



# Good practices for integrating gender equality and human rights in evaluation



**UNEG**

United Nations Evaluation Group

Working Group on Gender Equality and Human Rights

Cover Photo: Joseph Barnes/ImpactReady

Foreword Photo: Pathumporn Thongking/UN Women



# Foreword

The UNEG Working Group on Gender Equality and Human Rights has been working to support UNEG members to enhance integration of gender equality and human rights in evaluation systems and practice.

We have now reached a point where many good practices are being employed across UNEG members and this publication on *Good Practices for Integrating Gender Equality and Human Rights in Evaluation* is an effort to capture these and facilitate learning.

This publication on *Good Practices* was designed to provide a snapshot of the good practice and point readers to the evaluation report for more information. The guide identifies 17 good practices from 12 UNEG members representing a variety of UN organizations (i.e. Secretariat, Funds and Programmes, etc.).

Although this guide does not capture all the good practices being employed by UNEG members, it is a useful tool for raising awareness on different approaches and will hopefully contribute to a common understanding on how to integrate gender equality and human rights in evaluation practice within the UN system and beyond – particularly important in the context of achieving the Sustainable Development Goals.

I wish you an enjoyable read!

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UNEG Chair

**Prepared for the UNEG Working Group  
on Gender Equality and Human Rights**

April 2017

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# Introduction

The UNEG Working Group on Gender Equality and Human Rights (GE & HR) supports UNEG members to enhance integration of GE & HR in evaluation in accordance with the **Norms and Standards for Evaluation in the UN System**. The UNEG Taskforce developed **Guidance on Integrating Human Rights and Gender Equality in Evaluation** (2014) and supports reporting on the Evaluation Performance Indicator (EPI) of the United Nations System Wide Action Plan for Gender Equality and Empowerment of Women (UN-SWAP) through the development of the **Technical Note and Scorecard**, annual reporting trends, other supporting documents, and facilitating learning via webinar and during the annual UNEG evaluation week.

The **UN-SWAP** constitutes the first accountability framework for gender mainstreaming in the UN system and is mandated by the Economic and Social Council (ECOSOC). In 2016, UN-SWAP 2.0 was finalized, which will result in a revised UN-SWAP framework to be rolled out in 2018. The UN-SWAP framework is accompanied by a set of Technical Notes for each Performance Indicator. The **Technical Note and Scorecard for the Evaluation Performance Indicator** aims to support more systematic and harmonized reporting through a common tool that allows for improved comparability across UN entities based on assessment of the evaluation report.



In 2016, the UNEG Working Group on GE & HR published an **Independent Review of UN-SWAP Evaluation Performance Indicator Reporting** (2016) that independently assessed 46 evaluation reports from across 23 UN entities against the UN-SWAP EPI criteria and identified good practices. The current publication on Good Practices is a follow-up to the Independent Review. It provides a snapshot of good practices, links to the evaluation reports, and is organized around the current EPI criteria for assessing evaluation reports (see Table 1) as a means for further supporting UNEG members to “meet requirements”.

Although this publication does not capture all the good practices that have been employed by UNEG members, it provides an overview of different types of actions being undertaken by the diverse members that constitute UNEG. It aims to facilitate learning within UNEG and beyond and contribute to a common understanding on how to integrate gender equality in evaluation practice within the UN system and beyond. Hopefully, this will be the first of a series of Good Practice publications.

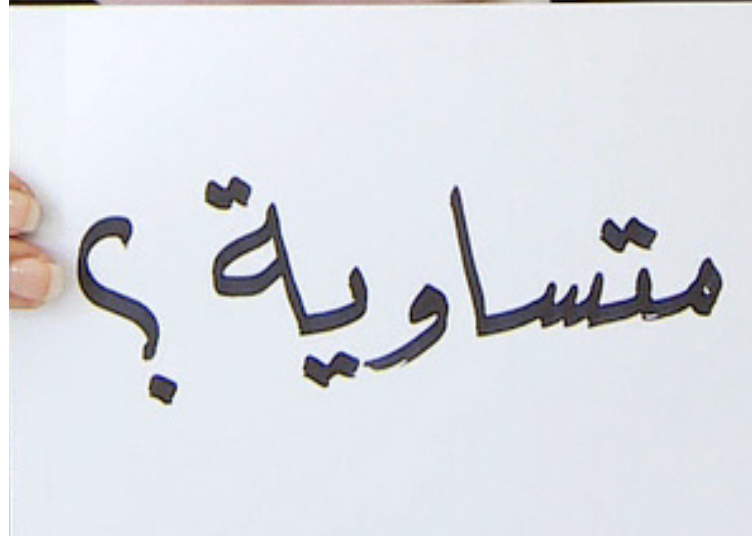
## **UN-SWAP Evaluation Performance Indicator criteria for assessing evaluation reports**

<b>Criteria 1</b>	GEEW is integrated in the evaluation scope of analysis and evaluation indicators are designed in a way that ensures GEEW-related data will be collected.
<b>Criteria 2</b>	GEEW is integrated in evaluation criteria and evaluation questions specifically address how GEEW has been integrated into the design, planning, implementation of the intervention and the results achieved.
<b>Criteria 3</b>	A gender-responsive methodology, methods and tools and data analysis techniques are selected.
<b>Criteria 4</b>	The evaluation findings, conclusions and recommendations reflect a gender analysis.

# Terms of Reference

- The TOR indicates both duty bearers and rights holders (particularly women and other groups subject to discrimination) as primary users of the evaluation and how they will be involved in the evaluation process.
- The TOR spells out the relevant instruments or policies on human rights and gender equality that will guide the evaluation process.
- The TOR includes an assessment of relevant human rights and gender equality aspects through the selection of the evaluation criteria and questions.
- The TOR specifies an evaluation approach and data collection and analysis methods that are human rights based and gender sensitive and for evaluation data to be disaggregated by sex, ethnicity, age, disability, etc.
- The TOR defines the level of expertise needed among the evaluation team on gender equality and human rights and their responsibilities in this regard and calls for a gender balanced and culturally diverse team that makes use of national/regional evaluation expertise.

*UNEG Checklist for Terms of Reference*



*Photo: Dana Smillie/World Bank*

***“The Terms of Reference specifies how a human rights and gender perspective will be incorporated in the evaluation design.”***

# Working with the in-house Gender, Equality and Diversity Branch to mainstream gender across all evaluation policy guidance



## THE CHALLENGE

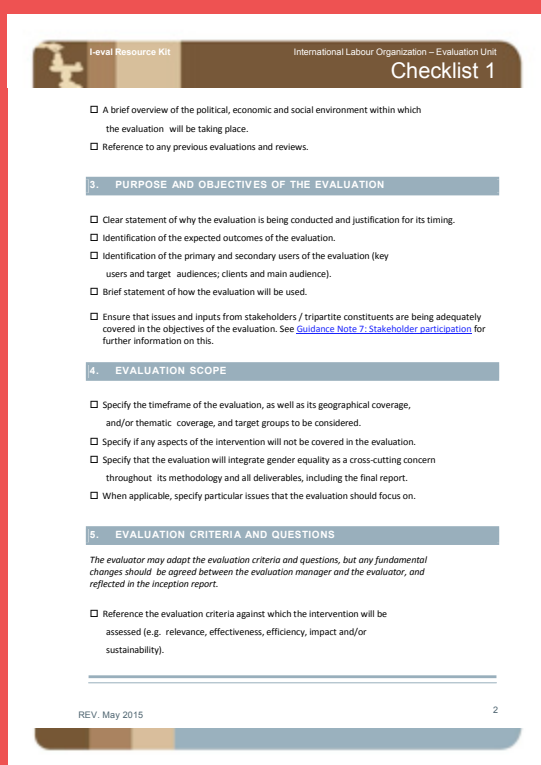
With a small and newly-independent central evaluation function, ILO needed to find a means to ensure that a large number of decentralized independent evaluations were integrating gender equality commitments.

