Multilateral Organisation Performance Assessment Network

Technical Report

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

Volume I
Results by Micro-indicator and by Country

January 2015

MOPAN

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1. Introduction

This Volume I of the Technical Report presents:

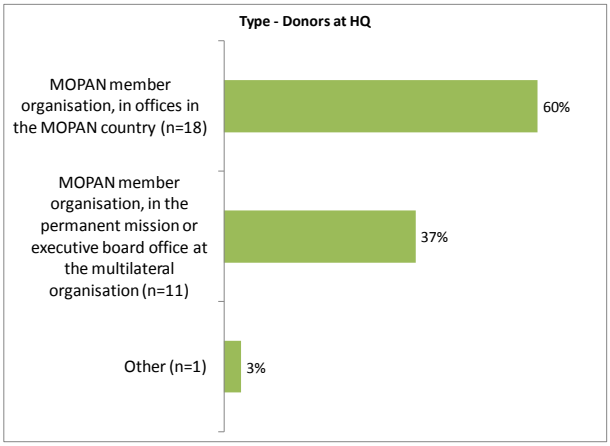
- The survey respondent profile (chapter 2)
- The detailed results of the MOPAN assessment for all micro-indicators for both the organisational effectiveness component and development results component (chapter 3)
- The detailed results of the MOPAN assessment by country (chapter 4).

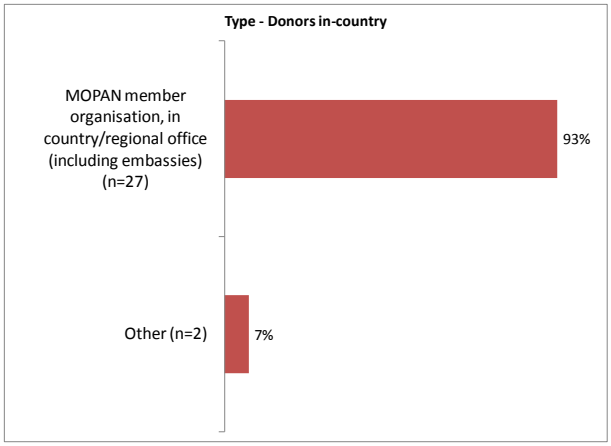
Volume II presents the MOPAN 2014 methodology, the survey instrument, document review ratings, criteria and evidence by KPI and MI, and a bibliography.

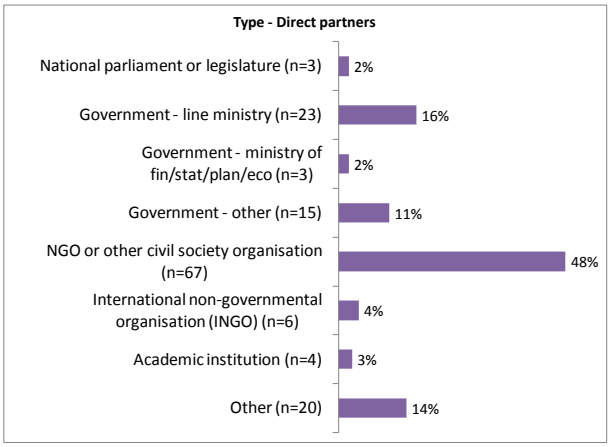
2. Respondent profile

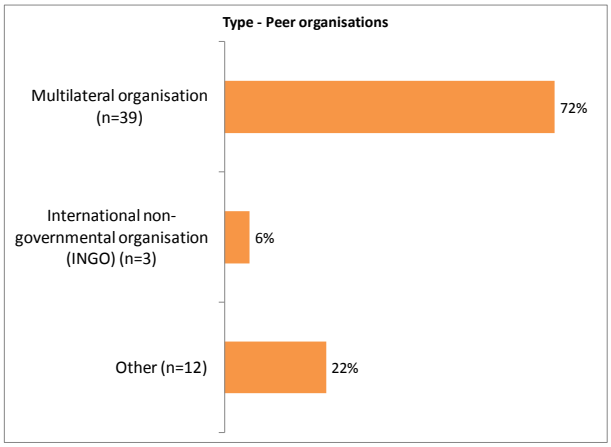
This section presents charts on various characteristics of respondents to the 2014 MOPAN survey on UN-Women. In the 2014 assessment, the survey results for UN-Women reflect the views of 254 respondents.

Type of respondents

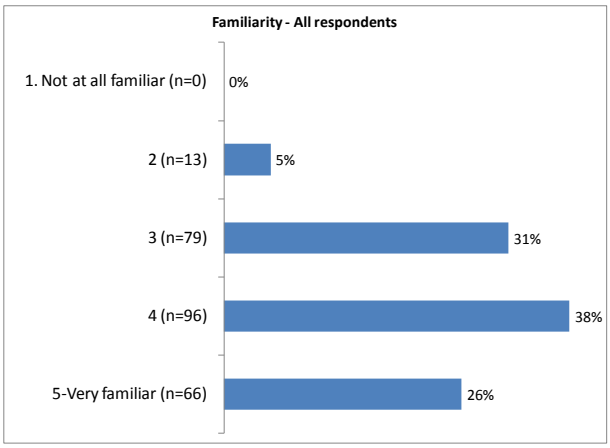


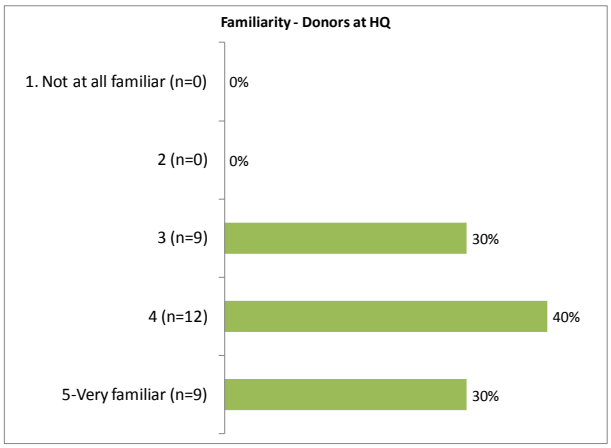


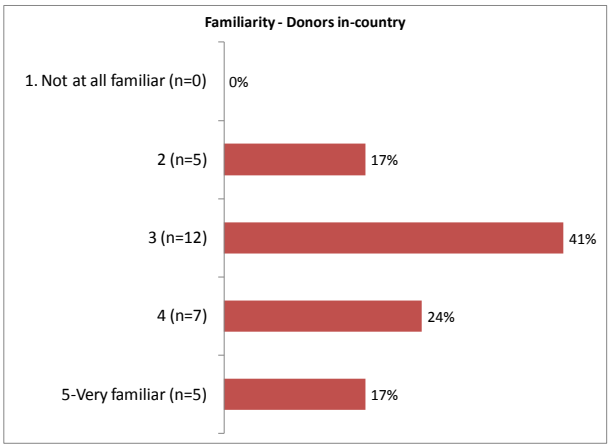


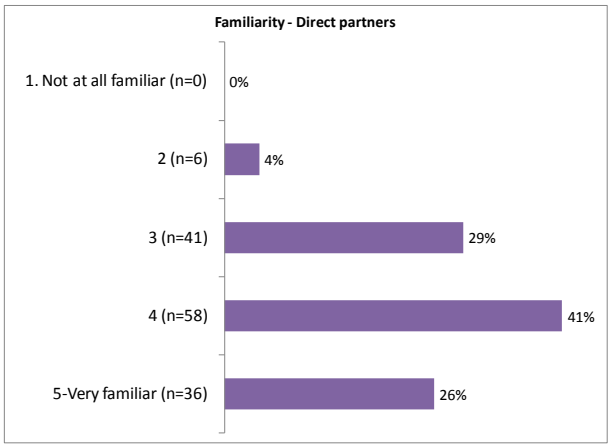


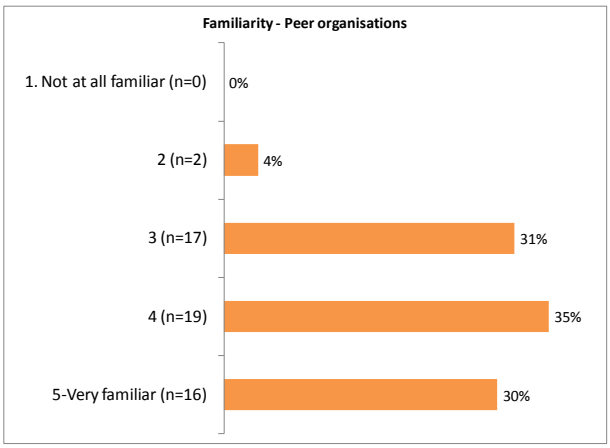
Respondent familiarity with multilateral organisation



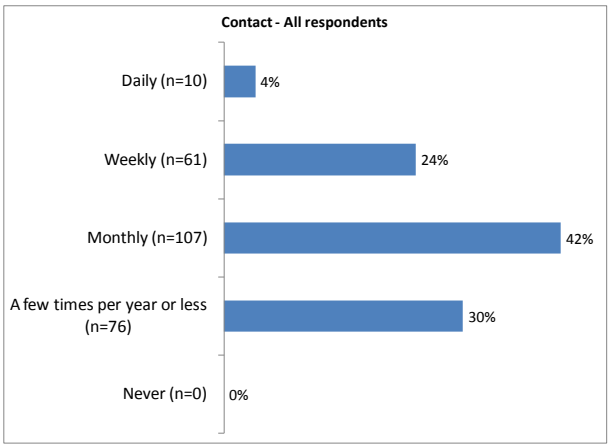


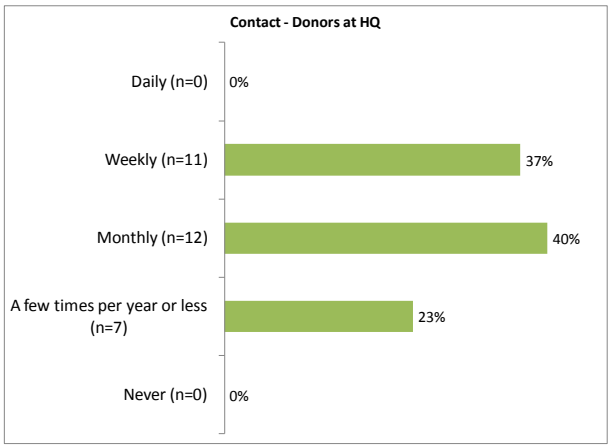


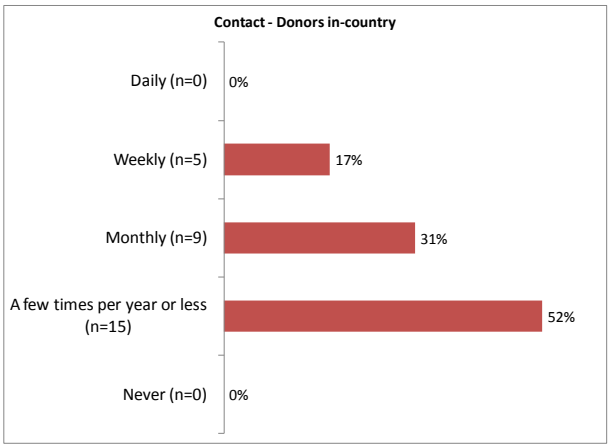


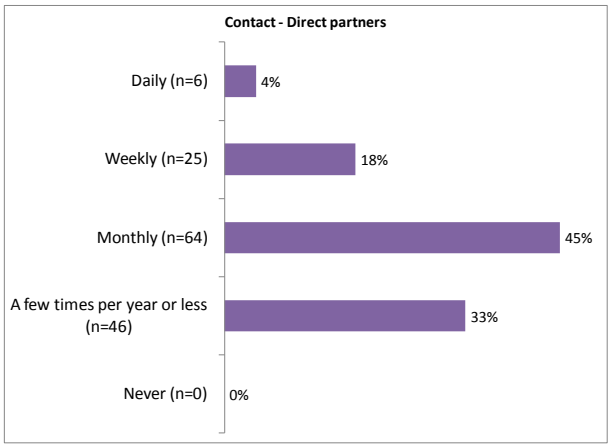


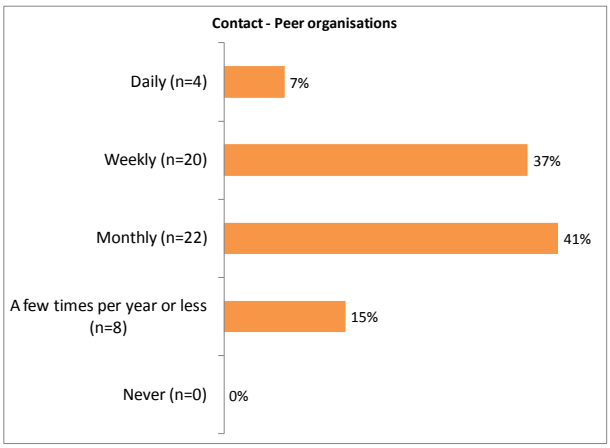
Respondent frequency of contact with multilateral organisation



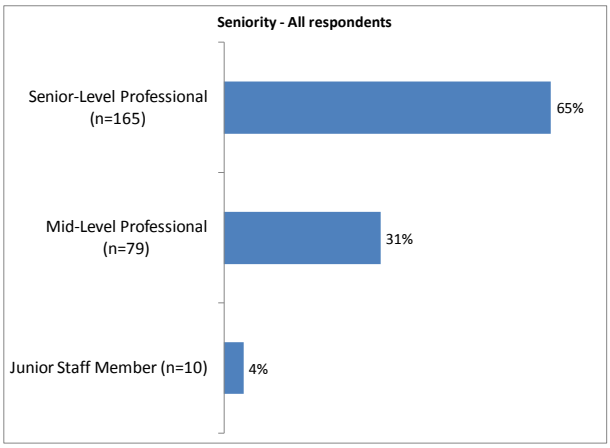


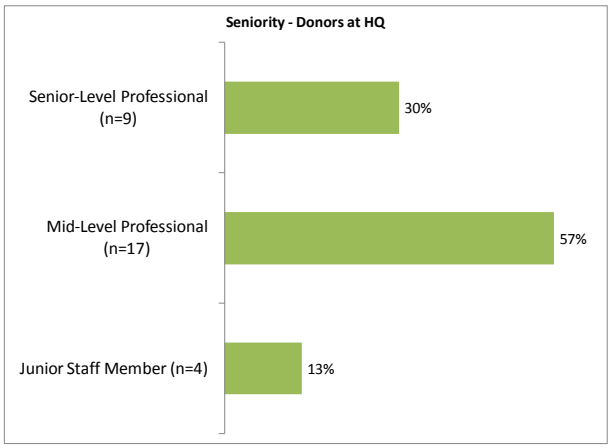


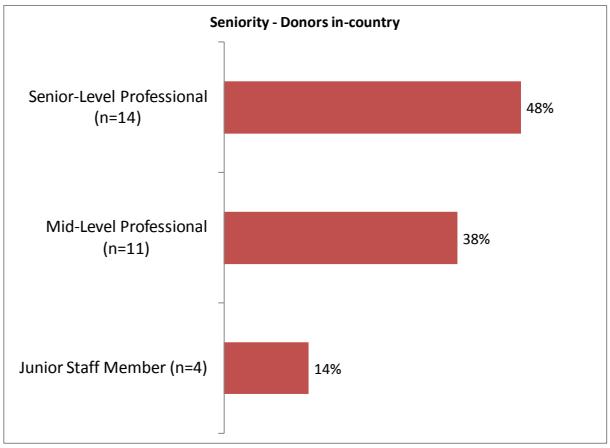


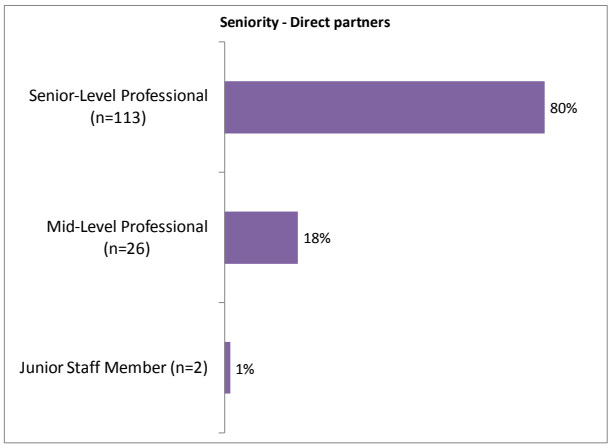


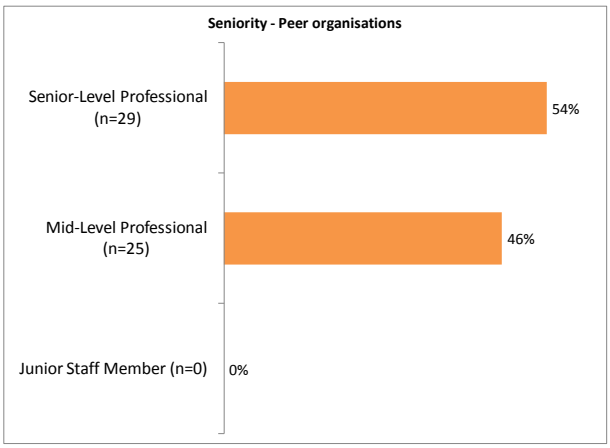
Respondent level of seniority



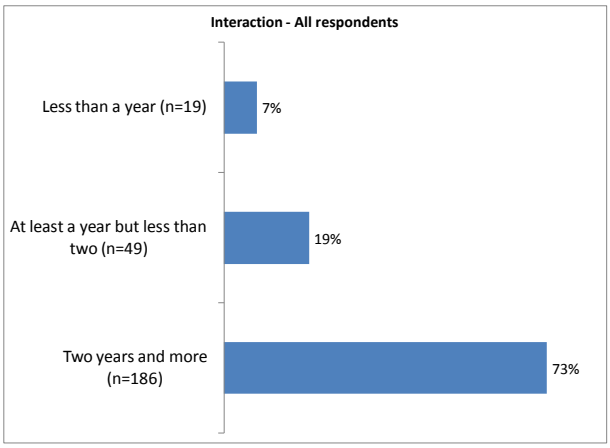


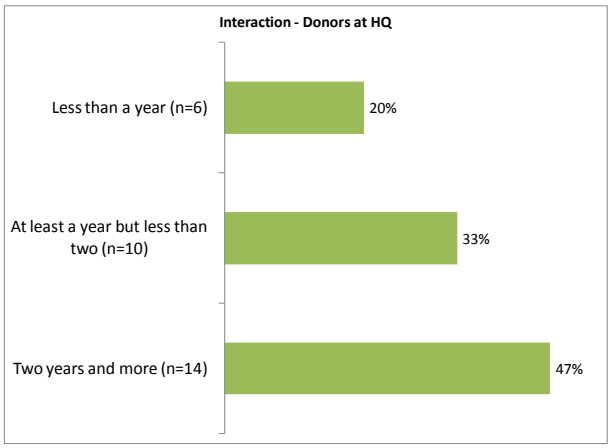


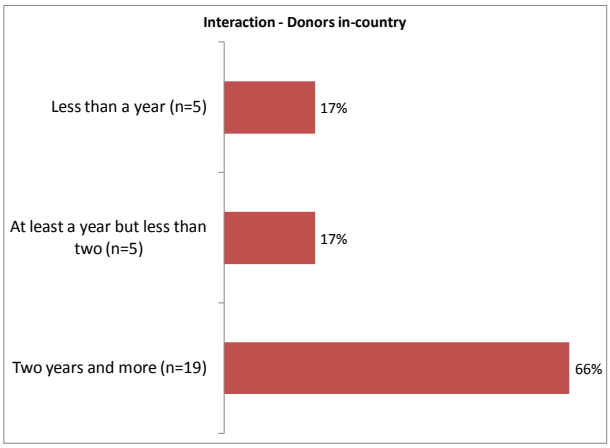


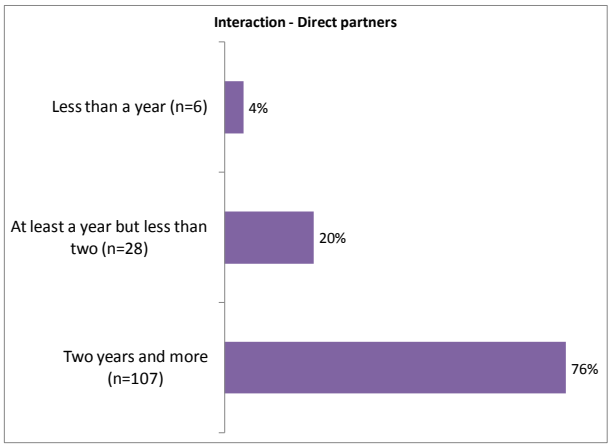


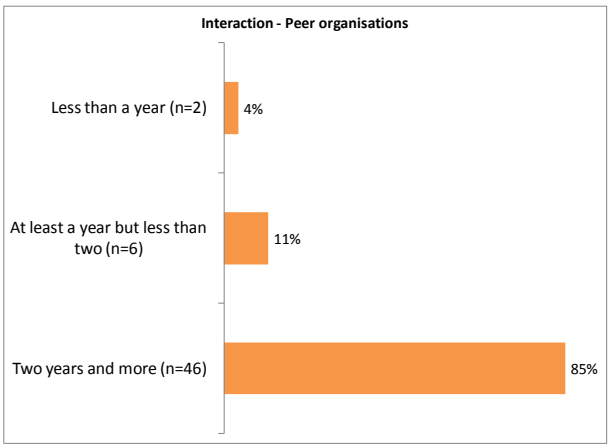
Length of interaction with UN-Women





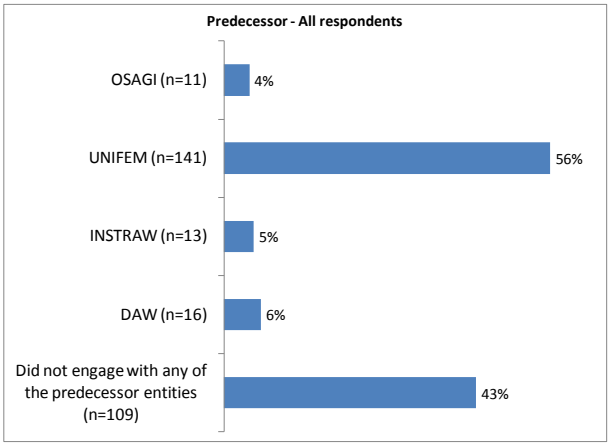


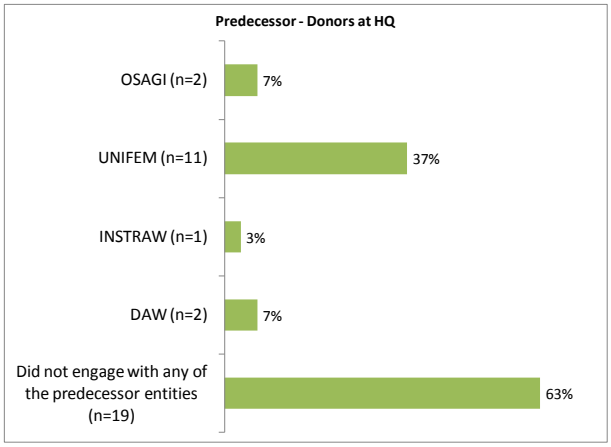


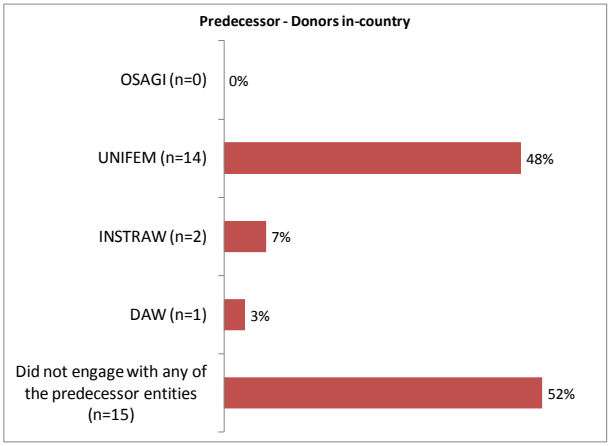


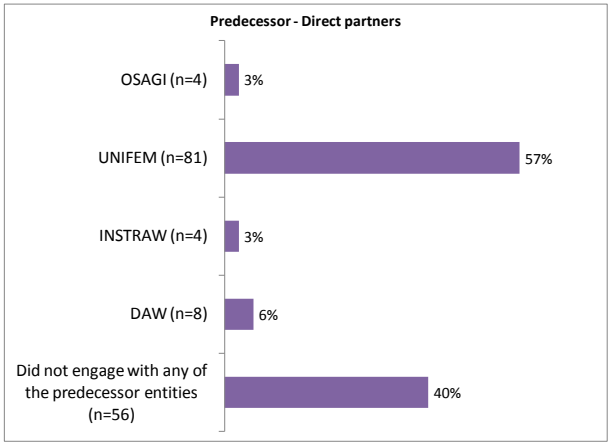
Work with UN-Women's predecessor entities

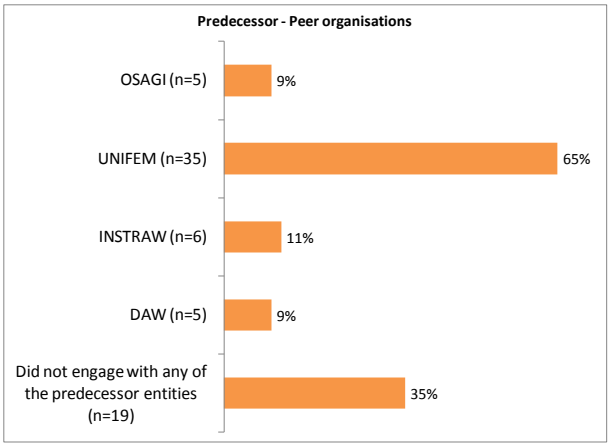
Note: The total is more than 100% because some respondents had interaction with more than one organisation.





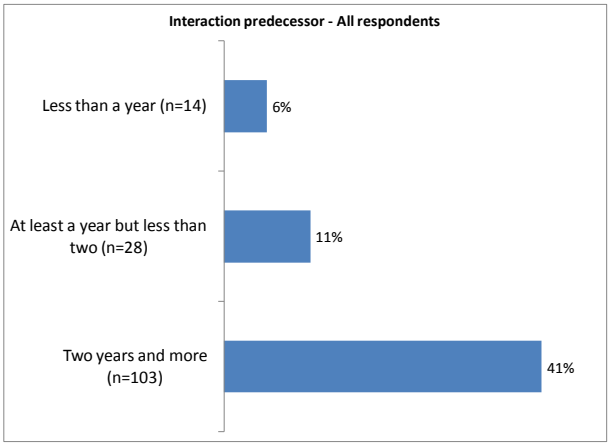


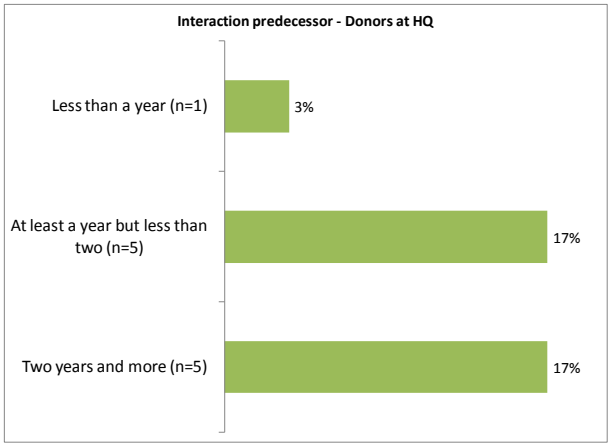


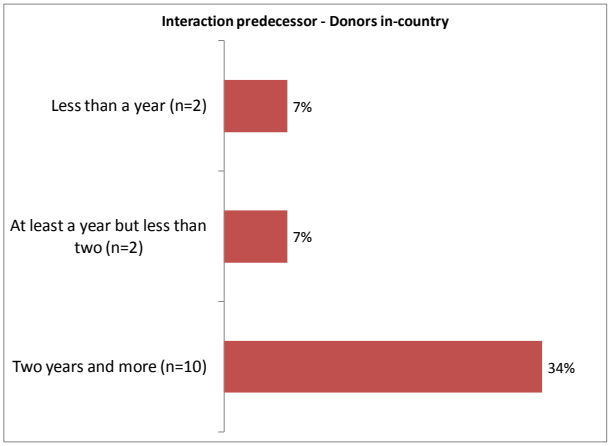


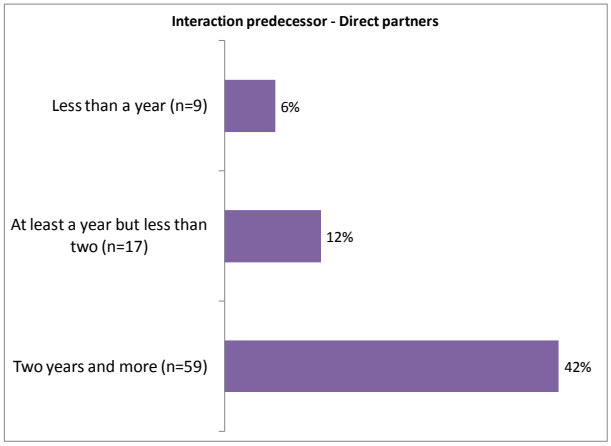
Length of interaction with UN-Women's predecessor entities

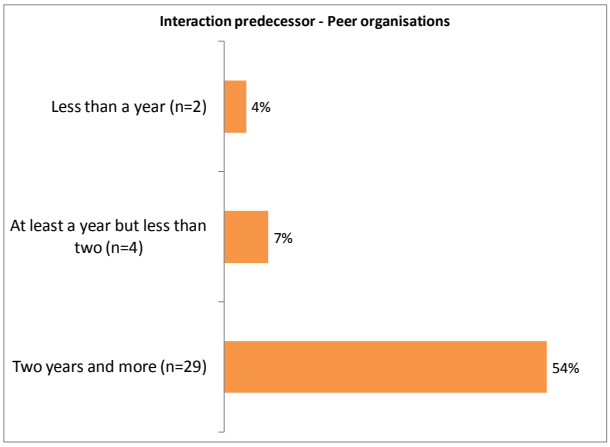
Note: The total is less than 100% because some respondents had no contact with predecessor entities.











3. Results of MOPAN assessment by micro-indicators

3.1 UN-Women's organisational effectiveness

PERFORMANCE AREA I: STRATEGIC MANAGEMENT

3.1.1 KPI 1: Providing direction for results

KPI 1: The MO provides direction for the achievement of development results.

Very weak (1.00 – 1.49)	Weak (1.50 – 2.49)	Inadequate (2.50 – 3.49)	Adequate (3.50 – 4.49)	Strong (4.50 – 5.49)	Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
Overall – includes all respondents. "--" indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

Overall survey and document review ratings and observations, by MI

MI	Overall survey mean score	Document review rating	Observations
MI 1.1 – The MO has a value system that supports a results orientation.	4.17	--	Donors at headquarters and in-country, as well as direct partners rated UN-Women adequate overall for having an institutional culture that reinforces a focus on results. The majority of respondents (69%) rated UN-Women adequate or above. Interviews with staff suggest that UN-Women has drawn on the experiences of other United Nations organisations in results-based management (RBM) and has made consistent efforts to develop, both internally and externally, a culture of RBM.
MI 1.2 – The MO's Executive Management shows leadership on results management.	4.52	--	The majority of donors at headquarters (70%) rated UN-Women's management strong for its leadership on results management. In 2013, UN-Women established a unit to drive results-based management (Policy Planning and Guidance Unit). In interviews, UN-Women's Executive Management staff recognised the need to constantly improve results reporting, for instance by moving to real-time reporting (in addition to annual results reporting) and improving qualitative reporting and reporting on the co-ordination role of UN-Women.
MI 1.3 – The MO ensures application of an organisation-wide policy on results management.	4.37	6	Donors at headquarters and direct partners were surveyed on whether UN-Women applies results-based management in its work; the majority (76%) rated the organisation adequate or above. According to the document review and interviews with staff, UN-Women makes it a priority to strengthen the implementation of results-based management within the organisation (UN-Women, 2011 [01]), as set out in the strategic planning documents (corporate and country-level) and performance management documents. UN-Women notes in its Strategic Plan (2014-2017) that it makes efforts to maintain a results focus, including through

MI	Overall survey mean score	Document review rating	Observations
			results-based country plans and an online results-tracking system. In its Programme and Operations Manual, it has defined the concept of results-based management (RBM) and its various elements (results, indicators) in alignment with UNDG's Results-Based Management Handbook. To ensure that planning documents at country and regional levels are results-oriented, a peer review process of the strategic notes, development results frameworks (DRF) and organisational efficiency and effectiveness frameworks (OEEF) has been put in place. These key documents are reviewed by senior management staff with the involvement of regional directors. Following approval of the country strategic documents, each Country Office (CO) develops an annual work plan in which the CO details the activities planned for each output and a corresponding estimated budget. According to the 2014-2017 Strategic Plan and interviews with senior staff, UN-Women recognises the need to increase investment in staff training and to continuously improve its results-tracking system. . According to written input from staff, UN-Women has adopted a 10-step approach to staff capacity-building and has launched an RBM training hub. Moreover, UN-Women offers Operations and Programme training to its staff, with a two-day focus on results-based management and programming at UN-Women. Each training session generally has over 30 participants. As noted in the 2014-2017 Strategic Plan, the Entity has introduced an external assessment of the quality of results-based management in its country work plans. There is documented evidence that UN-Women is regularly revising its results framework (when UN-Women updated the Strategic Plan for 2014-2017, the development results framework was revised to improve the quality of the results statements and indicators). UN-Women staff note that this results management system is being updated in an iterative manner, to ensure that lessons learned from monitoring reports are incorporated into the system.

Survey mean scores and standard deviation, overall and by respondent group

		Survey mean scores					Standard deviation				
		Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations	Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations
	Base (un-weighted)	**254**	**30**	**29**	**141**	**54**	**254**	**30**	**29**	**141**	**54**
MI 1.1	The MO has a value system that supports a results-orientation.	4.17	4.08	3.67	4.67	--	1.22	1.23	1.10	1.11	--
MI 1.2	The MO's Executive Management shows leadership on results management.	4.52	4.52	--	--	--	1.19	1.19	--	--	--
MI 1.3	The MO ensures application of an organisation-wide policy on results management.	4.37	4.08	--	4.65	--	1.19	1.22	--	1.11	--

Don’t know responses, overall and by respondent group

#DK = number of respondents who were asked the question (un-weighted data) and replied “don’t know”
% DK = percentage of respondents who indicated “don’t know” to the question (weighted data)

		Overall		Donors at HQ		Donors in-country		Direct partners		Peer organisations	
		#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK
MI 1.1	The MO has a value system that supports a results-orientation.	21	16%	6	20%	6	22%	9	6%	--	--
MI 1.2	The MO's Executive Management shows leadership on results management.	7	23%	7	23%	--	--	--	--	--	--
MI 1.3	The MO ensures application of an organisation-wide policy on results management.	16	11%	4	13%	--	--	12	8%	--	--

3.1.2 KPI 2: Corporate strategy and mandate

KPI 2: The MO's corporate/organisation-wide strategies are clearly focused on the mandate.

Very weak (1.00 – 1.49)	Weak (1.50 – 2.49)	Inadequate (2.50 – 3.49)	Adequate (3.50 – 4.49)	Strong (4.50 – 5.49)	Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
Overall – includes all respondents. "--" indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

Overall survey and document review ratings and observations, by MI

MI	Overall survey mean score	Document review rating	Observations
MI 2.1 – The MO's corporate/organisation-wide strategy is based on a clear definition of mandate.	4.73	4	Donors at headquarters, direct partners and peer organisations were asked four questions related to this MI: i) whether UN-Women has a clear normative mandate; ii) whether it has a clear co-ordination mandate; iii) whether it has a clear operational mandate; and iv) whether its organisation-wide strategy is aligned with the three areas of its mandate. Overall, survey respondents rated UN-Women strong on each of these questions, except on the third one on operational mandate, which they rated adequate. In their written comments, 28% of survey respondents considered UN-Women's greatest strength to be its global mandate to defend and promote women's human rights (this was the most frequently cited strength of UN-Women). The establishment of a UN agency dedicated to promoting gender equality and women's empowerment (and the fact that the head of UN-Women also holds the influential position of Under-Secretary-General) was noted as a major step forward in ensuring that gender equality remains a priority of the UN system. The document review rated UN-Women adequate in this area. The Strategic Plan reflects the three dimensions of UN-Women's mandate (operational, normative and co-ordination) and operationalises the mandate by identifying six programmatic priorities and setting out how UN-Women's mandate will be implemented. Stakeholders seem to generally have a good understanding of UN-Women's normative and co-ordination roles, although thematic evaluations reveal a lack of clarity around the operational role. A plausible explanation for this is that while UN-Women's predecessor in the field (UNIFEM) had a strong project-based operational presence, UN-Women now has to adjust its approach to fulfilling its operational role, in light of its concurrent normative and co-ordination roles. Thematic evaluations noted challenges associated with this shift. The evaluation of UN-Women's contributions to peace and security and humanitarian response noted that "the case studies highlighted a lack of clarity, including among some UN Women staff, of how UN Women's operational role would differ from the project-based work of its predecessor, UNIFEM" (UN-Women, 2014 [03]).
MI 2.2 – The MO aligns its strategic plan to the quadrennial comprehensive policy review (QCPR) guidance and priorities.	--	6	The document review rated UN-Women very strong in this area. Many of the elements outlined in the QCPR, such as directives to harmonise joint programming, to ensure mutual accountability within the framework of the resident co-ordinator system, and to increase investments in gender equality, are integral to UN-Women's 2014-2017 strategic plan. Several of the indicators in UN-Women's management results framework (2014-2017) are directly and explicitly linked to the priorities of the QCPR.

