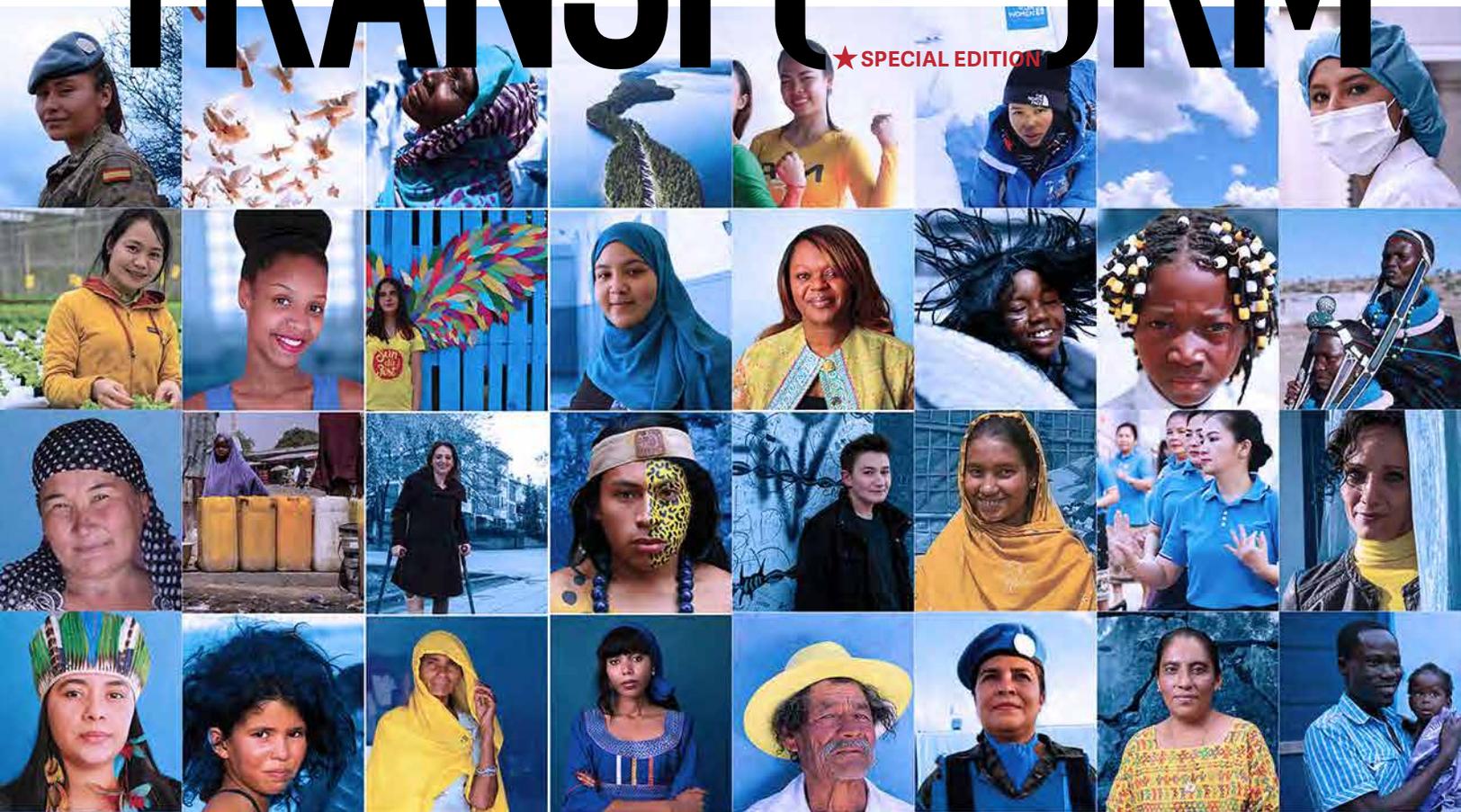


TRANSFORM



Working Together to Empower Voices

UN WOMEN

Minimizing marginalization in evaluations

UNODC

Better responses to trafficking in persons and smuggling of migrants

UNICEF

Evaluating water, sanitation, and hygiene

UNFPA

Gender responsiveness, human rights, and inclusion in evaluations

SPOTLIGHT ON FINLAND

Improving development and cooperation policy





Dear Readers,

It is with great pleasure that we welcome Lisa Sutton, Director of the Independent Evaluation and Audit Services (IEAS). IEAS was created in 2018 to perform internal oversight through the Independent Evaluation Service (IES) and Internal Audit Service (IAS). Under Lisa's leadership, this co-location of IES and IAS will help ensure UN Women delivers on its integrated mandate to achieve gender equality and women's and girls' empowerment.

We are pleased to present this special edition of *Transform: Working Together to Empower Voices* as a forum to increase and share knowledge about the inter-related themes of gender, evaluation, transformative change, marginalized voices, and leaving no one behind in pursuit of Sustainable Development Goal 5.

By exchanging knowledge and practice among UN agencies and national partners, this tripartite issue supports our priority strategic areas of promoting UN system coordination on gender equality and strengthening national gender-responsive evaluation capacity.