## THE RESPONSE

Working with the Gender, Equality and Diversity Branch of ILO, the Evaluation Office ensured that all new guidance – including checklists for terms of reference – included mainstreaming of gender equality in practical requirements that could be understood by non-specialist evaluation managers.

## HINTS & TIPS

In addition to ensuring that gender is mainstreamed in the standards and guidance for evaluation managers (which are quality assured by senior evaluation officers during the evaluation process), the joint work with the gender branch led to further collaboration – including representing the evaluation work of ILO to the wider UN-SWAP process, and mainstreaming gender into a specialist evaluation manager training programme offered to ILO constituents and social partners by the International Training Centre, Turin.

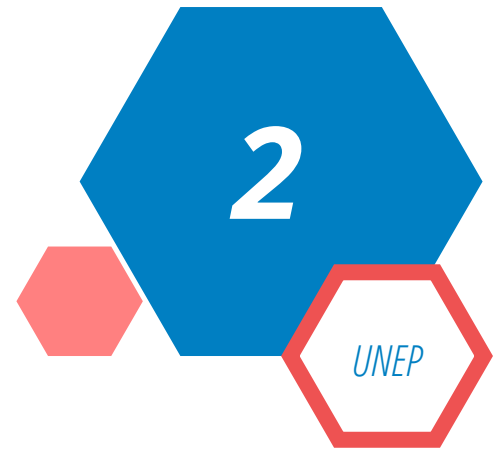


**“Include specific reference to cross-cutting gender issues, addressing:**

- **Relevance:** How the intervention's design and implementation contributed (or not) toward the ILO goal of gender equality, international and regional gender equality conventions, and national gender policies and strategies;
- **Effectiveness:** Extent to which intervention results were defined, monitored and achieved (or not), and their contribution (or not) toward gender equality;
- **Efficiency:** Analyse intervention benefits and related costs of integrating gender equality (or not);
- **Sustainability:** Extent to which intervention has advanced strategic gender-related needs; and
- **Impact:** Intervention's long-term effects on more equitable gender relations or reinforcement/exacerbation of existing inequalities.”



# Inclusion of specific questions on gender equality in every terms of reference



## THE CHALLENGE

Ensuring consistency of addressing gender equality and human rights across evaluations within an entity grounded in the environment rather than the development paradigm.

## THE RESPONSE

UNEP undertook an internal review of a sample of completed terms of reference and concluded that gender equality was not sufficiently mainstreamed according to UN-SWAP requirements. Working from the **UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation**, UNEP instigated a requirement to include specific questions on gender equality and human rights in all ToRs.

## HINTS & TIPS

In addition to integrating gender equality into its guidance and standards for terms of reference, UNEP has developed a standalone section of its **website on gender equality and human rights** to support evaluation stakeholders that may not be familiar with the intersection between environmental and gender dynamics.



UN Environment's Evaluation Office adheres to all aspects of the UNEG Norms and Standards. In August 2014, United Nations Evaluation Group published a guidance document on "Integrating Human Rights and Gender Equality in Evaluations" and UN Environment revised its evaluation Terms of Reference accordingly in order to ensure that



## RELATED LINKS

- Overview
- UN Environment Programme Documents
- Evaluation, Environmental Justice



# Integrating gender equality in evaluation scope and indicators (UN-SWAP criteria 1)

Reports that exceed expectations:

- A comprehensive gender analysis was included in the context section
- The evaluation analysed GEEW in relation to the intervention design, implementation and results
- The evaluation considered the gender mainstreaming approach of project, whether it was guided by organizational/system-wide objectives on GEEW and what measures were taken to ensure participation of women and the most marginalized and discriminated against groups
- Gender-responsive indicators were included in evaluation matrix

*UNEG Independent Review of UN-SWAP Evaluation Performance Indicator Reporting (2016)*

*Photo: WFP/Rose Ogola*

***“GEEW is integrated in the Evaluation Scope of analysis and Evaluation Indicators are designed in a way that ensures GEEW-related data will be collected”***



# 3

UNCDF

## A specific background section explaining integration of gender

*“With regard to the consideration of gender within the evaluation (i.e. as part of the evaluation approach), the Consultant has:*

- Considered, outreach indicators with a gender breakdown.*
- Assessed the likely impact looking at potential gender differences, based on the following assumptions: (i) girls/young women often have different responsibilities (‘division of labor’) as well as less opportunities than boys/young men, leading to for example lower levels of school enrolment, higher school drop-out rates and early marriages; and (ii) in comparison to male youths, girls / young women commonly have limited access to and control over resources.*
- Held, where possible, at least one all female FGDs with YS clients in order to better grasp potential gender specific feedback and be able to bring out possible differences in opinions in comparison to the mixed (female/male) FGDs. All female FGDs were held at all but two of the eight partner FSPs visited during fieldwork.*
- Finally, with regard to the intermediary ‘beneficiaries’ (i.e. FSP staff), the evaluation also addressed, where relevant, the gender composition (and position) of FSP staff, mostly notably the designated ‘youth champions’.*
- Attempted to use a gender neutral language during fieldwork (and interviews) as well as during the writing of this final evaluation report (and country reports).”*

## THE CHALLENGE

To ensure that wider gender analysis of programme implications was undertaken in the context of an intervention with lots of micro-level data, outputs, and outcomes.

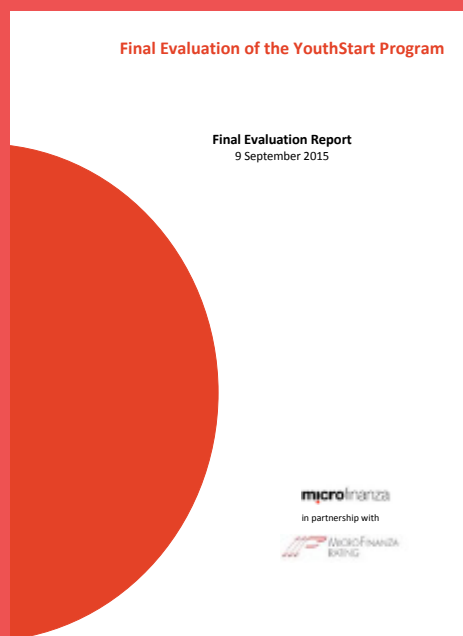
## THE RESPONSE

UNCDF collects a large number of micro-level data points, including in its interventions with the MasterCard Foundation. To ensure that gender analysis was taken beyond the quantitative analysis of differences at the micro level, the report included a specific section examining the extent to which a gender focus was part of the evaluation design, the extent to which gender analysis was included in market studies commissioned during the intervention, and the existence of a strategy to reach out to female clients.