Survey mean scores and standard deviation, overall and by respondent group

		Survey mean scores					Standard deviation				
		Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations	Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations
	Base (un-weighted)	**254**	**30**	**29**	**141**	**54**	**254**	**30**	**29**	**141**	**54**
MI 2.1	The MO's corporate/organisation-wide strategy is based on a clear definition of mandate	4.73	4.76	--	4.82	4.62	1.05	1.10	--	0.92	1.10
Sub-MI	i) UN-Women has a clear normative mandate.	5.13	5.40	--	5.01	4.97	0.86	0.76	--	0.81	0.95
Sub-MI	ii) UN-Women has a clear co-ordination mandate.	4.68	4.70	--	4.74	4.60	1.17	1.36	--	1.01	1.11
Sub-MI	iii) UN-Women has a clear operational mandate.	4.39	4.30	--	4.66	4.20	1.22	1.28	--	0.97	1.34
Sub-MI	iv) UN-Women's organisation-wide strategy is aligned with the three areas of its mandate.	4.73	4.62	--	4.85	4.72	0.96	1.01	--	0.89	0.97
MI 2.2	The MO aligns its strategic plan to the quadrennial comprehensive policy review (QCPR) guidance and priorities.	--	--	--	--	--	--	--	--	--	--

Don't know responses, overall and by respondent group

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"
% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

		Overall		Donors at HQ		Donors in-country		Direct partners		Peer organisations	
		#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK
MI 2.1	The MO's corporate/organisation-wide strategy is based on a clear definition of mandate	23	8%	0	1%	--	--	16	11%	7	13%
Sub-MI	i) UN-Women has a clear normative mandate.	18	5%	0	0%	--	--	15	10%	3	6%
Sub-MI	ii) UN-Women has a clear co-ordination mandate.	15	5%	0	0%	--	--	12	8%	3	6%
Sub-MI	iii) UN-Women has a clear operational mandate.	22	8%	0	0%	--	--	14	9%	8	14%
Sub-MI	iv) UN-Women's organisation-wide strategy is aligned with the three areas of its mandate.	37	14%	1	3%	--	--	21	14%	15	25%
MI 2.2	The MO aligns its strategic plan to the quadrennial comprehensive policy review (QCPR) guidance and priorities.	--	--	--	--	--	--	--	--	--	--

3.1.3 KPI 3: Corporate focus on results

KPI 3: The MO's corporate/organisation-wide strategies are results-focused.

This KPI was assessed by document review only.

Very weak (1.00 – 1.49)	Weak (1.50 – 2.49)	Inadequate (2.50 – 3.49)	Adequate (3.50 – 4.49)	Strong (4.50 – 5.49)	Very strong (5.50 – 6.00)

"--" indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

Overall document review ratings and observations, by MI

MI	Overall survey mean score	Document review rating	Observations
MI 3.1 – Results frameworks have causal links from outputs through to outcomes and impact.	--	4	UN-Women defines **outputs** as "concrete results that UN-Women is wholly responsible to deliver with implementing partners at national, regional and global level, within the timeframe of the programme. These are changes in capacity (knowledge, awareness, advocacy skills, resources, tools) and changes in the availability of relevant knowledge, including of data and evidence about gender equality issues". UN-Women defines **outcomes** as "changes related to the: (1) Adoption or implementation of strengthened or revised laws and policies (e.g., the normative framework); (2) Improved service delivery and budgets for gender equality concerns; (3) Enhanced collective capacities and influence of government and non-government organisations, gender equality advocates and specialists, including groups representing women who are marginalized; and (4) Increased political will and expanded constituencies to advance gender equality" (UN-Women, 2011 [02]). While UN-Women's Strategic Plan 2014-2017 includes results statements and performance indicators at all three levels of the results chain (outputs, outcomes and impacts), and these are generally measurable and time-bound, the assessment team has some concerns with regard to the results outlined in the development results framework (DRF). There is an implicit logical link between outputs, outcomes and impacts in UN-Women's current development results framework (annexed to the Strategic Plan 2014-2017) (UN-Women, 2013 [04]). However, it is difficult to pinpoint UN-Women's specific contributions to expected results at each level of the results chain because many output-level results appear to be at the outcome level (e.g. number of national partners that reform electoral law) rather than actual outputs (which would be, for instance, the number of partners receiving training on how to reform electoral law). In other words, UN-Women is pushing its accountability for capacity development to a level that is beyond its immediate control, rather than measuring and reporting on the direct results of its own activities. Another concern relates to the narrow focus of the indicators used to measure outputs and outcomes. Current indicators are designed to measure desired results in quantitative terms (e.g. number of laws approved, number of countries with national dialogues and policies, etc.), but not in terms of the desired or expected qualitative changes that would be associated with those results (e.g. more comprehensive legal frameworks). This makes the assessment of progress difficult because the indicators measure only one aspect of the planned result. In addition, some indicators measure progress at the global level (e.g. number of countries that have adopted temporary special measures), but do not capture improvements within countries over time. A third concern is the availability of baseline information. Although UN-Women has made commendable progress in gathering and reporting baseline data since its creation, one-third of performance indicators in the 2014-2017 Development Results Framework lack baseline data. However, UN-Women generally specifies how the missing data will be gathered for each indicator (e.g. with an internal survey of UN-Women's country offices). Interviews with UN-

MI	Overall survey mean score	Document review rating	Observations
			Women indicated that all baseline data have been recently updated (although the corresponding document is not yet publicly available). Finally, it is difficult to see a clear link between UN-Women's activities and its reported outputs and outcomes, because UN-Women does not provide explicit theories of change for its impact areas, although the Entity notes that it is in the process of elaborating theories of change underpinning its work. A recent corporate evaluation notes that, although UN-Women is guided by international frameworks and resolutions that reflect a high-level theory of change about the importance of women's participation in decision-making, "the results chains and theories of change underpinning UN Women's activities are, for the most part, implicit and rarely documented" (UN-Women, 2014 [03]).
MI 3.2 – Standard performance indicators are included in organisation-wide plans and strategies at a delivery (output) and development results level.	--	4	UN-Women's Strategic Plan 2014-2017 includes a development results framework (DRF) and an organisational effectiveness and efficiency framework (OEEF) [equivalent to a management results framework] as did the first Strategic Plan for 2011-2013. The DRF includes results statements and corresponding performance indicators at the impact, outcome and output levels, while the OEEF focuses on output-level (management) results (UN-Women, 2013 [04]) (UN-Women, 2013 [05]). The document review found that UN-Women's results framework includes performance indicators that are generally SMART (specific, measurable, achievable, realistic, time-bound), although it is difficult to establish which indicators are achievable given the lack of baseline data and contextual information. One third of performance indicators in the 2014-2017 Development Results Framework lack baseline data, although they were usually accompanied by an indication of how the missing baseline data could be gathered (e.g. with an internal survey of UN-Women's country offices). The relevance of indicators to each result level is not always clear, since, as indicated in MI 3.1, a majority of indicators at output level measure high-level results instead of actual outputs. UN-Women tracks the availability of baselines and targets for all indicators at corporate, regional and country levels in its OEEF, and noted in the Data Companion 2012 and 2013 that it is slightly off track in reaching its target of having baselines and targets for all indicators in the global strategic plan and for all sub-regional offices and large country offices .

3.1.4 KPI 4: Focus on cross-cutting thematic areas

KPI 4: The MO maintains focus on the cross-cutting thematic priorities identified in its strategic framework, and/or considered important by MOPAN.

Very weak (1.00 – 1.49) | Weak (1.50 – 2.49) | Inadequate (2.50 – 3.49) | Adequate (3.50 – 4.49) | Strong (4.50 – 5.49) | Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
Overall – includes all respondents. "--" indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

Overall survey and document review ratings and observations, by MI

MI	Overall survey mean score	Document review rating	Observations
MI 4.1 – Gender equality	5.14	6	When asked to what extent UN-Women mainstreams gender equality in its work, 72% of survey respondents rated it strong or very strong (and 90% rated it adequate or above). The document review rated UN-Women very strong for its focus on gender equality. The achievement of gender equality is at the heart of UN-Women's work, as mandated by the General Assembly of the United Nations. Resolution 64/289 emphasises that 'support of gender mainstreaming across the United Nations System will be an integral part of the work of the Entity." (UNGA, 2010 [02], p. 10) All UN-Women's work focuses on gender questions. UN-Women's six programmatic priorities and its normative and co-ordination work directly focus on the goal of achieving equality between men and women. All UN-Women staff are expected to take online training courses in gender and to have an understanding of gender equality and women's empowerment. In addition, UN-Women continues to develop an introductory online course on gender to be offered to all staff across the United Nations system. UN-Women is also tasked with the responsibility of reporting to the General Assembly for several thematic areas, including the Secretary-General (SG)'s report on gender mainstreaming in all policies and programmes of the UN system and SG's report on the Status of Women in the UN system (UN-Women, 2013 [69]).
MI 4.2 – Environment	3.85	4	Survey respondents rated UN-Women adequate overall for promoting environmental sustainability in its work. Donors in-country responded more negatively than each of the three other respondent groups, and these differences are statistically significant. 38% of respondents responded "don't know" to that question. UN-Women received a document review rating of adequate, largely because its work does not have strong environmental implications as it tends to focus on advocacy rather than infrastructure-building. Environment is not identified as a priority area, and UN-Women does not identify clear roles and responsibilities for its promotion. However, the Entity works at the global level to strengthen intergovernmental normative frameworks on gender equality, sustainable development and climate change. For instance, UN-Women is engaged in the Convention on Climate Change (COP) process, which resulted in a resolution on gender balance in the climate change negotiations, and has also contributed to highlighting the gender-specific implications of climate change and the need to address those in the future climate agreements (ECOSOC, 2014 [01]; UNGA, 2014 [04]). In some countries, it also works to integrate gender considerations in environmental issues (e.g. bringing together climate change activists and women's organisations in Bangladesh, and supporting women's participation in renewable energy initiatives in Tanzania).

MI	Overall survey mean score	Document review rating	Observations
MI 4.3 – Good governance	4.62	6	The majority of survey respondents (75%) considered UN-Women adequate or above for promoting the principles of good governance in its work. The document review rated UN-Women very strong for its focus on good governance. UN-Women's work on leadership and political participation is closely linked to issues of good governance (accountability mechanisms, citizenship). UN-Women works in many countries on issues such as access to justice, rule of law, and the role of women in extractive industries. UN-Women advocates for transparent governance and national planning processes that are accountable for gender equality commitments and priorities [Impact area #5]. The Entity also promotes accountability (and therefore, good governance) by collaborating with civil society stakeholders to develop gender equality scorecards and other accountability tools.
MI 4.4 – Human rights-based approaches	4.92	6	63% of survey respondents rated UN-Women strong or very strong for sufficiently mainstreaming human rights-based approaches in its work. According to the document review, UN-Women is guided by a human rights-based approach in all its activities, in accordance with the United Nations Development Group programming principles (UN-Women, 2013 [03]). It promotes the language of "rights holders" and "duty bearers" and supports the view that all development co-operation programmes should further the realisation of human rights. It works at country level to operationalise norms and policies, e.g. raising awareness on how the justice system can operationalise the principles of CEDAW. For instance, UN-Women supports the implementation of better protection mechanisms and international human rights instruments (such as CEDAW) in the Democratic Republic of the Congo (DRC), and collaborates with the Office of the High Commissioner on Human Rights to support reparation programmes for victims of violence.

Survey mean scores and standard deviation, overall and by respondent group

		Survey mean scores					Standard deviation				
		Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations	Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations
	Base (un-weighted)	**254**	**30**	**29**	**141**	**54**	**254**	**30**	**29**	**141**	**54**
MI 4.1	Gender equality	5.14	5.31	5.14	5.11	5.00	0.91	0.80	1.04	0.86	0.93
MI 4.2	Environment	3.85	3.81	3.35	4.40	3.64	1.11	0.74	1.06	1.05	1.26
MI 4.3	Good governance	4.62	4.38	4.58	4.88	4.55	0.97	1.01	0.83	0.90	1.06
MI 4.4	Human rights-based approaches	4.92	4.92	4.90	5.06	4.81	0.84	0.75	0.73	0.86	0.98

Don't know responses, overall and by respondent group

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"
% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

		Overall		Donors at HQ		Donors in-country		Direct partners		Peer organisations	
		#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK
MI 4.1	Gender equality	10	6%	1	3%	3	12%	2	1%	4	6%
MI 4.2	Environment	78	38%	14	47%	11	39%	27	19%	26	47%
MI 4.3	Good governance	33	19%	9	30%	7	25%	9	6%	8	15%
MI 4.4	Human rights-based approaches	19	9%	5	17%	3	10%	7	5%	4	6%

3.1.5 KPI 5: Country focus on results

KPI 5: The MO's country strategies are results-focused.

Very weak (1.00 – 1.49)	Weak (1.50 – 2.49)	Inadequate (2.50 – 3.49)	Adequate (3.50 – 4.49)	Strong (4.50 – 5.49)	Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
Overall – includes all respondents. "--" indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

Overall survey and document review ratings and observations, by MI

MI	Overall survey mean score	Document review rating	Observations
MI 5.1 – Country results frameworks have causal links from outputs through to outcomes and impact.	--	4	UN-Women has made progress in the institutionalization of multi-year country level annual work plans, using a results-based management approach which ensures the alignment of the countries' programme document (called strategic note) and the corresponding development results framework (DRF) and operational effectiveness and efficiency framework (OEEF) with the organisation-wide strategic plan, DRF and OEEF (UN-Women, 2013 [03]; UN-Women, 2013 [04]; UN-Women, 2013 [05]; UN-Women, n.d.[02]). All of the most recent country strategies sampled have development results frameworks (DRF) in which there is a logical progression from activities through to outputs, outcomes and impact. However, in the document review, a rating of adequate was given on UN-Women's country focus on results, as the country planning documents present the same limitations as the corporate strategic plan and corporate results framework, particularly the lack of a clear and explicit theory of change. As with the corporate documents, in the country strategic plans/results frameworks, it is difficult to pinpoint UN-Women's specific contributions to expected results at each level of the results chain because some output-level results appear to be at the outcome level (e.g. number of women's groups that participate more actively in the planning and implementation of extractive industry at community level [in Kenya]) rather than actual outputs (which would be, for instance, the number of women's groups receiving training on how to become decision-makers in the extractive industry) (UN-Women, 2013 [37]; UN-Women, 2013).
MI 5.2 – Performance indicators are included in country plans and strategies at a delivery (output) and development results level.	--	4	Performance indicators contained in the six results frameworks examined (i.e. development results frameworks for 2014-2015 for country offices in Bangladesh, Cambodia, DRC, Ecuador, Kenya and Tanzania) are generally specific, measurable, and relevant. However, it is difficult to tell if indicators are 'achievable' since in some instances baselines and/or targets are not available. Output-level indicators normally refer to results within the control of the organisation – i.e. goods and services produced by the organisation or changes in skills or abilities or capacities of individuals or institutions. Many UN-Women output indicators reflect outcomes rather than outputs. For example, the outputs of capacity development activities reflect the consequences of the capacity development (e.g. adoption of new policies or legislation) rather than a measure of whether capacity was increased (e.g. skills acquired by those trained, new tools developed). As currently stated, the outputs measured by these indicators are dependent on the actions of other stakeholders (e.g. legislators) and are not within the control of UN-Women.
MI 5.3 – Country strategies are	4.73	--	In the survey, direct partners were asked whether UN-Women consults with direct partners to develop its country

MI	Overall survey mean score	Document review rating	Observations
developed through consultation with partners.			strategy, while peer organisations were asked whether UN-Women consults with UN Country Teams. Overall, 55% of respondents gave UN-Women a rating of strong or very strong, 24% gave a rating of adequate and 11% gave a rating of inadequate or weak. According to UN-Women staff, country strategic notes are not approved by government partners but they do take into account national priorities as set out in national development plans. In addition, UN-Women consulted a wide range of stakeholders (including civil society organisations and member states) when developing the organisation-wide Strategic Plan which sets out the key directions and thematic priorities for country strategies (it carried out more than 120 consultations with partners in 71 countries and conducted a global partner survey (UN Women, 2011 (01)).).

Survey mean scores and standard deviation, overall and by respondent group

		Survey mean scores					Standard deviation				
		Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations	Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations
	Base (un-weighted)	**254**	**30**	**29**	**141**	**54**	**254**	**30**	**29**	**141**	**54**
MI 5.1	Country results frameworks have causal links from outputs through to outcomes and impact.	--	--	--	--	--	--	--	--	--	--
MI 5.2	Performance indicators are included in country plans and strategies at a delivery (output) and development results level.	--	--	--	--	--	--	--	--	--	--
MI 5.3	Country strategies are developed through consultation with partners	4.73	--	--	4.83	4.63	1.13	--	--	1.04	1.22
Sub-MI	i) UN-Women consults with direct partners to develop its country strategy.	4.83	--	--	4.83	--	1.04	--	--	1.04	--
Sub-MI	ii) UN-Women consults with UN Country Teams to develop its country strategies.	4.63	--	--	--	4.63	1.22	--	--	--	1.22

Don't know responses, overall and by respondent group

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"
% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

		Overall		Donors at HQ		Donors in-country		Direct partners		Peer organisations	
		#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK
MI 5.1	Country results frameworks have causal links from outputs through to outcomes and impact.	--	--	--	--	--	--	--	--	--	--
MI 5.2	Performance indicators are included in country plans and strategies at a delivery (output) and development results level.	--	--	--	--	--	--	--	--	--	--
MI 5.3	Country strategies are developed through consultation with partners	9	10%	--	--	--	--	11	8%	7	12%
Sub-MI	i) UN-Women consults with direct partners to develop its country strategy.	11	8%	--	--	--	--	11	8%	--	--
Sub-MI	ii) UN-Women consults with UN Country Teams to develop its country strategies.	7	12%	--	--	--	--	--	--	7	12%

PERFORMANCE AREA II: OPERATIONAL MANAGEMENT

3.1.6 KPI 6: Resource allocation decisions

KPI 6: The MO's development co-operation funding is transparent and predictable.

Very weak (1.00 – 1.49) | Weak (1.50 – 2.49) | Inadequate (2.50 – 3.49) | Adequate (3.50 – 4.49) | Strong (4.50 – 5.49) | Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
Overall – includes all respondents. "--" indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

Overall survey and document review ratings and observations, by MI

MI	Overall survey mean score	Document review rating	Observations
MI 6.1 – The MO's criteria for allocating resources are transparent.	4.37	2	Direct partners and donors at headquarters were surveyed on whether UN-Women i) makes readily available its criteria for allocating resources, and ii) allocates resources according to these criteria. They provided an overall rating of adequate on the first question, and of strong on the second. The document review rated UN-Women weak for this micro-indicator, since UN-Women's criteria to allocate funding at country level are not clear, and criteria to allocate funding at the regional level are out-of-date. UN-Women allocates its regular resources to regions on the basis of the percentages identified in the UNIFEM resource allocation formula (available online) (UNDP, 2009 [01]). There is no official or formalised formula or policy guiding the allocation of the resources coming from the institutional budget, although the biennial Integrated Budget (approved by the Executive Board) does provide a breakdown of resources across UN-Women's impact areas. According to UN-Women sources, allocation of core programme resources to country offices is decided in the following manner: Regional Directors are informed of the regional allocation of resources and are asked to make proposals for allocation between country offices. The proposals are presented in terms of deviation from the previous year's allocation, with justifications of changes. Interviews confirm the need for a more transparent allocation system at the country level. Regional percentages and the criteria for country allocation used by UN-Women are still based on UNIFEM's system and, therefore, may not fully respond to the needs of the new organisation, which has a regional decentralised structure and a different mandate from that of UNIFEM. UN-Women plans to revise its resource allocation methodology during the mid-term review of the strategic plan, expected to take place in 2015 when the integrated budget 2016-2017 will be presented to the Executive Board (UN-Women, 2013 [10]). The UNIFEM resource allocation formula is only available in English, although the Integrated Budget is available online in the UN's official languages.
MI 6.2 – The MO predicts its development co-operation funding.	4.30	--	The majority of donors at headquarters (67%) rated UN-Women adequate or above for adopting measures to make its funding more predictable, whereas 62% of direct partners rated the organisation adequate or above for providing its funding to countries and other partners according to schedule. The UN-Women Executive Board has emphasised the importance of the 'minimum core funding' needed to deliver on

MI	Overall survey mean score	Document review rating	Observations
			the Entity's mandate and noted the need for early pledges followed by early payments (UN-Women, 2013 [14]). Interviews with staff at headquarters confirm the need to improve the predictability of UN-Women's funding. The predictability of funding to implementing partners depends in part, however, on the predictability of funding from UN-Women's donors (multi-year funding from member states).

Survey mean scores and standard deviation, overall and by respondent group

		Survey mean scores					Standard deviation				
		Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations	Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations
	Base (un-weighted)	**254**	**30**	**29**	**141**	**54**	**254**	**30**	**29**	**141**	**54**
MI 6.1	The MO's criteria for allocating resources are transparent	4.37	4.21	--	4.52	--	1.20	1.31	--	1.09	--
Sub-MI	i) UN-Women makes readily available its criteria for allocating resources.	4.24	4.04	--	4.42	--	1.24	1.35	--	1.12	--
Sub-MI	ii) UN-Women allocates resources according to the criteria mentioned above.	4.51	4.38	--	4.62	--	1.16	1.27	--	1.06	--
MI 6.2	The MO predicts its development co-operation funding	4.30	4.19	--	4.40	--	1.12	1.08	--	1.15	--
Sub-MI	i) UN-Women is adopting measures to make its funding more predictable.	4.19	4.19	--	--	--	1.08	1.08	--	--	--
Sub-MI	ii) UN-Women provides its funding to countries and other partners according to schedule.	4.40	--	--	4.40	--	1.15	--	--	1.15	--

Don't know responses, overall and by respondent group

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"
% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

		Overall		Donors at HQ		Donors in-country		Direct partners		Peer organisations	
		#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK
MI 6.1	The MO's criteria for allocating resources are transparent	35	23%	8	27%	--	--	27	18%	--	--
Sub-MI	i) UN-Women makes readily available its criteria for allocating resources.	29	19%	7	23%	--	--	22	15%	--	--
Sub-MI	ii) UN-Women allocates resources according to the criteria mentioned above.	40	26%	9	30%	--	--	31	22%	--	--
MI 6.2	The MO predicts its development co-operation funding	18	18%	4	13%	--	--	32	23%	--	--
Sub-MI	i) UN-Women is adopting measures to make its funding more predictable.	4	13%	4	13%	--	--	--	--	--	--
Sub-MI	ii) UN-Women provides its funding to countries and other partners according to schedule.	32	23%	--	--	--	--	32	23%	--	--

3.1.7 KPI 7: Results-based budgeting

KPI 7: The MO engages in results-based budgeting.

Very weak (1.00 – 1.49)	Weak (1.50 – 2.49)	Inadequate (2.50 – 3.49)	Adequate (3.50 – 4.49)	Strong (4.50 – 5.49)	Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
Overall – includes all respondents. "--" indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

Overall survey and document review ratings and observations, by MI

MI	Overall survey mean score	Document review rating	Observations
MI 7.1 – Budget allocations are linked to expected results.	4.08	4	Donors at headquarters rated UN-Women adequate for the manner in which budget allocations are linked to results. In 2009, UNDP, UNFPA and UNICEF were each requested to develop a single integrated budget by 2014. This required the three organisations to harmonise their actions to the extent feasible in the alignment of planned results presented in budgetary documents of their respective strategic plans and clear linkages between planned results and budgetary allocations (UN, 2012 [01], p. 3). UN-Women Executive Board requested that the proposed budgets be prepared in accordance with the harmonised results-based-budgeting and cost classification method applied by UNDP, UNICEF and UNFPA (UN-Women, 2011 [18], p. 1). However, because of its unique mandate and composite nature, UN-Women has a cost structure that is not entirely similar to those of UNDP, UNICEF and UNFPA. In line with the decision to harmonise the presentation of the budget, in the integrated budget for the biennium 2014-2015, UN-Women presents proposed resource requirements aligned with each impact in the development results framework (DRF) and with each output area in the organisational effectiveness and efficiency framework (OEEF). The integrated budget thus shows the projected costs of the outputs in the OEEF, but not the projected costs of the outputs associated with the impacts in the DRF. The link between budget allocations and results is made at the higher results level (i.e. for the six impact areas) but not at the outcome level of the DRF. Thus there is room for improvement in linking results and budgets.
MI 7.2 – Expenditures are linked to results.	4.18	3	MOPAN donors at headquarters were asked whether the organisation's reports on results include the expenditures that are linked to achievement of those results. The overall rating is adequate. In the document review, UN-Women was rated inadequate on how its expenditure reports are linked to results at the outcome level. UN-Women reports on total expenditures for each of its six impact areas, but does not present a breakdown of expenditures at the outcome level. Reports to the Executive Board do not show how much was spent to achieve outputs for development results. In addition, variances in planned and actual expenditures are generally not explained in reports to the Executive Board. UN-Women staff noted that the Atlas system allows for tracking allocations and expenditures in line with development results, but this system still needs further development to ensure that the information is exact.

Survey mean scores and standard deviation, overall and by respondent group

		Survey mean scores					Standard deviation				
		Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations	Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations
	Base (un-weighted)	**254**	**30**	**29**	**141**	**54**	**254**	**30**	**29**	**141**	**54**
MI 7.1	Budget allocations are linked to expected results	4.08	4.08	--	--	--	1.28	1.28	--	--	--
MI 7.2	Expenditures are linked to results	4.18	4.18	--	--	--	1.13	1.13	--	--	--

Don't know responses, overall and by respondent group

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"
% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

		Overall		Donors at HQ		Donors in-country		Direct partners		Peer organisations	
		#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK
MI 7.1	Budget allocations are linked to expected results	4	13%	4	13%	--	--	--	--	--	--
MI 7.2	Expenditures are linked to results	8	27%	8	27%	--	--	--	--	--	--

3.1.8 KPI 8: Financial accountability

KPI 8: The MO has policies and processes for financial accountability (audit, risk management, anti-corruption).

Very weak (1.00 – 1.49)	Weak (1.50 – 2.49)	Inadequate (2.50 – 3.49)	Adequate (3.50 – 4.49)	Strong (4.50 – 5.49)	Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
Overall – includes all respondents. "--" indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

Overall survey and document review ratings and observations, by MI

MI	Overall survey mean score	Document review rating	Observations
MI 8.1 – External financial audits meeting recognised international standards are performed across the organisation (External or UN Board of Auditors).	--	6	UN-Women's financial statements have been audited by the United Nations Board of Auditors on an annual basis since its creation (2011 and 2012 reports are available on line). The external financial audits are carried out by the Board of Auditors in accordance with the International Standards on Auditing. Due to the exceptional circumstances of the creation of UN-Women, the 2011 financial report and audited financial statements include in annex the amended financial statements of UNIFEM for the period of 2 July to 31 December 2010.
MI 8.2 – External financial audits meeting recognised international standards are performed at the regional, country or project level (as appropriate).	--	6	Rules and procedures concerning organisation-wide external financial audits are set out in the United Nations Board of Auditors (UNBOA) standards, and these rules apply to UN-Women audits as the UNBOA is responsible for performing UN-Women's annual external audits. In addition, UN-Women's "Brief Guide and Terms of Reference for Audits of NGO, Government and non-UN Intergovernmental Organisations (IGO)" notes that "UN-Women requires an effective audit coverage of at least 40% (may be changed yearly) of its NGO, GOV'T, IGO project expenditures for the fiscal year 2012 through NGO, GOV'T IGO audits" (UN-Women, n.d. [05]) In 2013, UN-Women employed an international audit firm to carry out the audit of selected non-governmental, governmental and intergovernmental organisations that implement UN-Women projects worldwide. Projects are selected for auditing using a risk-based model. External audits at the programme/project level are not available on line, but can be made available upon request. The UN Board of Auditors reviewed audit reports for projects implemented by partners, thus confirming that external audits have indeed been conducted. (UNGA, 2013 (01)) UNBOA reports are available online.
MI 8.3 – Internal audit processes are used to provide management/governing bodies with credible information.	4.52	5	Donors at headquarters gave UN-Women a rating of strong on this MI. A report on internal audit activities, independently carried out by UNDP's Office of Audit and Investigation on behalf of UN-Women, is presented annually to UN-Women's Executive Board. UN-Women's Senior Management has put an action plan in place with regard to the internal audit recommendations, and has committed to follow up on outstanding recommendations. The Board has urged the Entity to ensure that the audit function is properly resourced. In September 2012, UN-Women created an Audit Advisory Committee to enhance accountability and "promote proper governance and high ethical standards, as well as the adoption and use by management of best practices in risk and financial management" within UN-Women, as noted in its terms of reference. This Committee meets regularly with the Board of Auditors, UN-Women's Executive Director and the Director of the Office of Audit and Investigation of the United Nations Development Programme (UNDP) to discuss strategies implemented to ensure overall audit coverage

MI	Overall survey mean score	Document review rating	Observations
			for UN-Women, including the work performed by the UN-Women Audit Unit. It produces an annual report on its activities and advice provided to the Executive Director on financial matters, including internal audits and risk management (UN-Women, 2014 [06], pp. 1-2). UN-Women's internal audit processes are in place and are used by Management and the Board to identify and take decisions on improvements needed in UN-Women's financial practices. Areas for improvement in the internal audit processes have been identified by the Executive Board and the Audit Advisory Committee: for instance, the Board noted that the "capacity of the Office of Audit and Investigations needed to be strengthened in order to safeguard its effectiveness and independence." In addition, the Audit Advisory Committee raised some concerns about potential conflicts of interest because UNDP carries out UN-Women's internal audits but also undertakes some administrative functions of UN-Women, such as managing treasury services. The Committee noted that it is important to ensure that there is an independent organisational focal point in UN-Women to oversee internal audit activities and ensure transparency (UN-Women, 2014 [06], p. 4). In 2013, UN-Women began to disclose internal audit reports on its website in accordance with Executive Board directives (in harmonisation with UNDP, UNFPA, UNICEF and the UN Office for Project Services). This measure enhances accountability and transparency.
MI 8.4 – The MO implements its policy on anti-corruption.	4.47	5	While 50% of donors at headquarters rated UN-Women adequate or above on this MI, there was a high percentage of "don't know" responses (43%). UN-Women's policies and guidelines determine how it should proceed with cases of fraud or other misdemeanours. First, it has a *Legal Framework for addressing non-compliance with UN Standards of Conduct*. This document describes the roles and responsibilities of UN-Women management and staff, procedures to follow for investigations, as well as disciplinary and non-disciplinary measures to be implemented following investigation of charges of misconduct. In addition, investigations of misconduct conducted by UNDP on behalf of UN-Women comply with the *UNDP Investigation Guidelines* (2012) as well as the *Uniform Guidelines for Investigation* (2009) endorsed by the 10th Conference of International Investigators. The Office of Audit and Investigation (OAI) of UNDP is entrusted with the responsibility of providing investigation services to UN-Women. It has the mandate to investigate all reports of alleged wrongdoing involving UN staff members and other personnel, as well as allegations of fraud and corruption committed by other persons, parties or entities to the detriment of UN-Women. In November 2012, OAI established a dedicated "anti-fraud hotline" for UN-Women to ensure that persons wishing to report fraud, corruption or other wrongdoing may do so at any time, free of charge, and confidentially. In its report on 2013 activities, the Audit Advisory Committee notes that UN-Women has made an effort to raise awareness of this hotline. UN-Women's *Annual Report on Internal Audit and Investigation Activities* provides information to the Executive Board on UN-Women's internal audit and investigation function. However, there is room for improvement in reporting practices, as the Executive Board has asked that future internal audit reports present more information on how UN-Women handles complaints, such as those related to fraud and abuse of authority (UN Women, 2013 [50], p. 8).
MI 8.5 – Processes are in place to quickly follow up on any irregularities identified in audits at the country (or other) level.	4.63	4	Although the overall survey rating was strong, 61% of respondents (47% of donors at headquarters and 75% of donors in-country) admitted not knowing the extent to which UN-Women quickly follows up on financial irregularities identified in audits, including suspicions or allegations of corruption and fraud. According to the document review, UN-Women has established appropriate auditing and oversight systems and procedures (including internal controls, governance and risk management processes) which allow it to identify and follow up on irregularities. Recent audit reports have not identified major or systemic irregularities in the use of resources, though there is room for improvement in terms of HQ oversight and timely implementation of audit

MI	Overall survey mean score	Document review rating	Observations
			recommendations.
MI 8.6 – The MO's procurement procedures provide effective control on purchases of goods and services.	4.47	4	Survey respondents provided an overall rating of adequate on this MI, direct partners responded more positively than peer organisations, and this difference is statistically significant. However, 48% of respondents from peer organisations answered "don't know". UN-Women's financial regulations and rules provide guidelines on procurement procedures, which take into account considerations of 'value for money' and quality of the goods and services procured. Room for improvement in UN-Women's procurement function has been noted by both the UNBOA and UNDP's Office of Audit and Investigation (OAI), with regard to both the framework regulating procurement and the practices of procurement. Some aspects of the procurement process were found not to be sufficiently detailed in UN-Women's procurement guidelines (e.g. on the structure of the Acquisition Management Review Committee, and on the use and management of Special Service Agreements). With regard to the practices, these were found generally deficient by recent audits (UNDP, 2014 [01]) (UNGA, 2013 [01]). The Board of Auditors expressed concern that "UN-Women had decentralised its procurement role to the field offices to the extent of being unable to manage procurement activities and to ensure compliance with the rules and regulations" (UNGA, 2013 [01]). UN-Women has committed to implementing a number of corrective actions, such as requiring regional offices to send their procurement plans to headquarters in order to consolidate procurement planning. In its 2013 Report on Internal Audit and Investigation Activities (UNW/2014/4), UN-Women noted that it has launched a new online procurement planning tool, which is monitored by the Headquarters Procurement Section on a regular basis, ensuring control and consistency in planning and enabling UN-Women to obtain better value for money in its procurement activities (UN-Women, 2014 [05]). In addition, UN-Women noted that senior management are considering a proposed new structure for the Procurement Section at headquarters, which would modify the number of posts with specialised job profiles. In the interim, UN-Women is hiring additional procurement support staff to enable the Section to centralise the Procurement function at headquarters.
MI 8.7 – The MO has strategies in place for risk identification, mitigation, monitoring and reporting.	--	3	Although there is not yet evidence of the application of a systematic approach to risk management, thus resulting in a rating of inadequate on this MI, UN-Women is moving towards such an approach through the development of an Enterprise Risk Management policy. This policy is intended to complement UN-Women's Internal Control Framework. According to the Office of Audit and Investigation (OAI) in its 2014 audit of UN-Women's Procurement Function, the Internal Control Framework has a component for Risk Assessment and Management, which explains that the organisation is required to identify and assess the various risks, such as external, relational process, people and technology and systems risks against UN-Women's objectives as the basis for determining how the risks should be managed (UNDP, 2014 [01]). The Audit Advisory Committee encouraged UN-Women to continue its efforts to date and to develop and implement a formal integrated risk management strategy that "focuses on results and identifies and addresses risk exposure throughout the Entity and in its external relationships" (UN-Women, 2014 [06]). Interviews confirm that UN-Women currently has an informal "segmented" approach to risk management, in line with the Internal Control Framework. According to staff, UN-Women recently rolled out the UN-Women Risk Register Template along with Enterprise Risk Management Risk Register Guidelines. Country office staff are required to complete the Risk Register Template as they prepare upcoming Strategic Notes and Annual Work Plans.

Survey mean scores and standard deviation, overall and by respondent group

		Survey mean scores					Standard deviation				
		Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations	Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations
	Base (un-weighted)	**254**	**30**	**29**	**141**	**54**	**254**	**30**	**29**	**141**	**54**
MI 8.1	External financial audits meeting recognised international standards are performed across the organisation (External or UN Board of Auditors).	--	--	--	--	--	--	--	--	--	--
MI 8.2	External financial audits meeting recognised international standards are performed at the regional, country or project level (as appropriate).	--	--	--	--	--	--	--	--	--	--
MI 8.3	Internal audit processes are used to provide management/governing bodies with credible information.	4.52	4.52	--	--	--	1.03	1.03	--	--	--
MI 8.4	The MO implements its policy on anti-corruption.	4.47	4.47	--	--	--	1.21	1.21	--	--	--
MI 8.5	Processes are in place to quickly follow up on any irregularities identified at the country (or other) level.	4.63	4.63	4.65	--	--	1.12	1.24	0.84	--	--
MI 8.6	The MO's procurement procedures provide effective control on purchases of goods and services.	4.47	--	--	4.69	4.17	1.06	--	--	1.08	0.96
MI 8.7	The MO has strategies in place for risk identification, mitigation, monitoring and reporting.	--	--	--	--	--	--	--	--	--	--

Don't know responses, overall and by respondent group

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"
% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

		Overall		Donors at HQ		Donors in-country		Direct partners		Peer organisations	
		#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK
MI 8.1	External financial audits meeting recognised international standards are performed across the organisation (External or UN Board of Auditors).	--	--	--	--	--	--	--	--	--	--
MI 8.2	External financial audits meeting recognised international standards are performed at the regional, country or project level (as appropriate).	--	--	--	--	--	--	--	--	--	--
MI 8.3	Internal audit processes are used to provide management/governing bodies with credible information.	7	23%	7	23%	--	--	--	--	--	--
MI 8.4	The MO implements its policy on anti-corruption.	13	43%	13	43%	--	--	--	--	--	--
MI 8.5	Processes are in place to quickly follow up on any irregularities identified at the country (or other) level.	35	61%	14	47%	21	75%	--	--	--	--
MI 8.6	The MO's procurement procedures provide effective control on purchases of goods and services.	68	38%	--	--	--	--	40	29%	28	48%
MI 8.7	The MO has strategies in place for risk identification, mitigation, monitoring and reporting.	--	--	--	--	--	--	--	--	--	--

3.1.9 KPI 9: Using performance information

KPI 9: The MO demonstrates the use of performance information for decision making.

