The reporting stage entails the review of the key product of the evaluation: the evaluation report. Gender-responsive evaluations focus on engagement, not just reporting, thus this chapter describes the fundamental step of engaging stakeholders in the review of the draft products to ensure that the report is factually correct and will be useful for stakeholders. This chapter also discusses UN Women quality assurance mechanisms to support the production of high-quality products.
A. ENSURING A HIGH QUALITY REPORT

Reporting throughout the evaluation process and at its conclusion (typically in the final report) is an important opportunity to ensure the evaluation fulfills its purpose and objectives. The evaluation manager and stakeholder (i.e., reference and management groups) comments must be considered in the final evaluation products (see B. Stakeholder involvement in reviewing the evaluation report). Although the evaluation report is the typical end product, gender-responsive evaluations may have multiple types of evaluation products, such as a participatory video, which will be discussed in more detail in Chapter 7. While this chapter focuses on the evaluation report, quality controls should be applied to all evaluation products.

UNEG Standards for Evaluation in the UN System instruct that “the final evaluation report should be logically structured, containing evidence-based findings, conclusions, lessons and recommendations, and should be free of information that is not relevant for overall analysis. A reader of an evaluation report must be able to understand: the purpose of the evaluation; exactly what was evaluated; how the evaluation was designed and conducted; what evidence was found; what conclusions were drawn; what recommendations were made; what lessons were distilled.” The evaluation report should also explain the context in which the intervention and the evaluation took place.

UN Women IEO has developed the GERAAS, which has adapted UNEG Standards for Evaluation in the UN System to guide evaluation managers and evaluators on what constitutes a ‘good quality’ report at UN Women (Tool 14. GERAAS evaluation report quality assessment checklist). An evaluation report is assessed as ‘good quality’ when it addresses the evaluation purpose and objectives by providing a clear and complete assessment of the object of the evaluation based on evidence, such that its conclusions and recommendations clearly follow the findings and can be deemed to be credible and are thus a sound basis for decision-making. A gender-responsive evaluation report will also:

- Indicate how the methodology incorporated gender equality and human rights perspectives and approaches
- Include a discussion on the extent to which the evaluation design included ethical safeguards (the protection of the confidentiality, dignity, rights and welfare of human subjects, including children, and respect for the values of the beneficiary communities)
- Explain how the evaluation process may have helped empower stakeholders or prevented further discrimination and/or exacerbation of existing uneven power relations
• Reflect gender equality and human rights principles and analysis throughout the report
• Provide recommendations on how to improve gender equality and human rights performance
• Highlight lessons learned regarding gender equality and human rights mainstreaming that go beyond the specific project or programme
• Avoid technical jargon and other language that could marginalize stakeholders

It is important that the evaluation manager pay special attention to the recommendations of the report because they are critical to UN Women follow-up. The recommendations should have direct linkage to the findings and conclusions of the report and be actionable. Often, the evaluator(s) will reference the finding(s) that the recommendation relates to. The number of recommendations should be feasible for the office, prioritized, appropriately incorporate gender equality and human rights considerations, and be addressed to specific stakeholders.

The final evaluation report should be organized according to Box 18. The table of contents is intended to serve as guidance for preparing meaningful, useful and credible evaluation reports. However, the evaluator(s) is free to add sections as relevant given the context of the evaluation. Regardless of the choices made by the evaluation team in terms of structure, what is most important is that the report is in line with the GERAAS criterion on structure and clarity of reporting. The UN Women branding guidelines for formatting an evaluation report (technical publication) should also be followed.

B. STAKEHOLDER INVOLVEMENT IN REVIEWING THE EVALUATION REPORT

As discussed in previous chapters, the involvement of stakeholders is a key principle of gender-responsive evaluation. It can foster empowerment and a broad sense of ownership contributing to a more credible and useful report, which can also facilitate implementation of recommendations. Stakeholders, typically through the reference group, should be given the opportunity to comment on the draft report (Tool 7. Evaluation product comment template). The final evaluation report should reflect the evaluator’s consideration of the comments and acknowledge any substantive disagreements.
Stakeholders should review the report to:
- Identify factual errors, omission and misinterpretation of information
- Review the recommendations to ensure that they are feasible

The evaluation report should indicate the stakeholders consulted, the criteria for their selection and the level of stakeholder participation. Divergent views from different stakeholders must be reflected in the report to ensure transparency of the evaluation process.

Maintaining impartiality and addressing wrongdoing

The evaluation’s value added is its impartial and systematic assessment of the programme or intervention. As with the other stages of the evaluation, involvement of stakeholders should not interfere with the impartiality of the evaluation. The evaluator(s) have the final judgment on the findings, conclusions and recommendations of the evaluation report, and the evaluator(s) must be protected from pressures to change information in the report. Additionally, it
is possible that the evaluator(s) identify issues of wrongdoing, fraud or other unethical conduct. In this case, it is very important that UN Women procedures be followed and that confidentiality be maintained (see Box 19).