## HINTS & TIPS

The evaluation included an assessment of the extent to which the intervention contributed to increasing the capacity of partners to meet the specific needs of girls and young women in the provision of financial services.

The inclusion of the voice of programme participants is successfully framed by the opening sections of the report having established what the main gender equality considerations are and how well the intervention was designed to respond to these.



# Mixed qualitative and quantitative evaluation indicators for gender equality

## THE CHALLENGE

Capturing the gender dimensions of a larger evolving complex emergency response covering multiple countries.

## THE RESPONSE

WFP included a blend of quantitative and qualitative indicators within the evaluation matrix to assess gender equality outcomes across a diverse and evolving range of contexts. These are presented in a standalone table and finding in the report, in addition to being included as inputs into the wider analysis.

## HINTS & TIPS

The evaluation team committed two members to examining the gender equality and human rights aspects of the regional response. To triangulate the quantitative and qualitative outcome data, the analysis of interviews with WFP staff was also disaggregated by gender to cross-check and deepen other sources of evidence.

### *Example indicators of progress towards gender equality from this evaluation:*

#### **QUALITATIVE**

*Project has activities to raise awareness of gender equality goals*

*Project has initiatives to reduce risk of gender-based violence*

*Training on food distribution included awareness of reasons for gender sensitive provision of food*

#### **QUANTITATIVE**

*Number of food monitors – men/women*

*Number of HH food entitlements issued in men's name*

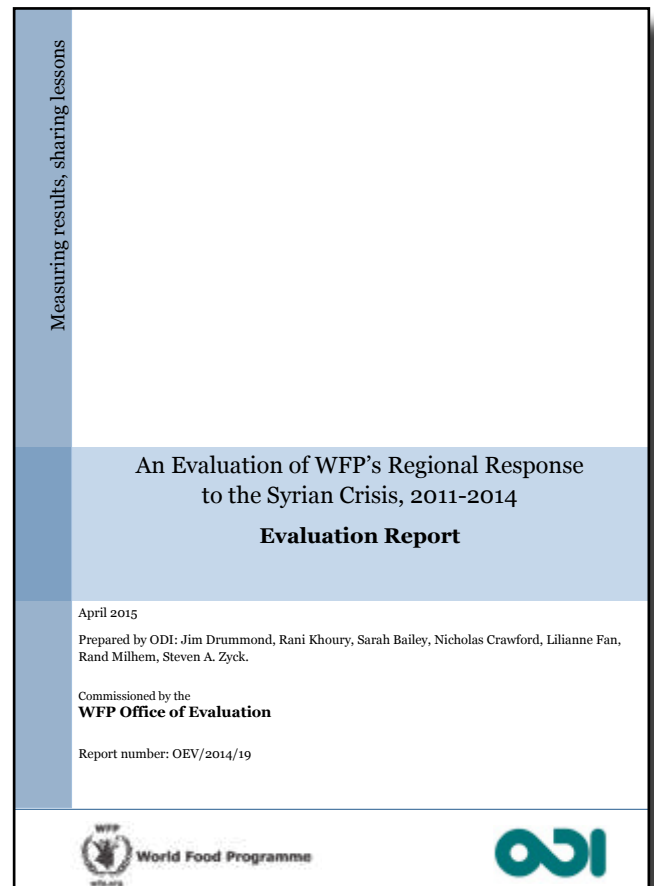
*Number of HH food entitlements issued in women's name*

*Number of members of food management committee trained – female/male*

*Number of men in leadership positions on food management committees*

*Number of women in leadership positions on food management committees*

*Proportion of women in leadership positions (food management committees)*



# Quantitative thematic indicators that are responsive to gender and equity



## THE CHALLENGE

Addressing the absence of gender analysis from a project design phase and lack of reliable gender-related monitoring data during a summative evaluation.

## THE RESPONSE

WHO combined the collection of quantitative nutrition indicators relevant to the assessment of project effectiveness with different viewpoints expressed by women and men about changes brought about through the project.

## HINTS & TIPS

Even when gender is assessed as a cross-cutting area under effectiveness, it also needs to be examined under the other criteria (such as relevance, efficiency and sustainability).

### Example indicators from this evaluation:

#### GENDER DISAGGREGATED INDICATORS

- Proportion of children < 6 months who are exclusively breastfed (m/f);
- Proportion of children receiving a minimum acceptable diet at 6 to 23 months of age (m/f);
- Proportion of pregnant women receiving iron and folic acid supplements;
- Proportion of children with SAM having access to appropriate treatment including TFs (m/f);
- Appreciation of the quantity and quality of nutrition data that are (i.) collected, (ii.) analyzed, and (iii.) disseminated – at a) national and subnational levels and hard-to-reach population, b) disaggregated by gender and age, and c) at which frequency of data collection (at least once a year).

#### GENDER ANALYSIS INDICATORS

- Extent to which the project outcomes promoted equity in access
- Extent to which the project outcomes benefited boys and girls in an equitable manner
- Extent to which the project used equity principle through out the project

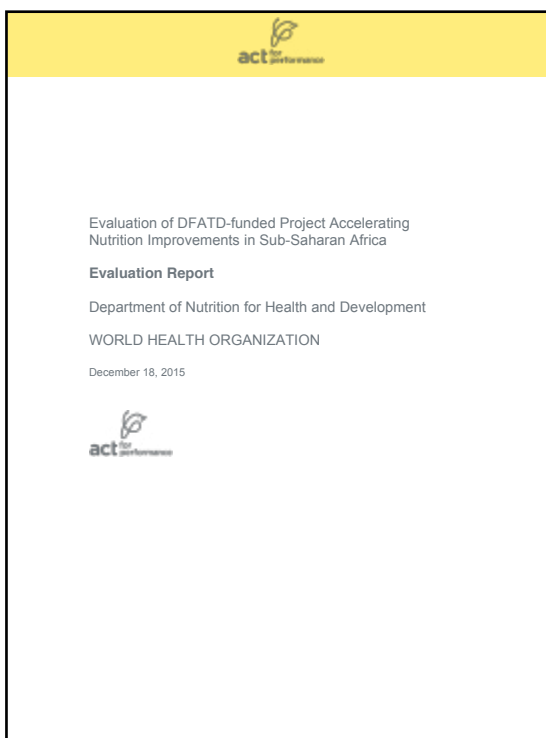




Photo: John Isaac / World Bank

# Integrating gender equality in evaluation criteria and questions (UN-SWAP criteria 2)

Reports that exceeded:

- GEEW was integrated across at least two criteria and within multiple questions/sub-questions
- The best reports contained a mainstreaming of GEEW across criteria and questions as well as a sixth GEEW-specific criterion.

*UNEG Independent Review of UN-SWAP Evaluation Performance Indicator Reporting (2016)*

***“GEEW is integrated in Evaluation Criteria and Evaluation Questions specifically address how GEEW has been integrated into the design, planning, implementation of the intervention and the results achieved.”***

# 6

UN WOMEN

## Mainstreaming gender equality within the efficiency criterion

### THE CHALLENGE

Ensuring that gender equality and human rights are mainstreamed across all the criteria for evaluating a Joint Programme, not just effectiveness and relevance (as is commonly the case).