Very weak (1.00 – 1.49)	Weak (1.50 – 2.49)	Inadequate (2.50 – 3.49)	Adequate (3.50 – 4.49)	Strong (4.50 – 5.49)	Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
Overall – includes all respondents. "--" indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

Overall survey and document review ratings and observations, by MI

MI	Overall survey mean score	Document review rating	Observations
MI 9.1 – Performance information is used by the MO for revising policies and strategies.	4.08	5	Nearly half (43%) of donors at headquarters rated UN-Women adequate, and one quarter (27%) rated UN-Women strong on its use of performance information to revise policies and strategies. The document review rated UN-Women strong in its use of performance information to revise policies and strategies. The MOPAN Assessment Team found evidence of changes undertaken to some of UN-Women's processes in light of audit and evaluation reports (e.g. review of the procurement function, review of its development results framework and implementation of a peer review process). UN-Women uses a results tracking system to capture performance information and learn from lessons reported. UN-Women notes that its updated strategic plan (for the years 2014-2017) "reflects lessons learned from implementing the strategic plan, 2011-2013 and from evaluation (UNW/2013/4), including: (i) the importance of basing programmatic work on participatory and nationally driven processes; (ii) the Entity's comparative strength in advocacy; (iii) UN-Women success in strengthening the capacity of civil society, while highlighting the need to focus on the sustainability of those efforts; and (iv) the need for more consistent quality in the Entity's coordination role at the country level" (UN-Women, 2013 [03]).
MI 9.2 – Performance information is used by the MO for planning new interventions at the country level.	4.45	4	64% of survey respondents (i.e. donors at headquarters, direct partners and peer organisations) rated UN-Women adequate or above on the use of performance information to plan new areas of co-operation at the country level. UN-Women tracks progress towards its expected outcomes at country level in its Online Results Tracking System – country reports include a situation analysis, lessons learned, knowledge practices and information on key challenges faced during the year, as well as performance tracked against expected results. There is evidence that UN-Women Country Offices analyse and use the performance information to orient their programmatic focus (e.g. greater focus on working with women's organisations to enhance their capacities). However, the document review found that performance information is not yet systematically used to plan new interventions at country level. As UN-Women becomes a more established entity, it is expected that this process will become more systematic.
MI 9.3 – Poorly performing programmes, projects and/or initiatives are addressed proactively so as to improve performance.	4.27	5	Donors at headquarters, direct partners and peer organisations were asked whether UN-Women i) regularly identifies poorly performing programmes and projects, and ii) proactively addresses performance issues in these programmes and projects. Overall, respondents rated the organisation adequate on both questions. However, a high percentage of donors at headquarters (53%) and peer organisations (48%) replied 'don't know' to the first question on regular identification of poorly performing programmes. UN-Women has adequate systems in place to identify problems with projects and programmes: these include

MI	Overall survey mean score	Document review rating	Observations
			monitoring tools (e.g. the Online Results Tracking System), Monitoring, Evaluation and Research Plans (MERPs) at the country level, and check-ins between country offices, regional offices and headquarters. The *Programme and Operations Manual* identifies steps to revise projects when problems are reported. If problems are identified during project implementation, changes can be made to the country Strategic Plan/ Annual Work Plan. Revisions can be substantive (e.g. amendments to expected results with budget implications) or non-substantive (e.g. extension of approved activity component; no-cost extension of approved component project documents). If serious difficulties persist, the UN-Women Regional Director can decide to suspend or cancel activities. In other cases, when problems are identified in operational and programmatic capacities, UN-Women can take special measures such as: provision of additional training, surge capacity for offices with specific capacity issues, or retention of direct oversight by Headquarters.
MI 9.4 – Evaluation recommendations reported to Executive Committee/Board are acted upon by the responsible units.	4.82	5	70% of donors at headquarters rated UN-Women adequate or above on this MI, with nearly half (47%) giving a rating of strong or very strong. UN-Women's *Evaluation Policy*, enacted 1 January 2013, requires that UN-Women keep track of mandatory management responses and action plans for all independent evaluations of UN-Women (UN-Women, 2012 (06)). UN-Women tracks the implementation of evaluation recommendations through a system aimed at global accountability and tracking of evaluation use (GATE) (UN-Women, n.d. [04]). UN-Women has also developed the Global Evaluation Report Analysis and Assessment System (GERAAS) to enhance the systematic use of evaluation findings and lessons learned for decision making. The Evaluation Office presents an annual *Report on the Evaluation Function* to the Executive Board that contains aggregated data on the status of implementation of evaluation recommendations for which management responses committed to follow-up actions. For example, the 2013 report noted: "The implementation rate of 407 actions committed in 2012 management responses was 88 per cent (58 per cent completed and 30 per cent ongoing), while 4 per cent were not initiated and 8 per cent do not have a specific deadline." (UN-Women, 2014 [07]).

Survey mean scores and standard deviation, overall and by respondent group

		Survey mean scores					Standard deviation				
		Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations	Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations
	Base (un-weighted)	**254**	**30**	**29**	**141**	**54**	**254**	**30**	**29**	**141**	**54**
MI 9.1	Performance information is used by the MO for revising policies and strategies	4.08	4.08	--	--	--	0.96	0.96	--	--	--
MI 9.2	Performance information is used by the MO for planning new interventions at the country level	4.45	4.10	--	4.65	4.54	1.03	1.10	--	0.94	0.99
MI 9.3	Poorly performing programmes, projects and/or initiatives are addressed proactively so as to improve performance	4.27	3.90	--	4.55	4.25	1.15	1.18	--	1.04	1.18

		Survey mean scores					Standard deviation				
		Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations	Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations
	Base (un-weighted)	**254**	**30**	**29**	**141**	**54**	**254**	**30**	**29**	**141**	**54**
Sub-MI	i) UN-Women regularly identifies poorly performing programmes and projects.	4.22	3.86	--	4.48	4.19	1.16	1.27		1.03	1.19
Sub-MI	ii) UN-Women proactively addresses performance issues identified in poorly performing programmes and projects.	4.31	3.94	--	4.62	4.31	1.13	1.09		1.04	1.18
MI 9.4	Evaluation recommendations reported to Executive Committee/Board are acted upon by the responsible units	4.82	4.82	--	--	--	0.99	0.99	--	--	--

Don't know responses, overall and by respondent group

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"
% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

		Overall		Donors at HQ		Donors in-country		Direct partners		Peer organisations	
		#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK
MI 9.1	Performance information is used by the MO for revising policies and strategies	6	20%	6	20%	--	--	--	--	--	--
MI 9.2	Performance information is used by the MO for planning new interventions at the country level	50	27%	10	33%	--	--	23	16%	17	32%
MI 9.3	Poorly performing programmes, projects and/or initiatives are addressed proactively so as to improve performance	79	39%	14	47%	--	--	41	28%	24	43%
Sub-MI	i) UN-Women regularly identifies poorly performing programmes and projects.	83	43%	16	53%	--	--	41	29%	26	48%
Sub-MI	ii) UN-Women proactively addresses performance issues identified in poorly performing programmes and projects.	74	35%	12	40%	--	--	40	28%	22	37%
MI 9.4	Evaluation recommendations reported to Executive Committee/Board are acted upon by the responsible units	8	27%	8	27%	--	--	--	--	--	--

3.1.10 KPI 10: Managing human resources

KPI 10: The MO manages human resources using methods to improve organisational performance.

Very weak (1.00 – 1.49)	Weak (1.50 – 2.49)	Inadequate (2.50 – 3.49)	Adequate (3.50 – 4.49)	Strong (4.50 – 5.49)	Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
Overall – includes all respondents. "--" indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.
◊ indicates insufficient data available to provide a rating

Overall survey and document review ratings and observations, by MI

MI	Overall survey mean score	Document review rating	Observations
MI 10.1 – The MO uses results focused performance assessment systems (that also apply to senior staff) to make decisions on human resources.	4.17	5	Although the overall survey rating was adequate, the majority of donors at headquarters (80%) said they don't know whether UN-Women uses information on staff performance to make human resource decisions. The survey rating should therefore be interpreted with caution. Prior to 2013, UN-Women used the Results and Competency Assessment (RCA) system to manage staff performance. Since 2013, the RCA has been replaced by the Performance Management and Development (PMD) system developed by UNDP to rate the performance of staff (applies to all staff including senior staff). Compliance with the requirement to complete performance evaluations in 2012 was quite high (96% according to UN-Women) so there is an indication that managers and staff are using the PMD to evaluate progress towards individual work plan goals. UN-Women must comply with UN staff rules stating that the decision to allocate salary increments must take into account performance reviews. UN-Women conducted its first global workforce survey in 2014. The results of this survey were generally strong, revealing, for instance, that 63% of the workforce felt that their performance assessments are fair and unbiased and 91% felt they are held accountable for their performance. According to documented examples provided by UN-Women staff , UN-Women uses the validated evaluations of underperformance and failed subsequent performance improvement plans to support a decision not to renew a staff member's contract. However, the effectiveness of this system has not yet been externally assessed. Following a practice established by UNDP, the Entity plans to set up a Talent Management Review Group, but at the time of writing the report, this group had not yet become active, according to UN-Women staff interviewed. [The Talent Management Review Group will be responsible for reviewing decisions on extreme ratings in the human resource performance assessments (ratings of very low or very high performance). It will also serve to recognise strong performance].
MI 10.2 – There is a transparent system in place to manage staff performance.	4.00	4	83% of donors at headquarters indicated they "don't know" whether UN-Women has a transparent system in place to manage staff performance. As noted above, UN-Women has a system to review staff performance and must comply with UN staff rules stating that the decision to allocate salary increments must take into account performance reviews. No external review or evaluation of UN-Women's human resource performance management system has yet been undertaken.

MI	Overall survey mean score	Document review rating	Observations
			According to UN-Women, the decision to extend a contract is based on the staff member's performance review. Furthermore, when a staff member receives an extended contract (based on satisfactory performance), she or he will receive a standard annual salary increment.

Survey mean scores and standard deviation, overall and by respondent group

		Survey mean scores					Standard deviation				
		Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations	Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations
	Base (un-weighted)	**254**	**30**	**29**	**141**	**54**	**254**	**30**	**29**	**141**	**54**
MI 10.1	The MO uses results-focused performance assessment systems (that also apply to senior staff) to make decisions on human resources	4.17	4.17	--	--	--	1.11	1.11	--	--	--
MI 10.2	There is a transparent system in place to manage staff performance	4.00	4.00	--	--	--	1.15	1.15	--	--	--

Don't know responses, overall and by respondent group

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"
% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

		Overall		Donors at HQ		Donors in-country		Direct partners		Peer organisations	
		#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK
MI 10.1	The MO uses results-focused performance assessment systems (that also apply to senior staff) to make decisions on human resources	24	80%	24	80%	--	--	--	--	--	--
MI 10.2	There is a transparent system in place to manage staff performance	25	83%	25	83%	--	--	--	--	--	--

3.1.11 KPI 11: Performance-oriented programming

KPI 11: Country/regional programming processes are performance oriented.

This KPI was assessed by document review only.

Very weak (1.00 – 1.49) | Weak (1.50 – 2.49) | Inadequate (2.50 – 3.49) | Adequate (3.50 – 4.49) | Strong (4.50 – 5.49) | Very strong (5.50 – 6.00)

"--" indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

Overall document review ratings and observations, by MI

MI	Overall survey mean score	Document review rating	Observations
MI 11.1 – Prior to approval, new initiatives are subject to appropriate analysis (e.g. gender, environmental, cost-benefit, etc.)	--	5	UN-Women does not have a formal policy requiring that appropriate analysis be carried out prior to programme approval, but its Programme and Operations Manual describes the type of analysis that should be conducted prior to engaging in new programmes, and sets out the criteria that should be discussed by senior management (Peer Review Groups) when reviewing country strategic notes/ annual work plans for approval. For example, when reviewing new country programmes, senior managers conduct a gender/ situation analysis and review the justification for the new programme, asking questions such as "Have underlying gender issues been clearly analysed from the human rights perspective? " and "How do intermediate results at programme level align with UN-Women's long term results at corporate level?" (UN-Women, n.d.[02]; UN-Women, 2013 [53])
MI 11.2 – Milestones/targets are set to rate the progress of (project) implementation.	--	5	In all reviewed strategic notes/ annual work plans, targets were provided in relation to outputs for project/ programme implementation, and most of these targets were accompanied by baseline values and dates for implementation of said targets (e.g. by the end of 2015). In the most recent work plans reviewed (2014 and onwards), UN-Women also identified the implementing partners and budget allocated for each activity and target proposed.

3.1.12 KPI 12: Delegating authority

KPI 12: The MO delegates decision-making authority and staff accordingly (to the country or other levels).

Very weak (1.00 – 1.49) | Weak (1.50 – 2.49) | Inadequate (2.50 – 3.49) | Adequate (3.50 – 4.49) | Strong (4.50 – 5.49) | Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
Overall – includes all respondents. "--" indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

Overall survey and document review ratings and observations, by MI

MI	Overall survey mean score	Document review rating	Observations
MI 12.1 – Staff deployment in country is adequate for the implementation of the MO's mandate.	3.41	--	Donors in-country and peer organisations rated UN-Women inadequate on staff deployment in country, while direct partners had a more positive view, rating it adequate. These differences are statistically significant. The UN Board of Auditors (BOA) reported deficiencies in human resources management at the UN-Women field offices visited in 2012, namely vacancies in key positions, including programme advisor, operations manager and national programme co-ordinator, which may be partly due to insufficient funding. The BOA warned that inadequate deployment of key staff in field offices could affect the delivery of UN-Women's mandate. Independent audits at project level also reported weaknesses such as insufficient resources and inadequate guidance or supervision at project level, which may lead to increased risks of errors in financial reports, and even increased risks of fraud (UNGA, 2013 [01]). Interviews with UN-Women staff confirmed that some offices do not yet have the minimum expected number of staff (e.g. five staff per country office) due to insufficient funding, thus restricting capacity to carry out planned activities. Nonetheless, UN-Women has implemented UNBOA's recommendation to expedite the process of filling posts at country and regional offices to ensure adequate staffing (UNGA, 2014 [04]).
MI 12.2 – Aid reallocation decisions can be made locally.	3.49	5	Overall, 29% of survey respondents (i.e. donors in-country, direct partners, and peer organisations) gave a rating of adequate or above on this MI, and 27% gave a rating of inadequate or below. Rating the organisation inadequate, donors in-country responded more negatively than the two other groups, who each provided overall ratings of adequate. These differences are statistically significant. However, the overall "don't know" rate was high (44%), and this is particularly true for donors in-country (51%) and peer organisations (54%). Context: The goals of the decentralisation process are to bring capacity closer to the field, reduce transaction costs arising from multiple layers of oversight, and improve the overall efficiency of UN-Women. Through the regional architecture process, which led to the creation of six Regional Offices, six Multi-Country Offices, and 47 Country Offices, UN-Women has decentralised several decision-making areas to the regional and country levels, including aid reallocation decisions and the approval of new projects and programmes. In a very short period of time, the Entity has made a considerable shift from UNIFEM's *modus operandi*, which was characterised by a centralised approach to decision making. Although the decentralisation process is not completed yet (as UN-Women is still setting up offices in the regions and countries), the progress made has been highlighted by the UN Advisory Committee on Administrative and Budgetary Questions (UN-Women, 2013 [48]). Regional directors have greater authority than before the decentralisation process was enacted, and can approve/sign off on donor agreements and associated programmes and budgets, as well as transactions and

MI	Overall survey mean score	Document review rating	Observations
			payments. In addition, they may approve the recruitment of national staff in their regions.
MI 12.3 – New programmes/projects can be approved locally within a budget cap.	3.87	5	The Policies and Procedures for the Delegation of Authorities (Delegation of Authority Framework) describe the delegation of authority to the different levels as regards the approval of new programmes or projects. According to the Framework, decision making lies with HQ for programmes/projects above USD 3 million, with Regional Directors for programmes/projects between USD 1 million and USD 3 million, and with Country Representatives for programmes/projects up to USD 1 million. Joint Programmes can be approved by Regional Directors and Country Representatives (UN-Women, 2013 [64]). Because the delegation of authority process is still ongoing, it is too early to assess progress through document review. However, UN-Women staff in the field interviewed for the MOPAN assessment affirmed that this process has made a significant and positive difference in how they conduct country and regional operations. Direct partners (the only group surveyed) rated UN-Women adequate overall on this micro-indicator; 21% rated it strong or very strong; 20% adequate; 21% inadequate or below; and 39% responded “don’t know”.

Survey mean scores and standard deviation, overall and by respondent group

		Survey mean scores					Standard deviation				
		Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations	Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations
	Base (un-weighted)	**254**	**30**	**29**	**141**	**54**	**254**	**30**	**29**	**141**	**54**
MI 12.1	Staff deployment in country is adequate for the implementation of the MO's mandate	3.41	--	2.66	4.04	3.48	1.28	--	1.04	1.26	1.14
MI 12.2	Aid reallocation decisions can be made locally	3.49	--	2.68	3.94	3.66	1.33	--	1.03	1.26	1.37
MI 12.3	New programmes/projects can be approved locally within a budget cap	3.87	--	--	3.87	--	1.38	--	--	1.38	--

Don’t know responses, overall and by respondent group

#DK = number of respondents who were asked the question (un-weighted data) and replied “don’t know”
% DK = percentage of respondents who indicated “don’t know” to the question (weighted data)

		Overall		Donors at HQ		Donors in-country		Direct partners		Peer organisations	
		#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK
MI 12.1	Staff deployment in country is adequate for the implementation of the MO's mandate	24	10%	--	--	4	14%	17	11%	3	5%
MI 12.2	Aid reallocation decisions can be made locally	84	44%	--	--	14	51%	40	28%	30	54%
MI 12.3	New programmes/projects can be approved locally within a budget cap	55	39%	--	--	--	--	55	39%	--	--

PERFORMANCE AREA III: RELATIONSHIP MANAGEMENT

3.1.13 KPI 13: Supporting national plans

KPI 13: The MO co-ordinates and directs its development co-operation at the country level in support of agreed national plans or partner plans.

In this MOPAN assessment, the KPIs in the performance area of relationship management (13 to 18) consider the extent to which the multilateral organisation engages in international aid effectiveness initiatives or adopts emerging good practices to strengthen the effectiveness of aid. UN-Women's primary mechanism for supporting the aid effectiveness agenda is via the adoption of the principles laid out in the Quadrennial Comprehensive Policy Review (QCPR). Along with the other entities of the UN Development Group (UNDG), UN-Women participates in efforts to adhere to QCPR directives, such as simplification of the programming process (to allow the strengthening of national ownership and a closer alignment of the UNDAF document with national priorities) and a stronger focus on joint programming and implementation of results at the country level (UNGA, 2014, p. 42).

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
Overall – includes all respondents. "--" indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

Overall survey and document review ratings and observations, by MI

MI	Overall survey mean score	Document review rating	Observations
MI 13.1 – Extent to which MO supported funding proposals have been fully designed and developed with the national government or direct partners, rather than conceptualised or initiated by MO itself.	4.36	--	Donors in-country and direct partners were asked whether UN-Women funds proposals designed and developed by the national government or other direct partners; the majority (71%) rated the organisation adequate or above.
MI 13.2 – Statements of expected results are consistent with those in national development strategies and UNDAF, as appropriate.	4.91	5	MOPAN donors in-country, direct partners, and peer organisations rated UN-Women strong overall on its alignment of country planning documents with national development strategies. The majority (59%) gave a rating of strong or very strong for this MI. Although Strategic Notes are not required to be signed by the government of the host country, UN-Women's Programme and Operations Manual requires that they be aligned with the United Nations Development Assistance Framework (UNDAF), national priorities on gender equality, and the UN-Women Strategic Plan development results framework (DRF) and organisational effectiveness and efficiency framework (OEEF). As with other UN Funds and Programmes, UN-Women programming aligns with the UN system's Common Country Programming Processes. The reference point for new country planning documents is the United Nations Development Assistance Framework (UNDAF) or other Delivering as One frameworks. All of UN-Women's country planning documents and Strategic Notes/Annual Work Plans reviewed for this assessment identify the relevant country and UNDAF objectives to which they are aligned. There is evidence that UN-Women Strategic Notes/Annual Work Plans are aligned with UN and government development objectives: for instance, the Cambodia DRF 2014-

MI	Overall survey mean score	Document review rating	Observations
			2015 is aligned to the National Strategy for Gender Equality (Neary Rattanak III) and the Ecuador Strategic Note 2014-2016 is linked to the National Plan for Good Living (2013-2017). Despite this evidence, it is not yet possible to validate through external and independent sources the extent to which UN-Women's programmes effectively support national priorities.

Survey mean scores and standard deviation, overall and by respondent group

		Survey mean scores					Standard deviation				
		Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations	Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations
	Base (un-weighted)	**254**	**30**	**29**	**141**	**54**	**254**	**30**	**29**	**141**	**54**
MI 13.1	Extent to which MO supported funding proposals have been fully designed and developed with the national government or direct partners, rather than conceptualised or initiated by MO itself	4.36	--	4.04	4.65	--	1.15	--	1.22	1.01	--
MI 13.2	Statements of expected results are consistent with those in national development strategies and UNDAF, as appropriate	4.91	--	4.72	4.91	5.08	0.78	--	0.74	0.84	0.74

Don't know responses, overall and by respondent group

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"
% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

		Overall		Donors at HQ		Donors in-country		Direct partners		Peer organisations	
		#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK
MI 13.1	Extent to which MO supported funding proposals have been fully designed and developed with the national government or direct partners, rather than conceptualised or initiated by MO itself	23	17%	--	--	7	22%	16	11%	--	--
MI 13.2	Statements of expected results are consistent with those in national development strategies and UNDAF, as appropriate	22	10%	--	--	3	10%	13	9%	6	12%

3.1.14 KPI 14: Adjusting procedures

KPI 14: The MO's procedures take into account local conditions and capacities.

Very weak (1.00 – 1.49)	Weak (1.50 – 2.49)	Inadequate (2.50 – 3.49)	Adequate (3.50 – 4.49)	Strong (4.50 – 5.49)	Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
Overall – includes all respondents. "--" indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

Overall survey ratings and observations, by MI

MI	Overall survey mean score	Document review rating	Observations
MI 14.1 – The procedures of the MO can be easily understood and completed by partners.	4.43	--	Donors in-country provided a rating of adequate on this MI while direct partners responded slightly more positively, rating the organisation strong. This difference is statistically significant. When asked in an open-ended question to identify UN-Women's main areas for improvement, only 9.8% of respondents expressed concern about perceived complicated and bureaucratic procedures – this was the eighth most frequently cited area for improvement. Since UN-Women is a new entity, reviews of its operations and procedures are scarce and provide little information on UN-Women's ability to take into account local conditions and capacities. Nonetheless, UN Board of Auditor reports indicate that UN-Women should work closely with implementing partners on the ground to address recurring problems identified in independent audit reports, including inadequate procedures, inadequate guidance or supervision at project level, and insufficient resources (UNGA, 2013 (01), pp. par. 88-94).
MI 14.2 – The length of time for completing MO procedures does not have a negative effect on implementation.	3.64	--	Overall survey responses on this MI were mixed: UN-Women was rated adequate overall but 32% or respondents provided ratings of inadequate or below. Donors in-country responded more negatively than direct partners, this difference is statistically significant. Moreover, there was a high percentage of "don't know" responses from donors in-country (55%).
MI 14.3 – The MO has the operational agility to respond quickly to changing circumstances on the ground.	4.31	--	Country-level respondents rated UN-Women adequate for adjusting its work in the country quickly to respond to changing circumstances. A number of evaluations of country programmes and projects have found that UN-Women's approach to implementing programmes and working with other partners is flexible (Peebles, 2013 [01]; UN-Women, 2012 [20]). The thematic evaluation of UN-Women's contributions in areas of peace and security noted however that UN-Women does not sufficiently document lessons learned on how to achieve operational flexibility, particularly in volatile, conflict-affected environments (UN-Women, 2014 [03], p. 52).
MI 14.4 – The MO has operational flexibility to adjust its implementation of projects/programmes as learning occurs.	4.48	--	The majority of direct partners (78%) rated UN-Women adequate or above for flexibility adjusting its implementation of individual projects/programmes as learning occurs.

Survey mean scores and standard deviation, overall and by respondent group

		Survey mean scores					Standard deviation				
		Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations	Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations
MI	***Base (un-weighted)***	**254**	**30**	**29**	**141**	**54**	**254**	**30**	**29**	**141**	**54**
MI 14.1	The procedures of the MO can be easily understood and completed by partners	4.43	--	4.02	4.73	--	0.94	--	0.53	1.06	--
MI 14.2	The length of time for completing MO procedures does not have a negative effect on implementation	3.64	--	2.86	4.03	--	1.21	--	0.97	1.13	--
MI 14.3	The MO has the operational agility to respond quickly to changing circumstances on the ground	4.31	--	4.06	4.43	4.41	1.06	--	1.07	1.05	1.02
MI 14.4	The MO has operational flexibility to adjust its implementation of projects/programmes as learning occurs	4.48	--	--	4.48	--	0.99	--	--	0.99	--

Don't know responses, overall and by respondent group

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"
% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

		Overall		Donors at HQ		Donors in-country		Direct partners		Peer organisations	
		#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK
MI 14.1	The procedures of the MO can be easily understood and completed by partners	17	18%	--	--	9	31%	8	5%	--	--
MI 14.2	The length of time for completing MO procedures does not have a negative effect on implementation	28	32%	--	--	16	55%	12	8%	--	--
MI 14.3	The MO has the operational agility to respond quickly to changing circumstances on the ground	36	17%	--	--	7	23%	20	14%	9	15%
MI 14.4	The MO has operational flexibility to adjust its implementation of projects/programmes as learning occurs	14	10%	--	--	--	--	14	10%	--	--

3.1.15 KPI 15: Using country systems

KPI 15: The MO uses country systems for disbursement and operations.

Very weak (1.00 – 1.49) | Weak (1.50 – 2.49) | Inadequate (2.50 – 3.49) | Adequate (3.50 – 4.49) | Strong (4.50 – 5.49) | Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
Overall – includes all respondents. "--" indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

Overall survey and document review ratings and observations, by MI

MI	Overall survey mean score	Document review rating	Observations
MI 15.1 – The MO uses country systems (both financial and non-financial), where appropriate.	4.47	--	Direct partners were asked whether UN-Women sufficiently uses country systems (both financial and non-financial) in its work with partners; 44% rated the organisation strong or very strong, 31% adequate, and 10% inadequate or below. Because of the nature of its work, UN-Women does not usually disburse large amounts of funds to country partners. Therefore there is little need to use country systems for disbursement and operations. However, UN-Women does work with government partners on non-financial operations, to strengthen national systems on data collection. For instance, in partnership with the UN Statistics Division, UN-Women is jointly managing the Evidence and Data for Gender Equality (EDGE) Initiative, which will work to build national capacity to access and use gender statistics (UN-Women, 2012 [24]).
MI 15.2 – The MO participates in mutual assessments of progress in implementing agreed commitments with national partners.	4.60	--	When asked about UN-Women's participation in mutual assessments of progress in implementing agreed commitments with national partners, donors in-country, direct partners and peer organisations rated UN-Women strong overall; 43% of them rating it strong or very strong. Implementing partners are encouraged to participate in annual reviews of UN-Women's country programme, to assess programme performance and identify any implementation problems. In addition, findings from UN-Women's annual programme reviews are used to prepare for the mandatory UNDAF annual review meeting and UNDAF progress report (UN-Women, n.d.[02]).

Survey mean scores and standard deviation, overall and by respondent group

		Survey mean scores					Standard deviation				
		Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations	Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations
	Base (un-weighted)	**254**	**30**	**29**	**141**	**54**	**254**	**30**	**29**	**141**	**54**
MI 15.1	The MO uses country systems (both financial and non-financial), where appropriate	4.47	--	--	4.47	--	1.06	--	--	1.06	--
MI 15.2	The MO participates in mutual assessments of progress in implementing agreed commitments with national partners.	4.60	--	4.24	4.84	4.66	1.01	--	1.00	0.95	1.01

Don't know responses, overall and by respondent group

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"
% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

		Overall		Donors at HQ		Donors in-country		Direct partners		Peer organisations	
		#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK
MI 15.1	The MO uses country systems (both financial and non-financial), where appropriate	21	15%	--	--	--	--	21	15%	--	--
MI 15.2	The MO participates in mutual assessments of progress in implementing agreed commitments with national partners.	29	16%	--	--	7	24%	15	10%	7	13%

3.1.16 KPI 16: Contributing to policy dialogue

KPI 16: The MO adds value to policy dialogue with its partners.

Very weak (1.00 – 1.49)	Weak (1.50 – 2.49)	Inadequate (2.50 – 3.49)	Adequate (3.50 – 4.49)	Strong (4.50 – 5.49)	Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
Overall – includes all respondents. "--" indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

Overall survey and document review ratings and observations, by MI

MI	Overall survey mean score	Document review rating	Observations
MI 16.1 – The MO has a reputation among its stakeholders for high quality, valued policy dialogue inputs.	5.00	--	Survey respondents provided an overall rating of strong on this MI. The vast majority of donors at headquarters (97%) rated the Entity adequate or above on its contribution to policy dialogue, including intergovernmental normative processes, and 88% of respondents in-country gave it a rating of adequate or above for its contribution to policy dialogue. In response to open-ended survey questions, survey respondents opined that in the last 2-3 years, UN-Women has played a major role in raising the level of conversation about the role of women, particularly around sensitive yet important topics such as eliminating violence against women (this was the sixth most frequently cited strength). Respondents noted that UN-Women acts as a bridge-builder between various stakeholders, providing a platform for discussion and negotiation between the government and local women's organisations. Examples of UN-Women's contribution to high-level dialogue include its supporting role at the Commission on the Status of Women (CSW), as well as its contribution to discussions around the post-2015 development agenda. UN-Women reports that its substantive preparations for the 57th session of CSW, including mobilisation, alliance-building and technical support, were instrumental in enabling the adoption of the agreed conclusions (UN-Women, 2014 [08]). This was also confirmed by the Thematic Evaluation of UN-Women's contribution to preventing violence against women (UN-Women, 2013 [51], p. 8). As for its contribution to the post-2015 agenda, UN-Women is part of the UN System Task Team on the Post-2015 UN Development Agenda and has advocated for a stand-alone goal to achieve gender equality and women's rights, which addresses violence against women, women's equal opportunities, and women's voice within the private and public decision-making spheres (UN-Women, 2013 [63]). UN-Women staff in country and regional offices who were interviewed by the assessment team gave examples of how UN-Women provides value-added services by offering high-level policy advice to government and other partners. For example, it has lead an initiative to develop a common analytical framework to understand the gender implications of climate change, in partnership with civil society organisations in Bangladesh (creating a space for dialogue between women's organisations and climate change experts, who have very different conceptions of climate change, as a technical versus a social issue).
MI 16.2 – The MO's policy dialogue is undertaken in a manner which respects partner views and perspectives.	4.75	--	Survey respondents rated UN-Women strong overall for respecting the views of partners when undertaking policy dialogue. Donors in-country responded more negatively than the three other groups, and these differences are statistically significant.

Survey mean scores and standard deviation, overall and by respondent group

		Survey mean scores					Standard deviation				
		Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations	Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations
	Base (un-weighted)	**254**	**30**	**29**	**141**	**54**	**254**	**30**	**29**	**141**	**54**
MI 16.1	The MO has reputation among its stakeholders for high quality, valued policy dialogue inputs	5.00	5.23	4.40	4.97	4.90	0.88	0.81	1.05	0.88	0.84
Sub-MI	i) UN-Women provides valuable inputs to policy dialogue, including in intergovernmental normative processes.	5.23	5.23	--	--	--	0.81	0.81	--	--	--
Sub-MI	ii) UN-Women provides valuable inputs to policy dialogue.	4.76	--	4.40	4.97	4.90	0.95	--	1.05	0.88	0.84
MI 16.2	The MO's policy dialogue is undertaken in a manner which respects partner views and perspectives	4.75	5.10	4.14	4.99	4.72	0.95	0.76	0.92	0.84	0.99

Don't know responses, overall and by respondent group

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"
% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

		Overall		Donors at HQ		Donors in-country		Direct partners		Peer organisations	
		#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK
MI 16.1	The MO has reputation among its stakeholders for high quality, valued policy dialogue inputs	3	1%	0	0%	1	3%	5	4%	0	0%
Sub-MI	i) UN-Women provides valuable inputs to policy dialogue, including in intergovernmental normative processes.	0	0%	0	0%	--	--	--	--	--	--
Sub-MI	ii) UN-Women provides valuable inputs to policy dialogue.	6	2%	--	--	1	3%	5	4%	0	0%
MI 16.2	The MO's policy dialogue is undertaken in a manner which respects partner views and perspectives	16	7%	1	3%	4	12%	7	5%	4	6%

3.1.17 KPI 17: Harmonising procedures

KPI 17: The MO harmonises arrangements and procedures with other programming partners (donors, UN agencies, etc.) as appropriate.

Very weak (1.00 – 1.49)	Weak (1.50 – 2.49)	Inadequate (2.50 – 3.49)	Adequate (3.50 – 4.49)	Strong (4.50 – 5.49)	Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
Overall – includes all respondents. "--" indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

Overall survey and document review ratings and observations, by MI

MI	Overall survey mean score	Document review rating	Observations
MI 17.1 – The MO co-ordinates planning, programming, monitoring and reporting with other partners.	4.11	5	Two thirds (66%) of in-country respondents gave a rating of adequate or above for this MI. Direct partners responded more positively than donors in-country and peer organisations, and these differences are statistically significant. UN-Women's mandate to harmonise the UN's gender mainstreaming efforts is closely linked to its co-ordination mandate (please see KPI 18 for information on the co-ordination mandate). The document review found evidence that UN-Women participates in a steadily increasing number of joint programmes with other UN agencies (as an indication, UN-Women's predecessor agencies participated in 72 joint programmes in 2008, and this rose to 104 in 2010 – these numbers represent joint initiatives with more than two UN partners.) (UN-Women Coordination Division, 2012 [02]). For instance, UN-Women collaborates in a number of joint programmes to end violence against women (e.g. in Bangladesh, it participated in the Joint Programme to End Violence Against Women, led by the MDG-F Achievement Fund). Another example is the Safe Cities Global Initiative, in which UN-Women partners with UN-Habitat and several other international agencies to develop and implement a comprehensive approach to prevent and respond to sexual harassment and other forms of violence against women and girls in public spaces. UN-Women participates in many initiatives to develop joint reporting and evaluation with other partners. One-quarter of UN-Women evaluations in 2013 were joint evaluations, and in 2014, UN-Women co-produced a joint evaluation of joint gender programmes at the corporate level (UN-Women, 2014 [07]). In addition, UN-Women supports UNDAF evaluations and UN country team task forces on monitoring and evaluation at the country level (UN Women, 2014 [07]). Evaluations of UN-Women's programming activity highlighted some concerns about the Entity's ability to lead joint programmes. The thematic evaluation of UN-Women's contributions to peace and security in humanitarian responses noted that "Inadequate strategic planning at country level also limits the possibility for joined programming (within and beyond the peace and security section within a country) and for UN Women to concentrate resources on its areas of comparative advantage." (UN-Women, 2014 [03], pp. 52-53) The joint evaluation of joint gender programmes also found that "UN-Women's technical input to programme activities depended largely on the extent to which other United Nations entities were open to their involvement" (UN-Women, 2014 [09]). Staff interviews highlighted concerns about UN-Women's ability to lead joint initiatives in some countries (particularly among the UN agencies).
MI 17.2 – The MO builds on the initiatives of others to avoid duplication.	4.38	--	Direct partners and peer organisations were asked whether UN-Women sufficiently builds on the initiatives of others to avoid duplication, and 67% rated the organisation adequate or above. UN-Women has joined UN system-wide efforts to harmonise business practices, with the aim of strengthening efficiencies

MI	Overall survey mean score	Document review rating	Observations
			and lowering administrative costs, thus increasing the proportion of resources available for programming activities on the ground. The Entity has tried to simplify its business processes around operations, programme implementation and management, for instance by taking part in a pilot project to implement the UN's new business operations strategy. UN-Women produces an integrated budget which uses results-based budgeting, in line with its sister agencies, UNDP, UNFPA and UNICEF. It uses UNDP systems for several administrative and management functions, including human resources performance management, payroll, treasury and internal audits. UN-Women participates in joint procurement activities, leveraging over 30 long-term agreements issued by other UN entities (UN-Women, 2014 [08], p. 32).
MI 17.3 – The MO's work reflects its comparative advantage.	4.53	--	Donors at headquarters, direct partners and peer organisations rated UN-Women's work strong overall for reflecting its comparative advantage. The majority (54%) provided ratings of strong or very strong.