### Box 19. Addressing wrongdoing, fraud, retaliation or harassment

The UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct, and accompanying policies protecting against retaliation and prohibiting harassment and abuse of authority, provide a cohesive framework aimed at creating and maintaining a harmonious working environment, ensuring that staff members do not engage in any wrongdoing and that all allegations of wrongdoing are reported promptly, investigated and appropriate action taken to achieve accountability.

- The **UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct** defines misconduct and the mechanisms within UN Women for reporting and investigating it.
- More information can be found on the **UN Women Intranet**.
C. QUALITY ASSURANCE OF THE EVALUATION REPORT

High-quality evaluations are critical for RBM, knowledge generation and accountability to stakeholders and beneficiaries. The evaluation manager is responsible for ensuring a quality report that meets the UN Women GERAAS report quality standards and which the programme and its stakeholders can use. In order to support UN Women offices in producing high quality evaluation reports, the IEO has instituted the following processes for quality assurance of evaluation reports.

Global evaluation report assessment and analysis system (GERAAS) report quality standards

UN Women GERAAS report quality standards, which are adapted UNEG report standards and integrate the United Nations System-wide Action Plan Evaluation Performance Indicator (UN-SWAP EPI), are used to assess the quality of evaluation reports produced by all UN Women offices, including the IEO. UN Women evaluation managers should use the standards (see Tool 14. GERAAS evaluation report quality assessment checklist) to assess the quality of evaluation reports. The evaluation team should have the standards in mind while writing the report and can use the checklist before delivering the draft and final reports.

The checklist can be used by the evaluation manager and commissioning unit in assessing compliance before accepting the report as final. The quality criteria assess the report structure and eight parameters:

1) Object and context of evaluation
2) Evaluation purpose
3) Objectives and scope
4) Evaluation methodology
5) Findings
6) Conclusions and lessons learned
7) Recommendations
8) Gender and human rights considerations
Quality assurance process for decentralized evaluations

Figure 9 explains the UN Women process for reviewing the draft report. First, the evaluation manager and regional evaluation specialist should check the evaluation report for quality. If it does not meet the UN Women evaluation report requirements as outlined in the Tool 14. GERAAS evaluation report quality assessment checklist, it should be sent back to the consultant for improvement. Once the report is of satisfactory quality to be shared with stakeholders, they need to be given enough time to review and provide feedback—typically one to two weeks.

Once the evaluation management group has approved the final report, the respective representative or director has the final approval, and the report and management response must be approved in the GATE website within six weeks of finalization (this will be discussed in more detail in Chapter 7).

Figure 9. UN Women evaluation process: draft evaluation report
External assessment of evaluation reports

An annual review of the quality of UN Women evaluation reports is undertaken by an external reviewer using the GERAAS evaluation quality assessment matrix and the results are published in the meta-evaluation submitted to the Executive Board and aggregate performance on the United Nations System-wide Action Plan Evaluation Performance Indicator (UN-SWAP EPI) is included in the report to the United Nations Economic and Social Council on mainstreaming a gender perspective into all policies and programmes of the United Nations system. The overall rating and the assessment of the strengths and weaknesses of the evaluation report indicates the credibility of the results and determines the extent to which the report can be used for future programming and other purposes. Accordingly, the reviewer provides an overall rating for the report making use of a four-point rating system: very good, good, satisfactory and unsatisfactory. Visit the GATE website page dedicated to sharing examples of UN Women reports that received a ‘very good’ rating.

In addition to sharing the GERAAS meta-evaluation with the concerned offices to support improved quality and utility of evaluations, UN Women IEO presents it at the Annual Session of the UN Women Executive Board and to the senior managers and the Global Evaluation Advisory Committee. The report is also posted on the GATE website, which allows access to the general public and contributes to the transparency and credibility of UN Women. Finally, the results are reported as part of the KPIs (KPI 6: quality of evaluation reports) of the GEOS.

**REPORTING STAGE**

<table>
<thead>
<tr>
<th>DRAFT AND FINAL EVALUATION REPORTS:</th>
<th>Yes</th>
<th>No</th>
</tr>
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<tbody>
<tr>
<td>Was the draft evaluation report shared with the regional evaluation specialist for quality review?</td>
<td>Yes</td>
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</tr>
<tr>
<td>Was the draft evaluation report shared with the evaluation reference and management groups for quality review?</td>
<td>Yes</td>
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</tr>
<tr>
<td>Was the final report approved by the country representative or deputy representative?</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Did the M&amp;E officer or focal point upload the final evaluation report within six weeks of finalization to the GATE website?</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>
• UN Women GATE: http://gate.unwomen.org

• Tool 7. Evaluation product comment template
  • Tool 14. GERAAS evaluation report quality assessment checklist

• UNEG: http://unevaluation.org/
  • Standards for Evaluation in the UN System

• UN Women: http://www.unwomen.org/en/digital-library
  • GERAAS methodology matrix

• United Nations System-wide Action Plan Evaluation Performance Indicator

• UN Women intranet: https://unwomen.sharepoint.com/
  • Branding Guidelines
  • POM, Chapter 5 Evaluation
  • UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct