEP)

Independent Evaluation Service (IES) of the
Independent Evaluation and Audit Services (IEAS)
March 2022

Executive summary

The purpose of the 2022–2025 Corporate Evaluation Plan (CEP) is to provide a coherent framework for the systematic collection of evaluation evidence on the relevance, coherence, effectiveness, efficiency, impact and sustainability of work completed under the UN-Women Strategic Plan 2022–2025.

This CEP outlines the corporate, regional and country evaluations to be led by the Independent Evaluation Service (IES) of the Independent Evaluation and Audit Services (IEAS) during 2022–2025 and aligns with UN-Women’s 2022–2025 Strategic Plan. UN-Women aims to complete 13 corporate evaluations and 30 regional and country portfolio evaluations as part of the 2022–2025 CEP. The evaluations will address the impact areas, outcomes and organizational effectiveness and efficiency outputs of the 2022–2025 Strategic Plan.

Corporate evaluations for the 2022–2025 period were selected based on the parameters and requirements set by UN-Women’s Evaluation Policy and Evaluation Coverage Norms, and through an extensive consultative process with UN-Women stakeholders including the Executive Board Bureau, senior management, and IEAS staff.

The total non-staff funding required to implement the CEP is estimated to be US\$ 1,080,000 over the four-year period. Staff costs, travel and costs related to strengthening the decentralized evaluation function; promoting UN coherence for gender responsive evaluation; and strengthening national evaluation capacity are not included in this estimate.

Progress made in implementing the CEP will be reported each year in the *Annual Report on the Evaluation Function* presented to the Executive Board, the Senior Management Team and the Advisory Committee on Oversight.

The main risks to implementing the CEP include ensuring adequate resources, maintaining staffing and, more broadly, addressing any issues affecting implementation of UN-Women’s Strategic Plan. In line with good practice to ensure the usefulness and timeliness of evaluative evidence, the CEP will be updated as needed, and relevant changes will be reported to the Executive Board, senior management team, and the Advisory Committee on Oversight.

1. Background and purpose of the Corporate Evaluation Plan

Evaluation in UN Women is defined as a systematic and impartial assessment that provides credible and reliable evidence-based information for understanding the extent to which an intervention has achieved or made progress (or lack thereof) towards intended and unintended results on gender equality and the empowerment of women.

The revised Evaluation Policy (UNW/2020/5/Rev.1) states that UN Women evaluations are conducted for three purposes that together support the overall delivery of results in the areas of gender equality and the empowerment of women. First, evaluations are a means to demonstrate accountability to stakeholders, including women who are rights holders and duty bearers (e.g. in the context of governing bodies, donor and partner governments, UN agencies and UN Women beneficiaries); second, evaluations provide credible and reliable evidence for decision-making; and third, evaluations uncover lessons from normative, operational and UN system coordination work, which often add to UN-Women's existing knowledge base.

In accordance with the Evaluation Policy and when necessary, IES conducts independent corporate and strategic evaluations (country portfolio and regional evaluations) with the support of external experts. These evaluations are used to assess corporate and strategic issues concerning development effectiveness, organizational performance and normative and operational coherence. IES also provides technical support and quality assurance to decentralized evaluations; system-wide and joint evaluations to support UN system coordination and accountability; and some targeted national capacity development to support gender equality and the empowerment of women.

IES contributes to the independent oversight of UN-Women's work through its programme of evaluations, notably its series of corporate evaluations.¹ IES provides impartial overviews of key areas of UN-Women's work with the goal of improving accountability, learning and performance. Evaluations are carried out in consultation with stakeholders including government, civil society, beneficiaries, donors, and management to ensure the validity of evidence and greater ownership of development results. All evaluation reports are published and made publicly available,² which contributes to UN Women's transparency and accountability, and to the global knowledge bank on what works for gender equality.

The purpose of the Corporate Evaluation Plan (CEP) is to provide a coherent framework for the systematic collection of evaluation evidence on the relevance, coherence, effectiveness, efficiency, impact and sustainability of work completed under the UN-Women Strategic Plan. The overarching goal is for stakeholders to use these evaluations to support UN-Women's mission and to help the Entity make progress towards gender equality and women's empowerment.

A particular focus of the 2022–2025 CEP is to improve the communication and use of evaluations, which will in turn enhance the value the evaluation function brings to UN-Women. The 2022–2025 CEP features strategic implementation modalities in conducting evaluations including IES-led regional and country portfolio evaluations and systematic technical support to *all* evaluations led by Country Offices and evaluations managed by other sections at headquarters.

¹ Corporate evaluations include formative and summative evaluation and meta-analysis – that are corporate in nature.

² UN Women evaluation reports are publicly available on the UN Women website (<https://www.unwomen.org/en/about-us/accountability/evaluation/corporate-evaluations>) and the Global Accountability and Tracking of Evaluation Use (GATE) system (<https://gate.unwomen.org/>).

This document presents the plan for corporate evaluations (led or managed by IES), regional and country portfolio evaluations (led or co-managed by IES) and technical assistance to be provided to all country office-led evaluations and headquarters-led decentralized evaluations during 2022–2025. The CEP is aligned with UN-Women’s Strategic Plan 2022–2025 and outlines the scope, intentionality and use, process to develop the plan, selection approaches and criteria, corporate evaluations selected, resource framework, risk framework, general implementation approach and reporting activities.

