

# What can we learn from UN Women evaluations?

A META-SYNTHESIS OF EVALUATIONS MANAGED BY UN WOMEN IN 2018

2019

# 2019 META-SYNTHESIS

## SCOPE



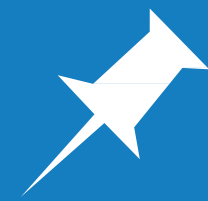
**39 evaluations**



**Programmes implemented in 2014-2018**



**80 countries - all regions represented**



## PURPOSE

- **Evidence-based insights** through aggregation and synthesis of evaluation findings
- Contribute to knowledge generation and **organizational learning**
- Inform the **mid-term review of the Strategic Plan**, and other corporate and country level strategies and processes

## METHODOLOGY

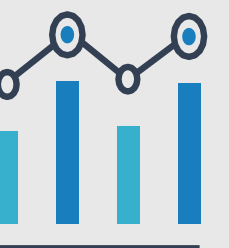
**Qualitative and quantitative analysis**



**Enablers and drivers of performance**



**5 selected criteria:**  
*relevance, effectiveness, efficiency, results culture & sustainability*



# RESULTS OF THE META-SYNTHESIS

## Overarching Conclusion

### INSIGHT

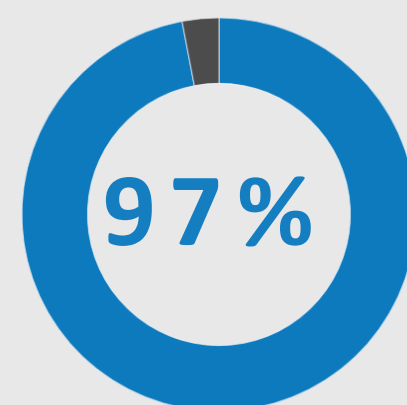
UN Women has **achieved and sustained its strategic positioning** across its integrated mandate. However, it is critical for UN Women's to **protect and sustain policy gains**, and establish clear and robust policy and practice linkages.

### OPPORTUNITY

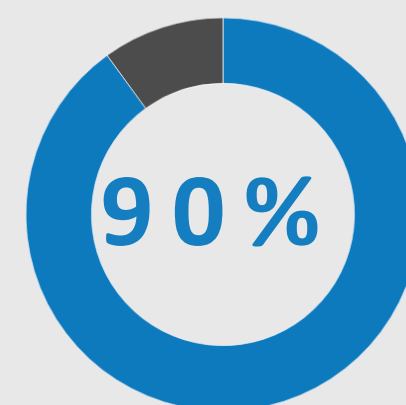
**Strengthen the strategic positioning** of UN-Women and its participation in broader system-wide initiatives and **deepen the focus on social norm change** more coherently.