Part I presents a new systemic approach to gender-responsive evaluation from UN Women. Part II shows gender-responsive evaluations in action at the United Nations Children's Fund (UNICEF), United Nations Office on Drugs and Crime (UNODC), and United Nations Population Fund (UNFPA). Part III shines a spotlight on Finland by showcasing a gender-responsive evaluation of our partner, the Ministry for Foreign Affairs of Finland, to improve women's and girls' rights in Finland's national development and cooperation policy.

We hope that you find this special edition of *Transform* engaging and useful as it shares innovative practices that bring marginalized voices to the fore to advance the status of women and girls.

Inga Sniukaite

Chief, Independent Evaluation Service
Email: inga.sniukaite@unwomen.org
[@IngaSniukaite](https://twitter.com/IngaSniukaite)

Think Beyond. Stay Ahead.

EDITORS

Inga Sniukaite Ph.D.
Kelli Henry Ph.D.

MANAGING EDITOR

Kelli Henry, Ph.D.

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COPY EDITOR

David Marion

ART DIRECTION & DESIGN

Yamrote Alemu Haileselassie

UN WOMEN

Independent Evaluation and Audit Services
220 East 42nd Street
New York, New York 10017
ies@unwomen.org
www.unwomen.org/en/about-us/evaluation
Twitter: @unwomenEval

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**A special thanks to the Ministry for
Foreign Affairs of Finland**

Working Together to Empower Voices



Inclusive Systemic Evaluation Approach

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Minimizing marginalization in evaluations
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UNODC

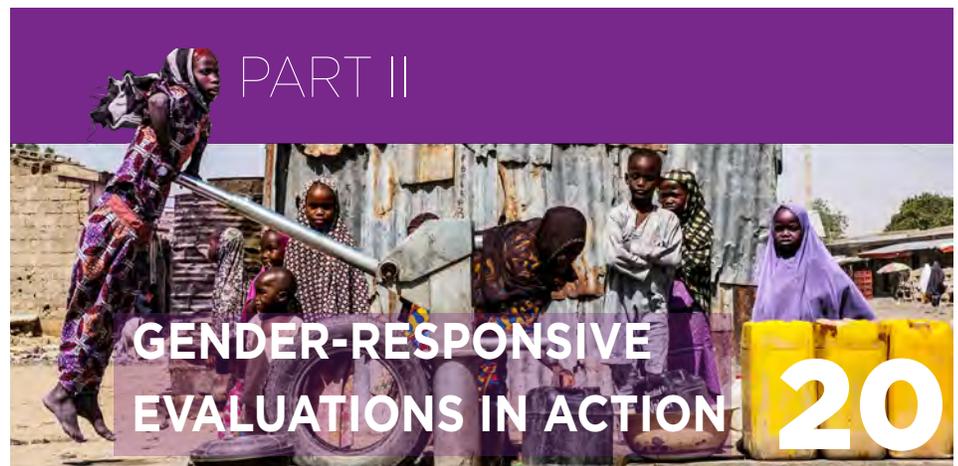
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Improving Development & Cooperation Policy