2. Scope of the Corporate Evaluation Plan

As stipulated in the revised Evaluation Policy, UN-Women conducts two types of evaluations: independent evaluations (corporate evaluations and strategic evaluations) and decentralized evaluations. The 2022–2025 CEP includes a) 13 corporate evaluations to be led by IES; b) approximately 30 country portfolio and regional evaluations that are strategic independent assessments led by IES; and c) technical assistance to *decentralized evaluations and headquarters-led evaluations* conducted by independent external evaluators and managed by programmatic offices. The overall scope of this CEP is informed by the results of implementation of the 2018–2021 CEP; internal and external stakeholder consultations; and the UN-Women 2022–2025 Strategic Plan, which includes impact areas, medium-term outcome areas, cross-cutting functional approaches and organizational enablers.

Corporate evaluations focus on the UN Women Strategic Plan impact areas and are presented as Executive Board papers. One of the four impact areas will be selected each year enabling IES to evaluate all four impact areas during 2022–2025. The scope of each of these evaluations will be determined during the inception phase to ensure strategic relevance, evaluability and use. Corporate evaluations will aim to incorporate at least two Strategic Plan medium-term outcome areas and/or cross-cutting functional approaches into case studies/deep dive lenses over the four-year Strategic Plan period.

Evaluations reviewing medium-term outcome areas/cross-cutting functional approach areas were selected based on an aim to ensure good coverage, discussions with stakeholders, areas for potential learning and opportunities to feed into institutional or strategic processes (e.g. Committee on the Status of Women themes, new areas of opportunity). For outcome areas without plans for a dedicated evaluation, IES will successively and dynamically build in coverage as the CEP progresses over the 2022–2025 cycle. Periodic updates to IES’ evidence gap mapping exercise will also support the generation of new and relevant evidence.

The corporate evaluation themes/topics will incorporate case studies from regional and country portfolio evaluations to help deepen and contextualize the analyses, learning and evidence generated.

Organizational enabler areas will be evaluated through corporate evaluation analyses of root causes, enablers and institutional challenges, and by synthesizing evidence from country portfolio and regional evaluations. IES will also leverage its relationship with the UN-Women Internal Audit Service (IAS), which places a greater strategic focus on this area, and joint-IES/IAS work will be considered when relevant and feasible.

Decentralized evaluations will be used to assess issues of significance at the programmatic level and will be conducted in consultation or in partnership with national stakeholders and UN agencies, to the extent possible. They offer key inputs for corporate evaluations and UN Sustainable Development Cooperation Framework evaluations.

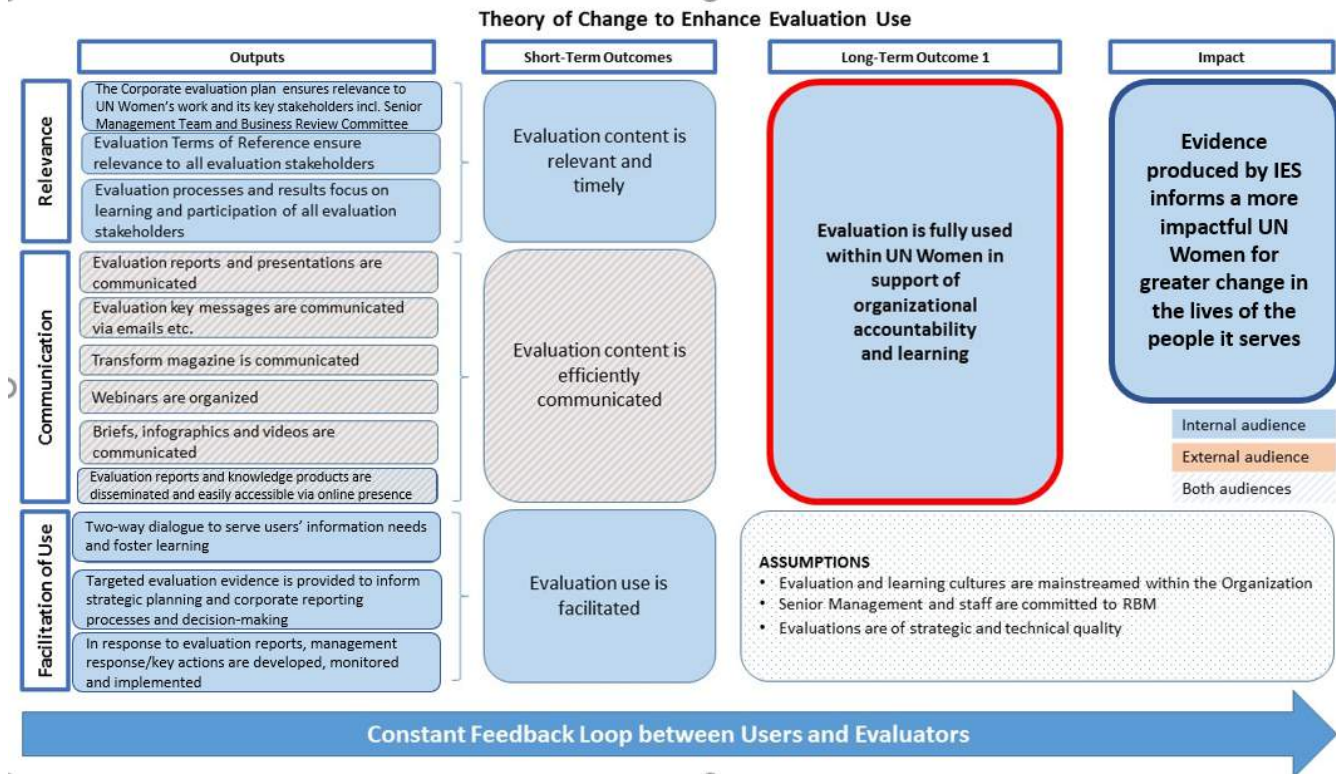
3. Intentionality and use of corporate and strategic evaluations

