Multilateral Organisation
Performance Assessment
Network

Institutional Report

United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)

Presentation of June 30, 2015, New York
MOPAN

MOPAN
- A group of 17 donor countries interested in:
  - Australia, Canada, Denmark, Finland, France, Germany, Ireland, Japan, Luxembourg, the Netherlands, Norway, Republic of Korea, Spain, Sweden, Switzerland, the United Kingdom and the United States

Purpose of MOPAN assessments
- Generate credible information
- Provide an evidence base
- Support dialogue
MOPAN Performance Assessment Approach

- Organisational capacities in four areas:
  - Strategic management - Operational management
  - Relationship management - Knowledge management

- A results component:
  - Evidence of relevance - Evidence of progress towards organisation-wide results and stated country-level results - Evidence of contribution to national goals and priorities

- A snapshot of UN-Women’s performance in each of the six countries covered in the assessment

Data collection

- Survey of stakeholders, review of documents, and consultations with staff of the organisation
Organisational capacities
UN-Women - Strategic Management

Key Points

- Instilling a results-oriented culture
- Corporate and country strategic planning documents focus on results
- Strategic plan aligned with UN-Women’s mandate
- Provision of RBM training opportunities to staff and partners, and recognition of importance of investment in staff capacity building on RBM
- Strong focus on gender equality, governance, human rights-based approaches

Areas noted for improvement

- Lack of explicit theories of change
- Distinguishing levels of results in the results chain (e.g. outputs often describe higher level changes that are typically associated with outcomes)
Organisational capacities
UN-Women - Operational Management

Key Points

- Strong financial accountability
- Systems for use of performance information to make decisions (e.g. Monitoring, Evaluation and Research Plans at country level; Global Accountability and Tracking of Evaluation (GATE))
- Human resources – new performance assessment system, upcoming Talent Management Review Group, staff satisfaction
- Decentralisation process well underway (clear roles and delegation of authority)

Areas noted for improvement

- Transparent allocation of resources
- Linking expenditures to results (outcome and output areas)
- Oversight of procurement process
- Formal and systematic risk management strategy
- UNBOA concerns about inadequate staffing at country level, although recent data show that the process of filing posts has been expedited
Organisational capacities
UN-Women - Relationship Management

Key Points
- Commitment to aid effectiveness and QCPR principles
- Co-ordinating UN system-wide efforts to meet gender equality commitments
- Engaging in partnership initiatives
- Aligning country programmes to government priorities in programme countries
- Appropriate use of country systems for operations
- Contributes to mutual assessments of progress
- Valuable contributions to policy dialogue and normative work

Areas noted for improvement:
- Maintaining effective partnerships with the private sector
- Operationalization of the co-ordination mandate, especially at the country level
Organisational capacities UN-Women - Knowledge Management

Key Points
- Strong evaluation policy and practices
  - Evaluation Policy (2013)
  - Independent Evaluation Office’s corporate plans to ensure accountability and learning from evaluations
  - Quality assurance process (GERAAS)
  - Tracking implementation of evaluation responses (GATE)
- Monitoring data on results at country level
- Global knowledge leader on gender equality and women’s empowerment

Areas noted for improvement
- Uneven country office evaluation capacity
- Strengthening data collection and reporting on UN-Women’s contribution to development results
- Documenting stakeholder participation at all stages of evaluation processes
- Consistently capturing and sharing internal lessons learned
# UN-Women Ratings on Organisational Effectiveness

## Strategic Management

<table>
<thead>
<tr>
<th>KPI</th>
<th>Description</th>
<th>Survey respondents</th>
<th>Document review</th>
</tr>
</thead>
<tbody>
<tr>
<td>KPI-1</td>
<td>Providing direction for results</td>
<td>4.35</td>
<td>6</td>
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<tr>
<td>KPI-2</td>
<td>Corporate strategy based on clear mandate</td>
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<td>KPI-3</td>
<td>Corporate focus on results</td>
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<tr>
<td>KPI-4</td>
<td>Focus on cross-cutting priorities</td>
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<td>KPI-5</td>
<td>Country focus on results</td>
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## Operational Management

<table>
<thead>
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<th>KPI</th>
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<th>Survey respondents</th>
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<tbody>
<tr>
<td>KPI-6</td>
<td>Transparent and predictable funding</td>
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<td>KPI-7</td>
<td>Results-based budgeting</td>
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<td>KPI-8</td>
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<td>KPI-9</td>
<td>Using performance information</td>
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<td>KPI-10</td>
<td>Managing human resources</td>
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<td>KPI-11</td>
<td>Performance-oriented programming</td>
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<td>KPI-12</td>
<td>Delegating authority</td>
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## Relationship Management

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<td>KPI-13</td>
<td>Supporting national plans</td>
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<td>KPI-14</td>
<td>Adjusting procedures</td>
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<td>KPI-15</td>
<td>Using country systems</td>
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<td>KPI-16</td>
<td>Contributing to policy dialogue</td>
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<td>KPI-17</td>
<td>Harmonising procedures</td>
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<td>KPI-18</td>
<td>Co-ordination on gender equality</td>
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## Knowledge Management

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<th>KPI</th>
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<td>KPI-19</td>
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<td>KPI-20</td>
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<td>KPI-21</td>
<td>Disseminating lessons learned</td>
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## Legend

- **Strong or above**: 4.50-6.00
- **Adequate**: 3.50-4.49
- **Inadequate or below**: 1.00-3.49
- **Document review data unavailable**
- **Not assessed**: N/A
# UN-Women Relevance and Evidence of Progress towards Results

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Assessment Rating</th>
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<tbody>
<tr>
<td>Evidence of UN-Women’s relevance</td>
<td>Strong</td>
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<tr>
<td>Evidence of progress towards organisation-wide results</td>
<td>Adequate</td>
</tr>
<tr>
<td>Evidence of progress towards stated country-level results</td>
<td>Adequate</td>
</tr>
<tr>
<td>Evidence of contribution to national goals and priorities, including MDGs</td>
<td>Adequate</td>
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Conclusions

- Clear and relevant mandate to promote gender equality and women’s empowerment
- UN-Women’s plans reflect QCPR directives
- Strong focus on results
  - Promotes a culture of RBM
  - Results-based strategic planning documents
  - Performance data is tracked and reported upon
- Problems with the results chain prevent UN-Women from identifying and assessing the contributions of its own activities
Conclusions

- Success in setting up operational infrastructure since its creation:
  - Decentralisation and delegation of authority well underway
  - Strong financial accountability
  - Human resources performance management
  - Areas for improvement: transparency of resource allocation criteria, procurement oversight, risk management

- Valued contributions to policy dialogue and normative work at global and national levels
Conclusions

- Progress in fulfilling its function of leading and co-ordinating UN system strategies, policies and actions for effective gender mainstreaming, yet uneven capacity to play this role at the country level due to resource constraints

- Strong evaluation function: Policy, Evaluation Office, quality assurance, commitments to national evaluation capacity-building and strengthening evaluation capacity at decentralised levels

- Too early to comprehensively assess UN-Women’s development results, but evidence of progress towards targets