

Multilateral Organisation Performance Assessment Network

Technical Report

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

**Volume II
Methodology Appendices and
Bibliography**

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Introduction

Volume II of the Technical Report presents:

- the MOPAN 2014 methodology
- the MOPAN 2014 survey instrument
- list of interviewees
- organisational effectiveness document review ratings, criteria and evidence by KPI and MI
- a full bibliography for the report.

Volume I of the Technical Report presents the detailed results of the MOPAN assessment for all micro-indicators and by country.

Appendix I MOPAN methodology 2014

1. Introduction

This document describes the MOPAN Common Approach methodology for the 2014 assessment.

Background

The Multilateral Organisation Performance Assessment Network (MOPAN) is a network of 19 donor countries¹ with a common interest in assessing the organisational effectiveness of and evidence of contribution to development and humanitarian results achieved by the multilateral organisations that they fund.

The MOPAN Common Approach methodology was developed to address the recognised need for a common comprehensive system to assess multilateral organisations. Its aim is to respond to the information needs of donors by producing information that would not be available otherwise about how an organisation is doing in areas that donors consider important.

The Common Approach aims to reduce the need for other assessment approaches by bilateral donors. It was derived from existing bilateral assessment tools and draws on other assessment processes for multilateral organisations when relevant – such as the previous OECD Survey on Monitoring the Paris Declaration on Aid Effectiveness, the Global Partnership Monitoring Framework, and reports of the Common Performance Assessment System (COMPAS) published by the multilateral development banks.

Mission

The mission of MOPAN is to support its Members in assessing the effectiveness of the multilateral organisations that receive development and humanitarian funding. Aiming to strengthen the organisations' contribution to overall greater development and humanitarian results, the network generates, collects, analyses and presents relevant and credible information on the organisational and development effectiveness of multilateral organisations. This knowledge base is intended to contribute to organisational learning within and among multilateral organisations, their direct clients/partners and other stakeholders.

The MOPAN Common Approach does not compare multilateral organisations to one another as their mandates and structures vary too much in nature and scope.

MOPAN assesses multilateral organisations at repeated intervals, which can be helpful in identifying trends in a multilateral organisation's performance over time in the areas examined by the MOPAN Common Approach. It is important to note, however, that MOPAN has adjusted the methodology from year to year, and comparisons of one year's findings with those of previous years should be handled with caution.

2. MOPAN Common Approach

2.1 Evolution

The MOPAN assessment framework and methodology were initially designed to assess the organisational effectiveness of multilateral organisations, which MOPAN defined as the extent to which a multilateral organisation is organised to contribute to development results in the countries where it operates. Given this focus, MOPAN assessments emphasised the organisational systems, practices, and behaviours that MOPAN believed were important for multilateral organisations in managing for humanitarian and development results.

In 2009, the MOPAN Common Approach replaced the Annual MOPAN Survey, which had been conducted since 2003. The MOPAN Common Approach is broader and deeper than the previous surveys and includes the following methods:

- Survey – The MOPAN survey brings in the views of MOPAN members (at both headquarters and country level), and of direct partners or clients of multilateral organisations, peer organisations,

and other relevant stakeholder groups on the performance of the particular multilateral organisation

- Document review – Since 2010, survey data are complemented by a review of documents prepared by the multilateral organisations being assessed and from other sources. Evidence is analysed in detail to assess the extent to which a multilateral organisation has systems in place that MOPAN considers to be important factors that contribute to an organisation's internal effectiveness, as well as evidence of the extent of progress towards defined results at various levels
- Interviews – Since 2012, MOPAN has complemented survey data and the document review with interviews with staff of the multilateral organisations assessed. These are intended to contextualise the analysis of organisational systems and results and inform the findings.

The MOPAN methodology and assessment framework have been refined based on what has been learned from year to year and have also evolved in response to MOPAN member needs:

- In 2012, for example, MOPAN added a component to assess evidence of a multilateral organisation's contributions to development and/or humanitarian results.
- The MOPAN assessment framework has also been adapted to accommodate multilateral organisations with different mandates (e.g. development, humanitarian, normative).

In 2013, MOPAN commissioned an external evaluation of the Common Approach. On the basis of that evaluation and MOPAN member needs, certain changes are being introduced in 2014 while a broader strategic review and design of MOPAN are underway for 2015.

2.2 Performance areas and indicators

2.2.1 Overview

The MOPAN Common Approach assesses multilateral organisations in two areas: 1) organisational effectiveness and 2) development and/or humanitarian results.

2.2.2 Key performance indicators and micro-indicators used to assess organisational effectiveness

The current assessment of organisational effectiveness examines the organisational systems, practices, and behaviours that MOPAN believes are important for managing for results.ⁱⁱ

The Common Approach framework groups organisational capacities in four areas of performance:

- *Strategic management*: developing and following strategies that reflect good practices in managing for development and/or humanitarian results;
- *Operational management*: managing operations in a way that is performance-oriented, thus ensuring organisational accountability for resources and results;
- *Relationship management*: engaging in relationships with direct partners/clients and other donors at the country level in ways that contribute to aid effectiveness and that are aligned with the principles of the Busan Partnership for Effective Development Co-operation and previous aid effectiveness commitments; and
- *Knowledge management*: developing feedback and reporting mechanisms and learning strategies that facilitate the sharing of knowledge and performance information.

While these performance areas are broadly applicable to a range of types of multilateral organisations (including multilateral development banks and those involved in humanitarian and/or normative work), the dimensions explored in the MOPAN Common Approach are adjusted, as required, to reflect the mandates of each organisation assessed.

Organisational Effectiveness – Performance Areas



Within each performance area, organisational effectiveness is described using several key performance indicators (KPIs) that are then measured in a series of micro-indicators (MIs).

The 2014 assessment draws on indicators that MOPAN first applied in 2009 (see sidebar) and tailors them, as required, for each of the organisations being assessed.

Evolution of MOPAN Indicators

2007: In an initial mapping exercise of existing bilateral donor assessment tools, MOPAN identified 250 indicators, many of which were overlapping.

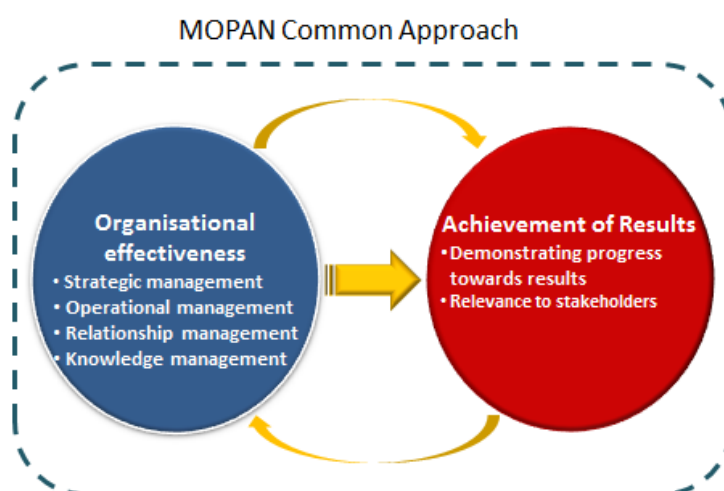
2008: MOPAN reduced these to 35 key performance indicators (KPI) and 120 micro-indicators (MI)

2009 – 2013: MOPAN assessments included between 18 and 21 key performance indicators and between 60 and 75 micro-indicators, depending on the nature of the organisation and its mandate.

2.2.3 Linking organisational effectiveness and progress towards development and/or humanitarian results

A key assumption in the Common Approach framework is that organisational effectiveness has an influence on an organisation's ability to achieve its strategic objectives and contribute to its proposed development or humanitarian results as illustrated in the figure below. Feedback on the achievement of objectives/results can, in turn, provide insights for further improvements in organisational practices. With a component that examines how an organisation measures and reports on concrete development and/or humanitarian results, MOPAN members can better understand the way that organisational practices are facilitating or hindering the organisation's results on the ground. This information can then be used to enhance dialogue with the multilateral organisation.

A key assumption in the design of the methodology is that organisations provide or are moving towards evidence-based reporting on results. Thus, the assessment should also provide input for discussions between donors and multilateral organisations on how best to document and report on results.ⁱⁱⁱ



2.2.4 Key performance indicators used to assess contributions to development and/or humanitarian results

In 2012, MOPAN introduced a new element to assess evidence of a multilateral organisation's contributions to results at both the institutional/organisation-wide level and the country level, as well as stakeholder perceptions of the relevance of the organisation's work in country. This component was tested with four of the six organisations assessed in 2012^{iv} and included as an integral component of all four assessments in 2013. In 2014, this component will continue to be included in all four assessments and will examine the following key performance indicators related to effectiveness and relevance. The indicators will be adapted as required for different types of organisations, especially for humanitarian organisations.

Relevance

KPI A: Evidence of the multilateral organisation's relevance

MOPAN assesses relevance primarily as a measure of the extent to which a multilateral organisation responds to the needs and priorities of partner countries and beneficiaries and aligns with global priorities and trends in the development or humanitarian field. It also assesses relevance in terms of the extent to which the multilateral organisation works towards results in areas within its mandate.^v KPI A is assessed through survey questions addressed to respondents at the country-level and MOPAN donors at headquarters and a review of documents.

KPI A builds on other indicators in the MOPAN framework that speak to the issue of relevance (e.g., alignment between national development strategies and a multilateral organisation's expected results in that country; consultation with country partners in the development of country strategies; involvement of partners and beneficiaries in programme design and evaluation).

Effectiveness

KPI B: Evidence of the multilateral organisation's progress towards its organisation-wide results

KPI B examines the extent to which a multilateral organisation is demonstrating progress towards its strategic objectives or stated organisation-wide results. It analyses an organisation's performance reports to identify the reported results achieved and the evidence provided to support its claims. In addition, the assessment addresses the main factors affecting organisation-wide performance reporting and evidence of improvement over time that are also discussed in the key performance indicator on "presenting performance information" in the organisational effectiveness section on knowledge management. (This analysis is also carried out as part of KPI C in its examination of similar elements at the country level). The assessment of KPI B relies on the review of documents and responses to survey questions that provide perceptual evidence about the extent to which the organisation is meeting its strategic objectives

or achieving stated results. Information gathered during interviews with staff from the organisation provide context and inform the analysis of data collected in the survey and document review.

KPI C: Evidence of the multilateral organisation's progress towards its stated country-level results

KPI C examines the extent to which a multilateral organisation is demonstrating progress towards its planned country-level results. Since most organisations have a large number of planned results in each country and different strategy cycles, MOPAN works with the multilateral organisations to identify a limited number of high-level objectives or outcomes associated with these objectives to be assessed in the countries sampled for the MOPAN assessment. Due to differences in planned results between countries, a separate analysis is conducted for each multilateral organisation in each country. Based on the individual country analyses, an assessment of the multilateral organisation's evidence of progress towards planned results in this sample of countries is provided. The assessment of KPI C is based on a detailed review of documents and survey data, with survey questions tailored to the organisation's stated objectives or results in each country. Information gathered during interviews with staff from the organisation's country offices provides context and informs the analysis of data collected in the survey and document review.

KPI D: Evidence of the multilateral organisation's contribution to national goals and priorities, including the Millennium Development Goals (MDGs)

KPI D recognises that multilateral organisations commit to making contributions to national goals and objectives, including the MDGs. National goals and priorities as defined in national development plans, poverty reduction strategies, and other country plans to achieve the MDGs are often referred to by multilateral organisations in their country-level strategies and results frameworks. While partner countries are responsible for making progress toward their own national goals, including the MDGs, multilateral organisations ensure that their co-operation facilitates achievement of these goals.

This KPI analyses the evidence of a multilateral organisation's contributions to relevant national goals in the work that it carries out in the sampled countries.^{vi} KPI D is assessed through a limited number of survey questions, the review of documents, and is informed by interviews with staff in a multilateral organisation's country offices. This KPI will build upon the assessment of the extent of support for national plans (usually KPI 13 in the Relationship Management performance area).

2.3 Multilateral organisation selection

Each year MOPAN selects multilateral organisations for assessment on the basis of the following criteria:

- Perceived importance and interest to all MOPAN members
- Medium-term strategic planning (or equivalent) and replenishment cycles – with a view to assessing organisations prior to the planning process or the start of the replenishment negotiation process
- A mix of international financial institutions (IFI), UN funds, programmes, specialised agencies, and humanitarian organisations.

On the basis of these criteria MOPAN aims to assess multilateral organisations on a 3-5 year cycle.

In 2014, MOPAN assessed the following organisations: the Food and Agricultural Organisation of the United Nations (FAO), the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), the United Nations Population Fund (UNFPA), and the UN Refugee Agency (UNHCR). All of these organisations, except UN Women, were assessed by MOPAN in either 2010 or 2011.

2.4 Country selection

Each year countries are selected for the MOPAN assessment based on the following criteria:

- multilateral organisation presence
- presence and availability of MOPAN members
- no inclusion in the survey in the past 2-3 years
- geographical spread
- a mix of low-income and middle-income countries (middle income countries being subdivided into lower middle and upper middle).

The assessment in 2014 will be conducted in Bangladesh, Cambodia, the Democratic Republic of Congo, Ecuador, Kenya and Tanzania. Organisations will be assessed only in those countries where they have operations.

2.5 Institutional reports

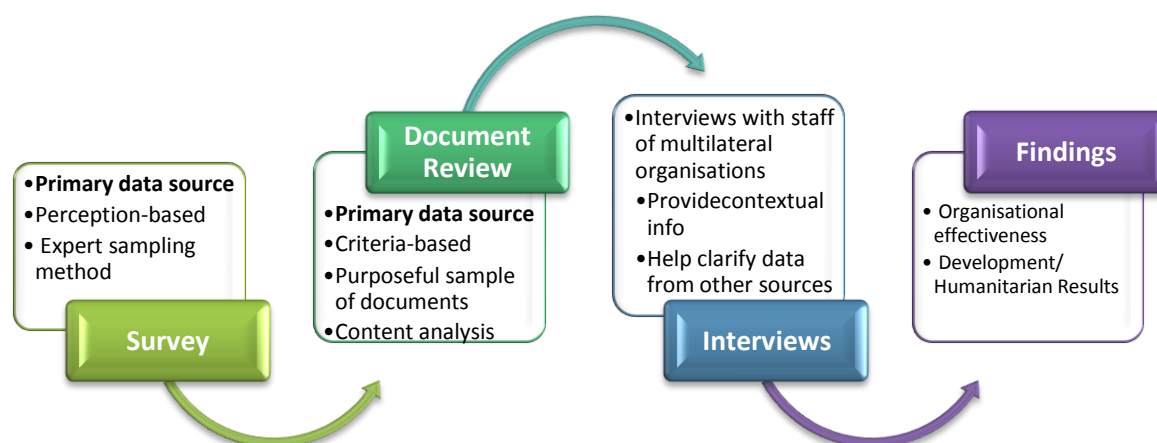
Individual institutional reports are produced for each multilateral organisation assessed. In 2014, reports include a Synthesis Report, which provides the overall findings and conclusions of the assessment, and a two-volume Technical Report: Volume I presents details on all micro-indicators and country assessments and Volume II provides the methodology and details on the sources of data that informed the overall findings.

In the past, MOPAN produced separate country-level data summaries. In 2014, data from each of the countries participating in the MOPAN survey are summarised in the Synthesis Report and details are provided in the Technical Report. The following data are reported for each country : i) a brief overview of the context for the multilateral organisation's work in that country; ii) a discussion of the evidence of results and an assessment of the quality of the results data; and, iii) an overview of the survey mean scores for the organisational effectiveness and results components.

3. Data collection methods

3.1 Introduction

The survey and document review are the two primary methods used to collect data for the MOPAN Common Approach assessments. Interviews with staff of multilateral organisations contribute to contextualising data and help clarify findings emerging from other data. While all three methods are used for both the organisational effectiveness component and the development/humanitarian results component, the data analysis and rating process is different for each one. Each method is described in the following sections.



Not all MOPAN micro-indicators (MI) are identified for rating by both survey and document review.

Prior to the MOPAN assessment each year, the MOPAN assessment teams and the Technical Working Group decide how each MI will be assessed (e.g. by survey, document review, or both). This is based on several factors: the need to keep the survey as short as possible, an analysis of past MOPAN survey responses (particularly the percentage of respondents that answered 'don't know' to specific questions), and the availability of relevant data sources. The selection of data collection methods for each MI is discussed with the Institutional Leads for each organisation being assessed each year.

- When questions in past MOPAN surveys generated high percentages of don't know responses but could be easily answered by document review alone, the approach has been to assess a micro-indicator by document review only. In the 2014 assessments, for example, this was the case for micro-indicators in the KPI on corporate focus on results and the KPI on performance-oriented programming.
- Conversely, some micro-indicators are assessed by survey only. For example, in the past, some micro-indicators in the KPIs on adjusting procedures, using country systems, and contributing to policy dialogue relied on information gathered from an organisation's reporting on the OECD Surveys on Monitoring the Paris Declaration. However, there have been challenges with using this source of data for individual UN Funds and Programmes. Therefore, the MOPAN assessment in 2014 relied on perception data only. Whenever possible, survey data is complemented by analysis derived from the review of an organisation's documents.

In the rating charts presented in the report, N/A indicates when a micro-indicator was "not assessed" by a specific data collection method (i.e. the survey or document review).

3.2 Survey

3.2.1 Overview

The MOPAN Common Approach gathers stakeholder perception data through a survey of MOPAN members (at headquarters and in-country) and of other key stakeholders of the multilateral organisations under review, including direct partners or clients, peer organisations, and host or recipient government representatives. The questions asked relate to both organisational effectiveness and the achievement of development and/or humanitarian results.

The instrument used to collect perception-based data is an online survey. In 2014, respondents are able to complete the web-based survey in English, French, or Spanish.^{vii} When it is not possible for respondents to complete the online survey, off-line methods are used; respondents may fill out a paper-based survey, complete an electronic version of the survey in Microsoft Word that is sent by email, or participate in a structured interview either in person or by telephone.

In order to ensure confidentiality, consultants (independent of MOPAN) manage the survey process and carry out the interviews.

Respondent types

To gather diverse perspectives on the multilateral organisations being assessed, MOPAN generally seeks the perceptions of the following primary respondent groups:^{viii}

- **Donor Headquarters Oversight (HQ):** Professional staff, working for a MOPAN donor government, who share responsibility for overseeing / observing a multilateral organisation at the institutional level. These respondents may be based at the permanent mission of the multilateral organisation or in the donor capital.
- **Donor Country Office Oversight (CO):** Individuals who work for a MOPAN donor government and are in a position that shares responsibility for overseeing/observing a multilateral organisation at the country level.
- **Direct Partner/Client (DP):** For most of the assessments, this group will include individuals who work for a national partner organisation (government or civil society) in a developing country. Respondents are usually professional staff from organisations that receive some sort of direct transfer from the multilateral organisation or that have direct interaction with it at country level (this could take the form of financial assistance, technical assistance, policy advice, equipment, supplies, etc.). The exact definition of “direct partner” varies according to the context of each organisation assessed. In some cases, direct partners include staff members from international agencies that are implementing projects in conjunction with the multilateral organisation being reviewed.

For some organisations, other respondent categories are also used, such as peer organisations, co-sponsoring agencies, technical partners and/or recipient/host governments.^{ix}

3.2.2 Sampling and response rates

Sampling

The Common Approach uses a purposive sampling method called ‘expert sampling’ in which potential respondents are identified by either MOPAN members or the multilateral organisations as having the basis for an expert opinion on the organisation being assessed.

The identification process, which involves MOPAN members in collaboration with the multilateral organisations assessed, results in a list of the population (all potential respondents identified by the MOs in country) for each of the multilateral organisations.

Individuals are invited to complete the survey for each organisation for which they have functional responsibility and sufficient knowledge.^x This is confirmed through a screening question that asks respondents to indicate their level of familiarity with the multilateral organisation being assessed, using a scale from 1 (not at all familiar) to 5 (very familiar). Respondents can continue the survey only if they indicate they are familiar with the multilateral organisation (i.e. a rating of 2, 3, 4, or 5).

Response rate

MOPAN aims to achieve a 70% response rate from donors at headquarters and a 50% response rate from all other target groups, which is considered acceptable for a survey of respondents who are required to have detailed knowledge about the organisation in order to participate.

During the survey period, response rates are monitored regularly. Respondents who do not access the survey or who do not complete it receive reminders from a range of sources:

- MOPAN country office and headquarter respondents will receive reminders from their MOPAN Focal Point
- Direct partners and any other respondent groups will receive reminders online and from the local survey consultant.