Corporate and strategic evaluations findings, recommendations and lessons learned are used to improve organizational and system-wide performance on gender equality and the empowerment of women and to improve coherence between normative and operational work. More specifically, findings contribute to strategic policy and programmatic decisions, organizational learning, accountability at country and regional levels, and to knowledge on what works and what does not work when attempting to advance gender equality. Results from the corporate and strategic evaluations taking place during 2022–2025 will inform the implementation and mid-term review of the 2022–2025 Strategic Plan, as well as the design of the 2026–2029 Strategic Plan. Furthermore, the corporate evaluations will guide UN-Women’s efforts to promote gender equality and women’s empowerment as outlined in the 2030 Agenda for Sustainable Development and the Beijing Platform for Action.

The 2022–2025 CEP highlights the use of corporate evaluations to inform decision-making and to support organizational accountability and learning. Building on the theory of change developed in the *Strategy for Strengthening Evaluation Use Through Communication* (see Figure 1 below), evaluations must be relevant, timely, targeted and efficiently communicated to achieve the “long-term outcome.”

Using evaluation findings is a critical element of the evaluation process and is a shared responsibility between management and IES. For this reason, IES conducts evaluations in a participatory and consultative manner to ensure management and other stakeholders see the value of ensuring good programme/project management and using evaluation findings and recommendations from the start, and requests a formal management response for all completed evaluations. IES staff members also provide targeted support on using evaluation findings and recommendations in key strategic planning processes to ensure that evaluations contribute to organizational learning and informed decision-making. Evaluation findings are promoted through multiple communication channels ranging from evaluation briefs, Transform magazine and social media.

Figure 1: Theory of change for Strengthening Evaluation Use



Achievements and lessons on evaluation use

During the 2018–2021 Strategic Plan, IES conducted seven corporate evaluations³ and four meta-synthesis reports to assess UN-Women’s contributions to achieving gender equality and the empowerment of women. IES assessed issues of corporate and strategic significance concerning development effectiveness, organizational performance, and normative and operational coherence. All corporate evaluations were completed with a 100 per cent compliance rate for the development of a management response. Corporate evaluation findings and management’s responses were then presented to the Executive Board (in the case of the formative evaluation on UN Women’s approach to innovation, this was presented to the UN Women Business Review Committee and a summary was included in the 2021 Annual Report on the Evaluation Function).

In addition, IES managed and led a record number of strategic regional and country portfolio evaluations. Regional and country portfolio evaluations fed into the development of Strategic Notes and informed decision-making and programmatic approaches at regional and country levels. Between 2018 and 2021, a total of 26 country portfolio evaluations were completed, ten of which were led by IES;⁴ and at the regional level, a total of 16 evaluations were completed, of which one (Asia and the Pacific region) was led by IES.

³ Corporate Evaluation of UN Women's Contribution to Women's Political Participation and Leadership (2018), Corporate Evaluation of UN Women's Contribution to Governance and National Planning (2019), Corporate Evaluation of UN-Women's Contribution to Humanitarian Action (2019), Effectiveness and efficiency assessment of UN Women's flagship programme initiatives and thematic priorities of the Strategic Plan 2018-2021 (2020), Corporate Thematic Evaluation of UN Women’s support to National Action Plans (NAPs) on Women, Peace and Security (2020), Corporate Evaluation of UN Women’s support to Ending Violence Against Women (2021), and Corporate Evaluation of UN Women's Approach to Innovation (2021).

⁴ PNG (2021); Nigeria, Vietnam and BiH (2020); Albania, Cambodia, Cameroon, Haiti, Kazakhstan and Pakistan (2021).

Over the years, the IES team has taken intentional steps to enhance knowledge, learning and communications to increase the influence and uptake of evaluation insights. For example, at the corporate level, IES provided targeted evidence to inform decisions made by senior management and the Business Review Committee. IES also worked closely with the Strategic Planning Unit (SPU) and the Policy, Programme and Intergovernmental Division (PPID) to offer insights and evidence from corporate and syntheses of evaluations to support the mid-term review of the 2018–2021 Strategic Plan and design of the new Strategic Plan. IES will continue to provide evaluative evidence to support implementation of the UN-Women 2022–2025 Strategic Plan by taking part in Senior Management Team and Business Review Committee meetings.