Survey mean scores and standard deviation, overall and by respondent group

		Survey mean scores					Standard deviation				
		Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations	Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations
	Base (un-weighted)	**254**	**30**	**29**	**141**	**54**	**254**	**30**	**29**	**141**	**54**
MI 17.1	The MO co-ordinates planning, programming, monitoring and reporting with other partners	4.11	--	3.55	4.65	4.21	1.21	--	1.26	1.05	1.03
MI 17.2	The MO builds on the initiative of others to avoid duplication	4.38	--	--	4.62	4.17	1.18	--	--	1.11	1.21
MI 17.3	The MO's work reflects its comparative advantage	4.53	4.46	--	4.70	4.43	1.09	1.22	--	0.97	1.08

Don’t know responses, overall and by respondent group

#DK = number of respondents who were asked the question (un-weighted data) and replied “don’t know”
% DK = percentage of respondents who indicated “don’t know” to the question (weighted data)

		Overall		Donors at HQ		Donors in-country		Direct partners		Peer organisations	
		#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK
MI 17.1	The MO co-ordinates planning, programming, monitoring and reporting with other partners	31	10%	--	--	1	3%	26	19%	4	7%
MI 17.2	The MO builds on the initiative of others to avoid duplication	35	16%	--	--	--	--	28	20%	7	13%
MI 17.3	The MO's work reflects its comparative advantage	13	5%	2	7%	--	--	10	7%	1	2%

3.1.18 KPI 18: Co-ordination on gender equality

KPI 18: The MO demonstrates capacities for more effective and efficient co-ordination on gender equality and women's empowerment.

This KPI was rated by survey only.

Very weak (1.00 – 1.49)	Weak (1.50 – 2.49)	Inadequate (2.50 – 3.49)	Adequate (3.50 – 4.49)	Strong (4.50 – 5.49)	Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
Overall – includes all respondents. "--" indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

Overall survey and document review ratings and observations, by MI

MI	Overall survey mean score	Document review rating	Observations
MI 18.1 – The MO effectively leads, co-ordinates, and promotes accountability for the implementation of gender equality commitments across the UN system.	4.66	--	Survey respondents were asked three questions related to this MI, i.e. whether UN-Women i) promotes strengthened UN system-wide co-ordination on gender equality and women's empowerment; ii) effectively co-ordinates UN system-wide response to national priorities in the area of gender equality and women's empowerment; and iii) promotes strengthened UN Country Team performance on gender equality and women's empowerment. While donors at headquarters were only asked the first question, peer organisations were asked all three questions. Overall, respondents rated UN-Women strong on the first and third questions, and adequate on the second. UN-Women's work on the UN System-wide Action Plan (SWAP) on Gender Equality and the Empowerment of Women is an example of the entity's contribution to its co-ordination mandate. Other examples of co-ordination work at the global/UN system-wide level include UN-Women's support for Rio+20, the Commission on the Status of Women, the quadrennial comprehensive policy review and deliberations on the post- 2015 development agenda, Beijing +20, and the co-sponsorship of the Joint United Nations Programme on HIV/AIDS. At the country level, UN-Women carries out its co-ordination mandate in several ways, in close collaboration with the Resident Coordinator system and the UNCT, including leading/co-leading 62 of the 104 active gender theme groups. However, UN-Women's capacity to carry out its co-ordination role at country level is uneven, given varying quantities of resources available to country offices. According to the Thematic Evaluation on the Contribution of UN-Women to Prevent Violence Against Women and Expand Access to Services, "[Country case studies] also illustrated the potential and the demand for UN-Women to play a greater co-ordination role, but it was unclear both internally and externally what this role would look like given the current resourcing and capacity of the country offices. In general, the effectiveness of UN-Women's efforts at country-level co-ordination through formal mechanisms is not yet clear." (UN Women, 2013 [51]). Similarly, the evaluation of UN-Women's contributions to peace and security in humanitarian responses noted that "country offices now need greater support if they are also to ... make more effective use of UN Women's coordination role and catalytic potential." (UN-Women, 2014 [03]).
MI 18.2 – The MO maintains effective partnerships with civil society, private sector and other actors.	4.42	--	Donors at headquarters, direct partners and peer organisations were asked two questions on this MI. The majority of respondents (86%) rated UN-Women adequate or above for maintaining effective partnerships with civil society, while 51% or respondents rated the organisation adequate or above for maintaining effective partnerships with the private sector. 43% of peer organisations responded "don't know" to the question on partnerships with the private sector. These results may be due to the fact that UN-Women's work with the private sector is fairly recent, while its work with the civil society sector is well established, in part due to good working relationships established under predecessor

MI	Overall survey mean score	Document review rating	Observations
			entities (particularly UNIFEM). At the country level, UN-Women collaborates with civil society advisory groups (33 groups to date) that provide UN-Women with advice on advocacy and normative, operational and co-ordination work, and works with civil society organisations. The Entity has recently begun to develop partnerships with the private sector and charitable foundations (Coca-Cola, the Loomba Foundation, Microsoft, the Rockefeller Foundation, TAG Heuer, the Women's Self Worth Foundation and Zonta International). UN-Women has also established partnerships with public relations firms that have provided pro-bono support to design online campaigns and help UN-Women develop a brand identity (UN-Women, 2014 [08]). In open-ended survey questions on UN-Women's strengths and weaknesses, 13% of respondents commented that UN-Women has recognised the importance of building strategic partnerships with governments and NGOs.

Survey mean scores and standard deviation, overall and by respondent group

		Survey mean scores					Standard deviation				
		Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations	Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations
	Base (un-weighted)	**254**	**30**	**29**	**141**	**54**	**254**	**30**	**29**	**141**	**54**
MI 18.1	The MO effectively leads, co-ordinates and promotes accountability for the implementation of gender equality commitments across the UN system	4.66	4.90	--	--	4.61	1.21	0.95	--	--	1.25
Sub-MI	i) UN-Women promotes strengthened UN system-wide co-ordination on gender equality and women's empowerment.	4.78	4.90	--	--	4.65	1.10	0.95	--	--	1.23
Sub-MI	ii) UN-Women effectively co-ordinates UN system-wide responses to national priorities in the area of gender equality and women's empowerment.	4.49	--	--	--	4.49	1.29	--	--	--	1.29
Sub-MI	iii) UN-Women promotes strengthened UN Country Team performance on gender equality and women empowerment.	4.70	--	--	--	4.70	1.24	--	--	--	1.24
MI 18.2	The MO maintains effective partnerships with civil society, private sector and other actors	4.42	4.37	--	4.57	4.28	1.10	0.97	--	1.15	1.19
Sub-MI	i) UN-Women maintains effective partnerships with civil society.	4.77	4.73	--	4.81	4.76	1.06	0.97	--	1.08	1.14
Sub-MI	ii) UN-Women maintains effective partnerships with the private sector.	4.07	4.00	--	4.34	3.80	1.15	0.97	--	1.23	1.23

Don't know responses, overall and by respondent group

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"
% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

		Overall		Donors at HQ		Donors in-country		Direct partners		Peer organisations	
		#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK
MI 18.1	The MO effectively leads, co-ordinates and promotes accountability for the implementation of gender equality commitments across the UN system	5	8%	0	0%	--	--	--	--	5	9%
Sub-MI	i) UN-Women promotes strengthened UN system-wide co-ordination on gender equality and women's empowerment.	3	3%	0	0%	--	--	--	--	3	5%
Sub-MI	ii) UN-Women effectively co-ordinates UN system-wide responses to national priorities in the area of gender equality and women's empowerment.	4	7%	--	--	--	--	--	--	4	7%
Sub-MI	iii) UN-Women promotes strengthened UN Country Team performance on gender equality and women empowerment.	7	13%	--	--	--	--	--	--	7	13%
MI 18.2	The MO maintains effective partnerships with civil society, private sector and other actors	38	17%	3	10%	--	--	20	14%	15	27%
Sub-MI	i) UN-Women maintains effective partnerships with civil society.	9	5%	0	0%	--	--	4	3%	5	11%
Sub-MI	ii) UN-Women maintains effective partnerships with the private sector.	66	30%	6	20%	--	--	36	26%	24	43%

PERFORMANCE AREA IV: KNOWLEDGE MANAGEMENT

3.1.19 KPI 19: Evaluating results

KPI 19: The MO consistently evaluates its results.

Very weak (1.00 – 1.49)	Weak (1.50 – 2.49)	Inadequate (2.50 – 3.49)	Adequate (3.50 – 4.49)	Strong (4.50 – 5.49)	Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
Overall – includes all respondents. "--" indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

Overall survey and document review ratings and observations, by MI

MI	Overall survey mean score	Document review rating	Observations
MI 19.1 – The MO has a structurally independent evaluation unit within its organisational structure that reports to senior management or the Executive Board.	4.95	5	Donors at headquarters were the only respondent group surveyed on whether UN-Women ensures the independence of its evaluation unit; 73% gave UN-Women a rating of adequate or above; and none rated UN-Women below adequate. UN-Women's organisational structure ensures that the evaluation function is independent by having an Evaluation Office whose Director is nominated by and reports directly to the Executive Director (bypassing senior managers who are responsible for programming and other areas that could be subject to an evaluation, thus enabling the Office to conduct its work with impartiality). The Evaluation Office is responsible for alerting senior management about issues arising from evaluation but does not report to them directly. The Director of the Evaluation Office presents the evaluation annual report and the strategic evaluation results directly to the Executive Board. The independence of the Evaluation Office is limited though by the fact that the corporate evaluation plan and corresponding budget must be approved by the Executive Director. In its second regular meeting of 2013, the Executive Board underscored the importance of the inclusion of a clear and separate budget line for the evaluation function (UN-Women, 2013 [50]). UN-Women's evaluation function would have more independence if the budget were approved by the Board rather than by the Executive Director.
MI 19.2 – The evaluation function provides sufficient coverage of the MO's programming activity (development results framework and organisational effectiveness and efficiency framework of the strategic plan, projects, programmes, etc.).	--	5	UN-Women's Evaluation Policy defines the manner in which it will plan and carry out its corporate and decentralised evaluations. The policy provides criteria for the prioritisation of evaluations and defines what is considered sufficient evaluation coverage of UN-Women's programming activity (UN-Women, 2012 [06]). Since the Evaluation Policy entered into force only in 2013, the evaluation activity during the period 2011-2013 did not fully comply with the Evaluation Policy criteria defining sufficient coverage. The 2014-2017 Corporate Evaluation Plan foresees that evaluation coverage for 2014-2017 will be aligned with those criteria (proposed evaluations were selected based on the parameters of the Evaluation Policy in order to cover its Impacts areas and OEEF outputs) (UN-Women Evaluation Office, 2014 [01]). It is not certain that UN-Women will be able to comply with the coverage requirements in the Evaluation Policy, however, considering that in 2012, only 29 of the 59 planned evaluations were carried out, and given the challenges in terms of financial resources and capacity gaps in the decentralised offices, including for evaluation.

MI	Overall survey mean score	Document review rating	Observations
			UN-Women reports on the coverage and type of evaluations managed in its annual *Report on the Evaluation Function*. In the latest report (published in 2014), UN-Women noted that of the 58 decentralised offices, 67% had conducted at least one evaluation over the period 2011 to 2013, and 33% had not conducted any evaluations (UN-Women, 2014 [07], p. 5). Of the six countries included in the 2014 MOPAN assessment, half had recent independent evaluation reports commissioned by UN-Women and its implementing partners (DRC, Ecuador and Kenya), while half did not (Bangladesh, Cambodia and Tanzania)
MI 19.3 – The MO ensures the quality of its evaluations.	--	5	In the Evaluation Policy, UN-Women states that 'quality and credibility' are principles that it adheres to in its decentralised and corporate evaluations (UN-Women, 2012 [06]). The Entity ensures that its evaluations are quality-checked through various mechanisms, including evaluation quality assurance panels, guidance and tools for conducting evaluations, a scoring system to assess the quality of decentralised evaluations, and a Global Evaluations Reports Assessment and Analysis System (GERAAS) which serves to both enhance the quality of evaluations and improve internal capacity to carry out evaluations. There is documented evidence that these systems for quality assurance of evaluations have been used by UN-Women in the period 2011-2013 and that UN-Women is respecting relevant evaluation standards such as United Nations Evaluation Group (UNEG) standards. Indeed, the GERAAS Meta-Evaluation of 2013 concludes that 85% of evaluation reports satisfactorily meet UNEG standards (UN-Women Evaluation Office, 2014 [03]).
MI 19.4 – Evaluation findings are used to inform decisions on programming, policy, and strategy.	4.78	--	Donors at headquarters were the only respondent group surveyed for this MI. Nearly half (47%) gave UN-Women a rating of strong or very strong on its use of evaluation findings in its decisions on programming, policy and strategy, and 73% gave a rating of adequate or above. Documents provide some examples of the use of evaluation recommendations to improve practices related to evaluation, though because a limited number of evaluations have been conducted so far, it is too early to see their systematic use. The Evaluation Office plans to undertake a mid-term review of the Evaluation Strategic Plan by early 2016, and a peer review of the evaluation function in 2014-2015 (reports are slated for presentation to the Board in June 2015) (UN-Women, 2014 [07]). The work of the Evaluation Office strongly supports organisation-wide accountability and learning through a variety of strategies, including but not limited to: • Strengthening the evaluation capacity at the field level through the creation of positions for M&E specialists and focal points in regional and country offices. At the time of writing, there were 5 regional evaluation specialists, 12 country-level M&E officers/specialists, and 45 M&E focal points (3 country offices did not have an appointed M&E focal point or specialist) (UN-Women, 2014 [07]) • Systematic planning for monitoring, evaluation, and research at the regional and country levels through the development of monitoring, evaluation, and research plans (MERPs) that accompany the Strategic Notes • Supporting national evaluation capacities through global partnerships with EvalPartners and UNEG (the Evaluation Office co-led the UNEG Task Force on National Evaluation Capacity Development) • Tracking the implementation of management responses to evaluations through the Global Accountability and Tracking of Evaluations (GATE) system, which is available online.
MI 19.5 – Direct beneficiaries and stakeholder groups are involved in evaluation processes.	4.54	4	Direct partners and peer organisations gave an overall rating of strong when asked whether UN-Women involves i) key partners and ii) key beneficiaries in evaluations of its projects and programmes. However, 41% of peer organisations answered "don't know" on the second question related to involvement of key beneficiaries. UN-Women's *Evaluation Policy* (UN-Women, 2012 [06]) and *Manager's Guide to Gender Equality and Human Rights Responsive Evaluation* (UN-Women, n.d. [03]) note the need for participative and inclusive evaluations and provide

MI	Overall survey mean score	Document review rating	Observations
			guidelines on what stakeholders to engage and how. The UN-Women guidelines define participation as the "active and meaningful involvement in the design, management and conduct of the evaluation." However, the level of stakeholder participation in all stages of evaluation processes is not sufficiently documented in evaluation reports. According to the 2013 GERAAS Meta-Evaluation Report, there is room for improvement in the MO's practices for participatory evaluation since "[w]hilst there are some notable exceptions to this trend, it remains unusual for reports to specifically and clearly articulate participatory processes in relation to the evaluation design and the development and validation of conclusions and recommendations" (UN-Women Evaluation Office, 2014 [03]).

Survey mean scores and standard deviation, overall and by respondent group

		Survey mean scores					Standard deviation				
		Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations	Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations
	Base (un-weighted)	**254**	**30**	**29**	**141**	**54**	**254**	**30**	**29**	**141**	**54**
MI 19.1	The MO has a structurally independent evaluation unit within its organisational structure that reports to senior management or the Executive Board	4.95	4.95				0.83	0.83			
MI 19.2	The evaluation function provides sufficient coverage of the MO's programming activity (development results framework and organisational effectiveness and efficiency framework of the strategic plan, projects, programmes, etc).	--	--	--	--	--	--	--	--	--	--
MI 19.3	The MO ensures quality of its evaluations.	--	--	--	--	--	--	--	--	--	--
MI 19.4	Evaluation findings are used to inform decisions on programming, policy, and strategy	4.78	4.78	--	--	--	0.84	0.84	--	--	--
MI 19.5	Direct beneficiaries and stakeholder groups are involved in evaluation processes	4.54	--	--	4.71	4.33	1.12	--	--	1.10	1.10
Sub-MI	i) UN-Women involves key partners in evaluations of its projects or programmes.	4.54	--	--	4.77	4.26	1.18	--	--	1.07	1.25
Sub-MI	ii) UN-Women involves key beneficiaries in evaluations of its projects and programmes	4.54	--	--	4.65	4.39	1.05	--	--	1.12	0.95

Don't know responses, overall and by respondent group

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"
% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

		Overall		Donors at HQ		Donors in-country		Direct partners		Peer organisations	
		#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK
MI 19.1	The MO has a structurally independent evaluation unit within its organisational structure that reports to senior management or the Executive Board	8	27%	8	27%	--	--	--	--	--	--
MI 19.2	The evaluation function provides sufficient coverage of the MO's programming activity (development results framework and organisational effectiveness and efficiency framework of the strategic plan, projects, programmes, etc).	--	--	--	--	--	--	--	--	--	--
MI 19.3	The MO ensures quality of its evaluations.	--	--	--	--	--	--	--	--	--	--
MI 19.4	Evaluation findings are used to inform decisions on programming, policy, and strategy	7	23%	7	23%	--	--	--	--	--	--
MI 19.5	Direct beneficiaries and stakeholder groups are involved in evaluation processes	44	26%	--	--	--	--	23	16%	21	36%
Sub-MI	i) UN-Women involves key partners in evaluations of its projects or programmes.	40	23%	--	--	--	--	22	15%	18	31%
Sub-MI	ii) UN-Women involves key beneficiaries in evaluations of its projects and programmes	47	28%	--	--	--	--	23	16%	24	41%

3.1.20 KPI 20: Presenting performance information

KPI 20: The MO presents performance information on its effectiveness.

Very weak (1.00 – 1.49)	Weak (1.50 – 2.49)	Inadequate (2.50 – 3.49)	Adequate (3.50 – 4.49)	Strong (4.50 – 5.49)	Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
Overall – includes all respondents. "--" indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

Overall survey and document review ratings and observations, by MI

MI	Overall survey mean score	Document review rating	Observations
MI 20.1 – The MO reports against its organisation-wide strategy, including contribution to outcomes.	4.50	4	Surveyed donors at headquarters were surveyed on two questions related to this MI. 73%rated UN-Women adequate or above for its useful reporting against its organisational strategy, and 83%rated it adequate or above for having reports to the Executive Board that provide clear measures of contributions to outcomes. UN-Women's primary vehicles for reporting on progress towards development results is the Executive Director (ED)'s annual report and Data Companion which together report on progress made on the implementation of the organisation-wide strategic plan. In the ED's annual report, UN-Women reports on progress made towards expected outcomes for priority areas (women's leadership and participation; economic empowerment; ending violence against women and girls; peace and security; national planning and budgeting). The Progress Report does not include information on outputs achieved, but this information can be found in the Data Companion. In 2013, the ED's annual report compared outcomes achieved in 2013 with targets for the same year, but did not explain all of the variances reported. In one case it noted that the target number of countries was not met (adopting national action plans on ending violence against women and girls) because UN-Women had set an over-ambitious target, and did not take into account the length of time needed to analyse, prepare and adopt a new (second-generation) cycle of national action plans. In interviews, UN-Women senior management staff noted the difficulty in developing specific, measurable, attainable, realistic and timely (SMART) results and indicators for the co-ordination work conducted by the organisation.
MI 20.2 – The MO reports performance using data obtained from measuring indicators.	--	3	The Executive Director's annual report on progress towards strategic plan goals for the year 2013 presented data on progress achieved in 2013 for outcome indicators compared to targets for the same year, but baseline data was not reported, nor was the progress achieved in 2013 compared to progress achieved in 2012. The absence of baseline data and of trends (progress over the years) in the Executive Director's annual report makes it difficult to adequately assess UN-Women's performance to date. Additionally, data on some output indicators is presented in the Data Companion 2013, but since baseline and target information are not included, it is difficult to assess progress on outputs. Little baseline data had been collected at the time of developing the 2011-2013 DRF. However UN-Women provided baseline data for a majority of performance indicators in the 2014-2017 DRF, and also indicated where the this data would be collected for the indicators for which this information was not yet available (e.g. through resident coordinator reports or surveys to country offices). Thus it seems likely that baseline data has been collected for all performance indicators since the presentation of the 2014-2017 Strategic Plan to the Executive Board (in June 2013), and that the 2015 Executive Director's annual report will adequately compare results achieved with baseline data.

MI	Overall survey mean score	Document review rating	Observations
MI 20.3 – The MO reports against its country strategies, including contribution to outcomes.	3.67	4	Donors at headquarters gave an overall rating of adequate for UN-Women's reporting against its country strategies: 33% rated it adequate or above, 27% rated it inadequate or below, and (40% responded "don't know". The document review also gave a rating of adequate for this MI. UN-Women does not publish annual country performance reports. However, each country office is required to submit a detailed performance report to UN-Women headquarters through the Online Results Tracking System. These internal performance reports (which provide input for the Executive Director's annual report) provide credible information on outputs achieved and contributions towards outcomes identified in the country strategy/ Annual Work Plan and DRF (although, as noted in MI 3.1, UN-Women does not always clearly describe how it contributes to the outcomes reported). About half of the internally produced country office performance reports sampled explain why some indicators are on track while others are lagging, and provide some indication of UN-Women's efforts to increase the quality and availability of the data available at country level (e.g. provision of support to the government to develop better statistical tools to gather data on gender equality issues).
MI 20.4 – The MO reports against its aid effectiveness commitments (e.g. Busan commitments) using indicators.	--	5	UN-Women's strategic plan for 2014-2017 identified UN-Women's approach and commitment to the principles of the aid effectiveness agenda, including commitments to foster South-South co-operation and harmonise strategic planning (i.e. common indicators) with other UN entities (UNFPA, UNDP, UNICEF, WFP). In the ED's 2013 annual report, UN-Women commented on actions taken to promote South-South and triangular co-operation and to harmonise business practices and strategic planning and reporting with other UN entities. So far the Executive Director's annual reports (2011, 2012, 2013) have reported on progress made according to the indicators set out in the first-generation strategic plan (for 2011-2013) and therefore, it has not yet reported on indicators directly linked to its QCPR commitments. The 2014-2017 Strategic Plan and Organizational Effectiveness and Efficiency Framework (OEEF) sets out indicators that are aligned with the QCPR process and that therefore support the aid effectiveness agenda. For instance, specific indicators measure the number of UNDAFs that have results and resources for gender equality, the number of UN country teams that use the gender score card, and the number of UN entities that track and report on allocations and expenditures using gender markers (measured by the UN SWAP).

Survey mean scores and standard deviation, overall and by respondent group

		Survey mean scores					Standard deviation				
		Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations	Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations
	Base (un-weighted)	**254**	**30**	**29**	**141**	**54**	**254**	**30**	**29**	**141**	**54**
MI 20.1	The MO reports against its organisation-wide strategy, including contribution to outcomes	4.50	4.50	--	--	--	0.92	0.92	--	--	--
Sub-MI	i) UN-Women's reporting against its organisational strategy is useful.	4.63	4.63	--	--	--	0.96	0.96	--	--	--
Sub-MI	ii) UN-Women's reports to the Executive Board provide clear measures of contribution to outcomes.	4.37	4.37	--	--	--	0.87	0.87	--	--	--

		Survey mean scores					Standard deviation				
		Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations	Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations
	Base (un-weighted)	**254**	**30**	**29**	**141**	**54**	**254**	**30**	**29**	**141**	**54**
MI 20.2	The MO reports performance using data obtained from measuring indicators.	--	--	--	--	--	--	--	--	--	--
MI 20.3	The MO reports against its country strategies, including contribution to outcomes	3.67	3.67	--	--	--	1.17	1.17	--	--	--
MI 20.4	The MO reports against its aid effectiveness commitments (e.g. Busan commitments) using indicators.	--	--	--	--	--	--	--	--	--	--

Don't know responses, overall and by respondent group

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"
% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

		Overall		Donors at HQ		Donors in-country		Direct partners		Peer organisations	
		#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK
MI 20.1	The MO reports against its organisation-wide strategy, including contribution to outcomes	5	15%	5	15%	--	--	--	--	--	--
Sub-MI	i) UN-Women's reporting against its organisational strategy is useful.	6	20%	6	20%	--	--	--	--	--	--
Sub-MI	ii) UN-Women's reports to the Executive Board provide clear measures of contribution to outcomes.	3	10%	3	10%	--	--	--	--	--	--
MI 20.2	The MO reports performance using data obtained from measuring indicators.	--	--	--	--	--	--	--	--	--	--
MI 20.3	The MO reports against its country strategies, including contribution to outcomes	12	40%	12	40%	--	--	--	--	--	--
MI 20.4	The MO reports against its aid effectiveness commitments (e.g. Busan commitments) using indicators.	--	--	--	--	--	--	--	--	--	--

3.1.21 KPI 21: Disseminating lessons learned

KPI 21: The MO encourages the identification and documentation of lessons learned and/or best practices.

Very weak (1.00 – 1.49)	Weak (1.50 – 2.49)	Inadequate (2.50 – 3.49)	Adequate (3.50 – 4.49)	Strong (4.50 – 5.49)	Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
Overall – includes all respondents. "--" indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

Overall survey and document review ratings and observations, by MI

MI	Overall survey mean score	Document review rating	Observations
MI 21.1 – The MO reports on lessons learned based on performance information.	4.33	4	The majority of donors at headquarters (60%) gave UN-Women a rating of adequate or above for identifying and disseminating lessons learned from performance information (including development results and impact). UN-Women is in the process of developing a Knowledge and Innovation Strategy and has made other efforts to become a 'knowledge hub' on questions of gender equality and women's empowerment. It has several online knowledge products, including a virtual Knowledge Centre to End Violence Against Women and Girls which provides guidance and case studies in over 65 languages to over half a million users. UN-Women also implemented measures to strengthen its internal knowledge practices in recent years, including through policy dialogue and sharing of good practices (UN-Women, 2014 [08]). The Peer Review Group, which reviews all Strategic Notes and Annual Work Plans, also emphasises the importance of sharing lessons learned for future planning. According to the Evaluation Office, UN-Women is perceived to be a knowledge leader on gender equality and the empowerment of women (for instance, in the area of women, peace and security), but mainly at the global level. In order to become a knowledge leader in the current decentralised model, UN-Women needs to improve communication and dissemination of lessons learned internally. Recent thematic evaluations have commented that UN-Women's knowledge management system is weak overall: communication of lessons learned between country offices and headquarters is limited, and there is a need for greater clarity on roles and responsibilities. The evaluation on peace and security (2014) noted that there was little evidence of global knowledge products being used to improve country strategies and programme design (UN-Women, 2014 [02]; UN-Women, 2014 [03]).
MI 21.2 – Learning opportunities are organised to share lessons at all levels of the organisation.	3.93	--	Donors at headquarters rated UN-Women adequate overall for providing opportunities at all levels of the organisation to share lessons from practical experience. However, there was a high "don't know" response rate (53%). As noted above, there is need for systematic internal communication of lessons learned at UN-Women. Interviews with HQ staff revealed that UN-Women is making efforts to provide opportunities for sharing best practices between country offices, regional offices and headquarters: these include videoconference-based thematic dialogues and virtual knowledge fairs.

Survey mean scores and standard deviation, overall and by respondent group

		Survey mean scores					Standard deviation				
		Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations	Overall	Donors at HQ	Donors in-country	Direct partners	Peer organisations
	Base (un-weighted)	**254**	**30**	**29**	**141**	**54**	**254**	**30**	**29**	**141**	**54**
MI 21.1	The MO reports on lessons learned based on performance information	4.33	4.33	--	--	--	1.10	1.10	--	--	--
MI 21.2	Learning opportunities are organised to share lessons at all levels of the organisation	3.93	3.93	--	--	--	0.90	0.90	--	--	--

Don’t know responses, overall and by respondent group

#DK = number of respondents who were asked the question (un-weighted data) and replied “don’t know”
% DK = percentage of respondents who indicated “don’t know” to the question (weighted data)

		Overall		Donors at HQ		Donors in-country		Direct partners		Peer organisations	
		#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK
MI 21.1	The MO reports on lessons learned based on performance information	9	30%	9	30%	--	--	--	--	--	--
MI 21.2	Learning opportunities are organised to share lessons at all levels of the organisation	16	53%	16	53%	--	--	--	--	--	--

3.2 Evidence of UN-Women's relevance and development results

3.2.1 KPI A: Evidence of UN-Women's relevance

Very weak (1.00 – 1.49) | Weak (1.50 – 2.49) | Inadequate (2.50 – 3.49) | Adequate (3.50 – 4.49) | Strong (4.50 – 5.49) | Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
Overall – includes all respondents. "--" indicates that the question was not asked among a particular respondent group.

Survey mean scores and standard deviation, overall and by respondent group

		Survey mean scores					Standard deviation				
		Overall	**Donors at HQ**	**Donors in-country**	**Direct partners**	**Peer organisations**	**Overall**	**Donors at HQ**	**Donors in-country**	**Direct partners**	**Peer organisations**
	Base (un-weighted)	**254**	**30**	**29**	**141**	**54**	**254**	**30**	**29**	**141**	**54**
A1	The MO is pursuing results in areas within its mandate	4.74	4.83	4.42	4.85	4.86	1.06	1.19	1.05	1.06	0.88
A2	The MO's results are in line with global trends and priorities in the development field	4.81	5.23	4.53	4.77	4.71	0.95	0.85	0.97	0.95	0.90
A3	The MO's results respond to the needs/priorities of its target group (beneficiaries)	4.45	--	4.11	4.67	4.56	1.16	--	1.23	1.05	1.14
A4	The MO adapts its work to the changing needs and priorities of the country	4.34	--	3.97	4.65	4.36	1.19	--	1.18	1.06	1.26

Don’t know responses, overall and by respondent group

#DK = number of respondents who were asked the question (un-weighted data) and replied “don’t know”
% DK = percentage of respondents who indicated “don’t know” to the question (weighted data)

		Overall		Donors at HQ		Donors in-country		Direct partners		Peer organisations	
		#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK	#DK	%DK
A1	The MO is pursuing results in areas within its mandate	7	2%	0	0%	0	0%	5	3%	2	3%
A2	The MO's results are in line with global trends and priorities in the development field	10	3%	0	0%	1	3%	6	4%	3	5%
A3	The MO's results respond to the needs/priorities of its target group (beneficiaries)	10	6%	--	--	2	6%	2	1%	6	11%
A4	The MO adapts its work to the changing needs and priorities of the country	13	8%	--	--	5	15%	5	4%	3	5%

3.2.2 KPI B: Evidence of progress towards organisation-wide results

KPI B focuses on evidence of an organisation's contributions to its strategic objectives or outcomes over the past 3 years. In the case of UN-Women, the emphasis of the review is on the results emerging from implementation of the UN-Women Strategic Plan for 2011 – 2013 which included 6 impact areas. As such, KPI B does not capture the more recent, revised Strategic Framework (for the years 2014-2017).

The key documents used for the assessment include the Executive Director's annual report (2011, 2012, 2013) as well as internally produced submissions by country offices on performance for the years 2012 and 2013, which present progress achieved against objectives/indicators set in the Strategic Plan, 2011-2013. The assessment also drew on corporate thematic evaluations produced by the Office of Evaluation (one on UN-Women's contribution to women's leadership in peace and security, and another on its contribution to the elimination of violence against women), and on the meta-analysis of evaluations managed by UN-Women in 2013.

Results measurement and reporting

This section examines UN-Women's reporting on progress made on its strategic objectives in terms of theory of change, baselines, targets, and accuracy of data reported.

MI	UN-Women Goals	Explicit theory or theories of change[i]	Baselines included for indicators	Targets included for indicators	Reports on outputs[ii]	Reports on outcomes[iii]	Quality of data[iv]
MI B1	Goal 1: Women lead and participate in decision-making at all levels	Partially met	Not met	Met	Partially met	Partially met	Not met
MI B2	Goal 2: Women, especially the poorest and most excluded, are economically empowered and benefit from development.	Partially met	Not met	Met	Partially met	Partially met	Not met
MI B3	Goal 3: Women and girls live a life free from violence.	Partially met	Partially met	Met	Partially met	Partially met	Partially met
MI B4	Goal 4: Peace and security and humanitarian action are shaped by women's leadership and participation.	Partially met	Not met	Met	Partially met	Partially met	Partially met
MI B5	Goal 5: Governance and national planning fully reflect accountability for gender equality commitments and priorities.	Partially met	Partially met	Met	Partially met	Partially met	Not met
MI B6	Goal 6: A comprehensive set of global norms, policies and standards on gender equality and women's empowerment is in place that is dynamic, responds to new and emerging issues, challenges and opportunities, and is applied through action by Governments and other stakeholders at all levels.	Partially met	Not met	Met	Partially met	Partially met	Partially met

As a new organisation, UN-Women has few evaluation reports that can contribute to externally validate its reported results at the corporate level. The 2013 meta-analysis of UN-Women's evaluations provided some information on progress at the project and programme level, although this was still limited as only 23 of the 69 decentralised evaluations were rated as 'Very Good', 'Good' and 'Satisfactory'. Nonetheless, UN-Women has been able to report on progress made on each of its six impact areas and has ensured some degree of quality assurance of its reporting processes, through various practices and systems. These include:

- **The establishment of a Policy Planning and Guidance Unit (PPGU) at headquarters in 2013**. PPGU provides quality assurance of reporting and capacity development and training (in collaboration with the UN-Women Training Centre) on results-based management (RBM).
- **Quality assurance of decentralised evaluations**: UN-Women's Evaluation Office recently established a Global Evaluation Reports Assessment and Analysis System (GERAAS), to rate evaluation reports using UN standards and develop constructive lessons for future strengthening of the evaluation function (UN-Women Evaluation Office, 2014 [03]).
- **Plans for monitoring, evaluation, and research are produced and reviewed**: Budgeted monitoring, evaluation and research plans (MERPs) are produced by UN-Women country and regional offices, and peer-reviewed by senior management at the regional and headquarters levels. The monitoring plans describe planned monitoring activities such as quarterly meetings with partners, site visits, training of implementing partners on RBM, and quarterly report submissions. The research plans set out planned activities to strengthen data collection systems or data availability. The evaluation plans describe planned evaluations, which are decided upon based on criteria identified in UN-Women Evaluation Policy (such as relevance, amount of investment in a programme, and risks associated with the intervention). Additionally, 4 out of 6 regional offices have planning and co-ordination specialists who oversee country level planning, monitoring and reporting, according to UN-Women staff.
- **Building human resources capacities in M&E and RBM**: Regional evaluation specialists are present in all of UN-Women's regions and have the mandate of overseeing country level evaluation activities. In addition, 45 of 58 country offices have either an M&E specialist or an M&E focal point and have access to a roster of qualified evaluation consultants at the global and regional levels. Furthermore, RBM training is provided for both staff and implementing partners (e.g. the grantees of the Fund for Gender Equality receive technical assistance on the development of project logframes).

There are, however, limitations and challenges to UN-Women's performance reporting, namely:

- The organisation is still new and, therefore, still lacks the extent of baseline and evaluative data available to other agencies;
- As noted by the corporate thematic and decentralised evaluations reviewed through the 2013 meta-analysis, availability of funds is a constraint to UN Women's effectiveness at all levels;
- The areas in which UN-Women works (e.g. violence against women, women's economic empowerment) are areas where there are significant gaps in availability of nationally generated data;
- The ED's annual reports do not systematically refer to the findings from evaluations to provide further evidence of the reported progress made towards expected outputs and outcomes, as reported in the trajectory charts and data companion;
- Thematic evaluations noted issues with the quality of the programme/project performance frameworks (e.g. no SMART indicators, absence of indicators at outcome level, lack of baselines and/or targets; non-alignment between indicators and corresponding results). However, most evaluations reviewed for the thematic evaluations were of programmes or projects that were developed prior to the creation of UN-Women;
- There is no reporting on intermediate changes. As already mentioned in KPI 3, this hinders the understanding of the contributions made by UN-Women through capacity development interventions; and
- Factors affecting the progress or lack of progress are usually not presented, and it is not possible to appreciate variations within countries.

