EASTERN & SOUTHERN AFRICA

EVALUATION KNOWLEDGE MANAGEMENT

UN WOMEN
United Nations Entity for Gender Equality and the Empowerment of Women

The lessons in this leaflet have been extracted from the following evaluations:

- **Sudan (2014):** Consolidating efforts that contribute to Gender Equality & Women's Empowerment in Sudan

- **Ethiopia (2014)** Ending Violence Against Women - Joint UN Women/UNFPA Programme (2010-2013)

- **Kenya (2014)** Government of Kenya (GoK)/UN Joint Programme on Gender Equality and Women's Empowerment (JP GEWE)

- **Rwanda (2013)** Final Evaluation of Rwandan Government and ONE UN ISANGE One Stop Centre

- **Zimbabwe (2013):** Final Evaluation of The Gender Support Programme (GSP)

- **Uganda (2013):** Mid-Term Evaluation of the JP on Gender Equality (UNJPGE)

- **DRC, Rwanda, Burundi (2013):** Evaluation of UN Women Partnership with International Conference on the Great Lakes Region (ICGLR).

- **Regional/Thematic (2012):** Thematic Evaluation of UN Women action to end violence against women in the East & Horn of Africa sub-region

- Kenya (2012)): final Evaluation of Gender, Human Rights & governance Prgoramme 2007-2011

- **Sudan (2011)** Final Evaluation: Defending and securing the human rights of women and girls in the humanitarian crisis, South Darfur, Sudan, July 2008 - July 2010

- **South Africa (2011)** Evaluation of UN Women Capacity Development Activities in Southern Africa (2009-2010)
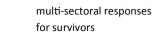
All UN Women evaluations are available on GATE (www.gate.unwomen.org) & the Gender Equality Evaluation Portal (http://genderevaluation.unwomen.org/en)

UN Women Eastern & Southern Africa
Regional Office, Evaluation Unit
UN Complex, Gigiri, Block M
P.O. Box 30218-00100
Nairobi, Kenya

ESA Evaluation Knowledge Product
Issue 03

UN WOMEN
INDEPENDENT EVALUATION OFFICE

Eastern & Southern Africa Region

UN WOMEN

Issue: Culture of Results in EVAW Programmes

Lessons Learned from Evaluations: Results-based Management & the Culture of Results in EVAW Programmes

UN Women: Ending Violence Against Women

UN Women partners with Governments, UN agencies, civil society organizations to:

⇒ advocate for gender equality, women's rights and ending violence

⇒ increase awareness of the causes and consequences of violence

⇒ build capacity of partners to prevent and respond to violence

⇒ promote the need for changing norms and behavior of men and boys

⇒ expand access to quality multi-sectoral responses for survivors

⇒ Develop policy guidance & national action plans

1. WHY is the 'Culture of Results' important?

2. WHAT are the main challenges UN Women is facing?

3. HOW do we improve our Results -based Management approach?

WHY is the 'Culture of Results' important?

1 ◆ **Good programme planning** is difficult but essential. To achieve this, clear, understandable & realistic programme results need to be defined and linked with comprehensive monitoring & reporting activities. This will contribute to increasing the efficiency & effectiveness of the programme overall.

◆ **For evidence-based programming & decision-making**: M&E plays a central role in contributing to the evidence based database of best practices and lessons learned that can be drawn on during the programme planning & design phase, as well as for making adjustment of programme strategies; it is a good practice that should be fostered.

◆ With UN Women's increasing focus on **Joint Programmes,** evaluations note that significantly greater effort should be made by the One UN agencies to play a more robust monitoring role in the future on programme and projects that are being funded. This monitoring & technical capacity building role should be done with a view to identify gaps in the programme in the early stages and addressing them immediately.

◆ **Complexity of EVAW Programmes**: E-VAW programmes tend to be comprehensive and multi-faceted responses programmes—therefore the establishment & use of systematic M&E systems & processes is even more imperative.

WHAT do we know?

Lessons on 'Culture of Results' from UN Women programmes across the region

VIOLENCE AGAINST WOMEN

In 1993, the UN General Assembly **Declaration on the Elimination of Violence against Women** provided a framework for action on the pandemic.

But more than 20 years later, **1 in 3 women still experience physical or sexual violence,** mostly by an intimate partner.

HOW can we improve our approach to Results-based management?

Example: Baseline data & successful programme monitoring, **South Darfur, Sudan**

The Final Evaluation of the UN Women programme 'Defending & Securing the human rights of women and girls in the humanitarian crisis' in South Darfur, Sudan from 2008 –2010 highlighted well both the importance and the complexities of comprehensive & successful approaches to monitoring, particularly on programmes related to E-VAW.

Within this programme, key lessons were learned on the appropriateness and effectiveness of baseline data. Collecting baseline data is essential for measuring change over time since programmes are unable to measure change if they have no point of comparison. In spite of undertaking a baseline needs assessment, the logical framework did not define the baseline linked to the output indicators, making it difficult assess change in progress over time. It also shows that the baseline assessment was useful in identifying entry point for the programme but was not subsequently used for construction and tracking of indicators.