Recommendations emerging from corporate evaluations have regularly supported the improvement and implementation of UN Women’s Strategic Plans. For instance, recommendations from corporate evaluations led to refining UN Women’s programming instruments and related oversight and accountability systems; responding to the demand for UN-Women to increase support to national action plans and their implementation; sharpening programme goals; addressing cross-cutting issues that fully integrate UN-Women’s mandates; ensuring the impact and effectiveness of programming to deliver high-quality results at scale; and integrating a gender perspective into the programming and system-wide efforts of UN-Women during the COVID-19 pandemic.

IES also continues to invest in substantive knowledge-sharing and communication of evaluation findings with UN-Women personnel and stakeholders through its online/virtual presence. This became particularly critical and important during the COVID-19 pandemic. As of 2021, [the Global Accountability and Tracking of Evaluation Use \(GATE\) system](#) had more than 30,000 unique views overall and 27,000 unique views of UN-Women’s evaluation pages. IES also organized virtual learning sessions and workshops to communicate evaluation findings and lessons learned. Maintaining an online presence and high-quality virtual tools will continue to be important for disseminating evaluation insights to UN-Women personnel and wider audiences.

Process to develop the Corporate Evaluation Plan

As specified in UN-Women’s Evaluation Policy and under the supervision of the Director, IEAS, IES prepared the 2022–2025 CEP for consideration by the Senior Management Team and the Advisory Committee on Oversight. The 2022–2025 CEP was informed by the 2022–2025 Strategic Plan and benefitted from discussions within IEAS and UN Women senior managers.

Once approved by the UN-Women Executive Director, the 2022–2025 CEP will be shared with the Executive Board at the 2022 Annual Session in June 2022, and reporting on its implementation will begin with the 2022 annual report of the evaluation function.

It is important that the CEP remain flexible and responsive to changing contexts and emerging priorities. Therefore, to increase the utility of evaluations, the CEP follows a two-year cycle approach that allows for updates during a scheduled review in 2023/2024 or whenever needed/requested.

4. Selection approaches and criteria

Overall principles

The principles set out in UN-Women's Evaluation Policy guide the planning, conduct and follow-up to evaluations. They include *national ownership and leadership; UN system coordination and coherence on gender equality and the empowerment of women; innovation; fair power relations and empowerment; participation and inclusion; independence and impartiality; transparency; quality and credibility; intentionality and use of evaluation; and ethics*. Taken together, these principles ensure that all UN-Women evaluation processes reflect:

- a) The overall normative, operational and coordination mandates of UN-Women as an entity within the UN system.
- b) The commitment of UN-Women to gender equality and women's rights responsive evaluation.
- c) Alignment with the UN Evaluation Group (UNEG) Norms and Standards, UNEG Ethical Guidelines and UNEG guidance on integrating Human Rights and Gender Equality in Evaluation.

Gender equality and human rights responsive evaluation

The UN mandates human rights and gender equality be incorporated into all of the UN's work; therefore these dimensions get special attention in evaluations of UN-Women. Gender equality and human rights responsive evaluations assess the extent to which the intervention under evaluation is guided by organizational and system-wide objectives on gender equality and human rights and how the intervention contributes to gender equality and human rights results, while also incorporating these approaches in the actual evaluation process. Specifically, the evaluations use gender and rights analyses to determine if UN-Women contributed to short, medium and/or long-term objectives through an examination of results chains, processes, contextual factors and causality. The evaluations also assess whether UN-Women's interventions maximized participation and inclusiveness (of rights holders and duty bearers) during the planning, design, implementation and decision-making processes and sought opportunities to develop sustainable results by empowering women and groups of rights holders and duty bearers and building capacity. Overall, UN-Women aims to contribute to social and economic change processes by identifying and analysing the inequalities and discriminatory practices that are central to development problems through its gender equality and human rights responsive evaluations.

Evaluating impact for gender equality

As UN-Women continues to mature, its key constituencies and development partners need information not only on the relevance, effectiveness and efficiency of UN-Women's interventions, but also their impact in changing women and girls' lives around the world. Social change for gender equality requires transformative approaches to address the root causes of discrimination and exclusion, and these changes are difficult to measure given their nonlinear, long-term and multidimensional nature.

With this complexity in mind, IES plans to systematically explore the feasibility of incorporating an impact evaluation criterion in its strategic evaluations. UN-Women also plans to explore the possibility of conducting impact evaluations for select interventions.

In 2021, IES produced the [UN Women Guidance Note: Evaluating Impact in Gender Equality and Women's Empowerment](#) with a proposed approach to measuring impact in gender equality and the empowerment of women, both within UN-Women and other organizations. The UN Women's integrated mandate is the guiding framework for UN-Women's approach to assessing the Entity's normative, coordination and operational work, and the framework aims to standardize impact evaluation across thematic priorities, countries and interventions while identifying UN-Women's contributions to overall impact.