Very weak (1.00 – 1.49) | Weak (1.50 – 2.49) | Inadequate (2.50 – 3.49) | Adequate (3.50 – 4.49) | Strong (4.50 – 5.49) | Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
"--" indicates that the question was not asked among a particular respondent group.
#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"
% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

Evidence of contributions/progress towards results: Survey mean scores, standard deviation, and don't know responses – donors at headquarters

		Survey mean scores	Standard deviation	#DK	%DK
	Base (un-weighted)	**30**	**30**	**30**	**30**
B1	Goal 1: Women lead and participate in decision-making at all levels	4.38	0.97	1	3%
B2	Goal 2: Women, especially the poorest and most excluded, are economically empowered and benefit from development.	4.11	1.12	2	7%
B3	Goal 3: Women and girls live a life free from violence.	4.33	1.00	3	8%
Sub-MI	i) UN-Women has demonstrated progress towards its stated goal of preventing and responding to violence against women and girls.	4.43	0.99	2	7%
Sub-MI	ii) UN-Women has demonstrated progress towards its stated goal of expanding access to services for women and girls who experience violence.	4.22	1.00	3	10%
B4	Goal 4: Peace and security and humanitarian action are shaped by women's leadership and participation	4.39	0.91	2	7%
B5	Goal 5: Governance and national planning fully reflect accountability for gender equality commitments and priorities	4.23	0.94	4	13%
B6	Goal 6: A comprehensive set of global norms, policies and standards on gender equality and women's empowerment is in place that is dynamic, responds to new and emerging issues, challenges and opportunities, and is applied through action by Governments and other stakeholders at all levels.	4.66	1.06	0	1%
Sub-MI	i) UN-Women has demonstrated progress towards its stated goal of promoting the establishment of a comprehensive set of global norms, policies and standards on gender equality and women's empowerment.	5.07	0.86	0	0%
Sub-MI	ii) UN-Women has demonstrated progress towards its stated goal of ensuring that these global norms, policies and standards address current issues and opportunities.	4.83	1.19	0	0%
Sub-MI	iii) UN-Women has demonstrated progress towards its stated goal of ensuring that these global norms, policies and standards are applied by Government and other stakeholders.	4.07	1.12	1	3%

Evidence of contributions/ progress towards organisation-wide expected results: Observations from the document review

MI	UN-Women strategic objectives	Observations from the document review
B1	Goal 1: Women lead and participate in decision-making at all levels	From 2011 to 2013, UN-Women allocated USD 112.7 million (cumulative) to this programme area. UN-Women reports to be on track on 4 out of 5 indicators, and on 1 of them progress made was significantly higher than target set for 2013. No organisation-wide independent evaluation is available so far in this area.
B2	Goal 2: Women, especially the poorest and most excluded, are economically empowered and benefit from development.	From 2011 to 2013, UN-Women allocated USD 105.9 million (cumulative) to this programme area. UN-Women reports to be on track on 5 out of 6 indicators, and on 4 of them progress made was significantly higher than targets set for 2013. No organisation-wide independent evaluation is available so far in this area. The 2013 meta-analysis of UN-Women's evaluations found that evaluation reports provided evidence of UN-Women's contributions to "direct changes in women's lives", including in terms of changes in laws relating to housing, property and citizenship.
B3	Goal 3: Women and girls live a life free from violence.	From 2011 to 2013, UN-Women allocated USD 109.3 million (cumulative) to this programme area. UN-Women reports to be on track or almost on track on 3 out of 4 indicators, and on 2 of them progress made was significantly higher than targets set for 2013. The *Thematic Evaluation* on UN-Women's contribution to preventing violence against women (from 2008 to 2013) found UN-Women's work on EVAW to be relevant and effective. More specifically, UN-Women was found to contribute to ending violence against women by: i) effectively building and expanding upon the work of its predecessor entities to enhance VAW normative frameworks by supporting the normative role of United Nations intergovernmental processes and mechanisms related to EVAW; ii) making substantial contributions to increase the number of countries with new or strengthened VAW-related national legal frameworks, such as those penalising domestic violence; iii) expanding the type, quality and access to services for VAW survivors, including the most excluded and vulnerable; iv) raising public awareness and/or commitment to ending VAW; and v) facilitating, at global, regional and national levels, joint action among partners on EVAW. The evaluation also noted that leadership provided by UN-Women on EVAW in the UN country team was only recently taking shape and that UN-Women's ability to carry out a co-ordination role at country level is dependent on resourcing and capacity of country offices, which vary greatly from one office to the next (UN-Women, 2013 [51], pp. 8-9).
B4	Goal 4: Peace and security and humanitarian action are shaped by women's leadership and participation.	From 2011 to 2013, UN-Women allocated USD 69.8 million (cumulative) to this programme area. UN-Women reports to be on track on 5 out of 6 indicators, and on 1 of them progress made was significantly higher than target set for 2013. The *Thematic Evaluation* on the contribution of UN-Women to increasing women's leadership in this area found that UN-Women is in a key strategic position to influence policy dialogue on women's leadership in peace and security. During the period 2008-2012, UN-Women: i) significantly shaped global policy and norms that advance women's leadership and participation in peace and security; ii) supported the establishment of United Nations-wide frameworks to monitor resolution 1325 and the implementation of Member State and United Nations commitments on this resolution; and iii) helped more women to exercise leadership and actively participate in processes associated with peace and security via both direct and indirect support through country and project offices. The evaluation noted, though, that there are insufficient linkages between its global policy work and country and regional-level experiences. The evaluation also noted that at the time the evaluation took place, it was not possible to adequately assess UN-Women's work on humanitarian outcomes (none of UN-Women's predecessor entities had a mandate to work in this area. A small humanitarian unit was established in October 2012 and a humanitarian strategy was recently adopted). The 2013 meta-analysis of UN-Women's evaluations found that evaluation reports (i.e. 23 evaluation reports) provided evidence of UN-Women's contributions to "direct changes in women's lives", including in terms of an increase in women's leadership and participation in peace and security and access to legal counsel to thousands of internally displaced persons (IDPs) and conflict-affected communities.

MI	UN-Women strategic objectives	Observations from the document review
B5	Goal 5: Governance and national planning fully reflect accountability for gender equality commitments and priorities.	From 2011 to 2013, UN-Women allocated USD 57.4 million (cumulative) to this programme area. UN-Women reports to be on track on all 5 indicators, and on 3 of them progress made was significantly higher than targets set for 2013. No organisation-wide independent evaluation is available so far in this area. The 2013 meta-analysis of UN-Women's evaluations found that at least 25% of decentralised evaluations (i.e. approximately 5) provided evidence that programmes and projects had achieved results in terms of strengthening gender equality within national governance systems.
B6	Goal 6: A comprehensive set of global norms, policies and standards on gender equality and women's empowerment is in place that is dynamic, responds to new and emerging issues, challenges and opportunities, and is applied through action by Governments and other stakeholders at all levels.	Total allocations to this area are not known – all the functions/programmes contribute to this strategic objective. UN-Women reports to be on track on 5 out of 6 indicators A key result in this area is the achievement of agreed conclusions on the controversial topic of violence against women at the 57th session of the Commission on the Status of Women (CSW). UN-Women contributed by giving substantive guidance on good practices and standards, developing an evidence base, and using its capacity to mobilise various key actors. No independent evaluation is available so far on UN-Women's organisation-wide contributions to this goal. However, because of the cross-cutting nature of this impact area, corporate evaluations comment on UN-Women's contributions to it.

3.2.3 KPI C: Evidence of UN-Women's progress towards stated country-level results

The data below are aggregated for the six countries that participated in the assessment. Detailed survey data by country and other information related to this KPI are provided in Section 4 below on results of MOPAN assessment by country.

UN Women's measurement and reporting on country-level results[v]

Country	Explicit theory or theories of change[vi]	Baselines provided for indicators	Targets provided for indicators	Reports on outputs[vii]	Reports on outcomes or impact[viii]	Quality of the data[ix]
Bangladesh	Not met	Met	Met	Met	Partially met	Partially met
Cambodia	Not met	Met	Met	Partially met	Met	Partially met
Democratic Republic of Congo	Not met	Met	Met	Partially met	Partially met	Not met
Ecuador	Not met	Met	Met	Partially met	Partially met	Partially met
Kenya	Not met	Met	Met	Met	Partially met	Partially met
Tanzania	Not met	Met	Partially met	Met	Met	Partially met

Detailed survey data and other information related to this KPI are provided below (in Section 3 on results of MOPAN assessment by country).

3.2.4 KPI D: Evidence of UN-Women's contribution to national goals and priorities, including the MDGs

The analysis of UN-Women contributions to national priorities was tailored to each of the countries included in the assessment. Therefore, detailed survey data by country and other information related to this KPI are provided in Section 4 below on results of MOPAN assessment by country

4. Results of MOPAN assessment by country

4.1 Introduction

The following sections on each country that participated in the MOPAN 2014 assessment include:

- A summary of the country context as it relates to the MOPAN assessment
- UN-Women's strategy in the country
- A summary of evidence of UN-Women results and relevance and challenges in each country
- A profile of the survey respondent groups
- Survey data on the organisational effectiveness indicators that were assessed at the country level (Note: There was no document review component on organisational effectiveness indicators at the country level.)
- Survey data on relevance and development results in each country (Note: Documents were reviewed in the analysis of relevance and development results of a multilateral organisation in each country and that information is reflected either here or in the Synthesis Report.)

To ensure confidentiality, survey data are not broken down by respondent group unless there were sufficient respondents in each group in each country.

4.2 Bangladesh

4.2.1 Country context and UN-Women strategy

Context

Bangladesh is one of the most populous Least Developed Countries in the world. Despite impressive growth rates and improvements in human development, poverty remains a serious problem. In 2010, more than 30% of the population was living below the poverty line, i.e. about 47 million people. On the 2013 Human Development Report, Bangladesh Human Development Index (HDI) and Gender Inequality Index (GII) ranked 146th out of 187 countries (0.515), and 111th out of 148 (0.518), respectively.[x]

Notwithstanding recent achievements, many challenges lie ahead. Bangladesh is one of the most climate-vulnerable countries in the world, as it lies mostly at sea level and its population is primarily rural, although this is changing rapidly. As about 70% of the population lives in rural areas and relies on agriculture and fishing, frequent natural disasters and the growing threat of climate change threaten household livelihoods more than ever.[xi]

Bangladesh has made efforts to promote gender equality and eliminate discrimination against women through: the adoption of the National Women's Development Policy (and accompanying National Action Plan); introducing and then institutionalising gender-responsive budgeting (beginning with four ministries and involving 40 as of 2013); a focus on achieving gender parity in enrolment in primary and secondary school; quotas for women's representation in political parties, local and national governments, and the ratification of international human rights treaties including the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)'s Optional Protocol in 2008 (although Bangladesh still has two reservations relative to CEDAW). In its fight against violence against women (VAW), the country has ratified and enacted several acts and treaties such as the Domestic Violence Act, the Prevention of Cruelty to Women and Children Act, and Dowry Prohibition Act. Nonetheless, VAW remains a pervasive problem.[xii]

Challenges also remain with regard to the political participation of women in Bangladesh. Women hold only 20% of seats in Parliament, short of both the MDG target of 30% and the government's own goal of 33%. Some 20 women were directly elected in the last election, the rest being appointed by a provision reserving 50 seats for women appointed by their political parties. These women's positions are less influential than those who are directly elected to a seat, since the appointed women do not have a geographic constituency (UN-Women, 2013 [19]). UN-Women has worked with these women parliamentarians, recognising that although they may not have a link with a geographic constituency, they are able to collaborate with and defend the interests of women across Bangladesh, particularly the poorest and most vulnerable, such as sex workers and migrant women.

Another challenge lies in ensuring that women workers (including migrant workers) have access to better, safer, and more well-paid economic opportunities. Women in waged labour earn an estimated 52% of men's salaries and are concentrated in a few sectors, particularly the garment industry. Poor safety standards and systems are a major problem in this industry, as demonstrated by the Rana Plaza disaster. International organisations, including ILO and UN-Women, have sought to shed light on these conditions and to spur improvements in working conditions in garment factories (UN-Women, 2013 [19]).

As per the most recent CEDAW Concluding Observations,[xiii] key contextual issues of relevance for this assessment include, among others, the:

- Gap between Bangladesh's Constitution and the Convention in terms of gender equality
- Persistence of a number of discriminatory laws and provisions that deny women equal rights with men
- Persistence of deeply-rooted gender stereotypes, VAW, and sexual abuses
- Limited number of shelters and resources available to women victims of violence
- Limited progress made with regards to trafficking and sexual exploitation of women and the gap between ratified conventions and domestic law
- Underrepresentation of women in public and professional life and women's limited access to decision-making positions
- High levels of drop outs among girls
- Persistence of discrimination against women in the labour market, in particular, the occupational segregation and a wide gender wage gap
- Difficulties in obtaining financial services and institutional barriers that discourage women from accessing bank loans.

UN-Women's strategy in Bangladesh

Working in partnership with the Government, civil society organisations and a few international agencies (UNFPA, UNHCR and others), UN-Women is developing its ability to provide leadership on gender equality and women's empowerment in Bangladesh. UN-Women's Bangladesh country office (BCO) is active on all six thematic priorities of UN-Women, especially on the question of women's economic empowerment. Major themes/focus areas include: gender and climate change; women migrant workers; preventing violence against women through the justice system; gendered dimensions of peace-keeping including response to gender and sexual-based violence and involvement of women in peace processes; and gender-responsive policies, plans and budgets (UN-Women, 2012 [08]).

Co-ordination of various UN and donor organisations can be a challenge in Bangladesh, due to the number of actors involved. According to UN-Women sources, Bangladesh has one of the largest UN country teams in the world, among which UNDP, UNICEF and UNFPA are the largest. In addition, the country also has a large civil society, as well as many other international non-governmental organisations and donors agencies.

4.2.2 Summary of evidence of UN-Women relevance and results in Bangladesh

The table below provides examples of strengths and challenges associated with the relevance and results of UN-Women's programme in Bangladesh based on evidence from document review, survey analysis and interviews (MDGF, 2012) (UN-Women, 2013 [56]) (UN-Women, 2012 [08]) (UN-Women, 2013 [19]).

Key Performance Indicator		Evidence of relevance and results		UN-Women planning and reporting
KPI A: UN-Women's relevance	+	There is global interest in the protection and empowerment of women workers in the garment industry, as shown in the aftermath of the Rana Plaza collapse, as noted in the Strategic Note for Bangladesh. UN-Women's work with vulnerable women workers is therefore in line with both UN-Women's mandate to empower women, and the	-	Lack of country programme evaluations or other sources reporting on the extent to which UN-Women's work supports beneficiary needs.

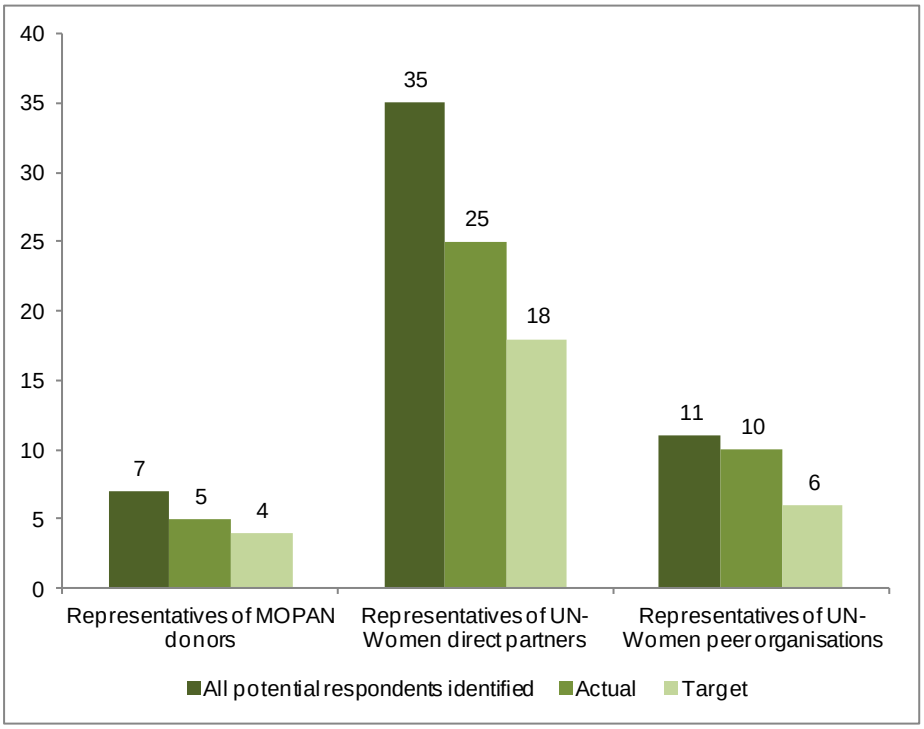
Key Performance Indicator		Evidence of relevance and results		UN-Women planning and reporting
		priorities of international agencies and donors.		
	+	Surveyed respondents gave a rating of strong, when asked (a) whether UN-women pursues results in areas within its mandate; and (b) whether its results align with global trends and priorities.	-	Lack of country programme evaluations or other external sources reporting on the relevance of UN-Women's programme in Bangladesh.
			+/-	Widespread consultations were held globally when UN-Women drafted its first Strategic Plan. However there have been no reviews of how well the process integrated partner concerns into UN-Women's strategic documents or of the extent to which Bangladesh country concerns were reflected in the Strategic Plan.
KPI C: Progress towards stated country-level results			+	Country-level reporting is good – explanations of UN-Women's contributions to reported outcomes are presented. The quality of reporting on outputs is good.
	+	**Women's economic empowerment (1)**: There is self-reported evidence that UN-Women helped support the integration of gender equality provisions into two new policies (the Overseas Employment & Migrants` Welfare Act 2013, and the Overseas Employment Policy) to address the employment and social protection needs of women migrant workers. UN-Women was actively involved in the review process of the draft policies, and, through its partnership with the Government of Bangladesh, contributed to increasing the recognition of the different needs of women workers and need for protection of their rights.	+	There is external evidence of UN-Women's (somewhat indirect) contribution to results on ending violence against women, through the 2013 evaluation of the Joint Programme to Address Violence Against Women in Bangladesh (MDG-F Achievement Fund). Because this is a joint programme, it is difficult to trace UN-Women's specific contribution to results, but the evaluation findings show that in spite of many challenges, the JP-VAW was able to achieve progress towards expected outcomes (MDGF, 2012).
	-	**Women's economic empowerment (2):** There have been delays in implementing the Gender and Climate Change programme, due to the implementing partners' lack of a common understanding about the socio-economic impacts of climate change on women.	-	The Bangladesh country office is developing programmes and partnerships in these two areas, therefore there is not yet evidence of contribution to corresponding outcomes.
	+/-	**Ending violence against women (1):** Although there is insufficient evidence of UN-Women's contribution to outcomes on EVAW in Bangladesh, there is some evidence of results achieved through the "Joint Programme to Address Violence Against Women in Bangladesh" (JP-VAW), of which UN-Women was a partner. The 2013 evaluation of the JP-VAW noted that despite many challenges (including: 1) a weak M&E framework; 2) a lack of internal coherence between the different interventions of the JP-VAW; 3) the limited scale of the programme given the size and population of Bangladesh), the JP-VAW was able to achieve some progress. Results achieved include enhancing the capacity of government officials in 11 ministries and many CSOs and increasing awareness of gaps in initiatives to address VAW, as well as the strengthening of a culturally sensitive gender approach to healthcare making it more accessible for women. According to the 2013 evaluation of the JP-VAW, UN-Women also: • Contributed to the establishment of a Caucus of Women MPs, which will work to increase capacity of women MPs on legal tools and procedures on gender equality inclusive of the issues concerning VAW. The parliamentary secretariat committed to support the caucus. • Built and strengthened (together with other UN agencies) existing partnerships with NGOs and civil society, and some outcomes of this are the	+/-	UN-Women's Bangladesh country office produces quarterly and annual reports on activities carried out and progress towards its country-stated objectives. These inputs, which remain internal and are not disseminated to country stakeholders, are submitted to UN-Women Headquarters to produce the global Executive Director's annual report.

Key Performance Indicator	Evidence of relevance and results	UN-Women planning and reporting
	legalisation of the Sex Workers Network and the institutionalisation of internal migration as an area of work for BRAC. • Promoted policy dialogue on violence against migration workers and safe migration. • Supported the Bureau of Manpower and Training in the creation of the Network of Advocacy, Research, and Information for Women Migrant Workers, which is a support system for women returning from migrant work who are dealing with violations they have faced during the migration process. The network now has 30 women members who understand the entire migration process and how dangerous it can be	
	+ **Ending violence against women (2):** The Bangladesh country office is developing programmes and partnerships to prevent violence against women and girls (VAWG), but has not yet provided evidence of contribution to outcomes. It has recently partnered with UNHCR to support them in addressing violence against women in refugee camps and increasing women's voice in decision-making processes (UN-Women, 2013 [19], p. 9). In addition, UN-Women worked with UNFPA to develop a multi-year joint programme to address underlying causes of violence against women, and build strong programmatic conceptual frameworks, in response to the findings of the evaluation of the MDG-Fund funded joint programme against VAW.	
	+ **National planning & budgeting processes that are gender-responsive**. UN-Women has carried out several initiatives in this area, including providing technical support for the formulation and publication of the Gender Budget Report for 40 ministries in 2013 as part of their budget process. This report analysed the percentage of financial allocation benefitting women. In addition, UN-Women examined to what extent gender responsive budgeting (GRB) has led to changes in plans or allocations, to enable the development of further recommendations and to strengthen understanding of gender-responsive budgeting..	
	- Few results were reported by UN-Women (Bangladesh) in the area of "**women's leadership and political participation**" because of political instability and non-participation of opposition parties. Months of civil unrest in Bangladesh were followed by the main opposition party's withdrawal from the elections. National elections were fraught with problems, with less than half of all seats being contested. As with other agencies working to improve democratic governance and women's leadership in Bangladesh, UN-Women faced important challenges and was unable to make progress towards key objectives. Objectives for 2013 were not reached due to the difficult political context, though UN-Women did make some progress in linking women parliamentarians to civil society advocates, for instance with groups that defend sex workers' rights. UN-Women also worked with the Parliament Secretariat to build women parliamentarians' capacity to understand and advocate for gender equality issues. In addition, UN-Women worked with UNDP in 2013 on a project to sponsor a "gender and elections" training and to study and facilitate dialogue on women as voters and political candidates.	

Key Performance Indicator		Evidence of relevance and results		UN-Women planning and reporting
KPI D: Contributions to national priorities and MDGs	+	Survey respondents generally perceived UN-Women to have made adequate contribution to development results that support the achievement of Bangladesh's national priorities. They also found UN-Women to be adequate in delivering positive results in Bangladesh.	-	UN-Women does not produce a country-level report on its contribution to the MDGs in Bangladesh.

4.2.3 Profile of survey respondent groups in Bangladesh

Number of respondents



Note: The "potential respondents" refer to all those who were invited to complete the survey. The "actual" respondents refer to those individuals who completed the survey and the "target" refers to the target number of responses set by MOPAN (i.e. 50% of the potential respondents).

4.2.4 UN-Women's organisational effectiveness in Bangladesh

Very weak (1.00 – 1.49) | Weak (1.50 – 2.49) | Inadequate (2.50 – 3.49) | Adequate (3.50 – 4.49) | Strong (4.50 – 5.49) | Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
"--" indicates that the question was not asked among a particular respondent group.
% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

Survey results (mean scores) in Bangladesh and don't know responses.

	Indicators	Survey mean scores (Bangladesh)	% DK (Bangladesh)
Performance area I: Strategic management			
KPI 1	**The Multilateral Organisation (MO) provides direction for the achievement of development results**	**4.02**	
1.1	The MO has a value system that supports a results-orientation.	4.12	2%
1.3	The MO ensures application of an organisation-wide policy on results management.	3.91	12%
KPI 2	**The MO's corporate/organisation-wide strategies are clearly focused on the mandate**	**4.27**	
2.1	The MO's corporate/organisation-wide strategy is based on a clear definition of mandate.	4.27	22%
Sub-MI	i) UN-Women has a clear normative mandate.	4.71	15%
Sub-MI	ii) UN-Women has a clear co-ordination mandate.	4.41	15%
Sub-MI	iii) UN-Women has a clear operational mandate.	3.76	26%
Sub-MI	iv) UN-Women's organisation-wide strategy is aligned with the three areas of its mandate.	4.20	34%
KPI 4	**The MO maintains focus on the cross-cutting thematic priorities identified in its strategic framework, and/or considered important by MOPAN**	**4.54**	
4.1	Gender equality	4.85	3%
4.2	Environment	4.02	31%
4.3	Good governance	4.47	8%
4.4	Human rights-based approaches	4.81	3%
KPI 5	**The MO's country strategies are results-focused**	**4.63**	
5.3	Country strategies are developed through consultation with partners.	4.63	21%

	Indicators	Survey mean scores (Bangladesh)	% DK (Bangladesh)
Sub-MI	i) UN-Women consults with direct partners to develop its country strategy.	4.55	12%
Sub-MI	ii) UN-Women consults with UN Country Teams to develop its country strategies.	4.71	30%
Performance area II: Operational management			
KPI 6	**The MO's development co-operation funding is transparent and predictable**	**4.26**	
6.1	The MO's criteria for allocating resources are transparent.	4.28	20%
Sub-MI	i) UN-Women makes readily available its criteria for allocating resources.	4.24	16%
Sub-MI	ii) UN-Women allocates resources according to the criteria mentioned above.	4.32	24%
6.2	The MO predicts its development co-operation funding.	4.25	20%
Sub-MI	i) UN-Women is adopting measures to make its funding more predictable.	--	--
Sub-MI	ii) UN-Women provides its funding to countries and other partners according to schedule.	4.25	20%
KPI 8	**The MO has policies and processes for financial accountability (audit, risk management, anti-corruption)**	**4.31**	
8.5	Processes are in place to quickly follow up on any irregularities identified at the country (or other) level.	4.50	60%
8.6	The MO's procurement procedures provide effective control on purchases of goods and services.	4.12	35%
KPI 9	**The MO demonstrates the use of performance information for decision-making**	**4.24**	
9.2	Performance information is used by the MO for planning new interventions at the country level.	4.37	30%
9.3	Poorly performing programmes, projects and/or initiatives are addressed proactively so as to improve performance.	4.12	42%
Sub-MI	i) UN-Women regularly identifies poorly performing programmes and projects.	4.02	43%
Sub-MI	ii) UN-Women proactively addresses performance issues identified in poorly performing programmes and projects.	4.22	40%
KPI 12	**The MO delegates decision-making authority and staff accordingly (to the country or other levels)**	**2.94**	
12.1	Staff deployment in country is adequate for the implementation of the MO's mandate.	2.66	1%
12.2	Aid reallocation decisions can be made locally.	3.00	33%
12.3	New programmes/projects can be approved locally within a budget cap.	3.15	48%
Performance area III: Relationship management			
KPI 13	**The MO co-ordinates and directs its development co-operation at the country level in support of agreed national plans or partner plans**	**4.14**	
13.1	Extent to which MO supported funding proposals have been fully designed and developed with the national government or direct partners, rather than conceptualised or initiated by MO itself.	3.63	8%
13.2	Statements of expected results are consistent with those in national development strategies and UNDAF, as appropriate.	4.66	18%

	Indicators	Survey mean scores (Bangladesh)	% DK (Bangladesh)
KPI 14	**The MO's procedures take into account local conditions and capacities**	**4.16**	
14.1	The procedures of the MO can be easily understood and completed by partners.	4.35	2%
14.2	The length of time for completing MO procedures does not have a negative effect on implementation.	3.66	12%
14.3	The MO has the operational agility to respond quickly to changing circumstances on the ground.	4.19	23%
14.4	The MO has operational flexibility to adjust its implementation of projects/programmes as learning occurs.	4.46	4%
KPI 15	**The MO uses country systems for disbursement and operations**	**4.42**	
15.1	The MO uses country systems (both financial and non-financial), where appropriate.	4.48	16%
15.2	The MO participates in mutual assessments of progress in implementing agreed commitments with national partners.	4.37	7%
KPI 16	**The MO adds value to policy dialogue with its partners**	**4.80**	
16.1	The MO has reputation among its stakeholders for high quality, valued policy dialogue inputs.	4.91	1%
Sub-MI	i) UN-Women provides valuable inputs to policy dialogue, including in intergovernmental normative processes.	--	--
Sub-MI	ii) UN-Women provides valuable inputs to policy dialogue.	4.91	1%
16.2	The MO's policy dialogue is undertaken in a manner which respects partner views and perspectives.	4.69	13%
KPI 17	**The MO harmonises arrangements and procedures with other programming partners (donors, UN agencies, etc.) as appropriate.**	**4.29**	
17.1	The MO co-ordinates planning, programming, monitoring and reporting with other partners.	4.21	7%
17.2	The MO builds on the initiative of others to avoid duplication.	4.26	32%
17.3	The MO's work reflects its comparative advantage.	4.39	4%
KPI 18	**The MO demonstrates capacities for more effective and efficient co-ordination on gender equality and women's empowerment**	**4.27**	
18.1	The MO effectively leads, co-ordinates and promotes accountability for the implementation of gender equality commitments across the UN system.	4.10	10%
Sub-MI	i) UN-Women promotes strengthened UN system-wide co-ordination on gender equality and women's empowerment.	4.30	0%
Sub-MI	ii) UN-Women effectively co-ordinates UN system-wide responses to national priorities in the area of gender equality and women's empowerment.	4.00	0%
Sub-MI	iii) UN-Women promotes strengthened UN Country Team performance on gender equality and women empowerment.	4.00	30%
18.2	The MO maintains effective partnerships with civil society, private sector and other actors.	4.45	23%
Sub-MI	i) UN-Women maintains effective partnerships with civil society.	4.62	5%
Sub-MI	ii) UN-Women maintains effective partnerships with the private sector.	4.27	41%

Performance area IV:Knowledge management

	Indicators	Survey mean scores (Bangladesh)	% DK (Bangladesh)
KPI 19	**The MO consistently evaluates its results**	**4.46**	
19.5	Direct beneficiaries and stakeholder groups are involved in evaluation processes.	4.46	36%
Sub-MI	i) UN-Women involves key partners in evaluations of its projects or programmes.	4.44	30%
Sub-MI	ii) UN-Women involves key beneficiaries in evaluations of its projects and programmes	4.47	42%

4.2.5 UN-Women's relevance and development results in Bangladesh

Very weak (1.00 – 1.49) | Weak (1.50 – 2.49) | Inadequate (2.50 – 3.49) | Adequate (3.50 – 4.49) | Strong (4.50 – 5.49) | Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
"--" indicates that the question was not asked among a particular respondent group.
% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

Summary of survey results (mean scores) in Bangladesh

	Indicators	Survey mean scores (Bangladesh)	% DK (Bangladesh)
A.	**Evidence UN-Women's relevance**		
A1	The MO is pursuing results in areas within its mandate.	4.40	3%
A2	The MO's results are in line with global trends and priorities in the development field.	4.48	8%
A3	The MO's results respond to the needs/priorities of its target group (beneficiaries).	4.34	10%
A4	The MO adapts its work to the changing needs and priorities of the country.	3.96	13%
C.	**Evidence of UN-Women's progress towards its stated country-level results**		
C1	[Outcome 1.2] Key stakeholders (government, parliament, women parliamentarians, civil society, development partners) implement concrete steps to increase women's participation and influence in national and/or local pre-election and election periods.	3.44	9%
Sub-MI	i) UN-Women has demonstrated progress towards its stated objective of developing the capacity of key stakeholders (government, parliament, women parliamentarians, civil society and development partners) to implement concrete steps to increase women's participation in the 2014 national elections in Bangladesh.	3.47	7%
Sub-MI	ii) UN-Women has demonstrated progress towards its stated objective of developing the capacity of women Members of Parliament to raise priorities for advancing gender equality and women's empowerment in Bangladesh.	3.41	11%

	Indicators	Survey mean scores (Bangladesh)	% DK (Bangladesh)
C2	Policies, legislation and services that address the employment and social protection needs of women migrant workers are adopted and implemented.	3.72	13%
Sub-MI	i) UN-Women has demonstrated progress towards its stated objective of promoting the adoption and implementation of policies, legislation and services that address the employment and social protection needs of women migrant workers in Bangladesh.	3.68	5%
Sub-MI	ii) UN-Women has demonstrated progress towards its stated objective of increasing the knowledge of policy makers and other stakeholders on the gendered impacts of climate change in Bangladesh	3.75	21%
C3	[Outcome 2.2] Expansion of employment opportunities for women beyond low skilled, gender stereotyped jobs.	3.64	31%
C4	[Outcome 3.2] Accelerated implementation of national and/or local policies and programmes to reduce violence against women.	4.30	5%
Sub-MI	i) UN-Women has demonstrated progress towards its stated objective of accelerating implementation of national and/or local policies and programmes to reduce violence against women in Bangladesh	4.28	4%
Sub-MI	ii) UN-Women has demonstrated progress towards its stated objective of increasing the capacity of government, media and civil society organisations to implement the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) and CEDAW concluding comments within their roles in Bangladesh	4.32	5%
C5	[Outcome 5.1] Strengthened implementation of the National Women's Development Policy (NWDP) through the development and implementation of a National Action Plan (NAP).	4.57	5%
C6	Improved capacity to use gender responsive budgeting to reduce gender inequality and discrimination in national development processes.	3.88	17%
D.	**Evidence of UN-Women's contribution to national goals and priorities, including the Millennium Development Goals**		
D1	The MO contributes to development results that support the achievement of national priorities.	4.05	1%
D2	The MO is making effective contributions to relevant MDGs.	4.26	0%
D3	The MO programming has resulted in positive benefits for Bangladesh.	4.12	3%

4.3 Cambodia

4.3.1 Country context and UN-Women strategy

Context

Although Cambodia has experienced impressive economic growth over the past decade, it faces huge obstacles including a conflict-laden past and high levels of poverty. Recent figures suggest that over 20% of the population, or about three million people, still live below the national poverty line. Thus, the challenges to gender equality in Cambodia are those linked to poverty and to the legacy of conflict, including violence against women, gang violence, trafficking, illiteracy and maternal mortality[xiv]. Historically, Cambodia has had one of the world's highest rates of maternal mortality, although significant improvements have been achieved in the last decade in this regard.[xv]

Many recent achievements have been made in mainstreaming gender equality into Cambodia's laws, policies and national development plans. The national strategy for gender equality, Neary Rattanak III (2009-2013), prioritises the economic empowerment of women, gender equality in education, legal protection, public health issues (including HIV/AIDS prevention and care) and women's political participation. The UNDAF 2011-2015 includes a specific outcome on gender and recognises the importance of increasing women's political participation. Other improvements include the ratification of a number of international human rights treaties such as the Convention for the Elimination of All Forms of Discrimination against Women (CEDAW)'s Optional Protocol in 2010, the adoption or revision of several laws targeting discrimination against women, the introduction of gender mainstreaming action groups in various ministries, and the steps taken in developing a second national action plan for the prevention of violence against women (VAW) in 2013.[xvi]

In terms of representation of women in politics, the recent elections witnessed a slight drop in the number of elected women parliamentarians from 21% to 20%; meanwhile women make up 53% of voters (UN-Women, 2013 [57]). However, despite evidence that women are underrepresented as political leaders, women, especially young women, have been active in protesting land evictions and poor labour conditions (UN-Women, 2013 [57]).

Cambodia continues to face a number of challenges. In the 2013 Human Development Report, its Human Development Index (HDI) and Gender Inequality Index (GII) scores ranked 138 of 187 countries (0.543), and 96 of 148 (0.473), respectively. The gap between women and men is apparent in low levels of female literacy, education, and participation in parliament (18.1 percent of seats held by women).[xvii]

As per the CEDAW Concluding Observations, key contextual issues of relevance for this assessment include, among others, the:

- Lack, in Cambodia's legislation, of a comprehensive definition of discrimination that prohibits both direct and indirect discrimination;
- Lack of comprehensive legal aid system limiting access of women to the justice system;
- Lack of synergies between the national machinery for the advancement of women and gender mainstreaming action groups and the inadequate budget allocation to this effect;
- Deeply rooted gender stereotypes in the culture putting women in a condition of inequality;
- Limited progress made in the prevention and elimination of violence against women, including trafficking and sexual exploitation of women, and the high cost of medical certificates for rape and sexual assault;
- Poor quality of education and the many barriers faced by girls in reaching secondary level of education;
- Occupational segregation and the concentration of women in low-wage and unskilled labour sectors, as well as at the persistent gender pay gap; and
- Lack of modern forms of contraception and the prevalence of unsafe abortions, and the discrimination against pregnant mothers living with HIV/AIDS.

UN-Women's strategy in Cambodia

UN-Women's work in Cambodia has focused on ending violence against women and on increasing women's participation in decision-making processes (UN-Women, 2014 [14]). Other areas of focus have included: strengthening the economic empowerment of migrant women workers and rural women, HIV-positive women, and women with disabilities; integrating gender principles into national planning and policy-making; and expanding democratic governance.

The development of partnerships with government agencies, civil society and other international agencies has strengthened UN-Women's impact. UN-Women has worked extensively with the Ministry of Women's Affairs (MOWA) and other agencies to collect and analyse data, develop policies and institutionalise services to prevent gender-based violence. It has also championed the use of gender-responsive budgeting among government and civil society to monitor resource allocation to meet gender equality commitments.

The total core and non-core budget for 2013 was USD 1.7 million and, in addition, the Cambodia office raised nearly USD 1.3 million. The Cambodia Country Representative has been in office since 2010, and is supported by four fixed-term appointments (FTA). An office has been in place since 2004, and was upgraded to Country Office in late 2010.

4.3.2 Summary of evidence of UN-Women relevance and results in Cambodia

The table below provides examples of strengths and challenges associated with the relevance and results of UN-Women's programme in Cambodia based on evidence from document review, survey analysis and interviews. Documents consulted include the Cambodia Country Office's strategic notes/annual work plans for 2013 and 2014-2015, the Cambodia country office's Mid-term self-evaluation of the 2nd NAPVAW Formulation Project, reports to Australia and Singapore government donors on progress achieved in economic empowerment projects, and inputs from the Results Tracking System provided by the Cambodia Country Office for the Executive Director's annual report (UN-Women, 2013 [25]) (UN-Women, 2013 [57]) (UN-Women, 2014 [13]) (UN-Women, 2013 [26]) (UN-Women, 2013 [65]).