All responses provided through off-line methods (including paper-based surveys, surveys in MS Word provided by email, and surveys completed through structured interviews) are entered into the online instrument using a separate link to the survey. Data for online and off-line responses are merged only after quality control measures, such as confirming correct type of stakeholder, country, etc are performed.

3.2.3 Survey instrument

Survey customisation

The survey instrument draws on the existing set of indicators and is customised for each multilateral organisation assessed to reflect both the type of organisation and the types of respondents. This is done in consultation with the multilateral organisations being assessed and other individuals (MOPAN members and external resources) who are familiar with these organisations.

A core set of questions is developed for all respondents and additional questions are designed for specific respondent groups (reflecting their functional responsibility or relationship with the organisations). For example, questions relating to corporate issues, such as reporting to the Executive Board, are asked only of donors at headquarters. Questions on country-specific issues, such as the use of country systems or the extent of contribution to country-level goals, are asked only of donors in-country and clients/direct partners (or other country-based respondent groups) of multilateral organisations. Some questions are adjusted to reflect the nature of the multilateral organisation (e.g. cross-cutting thematic priorities).

Survey instrument

At the beginning of the survey, respondents are asked open-ended questions on their views of the organisation's overall strengths and areas for improvement. Subsequently, respondents are invited to provide comments on each of the four dimensions of organisational effectiveness and then to respond to the relevant questions related to development and/or humanitarian results.

The main part of the survey consists of a series of closed-ended questions on the micro-indicators for each key performance indicator (KPI). Respondents are presented with a statement describing an organisational practice, system, behaviour or specific result and asked to rate the organisation's performance on a scale of 'very weak' to 'very strong' as shown below. There is also a 'don't know' option.

Band	Rating	Definitions	
		Organisational Effectiveness	Development and/or Humanitarian Results
1	Very Weak	The multilateral organisation does not have this practice, behaviour or system in place and this is a source of concern.	The multilateral organisation has not made any contribution in this area and this is a source of concern.
2	Weak	The multilateral organisation has this practice, behaviour or system but there are important deficiencies.	The multilateral organisation has made some contributions in this area, but there are still some deficiencies.
3	Inadequate	The multilateral organisation's practice, behaviour or system in this area has deficiencies that make it less than acceptable.	The multilateral organisation has made some contributions in this area but they are less than acceptable.
4	Adequate	The multilateral organisation's practice, behaviour or system is acceptable in this area.	The multilateral organisation's contributions in this area are acceptable.
5	Strong	The multilateral organisation's practice, behaviour or system is more than acceptable yet without being "best practice" in this area.	The multilateral organisation's contributions in this area are more than acceptable.
6	Very Strong	The multilateral organisation's practice, behaviour or system is "best practice" in this area.	The multilateral organisation's contributions in this area could be considered as "best practice".

3.2.4 Survey data analysis and ratings

SPSS and Stata statistical software are used to analyse survey responses.

First level data analysis

First level survey data analysis includes calculations of mean scores, medians, standard deviations, frequencies (including analysis of 'don't know' and missing responses), as well as content analysis of open-ended questions. This is carried out for all MIs and KPIs in both components.

Frequency Calculation: Frequencies are calculated on both a weighted and un-weighted basis (see below for further explanation of our approach to weighting) and are based on answers to survey

questions corresponding to micro-indicators. In both sets of calculations, 'don't know' responses and missing responses are calculated as a part of the overall total frequencies. In addition to raw frequencies, all frequencies are translated into percentages for ease of interpretation.

Mean Score Calculation: Scores are calculated based on answers to survey questions corresponding to micro-indicators. Mean scores are calculated on a weighted basis only, based on the number of valid responses to each question. Valid responses exclude 'don't know' responses and missing data (i.e. where respondents decide not to answer, or do not conform to required criteria such as location of work).

In the organisational effectiveness component, mean scores are calculated for each survey question (micro-indicator) and then for each key performance indicator (KPI) by aggregating the scores for the micro-indicators (MI) within that KPI. Equal weight is applied to each MI. For example, a KPI consisting of three micro-indicators that individually score 2, 3, and 4 will have a KPI mean of 3. In cases where multiple survey questions are needed to develop a concept, micro-indicators are composed of multiple sub-indicators. In such cases, the mean score of the sub-indicators is used to calculate the score for that particular MI.

In the development/humanitarian results component, mean scores are not aggregated at the key performance indicator level. Survey data at the micro-indicator level is presented along with evidence from the document review. These data sources, as well as information gathered during interviews with HQ and country-based MO staff, are assessed together to determine a rating.

A weighting scheme applied to all survey data ensures that no single respondent group or country is under-represented in the analysis. The weighting is intended to correct for discrepancies/variation in:

- The number of individuals in each respondent group (to account for the different numbers of respondents in each respondent group, individual weights are applied to each group);
- The number of countries where the survey took place; and,
- The numbers of donors in-country, direct partners, and other respondent groups within each country where the survey took place (Weights for these groups are determined by the total number of respondents from each group who answer in their country, relative to the total number answering in other countries. Thus, a respondent in a country with a lower number of respondents carries a higher individual weight than the equivalent respondent from a country with a higher number of respondents).

A weight is calculated for each multilateral organisation using the following equation:

$$W = \frac{P}{RCG}$$

Where:

W = weight factor for a given respondent group set for the multilateral organisation

P = total number of respondents for the multilateral organisation

R = number of respondent groups in the survey sample for the multilateral organisation

C = number of countries in the survey sample (per respondent group)

G = number of respondents in a particular country/respondent group set for the multilateral organisation

Weighted figures are carefully reviewed and analysed before inclusion in the multilateral organisation reports.

Converting individual scores to group ratings

A mean score is calculated for each respondent group (e.g. donors at HQ). Since mean scores are not necessarily whole numbers (from 1 to 6) MOPAN assigns numerical ranges and descriptive ratings for each range (from very weak to very strong) as shown below.

Range of the mean scores	Rating
1.00 to 1.49	Very Weak
1.50 to 2.49	Weak
2.50 to 3.49	Inadequate
3.50 to 4.49	Adequate
4.50 to 5.49	Strong
5.50 to 6.00	Very Strong

The ranges are presented to two decimal places, which is simply the result of a mathematical transformation and should not be interpreted as representing a high degree of precision. The ratings applied to the various KPIs should be viewed as indicative judgments rather than precise measurements.

Second level analysis

Second level analysis examines differences in the responses among categories of respondents and other variables, as relevant for each organisation. Analyses include non-parametric statistical tests such as analysis of variance (ANOVA) for differences among multiple groups, paired t-tests and Kruskal-Wallis tests for comparisons of differences between pairs of groups. Because of the small numbers in some respondent groups, $p < .01$ was used in order to establish statistical significance. Where statistically significant differences are found, these are noted in the Technical Report.

Given the small size of the samples, particularly for some respondent groups, the comparisons across respondent groups are provided as indicative information that can be used as a basis for discussion.

3.2.5 Quality assurance

The survey process is managed by a technical firm that specialises in survey research and is overseen by a consulting firm that implements the Common Approach assessments.^{xi} There are three steps in quality assurance for the survey data:

- the survey research firm conducts a first quality check of all the data sets
- an external expert in quantitative methods reviews all the calculations
- the teams analysing the survey data and drafting the reports for each multilateral organisation conduct reviews of the data at each stage of the process (i.e. from raw data to final data set).

3.3 Document Review

3.3.1 Overview

Through an examination of publicly available documents,^{xii} the MOPAN document review explores evidence that multilateral organisations have the systems, practices, or behaviours in place that MOPAN considers to be important factors in an organisation's effectiveness and evidence of its contributions to development and/or humanitarian results.

The document review considers various types of documents:

- Multilateral organisation documents relevant to the assessment of the MOPAN micro-indicators, such as strategic plans, results frameworks, policies and procedures in various areas of organisational effectiveness. Documents that present the results achieved at various levels of the organisation are also consulted. The organisations help to identify these documents.
- Organisational evaluations, reviews, or assessments (external or internal) about the organisation's performance on the dimensions of the MOPAN framework (strategic management, operational management, relationship management, and knowledge management). These studies are either found on the organisation's web site or are provided by the organisation.^{xiii}
- External assessments such as the International Health Partnership (IHP+Results assessments) and reviews of the Quality of Official Development Assistance conducted by the Brookings Institution and the Center for Global Development.

- Evaluations, either internal or external, of the achievement of results at the institutional/organisation-wide, thematic, or country programme levels.

3.3.2 Document sampling

The multilateral organisations selected for review represent a wide variety of organisational structures, processes, and practices – which makes it challenging to create a generic sampling strategy. However, the collection of documents follows a number of overall principles to ensure consistency and focus the sampling process.

All documents, regardless of type or level within the organisation, should be approved by the relevant authority (e.g. organisation-wide documents are usually approved by the multilateral organisation's Executive Management or Board).^{xiv}

All documents (including policies, guidelines, strategies, thematic documents and web site information) are selected, at least in part, based on the requirements noted below.

- Policies or guidelines, at any level within the multilateral organisation, are selected only if they are in force as of the year of assessment
- Strategies, regardless of level within the multilateral organisation, are selected only if they are being implemented within the year of assessment
- Thematic documents, including strategies, plans and reports, regardless of the level within the multilateral organisation, are selected in order to provide a review from a sample of f thematic areas
- Any information presented on the multilateral organisation's web site (i.e. the text from a page on this site, not a downloadable document available on the site) is retrieved within the year of assessment, and is assumed to be current unless the web page itself states otherwise
- All documents (except for policies, guidelines and strategies) should be published within the following timelines, unless there is a strong rationale for reviewing older documents:
 - Project/programme level documents: the current or previous year
 - Country, regional, or organisation-wide documents: the past three years inclusive of the year of assessment
- When specific MIs require a sample of sector strategies, country strategies, or project level documentation, a specific sampling approach is developed and tailored for each multilateral organisation.

3.3.3 Document collection

The collection of documents follows the general steps outlined below, although it is not a linear process:

- Initial document research on the web site of the multilateral organisation
- Preparation of a preliminary list of all documents to be reviewed, by indicator
- Consultation with the multilateral organisation to fill any gaps in the list of documents
- Multilateral organisation reviews and refines the list of documents (through the MOPAN Institutional Lead)
- Finalisation of document list.

Once the document list is finalised and the document review has commenced, further documentation needed to fill any gaps in information for certain indicators is requested from the multilateral organisation. If the documents obtained from the third request do not contain the information needed, the consultant team makes the assessment based on the information available.

3.3.4 Document analysis

Content analysis

Documents are reviewed by content analysis based on the themes of the micro-indicators. Specific criteria for assessing the content of documents have been developed, based on existing standards and

guidelines for each of the indicator areas (for example, any UNEG or OECD-DAC guidelines), on MOPAN identification of key aspects to consider, and on the input of subject-matter specialists.

The analysis of indicators in the organisational effectiveness component may include an examination of one or more of the following elements, depending on the nature of the indicator, criteria and sources of information:

- **Quality:** Documents are assessed in terms of their content, and in particular for the presence or absence of particular items or characteristics defined by MOPAN as standards of best practice.
- **Use:** While difficult to assess by document review, some proxy indicators for the use or implementation of a document are examined, such as evidence from budget documents that a certain policy or priority area is being financed, or evidence from evaluations that show implementation of a policy or priority area.
- **Consistency:** Where possible, several documents of the same type are examined (such as country strategies in different countries) to assess the extent to which criteria are met consistently across the organisation.
- **Improvement over time:** In some cases, documents are examined over several years to assess the extent to which progress can be seen over time.

Documents are also used to aid in understanding the contexts in which the multilateral organisations work.

In the development and/or humanitarian results component, both institutional and country level documents are reviewed to determine the extent to which planned results from the strategic period were achieved and to identify evidence of the multilateral organisation's relevance and contributions to national goals and priorities. The document review focuses on performance reports and thematic or programme evaluations in relevant areas to examine the data on results and issues of quality.

Rating scales

The multilateral organisations are assessed on relevant micro-indicators in the Common Approach document review framework. Not all MOPAN micro-indicators are identified for rating by document review. However, information from documents is used when relevant to provide context for some of the indicator areas that are only rated by survey respondents.

The document review ratings are defined according to two scales: a) a six-point scale for the majority of the organisational effectiveness questions (very weak, weak, inadequate, adequate, strong, very strong); b) a four-point scale for the assessment of evidence for the development and/or humanitarian results component (weak, inadequate, adequate, strong).

For the component on development results, the four-point scale was developed to facilitate judgments based on a qualitative assessment that draws on a mix of data sources. A six-point scale would require a degree of precision in the development of descriptors for each level that is not appropriate given the nature of the data. The descriptors for these four points are presented in Annex I below.

a. Organisational effectiveness component

The document review ratings determined for the majority of the MIs in the Common Approach build on the definitions and scale used in the survey, as described in Section 3.2.3 above.^{xv}

For most micro-indicators, five criteria are established which, taken together, are considered to represent 'best practice' in that topic area as defined by MOPAN members. Each criterion is designed as a 'met/not met' alternative and each 'met' counts as one point. Ratings are arrived at by totalling the number of criteria met, taking into account all the evidence in the assessment (giving special attention to evaluations that address the topic of the indicator), and the assessment team's judgment. Quality assurance processes to continuously check the ratings are described in Section 3.3.5 below.

Document review criteria descriptors and definitions

Number of criteria met	Descriptors	Definitions
No criteria met (or required document(s) do not exist)	Very Weak	The multilateral organisation does not have this practice, behaviour or system in place and this is a source of concern/ or the multilateral organisation has limited documentation of such a system being in place.

Number of criteria met	Descriptors	Definitions
One criterion met	Weak	The multilateral organisation has this practice, behaviour or system but there are important deficiencies.
Two criteria met	Inadequate	The multilateral organisation's practice, behaviour or system in this area has deficiencies that make it less than acceptable.
Three criteria met	Adequate	The multilateral organisation's practice, behaviour or system is acceptable in this area.
Four criteria met	Strong	The multilateral organisation's practice, behaviour or system is more than acceptable yet without being "best practice" in this area.
All five criteria met	Very Strong	The multilateral organisation's practice, behaviour or system is "best practice" in this area.

Ratings for key performance indicators (KPIs) are based solely on the ratings for the component micro-indicators in each KPI. Each KPI rating is calculated by taking the arithmetic mean of all micro-indicator ratings in that KPI rounded to the nearest whole number. This number is then given the appropriate descriptor. In cases where the micro-indicator ratings for one key performance indicator are highly divergent (i.e. if there are two micro-indicators, and one is rated as "very weak" while the other is rated as "very strong"), this is noted in the narrative of the report.

b. Development/humanitarian results component

The assessment team reviews the documents provided to find evidence of concrete results that relate to the organisation's strategic objectives and any theory(ies) of change that may have been developed. The criteria considered in assessing the evidence of progress towards the multilateral organisation's stated results, which are rated as 'met' or 'not met', include:

- a) Evidence of an explicit theory or theories of change^{xvi}
- b) Baselines included for indicators
- c) Targets included for indicators
- d) Reports on outputs^{xvii}
- e) Reports on outcomes^{xviii}
- f) Data reliability and quality^{xix}

These criteria provide an indication of the quality of the multilateral organisation's systems specifically related to the measurement of and reporting on results at different levels.

3.3.5 Quality assurance

The consulting teams for each multilateral organisation being assessed carry out quality assurance during the document review process at various stages and at multiple levels.

At the level of individual document review criteria, the research analyst and junior consultant on each team conduct the initial document review and analysis, which is then vetted by the senior consultant leading the assessment for that multilateral organisation. As necessary, the document review ratings are also reviewed by the project manager and by the senior methodological advisor.

At the level of the micro-indicator, the assessment teams for each multilateral organisation hold regular joint meetings by topic area to help ensure consistency across reports – in conceptual interpretation of the various indicators, data sources, and the standards/criteria against which the documentation is rated. These meetings are overseen by the project manager and the senior methodological advisor.

At the level of the key performance indicator, the senior consultants leading each of the multilateral organisation assessments and the project manager review the ratings given to each of the organisations to ensure that ratings are accurate.

For the results component, each assessment team reviews all the evidence available for each KPI and comes to a preliminary judgment on the rating. The ratings are then discussed with the project manager prior to presentation of evidence and proposed ratings to a Results Panel which includes the senior

methodological advisor and other experts in managing for development results and/or with knowledge of the organisation.

In the report for each organisation assessed, Volume II of the Technical Report provides the document review criteria, a list of the main documents used to assess each criterion, and any comments or explanations for the ratings.

3.4 Interviews

3.4.1 Overview

Semi-structured interviews are conducted at headquarters, regional offices,^{xx} and country offices of multilateral organisations with staff members who are knowledgeable in areas that relate to the MOPAN assessment.

In 2014, the interviews serve two main purposes: i) to provide the most accurate information about a multilateral organisation's on-going reform agenda and the key documents that explain the various systems and practices that have been established to support it; ii) to provide contextual insight to clarify, refute and/or validate observations emerging from other lines of evidence/data sources (e.g. document review, survey data analysis).

3.4.2 Identification of Interviewees

The consulting firm and the Secretariat work with each multilateral organisation to identify individuals who are most knowledgeable on particular topic areas and on the organisation's reform agenda.

3.4.3 Process

Initial consultations are conducted with the multilateral organisation to obtain background information and key documents required for the assessment. These consultations are usually carried out over the phone and often take place during the process of reviewing and tailoring the set of indicators for the organisation.

Later in the assessment process, the assessment teams conduct interviews to confirm or clarify trends or tentative findings, particularly those emerging from the review of documents. The interviews are conducted after the assessment team has conducted a preliminary review of documents and are usually scheduled between March and May. The interviews are conducted in-person during visits to the headquarters of the multilateral organisations and over the phone, Skype or via video conference with regional offices or country offices in each of the MOPAN countries.

- Interviews are conducted with a small number of staff who work in the primary units that relate to areas of the MOPAN assessment (e.g. strategy and planning, programming, human resources, RBM, and evaluation). Interviewees are identified by the multilateral organisation in conjunction with the assessment team and MOPAN.
- Interviews are semi-structured but flexible, allowing new questions to be brought up during the interview as a result of what the interviewee says. This type of interview does not follow a tightly prescribed protocol, but does require prior preparation of the key interview themes and questions – these are shaped by the MOPAN assessment framework and are tailored for each of the respondents according to his/her functional responsibility. An interview guide is prepared and interviewees are advised of the content areas beforehand.
- The interviews are conducted by a 2-person team made up of a senior and junior consultant. If timing of the assessment cycle permits, additional follow up interviews may also be conducted to clarify any outstanding gaps in information for the analysis after documents and survey data have been considered.

3.4.4 Data analysis and use

The information collected during the interviews is analysed using a 'content analysis' approach. It is not used as an independent line of evidence but rather to provide contextual insight and to confirm or refute observations from other data sources.

The information gathered during the interviews remains confidential. It is transcribed and used by the consulting firm solely for analytical purposes to inform the findings in the assessment reports.

4. Basis for judgement

4.1 Overview

From 2003 to 2009, the basis for the determination of ratings in MOPAN assessments was the perceptions of survey respondents. With the introduction of the document review in 2010 and interviews in 2012, ratings now draw on a variety of sources that are compared and triangulated.

- **Survey:** Survey respondent perceptions remain an important component of the ratings on multilateral organisation performance and now include a broader range of stakeholders.
- **Document Review:** The document review process is guided by specific criteria for assessing the content of documents in relation to the micro-indicators. These criteria draw on existing standards where available (e.g. OECD-DAC, UNEG or other standards) and are adapted to the needs of the MOPAN Common Approach. Both criteria-based judgements and expert judgements are used to determine the ratings.
- **Interviews:** The interviews are used to validate observations emerging from other lines of evidence and inform the overall findings and conclusions of the assessment.

Basis for judgement

Organisational effectiveness

- Perception-based survey scores
- Document review based on criteria and expert judgment
- Contextual interviews
- Overall survey and document review ratings use a 6-point scale (Very Strong to Very Weak) based on descriptors in Section 3.3.4 (a)

Progress towards results (“best fit” approach)

- Perception-based survey scores
- Criteria-based document review
- Expert judgement
- Contextual interviews
- Overall ratings use a 4-point scale (Strong to Weak) based on descriptors in Annex I

4.2 “Best fit” approach for the determination of ratings for the evidence results achievement

The development/humanitarian results component’s key performance indicators examine the concrete evidence of results achieved and the relevance of country-based activities. Unlike the methodology used to determine ratings for organisational effectiveness (which are based on a calculation of the sum of data points), the methodology for this component draws on a set of descriptors of different levels of evidence of results achievement and an assessment of where the multilateral organisation best fits within the range of these descriptors.