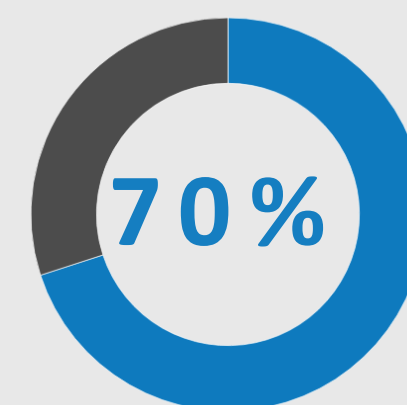
### PERFORMANCE OF DEVELOPMENT EFFECTIVENESS CRITERIA



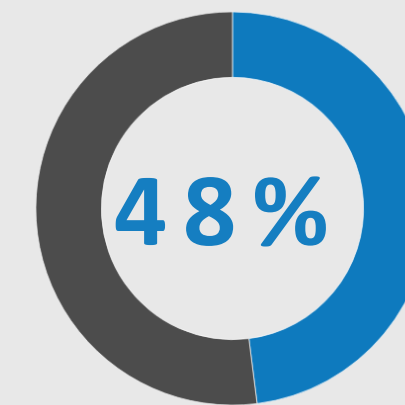
Relevance



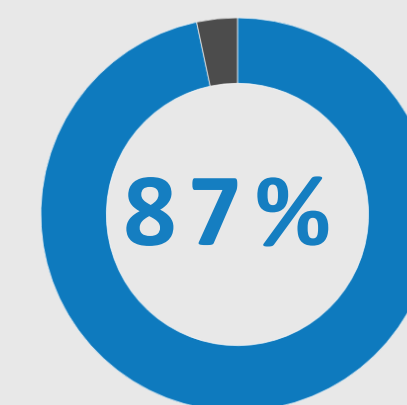
Effectiveness



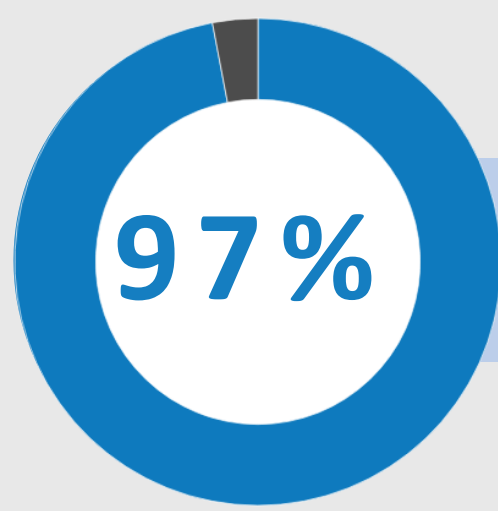
Efficiency



Results' culture



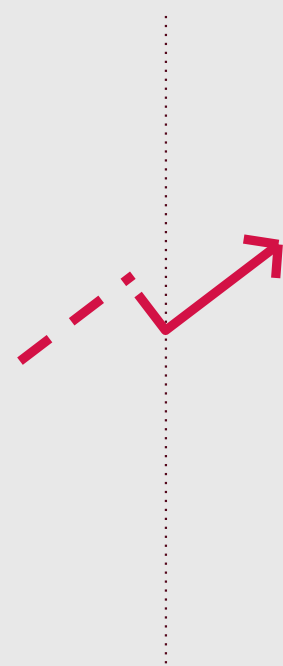
Sustainability



## RELEVANCE

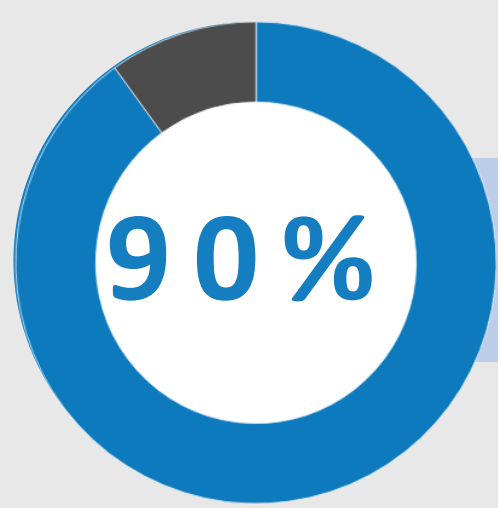
### INSIGHT

UN Women supported interventions are **suited to the needs of target groups** and are aligned with national priorities. **Effective partnerships** led to strategically positioning gender issues in national agenda.



### OPPORTUNITY

There is scope for a **more systematic needs assessment, mapping and gender analysis** for better-targeted assistance to fulfilling the commitment to the *“leave no one behind”* principle.