IES plans to pilot the proposed approach outlined in the UN-Women Guidance Note during the next Strategic Plan cycle to evaluate the impact of gender quality and women's empowerment and to update the framework based on lessons learned. IES also hopes to work with relevant UN-Women headquarters units to integrate the proposed approach into programming guidance and to strengthen UN Women's internal capacity to embed the proposed approach in UN-Women programme design and impact evaluations.

The focus on gender equality impact will help UN-Women demonstrate the effectiveness of its interventions in relation to its objectives; inform decisions about the continuation (or discontinuation), expansion, or replication of a programme or project; and will contribute to the global evidence base on 'what works' and 'what works for whom in what situations' for gender equality. Additionally, impact evaluations will enable a better understanding of the processes by which gender equality impacts are achieved and will help identify the factors that promote or hinder gender equality achievements.

Synergies between corporate and decentralized evaluations

Each year, UN-Women develops a comprehensive annual Global Evaluation Plan to facilitate synergies between corporate and decentralized evaluations. This plan is an integral part of UN-Women's efforts to support strategic planning of evaluation activities while reinforcing timeliness and adequate thematic and geographic coverage of evaluations across UN-Women's regions. The plan also takes into account assignments planned by the IAS to also ensure synergies and reduce potential duplication.

The Global Evaluation Plan is used to ensure corporate evaluations optimally utilize decentralized evaluations and avoid duplication of case studies in countries that have already conducted evaluations. The status of evaluation implementation is covered as part of bi-monthly UN-Women Country Office Assessment Tool (COAT) reporting as well as in UN-Women's Global Evaluation Oversight System (GEOS).

Additionally, IES carries out a wide range of activities, such as building systems for global evaluation oversight, technical support and quality assurance, intended to support better decentralized evaluations. IES also implements a near-time independent assessment of the quality of evaluation reports to promote timely feedback and quality improvements as part of the Global Evaluation Reports Assessment and Analysis System (GERAAS). IES introduced a disability inclusion criterion as part of the GERRAS process in 2021.

As UN-Women's evaluation function grows, IES strives to enhance evaluation efficiency. The unit will continue to align planning of corporate and decentralized evaluations by establishing a clear rational and synergies between evaluation planning processes, specifically for regional and country portfolio evaluations that are led by IES. The quality and utility of corporate, regional and country evaluations will also be systematically assessed and evaluation protocols of conduct will be reviewed to ensure that insights generated are useful for future evaluations. IES aims to find an efficient and effective balance

between using existing evaluative evidence and collecting new evidence. As a principle, both corporate and decentralized evaluation methodologies will make good use of existing evaluative information from previous corporate, regional, country portfolio and other evaluations. All UN-Women evaluations will meet the requirements of the UN System-Wide Action Plan (UN-SWAP) on Gender Equality and the Empowerment of Women and its Evaluation Performance Indicator (EPI) gender and human rights and pursue innovative methodologies that promote stakeholder participation and reach vulnerable groups.

UN coherence on gender equality and the empowerment of women and joint evaluation

In response to UN development system reform, there has been increasing interest and efforts to jointly evaluate its combined endeavours, particularly in the context of joint programmes or system-wide goals. UN-Women has demonstrated its commitment by actively engaging in joint evaluation initiatives at the global level and joint decentralized evaluations, and by supporting UN Sustainable Development Cooperation Framework (UNSDCF) evaluations at the decentralized level.

IES will increase efforts to engage in joint or system-wide evaluation initiatives; continue to engage in UN system-wide evaluations to ensure that evaluations have a gender lens; and explore opportunities to engage in joint evaluation activities. During this CEP cycle, IES plans to lead a joint system-wide synthesis of Sustainable Development Goal (SDG) 5 in collaboration with UNEG at the global level. UN-Women also plans to conduct annual consultations to further explore these opportunities.

Criteria to select corporate evaluations

UN-Women’s Evaluation Coverage Norms, which provide high-level guidance for ensuring appropriate evaluation coverage across the Entity, inform the selection of evaluations to be included in the CEP each cycle. The Evaluation Coverage Norms balance systematic and adequate evaluation coverage across the whole of UN Women’s work at the corporate level, with a strategic selection of evaluations at the decentralized level. UN-Women’s Evaluation Coverage Norms provide a minimum set of corporate expectations within which IES and commissioning units have the flexibility to prioritize topics, interventions and timing in line with their programmes of work and stakeholders’ needs (see Table 1).

Table 1. Type of UN Women evaluations and minimum frequency

Evaluation	Frequency
Corporate evaluations (IES led)	Themes under each Strategic Plan outcome areas to be evaluated during the Strategic Plan period, in accordance with the global evaluation plan. Corporate evaluations also focus on organizational effectiveness and efficiency areas and programmatic approaches.
Country Portfolio Evaluation (IES led)	At least once every two Strategic Note cycles, sequenced to feed into subsequent Strategic Note documents and the UN Sustainable Development Cooperation Framework (UNSDCF). At least once Strategic Note cycle if monitoring and audit information points to a significant shift in the

	programming context or a significant increase in the level of risk.
Regional evaluations (IES led)	Coverage and frequency determined in the context of the development of the Regional Strategic Note.
Country Office-level thematic evaluations and country portfolio evaluations co-managed by the Country Office and Regional Evaluation Specialist	Two–four country thematic evaluations, Strategic Note component evaluation or project evaluation over the Strategic Note cycle.
Evaluability assessments, evaluation syntheses, meta-evaluations	Coverage and frequency determined by the commissioning office.
Joint UN and system-wide evaluations, including UNSDCF's and joint programmes and Strategic Plan common chapter	Coverage and frequency determined by the inter-agency mechanism.
Country-led evaluation	Coverage and frequency determined by partner governments.