This is referred to as a “best fit approach”, which is a type of criteria-referenced basis for judgement that is more suitable when: criteria are multi-dimensional, there is a mix of both qualitative and quantitative data, and it is not possible to calculate a simple sum of the data points.^{xxi}

The ‘best fit’ assessment is carried out in several steps:

- The teams for each multilateral organisation first review the organisation’s systems and practices for measuring and reporting on results
- They then consider the quality of the evidence that is actually presented by the organisation in its reports (drawing on the criteria presented in 3.3.4 (b))
- The teams analyse all lines of evidence (document review, survey and interviews) to determine a preliminary rating for the KPI (strong, adequate, inadequate, weak) based on the descriptors in Annex I below
- The proposed ratings are based on the recommendation of a panel of experts who review and validate the preliminary ratings and draft findings.^{xxii}

While this approach does not allow for a mathematical calculation of ratings as a sum of data points (as is the case in assessing organisational effectiveness), the assessment report and its appendices include the criteria used as a basis for judgement and the process followed to arrive at a final rating.

4.3 Triangulation

Triangulation is the process of using multiple data sources, data collection methods, and/or theories to validate research findings. Triangulation helps eliminate bias, and detect errors or anomalies^{xxiii} in the use of more than one approach to the investigation of a research question.^{xxiv} In the Common Approach, triangulation is done in a number of ways:

- Document review ratings and survey results are presented separately in order to illustrate convergence or divergence
- External evaluations and assessments of the organisations are reviewed to help validate or question information from other sources on the performance areas
- Interviews are conducted to provide contextual information and validate observations emerging from other lines of evidence, as well as to highlight additional sources of data
- The analysis and proposed ratings for the development / humanitarian results component are presented to a panel of experts for discussion and finalisation
- The findings are widely vetted within the MOPAN network and revised based on feedback from members
- The reports are then shared with the multilateral organisations and their feedback is considered in the final draft of the report.

5. Strengths and limitations of the Common Approach

MOPAN has continued to improve methodology based on experience each year. The following strengths and limitations should be considered when reading MOPAN reports.

Strengths

- The MOPAN Common Approach now includes an assessment of organisational effectiveness and an assessment of an organisation's measurement of and reporting on development and/or humanitarian results at both the organisation-wide and country levels.
- The original intent of the Common Approach was to replace or reduce the need for other assessment approaches by bilateral donors. Some donors now rely solely on MOPAN reports for their decision making, while others use the reports as input for their own bilateral assessments (see also section on limitations below).
- MOPAN assessments draw on multiple sources of data (stakeholder surveys, document review, interviews) to enhance validity of the assessment findings.
- In line with donor commitments to aid effectiveness (harmonisation, partner voice and mutual accountability), MOPAN assessments gather the perceptions of a range of stakeholders of each multilateral organisation assessed.
- MOPAN strives for consistency in survey questions and document review criteria across the organisations assessed each year, while allowing for customisation to account for differences between types of multilateral organisations.
- Although there have been changes in methodology since the Common Approach was initiated in 2009, MOPAN assessments provide indications of an organisation's progress over time.
- The findings and ratings in MOPAN reports are subject to multiple reviews by the consulting firm, MOPAN members, the multilateral organisations assessed, and the MOPAN Secretariat.

Limitations

Overall

- Despite MOPAN's efforts, a number of bilateral assessment tools are still being used to assess multilateral organisations concurrently with the MOPAN process.
- The Common Approach framework was initially designed to assess multilateral organisations that have operations in the field. The framework and data collection have been adjusted for organisations that have limited field presence or that have regional structures in addition to headquarters and country operations, but do not fully reflect regional dimensions of the organisation's practices or results.
- The Common Approach framework was initially designed to assess multilateral organisations that have a development mandate. MOPAN has tested and adapted the framework for organisations with a humanitarian mandate but considerable adaptation is required.
- The countries selected for review each year are based on established MOPAN criteria but comprise only a small proportion of each institution's operations, thus limiting broader generalisations.
- In the assessment of organisational effectiveness, there are no indicators related to governance and financial viability of the multilateral organisations. In the section focused on development results, the emphasis is on the evidence of achievement of objectives/results and relevance, but there is no assessment of the sustainability of results.

Survey

- For the survey, the Common Approach uses a purposive sampling method called 'expert sampling' in which potential respondents are identified by MOPAN members and the multilateral organisations as having the basis for an expert opinion on the organisation being assessed. While the survey aims to gather diverse perspectives on the multilateral organisations being assessed, the collected survey responses are not representative of the entire "population" of donors, partners, etc.
- MOPAN members and the organisations assessed select the individuals to complete the survey and aim to identify respondents who are knowledgeable about the organisation being assessed. However, MOPAN has no means of determining whether the most knowledgeable and qualified individuals are selected. Some respondents may not have the knowledge to respond to all questions (e.g. on internal operations of the organisation, such as financial accountability and delegation of decision making). A significant percentage of 'don't know' responses may imply that respondents did not understand certain questions or that the question was inappropriate for certain respondent groups. Because one of MOPAN's intentions has been to merge previously existing assessment tools and forestall the development of others, the survey instrument remains quite long and respondent fatigue may affect both the quality of responses and rate of response.
- The rating choices provided in the MOPAN survey may not be used consistently by all respondents, especially across the many cultures involved in the MOPAN assessment. One potential limitation is 'central tendency bias' (i.e. a tendency in respondents to avoid extremes on a scale). Cultural differences may also contribute to this bias as respondents in some cultures may be unwilling to criticise or too eager to praise.
- MOPAN reports provide mean survey scores. The advantage is that the mean is the most commonly understood measure of central tendency; the disadvantage is that the mean is sensitive to extreme scores (outliers), particularly when samples are small, which is usually the case at the country level. The assessment teams also review the median and standard deviations for each survey question (standard deviations are provided in Volume I of the Technical Report).
- In addition, in order to ensure confidentiality, the Technical Report does not provide a breakdown by respondent group in the country section.

Document review

- While MOPAN uses recognised standards and criteria for what constitutes good or best practice for a multilateral organisation, such criteria do not exist for all MOPAN indicators and some of the criteria used in reviewing document content were developed by MOPAN in the course of the

assessment process. These criteria have also evolved since 2009 to reflect MOPAN member expectations. The criteria are a work in progress and should not be considered definitive standards.

- While the document review can evaluate the contents of a document, it cannot assess the extent to which the spirit of that document has been implemented within the organisation (unless implementation is documented elsewhere).
- The document review component works within the confines of an organisation's disclosure policy. In some cases, low document review ratings may be due to unavailability of organisational documents that meet the MOPAN criteria (some of which require a sample of a type of document, such as country plans, or require certain aspects to be documented explicitly). When information is insufficient to make a rating, this is noted in the report.

Ratings and sources

- MOPAN assessments use different rating scales and different methods of assigning ratings in the organisational effectiveness and results components.
- In the organisational effectiveness component, the KPI ratings are mathematical averages of the survey and document review scores. The assessment produces numerical scores and ratings that appear to have a high degree of precision, yet can only provide general indications of how an organisation is doing. They provide a basis for discussion among MOPAN members, the multilateral organisation and its stakeholders, including direct partners.
- In the results component, the ratings are based on a "best fit" approach (see section 4.2). The methodology draws on evidence of results achieved as presented in the reports by or about a multilateral organisation. However, there is a critical difference between assessing the actual results achieved on the ground and assessing the evidence of results in evaluations and in the organisation's reports to its key stakeholders.

As MOPAN's methodology has changed considerably since 2009, comparisons of this year's assessments and previous assessments should take this into consideration.

MOPAN believes that the large amount of data and the efforts to explore convergence of the different sources help to mitigate the limitations. The reports thus provide a reasonable picture, at a particular moment in time, of both the systems associated with the organisational effectiveness of multilateral organisations and the evidence of development and/or humanitarian results achieved.

Annex I – Performance descriptors used to determine the ratings for the development/humanitarian results component KPIs

Note: In assessing humanitarian organisations, all descriptors concerning country priorities and national goals are reviewed and adjusted accordingly.

KPI A – Evidence of the multilateral organisation's relevance

Strong	There is clear evidence of the congruence/alignment between the organisation's stated results and partner country priorities, beneficiary needs and priorities, global trends and priorities in development or humanitarian field, and the organisation's mandate. Consistent data emerges from corporate (organisation-wide) and country-level sources.
Adequate	There is evidence of the congruence/alignment between the organisation's stated results and country priorities, beneficiary needs and priorities, global trends and priorities in development, and the organisation's mandate. However, the data is less consistent across country and corporate (organisation-wide) sources, with compelling evidence in some areas, and less evidence in others.
Inadequate	There is only modest evidence from country and corporate (organisation-wide) sources that the organisation's stated results are congruent/aligned with country priorities, beneficiary needs and priorities, global trends and priorities, and the organisation's mandate.
Weak	There is no evidence of congruence/alignment between the organisation's results and country priorities, beneficiary needs and priorities, global trends and priorities, and the organisation's mandate.

KPI B – Evidence of the multilateral organisation's progress towards its institutional/organisation-wide results

Strong	The organisation provides solid evidence of its progress towards all its key planned organisation-wide results. The organisation is demonstrating progress or contributions towards its key corporate objectives or outcomes and clearly explains where progress has been significant or where progress has been slower, as well as the factors that have affected that progress. The description of progress is well supported by reliable, robust data from measuring indicators, evaluations, or other sources. The organisation has articulated theories of change that link the kinds of products and services that it provides to the development and/or humanitarian outcomes that it hopes to support. There is consistency across the different data sources, including the perceptions of the organisation's key stakeholders.
Adequate	The organisation is demonstrating progress towards most of its planned organisation-wide results. Although the organisation does not yet have a strong evidence base that describes progress or contributions towards all outcomes, it does clearly explain where progress has been significant or where progress has been slower, as well as the factors that have affected that progress. The organisation provides evidence that is supported by reliable data on its contributions to the majority of planned outcomes. Theories of change exist in different areas and are understandable. There may be some inconsistency across data sources.
Inadequate	The organisation does not provide evidence that it is meeting or moving toward most of its stated results. In addition, the theories of change are not well articulated. The exploration of different sources of data (including perceptions of key stakeholders) does not provide consistent evidence with regard to the achievement of results at output and outcome level. While the organisation presents some data on progress towards its expected results, the evidence base is weak.
Weak	The organisation is not demonstrating progress towards its key corporate results. The organisation does not clearly articulate theories of change and the various sources of data collected do not provide a picture of an effective MO. Data quality is questionable.

KPI C – Evidence of the multilateral organisation’s progress towards its stated country-level results

Strong	The organisation provides solid evidence of its progress towards all its planned country-level results in all countries assessed (taking into account their context). The organisation is demonstrating progress or contributions towards its key country-level outcomes and clearly explains where progress has been significant or where progress has been slower, as well as the factors that have affected that progress. The description of progress is well supported by reliable, robust data from measuring indicators, evaluations, or other sources. The organisation has articulated theories of change that link the kinds of products and services that it provides to the development and/or humanitarian outcomes that it hopes to support in country. There is consistency across the different data sources, including the perceptions of the organisation’s key stakeholders.
Adequate	The organisation is demonstrating progress towards most of its planned results in all countries assessed (taking into account their context). Although the organisation does not yet have a strong evidence base that describes progress or contributions towards all outcomes, it does clearly explain where progress has been significant or where progress has been slower, as well as the factors that have affected that progress. The organisation provides evidence that is supported by reliable data, of its contributions to the majority of planned outcomes. Theories of change exist in different areas and are understandable. There may be some inconsistency across data sources.
Inadequate	The organisation does not provide useful evidence that indicates that it is meeting or moving toward most of its stated results in the countries assessed. In addition, its theories of change are not well articulated. The exploration of different sources of data (including perceptions of key stakeholders) does not provide consistent evidence with regard to the achievement of results at output and outcome level. While the organisation presents some data on progress towards its expected results in the countries assessed, the evidence base is weak.
Weak	The organisation does not provide evidence that it is making progress towards key results articulated in its country strategies. The organisation does not clearly articulate theories of change and the various sources of data collected do not provide a picture of an effective MO. Data quality is questionable.

KPI D – Evidence of the multilateral organisation’s contributions to national goals and priorities, including the Millennium Development Goals (MDGs)

This KPI is reviewed and adjusted as necessary in the case of humanitarian organisations. In 2014, the KPI was not included in the assessment of UNHCR.

Strong	The organisation provides clear evidence that it has contributed to the achievement of national goals and priorities, including relevant MDGs, in all countries assessed. It explains where its contributions have been significant and where its contributions have been less successful, as well as the factors that have affected that progress. The description of contribution is well supported by reliable, robust data from measuring indicators, evaluations, or other sources. The organisation’s key stakeholders perceive that it is significantly contributing to the achievement of national goals and priorities, including the MDGs and that partner countries positively benefit from the organisation’s work. There is consistency across the different data sources, including the perceptions of the organisation’s key stakeholders.
Adequate	The organisation provides some evidence of contribution to the achievement of national goals and priorities, including relevant MDGs, in some countries assessed. It provides some evidence of contributions that have been significant and where they have been less successful, as well as the factors that have affected that contribution. The description of contribution is supported by some reliable data from measuring indicators, evaluations, or other sources. The organisation’s key stakeholders perceive that it is contributing to the achievement of national goals and priorities, including the MDGs and that partner countries positively benefit from the organisation’s work. There is some consistency across the different data sources, including the perceptions of the organisation’s key stakeholders.
Inadequate	The organisation provides little evidence of contribution to the achievement of national goals and priorities, including relevant MDGs, in some countries assessed. Little evidence of its contributions or the factors that have affected that contribution is provided. Unreliable data sources are used to justify contributions. The perceptions of the organisation’s key stakeholders are inconsistent on the extent to which the organisation is contributing to the achievement of national goals and priorities, including the MDGs. Perceptions vary on the extent to which partner countries positively benefit from the organisation’s work. There is little consistency across the different data sources, including the perceptions of the organisation’s key stakeholders.

ⁱ MOPAN members in 2014: Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Ireland, Japan, Luxembourg, the Netherlands, Norway, Republic of Korea, Spain, Sweden, Switzerland, the United Kingdom and the United States.

ⁱⁱ It is important to note that the presence of a system or practice does not always mean that it is being used effectively. In addition, organisational practices may not be the only facilitating/hindering factor with respect to the achievement of results. The country context or environment, for example, also plays an important role.

ⁱⁱⁱ MOPAN assessments examine how an organisation measures and reports on its planned results and the relevance of its work. The assessments do not examine the sustainability of results or the efficiency with which they are achieved.

^{iv} AfDB, UNDP, UNICEF, and the World Bank – These organisations were selected because they had been assessed by MOPAN in 2009. The 2009 assessment focused on organisational effectiveness and was based only on survey data.

^v The relevance of the multilateral organisation's work to donor priorities is also of interest to MOPAN, but the relevance to donor development policy is assessed separately by each individual MOPAN member.

^{vi} Only those national goals or priorities that relate directly to the multilateral organisation's approved programme or strategy in that country will be considered. If there are no references to national goals or the MDGs in the approved programme of the organisations, this will be noted in the assessment report.

^{vii} A paper version of the questionnaire is translated into local languages, as required.

^{viii} The number and type of respondent groups may vary for each organisation and additional respondent types may be included.

^{ix} The exact definitions vary for each organisation. Peer organisations may include: UN organisations or international NGOs that have collaborated with the MO in its thematic area of work in the countries included in the assessment. These organisations collaborate with but do not receive any direct funding from the organisation assessed. Recipient governments normally refer to: governments in the countries selected for the assessment that receive assistance from or host the activities of the organisation assessed.

^x Each individual respondent is provided with a unique link that reflects the respondent type and the multilateral organisation(s) they have been assigned to. Some individuals, particularly MOPAN members, may complete surveys on more than one organisation.

^{xi} In 2014, Universal Management Group is the consulting firm hired to support the MOPAN Secretariat in conducting the MOPAN assessments. Epinion is the technical firm that manages the on-line survey.

^{xii} Documents are considered to be "publicly available" if they are on the organisation's web site or if the organisation is able to provide them upon request for the purpose of assessing the micro-indicators.

^{xiii} The review of documents excludes bilateral assessments of the multilateral organisations.

^{xiv} This is intended to ensure that documents reviewed are final documents (rather than drafts) and that they are providing guidance for organisational behaviour.

^{xv} For document review, however, the definition of "Very Weak" is expanded to mean that "the multilateral organisation does not have this system in place and this is a source of concern / or the organisation has limited documentation of such a system being in place."

^{xvi} '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).

^{xvii} This refers to the OECD definition of outputs (i.e. lower level results). Some MOs use different terminology for the various levels of results.

^{xviii} This refers to the OECD definition of outcomes (i.e. higher level results). Some MOs use different terminology for the various levels of results. Evidence of reporting according to a theory or theories of change will be sought as a way of substantiating the reported higher-level results.

^{xix} According to Rist and Morra Imas, *The Road to Results* – "Reliability is the term used to describe the stability of the measurement – the degree to which it measures the same thing, in the same way, in repeated tests." Attention is also given to the quality of the evidence – specifically, whether or not it has been derived from or validated by an external and/or independent source.

^{xx} In 2014, UNFPA, FAO, and UN Women asked that we speak with the regional offices.

^{xxi} The “best fit” approach is used in public sector institutions (see Ofsted, 2011: *Criteria for making judgements*).

^{xxii} The panel is composed of the Senior Methodological Advisor, the senior consultants involved in each of the assessments, and external peer reviewers with knowledge of the particular agency or expertise in MfDR.

^{xxiii} Wholey, J.S., Hatry, H.P., Newcomer, K.E. Eds (2010) *Handbook of Practical Program Evaluation* (Third Edition), San Francisco, California: Jossey-Bass, p. 446-447.

^{xxiv} For example, Denzin, N. K. (1970). *The Research Act in Sociology*. Chicago: Aldine.

Appendix II MOPAN Common Approach survey 2014

Welcome to the Survey for the 2014 MOPAN Common Approach and thank you for agreeing to participate. In responding to the survey, please base your answers on your perceptions and knowledge of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women). Your perceptions may be shaped by your experience with and exposure to UN-Women. Please rest assured that your answers will remain confidential. Any comment you make will not be attributable to you, or be used in a way which might identify you or your organisation as the author of this comment. Findings will be reported in aggregate form only. The survey should take approximately 45 minutes to complete.

Please note that it would be ideal if you could complete the survey in one session. However, if you would like to continue the survey later, you can do this at any point by closing the internet browser that displays the survey (i.e. this window). When you are ready to continue, you can return to the point where you left off by clicking on the original link to the survey included in the email you received from us. If at any point you have questions about this survey please contact mopan@epinion.dk. You can move back and forth in the questionnaire if you would like to change a response or a comment. Your time spent contributing to the MOPAN Common Approach is very much appreciated. Please click the 'Next' button below to begin.

You have been identified as a key respondent to assess the organisational practices, results, and relevance of UN-Women. However, before answering the questionnaire, we would like to know how familiar you are with UN-Women and the way it works. Please use the scale below to indicate your degree of familiarity, where 5 is "very familiar" and 1 is "not at all familiar".

- (_1) 1 - Not at all familiar
- (_2) 2
- (_3) 3
- (_4) 4
- (_5) 5 - Very familiar

Which of the following best describes how often you have contact with UN-Women?

- (_1) Daily
- (_2) Weekly
- (_3) Monthly
- (_4) A few times per year or less
- (_5) Never

If you have indicated that you are not at all familiar with or that you never have contact with this organisation, you will be screened out of the survey.

Overall performance

We would now like to ask you a few questions about UN-Women's strengths and areas for improvement.

Thinking about UN-Women and the way it operates, what do you consider to be its greatest strength? Please type your answer into the box below:

Still thinking about UN-Women and the way it operates, what do you consider to be the area where it most needs improvement? Please type your answer into the box below:

Results component

Results achievement and relevance of the organisation

You will see a series of statements related to the extent to which UN-Women has made progress towards meeting its stated organisation-wide results and its stated country-level results, and on the extent to which it has contributed to national goals and priorities, including the Millennium Development Goals (MDGs). You will also be asked questions that pertain to the relevance of the organisation. Please rate how you think UN-Women performs in these areas using the six-point scale described below, which ranges from “very weak” to “very strong”. The scale will remain the same for all statements pertaining to UN-Women's development results and relevance.