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Advancing towards SDGs with GRE and professional evaluation associations
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Q&A WITH LISA SUTTON

UN Women welcomed Lisa Sutton as the Director of the Independent Evaluation and Audit Service (IEAS) on 2 November 2018. The IEAS was created at the behest of the UN Women Executive Board and brought in-house the internal audit function and its co-location with the independent evaluation function. The IEAS fulfils its internal oversight role through the Independent Evaluation Service (IES) and Internal Audit Service (IAS), both of which Lisa oversees.

Q1: Tell us a bit about yourself, where you are from, and where you have worked previously.

I am Canadian but have lived in New York previously, as well as most recently in Vienna. I loved living and working in Vienna, but I am very happy to be back in New York. Workwise, I have been delivering oversight services in the public and private sector for over 20 years. Most recently I was at the Organization for Security and Co-op-

eration in Europe (OSCE) where I was Director of Internal Oversight, providing internal audit, independent evaluation, and investigation services. I also previously worked with UNICEF in the Office of Internal Audit and Investigations and in the Change Management Office, so this is really a return to the UN for me.

Q2: What made you decide you wanted to apply to be the director of the newly created IEAS?

I had been in Vienna for five years, and my term limit there was coming to an end. I was inspired by UN Women's integrated mandate of using normative, coordination, and operational means to support efforts to

achieve gender equality and empower all women and girls. I am passionate about evaluation and internal audit and was excited by the challenge of getting a new office off the ground.



Q3: What is your vision for IEAS in general, and IES in particular?

I want IEAS to deliver evaluation and internal audit services that help ensure and demonstrate the impact and cost-effectiveness of UN Women's work across its integrated tripartite mandate. When my term here eventually comes to an end, I want to look back and know that women and girls around the world are better able to exercise their rights because of UN Women's work. Essentially, I enjoy making things work better and run more smoothly. My vision for the office is to ensure that independent evaluation and internal audit services complement one another and leverage the strengths of each other seamlessly. I also believe strongly in the role of evaluation and audit in accountability. IEAS is in a unique position to provide assurance and confidence to both UN Women and our Exec-

utive Board, as well as to advise on UN Women's internal governance, programmes, internal controls, and business systems to identify best practices and provide recommendations for improvement.

My vision for IES is to support its work in generating evidence through rigorous corporate and decentralized evaluations. I also want to amplify its work by sharing the knowledge it creates by streamlining its integration into UN Women's knowledge management system. Evaluation findings provide invaluable information for learning and accountability. In this way, we can help management prioritize the organization's resources to those areas where they can have the most impact. I want to help IEAS demonstrate its value proposition.

Q4: What would you like your colleagues here at UN Women to know about you?

I am really excited about being part of UN Women and about the work ahead. I am a consultative and approachable person, and I want all UN Women colleagues to know they can always talk to me about any ideas or concerns they might

have. I also want to do what I can to make the office exciting and motivating and to make it a healthy and pleasant place to work. We have an important mandate, and having a happy office environment will help us to achieve it.

