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
- 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 (UNJIGE)
- 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

All UN Women evaluations are available on GATE (www.gate.unwomen.org) & the Gender Equality Evaluation Portal (http://genderevaluation.unwomen.org/en)
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 EVAW. 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 to assess change in progress over time. It also shows that the baseline assessment was useful in identifying 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.

In order to strengthen UN Women’s M&E capacity, training and expert support are needed to ensure indicators are clearly articulated and 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.

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

Top Tip: Invest in capacity development on M&E to benefit all stakeholders

Strategically identify gaps 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.