DEFINITION OF THE SCALE USED IN THE QUESTIONNAIRE:

- 1 - Very weak = UN-Women has not made any contribution in this area and this is a source of concern
- 2 - Weak = UN-Women has made some contributions in this area, but there are still some deficiencies.
- 3 - Inadequate = UN-Women has made some contributions in this area but they are less than acceptable.
- 4 - Adequate = UN-Women's contributions in this area are acceptable.
- 5 - Strong = UN-Women's contributions in this area are more than acceptable.
- 6 - Very strong = UN-Women's contributions in this area could be considered as "best practice".

Results achievement at the organisational level

We would like to ask you some questions on the extent to which UN-Women is demonstrating progress towards its planned organisation-wide results. In thinking about these questions, please consider all that you know about UN-Women and its main contributions to results mentioned in its Strategic Plans 2014-2017 and 2011-2013.

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women has demonstrated progress towards its stated goal of enhancing women's leadership and participation in decision-making at all levels.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated goal of increasing women's access to economic empowerment and development benefits, especially for the poorest and most excluded.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated goal of preventing and responding to violence against women and girls.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated goal of expanding access to services for women and girls who experience violence.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated goal of increasing women's leadership and participation in peace and security and humanitarian action.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women has demonstrated progress towards its stated goal of supporting governance and national planning which fully reflect accountability for gender equality commitments and priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated goal of ensuring that these global norms, policies and standards address current issues and opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Achievement of results in Bangladesh

We would like to ask you some questions on the extent to which UN-Women is demonstrating progress towards its stated development results in Bangladesh. In thinking about these questions, please consider all that you know about UN-Women's activities in the country (as highlighted in UN-Women's Strategic Note and Annual Work Plan 2012-2013 developed for Bangladesh).

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of enhancing the capacity of women vulnerable to loss of livelihood due to climate change to engage in micro-enterprises and/or green businesses in Bangladesh.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of increasing the capacity of government, media and civil society organisations to implement (within their roles) the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) and CEDAW concluding comments in Bangladesh.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of strengthening the implementation of the National Women's Development Policy by supporting the development and implementation of a National Action Plan in Bangladesh.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of improving capacity to use gender responsive budgeting to reduce gender inequality and discrimination in national development processes in Bangladesh.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Contribution to Bangladesh's goals and priorities

We would like to ask you some questions about the extent to which the programme of work of UN-Women is contributing to Bangladesh's national goals and priorities, including the Millennium Development Goals (MDGs). In thinking about these questions, please consider all that you know about UN-Women's activities in Bangladesh.

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women contributes to development results that support the achievement of national priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women is making effective contributions to relevant Millennium Development Goals (MDGs) in the country.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

UN-Women programming has resulted in positive benefits for Bangladesh.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Achievement of results in Cambodia

We would like to ask you some questions on the extent to which UN-Women is demonstrating progress towards its planned development results in Cambodia. In thinking about these questions, please consider all that you know about UN-Women's activities in the country (as highlighted in UN-Women's Strategic Note and Annual Work Plan 2012-2013 developed for Cambodia).

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women has demonstrated progress towards its stated objective of increasing the capacities of women leaders to engage in public decision making processes in Cambodia, especially in advancing women's human rights and the Convention to Eliminate all Forms of Discrimination Against Women (CEDAW).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of supporting networks of women in sustainable livelihood activities to influence public policy in Cambodia.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of increasing knowledge and best practices to End Violence Against Women in Cambodia.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of improving the capacities of government and civil society gender equality advocates to integrate women's human rights into policies and plans in Cambodia, especially in relation to HIV positive women, women with disabilities and young women.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Contribution to Cambodia's goals and priorities

We would like to ask you some questions about the extent to which the programme of work of UN-Women is contributing to Cambodia's national goals and priorities, including the Millennium Development Goals (MDGs). In thinking about these questions, please consider all that you know about UN-Women's activities in Cambodia.

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women contributes to development results that support the achievement of national priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women is making effective contributions to relevant Millennium Development Goals (MDGs) in the country.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women programming has resulted in positive benefits for Cambodia.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Achievement of results in the Democratic Republic of Congo (DRC)

We would like to ask you some questions on the extent to which UN-Women is demonstrating progress towards its planned development results in the DRC. In thinking about these questions, please consider all that you know about UN-Women's activities in the country (as highlighted in UN-Women's Revised Annual Work Plan 2012-2013 developed for the DRC).

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women has demonstrated progress towards its stated objective of advancing women's right to participate in decision-making through the adoption and implementation of legal reform in the DRC.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of supporting electoral management bodies to adopt gender-responsive recruitment policies consistent with the new electoral law in the DRC.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of enhancing women parliamentarians' leadership roles as gender advocates in the DRC.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of enhancing the use of affirmative action by political parties to promote women's participation in decision-making and in elections in the DRC.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of supporting the adoption and implementation of strategies that strengthen women's access to resources and economic empowerment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of supporting the development of gender-responsive infrastructure and services (transport, utilities, energy, etc.) to enhance women's sustainable livelihoods.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women has demonstrated progress towards its stated objective of strengthening government capacity to implement the National Strategy to Fight Sexual and Gender-Based Violence in eastern DRC.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of expanding the provision of holistic care to survivors of sexual and gender-based violence in conflict zones in the DRC.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of strengthening the implementation of innovative strategies or programmes to prevent violence against women and girls.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of strengthening the implementation of the functioning of the national steering committee and the provincial 1325 committee for the implementation of the National Action Plan for Security Council Resolution 1325 in the DRC. (SEE DEFINITION BELOW)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of enhancing gender responsiveness of planning and budgeting mechanisms by the government (at national and provincial levels) in the DRC.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

DEFINITION:

Security Council Resolution 1325 = Aims to put an end to the violation of women's and girls' fundamental human rights during and after conflicts and to ensure women's security.

Contribution to the Democratic Republic of Congo's goals and priorities

We would like to ask you some questions about the extent to which the programme of work of UN-Women is contributing to the DRC's national goals and priorities, including the Millennium Development Goals (MDGs). In thinking about these questions, please consider all that you know about UN-Women's activities in the DRC.

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women contributes to development results that support the achievement of national priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women is making effective contributions to relevant Millennium Development Goals (MDGs) in the country.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women programming has resulted in positive benefits for the DRC.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Achievement of results in Ecuador

We would like to ask you some questions on the extent to which UN-Women is demonstrating progress towards its planned development results in Ecuador. In thinking about these questions, please consider all that you know about UN-Women's activities in the country (as highlighted in UN-Women's Strategic Note and Annual Plan 2012-2013 developed for Ecuador).

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women has demonstrated progress towards its stated objective of guaranteeing the incorporation of women's rights agendas to relevant political junctures in Ecuador.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress toward its stated objective of strengthening the capacities of diverse women from political and social organizations to lead and participate in public and political decision making spaces in Ecuador.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of promoting policies and strategies to strengthen economic empowerment and access to resources, assets and sustainable livelihoods for most excluded women in Ecuador.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of promoting a nation-wide institutional response to gender-based violence in Ecuador.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of supporting the UN system implementation of the UNiTE campaign to eradicate violence against women in Ecuador.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of promoting the adoption of and investment in national development strategies and other national sectorial plans with specific commitments to advance gender equality and women's empowerment in Ecuador.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women has demonstrated progress towards its stated objective of strengthening gender equality advocates', their organizations' and the national women's machineries' capacities to incorporate and oversee the implementation of their priorities in the national, local and sectorial plans and budgets in Ecuador.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of strengthening gender equality advocates', their organizations' and the national women's machineries' capacity to demand accountability for the implementation of their priorities in national, local and sectorial plans and budgets in Ecuador.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Contribution to Ecuador's goals and priorities

We would like to ask you some questions about the extent to which the programme of work of UN-Women is contributing to Ecuador's national goals and priorities, including the Millennium Development Goals (MDGs). In thinking about these questions, please consider all that you know about UN-Women's activities in Ecuador.

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women contributes to development results that support the achievement of national priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women is making effective contributions to relevant Millennium Development Goals (MDGs) in the country.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women programming has resulted in positive benefits for Ecuador.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Achievement of results in Kenya

We would like to ask you some questions on the extent to which UN-Women is demonstrating progress towards its planned development results in Kenya. In thinking about these questions, please consider all that you know about UN-Women's activities in the country (as highlighted in UN-Women's Strategic Note and Annual Work Plan 2013 developed for Kenya).

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women has demonstrated progress towards its stated objective of supporting civil society organisations and gender equality advocates to build the capacity of women leaders to increase the number of women in leadership positions in Kenya.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women has demonstrated progress towards its stated objective of supporting civil society organisations and gender equality advocates to implement the Affirmative Action principle in Kenya.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of engaging civil society organisations, gender equality advocates and the electoral body to conduct gender-responsive voter education countrywide to mobilize participation of women in the electoral process in Kenya.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of engaging young and aspiring women entrepreneurs to build their capacities in business development and adoption of smart technology in agri-business in Kenya.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of facilitating equal access to financial services to address gender barriers to business in Kenya.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of supporting mechanisms to protect women entrepreneurs' access to land and property within their rights, especially for women entrepreneurs living with HIV/Aids in Kenya.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of promoting the adoption of strategies that respond to and prevent violence against women and girls in Kenya.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of strengthening the coordination of women's leadership and participation in peace building processes in Kenya.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of promoting the adoption of gender equality commitments for protection of women and girls in humanitarian emergencies in Kenya.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Contribution to Kenya's goals and priorities

We would like to ask you some questions about the extent to which the programme of work of UN-Women is contributing to Kenya's national goals and priorities, including the Millennium Development Goals (MDGs). In thinking about these questions, please consider all that you know about UN-Women's activities in Kenya.

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women contributes to development results that support the achievement of national priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women is making effective contributions to relevant Millennium Development Goals (MDGs) in the country.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women programming has resulted in positive benefits for Kenya.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Achievement of results in Tanzania

We would like to ask you some questions on the extent to which UN-Women is demonstrating progress towards its planned development results in Tanzania, as part of the One UN system. In thinking about these questions, please consider all that you know about UN-Women's activities in the country (as highlighted in UN-Women's Strategic Note and Annual Work Plan 2013 for Tanzania, developed to align with the United Nations Development Assistance Plan 2011-2015 for Tanzania).

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of supporting the Ministry of Trade and Marketing for the revision of key trade and enterprise policies from a gender and human rights perspective in Tanzania.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women has demonstrated progress towards its stated objective of promoting the improvement of legislators' and policy makers' knowledge on domestication of women's rights instruments and how to support a gender-responsive Union Constitutional Review Process.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of promoting the adoption of guidelines and minimum quality standards for service delivery (including by multisectoral committees and paralegals) to respond to Violence Against Women and Girls.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of promoting enhanced knowledge and skills in gender responsive planning and budgeting among key government institutions, including in the Prime Minister's Office Regional Administration and Local Government (PMORALG) through the Gender Equitable Local Development (GELD) programme in Tanzania.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has demonstrated progress towards its stated objective of promoting the development and implementation of Gender Responsive Planning and Budgeting tools for gender analysis/gender budget statements for Tanzania.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Contribution to Tanzania's goals and priorities

We would like to ask you some questions about the extent to which the programme of work of UN-Women is contributing to Tanzania's national goals and priorities, including the Millennium Development Goals (MDGs). In thinking about these questions, please consider all that you know about UN-Women's activities in Tanzania.

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women contributes to development results that support the achievement of national priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women is making effective contributions to relevant Millennium Development Goals (MDGs) in the country.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women programming has resulted in positive benefits for Tanzania.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Relevance

We would like to ask you some questions about the extent to which the objectives and programme of work of UN Women are relevant at the global and national levels. In thinking about these questions,

please consider all that you know about UN Women's ability to meet priority stakeholders' needs and pursue relevant results.

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women is pursuing results in areas within its mandate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women's results are in line with global trends and priorities in the development field.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women's results respond to the needs/priorities of its target group (beneficiaries).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women adapts its work to the changing needs and priorities of the country.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Is there anything you would like to say about UN-Women's progress towards its stated development results and/or its relevance? This could be anything related to the statements you have rated, or anything else you would like us to know.

- (_1) Yes, please type your answer into the box below:
- (_2) No

Organizational effectiveness

We would now like to ask you some questions regarding specific aspects of UN-Women's organisational effectiveness. In thinking about these questions, please consider all that you know about UN-Women.

Performance areas

You will see a series of statements that describe the practices, systems or behaviours in any multilateral organisation. Please rate how you consider UN-Women performs in these areas using the six-point scale described below, which ranges from "very weak" to "very strong". The scale will remain the same for all statements pertaining to UN-Women's organisational effectiveness.

DEFINITION OF THE SCALE USED IN THE QUESTIONNAIRE:

- 1 - Very weak = UN-Women does not have this practice, behaviour or system in place and this is a source of concern.
- 2 - Weak = UN-Women has this practice, behaviour or system in place but there are important deficiencies.
- 3 - Inadequate = UN-Women's practice, behaviour or system in this area has deficiencies that make it less than acceptable.
- 4 - Adequate = UN-Women's practice, behaviour or system is acceptable in this area.
- 5 - Strong = UN-Women's practice, behaviour or system is more than acceptable yet without being "best practice" in this area.
- 6 - Very strong = UN-Women's practice, behaviour or system is "best practice" in this area.

The statements are divided into four performance areas: strategic management, operational management, relationship management and knowledge management.

Strategic management

We would like to obtain your views on specific aspects of UN-Women's strategic management.

Providing direction for the achievement of results

To start with, we would like to ask you some questions on UN-Women's ability to provide direction for the achievement of results. According to what you know about UN-Women, how do you think it performs in relation to the practices, systems or behaviours described in the following statement(s)?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women's institutional culture reinforces a focus on results.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women's senior management shows leadership on results management. (SEE DEFINITION BELOW)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women applies results-based management in its work. (SEE DEFINITION BELOW)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

DEFINITION:

Results management = Also known as management for results or results-based management (RBM), it consists in managing and implementing aid in a way that focuses on the desired results and uses performance information to improve decision-making.

Organisation-wide strategy

Still thinking about strategic management, but now focusing on organisation-wide strategies, how do you think UN-Women performs in relation to the practices, systems or behaviours described in the following statements?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women has a clear normative mandate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has a clear coordination mandate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women has a clear operational mandate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women's organisation-wide strategy is aligned with the three areas of its mandate. (SEE DEFINITION BELOW)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

DEFINITION:

Strategy = High level document that guides and directs the operations of the multilateral organisation.

Cross-cutting priorities

We would like you to think about how UN-Women approaches 'cross-cutting' thematic priorities identified by UN-Women and/or considered important by MOPAN. According to what you know about UN-Women, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women sufficiently mainstreams gender equality in its work. (SEE DEFINITION BELOW)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women sufficiently promotes environmental sustainability in its work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women sufficiently promotes the principles of good governance in its work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women sufficiently mainstreams human rights-based approaches in its work. (SEE DEFINITION BELOW)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

DEFINITION:

Mainstreaming = The horizontal and vertical integration of a topic so as to produce process-related and programmatic results.

Country strategies

We would like to ask you about UN-Women's strategies in countries as highlighted in UN-Women's strategic notes and annual work plans. How do you think UN-Women performs in relation to the practices, systems or behaviours described in each of the following statements?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women consults with direct partners to develop its country strategies. (SEE DEFINITION BELOW)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women consults with UN Country Teams to develop its country strategies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

DEFINITION:

Direct partners = Organisations who receive a direct transfer from the multilateral organisation (e.g. financial assistance, capacity building, policy advice, etc.). Partners can be governmental (ministries, departments, agencies, etc.), non-governmental (associations, non-profits, co-operatives, institutes, etc.), or private sector corporations.

Is there anything you would like to say about UN-Women's strategic management? This could be anything related to the statements you have rated, or anything else you would like us to know.

- (_1) Yes, please type your answer into the box below:
- (_2) No

Operational management

We would like to know what you think about operational management within UN-Women.

Financial resources management

We would first like to ask you some questions about UN-Women's financial resources management. According to what you know about UN-Women, how do you think it performs in relation to the practices, systems or behaviours described in the following statement(s)?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women makes readily available its criteria for allocating resources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women allocates resources according to the criteria mentioned above.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women is adopting measures to make its funding more predictable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women provides its funding to countries and other partners according to schedule.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women sufficiently links its budget to expected results.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women's reports on results include the expenditures that are linked to achievement of those results.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women's internal audits provide credible information to its management/governing bodies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women implements its policy on anti-corruption.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women quickly follows up on financial irregularities identified in audits, including suspicion or allegations of corruption and fraud.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women's procurement procedures provide effective control on purchases of goods and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Performance management

We would like you to think about UN-Women's performance management, i.e. the way UN-Women manages the performance of its operations. According to what you know about UN-Women, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women uses performance information to revise organisational policies and strategies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women uses information on the performance of its projects/programmes to plan new areas of cooperation at the country level.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women regularly identifies poorly performing programmes and projects.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women proactively addresses performance issues identified in poorly performing programmes and projects.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women appropriately tracks the implementation of evaluation recommendations reported to its Executive Board.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Human resources management

We would like you to think about the way that UN-Women manages its human resources. According to what you know about UN-Women, how do you think it performs in relation to the practices, systems or behaviours described in the following statements?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women uses information on staff performance to make human resource decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women uses a transparent system to manage staff performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Portfolio management

We would like you to think about UN-Women's portfolio management. According to what you know about UN-Women, how do you think it performs in relation to the practices, systems or behaviours described in the following statements?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women's country office staffing is adequate for implementing UN-Women's mandate at country level.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women country offices have sufficient delegated authority to make decisions on aid reallocation at country level.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women can approve funding for new areas of cooperation locally.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Before moving on to the next section, is there anything you would like to say about UN-Women's operational management? This could be anything related to the statements you have rated, or anything else you would like us to know.

- (_1) Yes, please type your answer into the box below:
- (_2) No

Relationship management

We would like to obtain your views on specific aspects of UN-Women's relationship management.

Ownership

We would like you to consider the extent to which UN-Women promotes national ownership through its work. According to what you know about the organisation, how do you think UN-Women performs in relation to the practices, systems or behaviours described in each of the following statements?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women funds proposals designed and developed by the national government or other direct partners.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women's country programme documents are aligned with national development strategies. (SEE DEFINITION BELOW)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women uses procedures that can be easily understood and followed by its partners.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The length of time it takes to complete UN-Women procedures does not affect implementation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women adjusts its work in the country quickly, to respond to changing circumstances.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women flexibly adjusts its implementation of individual projects/programmes as learning occurs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

DEFINITION:

National development strategies = National development strategies are plans or strategies that set out the country's national development priorities.

Alignment

We would like you to think about the extent to which UN-Women aligns its work with that of its partners. According to what you know about UN-Women, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women sufficiently uses country systems (financial and non-financial) in its work with partners.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women participates in mutual assessments of progress in implementing agreed commitments with national partners (government and civil society).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women provides valuable inputs to policy dialogue, including in intergovernmental normative processes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women provides valuable inputs to policy dialogue.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women respects the views of partners when it undertakes policy dialogue.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Harmonisation and Coordination

We would like to ask you questions on the extent to which UN-Women harmonises and coordinates its work with that of its partners. According to what you know about UN-Women, how do you think it

performs in relation to the practices, systems or behaviours described in each of the following statements?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women sufficiently coordinates planning, programming, monitoring and reporting with bilateral and multilateral partners.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women sufficiently builds on the initiatives of other actors to avoid duplication.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women's work reflects its comparative advantage.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women promotes strengthened UN system-wide coordination on gender equality and women's empowerment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women effectively coordinates UN system-wide responses to national priorities in the area of gender equality and women's empowerment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women promotes strengthened UN Country Team performance on gender equality and women's empowerment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women maintains effective partnerships with civil society.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women maintains effective partnerships with the private sector.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Before moving on to the next section, is there anything you would like to mention about UN-Women's relationship management? This could be anything related to the statements you have rated, or anything else you would like us to know.

- (_1) Yes, please type your answer into the box below:
- (_2) No

Knowledge management

In this last section, we would like to ask you about knowledge management within UN-Women.