Eight key parameters divided into two levels of priority were applied for the selection of corporate and strategic evaluations. The first level of priorities includes the following three parameters:

- a) *Relevance of the subject (RS)*: Is the evaluation subject a socioeconomic or political priority of UN Women's mandate and role? Is it a key priority in the Strategic Plan?
- b) *Risk associated with the intervention (RI)*: Are there political, economic, funding, structural or organizational factors that present potential high risks for the non-achievement of results or for which further evidence is needed for management decision-making?
- c) *Significant investment (SI)*: Is the intervention considered a significant investment in relation to the overall portfolio?

The second level of priorities includes the following three parameters:

- d) *Demands for accountability from stakeholders (DAS)*: Are stakeholders specifically requesting the evaluation? Can the demand be satisfied through an evaluation that is already planned?
- e) *Potential for replication and scaling-up (PRS)*: Would an evaluation provide the information necessary to identify the factors required for the success of an intervention and determine the feasibility of its replication or scaling-up?
- f) *Potential for joint evaluation (JE)*: Does the evaluation present a clear opportunity to evaluate jointly with other partners (UN country teams, national governments, etc.)?

Cross-cutting parameters which need to be assessed in all prioritized evaluations are:

- g) *Feasibility for implementing the evaluation (FIE)*: Does the commissioning office have the financial and human resources available to conduct or manage a high-quality evaluation within the time period indicated?

Is the evaluability of the intervention high enough to conduct an in-depth study that can result in sound findings, recommendations and lessons?

- h) *Filling a knowledge gap (KG)*: Will the evaluation help to fill a pressing knowledge gap in relation to achieving gender equality or the empowerment of women?

5. Corporate and strategic evaluations 2022–2025

The list of planned corporate and strategic evaluations ensures comprehensive coverage of key results areas of the UN-Women 2022–2025 Strategic Plan by providing the assessment of its thematic areas, including development and organizational effectiveness and efficiency results, coordination and normative work (see Table 2). The planned corporate evaluations consider the corporate evaluations already conducted under the 2018–2021 CEP and include the strategic priorities of the 2022–2025 Strategic Plan. Additionally, each of the planned evaluations comply with the UN Women Evaluation Coverage Norms and its eight parameters for prioritizing the selection of corporate evaluations.

IES will lead or co-manage all regional and country portfolio evaluations. Of the planned regional and country portfolio evaluations, approximately 70 per cent will be led by IES, while the remaining evaluations will be co-managed by IES with the respective offices. IES will also provide technical assistance to all Country Office-led decentralized evaluations and headquarters-led evaluations.

Table 2: Corporate and strategic evaluations 2022–2025

2022–2025 Planned Evaluations				
Year	Classification	Evaluation	Roles and responsibilities	Reporting requirement
2022	Corporate evaluation	Corporate evaluation of UN Women’s capacity development	Led by IES	Presented to UN-Women Senior Management, relevant internal and external stakeholders
		Corporate Evaluation of UN Women’s work on Climate Change	Led by IES	Presented to UN-Women Senior Management, relevant internal and external stakeholders
		Corporate evaluation of UN Women’s contribution to women’s economic empowerment	Led by IES	Presented to the Executive Board (in 2023), UN-Women Senior Management, relevant internal and external stakeholders
		Corporate evaluation of UN Women’s support to civil society	Led by IES	Presented to UN-Women Senior Management, relevant internal and external stakeholders
		Corporate evaluation of gender statistics and data	Led by IES	Presented to UN-Women Senior Management, relevant internal and external stakeholders
	System-wide evaluation activities	Joint system-wide synthesis of SDG 5 in	Managed by IES in collaboration with UNEG	Presented to the UN system, UNEG, relevant internal and external stakeholders

		collaboration with UNEG		
	Regional evaluations	All regional evaluations ⁵	Led by IES or co-managed by IES and Regional Offices	Presented to the Regional Director, UN Women Senior Management and relevant internal and external stakeholders
	Country portfolio evaluations	All country portfolio evaluations ⁶	Led by IES or co-managed by IES and County Offices	Presented to the Country Representative, Regional Director, UN Women Senior Management and relevant internal and external stakeholders
	Headquarters- led evaluations	All headquarters-led evaluations ⁷ (<i>IES is dependent on HQ managers flagging these evaluations in a timely manner</i>)	Managed by headquarters divisions; IES provides technical assistance	Presented to relevant Directors of headquarters sections, and internal and external stakeholders
	Country Office-led evaluations	All Country Office-led evaluations ⁸ (<i>IES is dependent on Country Office managers flagging these evaluations in a timely manner</i>)	Managed by Country Offices; IES provides technical assistance	Presented to the Country Representative and relevant internal and external stakeholders
2023	Corporate evaluation	Corporate Evaluation of UN Women’s work on financing for gender equality	Led by IES	Presented to UN-Women Senior Management, relevant internal and external stakeholders
		Corporate evaluation of UN Women’s work on governance and participation in public life	Led by IES	Presented to the Executive Board (in 2024), UN-Women Senior Management, relevant internal and external stakeholders
		Corporate evaluation of UN Women’s contribution to social norms	Led by IES	Presented to UN-Women Senior Management, relevant internal and external stakeholders

⁵ Regional evaluations will be identified within the annual Global Evaluation Plan to be developed annually based on Regional Office Strategic Notes and evaluation plans.

