



United Nations Entity for Gender Equality
and the Empowerment of Women

What can we learn from UN- Women evaluations?

*A Meta-analysis of evaluations
managed by UN Women in 2014
and 2015*



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- Capture key findings and recommendations of decentralized evaluations to inform UN Women corporate policies and strategies, including the design of the new Strategic Plan (2018-2021)
- Transform insights into accessible knowledge for future systematic strengthening of UN Women's organizational effectiveness
- Provided useful insights on organizational effectiveness trends by making reference to previous meta-analyses

- Total universe of good quality evaluations (49) managed by UN Women in 2015 and 2014
- Too early to assess implementation of recent developments (i.e. Flagship Programming Initiative; Business process reviews, etc)
- Applied qualitative and quantitative structured analysis

UN Women interventions are relevant and largely making positive contributions towards gender equality and women's empowerment, but there is a scope to improve results based management systems, efficiency and sustainability at the country level.

Criteria	Satisfactory ratings (%)
Relevance	87%
Effectiveness	67%
Sustainability	61%
Efficiency	57%
Culture of results	33%

The strongest aspect of UN Women's development effectiveness is the high level of relevance its interventions have to both the policy context and the assessed needs of women.

Criteria and sub-criteria	Satisfactory ratings (%)
Relevance	
Projects and programmes align with national development goals.	97%
Programmes and projects are suited to the needs and/or priorities of the target group.	92%
Effective partnerships for planning, coordination and implementation of support to advance gender equality and the empowerment of women.	72%

UN Women achieves stated outputs. However, increasing levels of evidence on UN Women’s contributions to outcomes highlights the need to expand the reach of interventions (to benefit more substantial numbers of people) and expand the timeframe of projects (to address root causes of marginalisation and inequality).

Criteria and sub-criteria	Satisfactory ratings (%)
Effectiveness - achieving development objective and expected results	
Programmes and projects achieve their stated objectives and attain expected results.	90%
Programmes contributed to significant changes in development policies and programmes and/or to needed system reforms.	70%
Programmes and projects have resulted in positive benefits for target group members.	69%
Programmes and projects made differences for a substantial number of beneficiaries and, where appropriate, contributed to national development goals.	37%

To enhance efficiency, UN Women should shift towards a programmatic approach, better leverage the UN coordination mandate at country level, and streamline systems of decision-making.

Criteria and sub-criteria	Satisfactory ratings (%)
Efficiency	
Systems and procedures for project/programme implementation and follow up are efficient.	61%
Programme activities are evaluated as cost/resource efficient.	53%
Implementation and objectives are achieved on time (given the context).	44%

Sustainability across UN Women’s operational portfolio is mixed, although the level of evidence that achievements are likely to continue with longer programming cycles is increasing.

Criteria and sub-criteria	Satisfactory ratings (%)
Sustainability of results/benefits	
Projects and programmes are reported as sustainable in terms of institutional and/or community capacity.	66%
Benefits continuing or likely to continue after project or programme completion.	64%

Improvements in the instigation of Results Based Managements Systems at country level continue to be held-back by severe resourcing constraints, low capacity for monitoring, and the need to strengthen project results indicators.

Criteria and sub-criteria	Satisfactory ratings (%)
Culture of results	
Results-based management systems are effective.	33%
Systems and processes for monitoring and reporting on programme results are effective.	32%

Relevance: Relevance remains high, with noted improvement with regard to the selection of effective partnerships.

Effectiveness: Evaluations are finding more evidence of UN Women's contribution to outcomes, but the problem of scaling to impact is still a challenge reported in many evaluations.

Efficiency: Operations efficiency of UN Women has improved, although scope remains for enhancing both organizational and programmatic efficiency.

Sustainability: Despite signs of improvement, substantive challenges to sustainability continue to be identified by most evaluations.

Culture of results: A positive trend in the deployment of RBM systems continues to be held-back by weak monitoring capacity.

- 1) Address the fragmentation of thematic areas and mandates
- 2) Boost country-level UN coordination as a means to drive synergies and efficiency
- 3) Examine the case for multi-year country programme modalities to address concerns with short Project Cooperation Agreements and sustainability
- 4) Expand and innovate the core value proposition of capacity development and technical assistance so as to include knowledge management and brokerage
- 5) Adopt special measures to address RBM and monitoring at the country level
- 6) More high level and strategic country portfolio evaluations should be conducted

Thank you for your attention!