Performance evaluation

First, we would like to ask you about performance evaluation within the organisation. According to what you know about UN-Women, how do you think it performs in relation to the practices, systems or behaviours described in the following statement(s)?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women ensures the independence of its evaluation unit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women uses evaluation findings in its decisions on programming, policy and strategy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women involves key partners in evaluations of its projects or programmes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women involves key beneficiaries in evaluations of its projects or programmes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Performance reporting

Now please consider performance reporting within UN-Women. According to what you know about UN-Women, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women's reporting against its organisational strategy is useful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women reports to the Executive Board provide clear measures of contributions to outcomes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women reports appropriately against its country strategies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Dissemination of lessons learned

We would like you to think about how UN-Women disseminates lessons learned. According to what you know about UN-Women, how do you think it performs in relation to the practices, systems or behaviours described in the following statements?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UN-Women identifies and disseminates lessons learned from performance information (including development results and impact).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-Women provides opportunities at all levels of the organisation to share lessons from practical experience.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Is there anything you would like to mention regarding UN-Women's knowledge management? This could be anything related to the statements you have rated, or anything else you would like us to know.

- (_1) Yes, please type your answer into the box below:
- (_2) No

Background questions

What MOPAN member country do you work for?

- (_1) Australia
- (_2) Austria
- (_3) Belgium
- (_4) Canada
- (_5) Denmark
- (_6) Finland
- (_7) France
- (_8) Germany
- (_9) Ireland
- (_10) Luxembourg
- (_11) Republic of Korea
- (_12) The Netherlands
- (_13) Norway
- (_14) Spain
- (_15) Sweden
- (_16) Switzerland
- (_17) United Kingdom
- (_18) United States

What type of organisation do you work for? Choose the one that **best** describes your organisation:

- (_1) MOPAN member organisation, based in offices in the MOPAN country
- (_2) MOPAN member organisation, based in the permanent mission or executive board office of the multilateral organisation
- (_3) Other:

What type of organisation do you work for? Choose the one that **best** describes your organisation:

- (_1) MOPAN member organisation, based in country/regional offices (including embassies)
- (_2) Other:

What type of organisation do you work for? Choose the one that **best** describes your organisation:

- (_1) National parliament or legislature
- (_2) Government - line ministry
- (_3) Government - ministry of finance/statistics/planning/economics
- (_4) Government - other
- (_5) Non-governmental organisation (NGO) or other civil society organisation
- (_6) International non-governmental organisation (INGO)
- (_7) Academic institution
- (_8) Other:

What type of organisation do you work for? Choose the one that **best** describes your organisation:

- (_1) Multilateral organisation
- (_2) International non-governmental organisation (INGO)
- (_3) Other:

How would you define your level of seniority within the organisation? Choose the one that **best** describes your position:

- (_1) Senior-level professional
- (_2) Mid-level professional
- (_3) Junior professional

How long have you been working/interacting with UN-Women? Choose the one that **best** describes the length of your engagement with the organisation:

- (_1) Less than a year

- (_2) At least a year but less than two
- (_3) Two years and more

Have you worked with any of the four predecessor entities of UN-Women? Choose all options that apply:

- (_1) Office of the Special Adviser on Gender Issues (OSAGI)
- (_2) United Nations Development Fund for Women (UNIFEM)
- (_3) United Nations International Research and Training Institute for the Advancement of Women (INSTRAW)
- (_4) Division for the Advancement of Women (DAW)
- (_5) Did not engage with any of the predecessor entities

How long did you work/interact with UN-Women's predecessor entities mentioned above? Choose the answer that **best** describes the length of your engagement with the predecessor organisation(s). If you worked with more than one of these organisations, please choose the answer that **best** describes the length of your engagement with the organisation that you worked with the longest:

- (_1) Less than a year
- (_2) At least a year but less than two
- (_3) Two years and more

You have now answered the last question. Once you click 'Next' you cannot go back and edit your answers.

Thank you very much for sharing your insights and taking the time to answer this survey, which aims to improve dialogue on the organisational learning and effectiveness of multilateral organisations.

Appendix III List of interviewees at headquarters, in regional offices, and in country offices

Headquarters interviewees

Name	Title	Division
Abigail Neville	Donor Relations and Reporting Manager	Strategic Partnership Division, Strategic Partnerships, Coordination and Intergovernmental Support Bureau
Anthony Ngororano	Programme Advisor, Africa	Programme Division, Policy and Programme Bureau
Antonie (Ton) de Jong	Director	Resource Mobilization, Strategic Partnerships Division, Strategic Partnerships, Coordination and Intergovernmental Support Bureau
Aparna Mehrotra	Senior Adviser on Coordination and Focal Point for Women in the UN system	UN System Coordination Division, Strategic Partnerships, Coordination and Intergovernmental Support Bureau
Begoña Lasagabaster	Chief	Leadership and Governance Section, Policy Division, Policy and Programme Bureau
Blerta Aliko	Chief	Humanitarian Unit, Programme Division, Policy and Programme Bureau
Carlos Haddad	Deputy Director	Management and Administration Division
Claudia Briones	Research and Programme Support Specialist	United Nations Trust Fund to End Violence Against Women, Programme Division, Policy and Programme Bureau
Christine Brautigam	Executive Secretary	Commission on the Status of Women
Clemencia Muñoz Tamayo	Chief and Country Representative	Training Centre, Policy Division, Policy and Programme Bureau
Daniel Seymour	Deputy Director	Programme Division, Policy and Programme Bureau
David Coffey	Humanitarian Specialist	Humanitarian Unit, Programme Division, Policy and Programme Bureau
Elena Marcelino	Programme Specialist	Planning and Programme Guidance Unit (PPGU), Programme Division, Policy and Programme Bureau
Elisa Fernandez	Chief	Fund for Gender Equality, Programme Division, Policy and Programme Bureau
Farida Deif	Deputy Manager	United Nations Trust Fund to End Violence Against Women, Programme Division, Policy and Programme Bureau
Fiona Bourdin-Farrell	Director of Human Resources	Management and Administration Division
Florencia Tateossian	Evaluation Specialist	Evaluation Office
Giovanie Biha	Director	Management and Administration Division
Gülden Türköz- Cosslett	Director	Programme Division, Policy and Programme Bureau
Hazel Gooding	External Relations Specialist	Inter-Governmental Support Division, UN System Coordination Division, Strategic Partnerships, Coordination and Intergovernmental Support Bureau
Hiba Qasas	Programme Advisor, Arab States	Programme Division, Policy and Programme Bureau

Name	Title	Division
Inga Sniukaite	Deputy Chief of Evaluation	Evaluation Office
Ingrid Fitzgerald	Special Adviser	Policy and Programme Bureau
Janette Amer	Human Rights Adviser	Leadership and Governance Section, Policy Division Policy and Programme Bureau
Jenny Dalalaki	HR Learning Specialist	Human Resources, Management and Administration Division
John Hendra	Assistant Secretary-General, Deputy Executive Director	Policy and Programmes Bureau
Kerstin Speer-Bockelmann	Special Advisor to the Executive Director	
Kristin Hetle	Director	Strategic Partnerships, Advocacy, Communications, Civil Society and Resource Mobilization
Lakshmi Puri	Assistant Secretary-General and Deputy Executive Director	Strategic Partnerships, Coordination and Intergovernmental Support Bureau
Lamine Bah	Audit Management and Support Coordinator	Management and Administration Division
Lopa Banerjee	Chief, Civil Society Section	Strategic Partnerships Division
Louise Nylin	Programme Advisor, East and Central Africa	Programme Division, Policy and Programme Bureau
Marco Segone	Director	Evaluation Office
Michele Ribotta	Coordination Adviser	UN System Coordination Division, Strategic Partnerships, Coordination and Intergovernmental Support Bureau
Moez Doraid	Director	UN System Coordination Division, Strategic Partnerships, Coordination and Intergovernmental Support Bureau
Moni Pizani	Regional Director	Americas and the Caribbean Regional Office
Monjurul Kabir	Programme Advisor, Asia Pacific	Programme Division, Policy and Programme Bureau
Nahla Valji	Policy Advisor and Officer in Charge,	Peace and Security Section, Policy Division, Policy and Programme Bureau
Nancy Khweiss	Programme Specialist	Fund for Gender Equality, Programme Division, Policy and Programme Bureau
Nanette Braun	Chief, Communications & Advocacy	Strategic Partnerships Division
Patricia Nozipho Bardill	Acting Chief of Staff	Office of the Executive Director
Dr. Phumzile Mlambo-Ngcuka	Under-Secretary-General and Executive Director	
Prasun Chakraborty	Human Resources Specialist	Human Resources, Management and Administration Division
Puk Ovesen	Programme Analyst	Humanitarian Unit, Programme Division, Policy and Programme Bureau
Richard Shillito	Chief of Budget	Management and Administration Division
Riet Groenen	Chief, Eliminating Violence Against Women	Policy Division, Policy and Programme Bureau
Saraswathi Menon	Director	Policy Division, Policy and Programme Bureau
Shahra Razavi	Chief, Research and Data Section	Policy Division, Policy and Programme Bureau
Shane Sheils	Chief	Planning and Programme Guidance Unit (PPGU), Programme Division, Policy and Programme Bureau
Tacko Ndiaye	Officer in Charge of Economic Empowerment	Economic Empowerment Section, Policy Division, Policy and Programme Bureau

Name	Title	Division
Verona Collantes	Inter-Governmental Specialist	Inter-Governmental Support Division, UN System Coordination Division, Strategic Partnerships, Coordination and Intergovernmental Support Bureau
Yata Mboup-Kande	Programme and Grantmaking Specialist	Fund for Gender Equality, Programme Division, Policy and Programme Bureau

Regional office interviewees

Name	Title	Country
Christine Musisi	Regional Director	Eastern and Southern Africa Regional Office
Moni Pizani	Regional Director	Americas and the Caribbean Regional Office
Roberta Clarke	Regional Director	Asia-Pacific Regional Office

Country office interviewees

Name	Title	Country
Christine Hunter	Country Office Representative	Bangladesh Country Office
Wenny Kusuma	Country Office Representative	Cambodia Country Office
Francoise Ngendahayo Kayaramirwa	Country Office Representative	DRC Country Office
Nydia Pesantez	Officer In Charge	Ecuador Country Office
Zebib Kavuma	Country Office Representative	Kenya Country Office
Anna Collins- Falk	Country Office Representative	Tanzania Country Office

Appendix IV Organisational effectiveness: Document review ratings, criteria and key documents consulted by KPI and MI

PERFORMANCE AREA I – STRATEGIC MANAGEMENT

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

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 1.3 The MO ensures application of an organisation-wide policy on results management.	1. An organisation-wide policy, strategy, framework, or plan that describes the nature and role of results based management (RBM) and/or management for development results (MfDR) in the organisation is corporately approved (alternatively, the approach to RBM/MfDR may be described in the context of a strategic plan and further operationalised through other documents).	Met	<p>UN-Women. (2011 [01]). <i>United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2011-2013 (UNW/2011/9)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/annual-session-2011</p> <p>UN-Women. (2013 [03]). <i>United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2014-2017 (UNW/2013/6)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013</p> <p>UN-Women. (n.d.[02]). <i>Programme and Operations Manual</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from Internal Document Provided by UN-Women</p>
	2. The MO has guidelines on RBM/MfDR, either in hard copies or online.	Met	UN-Women. (n.d.[02]). <i>Programme and Operations Manual</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from Internal Document Provided by UN-Women
	3. The MO provides opportunities for capacity building of staff on RBM/ MfDR.	Met	<p>UN-Women. (2013 [03]). <i>United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2014-2017 (UNW/2013/6)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013</p> <p>UN-Women. (2013 [18]). <i>Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women, 2012, (UNW/2013/4)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://papersmartv4.unmeetings.org/media/3512276/evaluation_function</p> <p>UN-Women. (2014 [07]). <i>Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women, 2013 (UNW/2014/11)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from</p>

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-2014-AS-UNW-2014-3-Evaluation%20Function-en%20pdf.pdf UN-Women. (2013 [68]). <i>Part I: What is RBM? [PowerPoint presentation prepared by the Policy, Planning and Guidance Unit (PPGU)]</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. UN-Women. (2013 [67]). <i>Pilot Workshop on Results Based Management (RBM) and the Formulation of Strategic Notes/Annual Work Plans (SNs/AWPs) for UN Women Americas and the Caribbean: UN-Women Training Centre Draft Agenda</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women.
	4. There is evidence (e.g. in the policy itself, in the MO's general reform agenda, etc.) that the MO reviews its policy on RBM/MfDR to ensure its adequate implementation.	Met	UN-Women. (2013 [03]). <i>United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2014-2017 (UNW/2013/6)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013 UN-Women. (2013 [14]). <i>Report on the annual session of 2013, 25 to 27 June 2013 (UNW/2013/5)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/reports
	5. There is evidence that the MO holds its partners accountable for results-based management (e.g. proposal and report formats require results-based formulations)	Met	UN-Women. (n.d.[02]). <i>Programme and Operations Manual</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from Internal Document Provided by UN-Women UN-Women. (2014 [01]). <i>Request for Proposal (RFP) for the Provision of Services to Conduct a Corporate Evaluation of UN-Women's contribution to Women's Economic Empowerment</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. UN-Women. (2012 [18]). <i>Call for Proposals (2011-2012) for Fund for Gender Equality</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Trust%20Funds/FundGenderEquality/FGE-2011-2012-CallForProposals-en%20pdf.pdf UN-Women. (2014 [07]). <i>Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women, 2013 (UNW/2014/11)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-2014-AS-UNW-2014-3-Evaluation%20Function-en%20pdf.pdf Peebles, D. P. (2013 [01]). <i>Evaluation of Gender and Governance Programme - Kenya (GGP/III)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women.
Overall Score MI 1.3		Very strong (6)	

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

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 2.1 The MO's corporate/organisation-wide strategy is based on a clear definition of mandate.	1. The necessary periodic revisions of the MO mandate are made so it has continuing relevance.	Met	<p>UNGA. (2010 [02]). Resolution adopted by the General Assembly on 2 July 2010 - Sixty-fourth session. "System-wide coherence" (A/RES/64/289). New York: United Nations General Assembly. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=A/RES/64/289</p> <p>UNGA. (2010 [01]). Comprehensive proposal for the Composite Entity on Gender Equality and the Empowerment of Women: Report of the Secretary-General (A.64.588). New York: United Nations General Assembly. Retrieved from http://undocs.org/en/A/64/588</p> <p>UN-Women. (2011 [01]). United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2011-2013 (UNW/2011/9). New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/annual-session-2011</p> <p>UN-Women. (2013 [03]). United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2014-2017 (UNW/2013/6). New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013</p>
	2. The organisational strategic plan articulates goals and focus priorities.	Met	<p>UN-Women. (2013 [03]). United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2014-2017 (UNW/2013/6). New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013</p>
	3. The organisational strategic plan gives a clear indication of how the MO will implement the mandate in a certain period.	Not met	<p>UN-Women. (2013 [03]). United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2014-2017 (UNW/2013/6). New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013</p>
	4. There is evidence that the organisational strategic plan is monitored to ensure it is focused on the MO's mandate.	Met	<p>UN-Women. (2013 [03]). United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2014-2017 (UNW/2013/6). New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013</p> <p>UNGA. (2014 [01]). Implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system (A/69/63 - E/2014/10). New York: United Nations General Assembly Economic and Social Council.</p>
	5. There is evidence that any discrepancy between the organisational strategic plan and the MO's mandate is addressed.	Met	<p>UN-Women executive board meetings including:</p> <p>UN-Women. (2014 [02]). Report on the first regular session, 20 January 2014 [UNW/2014/1]. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2014/1&Lang=E</p>
Overall Score MI 2.1		Adequate (4)	Although four of five criteria were rated "met", the assessment team gave a rating of adequate for MI 2.1, in light of thematic evaluation findings that reveal a lack of clarity around UN-Women's operational role.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 2.2 The MO aligns its strategic plan to the quadrennial comprehensive policy review (QCPR) guidance and priorities.	1. The MO refers to QCPR directives and their implications for strategy and operations (in strategy or other policy documents).	Met	UN-Women. (2013 [03]). United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2014-2017 (UNW/2013/6). New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013
	2. The most recent strategic plan adopts directives of the QCPR or mid-term reviews of strategies recommend ways of aligning with QCPR in cases when strategy cycle is not aligned with QCPR.	Met	UN-Women. (2013 [03]). United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2014-2017 (UNW/2013/6). New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013 UN-Women. (2013 [14]). <i>Report on the annual session of 2013, 25 to 27 June 2013 (UNW/2013/5)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/reports UNGA. (2014 [01]). <i>Implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system (A/69/63 - E/2014/10)</i> . New York: United Nations General Assembly Economic and Social Council.
	3. The strategic plan DRF and MRF reflect elements of the QCPR.	Met	UN-Women. (2013 [05]). <i>Annex IV of the United Nations Entity for Gender Equality and the Empowerment of Women Strategic Plan 2014-2017 - Organizational Effectiveness and Efficiency (OEE)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013
	4. At least half of the new country strategies sampled reference QCPR directives.	Met	UN-Women. (2013 [38]). <i>Kenya - Annexe 2: Organisational Effectiveness and Efficiency Framework (2014-2018)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. UN-Women. (2013 [42]). <i>UN-Women Tanzania: Strategic Note 2014 to 2016</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. UN-Women. (2013 [24]). <i>UN-Women Bangladesh: OEEF</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women.
	5. There is evidence of progress in implementing QCPR resolutions	Met	UNGA. (2014 [01]). <i>Implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system (A/69/63 - E/2014/10)</i> . New York: United Nations General Assembly Economic and Social Council.
Overall Score MI 2.2		Very strong (6)	

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

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 3.1 Results frameworks have causal links from outputs through to outcomes and impact.	1. At least one organisation-wide level results framework (i.e. MRF and/or DRF) exists, either contained within the strategic plan or as a separate document which is referred to by the strategic plan.	Met	UN-Women. (2013 [05]). <i>Annex IV of the United Nations Entity for Gender Equality and the Empowerment of Women Strategic Plan 2014-2017 - Organizational Effectiveness and Efficiency (OEE)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013 UN-Women. (2013 [04]). <i>Annex III of the United Nations Entity for Gender Equality and the Empowerment of Women Strategic Plan 2014-2017 - Development Results Framework (DRF)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013
	2. The DRF contains both statements of outputs and expected outcomes appropriate to their results level (i.e., what are called outputs are actually outputs; what are called outcomes are actually outcomes).	Not Met	UN-Women. (2013 [04]). <i>Annex III of the United Nations Entity for Gender Equality and the Empowerment of Women Strategic Plan 2014-2017 - Development Results Framework (DRF)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013
	3. There is either an <i>implicit or explicit</i> description in the DRF (or in the strategic plan) of the results chain – that is, how the outputs in the results framework(s) are linked to the expected outcomes.	Met	UN-Women. (2013 [04]). <i>Annex III of the United Nations Entity for Gender Equality and the Empowerment of Women Strategic Plan 2014-2017 - Development Results Framework (DRF)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013 UN-Women. (2013 [03]). United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2014-2017 (UNW/2013/6). New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013
	4. In the DRF, there is a clear and logical progression from outcomes to impact.	Met	UN-Women. (2013 [04]). <i>Annex III of the United Nations Entity for Gender Equality and the Empowerment of Women Strategic Plan 2014-2017 - Development Results Framework (DRF)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013
	5. All above criteria are met in both a management results framework and programme results framework.	Not met	UN-Women. (2013 [05]). <i>Annex IV of the United Nations Entity for Gender Equality and the Empowerment of Women Strategic Plan 2014-2017 - Organizational Effectiveness and Efficiency (OEE)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
Overall Score MI 3.1		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 3.2 Standard performance indicators are included in organisation-wide plans and strategies at a delivery (output) and development results level.	1. In the development results framework, few of the performance indicators at the outcome level and output level are SMART.	Met	UN-Women. (2013 (04)). Annex III of the United Nations Entity for Gender Equality and the Empowerment of Women Strategic Plan 2014-2017 - Development Results Framework (DRF). New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013
	2. In the DRF, some of the performance indicators at the outcome level and output level are SMART.	Met	UN-Women. (2013 (04)). Annex III of the United Nations Entity for Gender Equality and the Empowerment of Women Strategic Plan 2014-2017 - Development Results Framework (DRF). New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013
	3. In the DRF, most of the performance indicators at the outcome level and output level are SMART.	Not met	UN-Women. (2013 (04)). Annex III of the United Nations Entity for Gender Equality and the Empowerment of Women Strategic Plan 2014-2017 - Development Results Framework (DRF). New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013
	4. In the DRF, all of the performance indicators at the outcome level and output level are SMART.	Not Met	UN-Women. (2013 (04)). <i>Annex III of the United Nations Entity for Gender Equality and the Empowerment of Women Strategic Plan 2014-2017 - Development Results Framework (DRF)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013
	5. All above criteria are also met in the MRF.	Met	UN-Women. (2013 (05)). <i>Annex IV of the United Nations Entity for Gender Equality and the Empowerment of Women Strategic Plan 2014-2017 - Organizational Effectiveness and Efficiency (OEE)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013
Overall Score MI 3.2		Adequate (4)	