⁶ Country portfolio evaluations will be identified within the annual Global Evaluation Plan to be developed annually based on Country Office Strategic Notes and evaluation plans.

⁷ Headquarters-led evaluations will be identified within the annual Global Evaluation Plan to be developed annually based on the headquarters Annual Work Plan.

⁸ Country Office-led evaluations will be identified within the annual Global Evaluation Plan to be developed annually based on Regional Office Strategic Notes and evaluation plans.

		change/engagement of men and boys		
	Meta-analysis	Meta-analysis of UN Women evaluations on advocacy and communications	Led by IES	Presented to the Executive Board (in 2024), UN-Women Senior Management, relevant internal and external stakeholders
	Regional evaluations	All regional evaluations	Led by IES or co-managed by IES and Regional Offices	Presented to the Regional Director, Programme Division and relevant internal and external stakeholders
	Country portfolio evaluations	All country portfolio evaluations	Led by IES or Co-managed by IES and Country Offices	Presented to the Country Representative, Regional Director, Programme Division and relevant internal and external stakeholders
	Headquarters-led evaluations	All headquarters-led evaluations (<i>IES is dependent on HQ managers flagging these evaluations in a timely manner</i>)	Managed by headquarters divisions; IES provides technical assistance	Presented to relevant Directors of headquarters sections, and internal and external stakeholders
	Country Office-led evaluations	All Country Office-led evaluations (<i>IES is dependent on Country Office managers flagging these evaluations in a timely manner</i>)	Managed by Country Offices; IES provides technical assistance	Presented to the Country Representative and relevant internal and external stakeholders
2024	Corporate evaluation studies	Corporate evaluation on Ending Violence Against Women	Led by IES	Presented to the Executive Board, UN-Women Senior Management, relevant internal and external stakeholders
		Corporate evaluation of UN Women's contribution to Women Peace & Security and Humanitarian Action(WPS-HA)/ disaster risk reduction (DRR)	Led by IES	Presented to the Executive Board (in 2025), UN-Women Senior Management, relevant internal and external stakeholders
	Regional evaluations	All regional evaluations	Led by IES or co-managed by IES and Regional Offices	Presented to the Regional Director, Programme Division and relevant internal and external stakeholders
	Country portfolio evaluations	All country portfolio evaluations	Led by IES or co-managed by	Presented to the Country Representative, Regional Director, Programme Division

			IES and Regional Offices	and relevant internal and external stakeholders
	Headquarters-led evaluations	All headquarters-led evaluations (<i>IES is dependent on HQ managers flagging these evaluations in a timely manner</i>)	Managed by headquarters divisions; IES provides technical assistance	Presented to relevant Directors of headquarters sections, and internal and external stakeholders
	Country Office-led evaluations	All Country Office-led evaluations (<i>IES is dependent on Country Office managers flagging these evaluations in a timely manner</i>)	Managed by Country Offices; IES provides technical assistance	Presented to the Country Representative and relevant internal and external stakeholders
2025	Corporate evaluation studies	Corporate evaluation on Signature Interventions of the Strategic Plan	Led by IES	Presented to the Executive Board (in 2026), UN-Women Senior Management, relevant internal and external stakeholders
		Synthesis of performance against the Strategic Plan	Led by IES	Presented to the Executive Board (in 2026), UN-Women Senior Management, relevant internal and external stakeholders
	Regional evaluations	All regional evaluations	Led by IES or co-managed by IES and Regional Offices	Presented to the Regional Director, Programme Division and relevant internal and external stakeholders
	Country portfolio evaluations	All country portfolio evaluations	Led by IES or co-managed by IES and Regional Offices	Presented to the Country Representative, Regional Director, Programme Division and relevant internal and external stakeholders
	Headquarters-led evaluations	Up to three headquarters-led evaluations (<i>IES is dependent on HQ managers flagging these evaluations in a timely manner</i>)	Managed by headquarters divisions; IES provides technical assistance	Presented to relevant Directors of headquarters sections, and internal and external stakeholders
	Country Office-led evaluations	All Country Office-led evaluations (<i>IES is dependent on Country Office managers flagging these evaluations in a timely manner</i>)	Managed by Country Offices; IES provides technical assistance	Presented to the Country Representative and relevant internal and external stakeholders

6. Resource framework

Based on the actual cost of previous corporate and strategic evaluations conducted by IES, the estimated non-staff cost of all corporate and strategic evaluations for the 2022–2025 CEP is US\$ 1,080,000 (see Table 3). These costs primarily cover consultancy fees and do not include IES staff cost, travel and country portfolio and regional evaluations that are budgeted for by Country and Regional Offices. The plan assumes that IES staff will closely scope, prepare and conduct corporate and strategic evaluations, including quality assurance and dissemination of evaluation results, while implementation will be supported by external consultants if needed (see Table 3).

