



United Nations Entity for Gender Equality
and the Empowerment of Women

Meta-Analysis of 2014 & 2015 Evaluations Managed by UN Women: Management Response

Recommendation 1: Address the fragmentation of thematic areas and mandates

Management Response: Flagship Programme Initiatives

- Consolidate several small-scale, short-duration UN Women only projects into **fewer but larger multi-stakeholder transformative programmes**
- Leverage UNW composite mandate, strengthen normative-operational linkages to support transformative change
- Maximize country and regional synergies. Example: FPI on Gender Statistics

FPI on Gender Statistics



- Five-year programme budgeted at \$60-65 m (\$5 m raised – AusAID); pipeline – Gates Foundation, USAID, Irish Aid)
- Radical shift in the production, availability, accessibility and use of quality data and statistics on key aspects of GEWE
- Coordinated approach:
 - 10-12 “pathfinder” countries
 - Regional technical support
 - Global policy support

Recommendation 2: Boost country-level UN coordination as a means to drive synergies and efficiency

Management Response:

- Same as management response to the evaluation of the UN-Women contribution to UN system coordination on GEWE.

Highlights:

- Update UN Women Coordination Strategy on the implementation of coordination mandate. Clarify operational guidance, including on resource mobilization, to complement the Coordination Strategy
- Support finalization and application of updated Gender Scorecard at the country level.
- Work with UNCTs to strategically position GEWE including through joint analysis of inequalities and discrimination patterns

Management Response:

- Strengthen engagement in humanitarian coordination and programming through four core actions:
 - Coordination and leadership
 - Capacity building
 - Evidence-based response
 - Targeted programming

Recommendation 3: Examine the case for multi-year country programme modalities to address concerns with short project cooperation agreements and sustainability

Management Response:

- Same response as with the FPIs
- Additionally, continue to promote successful experience in direct funding of Strategic Notes at the country level

Recommendation 4: Expand and innovate the core value proposition of capacity development and technical assistance so as to include knowledge management and brokerage

Management Response:

- UN Women capacity development approach encompasses knowledge management including through South-South cooperation, e.g., exchange visits, best practice adaptation, peer-to-peer education and trainings-of-trainers.
- Strengthen knowledge hub function
- Promote innovation as a key element in organizational learning and achieving transformative results on GEWE
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Innovation Approach

Three-pronged approach

- Co-identifying potential high-impact innovations to promote GEWE – Innovation Incubator supported by Denmark
- Testing, prototyping and piloting – e.g., Buy from Women Enterprise Platform (Rwanda) with 1000 farmers registered
- Scaling up innovation to increase positive impact on women and girls



Old & Family Schools & Universities Workplace Institutions

CHAMPION	ENTRY POINT OF CHANGE	
Caro		Launched a waste management initiative with women's groups in Nairobi.
Clarissa		Launched an initiative to empower Latina students through a series of workshops led by recognized professional women in various institutions.
Chiara		Initiated an awareness raising programme on gender equality and economic empowerment for middle-school students in her school district.
Robert		Developed and facilitated a series of training sessions on organizing, business and using ICTs for women in the Nairobi Kibera slum.
May		Initiated debates on women's empowerment which triggered a film group and an annual summit for women leaders.
Ana		Created a corporate responsibility programme on women's empowerment with a corporate partner.
Youssef		Launched a campaign to engage men in women's economic empowerment which has received national-level recognition and support.
Prasida		Organized rural women into support groups and launched a non-profit for health education and women's empowerment.
Adebisi		Created an online radio channel to showcase, discuss and debate a range of topics of concern of African women.
Rosario		Developed education material in Spanish to raise awareness around gender equality and how to implement them by 2030 in Latin America.
Alysia		Launched a series of webinars on entrepreneurship development with experts from across the world.
Gésu		Worked with the Empower Women Team and four other champions to launch and roll out the I am Woman campaign, which was inspired by family violence.
Sasha		Raised awareness of young Latina/o students at the University of California, Berkeley on gender equality, drive change and social innovation.

Recommendation 5: Adopt special measures to address results-based management and monitoring at the country level

Management Response:

- Meta-analysis covers programmes developed before adoption of UN Women corporate strategy on Results-Based Management (RBM)
- RBM strategy: define standards and subsequently align systems, functions and incentives behind them so that the organization could invest resources in areas of RBM that are most critical for the organization's continued growth and effectiveness.

Management Response:

- Highlights of implementation of RBM strategy, with support from SDC:
 - Results Management System established with three modules: Planning, Monitoring, and Reporting. Link between RMS and Atlas, for example, to track budgets and expenditures against FPIs and track funding gaps on real time basis. 100+ users of RMS trained in 2015, and continuing
 - Developed corporate RBM training with 10 modules including Monitoring Results and Results Reporting. Trained 272 participants including M&E focal points in five regions. Training of Trainers for Arab States region and East and Central Europe in November 2016
 - Training modules will be developed and launched as online courses by 2017 for broader reach of staff at country/multi-country/regional levels
 - Annual quality assessment of approved Strategic Notes/Annual Work Plans (SNs/AWPs) and Annual Reports

Recommendation 6: More high level and strategic country portfolio evaluations should be conducted

Management Response:

- UN-Women to continue the gender responsive evaluations of country programmes (or country portfolio evaluations, CPEs) in order to improve programming at country level (Executive Board Decision 2016/2)
- Nine countries have already planned CPEs (from East and Central Europe, East and South Africa, and West and Central Africa)
- Target is 100% of COs will conduct one CPE per SN period

- UN Women has taken on board many of the recommendations mainly through the following:
 - adoption of FPIs, representing a major shift in programming approach;
 - Implementation of a corporate RBM strategy through standards setting and alignment of systems, functions and incentives;
 - Implementation of Innovation Approach;
 - Updating of UN Women coordination strategy accompanied by operational guidance; and
 - Incorporation of CPEs in country evaluation plans