## EFFECTIVENESS

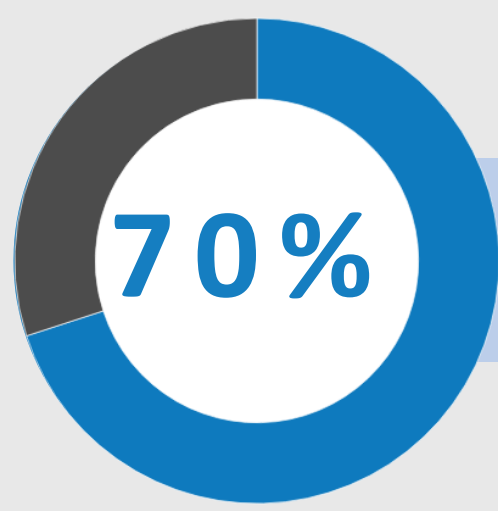
### INSIGHT

UN Women interventions have been **effective in achieving most of their objectives**. Small-scale interventions, limited human and financial resources, weak partner capacity and monitoring systems have **at times affected performance**.



### OPPORTUNITY

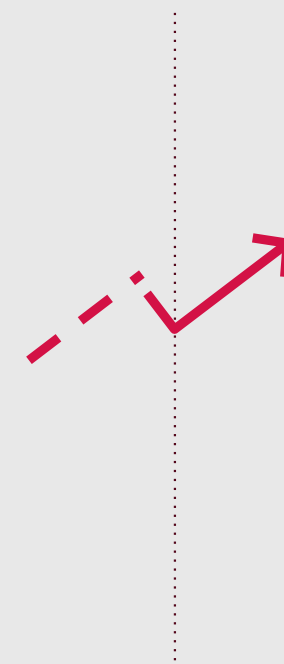
Boost the achievement of results through **multi-pronged advocacy, capacity building** and strategic and diverse **partnerships**, including through the United Nations Sustainable Development Cooperation Framework (UNSDCF)



## EFFICIENCY

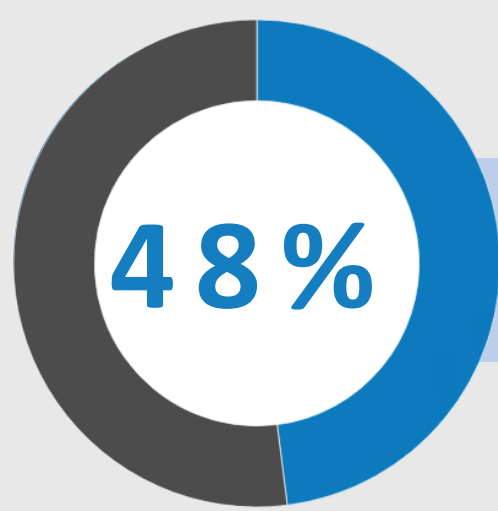
### INSIGHT

UN Women has reportedly improved its **programme and management efficiency**, but its success largely hinges on its **ability to operate with limited resources** and to leverage partners' resources.



### OPPORTUNITY

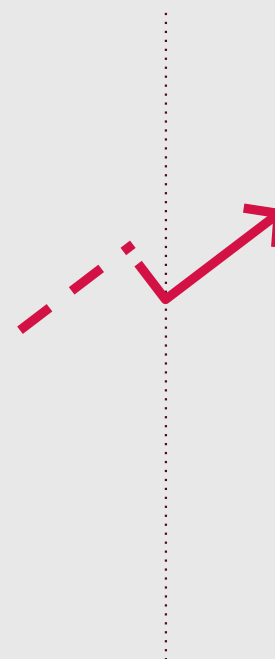
Strengthening **programme design and monitoring systems** to better track and monitor costs, and having viable strategies for assuring needed human and financial resources.