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

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 4.1 Gender equality	1 . The organisation has a policy or strategic framework on the mainstreaming of gender or has clearly stated gender equality results as part of its organisational strategic plan	Met	<p>UNGA. (2010 [01]). <i>Comprehensive proposal for the Composite Entity on Gender Equality and the empowerment of women: Report of the Secretary-General (A.64.588)</i> . New York: Entity on Gender Equality and the Empowerment of Women. Retrieved from http://undocs.org/en/A/64/588</p> <p>UN-Women. (2013 [03]). <i>United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2014-2017 (UNW/2013/6)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013</p> <p>UNGA. (2010 [02]). <i>Resolution adopted by the General Assembly on 2 July 2010 - Sixty-fourth session. "System-wide coherence" (A/RES/64/289)</i>. New York: United Nations General Assembly. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=A/RES/64/289</p> <p>UN-Women. (2013 [69]). <i>UN-Women UN SWAP Report - 2013</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p>
	2 . Country strategy/programming documents also articulate gender equality/mainstreaming as a priority. More than half of the country-level strategies and results frameworks sampled include results that integrate gender equality.	Met	<p>UN-Women. (2013 [22]). <i>Development Results Framework: Bangladesh Country Office</i> . New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [26]) . <i>UN-Women Cambodia Country Office Strategic Note 2014-2015</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [33]) . <i>UN-Women Ecuador- Strategic Note and Annual Work Plan 2014</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [32]) . <i>UN-Women DRC- Strategic Note and Annual Workplan 2014-2017</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [37]). <i>Kenya Strategic Note (2014-2018)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [42]) . <i>UN-Women Tanzania: Strategic Note 2014 to 2016</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p>
	3 . The organisation has clearly defined roles and responsibilities with regard to the mainstreaming of gender.	Met	<p>UN-Women. (n.d.[02]). <i>Programme and Operations Manual</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from Internal Document Provided by UN-Women</p>
	4 . There is evidence that the organisation has resourced (staffing, funding, technical expertise) its policy/strategy for gender mainstreaming.	Met	<p>UN-Women. (2012 [17]). <i>Decisions adopted by the Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women at its 2012 sessions (UNW/2012/16)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/EB-2012-UNW-2012-16-Decisions-en.pdf</p> <p>UN-Women. (2013 [18]). <i>Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women, 2012, (UNW/2013/4)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://papersmartv4.unmeetings.org/media/3512276/evaluation_function</p>
	5. There is evidence that the organisation	Met	<p>UN-Women. (2013 [03]). <i>United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2014-2017 (UNW/2013/6)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from</p>

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	monitors its progress in mainstreaming gender and takes actions to correct any identified issues.		http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013
Overall Score MI 4.1		Very Strong (6)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 4.2 Environment	1. The organisation-wide strategic plan identifies environment as a priority or focus area.	Not met	UN-Women. (2013 [03]). United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2014-2017 (UNW/2013/6). New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013
	2. The organisation has clearly defined roles and responsibilities with regard to the promotion of environmental sustainability.	Met	
	3. The organisation has allocated resources (staffing, funding, technical expertise) for the promotion of environmental sustainability	Met	UN-Women. (2013 [23]). UN-Women Bangladesh: OEEF Workplan 2014. New York: United Nations Entity for Gender Equality and the Empowerment of Women. UN-Women. (2013 [42]). UN-Women Tanzania: Strategic Note 2014 to 2016. New York: United Nations Entity for Gender Equality and the Empowerment of Women
	4. The organisation has defined accountability mechanisms to ensure monitoring and continuous improvement of promotion efforts (feedback loops).	Not met	UN-Women. (2013 [03]). United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2014-2017 (UNW/2013/6). New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013
	5. Country-level strategies and results frameworks sampled include the	Met	UN-Women. (2013 [22]). Development Results Framework: Bangladesh Country Office. New York : United Nations Entity for Gender Equality and the Empowerment of Women. UN-Women. (2013 [26]). UN-Women Cambodia Country Office Strategic Note 2014-2015. New York : United Nations Entity for Gender Equality and the Empowerment of Women.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	integration of environmental sustainability as appropriate.		<p>UN-Women. (2013 [33]). UN-Women Ecuador- Strategic Note and Annual Work Plan 2014. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [32]). UN-Women DRC- Strategic Note and Annual Workplan 2014-2017. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [37]). Kenya Strategic Note (2014-2018). New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [42]). UN-Women Tanzania: Strategic Note 2014 to 2016. New York: United Nations Entity for Gender Equality and the Empowerment of Women</p>
Overall Score MI 4.2		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 4.3 Good governance	1 . The organisation has a policy or strategic framework on the mainstreaming/ promotion of the principles of good governance or has clearly stated good governance results as part of its organisational strategic plan.	Met	<p>UN-Women. (2013 [03]). <i>United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2014-2017 (UNW/2013/6)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013</p>
	2 . Country strategy/ programming documents also articulate good governance as a priority. More than half of the country-level strategies and results frameworks sampled include results that integrate the principles of good governance.	Met	<p>UN-Women. (2013 [22]). <i>Development Results Framework: Bangladesh Country Office</i> . New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [26]). <i>UN-Women Cambodia Country Office Strategic Note 2014-2015</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [33]). <i>UN-Women Ecuador- Strategic Note and Annual Work Plan 2014</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [32]). <i>UN-Women DRC- Strategic Note and Annual Workplan 2014-2017</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [37]). <i>Kenya Strategic Note (2014-2018)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [42]). <i>UN-Women Tanzania: Strategic Note 2014 to 2016</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women</p>
	3 . The organisation has clearly defined roles and responsibilities with regard to the	Met	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	promotion of the principles of good governance.		
	4 . There is evidence that the organisation has resourced its policy/strategy for the promotion of the principles of good governance (in terms of staffing, funding, and technical expertise).	Met	UN-Women. (2011 [13]). <i>Operational activities of UN-Women (UNW/2012/1)</i> . New York: United Nations Entity on Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/first-regular-session-2012 UN-Women. (2013 [10]). <i>Integrated budget estimates for UN-Women for the biennium 2014-2015</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2013/7&Lang=E
	5 . There is evidence that the organisation monitors its progress in promoting the principles of good governance and takes actions to correct any identified issues.	Met	UN-Women. (2011 [13]). <i>Operational activities of UN-Women (UNW/2012/1)</i> . New York: United Nations Entity on Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/first-regular-session-2012 UN-Women. (2013 [01]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan 2011-2013: Report of the Executive Director (UNW/2013/3)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://undocs.org/en/UNW/2013/3
Overall Score MI 4.3		Very strong (6)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 4.4 Human rights-based approaches	1 . The organisation has a policy or strategic framework on the mainstreaming of human rights-based approaches or has clearly stated human rights based approaches as part of its organisational strategic plan.	Met	UN-Women. (2013 [03]). <i>United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2014-2017 (UNW/2013/6)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013 UN-Women. (n.d.[02]). <i>Programme and Operations Manual</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Internal Document Provided by UN-Women

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	2. Country strategy/ programming documents also articulate human rights-based approaches as a priority. More than half of the country-level strategies and results frameworks sampled include results that integrate human rights-based approaches.	Met	<p>UN-Women. (2013 [22]). <i>Development Results Framework: Bangladesh Country Office</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [26]). <i>UN-Women Cambodia Country Office Strategic Note 2014-2015</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [33]). <i>UN-Women Ecuador- Strategic Note and Annual Work Plan 2014</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [32]). <i>UN-Women DRC- Strategic Note and Annual Workplan 2014-2017</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [37]). <i>Kenya Strategic Note (2014-2018)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [42]). <i>UN-Women Tanzania: Strategic Note 2014 to 2016</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women</p>
	3. The organisation has clearly defined roles and responsibilities with regard to the mainstreaming of human rights-based approaches.	Met	<p>UN-Women. (2013 [03]). <i>United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2014-2017 (UNW/2013/6)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013</p> <p>UN-Women. (n.d.[02]). <i>Programme and Operations Manual</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Internal Document Provided by UN-Women</p>
	4. There is evidence that the organisation has resourced its policy/strategy for mainstreaming human rights-based approaches (in terms of staffing, funding, and technical expertise).	Met	<p>UN-Women. (2013 [03]). <i>United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2014-2017 (UNW/2013/6)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013</p> <p>UN-Women. (n.d.[02]). <i>Programme and Operations Manual</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Internal Document Provided by UN-Women</p>
	5. There is evidence that the organisation monitors its progress in mainstreaming human rights-based approaches in order to take action to correct any identified issues.	Met	<p>UN-Women. (2013 [01]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan 2011-2013: Report of the Executive Director (UNW/2013/3)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://undocs.org/en/UNW/2013/3</p> <p>UN-Women. (2013 [19]). <i>Strategic Note: UN-Women-Bangladesh 2014-2016</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women</p>
Overall Score MI 4.4		Very strong (6)	

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

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 5.1 Country results frameworks have causal links from outputs through to outcomes and impact.	1. At least half of the countries sampled have results framework(s), either contained within the strategic plan or as a separate document which is referred to by the strategic plan.	Met	<p>UN-Women. (2013 [19]). Strategic Note: UN-Women-Bangladesh 2014-2016. New York : United Nations Entity for Gender Equality and the Empowerment of Women</p> <p>UN-Women. (2013 [28]). UN-Women Cambodia Strategic Plan 2014-2015: Development Results Framework (DRF). New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [29]). UN-Women-Cambodia Strategic Plan 2014-2015: Organizational Effectiveness and Efficiency Framework (OEEF) 2014. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [32]). UN-Women DRC- Strategic Note and Annual Workplan 2014-2017. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [33]). UN-Women Ecuador- Strategic Note and Annual Work Plan 2014. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [37]). Kenya Strategic Note (2014-2018). New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [38]). Kenya - Annexe 2: Organisational Effectiveness and Efficiency Framework (2014-2018). New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [42]). UN-Women Tanzania: Strategic Note 2014 to 2016. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [43]). UN-Women Tanzania - Development Results Framework 2014-2016. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [44]). UN-Women Tanzania - Organisational Efficiency and Effectiveness Framework (OEEF) 2014-2016. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p>
	2. More than half of the country strategies/results frameworks contain both statements of outputs and expected outcomes appropriate to their results level (i.e., what are called outputs are actually outputs; what are called outcomes are actually outcomes).	Not met	<p>UN-Women. (n.d.[02]). Programme and Operations Manual. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Internal Document Provided by UN-Women</p> <p>UN-Women. (2013 [19]). Strategic Note: UN-Women-Bangladesh 2014-2016. New York : United Nations Entity for Gender Equality and the Empowerment of Women</p> <p>UN-Women. (2013 [28]). UN-Women Cambodia Strategic Plan 2014-2015: Development Results Framework (DRF). New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [29]). UN-Women-Cambodia Strategic Plan 2014-2015: Organizational Effectiveness and Efficiency Framework (OEEF) 2014. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [32]). UN-Women DRC- Strategic Note and Annual Workplan 2014-2017. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [33]). UN-Women Ecuador- Strategic Note and Annual Work Plan 2014. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [37]). Kenya Strategic Note (2014-2018). New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [38]). Kenya - Annexe 2: Organisational Effectiveness and Efficiency Framework (2014-2018). New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [42]). UN-Women Tanzania: Strategic Note 2014 to 2016. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [43]). UN-Women Tanzania - Development Results Framework 2014-2016. New York: United Nations</p>

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			Entity for Gender Equality and the Empowerment of Women. UN-Women. (2013 [44]). UN-Women Tanzania - Organisational Efficiency and Effectiveness Framework (OEEF) 2014-2016. New York: United Nations Entity for Gender Equality and the Empowerment of Women.
	3. More than half of the country strategies/results frameworks sampled implicitly or explicitly describes the results chain – that is, how the outputs in the results framework(s) are linked to the expected outcomes.	Met	UN-Women. (2013 [21]). DRF Annual Work Plan 2014: UN-Women Bangladesh. New York: United Nations Entity for Gender Equality and the Empowerment of Women. UN-Women. (2013 [26]). UN-Women Cambodia Country Office Strategic Note 2014-2015. New York: United Nations Entity for Gender Equality and the Empowerment of Women. UN-Women. (2013 [32]). UN-Women DRC- Strategic Note and Annual Workplan 2014-2017. New York: United Nations Entity for Gender Equality and the Empowerment of Women. UN-Women. (2013 [33]). UN-Women Ecuador- Strategic Note and Annual Work Plan 2014. New York: United Nations Entity for Gender Equality and the Empowerment of Women. UN-Women. (2013 [40]). Kenya Country Office- Annual Work Plan (2014). New York: United Nations Entity for Gender Equality and the Empowerment of Women. UN-Women. (2013 [46]). 2014 Annual Work Plan UN-Women Tanzania. New York: United Nations Entity for Gender Equality and the Empowerment of Women.
	4. In more than half of the country strategies/results frameworks there is a clear and logical progression from outcomes to impact.	Met	Ibidem (criterion 2)
	5. All above criteria are met for all country strategies/results frameworks sampled.	Not met	Ibidem (criterion 2)
Overall Score MI 5.1		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 5.2 Performance indicators are included in country plans and strategies at a delivery (output) and development results level.	1. In all the country strategies sampled, few of the performance indicators at the outcome level and output level are SMART.	Met	UN-Women. (2013 (19)). <i>Strategic Note: UN-Women-Bangladesh 2014-2016</i> . New York : United Nations Entity for Gender Equality and the Empowerment of Women UN-Women. (2013 (28)). <i>UN-Women Cambodia Strategic Plan 2014-2015: Development Results Framework (DRF)</i> . New York : United Nations Entity for Gender Equality and the Empowerment of Women. UN-Women. (2013 (29)). <i>UN-Women-Cambodia Strategic Plan 2014-2015: Organizational Effectiveness and Efficiency Framework (OEEF) 2014</i> . New York : United Nations Entity for Gender Equality and the Empowerment of Women. UN-Women. (2013 (32)). <i>UN-Women DRC- Strategic Note and Annual Workplan 2014-2017</i> . New York : United Nations Entity for Gender Equality and the Empowerment of Women. UN-Women. (2013 (33)). <i>UN-Women Ecuador- Strategic Note and Annual Work Plan 2014</i> . New York : United Nations

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			<p>Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 (37)). <i>Kenya Strategic Note (2014-2018)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 (38)). <i>Kenya - Annexe 2: Organisational Effectiveness and Efficiency Framework (2014-2018)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 (42)). <i>UN-Women Tanzania: Strategic Note 2014 to 2016</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 (43)). <i>UN-Women Tanzania - Development Results Framework 2014-2016</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 (44)). <i>UN-Women Tanzania - Organisational Efficiency and Effectiveness Framework (OEEF) 2014-2016</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p>
	2. In all the country strategies sampled, some of the performance indicators at the outcome level and output level are SMART.	Met	Ibidem
	3. In all the country strategies sampled, most of the performance indicators at the outcome level and output level are SMART.	Met	Ibidem
	4. In at least half of the country strategies sampled, all performance indicators at the outcome level and output level are SMART.	Not met	Ibidem
	5. In all the country strategies sampled, all performance indicators at the outcome level and output level are SMART.	Not met	Ibidem

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
Overall Score MI 5.2		Adequate (4)	

PERFORMANCE AREA II – OPERATIONAL MANAGEMENT

KPI 6. The MO's development cooperation funding is transparent and predictable

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 6.1 The MO's criteria for allocating resources are transparent.	1. A policy for the allocation of resources to country programmes clearly describes how resources are allocated to countries during a planning cycle.	Not Met	UNDP. (2009 [01]). <i>United Nations Development Fund for Women criteria and methodology for regular resources allocation (DP/2009/38)</i> . New York: United Nations Development Programme. Retrieved from http://web.undp.org/execbrd/word/dp09-38.doc UN-Women. (2013 [10]). <i>Integrated budget estimates for UN-Women for the biennium 2014-2015</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2013/7&Lang=E
	2. The policy is periodically reviewed by the Executive Board as necessary.	Not Met	UNDP. (2009 [01]). <i>United Nations Development Fund for Women criteria and methodology for regular resources allocation (DP/2009/38)</i> . New York: United Nations Development Programme. Retrieved from http://web.undp.org/execbrd/word/dp09-38.doc UN Women. (2013 [10]). <i>Integrated budget estimates for UN Women for the biennium 2014-2015</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2013/7&Lang=E UN Women. (2013 [48]). <i>Integrated budget estimates for UN Women for the biennium 2014-2015: Report of the Advisory Committee on Administrative and Budgetary Questions (UNW/2013/8)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women.
	3. There is evidence of the application of this policy.	Not met	UNDP. (2009 [01]). <i>United Nations Development Fund for Women criteria and methodology for regular resources allocation (DP/2009/38)</i> . New York: United Nations Development Programme. Retrieved from http://web.undp.org/execbrd/word/dp09-38.doc UN-Women. (2013 [10]). <i>Integrated budget estimates for UN-Women for the biennium 2014-2015</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2013/7&Lang=E
	4. The policy is available on the agency's public website.	Met	UNDP. (2009 [01]). <i>United Nations Development Fund for Women criteria and methodology for regular resources allocation (DP/2009/38)</i> . New York: United Nations Development Programme. Retrieved from http://web.undp.org/execbrd/word/dp09-38.doc
	5. The policy is available in more than one of the UN official languages.	Not Met	UNDP. (2009 [01]). <i>United Nations Development Fund for Women criteria and methodology for regular resources allocation (DP/2009/38)</i> . New York: United Nations Development Programme. Retrieved from http://web.undp.org/execbrd/word/dp09-38.doc
Overall Score MI 6.1		Weak (2)	