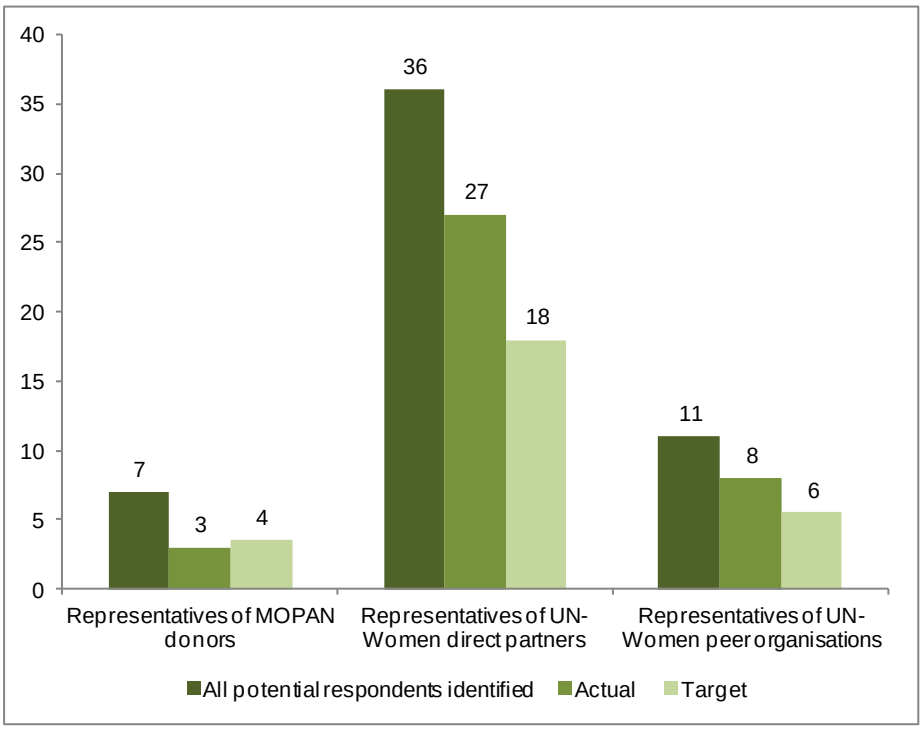
Key Performance Indicator		Evidence of relevance and results		UN-Women planning and reporting
KPI A: UN-Women's relevance	+	Survey respondents perceive UN-Women to be adequate in its ability to adapt its work to the changing needs and priorities of the country, and its responsiveness to beneficiary needs.	-	Lack of external evaluations on the extent to which UN-Women's work responds to beneficiary needs and priorities, and adapts to the changing needs and priorities of the country.
	+	According to the Cambodia Country Office's inputs in the Results Tracking System, the Government of Cambodia along with several other groups (such as trade unions, recruitment agencies, civil society organisations, and development partners) considers the protection of migrant workers to be a concern, as demonstrated by the recent adoption of ministerial regulations and Memorandum of Understanding (MOU) integrating gender clauses to address vulnerabilities associated with the sending of domestic workers (particularly young women) abroad. UN-Women's work on women migrant workers' rights is therefore quite relevant.	+	UN-Women Cambodia did carry out a self-assessment of its work on the National Action Plan on violence against women (NAPVAW) in which 100% of government (Ministry of Women's Affairs) respondents said that UN-Women's work was 'extremely important' to the increased capacity in policy formulation, particularly by introducing global best practices and offering practical expertise on managing large consultations (UN-Women, 2014 [13]).
KPI C: Progress towards stated country-level results	+	Survey respondents rated UN-Women adequate for all its stated country-level results, except for a question on UN-Women's contribution to increased knowledge on violence against women, which was rated strong.	+	The UN-Women Cambodia Country office has carried out an internal assessment to self-evaluate its progress towards country-level results (UN-Women, 2014 [13]).
	-	**Women's leadership and participation:** In 2013, there was insufficient evidence of progress in this results area, and there seemed to be a decline in women's participation in political decision-making. For	+/-	UN-Women Cambodia country office produces quarterly and annual reports on activities carried out and progress towards its country-stated objectives. These inputs, which remain internal and are not disseminated to country

Key Performance Indicator		Evidence of relevance and results		UN-Women planning and reporting
		instance, according to the Cambodia Country Office's inputs in the Results Tracking System, there was a reduction in the number of seats held by women after the 2013 national elections (from 21% to 20%), although there was an increase of 3% of women elected at the Commune Council (local) level in 2012. No information was available on the percentage of women who participated by voting in the elections. UN-Women did not provide a clear explanation of this situation, although it recognised that women face significant barriers to participation in the public sphere, as indicated in studies conducted by implementing partners.[xviii] In addition, the lack of data on women's political participation is an issue that will be addressed in UN-Women's work plans for 2014-2017. UN-Women has provided support to the Young Women's Leadership Network, which organises awareness-raising events calling for increased women's participation in political decision-making processes, in the lead-up to the July 2013 National Assembly elections. UN-Women was able to bring together the five main political parties to hold cross-party dialogues on this topic (UN-Women, 2013 [66]). It also organised a preparatory CEDAW mock session for government delegates planning to attend the CEDAW Committee session 56.		stakeholders, are submitted to UN-Women Headquarters to produce the global Executive Director's annual report..
	+	**Women's economic empowerment**: UN-Women achieved its expected outcome in the area of women's access to economic empowerment and opportunities (for 2013). According to the information provided by the country office in their 2013 inputs to the Executive Director's annual report, UN Women is supporting the development of two policies on labour migration and economic empowerment of women, which include provisions on women's rights and opportunities (UN-Women, 2013 [57]). The Cambodia Country Office also worked with the government to develop a five-year plan (2014-2018) to achieve better inter-ministerial co-ordination on the protection of female migrant workers (UN-Women, 2013 [66]). In addition, according to the country office's reports to donors, UN-Women supports women's associations through resources and training for economic empowerment, e.g. supporting Bamboo handicraft associations through training for upgraded vocational skills (UN-Women, 2013 [65]).	-	Some reported data seem unreliable: for instance, there is inconsistency between the earlier socio-economic surveys and the 2013 Labour Force Report, so it is difficult to trust data showing an increase from 33% to 62% in women's labour force participation rate (This information was reported by UN-Women Cambodia Country Office in their 2013 country inputs to the Executive Director's annual report).
	+/-	**Preventing violence against women:** According to the information provided by the country office in their 2013 inputs to the Executive Director's annual report, UN-Women has not attained its objectives in this priority area, but its partners nonetheless appreciated UN Women's training and advice on managing the NAPVAW consultation (UN-Women, 2014 [13]). Survey respondents rated UN-Women strong on the question "demonstrates progress towards its stated objective of increasing knowledge and best	+	Country-level reporting is good – explanations of UN-Women's contributions to reported outcomes are presented. The quality of reporting on outputs is an area for improvement.

Key Performance Indicator		Evidence of relevance and results		UN-Women planning and reporting
		practices to End Violence Against Women in Cambodia."		
	+	**Plans and policies incorporate gender equality and women's human rights in Cambodia:** According to the information provided by the country office in their 2013 inputs to the Executive Director's annual report, the Cambodian Ministry of Interior's gender mainstreaming action plan (2013) contains references to women's human rights. A national action plan to prevent violence against women is being developed, and the government gender strategy is expected to be developed in 2014 and will also contribute to this outcome. As of January 2013, 'proactive work' is currently underway to ensure that these plans incorporate strong provisions for the ongoing review and monitoring of women's human rights.	-	NB. UN-Women's effectiveness was constrained by security concerns as staff movements were restricted, and by difficulties in accessing government counterparts for a number of reasons including elections and the politically sensitive nature of UN-Women's work (e.g. on topics like violence against women, labour migration and land tenure).
	+	**Implementation of global norms and policies on gender equality and women's empowerment:** The draft National Action Plan to eliminate Violence Against Women II cites CEDAW, as does the draft Neary Rattanak IV (Gender equality plan) which aims to strengthen CEDAW monitoring and compliance. According to the information provided by the country office in their 2013 inputs to the Executive Director's annual report, UN-Women provided its government counterparts with technical assistance for the integration of CEDAW provisions in these national development plans. In addition, UN-Women convened a civil society dialogue event attended by over 100 people who came to share their knowledge and views on the CEDAW Concluding Observations.		
KPI D: Contributions to national priorities and MDGs	+	Survey respondents generally found that UN-Women has made adequate contribution to (a) achieving development results that support the achievement of national priorities ; (b) supporting progress on the MDGs in Cambodia; and (c) implementing programmes and initiatives that has resulted in positive benefits for Cambodia.	-	UN-Women does not produce a country-level report on its contribution to the MDGs in Cambodia.

4.3.3 Profile of survey respondent groups in Cambodia

Number of respondents



Note: The "potential respondents" refer to all those who were invited to complete the survey. The "actual" respondents refer to those individuals who completed the survey and the "target" refers to the target number of responses set by MOPAN (i.e. 50% of the potential respondents).

4.3.4 UN-Women's organisational effectiveness in Cambodia

Very weak (1.00 – 1.49)	Weak (1.50 – 2.49)	Inadequate (2.50 – 3.49)	Adequate (3.50 – 4.49)	Strong (4.50 – 5.49)	Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
"--" indicates that the question was not asked among a particular respondent group.
% DK = percentage of respondents who indicated "don't know" to the question (weighted data)
N/A indicates that all respondents answered "don't know" to that question.

Survey results (mean scores) in Cambodia and don't know responses

	Indicators	Survey mean scores (Cambodia)	% DK (Cambodia)
Performance area I: Strategic management			
KPI 1	**The Multilateral Organisation (MO) provides direction for the achievement of development results**	**4.04**	
1.1	The MO has a value system that supports a results-orientation.	3.72	26%
1.3	The MO ensures application of an organisation-wide policy on results management.	4.36	19%
KPI 2	**The MO's corporate/organisation-wide strategies are clearly focused on the mandate**	**4.69**	
2.1	The MO's corporate/organisation-wide strategy is based on a clear definition of mandate	4.69	26%
Sub-MI	i) UN-Women has a clear normative mandate.	4.81	20%
Sub-MI	ii) UN-Women has a clear co-ordination mandate.	4.67	16%
Sub-MI	iii) UN-Women has a clear operational mandate.	4.52	31%
Sub-MI	iv) UN-Women's organisation-wide strategy is aligned with the three areas of its mandate.	4.76	36%
KPI 4	**The MO maintains focus on the cross-cutting thematic priorities identified in its strategic framework, and/or considered important by MOPAN**	**4.57**	
4.1	Gender equality	4.99	12%
4.2	Environment	4.22	49%
4.3	Good governance	4.49	26%
4.4	Human rights-based approaches	4.58	8%
KPI 5	**The MO's country strategies are results-focused**	**4.67**	
5.3	Country strategies are developed through consultation with partners.	4.67	24%

	Indicators	Survey mean scores (Cambodia)	% DK (Cambodia)
Sub-MI	i) UN-Women consults with direct partners to develop its country strategy.	4.54	11%
Sub-MI	ii) UN-Women consults with UN Country Teams to develop its country strategies.	4.80	38%
Performance area II: Operational management			
KPI 6	**The MO's development co-operation funding is transparent and predictable**	**4.48**	
6.1	The MO's criteria for allocating resources are transparent.	4.36	37%
Sub-MI	i) UN-Women makes readily available its criteria for allocating resources.	4.17	33%
Sub-MI	ii) UN-Women allocates resources according to the criteria mentioned above.	4.56	41%
6.2	The MO predicts its development co-operation funding.	4.59	37%
Sub-MI	i) UN-Women is adopting measures to make its funding more predictable.	--	--
Sub-MI	ii) UN-Women provides its funding to countries and other partners according to schedule.	4.59	37%
KPI 8	**The MO has policies and processes for financial accountability (audit, risk management, anti-corruption)**	**4.49**	
8.5	Processes are in place to quickly follow up on any irregularities identified at the country (or other) level.	N/A	100%
8.6	The MO's procurement procedures provide effective control on purchases of goods and services.	4.49	42%
KPI 9	**The MO demonstrates the use of performance information for decision-making**	**4.38**	
9.2	Performance information is used by the MO for planning new interventions at the country level.	4.44	40%
9.3	Poorly performing programmes, projects and/or initiatives are addressed proactively so as to improve performance.	4.33	55%
Sub-MI	i) UN-Women regularly identifies poorly performing programmes and projects.	4.31	58%
Sub-MI	ii) UN-Women proactively addresses performance issues identified in poorly performing programmes and projects.	4.34	52%
KPI 12	**The MO delegates decision-making authority and staff accordingly (to the country or other levels)**	**3.76**	
12.1	Staff deployment in country is adequate for the implementation of the MO's mandate.	3.38	21%
12.2	Aid reallocation decisions can be made locally.	3.96	66%
12.3	New programmes/projects can be approved locally within a budget cap.	3.93	44%
Performance area III: Relationship management			
KPI 13	**The MO co-ordinates and directs its development co-operation at the country level in support of agreed national plans or partner plans**	**4.46**	
13.1	Extent to which MO supported funding proposals have been fully designed and developed with the national government or direct partners, rather than conceptualised or initiated by MO itself.	4.14	9%
13.2	Statements of expected results are consistent with those in national development strategies and UNDAF, as appropriate.	4.77	7%
KPI 14	**The MO's procedures take into account local conditions and capacities**	**3.79**	

	Indicators	Survey mean scores (Cambodia)	% DK (Cambodia)
14.1	The procedures of the MO can be easily understood and completed by partners.	3.92	26%
14.2	The length of time for completing MO procedures does not have a negative effect on implementation.	3.35	43%
14.3	The MO has the operational agility to respond quickly to changing circumstances on the ground.	3.82	16%
14.4	The MO has operational flexibility to adjust its implementation of projects/programmes as learning occurs.	4.05	19%
KPI 15	**The MO uses country systems for disbursement and operations**	**4.22**	
15.1	The MO uses country systems (both financial and non-financial), where appropriate.	4.18	19%
15.2	The MO participates in mutual assessments of progress in implementing agreed commitments with national partners.	4.26	14%
KPI 16	**The MO adds value to policy dialogue with its partners**	**4.59**	
16.1	The MO has reputation among its stakeholders for high quality, valued policy dialogue inputs.	4.66	1%
Sub-MI	i) UN-Women provides valuable inputs to policy dialogue, including in intergovernmental normative processes.	--	--
Sub-MI	ii) UN-Women provides valuable inputs to policy dialogue.	4.66	1%
16.2	The MO's policy dialogue is undertaken in a manner which respects partner views and perspectives.	4.52	5%
KPI 17	**The MO harmonises arrangements and procedures with other programming partners (donors, UN agencies, etc.) as appropriate.**	**4.28**	
17.1	The MO co-ordinates planning, programming, monitoring and reporting with other partners.	3.90	9%
17.2	The MO builds on the initiative of others to avoid duplication.	4.40	16%
17.3	The MO's work reflects its comparative advantage.	4.54	12%
KPI 18	**The MO demonstrates capacities for more effective and efficient co-ordination on gender equality and women's empowerment**	**4.23**	
18.1	The MO effectively leads, co-ordinates and promotes accountability for the implementation of gender equality commitments across the UN system.	4.47	38%
Sub-MI	i) UN-Women promotes strengthened UN system-wide co-ordination on gender equality and women's empowerment.	4.50	25%
Sub-MI	ii) UN-Women effectively co-ordinates UN system-wide responses to national priorities in the area of gender equality and women's empowerment.	4.40	38%
Sub-MI	iii) UN-Women promotes strengthened UN Country Team performance on gender equality and women empowerment.	4.50	50%
18.2	The MO maintains effective partnerships with civil society, private sector and other actors.	3.99	24%
Sub-MI	i) UN-Women maintains effective partnerships with civil society.	4.31	13%
Sub-MI	ii) UN-Women maintains effective partnerships with the private sector.	3.67	35%
Performance area IV: Knowledge management			
KPI 19	**The MO consistently evaluates its results**	**4.44**	

	Indicators	Survey mean scores (Cambodia)	% DK (Cambodia)
19.5	Direct beneficiaries and stakeholder groups are involved in evaluation processes.	4.44	36%
Sub-MI	i) UN-Women involves key partners in evaluations of its projects or programmes.	4.65	30%
Sub-MI	ii) UN-Women involves key beneficiaries in evaluations of its projects and programmes	4.23	42%

4.3.5 UN-Women's relevance and development results in Cambodia

Very weak (1.00 – 1.49) | Weak (1.50 – 2.49) | Inadequate (2.50 – 3.49) | Adequate (3.50 – 4.49) | Strong (4.50 – 5.49) | Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
"--" indicates that the question was not asked among a particular respondent group.
% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

Summary of survey results (mean scores) in Cambodia

	Indicators	Survey mean scores (Cambodia)	% DK (Cambodia)
A.	**Evidence UN-Women's relevance**		
A1	The MO is pursuing results in areas within its mandate.	4.58	4%
A2	The MO's results are in line with global trends and priorities in the development field.	4.61	5%
A3	The MO's results respond to the needs/priorities of its target group (beneficiaries).	4.27	1%
A4	The MO adapts its work to the changing needs and priorities of the country.	4.18	11%
C.	**Evidence of UN-Women's progress towards its stated country-level results**		
C1	Enhanced participation of Cambodian women in the public sphere, at national and sub-national levels.	4.46	7%
C2	Economic and labour migration policies and mechanisms are adopted to promote Cambodian women's economic empowerment.	4.01	18%
Sub-MI	i) UN-Women has demonstrated progress towards its stated objective of increasing the capacities of government and civil society stakeholders to design and implement gender-responsive economic and labour migration policies in Cambodia, in line with the CEDAW Recommendation on Women Migrant Workers.	4.40	18%
Sub-MI	ii) UN-Women has demonstrated progress towards its stated objective of supporting networks of women in sustainable livelihood activities to influence public policy in Cambodia.	3.62	19%

	Indicators	Survey mean scores (Cambodia)	% DK (Cambodia)
C3	Policies to prevent violence against women are revised, adopted and implemented.	4.28	2%
Sub-MI	i) UN-Women has demonstrated progress towards its stated objective of increasing knowledge and best practices to End Violence Against Women in Cambodia.	4.55	0%
Sub-MI	ii) UN-Women has demonstrated progress towards its stated objective of enhancing capacities of stakeholders to increase awareness of and take action on Ending Violence Against Women, at the national and sub-national levels in Cambodia.	4.00	4%
C4	Plans and policies at the national and sub-national levels incorporate gender equality and women's human rights in Cambodia.	4.20	1%
D.	**Evidence of UN-Women's contribution to national goals and priorities, including the Millennium Development Goals**		
D1	The MO contributes to development results that support the achievement of national priorities.	4.35	8%
D2	The MO is making effective contributions to relevant MDGs.	4.25	18%
D3	The MO programming has resulted in positive benefits for Cambodia.	4.31	5%

4.4 Democratic Republic of Congo (DRC)

4.4.1 Country context and UN-Women strategy

Context

DRC is a large country, richly endowed with natural resources (oil, timber, minerals, hydro-electricity), thus giving it the potential to be one of the richest countries in Africa. However, years of conflicts have hindered its development capacity. In 2013, its Human Development Index (HDI) and Gender Inequality Index (GII) scores and GDP per capita were among the lowest in the world (in the GII, DRC was ranked 144th of 148 countries). Although it is recovering from conflict and new governmental institutions are now operational, the country is still in dire need of infrastructure. Moreover, recent years have seen the resurgence of conflict in the eastern region of the country.[xix]

Human rights are systematically violated, especially the rights of women and children. Despite a strong legal and normative framework, shockingly high levels of violence against women (VAW) and sexual abuses are observed in the country. Mass rapes, sexual violence and sexual slavery are used as a weapon of war by the Armed Forces of the DRC (*Forces armées de la République démocratique du Congo-FARDC*) and armed groups in the eastern part of the country.

Efforts have been made at the national level to address gender equality and women's issues. The Congolese government ratified the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) in 1986. The 2006 Constitution enshrines gender equality, but remains contradictory and discriminatory towards women on several issues, such as denial of pensions and inheritance rights for women (UN-Women Evaluation Office, 2012 [01]). In 2009, the Ministry of Gender, Family and Children produced a National Gender Policy with the following priorities: (i) implementing UN Security Council Resolution 1325 in DRC, (ii) mainstreaming gender in the ongoing reform in the security and justice sectors, (iii) ensuring economic empowerment of women and reducing maternal and infant mortality, and (iv) educating girls and promoting adult literacy for women. In addition, in 2010 the government established a National Strategy for women's political participation in democratic governance.

As per the CEDAW Concluding Observations,[xx] key contextual issues of relevance for this assessment include the:

- Authorities' failure to prioritise protection of women and girls against violence, and the denial by key State officials of the extent of the violence committed against women in conflict-affected areas;
- Limited capacity and funding of the infrastructures in place to address and follow-up on acts of violence against women including the delays in the judicial reform, the insufficient number of courts and the serious lack of financial and human resources of the criminal justice system, the limited enforcement of court decisions for acts of sexual and gender-based violence;
- Lack of legal provisions prohibiting domestic violence, including marital rape;
- Multiple barriers for women to access justice such as the high costs of legal proceedings and the prevalence of corruption, legal illiteracy, the insufficient number of courts and tribunals, etc.;
- Lack of centres providing medical, judicial, psychological and socioeconomic support to women and girls who are victims of sexual violence in conflict-affected areas;
- Persistence of adverse cultural norms, practices and traditions, patriarchal attitudes, and deep-rooted stereotypes regarding women especially as they contribute to the persistence of violence against women and of harmful practices;
- Extremely low participation of women in political and public life at the national, provincial and local levels, including in the Government and at high levels of decision-making, the legislature, the judiciary, the decentralised regional bodies and the civil service; and
- Persistent discrimination against women in the labour market and the difficulties faced by women in gaining access to credit for starting small businesses.

UN-Women's strategy in DRC

UN-Women works in all six impact areas in the DRC. Its priority focus areas in DRC identified after analysis and consultation with key partners and donors are: co-ordination; gender responsive planning

and budgeting; ending violence against women and girls; women's leadership in peace and security and humanitarian responses; women`s political leadership and participation in the decisions that affect their lives; women's economic empowerment, with an emphasis on the excluded. UN-Women has adapted its country strategy to reflect complex needs for gender equality and empowerment initiatives that are adapted to the resurgence of conflict in certain areas but not in others. To address this, UN-Women has focused on the peace and security component of its programming in conflict affected areas, while working on other key gender issues and priorities in the more stable areas of DRC.

A small project office was established under UNIFEM in 2004, which was upgraded to a UN-Women Country Office in 2010. UN-Women has also opened a satellite office in Bukavu in addition to its central office in Kinshasa. The size of the programme portfolio in 2013 was USD 2.4 million.

4.4.2 Summary of evidence of UN-Women relevance and results in DRC

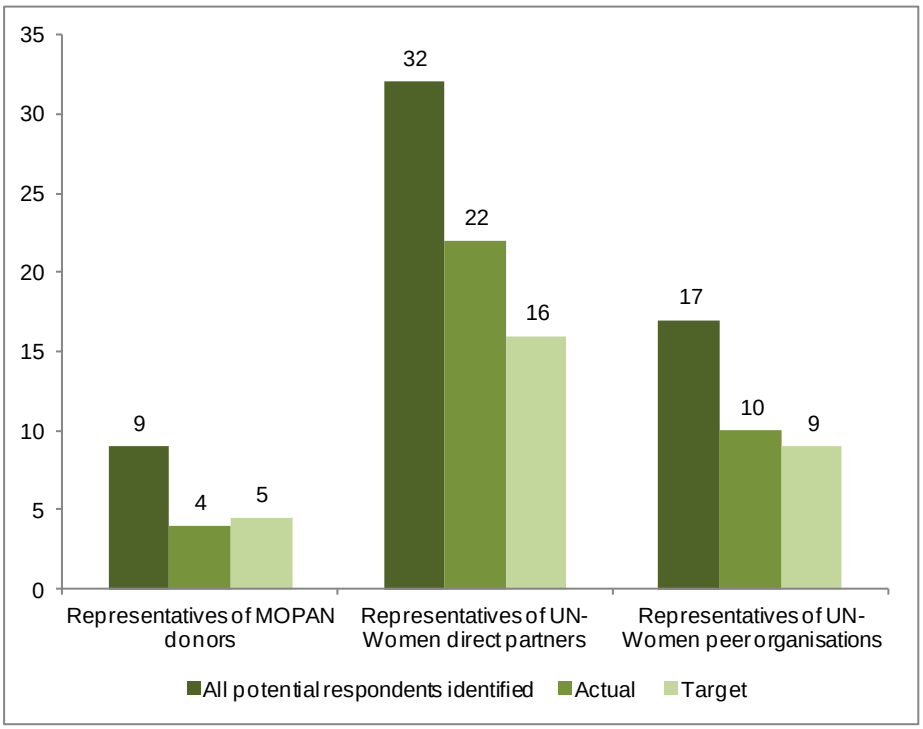
The table below provides examples of strengths and challenges associated with the relevance and results of UN-Women's programme in DRC based on evidence from document review, survey analysis and interviews (UN-Women Evaluation Office, 2012 [01]) (UN-Women, 2013 [58]) (UN-Women, 2013 [53]) (UN-Women, 2013 [30]).

Key Performance Indicator		Evidence of relevance and results		UN-Women planning and reporting
KPI A: UN-Women's relevance	+	Survey respondents rated UN-Women strong on its pursuit of results in areas within its mandate, but adequate on responsiveness to beneficiary needs and to global priorities.	+	UN-Women Evaluation Office compiled an evaluation on gender mainstreaming in UN peacekeeping operations in DRC, although this evaluation did not comment on UN-Women's work *per se*, but on the country context and key challenges (and need for gender mainstreaming actions) (UN-Women Evaluation Office, 2012 [01]).
			-	Lack of country programme evaluations or other external sources reporting on the relevance of UN-Women's programme in DRC.
KPI C: Progress towards stated country-level results	-	UN-Women reported internally on its activities but there is very little evidence of contribution to results in DRC. Interviews with staff highlighted the difficulties of working in DRC's conflict areas, including geography, infrastructure and security constraints.	+/-	UN-Women's DRC produces quarterly and annual reports on activities carried out and progress towards its country-stated objectives. These inputs, which remain internal and are not disseminated to country stakeholders, are submitted to UN-Women Headquarters to produce the global Executive Director's annual report.
	-	Survey respondents perceived UN-Women to be inadequate in meeting about half of its expected results statements: For instance, respondents gave a rating of inadequate on UN-Women's contribution to "gender-responsive infrastructure and services (transport, utilities, water, energy, etc) [that] enhance women's sustainable livelihoods" (possibly because UN-Women has not yet worked in this area). Respondents also gave a rating of inadequate for UN-Women's contribution to the adoption of gender-responsive recruitment policies for the electoral process.		
	+	**Women's leadership and participation:** UN Women organised a campaign entitled "VOTEZ Femmes" in collaboration with the UNDP, MONUSCO and UNFPA to mobilise the electorate to vote for women candidates in the national legislative elections and to improve women's political participation from the current 8% of women in Parliament to at least 15% by 2011. (2) The 2013 adoption of a special law requiring a minimum quota of 30% of women in the electoral administration is evidence of progress.	-	Country inputs to the global report do not adequately report on outputs. It is also difficult to understand the programme-level theories of change

Key Performance Indicator		Evidence of relevance and results		UN-Women planning and reporting
		It is plausible that UN Women`s efforts have contributed to the adoption of the Parity Law, although the information provided is not sufficient to be able to confirm this link.		
	+/-	**Women's economic empowerment**: UN-Women's stated objective in this area is: "Policies, programmes or strategies that strengthen women's access to resources and economic empowerment are adopted and implemented." UN-Women collaborated with the African Development Bank to establish a project on gender and statistics (allowing for the establishment of appropriate baselines for national policy formulation); however, the question of whether this project has led to intended outcomes ('strengthen women's access to resources and economic empowerment') remains unanswered.	**-**	Note: Many constraints due to geography, infrastructure and security limit UN-Women's effectiveness in the DRC. To counter geographic constraints (the DRC has an immense surface area, of 2,35 million km^2), many UN agencies and international organisations have satellites offices in different areas of the country. UN-Women has one satellite office in Bukavu, in addition to its main office in Kinshasa.
	+/-	**Preventing violence against women**: One of UN-Women's stated objectives in this area is: 'Innovative strategies to prevent violence against women are implemented'. UN-Women has initiated one programme to prevent VAW in conflict settings, in partnership with other UN Agencies : The STAREC programme is focused on the implementation of UN Security Council Resolution 1325 in both conflict and non-conflict settings, to tackle gender-based violence and women's participation in the peace process and decision-making positions. However, there is insufficient information to establish the extent to which this programme has prevented violence against women in DRC.		
	-	**Women's leadership in peace and security:** To date there has been little evidence of progress in addressing the systematic exclusion of women from processes of peace and security, despite many efforts from UN agencies, the government and civil society (UN-Women, 2013 [30]). Since its creation, UN-Women has provided technical and financial support to help women advocates participate and lead peace and security processes, particularly SCR 1325.		
	-	**Gender-responsive plans and budgets**: UN-Women has partnered with the Ministry of Gender to support the creation of the National Strategy on Gender responsive planning and budgeting. In addition, UN-Women has collaborated with this Ministry of Gender, to gather better statistics with the objective of undertaking evidence-based, gender-responsive planning and budgeting. However, there is little evidence of improvement in national data collection yet, nor of better integration of gender concerns in plans and budgets.		
KPI D: Contributions to national priorities and MDGs	**+**	Survey respondents generally found that UN-Women has made adequate contribution to (a) achieving development results that support the achievement of national priorities; and (b) supporting progress on the MDGs in DRC; but rated UN-Women's contribution **inadequate** in (c) implementing programmes and initiatives that have resulted in positive benefits for DRC.	**-**	UN-Women does not produce a country-level report on its contribution to the MDGs in DRC.

4.4.3 Profile of survey respondent groups in DRC

Number of respondents



Note: The "potential respondents" refer to all those who were invited to complete the survey. The "actual" respondents refer to those individuals who completed the survey and the "target" refers to the target number of responses set by MOPAN (i.e. 50% of the potential respondents).

4.4.4 UN-Women's organisational effectiveness in DRC

Very weak (1.00 – 1.49) | Weak (1.50 – 2.49) | Inadequate (2.50 – 3.49) | Adequate (3.50 – 4.49) | Strong (4.50 – 5.49) | Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
"--" indicates that the question was not asked among a particular respondent group.
% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

Survey results (mean scores) in DRC and don't know responses

	Indicators	Survey mean scores (DRC)	% DK (DRC)
Performance area I: Strategic management			
KPI 1	**The Multilateral Organisation (MO) provides direction for the achievement of development results**	**4.35**	
1.1	The MO has a value system that supports a results-orientation.	4.10	13%
1.3	The MO ensures application of an organisation-wide policy on results management.	4.59	0%
KPI 2	**The MO's corporate/organisation-wide strategies are clearly focused on the mandate**	**4.76**	
2.1	The MO's corporate/organisation-wide strategy is based on a clear definition of mandate.	4.76	3%
Sub-MI	i) UN-Women has a clear normative mandate.	4.97	2%
Sub-MI	ii) UN-Women has a clear co-ordination mandate.	4.74	0%
Sub-MI	iii) UN-Women has a clear operational mandate.	4.52	0%
Sub-MI	iv) UN-Women's organisation-wide strategy is aligned with the three areas of its mandate.	4.82	10%
KPI 4	**The MO maintains focus on the cross-cutting thematic priorities identified in its strategic framework, and/or considered important by MOPAN**	**4.51**	
4.1	Gender equality	4.96	7%
4.2	Environment	3.32	31%
4.3	Good governance	4.76	12%
4.4	Human rights-based approaches	4.99	8%
KPI 5	**The MO's country strategies are results-focused**	**4.72**	
5.3	Country strategies are developed through consultation with partners.	4.72	0%

	Indicators	Survey mean scores (DRC)	% DK (DRC)
Sub-MI	i) UN-Women consults with direct partners to develop its country strategy.	5.05	0%
Sub-MI	ii) UN-Women consults with UN Country Teams to develop its country strategies.	4.40	0%
Performance area II: Operational management			
KPI 6	**The MO's development co-operation funding is transparent and predictable**	**4.55**	
6.1	The MO's criteria for allocating resources are transparent.	4.68	9%
Sub-MI	i) UN-Women makes readily available its criteria for allocating resources.	4.65	9%
Sub-MI	ii) UN-Women allocates resources according to the criteria mentioned above.	4.70	9%
6.2	The MO predicts its development co-operation funding.	4.42	14%
Sub-MI	i) UN-Women is adopting measures to make its funding more predictable.	--	--
Sub-MI	ii) UN-Women provides its funding to countries and other partners according to schedule.	4.42	14%
KPI 8	**The MO has policies and processes for financial accountability (audit, risk management, anti-corruption)**	**4.73**	
8.5	Processes are in place to quickly follow up on any irregularities identified at the country (or other) level.	5.00	75%
8.6	The MO's procurement procedures provide effective control on purchases of goods and services.	4.46	34%
KPI 9	**The MO demonstrates the use of performance information for decision-making**	**4.23**	
9.2	Performance information is used by the MO for planning new interventions at the country level.	4.54	22%
9.3	Poorly performing programmes, projects and/or initiatives are addressed proactively so as to improve performance.	3.92	28%
Sub-MI	i) UN-Women regularly identifies poorly performing programmes and projects.	3.81	27%
Sub-MI	ii) UN-Women proactively addresses performance issues identified in poorly performing programmes and projects.	4.04	29%
KPI 12	**The MO delegates decision-making authority and staff accordingly (to the country or other levels)**	**3.34**	
12.1	Staff deployment in country is adequate for the implementation of the MO's mandate.	3.60	3%
12.2	Aid reallocation decisions can be made locally.	3.02	28%
12.3	New programmes/projects can be approved locally within a budget cap.	3.39	18%
Performance area III: Relationship management			
KPI 13	**The MO co-ordinates and directs its development co-operation at the country level in support of agreed national plans or partner plans**	**4.68**	
13.1	Extent to which MO supported funding proposals have been fully designed and developed with the national government or direct partners, rather than conceptualised or initiated by MO itself.	4.35	15%
13.2	Statements of expected results are consistent with those in national development strategies and UNDAF, as appropriate.	5.01	13%
KPI 14	**The MO's procedures take into account local conditions and capacities**	**4.06**	

	Indicators	Survey mean scores (DRC)	% DK (DRC)
14.1	The procedures of the MO can be easily understood and completed by partners.	4.62	25%
14.2	The length of time for completing MO procedures does not have a negative effect on implementation.	3.11	25%
14.3	The MO has the operational agility to respond quickly to changing circumstances on the ground.	4.23	15%
14.4	The MO has operational flexibility to adjust its implementation of projects/programmes as learning occurs.	4.29	5%
KPI 15	**The MO uses country systems for disbursement and operations**	**4.38**	
15.1	The MO uses country systems (both financial and non-financial), where appropriate.	4.00	9%
15.2	The MO participates in mutual assessments of progress in implementing agreed commitments with national partners.	4.77	25%
KPI 16	**The MO adds value to policy dialogue with its partners**	**4.40**	
16.1	The MO has reputation among its stakeholders for high quality, valued policy dialogue inputs.	4.46	2%
Sub-MI	i) UN-Women provides valuable inputs to policy dialogue, including in intergovernmental normative processes.	--	--
Sub-MI	ii) UN-Women provides valuable inputs to policy dialogue.	4.46	2%
16.2	The MO's policy dialogue is undertaken in a manner which respects partner views and perspectives.	4.34	0%
KPI 17	**The MO harmonises arrangements and procedures with other programming partners (donors, UN agencies, etc.) as appropriate.**	**3.97**	
17.1	The MO co-ordinates planning, programming, monitoring and reporting with other partners.	3.54	11%
17.2	The MO builds on the initiative of others to avoid duplication.	4.22	5%
17.3	The MO's work reflects its comparative advantage.	4.15	0%
KPI 18	**The MO demonstrates capacities for more effective and efficient co-ordination on gender equality and women's empowerment**	**4.16**	
18.1	The MO effectively leads, co-ordinates and promotes accountability for the implementation of gender equality commitments across the UN system.	4.23	0%
Sub-MI	i) UN-Women promotes strengthened UN system-wide co-ordination on gender equality and women's empowerment.	4.20	0%
Sub-MI	ii) UN-Women effectively co-ordinates UN system-wide responses to national priorities in the area of gender equality and women's empowerment.	4.30	0%
Sub-MI	iii) UN-Women promotes strengthened UN Country Team performance on gender equality and women empowerment.	4.20	0%
18.2	The MO maintains effective partnerships with civil society, private sector and other actors.	4.09	9%
Sub-MI	i) UN-Women maintains effective partnerships with civil society.	4.52	5%
Sub-MI	ii) UN-Women maintains effective partnerships with the private sector.	3.66	12%
Performance area IV: Knowledge management			
KPI 19	**The MO consistently evaluates its results**	**4.17**	
19.5	Direct beneficiaries and stakeholder groups are involved in evaluation processes	4.17	20%
Sub-MI	i) UN-Women involves key partners in evaluations of its projects or programmes.	4.06	12%

	Indicators	Survey mean scores (DRC)	% DK (DRC)
Sub-MI	ii) UN-Women involves key beneficiaries in evaluations of its projects and programmes	4.29	27%

4.4.5 UN-Women's relevance and development results in DRC

Very weak (1.00 – 1.49) | Weak (1.50 – 2.49) | Inadequate (2.50 – 3.49) | Adequate (3.50 – 4.49) | Strong (4.50 – 5.49) | Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
"--" indicates that the question was not asked among a particular respondent group.
% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

Summary of survey results (mean scores) in DRC

	Indicators	Survey mean scores (DRC)	% DK (DRC)
A.	**Evidence of UN-Women's relevance**		
A1	The MO is pursuing results in areas within its mandate.	4.54	6%
A2	The MO's results are in line with global trends and priorities in the development field.	4.23	3%
A3	The MO's results respond to the needs/priorities of its target group (beneficiaries).	4.11	0%
A4	The MO adapts its work to the changing needs and priorities of the country.	4.04	0%
C.	**Evidence of UN-Women's progress towards its stated country-level results**		
C1	Legal reform to advance women's right to participate in decision-making is advanced.	4.01	3%
C2	Electoral management bodies (national and provincial levels) adopt gender-responsive recruitment policies consistent with the new electoral law.	3.07	3%
C3	Women parliamentarians assume stronger leadership roles as gender advocates.	3.64	3%
C4	Political parties use affirmative action to promote women's participation in party decision-making and in elections.	3.33	8%
C5	Policies, programmes or strategies that strengthen women's access to resources and economic empowerment are adopted and implemented.	3.59	5%
C6	Gender-responsive infrastructure and services (transport, utilities, water, energy, etc) enhance women's sustainable livelihoods.	2.34	13%
C7	Government capacity to implement the National Strategy to Fight SGBV in eastern DRC is improved.	4.03	0%
C8	Provision of holistic care to survivors of sexual and gender-based violence in conflict zones is expanded.	3.13	2%

	Indicators	Survey mean scores (DRC)	% DK (DRC)
C9	Innovative strategies or programmes to prevent VAWG implemented.	3.42	0%
C10	The functioning of the national steering committee and the provincial 1325 committees is strengthened for the implementation of the National Action Plan for Security Council Resolution 1325.	3.97	6%
C11	Enhanced gender responsiveness of national, sectoral and local planning and budgeting mechanisms	3.47	8%
D.	**Evidence of UN-Women's contribution to national goals and priorities, including the Millennium Development Goals**		
D1	The MO contributes to development results that support the achievement of national priorities.	4.06	3%
D2	The MO is making effective contributions to relevant MDGs.	3.61	3%
D3	The MO programming has resulted in positive benefits for the DRC.	3.32	7%

4.5 Ecuador

4.5.1 Country context and UN-Women strategy

Context

Ecuador is an upper middle-income country with a population of 16 million people. The country has experienced significant economic growth in the last decade, benefitting the poorest segment of the population and lifting many out of poverty. In fact, the poorest 40% experienced the highest growth in income compared to the rest of the population between 2000 and 2011.[xxi] Nevertheless, the country's poverty rate remains high, especially in rural areas and minority groups such as indigenous people and Ecuadorians of African descent. In the 2013 Human Development Report, Ecuador's Human Development Index and Gender Inequality Index scores are 0.724 (ranking 89 of 187 countries), and 0.442 (83 of 148), respectively.[xxii] Women in Ecuador face challenges such as low levels of female literacy, education, labour participation (54.3% compared to 82.7% for men) and participation in elections at various levels (e.g. 32% of seats held by women in Parliament, and 6.3% of women are leading municipalities).