## RESULTS-BASED MANAGEMENT CULTURE

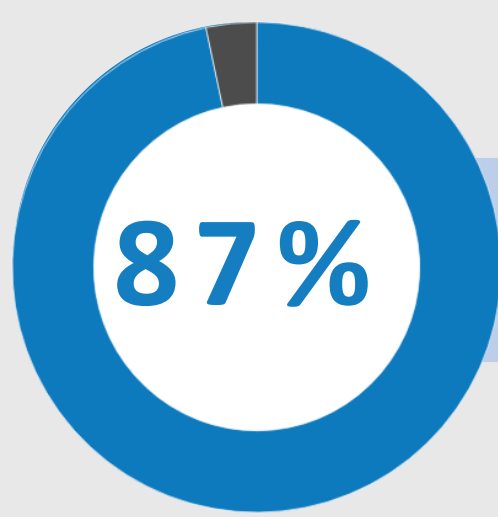
### INSIGHT

Despite **gradual improvements** over the years, **capacity varies** and **constraints exist** in ensuring functional results-based management practices at the programme implementation level.



### OPPORTUNITY

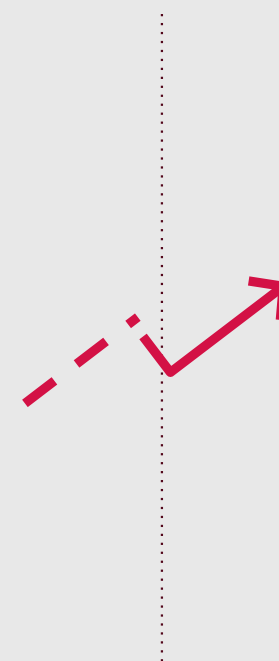
Results culture needs to be further improved through **explicit theories of change** and knowledge management, including **capturing and reporting longer-term results** and lessons learned.



## SUSTAINABILITY

### INSIGHT

Sustainability of UN Women supported programmes and **results are mixed and highly influenced by the different contexts** and complex situations in which UN Women operates.



### OPPORTUNITY

Enhance the sustainability of UN Women's interventions through **exit strategies** and **sustainability plans** as well as more strategic and meaningful engagement of men and boys.



# DRIVERS OF CHANGE

## ENABLING FACTORS

- ✓ **Ability to operate with limited resources** and leverage funds
- ✓ **Committed personnel** willing to over-stretch
- ✓ **Strategic partnerships** with CSOs and women's groups/networks
- ✓ **Joint programming** and UNCT coordination
- ✓ **Synergistic and holistic approaches**
- ✓ **Multi-pronged advocacy** and innovative approaches

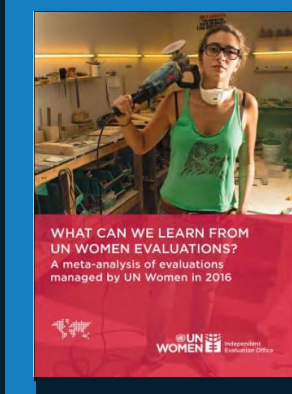
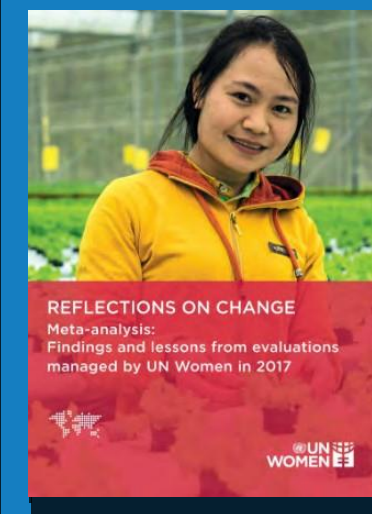
## HINDERING FACTORS

- ⚙️ **Challenging political environments** and security situations
- ⚙️ **Deep-rooted cultural/social norms**
- ⚙️ **Limitations in core resources** and the unpredictability of non-core resources
- ⚙️ Highly stretched **human resources**
- ⚙️ **Shifting priorities** and limited capacity of partners
- ⚙️ **Inadequate monitoring/RBM practices** and inadequate data on outcomes
- ⚙️ **Small scale interventions** and short duration of projects

# THANK YOU

Find all corporate evaluations at:

<http://www.unwomen.org/en/about-us/accountability/evaluation/corporate-evaluations>



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