PART I

A NEW SYSTEMIC APPROACH TO GENDER-RESPONSIVE EVALUATION

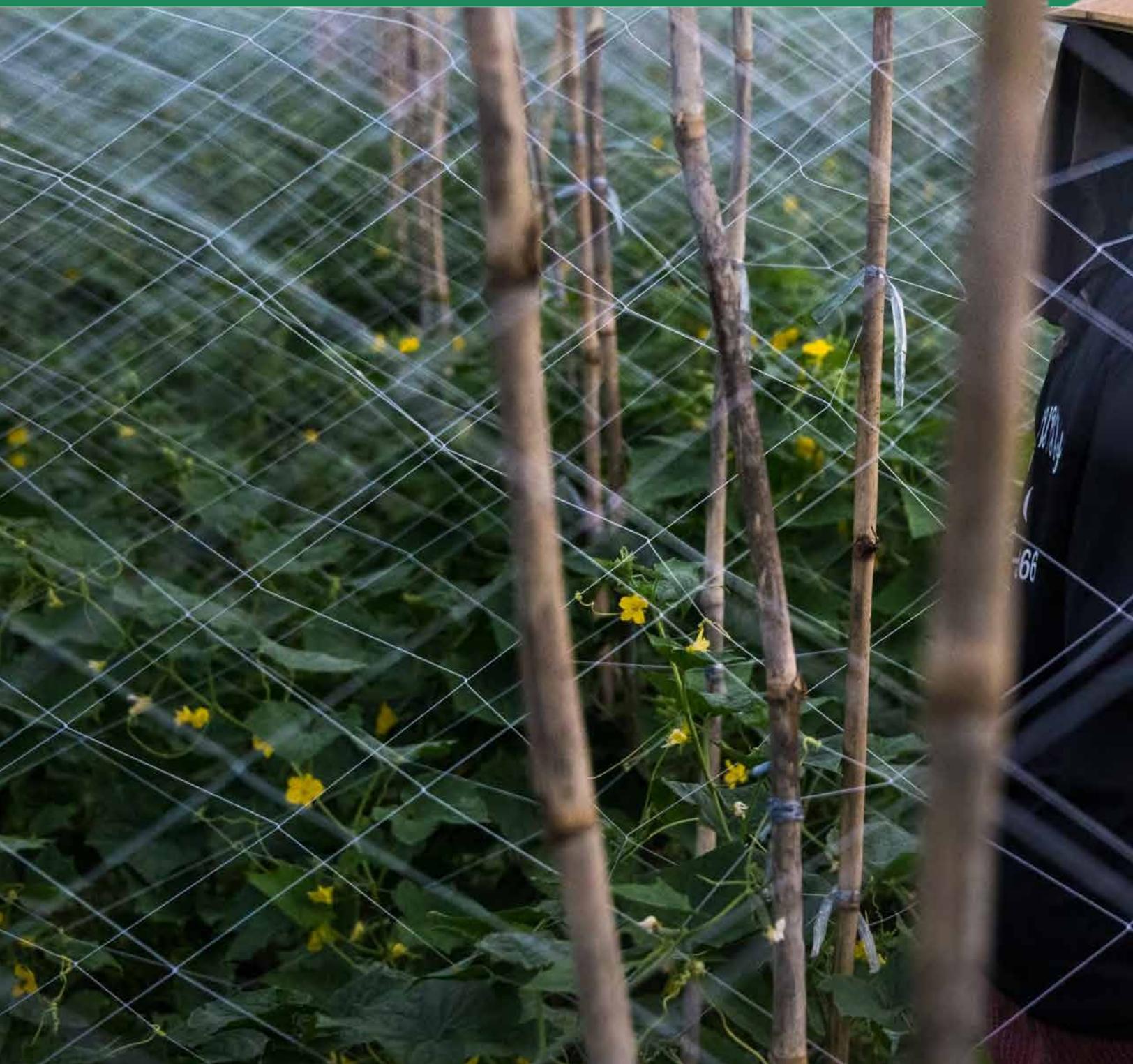


PHOTO: UN WOMEN/Piyavit Thongsa-Ard

A Burmese migrant works on a cucumber plantation in Mae Sot, Tak province.



“

*A systems approach
begins when first you
see the world through
the eyes of another.*

—C. West Churchman, 1968

MINIMIZING MARGINALIZATION IN EVALUATIONS



预览已结束，完整报告链接和二维码如下：

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