"DATA ON THEIR OWN WILL NOT CHANGE LIVES, BUT WE WILL NOT CHANGE LIVES WITHOUT THEM. WITH THE RIGHT METRICS AND ILLUMINATING INFORMATION, WE CAN INFORM POLICIES, CHECK ON PROGRESS AND HOLD LEADERS ACCOUNTABLE IF THEY FALL BEHIND ON THEIR COMMITMENTS. WE NEED 2030 TO BE THE POINT WHEN THE LIVES OF GIRLS AND WOMEN HAVE BEEN CHANGED IRREVERSIBLY, SUSTAINABLY AND SUBSTANTIVELY FOR THE BETTER."

— Dr. Phumzile Mlambo-Ngcuka, Under-Secretary-General and Executive Director, UN Women

2 WHAT are the main challenges UN Women is facing?

♦ **Failure to plan on M&E** from the outset of programme planning means that later activities in these areas will be cumbersome. A comprehensive M&E framework needs to be an integral component of the programme design & implementation process.

♦ **Lack of resources**: across UN Women programmes & offices it has been identified that many do not adequately dedicate financial & human resources to this area of work. Few offices have full-time dedicated M&E staff, rendering the overall process of M&E challenging.

♦ **Institutional culture:** the culture of systematic and comprehensive data collection is not institutionalized in UN Women. For example, often baseline data is not collected—without this point of comparison it is not possible to measure change over time.

♦ **Logical framework design**: Log frames are essential for tracking change. However, if they are poorly designed, for example with no baseline data or measurable indicators, it can fail to serve the purpose of tracking results. Frameworks need to be designed to be SMART (specific, measurable, achievable, realistic, time-bound) to ensure they are monitoring the relevant information needed in order to have a clear evidence-based programme and to learn how to improve services on a continuous basis. However, this often fails to be done.

3 HOW do we improve our Results-based Management approach?

♦ **Programme Design:** due provisions should be made in the program design to devise monitoring & evaluation frameworks and to collect and process required data. UNW programmes must use baseline data (that is then included in programme log frames) to identify entry points for their work.

There is a strong, identified, need to formulate more specific and measurable program objectives & outcomes across UNW work. These need to be specific, realistic, logical and measurable in terms of achievability and should be agreed by all stakeholders to foster ownership. Intervention logic needs to be adhered to in the program design. Specific indicators, baseline, targets shall be established and data gathering and analysis mechanisms need to be duly accommodated at the time of program design.

♦ **M&E and Data Management Systems:** comprehensive systems, with adequate and dedicated resources and expertise, should be developed at the outset of programmes to strengthen all stakeholders' efforts to collect feedback on the longer term results of their activities.. M&E databases are vital for the tracking of indicators and beneficiaries, and to provide a quick access dashboard to monitor programme implementation.

Crucially, M&E systems and mechanisms will need to be strengthened at every level; emphasis on M&E should be increased at the implementation level, and M&E capacities and mechanisms considerably reinforced at both the programme & project level.

♦ **Logical frameworks:** are the basis of programming and the tracking of programmes and their indicators, therefore they must be clearly articulated & comprehensive. Log frames need to define the baseline data and link it clearly to output indicators, so that change in progress over time can be assessed.

♦ UN Women, in their programmes, should look to make programme logic more explicit to ensure that agreed upon programme outputs & outcomes are realistic & achievable, and that they clearly indicate how programme achievements will contribute to making positive changes in women's lives.

♦ **Data:** Baseline data needs to be established and specific and realistic **targets** outlined to measure the performance of indicators.

TOP TIP: INVEST IN CAPACITY DEVELOPMENT ON M&E TO BENEFIT ALL STAKEHOLDERS

Strategically identify caps in capacity & expertise, both amongst implementing partners and UN output lead agencies, and invest in addressing these.

Investing in capacity building on Results Based Management, proposal writing and narrative progress reports for the IPs is beneficial to all stakeholders – programme managers (UNW) receive reports that are helpful to effective tracking of program implementation & IPs gain an understanding of the strategic role of information. Provide training on RBM to improve results-based reporting & move away from activity based reporting.

Within UNW, offices are recommended to invest in capacity development of staff on M&E, and dedicate resources to ensuring there are full-time M&E staff, so as to render the implementation of the necessary systems & processes less problematic.

The means for regularly collecting data for monitoring purposes needs to be carefully considered. UNW offices need to determine which data is already in existence and available, thereafter what is in their scope to collect. In fragile environments, consider the means for gathering this information & what methodologies may be utilized, such as third party monitoring mechanisms.

♦ **Indicators** need to be identified keeping in view the SMART (Specific, Measurable, Accurate, Realistic and Time bound) criteria.

♦ **Targets** should be realistic and outlined to measure the performance of indicators.

♦ **Reporting** arrangements should be streamlined and approaches, strategies, tools & methodologies clarified. Improved reporting practices helps to minimize programming roadblocks & delays in disbursement of funds.

♦ **Resources:** Required capacities regarding results based program management and evaluation need to be strengthened to formulate and measure programmatic objectives and outcomes. Dedicated human & financial resources are necessary for this.

♦ **Expertise & Capacities:** gaps in capacity and expertise among IPs are the main causes for delay in implementation of activities & inadequate quality of monitoring, coordination & reporting. As such, capacity development on M&E should be integrated into broader programme strategies.

NO
violence
AGAINSTWOMEN