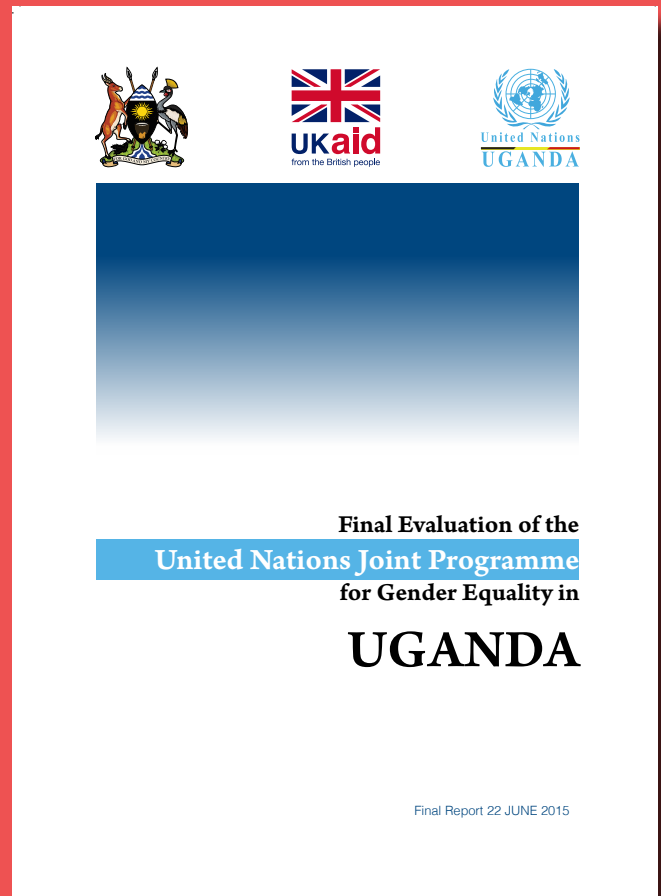
### THE RESPONSE

The UN Women Evaluation of the Joint Programme in Uganda included questions and analysis on the extent to which project outputs and inputs were equitably distributed across various target groups. This was set out in the evaluation TOR as a requirement.

**Example efficiency questions from this evaluation:**

***Were resources (financial, time, people) sufficiently allocated to integrate human rights and gender equality in the design, implementation, monitoring and review of the JP?***

***What were the constraints (e.g. political, practical, and bureaucratic) to addressing human rights and gender equality efficiently during implementation? What level of effort was made to overcome these challenges?***



### HINTS & TIPS

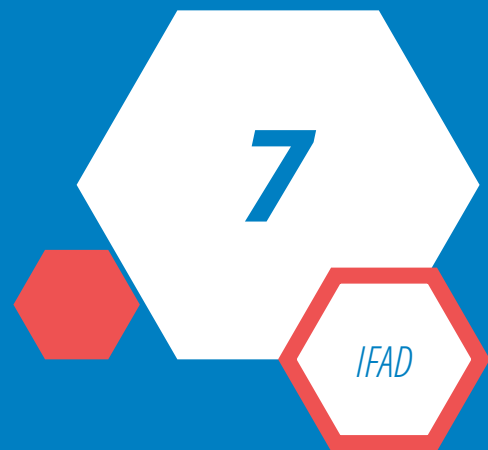
Evaluation questions in the TOR attempted to fully address integration of GEEW in both project design and implementation.

Under the efficiency criteria, questions and analysis addressed the extent to which project inputs and outputs were equitably distributed across groups of women. This combined assessments of both gender equality and equity.

Specific questions on what rights are advanced under national gender equality commitments are also important to include as they provide a clear basis for gender analysis within the evaluation.

An evaluation matrix is an important tool for elaborating the evaluation questions and ensuring that aspects of gender equality are also translated into indicators for which primary data can be gathered through the data collection tools.

# Mixed teams with intersectional diversity



## THE CHALLENGE

The evaluation needed to assess gender outcomes across a highly diverse country, including accessing insecure areas that were off-limits to international evaluators.

## THE RESPONSE

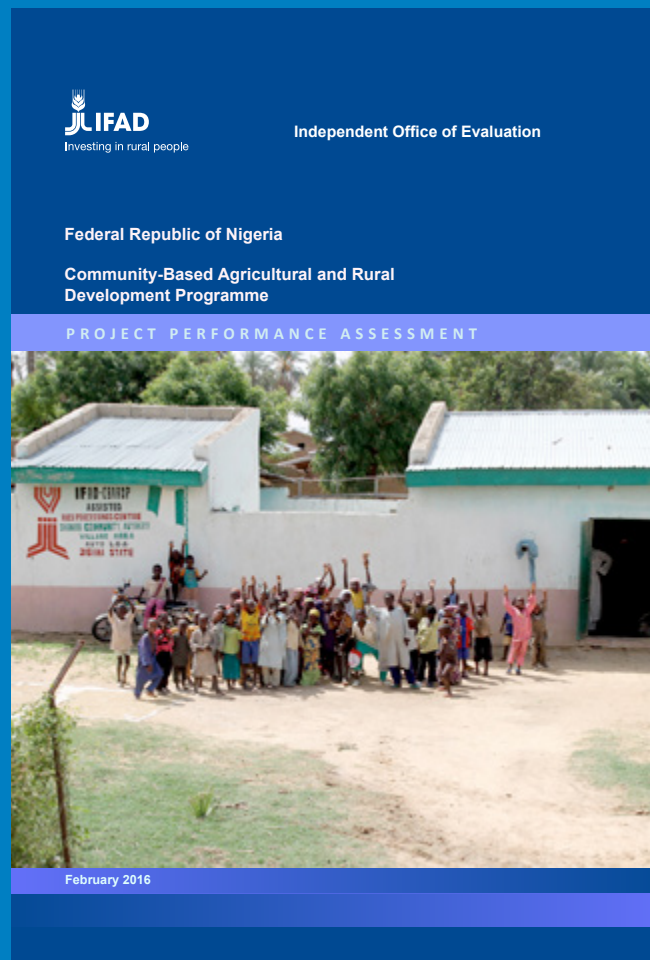
Whilst IFAD has mainstreamed gender equality into its evaluation guidance (and it is standard practice to have at least one evaluator with gender expertise within a team), this evaluation had multiple team members with backgrounds in gender.

The team included two national evaluators from different regions in Nigeria, and this led to many (constructive) debates during the evaluation process that helped to triangulate findings, nuance the analysis, and create new perspectives. The presence of international team members with a grounding in gender helped to consolidate the attention paid to undertaking gender analysis.

## HINTS & TIPS

The gender expertise of team members is as important to the inclusion of gender analysis as the formal evaluation questions and criteria. Having a single gender expert ensures that the gender perspectives are included, but teams with multiple thematic and evaluation experts that also have gender expertise ensures that the questions are examined more deeply.

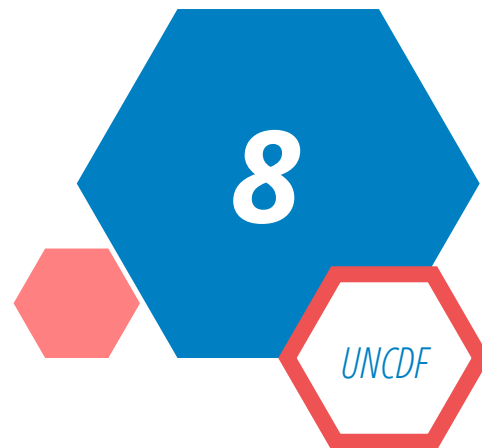
In the case of this evaluation, gender was included in a standalone criterion, mainstreamed in other criteria (including efficiency), assessed within the project logframe and M&E system, and examined in terms of power relations and social values.



