



MANAGEMENT RESPONSE TO THE REPORT ON THE EVALUATION FUNCTION

2025

EXECUTIVE BOARD ANNUAL SESSION



A scene from the United Nations Fourth World Conference on Women in Beijing, China on 5 September 1995. Photo: UN Photo/Zheng Yan Hui



Photo | UN Women/Christopher Herwig

UN Women Overall Response

- **Management endorses the Independent Evaluation Services Report** on the evaluation function of UN Women 2024.
- UN Women is benefitting tremendously from the corporate and decentralized evaluations.
- **Investment in capacity building:** UNW trained over 570 personnel and provided focused coaching to M&E focal points to equip staff with not just practical tools for evaluation planning and implementation but a deeper understanding of gender-responsive evaluation methodologies.

Key performance indicators

- Overall UN Women KPIs for evaluations remain on an **upward trajectory**.
- **Evaluation coverage**
 - Slight decrease in 2024 to 96% from 98% in 2023.
 - No country office was found **non-compliant**.
- **Financial resources invested in evaluations**
 - Decrease to 1.6% from 2.3% recorded in 2023
 - In monetary terms; total spending on evaluation fell to US\$8.48 million in 2024 from US\$10.49 million in 2023
- **Evaluation implementation rate**
 - Slight increase in 2024 to 87% from 84% in 2023.
- **Quality of evaluations**
 - Quality of evaluations remained high at 100%.
- **Implementation of management responses**
 - KPI is down 6% in 2024 to 86% from 92% in 2023.
 - Out of the 51 UN-Women evaluations completed in 2023, management committed to 651 key actions.^[1] of which 58% were completed by January 2025.
 - This clearly shows management commitment to the use of evaluations through clear plans for implementation
- ^[1] This does not include 49 key actions marked as ‘no longer applicable’.



Use of evaluations to inform the UN Women Strategic Plan 2026-2029

Meta analysis of existing evidence and lessons learnt has been a fundamental building block for the development of the next Strategic Plan.

- 54 UN Women corporate, regional and country level evaluations, audits and reports,
- 17 evaluations and audits by UN Women's development partners (published between 2020 and 2023)
- complemented with analysis of responses to the narrative question on lessons learnt in UN Women's 2022 and 2023 annual reports.

Evaluation on Social Norms Change – Management Response

<p>Clarify organisation’s investment for strengthening a corporate approach to social norms, adopt strategy for strengthening institutional capacity.</p> <p>A new, evidence-based corporate framework on social norms has been developed;</p> <p>Identify resources to maintain dedicated capacity to lead and coordinate social norms change work.</p>	<p>Establish clear governance and accountability for work on social norms including its implementation from an intersectional perspective.</p> <p>An appropriate location for social norms portfolio within HQ will be identified to enable integrated approach</p> <p>Cross-thematic and cross-outcome governance will be established.</p>	<p>Social norms should be a central tenet for programming, prioritizing Global South knowledge</p> <p>New corporate approach is being integrated in the next global strategic plan</p> <p>Guidance materials, proofs of concept are being developed.</p> <p>Socializing across the organisation are on-going</p>	<p>Invest in meaningful collaboration and participatory approaches with women-led organizations and CSOs</p> <p>Strengthening women’s organisations is one of the 3 key pathways for change in the new approach</p> <p>UN Women will support inter-agency efforts to improved resourcing of women’s organisations</p>	<p>Position UN Women as a key player in UN coordination on social norms and in influencing dominant approaches to social norms change within the UN system and beyond.</p> <p>UN Women will share its evidence and framework across the UN using existing mechanisms at global, regional country levels and in joint-UN programmes (e.g. Spotlight, Transforming Care)</p>
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Formative Assessment of the UN-Women Gender Equality Accelerators



The GEAs clearly articulate strategic priorities for programming in UN-Women's thematic impact areas and promote more coherent programming through theories of action, but they are not sufficiently integrated into UN-Women's Strategic Plan 2022–2025.

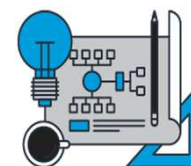
UN Women is revising and incorporating the GEAs into the next SP 2026-2029 as its core programming frameworks to enhance coherence and effectiveness in implementing the SP – this will include a set of key standardized measurements.



There has been limited socialization and limited coordination mechanisms to support implementation of the GEAs.

UN Women has developed internal resources and a web platform to make information and guidance on the GEAs more accessible.

Additionally, Communities of Practices are formed around the GEAs and bringing country/regional focal points and specialists together with GEA Leads.



The development of the Strategic Plan 2026–2029 presents an opportunity for UN-Women to address issues highlighted in the formative assessment (e.g. quality assurance, resource mobilization, etc.) by further clarifying GEA implementation approaches.

UN Women is seizing the opportunity of the new SP to fully integrate the GEAs as part of the SP and clarify expectations around their implementation, balancing standardization and flexibility.



Looking ahead



UN Women remains **fully committed to use evaluation findings for the development of its next Strategic Plan and to guide programming.**



UN Women remains **fully committed to further strengthen quality, coverage and use of both corporate and decentralized evaluations** in strong collaboration with the IEAS.



UN Women will continue to engage in inter-agency processes and **advocate for more UNSDCF evaluations.**



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**THANK
YOU!**