KPI 7. The MO engages in results-based budgeting

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 7.1 Budget allocations are linked to results.	1. In the most recent annual or multi-year organisation-wide budget, budget information illustrates how resources are distributed across strategic objectives or higher-level results.	Met	UN-Women. (2013 [10]). <i>Integrated budget estimates for UN-Women for the biennium 2014-2015</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2013/7&Lang=E
	2. Some output costs and/or outcome costs in both the DRF and MRF are presented in the budget document.	Not met	UN-Women. (2013 [10]). <i>Integrated budget estimates for UN-Women for the biennium 2014-2015</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2013/7&Lang=E
	3. Most output costs and/or outcome costs in both the DRF and MRF are presented in the budget document.	Not met	UN-Women. (2013 [10]). <i>Integrated budget estimates for UN-Women for the biennium 2014-2015</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2013/7&Lang=E
	4. There is evidence of improvement of outputs and outcomes costing over time in budget documents reviewed (evidence of building a better system).	Met	Executive Board of the UNDP, UNFPA, UNOPS. (2012 [02]). <i>Roadmap to the integrated budget: Joint UNDP, UNFPA and UNICEF review on the impact of cost definitions and classification of activities on harmonized cost-recovery rates (DP-FPA/2012/1)</i> . New York: United Nations Population Fund. Retrieved from http://www.unops.org/SiteCollectionDocuments/EB%20documents/2012/Second%20regular%20session%202012/DPFPA2012-1.pdf UN-Women. (2011 [18]). <i>Institutional budget estimates for the United Nations entity for Gender Equality and the Empowerment of Women for the biennium 2012-2013 (UNW/2011/11)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2011/11&Lang=E UN-Women. (2013 [10]). <i>Integrated budget estimates for UN-Women for the biennium 2014-2015</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2013/7&Lang=E
	5. There is evidence (from evaluations or audits conducted in this area) of a system that allows the organisation to track costs from activity through to outcome.	Met	UN-Women. (2013 [10]). <i>Integrated budget estimates for UN-Women for the biennium 2014-2015</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2013/7&Lang=E UNGA. (2013 [02]). <i>Proposed programme budget for the biennium 2014-2015: UN-Women [A/68/6 (sect. 17)]</i> . New York: United Nations General Assembly. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=A/68/6(Sect.17)
Overall Score MI 7.1		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 7.2 Expenditures are linked to results	1. In recent reports to the governing bodies, statements of results achieved are aligned with expected results described in the organisation-wide strategic plan.	Met	<p>UN-Women. (2013 [01]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan 2011-2013: Report of the Executive Director</i> (UNW/2013/3). New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://undocs.org/en/UNW/2013/3</p> <p>UN-Women. (2014 [08]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2011-2013, including operational activities in 2013: Report of the Under-Secretary-General/ Executive Director</i> (UNW/2014/2). New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-2014-AS-UNW-2014-2-Progress%20Report%20on%20SP%202011-2013-en%20pdf.pdf</p>
	2. Recent reports to the governing bodies align expenditures with organisation-wide results (i.e., the reports show how much was spent to achieve outputs or make progress towards outcomes).	Met	<p>UN-Women. (2013 [01]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan 2011-2013: Report of the Executive Director</i> (UNW/2013/3). New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://undocs.org/en/UNW/2013/3</p> <p>UN-Women. (2014 [08]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2011-2013, including operational activities in 2013: Report of the Under-Secretary-General/ Executive Director</i> (UNW/2014/2). New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-2014-AS-UNW-2014-2-Progress%20Report%20on%20SP%202011-2013-en%20pdf.pdf</p>
	3. In recent reports to the governing bodies, variances in organisation-wide expenditures and results achievement (i.e. differences <u>between planned and actual expenditures</u> and <u>between planned and actual results achievements</u>) are reported.	Not met	<p>UN-Women. (2013 [01]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan 2011-2013: Report of the Executive Director</i> (UNW/2013/3). New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://undocs.org/en/UNW/2013/3</p> <p>UN-Women. (2013 [02]). <i>Progress made on the UN-Women Strategic Plan 2011-2013: Report of the Executive Director-2012 Data Companion</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://undocs.org/en/UNW/2013/3</p> <p>UN-Women. (2014 [08]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2011-2013, including operational activities in 2013: Report of the Under-Secretary-General/ Executive Director</i> (UNW/2014/2). New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-2014-AS-UNW-2014-2-Progress%20Report%20on%20SP%202011-2013-en%20pdf.pdf</p>
	4. If the third criterion is met , variances in organisation-wide expenditure and results achievement (i.e. differences between planned and actual expenditures and between planned and actual results achievements) are explained.	Not met	<p>UN-Women. (2013 [01]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan 2011-2013: Report of the Executive Director</i> (UNW/2013/3). New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://undocs.org/en/UNW/2013/3</p> <p>UN-Women. (2013 [02]). <i>Progress made on the UN-Women Strategic Plan 2011-2013: Report of the Executive Director-2012 Data Companion</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://undocs.org/en/UNW/2013/3</p> <p>UN-Women. (2014 [08]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2011-2013, including operational activities in 2013: Report of the Under-Secretary-General/ Executive Director</i> (UNW/2014/2). New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-2014-AS-UNW-2014-2-Progress%20Report%20on%20SP%202011-2013-en%20pdf.pdf</p>
	5. In the documents	Not met	UN-Women. (2013 [10]). <i>Integrated budget estimates for UN-Women for the biennium 2014-2015: (UNW/2013/7)</i> . New York:

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	consulted, there is evidence of consistent improvement over time in the way that expenditures are linked to organisation-wide results.		United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2013/7&Lang=E
Overall Score MI 7.2		Inadequate (3)	

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

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 8.1 External financial audits meeting recognized international standards are performed across the organisation (External or UN Board of Auditors)	1. Annual or biennial organisation-wide reports on financial performance exist.	Met	UNGA. (2012 [01]). <i>UN-Women Financial Report and Audited Financial Statements for the year ended 31 December 2011 And Report of the Board of Auditors (A/67/5/Add.13)</i> . New York: United Nations General Assembly. Retrieved from http://www.un.org/en/auditors/board/reports.shtml UNGA. (2013 [01]). <i>UN-Women Financial Report and Audited Financial Statements for the year ended 31 December 2012 And Report of the Board of Auditors (A/68/5/Add.13)</i> . New York: United Nations General Assembly. Retrieved from http://www.un.org/en/auditors/board/reports.shtml
	2. If the first criterion is met , the most recent financial report reviewed includes an audit opinion or is accompanied by a letter from the external auditor confirming that an external financial audit was undertaken at the organisation-wide level.	Met	UNGA. (2013 [01]). <i>UN-Women Financial Report and Audited Financial Statements for the year ended 31 December 2012 And Report of the Board of Auditors (A/68/5/Add.13)</i> . New York: United Nations General Assembly. Retrieved from http://www.un.org/en/auditors/board/reports.shtml
	3. If the first two criteria are met , the letter or audit opinion from the external auditor confirms that the external financial audit was undertaken in accordance with international standards (GAAP or	Met	UNGA. (2013 [01]). <i>UN-Women Financial Report and Audited Financial Statements for the year ended 31 December 2012 And Report of the Board of Auditors (A/68/5/Add.13)</i> . New York: United Nations General Assembly. Retrieved from http://www.un.org/en/auditors/board/reports.shtml

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	equivalent).		
	4. If the third criterion is met , all financial reports reviewed include an audit opinion or are accompanied by a letter from the external auditor confirming that the external financial audit was undertaken in accordance with international standards (GAAP or equivalent).	Met	<p>UNGA. (2012 [01]). <i>UN-Women Financial Report and Audited Financial Statements for the year ended 31 December 2011 And Report of the Board of Auditors (A/67/5/Add.13)</i>. New York: United Nations General Assembly. Retrieved from http://www.un.org/en/auditors/board/reports.shtml</p> <p>UNGA. (2013 [01]). <i>UN-Women Financial Report and Audited Financial Statements for the year ended 31 December 2012 And Report of the Board of Auditors (A/68/5/Add.13)</i>. New York: United Nations General Assembly. Retrieved from http://www.un.org/en/auditors/board/reports.shtml</p>
	5. The organisation's external audit reports are made available to the public, either by request or on line.	Met	<p>UNGA. (2012 [01]). <i>UN-Women Financial Report and Audited Financial Statements for the year ended 31 December 2011 And Report of the Board of Auditors (A/67/5/Add.13)</i>. New York: United Nations General Assembly. Retrieved from http://www.un.org/en/auditors/board/reports.shtml</p> <p>UNGA. (2013 [01]). <i>UN-Women Financial Report and Audited Financial Statements for the year ended 31 December 2012 And Report of the Board of Auditors (A/68/5/Add.13)</i>. New York: United Nations General Assembly. Retrieved from http://www.un.org/en/auditors/board/reports.shtml</p>
Overall Score MI 8.1		Very strong (6)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 8.2 External financial audits meeting recognized international standards are performed at the regional, country or project level (as appropriate).	1. The documents available provide evidence that audits are performed at regional, country, or project levels (as appropriate).	Met	<p>UNGA. (2012 [01]). <i>UN Women Financial Report and Audited Financial Statements for the year ended 31 December 2011 And Report of the Board of Auditors (A/67/5/Add.13)</i>. New York: United Nations General Assembly. Retrieved from http://www.un.org/en/auditors/board/reports.shtml</p> <p>UNGA. (2013 [01]). <i>UN Women Financial Report and Audited Financial Statements for the year ended 31 December 2012 And Report of the Board of Auditors (A/68/5/Add.13)</i>. New York: United Nations General Assembly. Retrieved from http://www.un.org/en/auditors/board/reports.shtml</p> <p>UN-Women. (2013 [10]). <i>Integrated budget estimates for UN-Women for the biennium 2014-2015</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2013/7&Lang=E</p> <p>UN-Women. (n.d. [05]). <i>2012-2013 Brief Guide and Terms of Reference for Audits of NGO, Government and non-UN Intergovernmental Organisations</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p>
	2. There are established rules/procedures for the conduct of external financial	Met	<p>UN Women. (2013 [01]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan 2011-2013: Report of the Executive Director (UNW/2013/3)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://undocs.org/en/UNW/2013/3</p>

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	audits in the organisation.		UN-Women. (n.d. [05]). <i>2012-2013 Brief Guide and Terms of Reference for Audits of NGO, Government and non-UN Intergovernmental Organisations</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women.
	3. The rules/procedures ensure ample external audit coverage of the organisation's programmes and operations.	Met	<p>UN Women. (2013 [01]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan 2011-2013: Report of the Executive Director (UNW/2013/3)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://undocs.org/en/UNW/2013/3</p> <p>UN Women. (2012 [21]). <i>Terms of Reference of the UN-Women Audit Advisory Committee</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/CommonContent/UNwomen-AuditAdvisoryCommittee-TermsOfReference-en.pdf</p> <p>UN Women. (2014 [06]). <i>Report of the Audit Advisory Committee for the period 1 January to 31 December 2013 (UNW/2014/4/Add.1)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-2014-AS-UNW-2014-4-Add1-en-Audit%20Report%20Annex%20pdf.pdf</p> <p>UN Women. (2013 [54]). <i>Report of the Audit Advisory Committee for the period 25 October 2012 to 31 May 2013 (UNW/2013/9/Add.1)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from https://papersmart.unmeetings.org/media2/65030/report-of-the-audit-advisory-committee-unw-2013-9-add1.pdf</p> <p>UN Women. (2012 [22]). <i>Letter of Understanding on the Audit of the Accounts of the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) for the Year Ending 31 December 2012</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (n.d. [05]). <i>2012-2013 Brief Guide and Terms of Reference for Audits of NGO, Government and non-UN Intergovernmental Organisations</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p>
	4. The evidence also indicates that the external financial audits are carried out using international standards, or provides an indication that the MO uses national audit systems and procedures.	Met	<p>UNGA. (2013 (01)). <i>UN Women Financial Report and Audited Financial Statements for the year ended 31 December 2012 And Report of the Board of Auditors (A/68/5/Add.13)</i>. New York: United Nations General Assembly. Retrieved from http://www.un.org/en/auditors/board/reports.shtml</p> <p>UN-Women. (2013 [01]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan 2011-2013: Report of the Executive Director (UNW/2013/3)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://undocs.org/en/UNW/2013/3</p>
	5. External financial audit reports at the country, project, and/or regional levels are made available to the public by the MO, either by request or on line.	Met	
Overall Score MI 8.2		Very strong (6)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 8.3 Internal audit processes are used to provide management/ governing bodies with credible information.	1. There is evidence that internal audits are conducted in the organisation.	Met	<p>UNDP. (2014 [01]). <i>Audit of the procurement function of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) report No. 1223</i>. New York: United Nations Development Programme: Office of Audit and Investigations. Retrieved from http://audit-public-disclosure.unwomen.org/view_audit_rpt_2.cfm?audit_id=1223</p> <p>UN-Women. (2013 [55]). <i>Service Level Agreement Between the Office of Audit and Investigations of the United Nations Development Programme and the United Nations Entity for Gender Equality and the Empowerment of Women on the Provision of Internal Audit and Investigation Services</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2012 [05]). <i>Report of the Internal Audit and Investigation Activities for the period 1 July to 31 December 2011 (UNW/2012/15)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/EB-2012-S2-UNW-2012-15-AuditInvestigations-en.pdf</p>
	2. There is evidence that the internal audit function is separate from the programming areas, enabling it to provide an "independent" audit opinion. (The key is that internal auditors are not influenced by the programs they are auditing.)	Met	<p>UN-Women. (2012 [05]). <i>Report of the Internal Audit and Investigation Activities for the period 1 July to 31 December 2011 (UNW/2012/15)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/EB-2012-S2-UNW-2012-15-AuditInvestigations-en.pdf</p> <p>UN-Women. (2014 [06]). <i>Report of the Audit Advisory Committee for the period 1 January to 31 December 2013 (UNW/2014/4Add.1)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-2014-AS-UNW-2014-4-Add1-en-Audit%20Report%20Annex%20pdf.pdf</p>
	3. There is evidence that the internal audit function reports directly at least to the Chief Executive Officer/Executive Director, thus providing maximum assurance of its independence from programming	Met	<p>UN-Women. (2012 [05]). <i>Report of the Internal Audit and Investigation Activities for the period 1 July to 31 December 2011 (UNW/2012/15)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/EB-2012-S2-UNW-2012-15-AuditInvestigations-en.pdf</p> <p>UN-Women. (2014 [05]). <i>Report on internal audit and investigation activities for the period 1 January to 31 December 2013 [UNW/2014/4]</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-AS-2014-UNW-2014-4-Report%20for%20Executive%20Board%20Informals%20on%20audit%20pdf.pdf</p>
	4. Reports available from the audit committee (or equivalent) of the Executive Board confirm receipt of internal audit information.	Met	<p>UN-Women. (2012 [05]). <i>Report of the Internal Audit and Investigation Activities for the period 1 July to 31 December 2011 (UNW/2012/15)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/EB-2012-S2-UNW-2012-15-AuditInvestigations-en.pdf</p> <p>UN-Women. (2013 [15]). <i>Report of the Internal Audit and Investigation Activities for the period 1 January to 31 December 2012 (UNW/2013/9)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2013/9&Lang=E</p> <p>UN-Women. (2014 [05]). <i>Report on internal audit and investigation activities for the period 1 January to 31 December 2013 [UNW/2014/4]</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from</p>

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			http://www.unwomen.org/-/media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-AS-2014-UNW-2014-4-Report%20for%20Executive%20Board%20Informals%20on%20audit%20pdf.pdf
	5. There is evidence of Management and Executive Board use of internal audit information	Met	UN-Women. (2013 [50]). <i>Report on the second regular session of 2013, 16 to 18 September 2013</i> . New York: United Nations Entity on Gender Equality and the Empowerment of Women. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2013/10&Lang=E
Overall Score MI 8.3		Strong (5)	Though all criteria were met, UN-Women could not be rated very strong due to concerns about potential conflicts of interest expressed by the Audit Advisory Committee, related to UNDP's role in assuring both UN-Women's internal audit function and some of UN-Women's administrative functions.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 8.4 The MO implements its policy on anti-corruption.	1. Policy, framework, and/or guidelines on anti-corruption are corporately approved (i.e., not in draft form).	Met	UN-Women, "Investigations": http://www.unwomen.org/en/about-us/accountability/investigations UN-Women. (n.d. [01]). <i>UN-Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women . Retrieved from http://www.unwomen.org/-/media/CommonContent/UNwomen-AddressingNonComplianceWithStandardsOfConduct-en.pdf UNDP. (2012 [03]). <i>Investigation Guidelines</i> . New York: United Nations Development Programme Office of Audit and Investigations. Retrieved from http://www.undp.org/content/dam/undp/documents/about/transparencydocs/OAI_Investigations_Guidelines.pdf UN-Women. (2012 [23]). <i>Internal Control Framework</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women.
	2. If the first criterion is met , the policy or framework defines the roles and responsibilities of management, staff and experts/specialists in implementing and complying with the policy.	Met	UN-Women. (n.d. [01]). <i>UN-Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women . Retrieved from http://www.unwomen.org/-/media/CommonContent/UNwomen-AddressingNonComplianceWithStandardsOfConduct-en.pdf
	3. There is evidence that the policy or framework is being operationalised (e.g., training for staff, incentive and reward structures for staff, complaint and	Met	UN-Women "Investigations", http://www.unwomen.org/en/about-us/accountability/investigations UN-Women. (n.d. [01]). <i>UN-Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women . Retrieved from http://www.unwomen.org/-/media/CommonContent/UNwomen-AddressingNonComplianceWithStandardsOfConduct-en.pdf UN-Women. (2014 [06]). <i>Report of the Audit Advisory Committee for the period 1 January to 31 December 2013 (UNW/2014/4/Add.1)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/-/media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-2014-AS-UNW-

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	advocacy mechanisms, whistle blowing mechanisms).		2014-4-Add1-en-Audit%20Report%20Annex%20pdf.pdf
	4. There is evidence that the implementation of the policy or framework is being monitored.	Met	<p>UN-Women. (2014 [06]). <i>Report of the Audit Advisory Committee for the period 1 January to 31 December 2013 (UNW/2014/4/Add.1)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-2014-AS-UNW-2014-4-Add1-en-Audit%20Report%20Annex%20pdf.pdf</p> <p>UN-Women. (2013 [54]). <i>Report of the Audit Advisory Committee for the period 25 October 2012 to 31 May 2013 (UNW/2013/9/Add.1)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from https://papersmart.unmeetings.org/media2/65030/report-of-the-audit-advisory-committee-unw-2013-9-add1.pdf</p> <p>UN-Women. (n.d. [01]). <i>UN-Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women . Retrieved from http://www.unwomen.org/~media/CommonContent/UNwomen-AddressingNonComplianceWithStandardsOfConduct-en.pdf</p> <p>UN-Women. (2013 [15]). <i>Report of the Internal Audit and Investigation Activities for the period 1 January to 31 December 2012 (UNW/2013/9)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from: http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2013/9&Lang=E</p> <p>UNDP. (2012 [03]). <i>Investigation Guidelines</i>. New York: United Nations Development Programme Office of Audit and Investigations. Retrieved from http://www.undp.org/content/dam/undp/documents/about/transparencycdocs/OAI_Investigations_Guidelines.pdf</p> <p>UNDP. (2012 [02]). <i>2012 UNDP Annual Report of the Administrator on Disciplinary Measures and Other Actions Taken in Response to Fraud, Corruption and Other Wrongdoing</i>. New York: United Nations Development Programme. Retrieved from http://www.undp.org/content/dam/undp/library/corporate/Transparency/2012_UNDP_Annual_Report_on_Disciplinary_Measures_EN.pdf</p> <p>UN-Women. (2013 [50]). <i>Report on the second regular session of 2013, 16 to 18 September 2013</i>. New York: United Nations Entity on Gender Equality and the Empowerment of Women. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2013/10&Lang=E</p>
	5. There is evidence that problematic practices identified in the monitoring process are being changed.	Not met	<p>UN-Women. (2013 [50]). <i>Report on the second regular session of 2013, 16 to 18 September 2013</i>. New York: United Nations Entity on Gender Equality and the Empowerment of Women. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2013/10&Lang=E</p> <p>UN-Women. (2013 [15]). <i>Report of the Internal Audit and Investigation Activities for the period 1 January to 31 December 2012 (UNW/2013/9)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from: http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2013/9&Lang=E</p> <p>UN-Women. (2014 [05]). <i>Report on internal audit and investigation activities for the period 1 January to 31 December 2013 [UNW/2014/4]</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-AS-2014-UNW-2014-4-Report%20for%20Executive%20Board%20Informals%20on%20audit%20pdf.pdf</p>
Overall Score MI 8.4		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 8.5 Processes are in place to quickly follow through any irregularities identified in audits at the country (or other) level.	1. There is a policy on audit that refers to measures to be taken against irregularities identified in audits.	Met	<p>UNDP. (2010 [01]). <i>Charter of the Office of audit and Investigations</i>. New York: United Nations Development Programme. Retrieved from http://www.undp.org/content/dam/undp/library/corporate/Transparency/01.%20OAI%20Charter.pdf</p> <p>UNDP. (2012 [03]). <i>Investigation Guidelines</i>. New York: United Nations Development Programme Office of Audit and Investigations. Retrieved from http://www.undp.org/content/dam/undp/documents/about/transparencycdocs/OAI_Investigations_Guidelines.pdf</p> <p>UN-Women. (n.d. [01]). <i>UN-Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women . Retrieved from http://www.unwomen.org/~media/CommonContent/UNwomen-AddressingNonComplianceWithStandardsOfConduct-en.pdf</p> <p>UN-Women. (2014 [15]). <i>Disclosure of Internal Audit reports</i>. Retrieved 08 20, 2014, from UN-Women: http://www.unwomen.org/en/about-us/accountability/audit/disclosure-of-internal-audit-reports</p> <p>UN-Women. (2013 [55]). <i>Service Level Agreement Between the Office of Audit and Investigations of the United Nations Development Programme and the United Nations Entity for Gender Equality and the Empowerment of Women on the Provision of Internal Audit and Investigation Services</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p>
	2. Management guidelines or rules support the policy and describe the procedure for a response to irregularities identified during audits.	Met	<p>UN-Women. (n.d. [01]). <i>UN-Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women . Retrieved from http://www.unwomen.org/~media/CommonContent/UNwomen-AddressingNonComplianceWithStandardsOfConduct-en.pdf</p> <p>UNDP. (2012 [03]). <i>Investigation Guidelines</i>. New York: United Nations Development Programme Office of Audit and Investigations. Retrieved from http://www.undp.org/content/dam/undp/documents/about/transparencycdocs/OAI_Investigations_Guidelines.pdf</p> <p>Conference of International Investigators. (2009 [01]). <i>Uniform Guidelines for Investigations, Second Edition</i>. Endorsed by the 10th Conference of International Investigators held at the Dead Sea in Jordan: Conference of International Investigators. Retrieved from http://www.unwomen.org/~media/CommonContent/UniformGuidelinesForInvestigations-en.pdf</p>
	3. If the second criterion is met, these guidelines set timelines for the response to irregularities identified during an audit , including any suspicion or allegations of corruption and fraud (i.e., the managers have to respond to audit findings within a certain period of time).	Not met	<p>UNDP. (2012 [03]). <i>Investigation Guidelines</i>. New York: United Nations Development Programme Office of Audit and Investigations. Retrieved from http://www.undp.org/content/dam/undp/documents/about/transparencycdocs/OAI_Investigations_Guidelines.pdf</p> <p>UNDP. (2010 [01]). <i>Charter of the Office of audit and Investigations</i>. New York: United Nations Development Programme. Retrieved from http://www.undp.org/content/dam/undp/library/corporate/Transparency/01.%20OAI%20Charter.pdf</p> <p>Conference of International Investigators. (2009 [01]). <i>Uniform Guidelines for Investigations, Second Edition</i>. Endorsed by the 10th Conference of International Investigators held at the Dead Sea in Jordan: Conference of International Investigators. Retrieved from http://www.unwomen.org/~media/CommonContent/UniformGuidelinesForInvestigations-en.pdf</p>
	4. There is evidence in audit reports to the Board or other documents that audit	Met	<p>UN-Women. (2014 [16]). <i>Report on internal audit and investigation activities for the period from 1 January to 31 December 2013</i>. . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-2014-AS-UNW-2014-4-en-Audit%20Report%20pdf</p>