### • **Example finding on gender equality from this evaluation:**

• ***“Women were to be the main beneficiaries of the programme and they were targeted through the participatory approach. But the CDD approach has been less effective in transforming existing power relations and addressing issues of inequality within communities. The available evidence shows that women participated in high numbers in activities, but less in decision-making.”***

# Using gender disaggregated administrative data in mixed-methods evaluation



## THE CHALLENGE

To maximize the use of existing data to support mainstreaming of gender analysis across all questions, including those unrelated to gender.


## THE RESPONSE

UNCDF maximized the utility of its access to gender-disaggregated lender data (required for the administration of its programme) by combining this with a structured client survey and qualitative interviews.

## HINTS & TIPS

The terms of reference required specific experience with gender and equity focused evaluations to help mine the existing administrative data for gender analysis.

The evaluation report included specific description of application of UNEG Guidance on **Integrating Human Rights and Gender Equality in Evaluation.**



### Mid-term Evaluation: MicroLead Expansion Programme

Submitted to  
Evaluation Unit, United Nations Capital  
Development Fund

Submitted by  
Micro-Credit Ratings International Limited  
542 Megapolis, Sohna Road  
Gurgaon 122018 INDIA

**April 2016**

**Example table using bank administrative data to show savings rates, with disaggregated analysis of women and rural savers from this evaluation:**

Table 7.3a: Savings KPIs – mid-term progress Vs overall PBA (minimum) targets

FSP, Country	% of target savings mobilised		% of women depositors		% of rural depositors		Av. savings balance (USD)		Av. savings/GNI/Capita	
	Target	Jun-15	Target	Jun-15	Target	Jun-15	Target	Jun-15	Target	Jun-15
Fidelity, Ghana	27%	51%	NA	38%	NA	1,115	300	<50%	27%	
NBS, Malawi	53%	48%	29%	51%	19%	76	154	33%	108%	
SASL, Ghana	32%	72%	84%	84%	68%	141	60	9%	4%	
RCPB, Burkina	83%	30%	38%	20%	14%	NA	201	NA	30%	
WOCCU, Rwanda	80%	60%	41%	80%	82%	55	51	10%	9%	
CEC, Cameroon	67%	77%	55%	34%	20%	588	124	<50%	9%	
UCCON, Cameroon	49%	43%	40%	90%	100%	100	5	<50%	1%	
MCB, Tanzania	24%	65%	NA	70%	59%	192	153	36%	30%	
CRDB, Burundi	25%	45%	NA	50%	NA	207	369	<50%	751%	
AJC, Cameroon	20%	45%	45%	90%	62%	138	37	<50%	3%	
WOCCU, Liberia	2%	55%	NA	60%	NA	49	38	25%	NA	
SOFPRE, Burkina	82%	57%	56%	46%	41%	NA	67	NA	15%	
CPFC, Benin	35%	48%	36%	80%	24%	NA	99	NA	19%	
UGARZDF, Uganda	10%	55%	33%	64%	75%	128	80	55%	14%	

Source: MIX Q2 2015 data reported by FSPs for average savings balance. MIX MCF KPI report Q2 2015 has been referred as the MIX data reports total savings to total depositors and net voluntary savings per voluntary depositor. Note: NA means data not available/reported; Data estimated for NBS based on overall stats as it does not track gender or rural clients at an institutional level; U-SACCDs in Rwanda report in voluntary depositors and net active voluntary depositors; Data for CPFC not available as it had not started reporting to MIX in Q2 2015.



# Integrating gender equality in evaluation methods and tools (UN-SWAP criteria 3)

Reports that exceeded:

- Stakeholder analysis was conducted and methods were designed to reflect and/or address stakeholder diversity and needs
- Detail was provided about how data collection methods and tools were designed to be gender-responsive and to maximize inclusion by addressing potential barriers to participation
- Use of data disaggregated by sex
- The evaluation team included members with specific gender and/or human rights expertise (in instances where it was feasible and possible)
- GEEW was applied to purposive sampling framework to ensure that potential issues identified during context analysis could be brought out.

*UNEG Independent Review of UN-SWAP Evaluation Performance Indicator Reporting (2016)*

*Photo: Nugroho Nurdikiawan Sunjoyo / World Bank*

***“A gender-responsive Methodology, Methods and Tools, and Data Analysis Techniques are selected.”***



10

WFP

# Examining gender using both policy norms and operational objectives

## THE CHALLENGE

Understanding the differentiated impact of a protracted large scale operation on a diverse set of highly mobile population groups.

## THE RESPONSE

WFP included a two-pronged strategy to assessing gender equality and human rights.

The first part of the strategy was to assess the relevance of the operation design to WFP's own gender policy, including its commitment to participation in evaluation. The evaluation critically examined the objectives set out in operational documents to determine whether they were aligned with policy commitments.

The second part of the strategy was to include gender disaggregated data in order to allow the differential analysis of the outcomes achieved under each objective on different population groups. This approach included the use of interviews with separate focus groups of men and women.

Measuring results, sharing lessons

### OPERATION EVALUATION

Protracted Relief and Recovery Operation 200310 (2013-2015)  
Food assistance and education incentive for Afghan and Iraqi refugees in the Islamic Republic of Iran

#### Mid-term Evaluation Report (January 2013–October 2014)

February 2015  
Evaluation team: Pierre Leguéné (Team Leader), Nastaran Moossavi, Ana Rodriguez  
Evaluation Manager: Belén Díaz

Commissioned by the  
**WFP Office of Evaluation**

Report number: OEV/2014/18



## HINTS & TIPS

The evaluation helped frame the WFP gender policy commitments within the context of this particular operation by including site visits with women's committees, and including the voice of refugees as part of the analysis (also reflected in a disaggregated fashion).

• **WFP Gender Policy 2015-2020 Objective 2 used in this evaluation:**

• **Equal participation. Women and men participate equally in the design, implementation, monitoring and evaluation of gender-transformative food security and nutrition programmes and policies.**

• **Gender equality and women's empowerment are everybody's business. All WFP employees are responsible and accountable for implementing the gender policy and working towards its objectives. This document details the changes that need to take place in human resources, capacity development, communications, knowledge and information, partnerships, financial resources, evaluation and oversight throughout WFP.**

# A team member dedicated to community consultation



## THE CHALLENGE

Humanitarian evaluations need to capture the experience of rights holders and feed this back into policy decisions as rapidly as possible, including during the evaluation process.

## THE RESPONSE

The OCHA-led Inter-Agency Humanitarian Evaluation (IAHE) of the Response to the Crisis in South Sudan included a specific team member responsible for community consultations who travelled with other members of the evaluation team to allow for triangulation and for communities' voices to act as a cross check to agencies' perceptions.

## HINTS & TIPS

Having one person dedicated to community consultation and capturing the voices of a wide range of community members allowed for the views of affected people on various aspects of the response to be triangulated in parallel with analysis of the views of decision-makers. The consultations were designed jointly with the IAHE community consultation specialist.