Strategic country portfolio and regional evaluations will be funded by the Country and Regional Offices concerned. IES will supplement funding of these evaluations by IES staff acting as team leaders for evaluations and providing limited resources on a needs basis to fill fundings gaps.

Table 3: Resource framework for 2022–2025 corporate and strategic evaluations

Year	Evaluation	Estimated non-staff cost (e.g. expertise, consultancy) (US\$)
2022	Corporate evaluation of UN Women’s capacity development	50,000
	Corporate evaluation of UN Women’s contribution to women’s economic empowerment	60,000
	Corporate evaluation of UN Women’s support to civil society	50,000
	Corporate evaluation of gender statistics and data	50,000
	Joint system-wide synthesis of SDG 5 in collaboration with UNEG	50,000
	IES-led regional and country portfolio evaluations	120,000
	<i>Total estimated cost in 2022</i>	380,000
2023	Corporate evaluation of UN-Women’s work on financing for gender equality	50,000
	Corporate evaluation of UN Women’s work on governance and participation in public life	60,000
	Corporate evaluation of UN Women’s contribution to social norms change/engagement of men and boys	50,000
	Meta-analysis of UN Women evaluations on advocacy and communications	(Conducted internally)
	IES-led regional and country portfolio evaluations	120,000
	<i>Total estimated cost in 2023</i>	280,000
2024	Corporate evaluation of UN Women’s contribution to WPS, HA, DRR	60,000
	Corporate evaluation of ending violence against women	60,000
	IES-led regional and country portfolio evaluations	120,000
	<i>Total estimated cost in 2024</i>	240,000
2025	Corporate evaluation on Signature Interventions of the Strategic Plan /	60,000
	Synthesis of performance against the Strategic Plan	(Conducted internally)
	IES-led regional and country portfolio evaluations	120,000
	<i>Total estimated cost in 2025</i>	180,000
GRAND TOTAL		1,080,000

Risk framework

The following key risks have been identified as having the potential to negatively affect implementation of the 2022–2025 CEP:

- The 2022–2025 Strategic Plan is adapted or superseded: with continuing volatility of the social-political environment and in the resourcing environment, the Strategic Plan may need to be revised in the course of its implementation. The iterative approach to evaluation planning will allow relevant adjustments in the CEP to address any major changes in UN-Women’s strategic framework.
- Financial and human resource constraints: implementation of the proposed CEP 2022–2025 may be adversely affected if funds are unavailable or curtailed, or if there are unforeseen staff movements and vacancies. Close monitoring of financial and human resource planning will help to mitigate these risks.

7. Implementation approach and reporting

During 2022–2025, IES proposes a rolling approach which will allow for the scoping of planned evaluations for a given year and preparation of an appropriate Annual Work Plan, within the broader framework of the overall CEP. The bi-annual workplan will be presented for consideration by the Advisory Committee on Oversight and approval of the Executive Director.

At the same time, it is important that IES remain flexible to accommodate unanticipated high-priority demands such as collaborations on joint evaluations with other agencies (which tend to be proposed at short notice). Given the human and financial resource constraints, accepting major new commitments will require existing commitments within the 2022–2025 CEP to be deferred or dropped.

Summary of 2022-2025 evaluations

	2022	2023	2024	2025
IES led	<p>Corporate evaluation of UN Women's capacity development</p> <p>Corporate Evaluation of UN Women's work on Climate Change</p> <p>Corporate evaluation of UN Women's contribution to women's economic empowerment</p> <p>Corporate evaluation of UN Women's support to civil society</p> <p>Joint system-wide synthesis of SDG 5 in collaboration with UNEG</p> <p>Corporate evaluation of gender statistics and data</p> <p>IES-led regional and country portfolio evaluations</p>	<p>Corporate evaluation of UN-Women's work on financing for gender equality</p> <p>Corporate evaluation of UN Women's work on governance and participation in public life</p> <p>Corporate evaluation of UN Women's contribution to social norms change/engagement of men and boys</p> <p>Meta-analysis of UN Women evaluations on advocacy and communications</p> <p>IES-led regional and country portfolio evaluations</p>	<p>Corporate evaluation of UN Women's contribution to WPS, HA, DRR</p> <p>Corporate evaluation on ending violence against women</p> <p>IES-led regional and country portfolio evaluations</p>	<p>Corporate evaluation on Signature Interventions of the Strategic Plan</p> <p>Synthesis of performance against the Strategic Plan</p> <p>IES-led regional and country portfolio evaluations</p>
Technical Assistance	<p>All headquarters-led evaluations</p> <p>All Country Office-led evaluations</p>	<p>All headquarters-led evaluations</p> <p>All Country Office-led evaluations</p>	<p>All headquarters-led evaluations</p> <p>All Country Office-led evaluations</p>	<p>All headquarters-led evaluations</p> <p>All Country Office-led evaluations</p>

Annex 1 Mapping of UN Women Corporate Evaluations