A number of laws, policies and programmes have been adopted to encourage gender equality and eradicate violence against women, such as the National Plan for the Eradication of Sexual Offences in Schools, , and the Ministerial Agreement No. 261 prohibiting gender discrimination in public and private contracting.[xxiii] In addition, a new Penal Code was recently adopted, which includes gender-motivated homicide – also known as femicide – as a separate felony with specific sanctions. The National Council on Women (CONAMU) previously in charge of women's empowerment was endowed with lesser resources and powers than those attributed to the national government departments. However, in July 2014, the commission was replaced by the National Council for Gender Equality (Consejo Nacional para la Igualdad de Género). Ecuador recently adopted the National Agenda of Women and Gender Equality 2014-2017.

The Government's priorities have been to increase life expectancy through interventions related to sexual and reproductive health, to decrease adolescent pregnancies, and to reduce maternal mortality among poor and indigenous women living in rural areas.

Key contextual issues of relevance for this assessment, as per the most recent CEDAW Concluding Observations,[xxiv] are as follows:

- the inadequate functional structure, composition, legal basis, powers and resources of CONAMU to fully integrate a gender perspective into the overall structure of the State and into public policies;
- the persistence of certain legal and social practices resulting in discrimination against women in the public and private spheres in that they give men preferential treatment compared with women;
- the persistence of high levels of poverty and social exclusion of Ecuadorean women, especially indigenous women and women of African descent;
- the perpetuation of stereotypical gender roles even by activities meant to promote the situation of women;
- the high incidence of violence against women, including domestic and sexual violence, and the gaps in coverage and limitations in resources of programmes protecting women victims;
- the double discrimination faced by indigenous women and women of African descent, based on their sex and ethnic origin;
- the situation of migrant, asylum-seeking, refugee women, indigenous women and women of African descent who, falling victim to discrimination, are pushed into the informal economy, including sex work, and become vulnerable to sexual exploitation;
- the high rates of women's underemployment and unemployment, especially in the rural areas, and the segregation of women in employment sectors that attract low wages, and the discrimination in the workplace; and

- the persistence of structural, political, cultural and socio-economic obstacles to the participation of women in many spheres of public life.

UN-Women's strategy in Ecuador

From 2011 to 2013, UN-Women's work in Ecuador focused on five of the six organisation-wide impact areas, i.e. women's political participation, women's economic empowerment, violence against women, gender sensitive national and local planning and budgeting, and global norms and standards.

The transition from the UNIFEM sub-regional office to the UN-Women Country Office was completed in 2013. Because of its sub-regional dimension during the period 2011-2012, most of the work conducted by the organisation in those years was part of regional programmes. The transition therefore required not just an adaptation of the operations and staff size, but also the design of country-specific programmes, which have started in 2013 and relate to gender equality and women's empowerment in climate change contexts. During the period taken into consideration for the results component assessment, the work done in Ecuador was mostly related to the following two regional programmes: the Regional Programme for Gender Sensitive Budgeting (2009 – 2012) and the Indigenous Regional Programme (2009 – 2012). In addition, UN-Women contributed to the country-specific MDG-F joint programmes "Conservation and Sustainable Management of Natural and Cultural Heritage of the Yasuní Biosphere Reserve" (2008-2011) and "Cultural Diversity and Development for Poverty Reduction and Social Inclusion," which were both implemented in the period 2008-2011. Finally, UN-Women provided financial and management support to the Safe Cities project in Quito (2011-2012).

4.5.2 Summary of evidence of UN-Women relevance and results in Ecuador

The table below provides examples of strengths and challenges associated with the relevance and results of UN-Women's programme in Ecuador based on evidence from document review, survey analysis and interviews. Evidence and data are found in the Strategic Notes for the Andean Sub-region and Ecuador, in the online results tracking system for 2012-2013, and in independent evaluations of the Indigenous Regional Programme, Safe Cities Initiative and gender-sensitive budget programming (UN-Women, 2013 [59]; UN-Women, 2012 [20]; UN-Women, 2011 [17]; UN-Women, 2012 [13]; UN-Women, 2013 [33]).

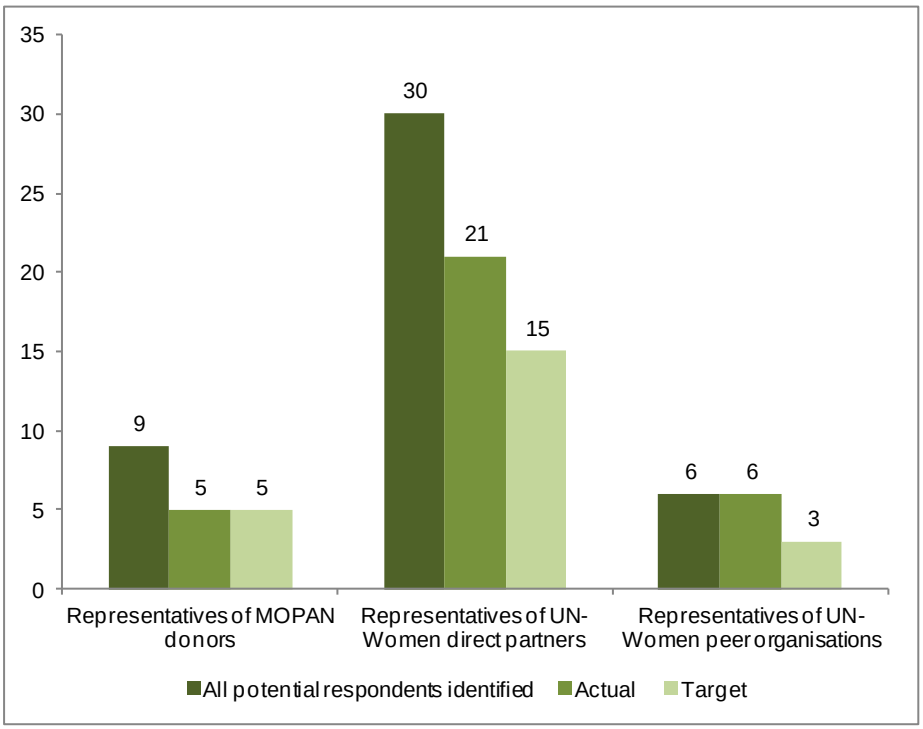
Key Performance Indicator		Evidence of relevance and results		UN-Women planning and reporting
KPI A: UN-Women's relevance	+	Survey respondents generally found UN-Women to be adequate in (a) pursuing results in areas within its mandate; (b) aligning with global trends and priorities; (c) responding to beneficiary needs; (d) adapting its programmes and operations to the changing needs of the country.		
	+	• UN-Women's Strategic Note/ Annual Work Plan is aligned with the national development plans of Ecuador. • Evaluations of UN-Women's work in this country confirm that programmes are relevant given stakeholder needs and priorities. • For instance, the Indigenous Regional Programme was developed in response to demands from Indigenous women's organisations in the Andes and Central America, who pointed to the need for programmes to counter triple discrimination facing Indigenous women (discrimination due to gender, ethnic origin, and socioeconomic status). The evaluation of this programme confirmed that it was highly coherent with UN-Women's Strategic Plan.	+	Evaluations confirmed that UN-Women engaged in programming that met the needs and priorities of key stakeholders (beneficiaries such as Indigenous women), in line with UN-Women`s strategic plan.

Key Performance Indicator		Evidence of relevance and results		UN-Women planning and reporting
KPI C: Progress towards stated country-level results	+	Survey respondents generally found UN-Women to have made adequate progress in all its objectives.	+/-	Evaluations were carried out on UN-Women's engagement in the Safe Cities Initiative, Gender-Sensitive Budgeting, and the Indigenous Regional Programme (2009 – 2012). However most of these programmes were initiated and/or carried out mostly by UNIFEM (the transition from a UNIFEM to a UN-Women office was still being implemented during 2011-2012 as UNIFEM was engaged in several sub-regional programmes).
	-	In response to open-ended questions, over one-third (12 of 33) of survey respondents from Ecuador commented that UN-Women's major weakness is its limited financial and human resources at country level, making it difficult for the Country Office to provide adequate support to its partners.		It should be noted that the Ecuador office reported to UN-Women Headquarters in 2013 on progress made against the Andean Sub-Regional Office annual work plan, since it only created an Ecuador-specific Strategic Note/ annual work plan for the year 2013 (and going forward, for the years 2014-2015). Indicators were not therefore wholly adapted to the country context.
	-	**Leadership and participation**: It is unclear to what extent UN-Women attained its objective of promoting greater influence by gender equality advocates and their organisations on political parties and other political and social organisations to guarantee the incorporation of women's rights agendas to relevant political junctures in Ecuador. UN-Women reported that it assisted political and social organisations, namely Ministries and the Confederation of Indigenous Nationalities in Ecuador, in the development of instruments (such as training guides and methodologies) for gender mainstreaming, but no examples are provided of the use of these instruments. The evaluation of the Indigenous Regional Programme indicates that capacity of indigenous women's training schools had been strengthened as a result of the programme, but it did not find evidence of the consolidation and formalisation of public policies or national commitments to encourage the exercise of human rights of indigenous women.		
	-	**Women's economic empowerment:** UN-Women does not provide sufficient evidence of progress made in the adoption of policies and strategies to strengthen economic empowerment and access to resources, assets and sustainable livelihoods for excluded women, and evaluations do not report on this priority area. Internal country inputs provided to the global report note that governmental authorities (Ministry of Environment, Ministry of Social Inclusion, and one local government) are paying more attention to gender mainstreaming and women's economic empowerment in their operations, but no further details are provided.	-	Reporting is mostly activity-based, and indicators are not sufficiently developed to assess progress towards results.

Key Performance Indicator		Evidence of relevance and results		UN-Women planning and reporting
	+	**Violence against women**: Evidence of progress in this area, as the Judicial Council of Ecuador (which is the body responsible for the restructuring of the judicial administration system) took into account indigenous women`s priorities in the reform of the judicial system. Progress has also been made at the municipal level, where in Quito, a plan to end violence against women in public spaces has been adopted by the municipality, on the basis of preparation work conducted with UN-Women support to understand how violence against women occurs in the city.		
	+/-	**Planning and budgeting**: UN-Women's work on gender-responsive budgeting is considered a model for other countries. UN-Women reported that: (1) the Ministry of Finance with support from UN-Women and in collaboration with the National Women's Machinery (CONAMU) reported increases in budget allocations for gender equality programmes; (2) the National Plan for Good Living used data from the Atlas of Inequalities, a technical tool revealing inequalities in the country and at local level and to which UN-Women contributed together with other UN agencies, to describe the situation of gender-based violence in the country and to set targets for 2017; (3) two provinces included women`s economic empowerment and ending violence against women as strategic objectives, thanks to the work done by UN-Women in partnership with UNDP.	-	No evaluations comment on UN-Women's work in gender-responsive planning and budgeting, and consequently it is not possible to assess whether the progress reported by UN-Women is based on solid evidence.
	+	**Global norms and policies**: Survey respondents rated UN-Women adequate on its "progress [made] towards its stated objective of supporting the incorporation of international standards into national laws and policies that guarantee women's rights through preventive actions in Ecuador."		
KPI D: Contributions to national priorities and MDGs	+	Survey respondents in Ecuador rated UN-Women adequate in (a) contributing to development results that support the achievement of national priorities; (b) making effective contributions to relevant MDGs; and (c) implementing programmes that have positive benefits in the country.	+/-	Evaluations report on the relevance of UN-Women (and UNIFEM's) contributions to development priorities in Ecuador, although the programmes evaluated were mostly implemented by UNIFEM and its partners, before UN-Women was established as a United Nations entity.

4.5.3 Profile of survey respondent groups in Ecuador

Number of respondents



Note: The "potential respondents" refer to all those who were invited to complete the survey. The "actual" respondents refer to those individuals who completed the survey and the "target" refers to the target number of responses set by MOPAN (i.e. 50% of the potential respondents).

4.5.4 UN-Women's organisational effectiveness in Ecuador

Very weak (1.00 – 1.49) | Weak (1.50 – 2.49) | Inadequate (2.50 – 3.49) | Adequate (3.50 – 4.49) | Strong (4.50 – 5.49) | Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
"--" indicates that the question was not asked among a particular respondent group.
% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

Survey results (mean scores) in Ecuador and don't know responses

	Indicators	Survey mean scores (Ecuador)	% DK (Ecuador)
Performance area I: Strategic management			
KPI 1	**The Multilateral Organisation (MO) provides direction for the achievement of development results**	**4.36**	
1.1	The MO has a value system that supports a results-orientation.	4.08	25%
1.3	The MO ensures application of an organisation-wide policy on results management.	4.65	19%
KPI 2	**The MO's corporate/organisation-wide strategies are clearly focused on the mandate**	**4.62**	
2.1	The MO's corporate/organisation-wide strategy is based on a clear definition of mandate	4.62	6%
Sub-MI	i) UN-Women has a clear normative mandate.	5.04	5%
Sub-MI	ii) UN-Women has a clear co-ordination mandate.	4.40	5%
Sub-MI	iii) UN-Women has a clear operational mandate.	4.42	5%
Sub-MI	iv) UN-Women's organisation-wide strategy is aligned with the three areas of its mandate.	4.61	11%
KPI 4	**The MO maintains focus on the cross-cutting thematic priorities identified in its strategic framework, and/or considered important by MOPAN**	**4.40**	
4.1	Gender equality	4.94	15%
4.2	Environment	3.64	38%
4.3	Good governance	4.31	25%
4.4	Human rights-based approaches	4.73	10%
KPI 5	**The MO's country strategies are results-focused**	**4.35**	
5.3	Country strategies are developed through consultation with partners.	4.35	10%

	Indicators	Survey mean scores (Ecuador)	% DK (Ecuador)
Sub-MI	i) UN-Women consults with direct partners to develop its country strategy.	4.53	19%
Sub-MI	ii) UN-Women consults with UN Country Teams to develop its country strategies.	4.17	0%
Performance area II: Operational management			
KPI 6	**The MO's development co-operation funding is transparent and predictable**	**4.08**	
6.1	The MO's criteria for allocating resources are transparent.	4.08	29%
Sub-MI	i) UN-Women makes readily available its criteria for allocating resources.	3.94	24%
Sub-MI	ii) UN-Women allocates resources according to the criteria mentioned above.	4.21	33%
6.2	The MO predicts its development co-operation funding.	4.09	48%
Sub-MI	i) UN-Women is adopting measures to make its funding more predictable.	--	--
Sub-MI	ii) UN-Women provides its funding to countries and other partners according to schedule.	4.09	48%
KPI 8	**The MO has policies and processes for financial accountability (audit, risk management, anti-corruption)**	**4.69**	
8.5	Processes are in place to quickly follow up on any irregularities identified at the country (or other) level.	5.00	80%
8.6	The MO's procurement procedures provide effective control on purchases of goods and services.	4.38	56%
KPI 9	**The MO demonstrates the use of performance information for decision-making**	**4.32**	
9.2	Performance information is used by the MO for planning new interventions at the country level.	4.35	39%
9.3	Poorly performing programmes, projects and/or initiatives are addressed proactively so as to improve performance.	4.29	54%
Sub-MI	i) UN-Women regularly identifies poorly performing programmes and projects.	4.19	68%
Sub-MI	ii) UN-Women proactively addresses performance issues identified in poorly performing programmes and projects.	4.40	40%
KPI 12	**The MO delegates decision-making authority and staff accordingly (to the country or other levels)**	**3.42**	
12.1	Staff deployment in country is adequate for the implementation of the MO's mandate.	3.61	7%
12.2	Aid reallocation decisions can be made locally.	3.41	58%
12.3	New programmes/projects can be approved locally within a budget cap.	3.25	62%
Performance area III: Relationship management			
KPI 13	**The MO co-ordinates and directs its development co-operation at the country level in support of agreed national plans or partner plans**	**4.47**	
13.1	Extent to which MO supported funding proposals have been fully designed and developed with the national government or direct partners, rather than conceptualised or initiated by MO itself.	4.37	30%
13.2	Statements of expected results are consistent with those in national development strategies and UNDAF, as appropriate.	4.57	15%
KPI 14	**The MO's procedures take into account local conditions and capacities**	**4.02**	

	Indicators	Survey mean scores (Ecuador)	% DK (Ecuador)
14.1	The procedures of the MO can be easily understood and completed by partners.	4.13	12%
14.2	The length of time for completing MO procedures does not have a negative effect on implementation.	3.54	35%
14.3	The MO has the operational agility to respond quickly to changing circumstances on the ground.	4.16	24%
14.4	The MO has operational flexibility to adjust its implementation of projects/programmes as learning occurs.	4.25	24%
KPI 15	**The MO uses country systems for disbursement and operations**	**4.17**	
15.1	The MO uses country systems (both financial and non-financial), where appropriate.	4.21	33%
15.2	The MO participates in mutual assessments of progress in implementing agreed commitments with national partners.	4.12	34%
KPI 16	**The MO adds value to policy dialogue with its partners**	**4.38**	
16.1	The MO has reputation among its stakeholders for high quality, valued policy dialogue inputs.	4.26	8%
Sub-MI	i) UN-Women provides valuable inputs to policy dialogue, including in intergovernmental normative processes.	--	--
Sub-MI	ii) UN-Women provides valuable inputs to policy dialogue.	4.26	8%
16.2	The MO's policy dialogue is undertaken in a manner which respects partner views and perspectives.	4.49	8%
KPI 17	**The MO harmonises arrangements and procedures with other programming partners (donors, UN agencies, etc.) as appropriate.**	**3.93**	
17.1	The MO co-ordinates planning, programming, monitoring and reporting with other partners.	3.42	22%
17.2	The MO builds on the initiative of others to avoid duplication.	3.82	32%
17.3	The MO's work reflects its comparative advantage.	4.55	5%
KPI 18	**The MO demonstrates capacities for more effective and efficient co-ordination on gender equality and women's empowerment**	**4.37**	
18.1	The MO effectively leads, co-ordinates and promotes accountability for the implementation of gender equality commitments across the UN system.	4.39	0%
Sub-MI	i) UN-Women promotes strengthened UN system-wide co-ordination on gender equality and women's empowerment.	4.33	0%
Sub-MI	ii) UN-Women effectively co-ordinates UN system-wide responses to national priorities in the area of gender equality and women's empowerment.	4.17	0%
Sub-MI	iii) UN-Women promotes strengthened UN Country Team performance on gender equality and women empowerment.	4.67	0%
18.2	The MO maintains effective partnerships with civil society, private sector and other actors.	4.34	31%
Sub-MI	i) UN-Women maintains effective partnerships with civil society.	4.81	0%
Sub-MI	ii) UN-Women maintains effective partnerships with the private sector.	3.88	62%
Performance area IV: Knowledge management			
KPI 19	**The MO consistently evaluates its results**	**4.43**	
19.5	Direct beneficiaries and stakeholder groups are involved in evaluation processes	4.43	33%
Sub-MI	i) UN-Women involves key partners in evaluations of its projects or programmes.	4.47	37%

	Indicators	Survey mean scores (Ecuador)	% DK (Ecuador)
Sub-MI	ii) UN-Women involves key beneficiaries in evaluations of its projects and programmes	4.38	29%

4.5.5 UN-Women's relevance and development results in Ecuador

Very weak (1.00 – 1.49) | Weak (1.50 – 2.49) | Inadequate (2.50 – 3.49) | Adequate (3.50 – 4.49) | Strong (4.50 – 5.49) | Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
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However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
"--" indicates that the question was not asked among a particular respondent group.
% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

Summary of survey results (mean scores) in Ecuador

	Indicators	Survey mean scores (Ecuador)	% DK (Ecuador)
A.	**Evidence UN-Women's relevance**		
A1	The MO is pursuing results in areas within its mandate.	4.45	0%
A2	The MO's results are in line with global trends and priorities in the development field.	4.47	0%
A3	The MO's results respond to the needs/priorities of its target group (beneficiaries).	4.17	7%
A4	The MO adapts its work to the changing needs and priorities of the country.	3.91	3%
C.	**Evidence of UN-Women's progress towards its stated country-level results**		
C1	Gender equality advocates and their organisations influence political parties and other political and social organisations to guarantee the incorporation of women's rights agendas to relevant political junctures in Ecuador.	4.05	0%
C2	Diverse women from political and social organisations strengthen their capacities and lead and participate in public and political decision-making spaces, both at national and international levels, to contribute towards the fulfilment of women's rights in Ecuador.	4.14	0%
C3	Policies and strategies to strengthen economic empowerment and access to resources, assets and sustainable livelihoods for most excluded women are discussed and adopted in Ecuador.	3.85	10%
C4	The State incorporates international standards that guarantee diverse women's rights through preventive actions, and an institutional response to gender-based violence in Ecuador.	4.09	7%
Sub-MI	i) UN-Women has demonstrated progress towards its stated objective of supporting the incorporation of international standards into national laws and policies that guarantee women's rights through preventive actions in Ecuador.	4.14	13%

	Indicators	Survey mean scores (Ecuador)	% DK (Ecuador)
Sub-MI	ii) UN-Women has demonstrated progress towards its stated objective of promoting a nation-wide institutional response to gender-based violence in Ecuador.	4.05	0%
C5	The UN System articulates its action in an effective way so as to contribute to eradicate VAW pursuant to the UNiTE campaign objectives in Ecuador.	4.29	13%
C6	National development strategies and other national sectoral plans with specific commitments to advance gender equality and women's empowerment are adopted and implemented in Ecuador.	3.95	8%
C7	Gender equality advocates and their organisations as well as the national women's machineries strengthen their capacity to incorporate and oversee the implementation of their priorities in national, local and sectoral plans and budgets, and to demand accountability in Ecuador.	3.71	10%
Sub-MI	i) UN-Women has demonstrated progress towards its stated objective of strengthening gender equality advocates', their organisations' and the national women's machineries' capacities to incorporate and oversee the implementation of their priorities in the national, local and sectoral plans and budgets in Ecuador.	3.76	7%
Sub-MI	ii) UN-Women has demonstrated progress towards its stated objective of strengthening gender equality advocates', their organisations' and the national women's machineries' capacity to demand accountability for the implementation of their priorities in national, local and sectoral plans and budgets in Ecuador.	3.65	13%
D.	**Evidence of UN-Women's contribution to national goals and priorities, including the Millennium Development Goals**		
D1	The MO contributes to development results that support the achievement of national priorities.	4.03	7%
D2	The MO is making effective contributions to relevant MDGs.	3.67	7%
D3	The MO programming has resulted in positive benefits for Ecuador.	4.41	13%

4.6 Kenya

4.6.1 Country context and UN-Women strategy

Context

Kenya is a low-income, fragile state. In the 2013 Human Development Report, the country's HDI score remained among the lowest in the world (ranking 145 of 187 countries).[xxv] Kenya is ranked 130th of 148 countries on the Gender Inequality Index score, due in part to a high maternal mortality rate, high gender disparity in secondary education, and low (but growing) representation in parliament with women holding 21.7 percent of the seats.[xxvi] However, progress has been made in reducing the gender gap in the level of education.

Despite persistently low rates of poverty and human development, Kenya has recently experienced sustained economic growth. A 5% growth rate was achieved in 2013 despite fears of an economic slowdown due to the uncertainty and violence associated with the elections (well-founded fears, given the bloodshed that followed the 2007 Kenyan elections). Kenya's national administration is also undergoing structural changes, as the government has implemented decentralisation plans in an effort to reduce regional inequalities. However, the process is faced with major challenges due to limited regional administrative and financial capacities.[xxvii]

The country has taken several steps towards the elimination of gender discrimination and the empowerment of women. In particular, Kenya adopted a new Constitution in 2010, which domesticated the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and included a Bill of Rights. The new Kenyan Constitution repeals previous discriminatory provisions and includes a number of women friendly clauses[xxviii] related to both women's political participation (e.g. 2/3 representation principle according to which no more then 2/3 of either gender can occupy seats/positions in political and state institutions) and women's economic empowerment (e.g. land ownership, inheritance rights).

As per the CEDAW Concluding Observations of 2011,[xxix] key contextual issues of relevance for this assessment include the:

- Delays in the passing of certain key gender equality bills or the enactment of a number of bills, which would eliminate sex-discriminatory provisions and close the gaps between the legal framework and the Convention;
- Inadequate knowledge, in society in general, of the rights of women under the Convention, including among the Government and the judiciary;
- Persistence of adverse cultural norms, practices and traditions, patriarchal attitudes and deep-rooted stereotypes regarding gender roles in all spheres of life;
- Customs and practices that perpetuate discrimination against women and contribute to the persistence of violence against women and harmful practices such as female genital mutilation (FGM), polygamy, bride price, and wife inheritance;
- High prevalence of violence against women and girls and widespread incidents of sexual violence, including rape, in both the private and public spheres;
- Persistence of trafficking and sexual exploitation of women and girls and the role of sex tourism;
- Persistence of discrimination against women in the labour market, in particular the low rate of female engagement in paid work, a wide wage gap, and occupational segregation;
- Limited access to key factors of production, such as land, capital and microfinance facilities, as well as several legal and administrative obstacles; and
- Precarious situation of rural women, refugee women, internally displaced women, and women in living in urban slums.

UN-Women's strategy

In the period 2011-2013, UN-Women's work in Kenya focused on five of the six organisation-wide impact areas, i.e. women's political participation, women's economic empowerment, violence against women, peace and humanitarian action and global norms and policies. Its work was carried out in the framework

of the *Gender, Human Rights and Governance Program in Kenya (2007-2011)*, the UN-Women programme *Strengthening the Promotion of and Respect for Women's Human Rights and Enhancing Gender Responsiveness in Democratic Governance in Kenya (2007 – 2011)* and the *Gender and Governance Programme III (2009-2013)*.

In 2011-2013, UN-Women's strategy was geared towards advancing the implementation of the new constitutional clauses discussed above, including gender parity in political representation and property and inheritance rights for women.

4.6.2 Summary of evidence of UN-Women relevance and results in Kenya

The table below provides examples of strengths and challenges associated with the relevance and results of UN-Women's programme in Kenya based on evidence from document review, survey analysis and interviews. Principal documents consulted include: the Kenya country office's strategic planning documents, the 2011 and 2012 inputs to the Executive Director's report submitted by the Kenya country office, and evaluations of the Gender and Governance III and Human Rights programmes (CHIKOORE, 2012 [01]) (UN-Women, 2013 [37]) (UN-Women, 2013 [41]) (UN-Women, 2013 [60]) (UN-Women, 2012 [19]).

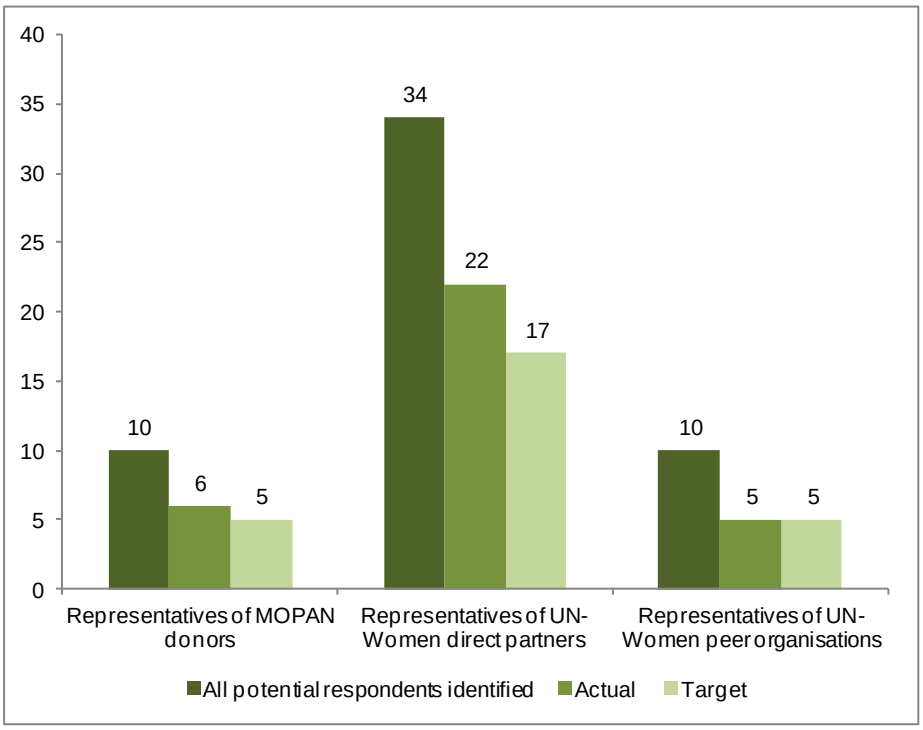
Key Performance Indicator		Evidence of relevance and results		UN-Women planning and reporting
KPI A: UN-Women's relevance	+	Survey respondents found UN-Women to be strong in (a) pursuing results in areas within its mandate; (b) aligning with global trends and priorities; (c) responding to beneficiary needs; (d) adapting its programmes and operations to the changing needs of the country.	+	External evaluations of UN-Women's work in Kenya comment on the relevance of UN-Women's support to implementing partners (civil society, government, etc.).
	+	Evaluations such as the Evaluation Report of Kenya Human Rights Program note that UN-Women's work in Kenya is considered relevant by the implementing partners. Key strategies to ensure relevance of its programmes was to support their core mandates (in the case of CSOs), to support the establishment and operations of new institutions/bodies created by the 2010 constitution (in the case of government and other public authorities), and by addressing priority gender equality issues outlined in national policy and national gender equality action plan. The timeliness and consistency with prevailing political, social and economic context of the country were also key factors identified in the evaluations to ensure the relevance of the work done by the Kenya country office.		
KPI C: Progress towards stated country-level results	+	Survey respondents generally found UN-Women to be strong in progress made in its target areas.	+/-	UN-Women Kenya country office produces quarterly and annual reports on activities carried out and progress towards its country-stated objectives. These inputs, which remain internal and are not disseminated to country stakeholders, are submitted to UN-Women Headquarters to produce the global Executive Director's annual report. UN-Women also produces reports and communications materials and holds review meetings to keep other stakeholders informed of progress.
	+	Although it is still early to assess UN-Women's contribution to expected results in Kenya, the Kenya country office seems to have made adequate progress towards its stated country objectives. Progress reported as UN-Women achievements also builds on the work carried out previously by UNIFEM, particularly in the area of women's political participation. There is documented evidence of contribution to results in two impact areas of importance for the Kenya country office, i.e. political participation and	+	Good quality of reporting on outcomes in recent (2012, 2013) UN-Women country office inputs to the Executive Director's annual report.

Key Performance Indicator	Evidence of relevance and results	UN-Women planning and reporting
	violence against women. In addition, with UN-Women's assistance, the government of Kenya developed an action plan for UN Security Council Resolution 1325 on peace and security.	
	+ **Women`s leadership and participation**: Evidence of progress in this area. Evaluations confirm an increase in women's representation in the Parliament following the March 2013 elections (from 9.8% in 2007 to 21.7% in 2013), including the election of one young woman with a disability. UN-Women supported capacity development processes among women aspirants and candidates to run for election (including women with disabilities and youth), by facilitating the creation of a safe space for women and men (called the Women Situation Room) to discuss the elections and to follow up on allegations of gender-based violence related to the elections, and by sensitising the population on the value of women's political leadership and on the need to refrain from gender-based violence. UN-Women therefore contributed to reducing the number of cases of gender-based violence during the election period (the 2007 presidential election was marked by 1200 deaths), in increasing the number of women running for election (from 120 to 156), and in increasing the retention rate of women members of the Parliament by 50%. In addition, the final evaluation of the Gender and Governance Programme (GGPIII), which covered the period 2011-2013, also recognised UN-Women's contribution to increasing the number of Kenyan legal frameworks, laws and policies at national level that promote gender equality and protect women's rights. According to the final evaluation, UN-Women "clearly contributed to drafting of several legislative frameworks, not the least of which are the affirmative action articles in the 2010 Constitution, including the representation of no more than 2/3's of any one gender in elected positions' articles. While UN Women was by no means the only actor in this process, it is clear their contribution made a real difference. GGP III's CSO partners also cited a number of other legislative frameworks to which UN Women contributed or on which it helped facilitate debate once tabled in parliament such as the Marriage Act [...] development of its National Action Plan for UN Security Resolution 1325 on GBV in conflict contexts. This draft has been finalised and is waiting for adoption and is seen positively by different stakeholders."	+ Evidence of progress was found in the evaluation of the Gender and Governance Programme (GGP III), implemented by UN-Women between 2009 and 2013 with funds from a variety of donors.
	- **Economic empowerment:** Evidence (from external evaluations) of progress towards expected outcomes is insufficient. Work on women's access to public procurement opportunities was undertaken by UN-Women (who contributed to integrating gender considerations in a revision of the Public Procurement and Disposal Act,[xxx]) but a review of the Act did not reveal gender sensitive provisions, only provisions promoting youth participation in procurement processes.[xxxi] In addition, no evidence of progress was found with regard to the remaining outcomes under this Priority Area.	

Key Performance Indicator	Evidence of relevance and results	UN-Women planning and reporting
	+ **Violence against women (VAW):** Evidence of progress towards expected outcomes. UN-Women contributed to progress made on outcome indicators (i.e. knowledge, attitudes and practice related to EVAW, and incidences of VAW). More specifically, a reduction in the cases of electoral gender-based violence was registered during the 2013 elections as well as of cases of VAW in some communities, and this mostly as a result of awareness-raising and public education activities. In addition, evaluations report changes in attitudes and behaviours, with community members (including men) condemning VAW and, in some instances, engaging to end VAW.	
	- **Peace and security:** Insufficient evidence of progress. The data reported on the first outcome area do not align with the outcome indicator and therefore it is not clear how the reported data contribute to the outcome. In addition, reporting in this area is mostly activity- based. Some progress has been made in promoting gender equality commitments by the Government of Kenya (GoK) for protection of women and girls in humanitarian emergencies through the support provided by UN-Women Country Office to GoK on development of its National Action Plan for UN Security Resolution 1325. UN-Women also partnered with OCHA to provide training to ensure that Contingency Plans are gender inclusive. Practitioners/trainers were trained to enhance their capacity to mainstream gender concerns in peace and security and humanitarian issues. UN-Women also worked with the Electoral Commission, the police, the National Steering Committee on Peace and other stakeholders to ensure peaceful elections.	
KPI D: Contributions to national priorities and MDGs	+ Survey respondents in Kenya rated UN-Women strong in (a) contributing to development results that support the achievement of national priorities; (b) making effective contributions to relevant MDGs; and (c) implementing programmes that have positive benefits in the country.	+ Independent evaluations of UN-Women country-level programmes provide evidence confirming alignment between UN-Women programming activities and national priorities and needs (e.g. the need for support to achieve the target of 33% of women elected to the Parliament).
	+ The evaluation of the Gender and Governance Programme reports that UN-Women's contributions in the area of women's political participation support Kenyan government priorities in terms of gender parity, by supporting capacity development for women who aspire to run for a seat in parliament (as expressed in the gender equality-friendly clauses of the revised Constitution , e.g. at a minimum either women or men should hold 1/3 of seats in the Kenyan Parliament).	- UN-Women evaluations do not comment explicitly on UN-Women's contribution to progress on the MDGs. UN-Women does not produce a country-level report on its contribution to the MDGs in Kenya. Interviews with UN-Women revealed that the intent is not to produce reports on their contributions to MDGs, but to show alignment with government development priorities.

4.6.3 Profile of survey respondent groups in Kenya

Number of respondents



Note: The "potential respondents" refer to all those who were invited to complete the survey. The "actual" respondents refer to those individuals who completed the survey and the "target" refers to the target number of responses set by MOPAN (i.e. 50% of the potential respondents).