The approach relies on a robust and transparent stakeholder analysis to maximise inclusion of different groups within the affected population.

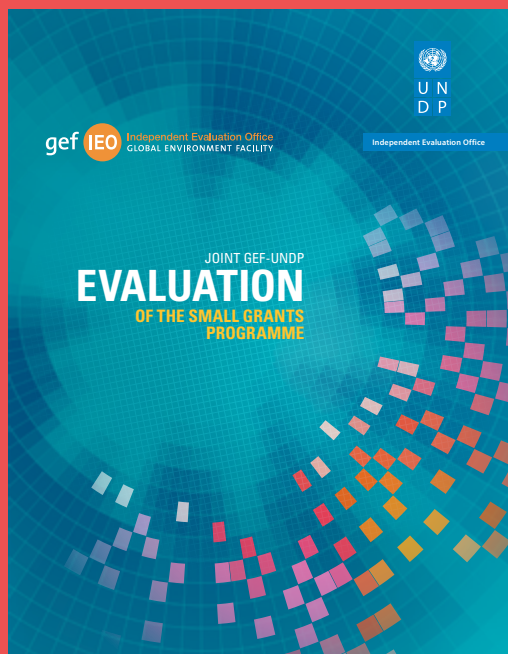


Report of the Inter-agency Humanitarian Evaluation (IAHE) of the Response to the Crisis in South Sudan

Final Evaluation Report  
November 2015

- **Summary of the five Inter-Agency Standing Committee Commitments to Accountability to Affected Populations:**
- **Leadership/governance: ensuring feedback and accountability mechanisms are integrated into country strategies, programme proposals, monitoring and evaluation, and are highlighted in reporting.**
- **Transparency: providing accessible and timely information to affected populations, and facilitating dialogue between organizations and affected populations over information provision.**
- **Feedback and complaints: actively seeking the views of affected people to improve policy and practice, establishing mechanism to deal with feedback and complaints and ensuring that appropriate procedures for handling them are in place.**
- **Participation: enabling affected people to play an active role in decision-making and ensuring that marginalized most-affected people are represented.**
- **Design, monitoring and evaluation: ensuring that the goals and objectives of programmes are designed, monitored and evaluated with the involvement of affected populations.**

# Quantifying gender equality as a way to bridge between different world views



## • Example survey question from this evaluation:

*Small Grants Programme (SGP) programs focus some resources and effort on gender issues and women's empowerment. Overall, do you believe this strengthens the ability to meet environmental objectives, or weakens the ability to meet environmental objectives?*

- 6: Completely strengthens
- 5: Mostly strengthens
- 4: Slightly strengthens
- 3: Slightly weakens
- 2: Mostly weakens
- 1: Completely weakens
- No opinion



## THE CHALLENGE

As a joint evaluation between the Global Environment Fund (GEF) and UNDP, the evidence and recommendations had to speak to a wide set of policy makers. Some of these policy makers see current gender equality and human rights commitments and accountability frameworks as having been framed by the social and economic development paradigm; and thus not fully applicable to the accountability of programmes grounded in environmental norms and standards.

## THE RESPONSE

Drawing on a mixed set of expertise from GEF and UNDP evaluation offices, the evaluation sought to navigate the question of gender equality by generating a substantial body of quantitative data that would be understood and acceptable to all evaluation constituents as the basis for discussions.

## HINTS & TIPS

Gender equality indicators were included in project performance review templates developed for the evaluation. These were collected across all of the countries involved in the small grants programme. Using the data from these templates the evaluation could analyse how gender is being addressed and supported in SGP-financed projects, and the link between gender and environmental outcomes.

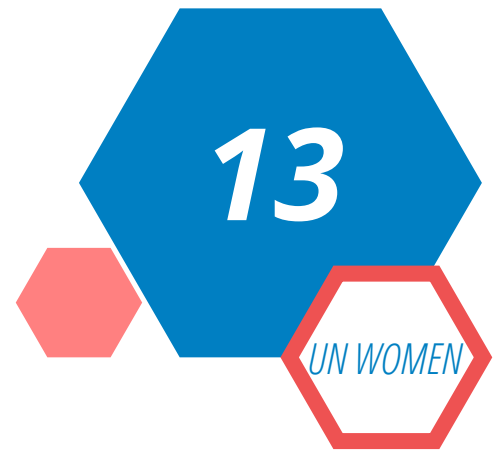
The evaluation revealed the need for further work to elaborate the intersectional linkages between gender equality, human rights and environmental sustainability norms and commitments. This could include guidance, for example, on how evaluations can analyse the relationship between more gender-responsive decision making in programmes and changes in consumption patterns that contribute to more sustainable environmental outcomes.



PROJECT EVALUATION  
 ACHIEVING E-QUALITY IN THE ICT SECTOR  
 00077705

UN WOMEN COUNTRY OFFICE FOR JORDAN

UN Women  
 Achieving E-Quality in the ICT Sector | 1



## Mixing bottom-up with top-down analysis

### THE CHALLENGE

UN Women wanted to assess whether the results of the programme on the ground (changes in the lives of young women) were relevant to the gender equality priorities of the country. This would help establish the scope for scaling impact.

### THE RESPONSE

Most Significant Stories of Change were collected by the evaluation team and used to reflect the voice of women impacted by the project. This was combined with analysis of how the project supported CEDAW implementation (there is analysis for specific CEDAW articles).

### HINTS & TIPS

It is good practice for evaluations to include a specific question (where relevant); 'What rights does the programme advance under CEDAW and other relevant international standards (such as the SDGs)?' Specific questions on what rights under national gender equality commitments are advanced are also important to include as they provide a clear basis for gender analysis within the evaluation.

## INDICATORS

There are four main types of indicators that can be used to quantify issues of gender equality:

**Gender disaggregated:** indicators that collect data about the effects of process of an intervention combined with a record of the gender characteristics of the respondent. For example, the recipients of loans disaggregated by sex, age, wealth, and geography.

**Gender specific:** indicators that collect data relevant only to a specific gender group. For example, access to menstrual sanitary products or the prevalence of safe circumcision.

**Gender distributive:** indicators that assess the balance between different gender groups. For example, the ratio of women elected representatives or the proportion of household spending controlled by women.

**Gender transformative:** indicators that assess gender equality norms, such as the underlying structures, cultural barriers and social patterns in relationships between women and men.

# Integrating gender equality in evaluation findings, conclusions and recommendations (UN-SWAP criteria 4)

Reports that exceeded:

- Gender analysis was reflected in the report findings
- Conclusions and/or recommendations addressed GEEW
- Gender-related lessons learnt were included

*UNEG Independent Review of UN-SWAP Evaluation Performance Indicator Reporting (2016)*



*Photo: WFP/Micah Albert*

***“The evaluation Findings, Conclusions and Recommendations reflect a gender analysis.”***

**MID TERM REVIEW OF THE  
UNITED NATIONS DEVELOPMENT  
ASSISTANCE FRAMEWORK (UNDAF)  
FOR KYRGYZ REPUBLIC  
2012-2017**

Prepared by:  
Mr. Tomislav Novovic  
Ms. Gulnara Ibraeva  
Mr. Rashid Gabdulhakov

September 2015



# Applying gender analysis across all findings, conclusions and recommendations (not just those linked to gender interventions)

## THE CHALLENGE

To ensure that gender equality and human rights is fully integrated across all criteria and pillars of an UNDAF evaluation, including pillars that did not include specific gender dimensions or indicators in the results framework.