4.6.4 Organisational effectiveness in Kenya

Very weak (1.00 – 1.49) | Weak (1.50 – 2.49) | Inadequate (2.50 – 3.49) | Adequate (3.50 – 4.49) | Strong (4.50 – 5.49) | Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
"--" indicates that the question was not asked among a particular respondent group.
% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

Survey results (mean scores) in Kenya and don't know responses

	Indicators	Survey mean scores (Kenya)	% DK (Kenya)
Performance area I: Strategic management			
KPI 1	**The Multilateral Organisation (MO) provides direction for the achievement of development results**	**4.80**	
1.1	The MO has a value system that supports a results-orientation.	4.46	8%
1.3	The MO ensures application of an organisation-wide policy on results management.	5.14	0%
KPI 2	**The MO's corporate/organisation-wide strategies are clearly focused on the mandate**	**5.03**	
2.1	The MO's corporate/organisation-wide strategy is based on a clear definition of mandate	5.03	2%
Sub-MI	i) UN-Women has a clear normative mandate.	5.26	2%
Sub-MI	ii) UN-Women has a clear co-ordination mandate.	5.02	2%
Sub-MI	iii) UN-Women has a clear operational mandate.	4.58	0%
Sub-MI	iv) UN-Women's organisation-wide strategy is aligned with the three areas of its mandate.	5.27	5%
KPI 4	**The MO maintains focus on the cross-cutting thematic priorities identified in its strategic framework, and/or considered important by MOPAN**	**4.81**	
4.1	Gender equality	5.20	0%
4.2	Environment	4.08	23%
4.3	Good governance	4.86	11%
4.4	Human rights-based approaches	5.09	6%
KPI 5	**The MO's country strategies are results-focused**	**5.05**	
5.3	Country strategies are developed through consultation with partners.	5.05	0%

	Indicators	Survey mean scores (Kenya)	% DK (Kenya)
Sub-MI	i) UN-Women consults with direct partners to develop its country strategy.	5.09	0%
Sub-MI	ii) UN-Women consults with UN Country Teams to develop its country strategies.	5.00	0%
Performance area II: Operational management			
KPI 6	**The MO's development co-operation funding is transparent and predictable**	**4.43**	
6.1	The MO's criteria for allocating resources are transparent.	4.63	11%
Sub-MI	i) UN-Women makes readily available its criteria for allocating resources.	4.48	5%
Sub-MI	ii) UN-Women allocates resources according to the criteria mentioned above.	4.78	18%
6.2	The MO predicts its development co-operation funding.	4.24	5%
Sub-MI	i) UN-Women is adopting measures to make its funding more predictable.	--	--
Sub-MI	ii) UN-Women provides its funding to countries and other partners according to schedule.	4.24	5%
KPI 8	**The MO has policies and processes for financial accountability (audit, risk management, anti-corruption)**	**4.32**	
8.5	Processes are in place to quickly follow up on any irregularities identified at the country (or other) level.	4.00	50%
8.6	The MO's procurement procedures provide effective control on purchases of goods and services.	4.63	15%
KPI 9	**The MO demonstrates the use of performance information for decision-making**	**4.74**	
9.2	Performance information is used by the MO for planning new interventions at the country level.	4.70	2%
9.3	Poorly performing programmes, projects and/or initiatives are addressed proactively so as to improve performance.	4.77	2%
Sub-MI	i) UN-Women regularly identifies poorly performing programmes and projects.	4.74	0%
Sub-MI	ii) UN-Women proactively addresses performance issues identified in poorly performing programmes and projects.	4.80	5%
KPI 12	**The MO delegates decision-making authority and staff accordingly (to the country or other levels)**	**4.17**	
12.1	Staff deployment in country is adequate for the implementation of the MO's mandate.	3.71	13%
12.2	Aid reallocation decisions can be made locally.	4.11	27%
12.3	New programmes/projects can be approved locally within a budget cap.	4.68	14%
Performance area III: Relationship management			
KPI 13	**The MO co-ordinates and directs its development co-operation at the country level in support of agreed national plans or partner plans**	**4.95**	
13.1	Extent to which MO supported funding proposals have been fully designed and developed with the national government or direct partners, rather than conceptualised or initiated by MO itself.	4.75	17%
13.2	Statements of expected results are consistent with those in national development strategies and UNDAF, as appropriate.	5.16	2%
KPI 14	**The MO's procedures take into account local conditions and capacities**	**4.65**	

	Indicators	Survey mean scores (Kenya)	% DK (Kenya)
14.1	The procedures of the MO can be easily understood and completed by partners.	4.72	19%
14.2	The length of time for completing MO procedures does not have a negative effect on implementation.	4.37	38%
14.3	The MO has the operational agility to respond quickly to changing circumstances on the ground.	4.79	6%
14.4	The MO has operational flexibility to adjust its implementation of projects/programmes as learning occurs.	4.73	0%
KPI 15	**The MO uses country systems for disbursement and operations**	**4.82**	
15.1	The MO uses country systems (both financial and non-financial), where appropriate.	4.76	5%
15.2	The MO participates in mutual assessments of progress in implementing agreed commitments with national partners.	4.88	11%
KPI 16	**The MO adds value to policy dialogue with its partners**	**4.88**	
16.1	The MO has reputation among its stakeholders for high quality, valued policy dialogue inputs.	5.07	0%
Sub-MI	i) UN-Women provides valuable inputs to policy dialogue, including in intergovernmental normative processes.	--	--
Sub-MI	ii) UN-Women provides valuable inputs to policy dialogue.	5.07	0%
16.2	The MO's policy dialogue is undertaken in a manner which respects partner views and perspectives.	4.68	9%
KPI 17	**The MO harmonises arrangements and procedures with other programming partners (donors, UN agencies, etc.) as appropriate.**	**4.55**	
17.1	The MO co-ordinates planning, programming, monitoring and reporting with other partners.	4.55	0%
17.2	The MO builds on the initiative of others to avoid duplication.	4.36	2%
17.3	The MO's work reflects its comparative advantage.	4.72	0%
KPI 18	**The MO demonstrates capacities for more effective and efficient co-ordination on gender equality and women's empowerment**	**4.98**	
18.1	The MO effectively leads, co-ordinates and promotes accountability for the implementation of gender equality commitments across the UN system.	5.20	0%
Sub-MI	i) UN-Women promotes strengthened UN system-wide co-ordination on gender equality and women's empowerment.	5.20	0%
Sub-MI	ii) UN-Women effectively co-ordinates UN system-wide responses to national priorities in the area of gender equality and women's empowerment.	5.20	0%
Sub-MI	iii) UN-Women promotes strengthened UN Country Team performance on gender equality and women empowerment.	5.20	0%
18.2	The MO maintains effective partnerships with civil society, private sector and other actors.	4.75	13%
Sub-MI	i) UN-Women maintains effective partnerships with civil society.	4.97	10%
Sub-MI	ii) UN-Women maintains effective partnerships with the private sector.	4.53	17%
Performance area IV: Knowledge management			
KPI 19	**The MO consistently evaluates its results**	**4.61**	

	Indicators	Survey mean scores (Kenya)	% DK (Kenya)
19.5	Direct beneficiaries and stakeholder groups are involved in evaluation processes.	4.61	0%
Sub-MI	i) UN-Women involves key partners in evaluations of its projects or programmes.	4.56	0%
Sub-MI	ii) UN-Women involves key beneficiaries in evaluations of its projects and programmes.	4.67	0%

4.6.5 UN-Women's relevance and development results in Kenya

Very weak (1.00 – 1.49) | Weak (1.50 – 2.49) | Inadequate (2.50 – 3.49) | Adequate (3.50 – 4.49) | Strong (4.50 – 5.49) | Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
"--" indicates that the question was not asked among a particular respondent group.
% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

Summary of survey results (mean scores) in Kenya

	Indicators	Survey mean scores (Kenya)	% DK (Kenya)
A.	**Evidence of UN-Women's relevance**		
A1	The MO is pursuing results in areas within its mandate.	5.02	0%
A2	The MO's results are in line with global trends and priorities in the development field.	4.96	0%
A3	The MO's results respond to the needs/priorities of its target group (beneficiaries).	4.77	8%
A4	The MO adapts its work to the changing needs and priorities of the country.	4.92	0%
C.	**Evidence of UN-Women's progress towards its stated country-level results**		
C1	Women leaders/gender equality advocates effectively influence political parties and governance systems to promote gender equality in leadership and participation.	4.57	6%
C2	Institutional/legal frameworks and policies to advance women's rights to participate in decision making are adopted and implemented.	4.60	6%
C3	Gender responsive electoral processes promote women's leadership and participation in politics.	4.52	18%
C4	Women entrepreneurs have the ability to strategize and expand their businesses from micro and small to medium and large scale enterprises.	3.94	10%
C5	Policies and strategies to strengthen women's economic empowerment and access to resources are adopted especially for women entrepreneurs.	3.59	15%

	Indicators	Survey mean scores (Kenya)	% DK (Kenya)
C6	Gender responsive infrastructure such as land and property ownership and services (credit facilities) enhance women's sustainable livelihoods.	3.81	15%
C7	Strategies that respond to and prevent violence against women and girls in the country are adopted.	5.17	11%
C8	The co-ordination of women's leadership and participation in peace building processes is strengthened at national level.	4.74	6%
C9	Gender equality commitments for protection of women and girls are adopted in humanitarian emergencies.	4.57	13%
D.	**Evidence of UN-Women's contribution to national goals and priorities, including the Millennium Development Goals**		
D1	The MO contributes to development results that support the achievement of national priorities.	4.84	0%
D2	The MO is making effective contributions to relevant MDGs.	4.75	0%
D3	The MO programming has resulted in positive benefits for Kenya.	4.75	0%

4.7 Tanzania

4.7.1 Country context and UN-Women strategy

Context

Tanzania's economy is growing, particularly in the extractives sector. The extraction of natural gas has led to violent political unrest. Corruption, low levels of access to electricity and to good quality education, and political debates around the Union between the mainland and Zanzibar are affecting the improvement of social conditions in Tanzania. (FAO Office of Evaluation, 2014 [05]) Poverty remains widespread in Tanzania, with a per capita income under USD 600 and close to 30% living under the poverty line in 2013.[xxxii] Moreover, Tanzania is a low human development country: its Human Development Index (HDI) score remains among the lowest in the world, ranking 152 of 187 countries (0.476) in 2013.[xxxiii]

The country has seen mixed results with regards to the MDGs.[xxxiv] It is expected to reach only a few goals, such as reducing child mortality and combating HIV/AIDS, malaria and other diseases, while it is unlikely to meet the others including improving maternal health and poverty and malnutrition eradication.[xxxv]

Although Tanzania ratified the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) in 1985, this Convention has not been integrated in the legal framework of the country. In 2013, Tanzania was ranked 119 of 148 countries on the Gender Inequality Index (score of 0.556), largely due to the low levels of secondary education achieved by women and the high maternal mortality rates. Female participation in parliament slightly improved since the last election with women holding 36% of seats in 2013 (it bears noting that temporary special measures reserved 30% of seats for women and the current draft constitution proposes 50/50 representation).[xxxvi]

Women's rights advocates in Tanzania are concerned about issues such as "sextortion" (sexual extortion), where widespread sexual violence is committed against women and girls in exchange for access to essential services. UN-Women has worked with NGOs and allies in the legal profession to record and fight cases of sextortion. Other major issues include: supporting women cross-border traders to defend their rights and defy corruption, and promoting women's leadership and political participation leading up to the referendum on the Constitution and General Elections in 2015.

As per the CEDAW Concluding Observation on the last periodic report in 2008,[xxxvii] key contextual issues of relevance for this assessment are as follows:

- The definition of gender discrimination in Tanzania's Constitution not in line with the definition of discrimination in article 1 of the CEDAW Convention;
- The persistence of some legislation and customary laws that discriminate against women and are incompatible with the Convention, both in the Tanzanian mainland and in Zanzibar;
- The weak institutional capacity on gender issues of the Ministries, notably the Ministry of Community Development, Gender and Children for the Tanzanian mainland and the Ministry for Labour, Youth, Employment, Women and Children Development for Zanzibar, including inadequate human, financial and technical resources;
- The persistence of adverse cultural norms, practices and traditions, patriarchal attitudes, and deep-rooted stereotypes regarding the roles, responsibilities and identities of women in all spheres of life;
- The persistence and high prevalence of violence against women and harmful traditional customs and practices, including female genital mutilation, polygamy and the bride price;
- The weak enforcement of the prohibition of female genital mutilation;
- The male dominance in the public service and the limited access of women working in the public sector to higher cadres positions; and
- The high interest rates on loans given to women and burdensome loan covenants undermining women's development.

UN-Women's strategy in Tanzania

Tanzania was one of the first 8 countries to pilot the United Nations' Delivering as One (DaO) approach. According to an evaluation of the DaO pilot initiative, the goal of this initiative is to improve synergies and coherence in the UN's approach to crosscutting issues, including sustainable development, gender equality and human rights; to reduce transaction costs for UN agencies and their partners and improve efficiencies; and to increase responsiveness to national priorities (Nordic Consulting Group, 2010 [01]). To guide UN agencies in their work in Tanzania, the UN country team developed the UN Development Assistance Plan (UNDAP) 2011-2015, which articulates the precise contribution of the UN to Tanzania's national development priorities and sets indicators, baselines, targets and means of verification to enable annual reporting across UN agencies on progress made against joint annual targets. For most agencies, the UNDAP substitutes individual agency-specific country programme planning documents. (In UN-Women's case it participates in the Tanzania UNDAP but also develops a complementary internal planning document (the Tanzania Country Office's Strategic Note/ Annual Work Plan)). For the UNDAP, reporting is done jointly, thus making it difficult to identify the contribution of single agencies to the outcomes.

Under the UNDAP, UN-Women has forged partnerships with other agencies (UNDP, ILO, FAO, UNIDO etc) to ensure that gender considerations are adequately integrated and resourced in larger initiatives on trade and regional integration, business development and employment creation. In addition, it has provided support on elections, legislatures, and on violence against women and girls. UN-Women's contribution to the UNDAP is modest overall, but despite the fact that DaO entails high transaction costs for a small agency like UN-Women, the Entity has contributed to increasing the visibility of gender equality and women's empowerment work within the UN country team (UN-Women, 2013 [47]). UN-Women is the lead agency on three key actions (UNDAP outputs) within the UNDAP cluster "Economic Growth and Poverty Reduction":

- UN Women has partnered with the Ministry of Industry, Trade and Mining (MoITM) to review trade and enterprise development policies, to support the incorporation of gender dimensions in policy actions to reduce barriers for poor women (UNDAP Output 1.5. : Trade and enterprise development policies mainstream gender considerations).
- UN Women has partnered with MoITM, the Small Industries Development Organization (SIDO) and other UN Agencies to support women traders to form networks to demand their rights to protection, social services, and business information services to benefit from regional integration and trade (UNDAP Output 4.3: Enhanced capacity of private sector to benefit from greater access to international markets);
- UN-Women provided technical and financial assistance to its partners, the Kilimanjaro Women Information Exchange & Consultancy Organization (KWIECO) and Maasai Women Development Organisation (MWEDO), for entrepreneurship and leadership interventions designed to improve livelihoods, access to justice and decision-making for women. (UNDAP Output 5.3: Entrepreneurship trainings introduced in formal and non-formal education)

UN Women is also the lead agency on other key actions in the three Programme Working Groups (PWGs) of Governance (which represents 75% of their programming and includes elections, legal review, violence against women and girls, and gender responsive budgeting), Environment, and HIV&AIDS.

4.7.2 Summary of evidence of UN-Women relevance and results in Tanzania

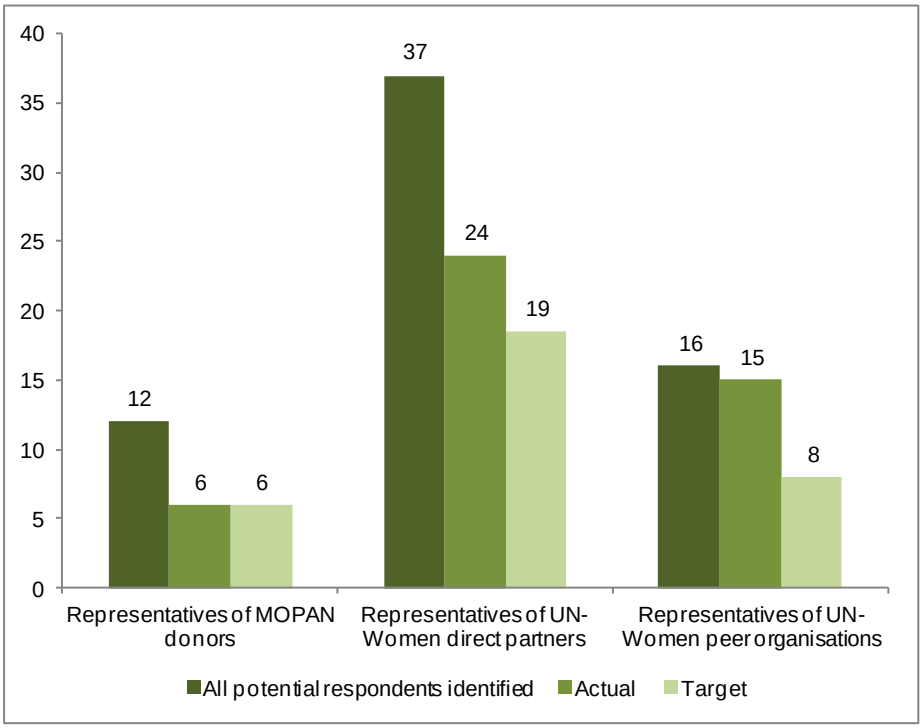
The table below provides examples of strengths and challenges associated with the relevance and results of UN-Women's programme in Tanzania based on evidence from document review, survey analysis and interviews (UN-Women, 2013 [47]) (UN-Women, 2013 [61]) (United Nations Tanzania, 2010). It outlines some of UN-Women's results in the impact areas on which it focuses in Tanzania using data from its internal country inputs to the Executive Director's annual progress report. (The Tanzania country programme does not work specifically on peace and security since this is less relevant to the country context, although the office engages at a regional level to support the agenda on women's leadership in peace and security through the Great Lakes regional initiatives.) The data were not independently verified, and no external evaluation has been done yet on UN-Women's country programming in Tanzania. An evaluation of the Delivering as One Agenda in Tanzania was conducted in 2010, prior to the creation and operationalization of UN-Women.

Key Performance Indicator		Evidence of relevance and results		UN-Women planning and reporting
KPI A: UN-Women's relevance	+	Survey respondents generally find UN-Women to be strong in (a) pursuing results in areas within its mandate; (b) aligning with global trends and priorities; (c) responding to beneficiary needs; and (d) adapting its programmes and operations to the changing needs of the country.	-	No external evaluation reports or published country reports are available, so there is limited evidence of UN-Women's relevance in Tanzania to date. UNDAP reports incorporate UN-Women activities but only provide information on outcomes (higher level results) resulting from the concerted efforts of all UN agencies operating in Tanzania. Little information is included on UN-Women's contributions in this regard.
KPI C: Progress towards stated country-level results	+	Survey respondents generally found UN-Women to be strong in making progress towards its strategic objectives.	+/-	UN-Women Tanzania country office produces quarterly and annual reports on activities carried out and progress towards its country-stated objectives. These inputs, which remain internal and are not disseminated to country stakeholders, are submitted to UN-Women Headquarters to produce the global Executive Director's annual report. It is not clear to what extent UN-Women's reports through the UNDAP reflect or are harmonised with its own reports to UN-Women headquarters.
	+	**Leadership and participation:** The reporting on outcomes shows UN-Women has made some progress towards its objectives. Key activities include: • The provision of support to the Women's caucus in parliament and professional women's rights organisations such as the Tanzania Women Lawyer's Association, as well as the Women's coalition on the Constitution; • Offered recommendations on the first draft of the revised Constitution of the United Republic of Tanzania, to inform women's human rights provisions • Supported awareness-raising initiatives on women's participation in political and democratic processes, ahead of the referendum and General Elections of 2015	-	Limited capacity to explain UN-Women's specific contribution to reported results, although the reporting fairly presents achieved outputs and outcomes. Baseline data and targets were not available for some of the planned results. UN-Women's Tanzania Country Office notes that baseline data was included in later reports produced for the Women's Leadership and Political Participation Programme and the Election Cycle support Project led by UNDP.
	+	**Economic empowerment**: UN-Women is active in this area, focusing on cross-border trade and women's access to economic opportunities in line with national priorities. UN-Women's work in furthering the involvement of women in policy discussions around the extractive sector is a good example of how the Entity can adapt its work to the local needs/ to national priorities. In addition, UN-Women supported women traders to develop entrepreneurship skills and to form networks to defend their rights to protection, social services and business information.		
	+	**Preventing violence against women**: The UN-Women country office reported that it has produced a number of outputs to help strengthen laws and strategies to end violence against women and girls (VAWG) in Tanzania, e.g. it supports the Tanzanian police in managing and operating the Gender And Children's Desk to ensure support to the survivors and victims of VAWG.		
	+	**Gender-responsive plans and budgets**: UN-Women provided technical assistance to the Government of Tanzania for a number of initiatives, e.g. developing a draft operational manual to guide gender-responsive budgeting.		

Key Performance Indicator		Evidence of relevance and results		UN-Women planning and reporting
KPI D: Contributions to national priorities and MDGs	+	Survey respondents in Tanzania rated UN-Women strong in (a) contributing to development results that support the achievement of national priorities; (b) making effective contributions to relevant MDGs; and (c) implementing programmes that have positive benefits in the country.	+/-	UN-Women does not produce a stand-alone country-level report on its contribution to the national priorities and MDGs in Tanzania. However, in the context of the adoption of the Delivering as One reporting principles, it is difficult to pinpoint UN-Women's exact contributions (these may be reported through joint reports). The Tanzania Country Office notes that its Representative is part of the UNCT MDG task force and actively supports the Government of Tanzania, which has been taking the lead on MDG dialogue with joint UN support, including dialogue on the Sustainable Development Goals.

4.7.3 Profile of survey respondent groups in Tanzania

Number of respondents



Note: The "potential respondents" refer to all those who were invited to complete the survey. The "actual" respondents refer to those individuals who completed the survey and the "target" refers to the target number of responses set by MOPAN (i.e. 50% of the potential respondents).

4.7.4 UN-Women's organisational effectiveness in Tanzania

Very weak (1.00 – 1.49) | Weak (1.50 – 2.49) | Inadequate (2.50 – 3.49) | Adequate (3.50 – 4.49) | Strong (4.50 – 5.49) | Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
"--" indicates that the question was not asked among a particular respondent group.
% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

Survey results (mean scores) in Tanzania and don't know responses

	Indicators	Survey mean scores (Tanzania)	% DK (Tanzania)
Performance area I: Strategic management			
KPI 1	**The Multilateral Organisation (MO) provides direction for the achievement of development results**	**4.89**	
1.1	The MO has a value system that supports a results-orientation.	4.70	10%
1.3	The MO ensures application of an organisation-wide policy on results management.	5.08	0%
KPI 2	**The MO's corporate/organisation-wide strategies are clearly focused on the mandate**	**4.84**	
2.1	The MO's corporate/organisation-wide strategy is based on a clear definition of mandate	4.84	10%
Sub-MI	i) UN-Women has a clear normative mandate.	5.08	4%
Sub-MI	ii) UN-Women has a clear co-ordination mandate.	4.72	4%
Sub-MI	iii) UN-Women has a clear operational mandate.	4.69	9%
Sub-MI	iv) UN-Women's organisation-wide strategy is aligned with the three areas of its mandate.	4.89	23%
KPI 4	**The MO maintains focus on the cross-cutting thematic priorities identified in its strategic framework, and/or considered important by MOPAN**	**4.98**	
4.1	Gender equality	5.52	2%
4.2	Environment	3.96	37%
4.3	Good governance	5.11	11%
4.4	Human rights-based approaches	5.32	7%
KPI 5	**The MO's country strategies are results-focused**	**4.96**	
5.3	Country strategies are developed through consultation with partners.	4.96	5%

	Indicators	Survey mean scores (Tanzania)	% DK (Tanzania)
Sub-MI	i) UN-Women consults with direct partners to develop its country strategy.	5.13	4%
Sub-MI	ii) UN-Women consults with UN Country Teams to develop its country strategies.	4.79	7%
Performance area II: Operational management			
KPI 6	**The MO's development co-operation funding is transparent and predictable**	**4.84**	
6.1	The MO's criteria for allocating resources are transparent.	4.91	4%
Sub-MI	i) UN-Women makes readily available its criteria for allocating resources.	4.87	4%
Sub-MI	ii) UN-Women allocates resources according to the criteria mentioned above.	4.96	4%
6.2	The MO predicts its development co-operation funding.	4.76	13%
Sub-MI	i) UN-Women is adopting measures to make its funding more predictable.	--	--
Sub-MI	ii) UN-Women provides its funding to countries and other partners according to schedule.	4.76	13%
KPI 8	**The MO has policies and processes for financial accountability (audit, risk management, anti-corruption)**	**5.34**	
8.5	Processes are in place to quickly follow up on any irregularities identified at the country (or other) level.	6.00	83%
8.6	The MO's procurement procedures provide effective control on purchases of goods and services.	4.68	48%
KPI 9	**The MO demonstrates the use of performance information for decision-making**	**4.91**	
9.2	Performance information is used by the MO for planning new interventions at the country level.	4.99	10%
9.3	Poorly performing programmes, projects and/or initiatives are addressed proactively so as to improve performance.	4.83	32%
Sub-MI	i) UN-Women regularly identifies poorly performing programmes and projects.	4.80	35%
Sub-MI	ii) UN-Women proactively addresses performance issues identified in poorly performing programmes and projects.	4.86	30%
KPI 12	**The MO delegates decision-making authority and staff accordingly (to the country or other levels)**	**3.87**	
12.1	Staff deployment in country is adequate for the implementation of the MO's mandate.	3.54	16%
12.2	Aid reallocation decisions can be made locally.	3.69	51%
12.3	New programmes/projects can be approved locally within a budget cap.	4.38	46%
Performance area III: Relationship management			
KPI 13	**The MO co-ordinates and directs its development co-operation at the country level in support of agreed national plans or partner plans**	**5.14**	
13.1	Extent to which MO supported funding proposals have been fully designed and developed with the national government or direct partners, rather than conceptualised or initiated by MO itself.	5.08	21%
13.2	Statements of expected results are consistent with those in national development strategies and UNDAF, as appropriate.	5.20	7%
KPI 14	**The MO's procedures take into account local conditions and capacities**	**4.60**	

	Indicators	Survey mean scores (Tanzania)	% DK (Tanzania)
14.1	The procedures of the MO can be easily understood and completed by partners.	4.89	25%
14.2	The length of time for completing MO procedures does not have a negative effect on implementation.	3.93	38%
14.3	The MO has the operational agility to respond quickly to changing circumstances on the ground.	4.59	20%
14.4	The MO has operational flexibility to adjust its implementation of projects/programmes as learning occurs.	5.00	8%
KPI 15	**The MO uses country systems for disbursement and operations**	**5.05**	
15.1	The MO uses country systems (both financial and non-financial), where appropriate.	5.05	8%
15.2	The MO participates in mutual assessments of progress in implementing agreed commitments with national partners.	5.06	4%
KPI 16	**The MO adds value to policy dialogue with its partners**	**5.11**	
16.1	The MO has reputation among its stakeholders for high quality, valued policy dialogue inputs.	5.15	1%
Sub-MI	i) UN-Women provides valuable inputs to policy dialogue, including in intergovernmental normative processes.	--	--
Sub-MI	ii) UN-Women provides valuable inputs to policy dialogue.	5.15	1%
16.2	The MO's policy dialogue is undertaken in a manner which respects partner views and perspectives.	5.07	11%
KPI 17	**The MO harmonises arrangements and procedures with other programming partners (donors, UN agencies, etc.) as appropriate.**	**5.00**	
17.1	The MO co-ordinates planning, programming, monitoring and reporting with other partners.	4.85	8%
17.2	The MO builds on the initiative of others to avoid duplication.	5.10	12%
17.3	The MO's work reflects its comparative advantage.	5.04	6%
KPI 18	**The MO demonstrates capacities for more effective and efficient co-ordination on gender equality and women's empowerment**	**5.11**	
18.1	The MO effectively leads, co-ordinates and promotes accountability for the implementation of gender equality commitments across the UN system.	5.18	4%
Sub-MI	i) UN-Women promotes strengthened UN system-wide co-ordination on gender equality and women's empowerment.	5.36	7%
Sub-MI	ii) UN-Women effectively co-ordinates UN system-wide responses to national priorities in the area of gender equality and women's empowerment.	4.86	7%
Sub-MI	iii) UN-Women promotes strengthened UN Country Team performance on gender equality and women empowerment.	5.33	0%
18.2	The MO maintains effective partnerships with civil society, private sector and other actors.	5.04	24%
Sub-MI	i) UN-Women maintains effective partnerships with civil society.	5.45	8%
Sub-MI	ii) UN-Women maintains effective partnerships with the private sector.	4.63	40%
Performance area IV: Knowledge management			
KPI 19	**The MO consistently evaluates its results**	**5.14**	

	Indicators	Survey mean scores (Tanzania)	% DK (Tanzania)
19.5	Direct beneficiaries and stakeholder groups are involved in evaluation processes.	5.14	30%
Sub-MI	i) UN-Women involves key partners in evaluations of its projects or programmes.	5.17	30%
Sub-MI	ii) UN-Women involves key beneficiaries in evaluations of its projects and programmes	5.11	30%

4.7.5 UN-Women's relevance and development results in Tanzania

Very weak (1.00 – 1.49) | Weak (1.50 – 2.49) | Inadequate (2.50 – 3.49) | Adequate (3.50 – 4.49) | Strong (4.50 – 5.49) | Very strong (5.50 – 6.00)

Mean score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the respondent groups
b) equal weight is given to each of the countries where the survey took place
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.
"--" indicates that the question was not asked among a particular respondent group.
% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

Summary of survey results (mean scores) in Tanzania

	Indicators	Survey mean scores (Tanzania)	% DK (Tanzania)
A.	**Evidence of UN-Women's relevance**		
A1	The MO is pursuing results in areas within its mandate.	5.21	0%
A2	The MO's results are in line with global trends and priorities in the development field.	5.27	7%
A3	The MO's results respond to the needs/priorities of its target group (beneficiaries).	5.09	10%
A4	The MO adapts its work to the changing needs and priorities of the country.	5.11	20%
C.	**Evidence of UN-Women's progress towards its stated country-level results**		
C1	Gender equality advocates at national and local level effectively promote gender equality in leadership and participation.	4.88	9%
Sub-MI	i) UN-Women has demonstrated progress towards its stated objective of increasing the capacity of women's/gender equality networks and advocates to monitor and advocate for women's participation and leadership at the local level in Tanzania, including for access to funds.	4.97	1%
Sub-MI	ii) UN-Women has demonstrated progress towards its stated objective of developing and implementing an Action Plan on training, advocacy and communication for women's leadership for female MPs and Local Councillors in Tanzania, including on law reviews (with the newly established Women's Caucuses).	4.79	17%
C2	Key trade and enterprise policies are revised from a gender and human rights perspective through support to Ministry of Trade and Marketing.	4.55	49%

	Indicators	Survey mean scores (Tanzania)	% DK (Tanzania)
C3	Gender equality advocates/ women leaders at local level influence economic and labour policies and strategies to promote women's economic empowerment and sustainable livelihoods.	4.49	37%
Sub-MI	i) UN-Women has demonstrated progress towards its stated objective of supporting the creation of networks of women informal cross-border traders to train and inform women of their rights to protection, social services and on business skills.	4.43	31%
Sub-MI	ii) UN-Women has demonstrated progress towards its stated objective of strengthening existing networks of women informal cross-border traders to improve delivery of services to their members.	4.55	42%
C4	Laws and strategies are *adopted* to strengthen women's rights, respond to and prevent VAWG in line with international and regional commitments and standards.	4.88	15%
C5	Laws, policies and strategies on women's rights to respond to and prevent VAWG at national and local level implemented through Multi-sectoral framework on VAWG, supported by UNiTE campaign.	4.63	16%
C6	Commitments to advance gender equality and women's empowerment in the national development strategies for Mainland (MKUKUTA II), Zanzibar (MKUZA II) and key sectoral plans adopted and financed.	5.01	26%
C7	Policy mechanisms for monitoring implementation and financing of gender equality commitments set up at national and local level to generate evidence on gaps and performance.	4.80	15%
D.	**Evidence of UN-Women's contribution to national goals and priorities, including the Millennium Development Goals**		
D1	The MO contributes to development results that support the achievement of national priorities.	5.00	6%
D2	The MO is making effective contributions to relevant MDGs.	5.08	6%
D3	The MO programming has resulted in positive benefits for Tanzania.	5.03	8%

5. Endnotes

[i] This criterion is considered 'partially met' if the organisation has a theory of change, and 'met' if the organisation reports according to its theory of change. 'Theory of change' is understood in the sense defined by Rist and Morra Imas (2009) as, "a representation of how an intervention is expected to lead to desired results" and in the sense defined by Michael Quinn Patton who has stated that a theory of change is more than the sequential order of results statements presented in a logic model; it requires key assumptions related to the results chain and context (e.g. policy and environment), and important influences and risks to be made explicit - *Qualitative Research and Evaluation Methods* (2002). Reporting according to a theory of change is understood to mean the extent to which organisations provide a narrative describing the actual implementation process and results achieved in relation to that foreseen in the initial 'theory of change'.

[ii] This refers to the existence of reports on outputs as defined by the OECD (i.e. lower level results). Some MOs use different terminology for the various levels of results.

[iii] This refers to the existence of reports on outcomes as defined by the OECD (i.e. higher level results). Some MOs use different terminology for the various levels of results.

[iv] Quality of data refers to accuracy and credibility of the data used for the report, particularly considering the extent to which data used to substantiate contributions to results was derived from or validated by an external and/or independent source.

[v] This is based on the most recently completed programme cycles, i.e. the 2012-2013 Strategic Notes/ Annual Work Plans.

[vi] This criterion is considered 'partially met' if the organisation has a theory of change, and 'met' if the organisation reports according to its theory of change.

[vii] This refers to the existence of reports on outputs as defined by the OECD (i.e. lower level results).

[viii] This refers to the existence of reports on outcomes as defined by the OECD (i.e. higher level results).

[ix] Quality of data refers to accuracy and credibility of the data used for the report, particularly considering the extent to which data used to substantiate contributions to results was derived from or validated by an external and/or independent source.

[x] Bangladesh HDI values and rank changes in the 2013 Human Development Report

[xi] World Bank data from 2012: http://data.worldbank.org/indicator/SP.RUR.TOTL.ZS/countries/BD-8S-XM?display=graph

[xii] CEDAW Concluding observations : CEDAW/C/BGD/CO/7

[xiii] CEDAW Concluding observations : CEDAW/C/BGD/CO/7

[xiv] http://asiapacific.unwomen.org/en/countries/cambodia

[xv] http://databank.worldbank.org/data/views/reports/tableview.aspx#

[xvi] CEDAW Concluding observations : CEDAW/C/KHM/CO/4-5

[xvii] Cambodia HDI values and rank changes in the 2013 Human Development Report

[xviii] SILAKA, an implementing partner in Cambodia, conducted a study that revealed that only 22% of women leaders in the Youth Women's Leadership Network felt confident speaking out in public meetings, and only 24% had ever raised women's issues in public meetings (UN-Women, 2013 [57]).

[xix] http://www.worldbank.org/en/country/drc/overview#1

[xx] Concluding observations on the combined sixth and seventh periodic reports of the Democratic Republic of the Congo, CEDAW/C/COD/CO/6-7

[xxi] http://www.worldbank.org/en/country/ecuador/overview#1

[xxii] Ecuador HDI values and rank changes in the 2013 Human Development Report

[xxiii] Concluding observations of the Committee on the Elimination of Discrimination against Women: Ecuador, CEDAW/C/ECU/CO/7

[xxiv] Concluding observations of the Committee on the Elimination of Discrimination against Women: Ecuador, CEDAW/C/ECU/CO/7

[xxv] Kenya HDI values and rank changes in the 2013 Human Development Report

[xxvi] Kenya HDI values and rank changes in the 2013 Human Development Report

[xxvii] http://www.worldbank.org/en/country/kenya/overview#1

[xxviii] This was a result to which UNIFEM had contributed since 2007 with its work through the Human Rights Programme (2008-2011) which received support from the Embassy of Sweden in Kenya, and the Gender and Governance Programme III (2009-2013), which received support from the donor community in Kenya (including the governments of Norway, Denmark, the Netherlands, Sweden, Finland, Spain, the UK and Canada) (UN-Women, 2012 [19]; Peebles, 2013 [01]). Note that the percentage of women in parliament rose from less than 10% to 21.7%, partly due to affirmative action principles adopted in the 2010 Constitution.

[xxix] Concluding observations on the combined seventh periodic reports of Kenya, CEDAW/C/KEN/CO/7

[xxx] Now called Public Procurement and Disposal (Amendment) Bill.

[xxxi] Ibid.

[xxxii] http://www.worldbank.org/en/country/tanzania/overview#1

[xxxiii] Tanzania HDI values and rank changes in the 2013 Human Development Report

[xxxiv] http://www.tz.undp.org/content/tanzania/en/home/countryinfo/

[xxxv] http://www.worldbank.org/en/country/tanzania/overview#1

[xxxvi] Tanzania HDI values and rank changes in the 2013 Human Development Report

[xxxvii] Concluding observations on the combined seventh periodic reports of Tanzania, CEDAW/C/TZA/CO/6