## HINTS & TIPS

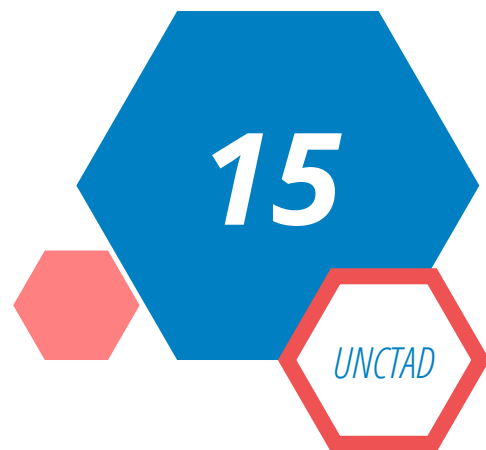
The evaluation also went beyond the requirements of UN-SWAP evaluation performance indicator by identifying lessons learnt, challenges and recommendations for conducting gender-responsive evaluations in the future.

## THE RESPONSE

The Mid-Term UNDAF Review for Kyrgyzstan reviewed indicators during the inception phase to assess effectiveness of UNDAF implementation, and proposed additional indicators including gender-responsive indicators where these were required.

As a result there is strong analysis of gender equality across all the findings and recommendations (even for UNDAF pillars not specific to gender equality). Overall, the evaluation demonstrates good practice in how it applied strong gender analysis throughout the report.

# Examining the institutional requirements needed to effectively support gender mainstreaming



## THE CHALLENGE

Examining the capabilities of Member States to advance gender mainstreaming in a technical area of macro-economic policy.

## THE RESPONSE

UNCTAD established the evaluation context with an overview of system-wide objectives on gender equality and the extent to which these informed intervention designs; this included analysis of how national gender equality indicators and contexts influenced the sampling of partner countries to be included in the intervention.

Use of participatory and utilization-focused approaches enabled analysis of how intervention outputs resulted in changes in the capacities and policies of Member States that support integration of gender equality in trade issues.

The evaluation combined this with analysis of the necessary institutional conditions to effectively support longer term efforts to integrate gender into trade policy.

### • *Example institutional mechanisms considered by this evaluation:*

- *Awareness of importance of gender mainstreaming*
- *Convergence and coherence of gender-related work*
- *Allocation of regular budget to gender mainstreaming*
- *Country-level presence and planning*
- *UN coordination and Delivering As One*
- *Gender auditing of capacity development*
- *Engagement and participation of stakeholders in planning*

## HINTS & TIPS

The evaluation considers institutional requirements (within UNCTAD) needed to effectively support Member States to implement gender mainstreaming. By ensuring stakeholder participation in the evaluation analysis, UNCTAD also used the evaluation process to support better understanding and awareness of gender mainstreaming among constituents.

UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT



External Evaluation of Development Account Project 1011Q-  
Enhancing Capacities of Developing Countries to Mainstream  
Gender in Trade Policy \*

Prepared by  
Dr. Anthony Beck

May 2015

\*This report was commissioned by UNCTAD. The opinions expressed in this report are those of the external evaluator and do not represent the views of the UNCTAD Secretariat or of the organizations or institutions with which the evaluator may be connected, or organizations or institutions that commissioned this evaluation. This evaluation report has been reproduced without formal editing by the UNCTAD Secretariat.

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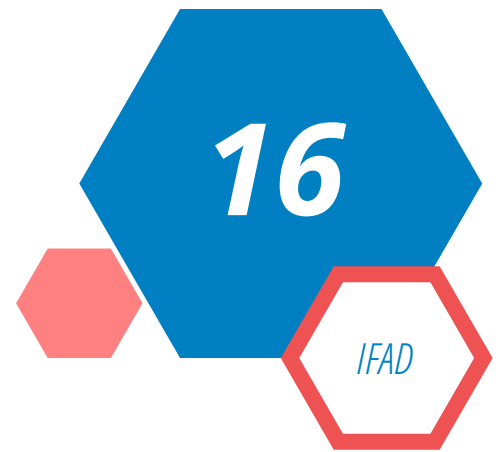
Photo: Marcel Crozet / ILO

*“Quadrennial Comprehensive Policy Review Resolution A/RES/67/2261 notes the development of the norms and standards for evaluation by the United Nations Evaluation Group as a professional network, and encourages the use of these norms and standards in the evaluation functions of United Nations funds, programmes and specialized agencies”*

# Integrating gender equality in evaluation systems



# Meta synthesis of gender equality in evaluations



## THE CHALLENGE

Whilst IFAD has fully integrated gender equality and human rights into its evaluation guidance, and evaluations are led by members of its independent evaluation office, it wanted to better understand what lessons were emerging from the overall portfolio of evaluations and to identify areas for organizational improvement.

## THE RESPONSE

IFAD conducted a meta synthesis of evaluations to identify evidence of what works for gender equality and women's empowerment in its interventions.

To enable generalization of findings and lessons, IFAD classified gender equality practices with evidence in 57 evaluation reports in four main areas. The analytical framework was based on commitments included in the Tenth Replenishment of IFAD's Resources (IFAD10) and set within the context of Agenda 2030.

The process of the meta synthesis revealed gaps in IFAD's evaluation practice in terms of capturing and analysing gender equality and human rights. The major lesson from this exercise was a need to enhance the examination of intersectionality (combinations of multiple social, economic and cultural identities) in evaluations. Whilst evaluations collected disaggregated data and analysed dichotomous groups (e.g. urban/rural, women/men, adolescents/adults), assessment of the various intersections of these classifications is not yet a common feature of evaluation practice.

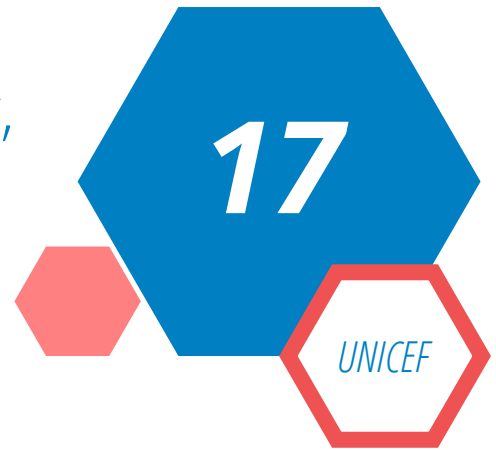
## HINTS & TIPS

Despite its use in policy, the synthesis found that there is not yet an agreed definition of 'transformative' within IFAD. For the purpose of the evaluation synthesis, therefore, transformative approaches were defined as those that aim to overcome the root causes of inequality and discrimination through promoting sustainable, inclusive and far-reaching social change. Transformative approaches challenge existing social norms and the distribution of power and resources.

The other benefit of doing such an exercise is that it can support overall organizational reporting on achievement of GEEW results and enhance approaches of the organization in meeting overall commitments identified in UN-SWAP and gender equality policy.



# Independent assessment of decentralised evaluation quality, including gender equality, human rights and equity



## THE CHALLENGE

UNICEF operates an extensively decentralized evaluation system, so UN-SWAP standards have to be implemented through a combination of capacity building and feedback rather than directly by the central evaluation office.

Since GEROS is an independent facility, it ensures that UN-SWAP criteria are assessed to a high standard. UNICEF is committed to ensuring a high level of credibility to the process rather than relying on self-rating, which may prove to bias towards the positive.

## THE RESPONSE

UNICEF has operated the Global Evaluation Report Oversight System (GEROS) to undertake independent evaluation quality assurance and provide evaluation managers with feedback since 2009. This has always included indicators on gender mainstreaming and human rights based approaches. Since 2016, the UN-SWAP performance indicator criteria have been fully integrated into the GEROS review format, giving feedback to evaluation managers.

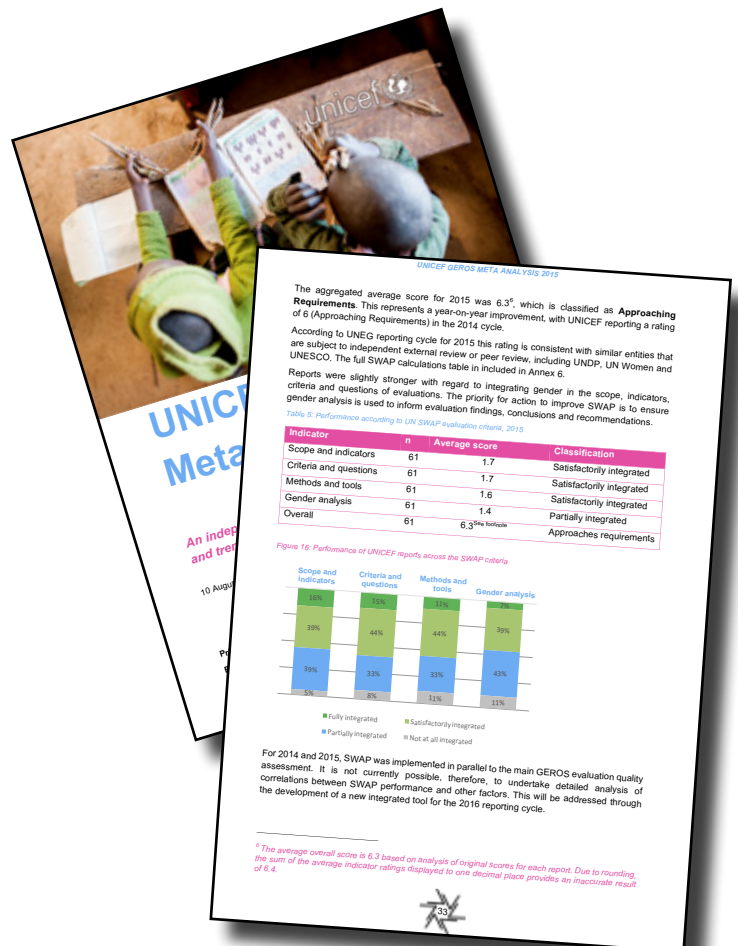
To support the achievement of the required standards, some regions operate independent evaluation help desks to give real-time feedback to evaluation processes, including on UN-SWAP standards.

## HINTS & TIPS

By integrating UN-SWAP criteria into the existing GEROS system, UNICEF has situated gender equality as central to the evaluation agenda.

The UN-SWAP rating for an evaluation report directly contributes to its overall GEROS rating – from unsatisfactory to highly satisfactory – which gets directly reported to senior management (through a dashboard) and the Executive Board (through the annual evaluation report).

GEROS (including UN-SWAP) assessments are also publicly accessible through the public interface of the UNICEF **Evaluation and Research Database**. GEROS is grounded on the principle of supporting continuous improvement: the comments that accompany UN-SWAP ratings are aimed at constructive improvements for future evaluations.



# How to “meet requirements” for UN-SWAP EPI: moving towards a checklist

- Refers to UNEG standards for integrating human rights and gender equality M I S S E S

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- States whether the object took account of gender
- States whether the M&E system collected disaggregated data
- Includes stakeholder analysis at institutional level
- Refers to participatory methods
- Includes a standalone paragraph or subsection discussing gender equality A P P R O A C H E S

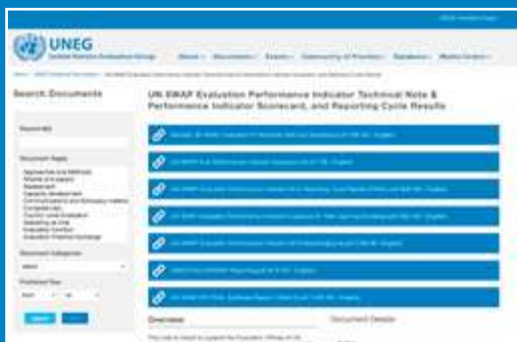
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- Includes at least one explicit question on gender equality
- Includes gender disaggregated indicators
- Includes gender-responsive stakeholder analysis, including human-rights roles (DB/RH)
- Includes consultation with rights holders
- Includes gender analysis in the background section and description of context
- Includes analysis of extent to which internationally and nationally agreed norms on gender equality are met by the intervention
- Includes discussion of gender equality throughout the findings (particularly on effectiveness)
- Has at least one conclusion and recommendation that explicitly addresses gender equality M E E T S

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- Includes gender questions and indicators under all criteria and intersectional analysis
- Disaggregates analysis of interview evidence based on gender
- Includes rights holders or their representatives in participatory analysis of the evaluation evidence
- Discusses the implications of different standpoints and power relations
- Uses theory and empirical evidence to discuss gender under all criteria
- Highlights gender dimensions under multiple conclusions
- Includes a recommendation on how to enhance gender responsiveness E X C E E D S

# Further resources



## **UNEG, Integrating Human Rights and Gender Equality in Evaluation**

<http://www.uneval.org/document/detail/1616>

## **UN-SWAP Evaluation Performance Indicator**

<http://www.uneval.org/document/detail/1452>

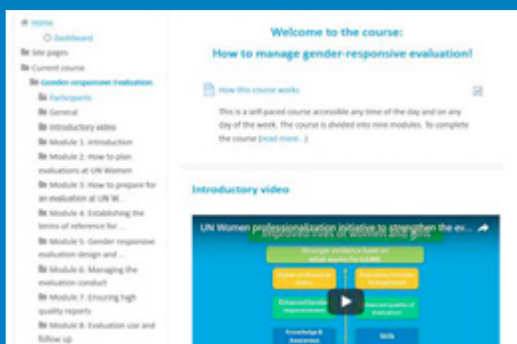


## **UNEG Norms and Standards**

<http://www.uneval.org/document/detail/1914>

## **UN Women Evaluation Handbook: How to manage gender-responsive evaluation**

<http://genderevaluation.unwomen.org/en/evaluation-handbook>



## **EvalPartners eLearning: Equity focused and gender-responsive evaluations**

<http://elearning.evalpartners.org/elearning/course-details/1>

## **UN Women eLearning course: How to manage gender-responsive evaluation**

<https://trainingcentre.unwomen.org/course/view.php?id=27>



## **Gender Evaluation Consultant Database**

<https://evalconsultants.unwomen.org/>

## **Gender & Evaluation community of practice**

<http://gendereval.ning.com/>

## **Gender Equality Evaluation Portal**

<http://genderevaluation.unwomen.org>



**UNEG**

United Nations Evaluation Group