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	recommendations are followed up by management.		<p>UN-Women. (2013 [15]). <i>Report of the Internal Audit and Investigation Activities for the period 1 January to 31 December 2012 (UNW/2013/9)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from: http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2013/9&Lang=E</p> <p>UN-Women. (2012 [05]). <i>Report of the Internal Audit and Investigation Activities for the period 1 July to 31 December 2011 (UNW/2012/15)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/EB-2012-S2-UNW-2012-15-AuditInvestigations-en.pdf</p>
	5. Major or systemic irregularities are reported to the board/governing body, as appropriate.	Met	<p>UN-Women. (2014 [16]). <i>Report on internal audit and investigation activities for the period from 1 January to 31 December 2013</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-2014-AS-UNW-2014-4-en-Audit%20Report%20pdf</p> <p>UN-Women. (2013 [15]). <i>Report of the Internal Audit and Investigation Activities for the period 1 January to 31 December 2012 (UNW/2013/9)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from: http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2013/9&Lang=E</p> <p>UN-Women. (2012 [05]). <i>Report of the Internal Audit and Investigation Activities for the period 1 July to 31 December 2011 (UNW/2012/15)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/EB-2012-S2-UNW-2012-15-AuditInvestigations-en.pdf</p> <p>UNGA. (2012 [01]). <i>UN-Women Financial Report and Audited Financial Statements for the year ended 31 December 2011 And Report of the Board of Auditors (A/67/5/Add.13)</i>. New York: United Nations General Assembly. Retrieved from http://www.un.org/en/auditors/board/reports.shtml</p> <p>UNGA. (2013 [01]). <i>UN-Women Financial Report and Audited Financial Statements for the year ended 31 December 2012 And Report of the Board of Auditors (A/68/5/Add.13)</i>. New York: United Nations General Assembly. Retrieved from http://www.un.org/en/auditors/board/reports.shtml</p>
Overall Score MI 8.5		Adequate (4)	Because of areas of improvement noted in UN Board of Auditor reports in terms of the need for more oversight of financial processes by headquarters, and the lack of a clear timeline for responding to irregularities identified in audits, this micro-indicator is rated adequate.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 8.6 The MO's procurement procedures provide effective control on purchases of goods and services.	1. There is a policy and/or guidelines on procurement procedures.	Met	<p>UN-Women. (2012 [16]). <i>Proposed revision to financial regulations and rules for the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/6)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2012/6</p> <p>UN-Women. (2013 [64]). <i>Policies and Procedures for the Delegation of Authorities</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UNDP. (2014 [01]). <i>Audit of the procurement function of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) report No. 1223</i>. New York: United Nations Development Programme: Office of Audit and Investigations. Retrieved from http://audit-public-disclosure.unwomen.org/view_audit_rpt_2.cfm?audit_id=1223</p>
	2. These procedures take into account both price/cost and	Met	UN-Women. (2012 [16]). <i>Proposed revision to financial regulations and rules for the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/6)</i> . New York: United Nations Entity for Gender Equality and the

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	quality considerations.		Empowerment of Women. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2012/6
	3. The policy/guidelines lay out a transparent process for making procurement decisions	Not met	UNDP. (2014 [01]). <i>Audit of the procurement function of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) report No. 1223</i> . New York: United Nations Development Programme: Office of Audit and Investigations. Retrieved from http://audit-public-disclosure.unwomen.org/view_audit_rpt_2.cfm?audit_id=1223 UN-Women. (2012 [16]). <i>Proposed revision to financial regulations and rules for the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/6)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2012/6
	4. Evidence in documents suggests that the MO regularly reviews its procurement practice to introduce improvements in the system.	Met	UNGA. (2013 [01]). <i>UN-Women Financial Report and Audited Financial Statements for the year ended 31 December 2012 And Report of the Board of Auditors (A/68/5/Add.13)</i> . New York: United Nations General Assembly. Retrieved from http://www.un.org/en/auditors/board/reports.shtml UNGA. (2012 [01]). <i>UN-Women Financial Report and Audited Financial Statements for the year ended 31 December 2011 And Report of the Board of Auditors (A/67/5/Add.13)</i> . New York: United Nations General Assembly. Retrieved from http://www.un.org/en/auditors/board/reports.shtml UN-Women. (2014 [05]). <i>Report on internal audit and investigation activities for the period 1 January to 31 December 2013 [UNW/2014/4]</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-AS-2014-UNW-2014-4-Report%20for%20Executive%20Board%20Informals%20on%20audit%20pdf.pdf
	5. An audit, evaluation or other review has been undertaken of the MO's procurement processes and finds that these are effective, generally ensuring accountability and control	Not met	UNGA. (2013 [01]). <i>UN-Women Financial Report and Audited Financial Statements for the year ended 31 December 2012 And Report of the Board of Auditors (A/68/5/Add.13)</i> . New York: United Nations General Assembly. Retrieved from http://www.un.org/en/auditors/board/reports.shtml UNDP. (2014 [01]). <i>Audit of the procurement function of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) report No. 1223</i> . New York: United Nations Development Programme: Office of Audit and Investigations. Retrieved from http://audit-public-disclosure.unwomen.org/view_audit_rpt_2.cfm?audit_id=1223
Overall Score MI 8.6		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 8.7 The MO has strategies in place for risk identification, mitigation, monitoring and reporting	1. The MO has an organisation-wide policy, framework and/or guidelines on risk management.	Met	UNGA. (2013 [01]). <i>UN-Women Financial Report and Audited Financial Statements for the year ended 31 December 2012 And Report of the Board of Auditors (A/68/5/Add.13)</i> . New York: United Nations General Assembly. Retrieved from http://www.un.org/en/auditors/board/reports.shtml UN-Women. (2014 [06]). <i>Report of the Audit Advisory Committee for the period 1 January to 31 December 2013 (UNW/2014/4/Add.1)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-2014-AS-UNW-2014-4-Add1-en-Audit%20Report%20Annex%20pdf.pdf

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			<p>UNDP. (2014 [01]). <i>Audit of the procurement function of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) report No. 1223</i>. New York: United Nations Development Programme: Office of Audit and Investigations. Retrieved from http://audit-public-disclosure.unwomen.org/view_audit_rpt_2.cfm?audit_id=1223</p> <p>UN-Women. (2012 [23]). <i>Internal Control Framework</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN Women. (2014 [05]). <i>Report on internal audit and investigation activities for the period 1 January to 31 December 2013 [UNW/2014/4]</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-AS-2014-UNW-2014-4-Report%20for%20Executive%20Board%20Informals%20on%20audit%20pdf.pdf</p>
	2. If the first criterion is met , these documents follow international standards on managing risk, including a description of roles and responsibilities of key actors.	Met	<p>UN-Women. (2012 [23]). <i>Internal Control Framework</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p>
	3. If the first criterion is met , there is evidence that the risk management policy guidance applies to country, regional and corporate activities. In other words, risk analysis is undertaken as appropriate at these different levels.	Not Met	<p>UN-Women. (2013 [04]). <i>Annex III of the United Nations Entity for Gender Equality and the Empowerment of Women Strategic Plan 2014-2017 - Development Results Framework (DRF)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013</p> <p>UN-Women. (2014 [05]). <i>Report on internal audit and investigation activities for the period 1 January to 31 December 2013 [UNW/2014/4]</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-AS-2014-UNW-2014-4-Report%20for%20Executive%20Board%20Informals%20on%20audit%20pdf.pdf</p> <p>UN-Women. (n.d.[02]). <i>Programme and Operations Manual</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from Internal Document Provided by UN-Women</p> <p>UN-Women. (2013 [70]). <i>Review of Strategic Note/Annual Work plan</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [19]). <i>UN-Women-Bangladesh Strategic Note:2014-2016</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [26]). <i>UN-Women Cambodia Country Office Strategic Note 2014-2015</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [32]). <i>UN-Women DRC- Strategic Note and Annual Workplan 2014-2017</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [33]). <i>UN-Women Ecuador- Strategic Note and Annual Work Plan 2014</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [37]). <i>Kenya Strategic Note (2014-2018)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [42]). <i>UN-Women Tanzania: Strategic Note 2014 to 2016</i>. New York: United Nations Entity for Gender</p>

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			Equality and the Empowerment of Women.
	4. If the first criterion is met , major risk analysis (significant programs, projects, etc.) is presented to the Board.	Not met	
	5. If the first criterion is met , management and/or Board documents demonstrate utilisation of risk management policy and procedures.	Not met	
Overall Score MI 8.7		Inadequate (3)	

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

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 9.1 Performance information is used by the MO for revising policies and strategies.	1. Information on organisation-wide performance (i.e., progress towards objectives or key result areas) is available, for instance in annual performance reports, organisation-wide evaluations or audits.	Met	<p>UN-Women. (2013 [01]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan 2011-2013: Report of the Executive Director (UNW/2013/3)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://undocs.org/en/UNW/2013/3</p> <p>UN-Women. (2014 [08]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2011-2013, including operational activities in 2013: Report of the Under-Secretary-General/ Executive Director (UNW/2014/2)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-2014-AS-UNW-2014-2-Progress%20Report%20on%20SP%202011-2013-en%20pdf.pdf</p>
	2. There is evidence that the MO analyses/assesses its performance through regular reviews of progress on strategies and key policies	Met	<p>UN-Women. (2014 [08]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2011-2013, including operational activities in 2013: Report of the Under-Secretary-General/ Executive Director (UNW/2014/2)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-2014-AS-UNW-2014-2-Progress%20Report%20on%20SP%202011-2013-en%20pdf.pdf</p> <p>UN-Women. (2013 [01]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan 2011-2013: Report of the Executive Director (UNW/2013/3)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://undocs.org/en/UNW/2013/3</p> <p>UN-Women. (2013 [50]). <i>Report on the second regular session of 2013, 16 to 18 September 2013</i>. New York: United Nations Entity on Gender Equality and the Empowerment of Women. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2013/10&Lang=E</p>

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			<p>UN-Women. (2012 [06]). <i>Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/12)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/key-documents</p> <p>ECOSOC. (2012 [01]). <i>Normative aspects of the work of the United Nations Entity for Gender Equality and the Empowerment of Women (E/CN.6/2012/2)</i>. New York: Economic and Social Council. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=E/CN.6/2012/2</p> <p>ECOSOC and GA. (2012 [01]). <i>Joint workplan of the UN-Women and the Office of the UN High Commissioner for Human Rights (A/HRC/19/31- E/CN.6/2012/12)</i>. New York: Economic and Social Council. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=E/CN.6/2012/12</p>
	3. There is evidence that the MO adopts recommendations from organisation-wide audits, performance reports and/or evaluations.	Met	<p>UN-Women. (2013 [01]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan 2011-2013: Report of the Executive Director (UNW/2013/3)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://undocs.org/en/UNW/2013/3</p> <p>UN-Women. (2013 [18]). <i>Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women, 2012, (UNW/2013/4)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://papersmartv4.unmeetings.org/media/3512276/evaluation_function</p> <p>UN-Women. (2013 [51]). <i>Thematic Evaluation on the Contribution of UN-Women to Prevent Violence Against Women and Expand Access to Services (UNW/2013/CRP.4)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2013/s2/EB-2013-S2-UNW-2013-CRP4-Evaluation-VAW-en%20pdf.pdf</p> <p>UN-Women. (2014 [04]). <i>Management Response - Thematic Evaluation of UN-Women's Contribution to Increasing Women's Leadership and Participation in Peace and Security and in Humanitarian Response (UNW/2014/CRP.3)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/s1/EB-2014-S1-UNW-2014-CRP3-ManagementResponseToThematicEvaluationReportOnWPS-en%20pdf.pdf</p> <p>UNGA. (2013 [01]). <i>UN-Women Financial Report and Audited Financial Statements for the year ended 31 December 2012 And Report of the Board of Auditors (A/68/5/Add.13)</i>. New York: United Nations General Assembly. Retrieved from http://www.un.org/en/auditors/board/reports.shtml</p>
	4. There is evidence that the MO revises and adjusts its policies and strategies in response to performance issues (problems and successes) raised in audits, performance reports and /or evaluations.	Met	<p>UNGA. (2013 [01]). <i>UN-Women Financial Report and Audited Financial Statements for the year ended 31 December 2012 And Report of the Board of Auditors (A/68/5/Add.13)</i>. New York: United Nations General Assembly. Retrieved from http://www.un.org/en/auditors/board/reports.shtml</p> <p>UN-Women. (2012 [06]). <i>Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/12)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/key-documents</p>
	5. If the fourth criterion is met, there is evidence that	Not met	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	the organisation is making systematic use of performance information for improvement of processes and performance and continuous learning.		
Overall Score MI 9.1		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 9.2 Performance information is used by the MO for planning new interventions at the country level.	1. Information on the MO's performance in the country (i.e., progress towards outcomes) is available.	Met	<p>UN-Women. (2013 [56]). <i>Bangladesh Report 2013: Online Results Tracking System</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [57]). <i>Cambodia 2013: Online Results Tracking System</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [58]). <i>DRC 2013: Online Results Tracking System</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [59]). <i>Ecuador 2013: Online results tracking system</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [60]). <i>Kenya 2013: Online results tracking system</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [61]). <i>Tanzania 2013: Online results tracking system</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2012 [25]). <i>Evaluación del componente VNU del "Programa de presupuestos sensibles al género y participación ciudadana - Una contribución a la gobernabilidad democrática y género en América latina"</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://gate.unwomen.org/evaluationadmin/downloaddocument.html?docid=C54C7E6CBF5FA5A17F99290B82F3C671?docid=3530</p> <p>Varea V., S., Rodriguez L., S., & Villacis, G. (2012 [01]). <i>"Quito, Ciudad Segura para las Mujeres y las Niñas" Auditoria y evaluación del proyecto, Evaluación final</i>. Quito: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://gate.unwomen.org/evaluationadmin/downloaddocument.html?docid=3590</p> <p>Araya, G., Guerrero, G., & Valdivieso, L. M. (2012 [01]). <i>Programa regional indígena - Trabajando contra la discriminación étnica/racial y de género: programa para el ejercicio efectivo de los derechos de las mujeres indígenas latinoamericanas - evaluación final</i>. Quito: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://gate.unwomen.org/evaluationadmin/downloaddocument.html?docid=3602</p> <p>CHIKOORE, C. a. (2012 [01]). <i>Mid-term Evaluation Report: Joint Programme on Gender Equality and Women's Empowerment</i>. Nairobi: Government of Kenya and United Nations.</p> <p>UN-Women. (2012 [19]). <i>Evaluation Report of Kenya Human Rights Program</i>. Nairobi: United Nations Entity for Gender Equality and the Empowerment of Women and Embassy of Sweden in Nairobi.</p> <p>Peebles, D. P. (2013 [01]). <i>Evaluation of Gender and Governance Programme - Kenya (GGP/III)</i>. New York: United Nations</p>

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			<p>Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2014 [17]). <i>Audit Public Disclosure</i>. Retrieved 08 20, 2014, from United Nations Entity for Gender Equality and the Empowerment of Women: http://audit-public-disclosure.unwomen.org/</p>
	<p>2. If the first criterion is met, for at least half of the countries reviewed, there is evidence of an analysis/assessment of performance (problems as well as successes).</p>	Met	<p>UN-Women. (2013 [56]). <i>Bangladesh Report 2013: Online Results Tracking System</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [57]). <i>Cambodia 2013: Online Results Tracking System</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [58]). <i>DRC 2013: Online Results Tracking System</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [59]). <i>Ecuador 2013: Online results tracking system</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [60]). <i>Kenya 2013: Online results tracking system</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [61]). <i>Tanzania 2013: Online results tracking system</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [22]). <i>Development Results Framework: Bangladesh Country Office</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [26]). <i>UN-Women Cambodia Country Office Strategic Note 2014-2015</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [33]). <i>UN-Women Ecuador- Strategic Note and Annual Work Plan 2014</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [32]). <i>UN-Women DRC- Strategic Note and Annual Workplan 2014-2017</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [37]). <i>Kenya Strategic Note (2014-2018)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [42]). <i>UN-Women Tanzania: Strategic Note 2014 to 2016</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p>
	<p>3. If the second criterion is met, there is evidence of an analysis of the implications of this performance information on the planning of new interventions (i.e., how new interventions in the planning stage need to be altered, or what new interventions should be developed</p>	Met	Ibidem

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	in response to the performance information).		
	4. If all above criteria are met , for at least half of the countries reviewed, there is evidence from country strategies or reports that new interventions have been introduced in response to performance information.	Not met	Ibidem
	5. If all above criteria are met , they are met for all countries reviewed.	Not met	Ibidem
Overall Score MI 9.2		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 9.3 Poorly performing programmes, projects and/or initiatives are addressed proactively so as to improve performance.	1. The MO has a process for reviewing the performance of its programmes, projects or initiatives.	Met	UN-Women. <i>Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/12)</i> . (Second Regular Session of 2012, November 2012). Retrieved from: http://undocs.org/en/UNW/2012/12 UN-Women. (2013 (18)). <i>Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women, 2012, (UNW/2013/4)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://papersmartv4.unmeetings.org/media/3512276/evaluation_function UN-Women. (n.d.[02]). <i>Programme and Operations Manual</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from Internal Document Provided by UN-Women
	2. There is evidence that the MO is implementing this process	Met	UN-Women. (2013 (18)). <i>Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women, 2012, (UNW/2013/4)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://papersmartv4.unmeetings.org/media/3512276/evaluation_function UN-Women. (n.d.[02]). <i>Programme and Operations Manual</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from Internal Document Provided by UN-Women UN-Women. (2014 [05]). <i>Report on internal audit and investigation activities for the period 1 January to 31 December 2013 [UNW/2014/4]</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-AS-2014-UNW-2014-4-Report%20for%20Executive%20Board%20Informals%20on%20audit%20pdf.pdf UN-Women. (2013 [53]). <i>Review of Strategic Note / Annual Work plan for DRC (2014-2017)</i> . New York: United Nations

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			Entity for Gender Equality and the Empowerment of Women.
	3. The MO has a specific process for reviewing poorly performing programmes, projects or initiatives.	Met	UN-Women. <i>Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/12)</i> . (Second Regular Session of 2012, November 2012). Retrieved from: http://undocs.org/en/UNW/2012/12 UN-Women. (n.d.[02]). <i>Programme and Operations Manual</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from Internal Document Provided by UN-Women UN-Women. (2014 [05]). <i>Report on internal audit and investigation activities for the period 1 January to 31 December 2013 [UNW/2014/4]</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-AS-2014-UNW-2014-4-Report%20for%20Executive%20Board%20Informals%20on%20audit%20pdf.pdf
	4. The MO has a way for following up on poorly performing programmes, projects or initiatives.	Met	UN-Women. (n.d.[02]). <i>Programme and Operations Manual</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from Internal Document Provided by UN-Women UN-Women. (2013 [53]). <i>Review of Strategic Note / Annual Work plan for DRC (2014-2017)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women.
	5. There is evidence that changes to poorly performing programmes, projects or initiatives are being implemented.	Not met	UN-Women. (2014 [05]). <i>Report on internal audit and investigation activities for the period 1 January to 31 December 2013 [UNW/2014/4]</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-AS-2014-UNW-2014-4-Report%20for%20Executive%20Board%20Informals%20on%20audit%20pdf.pdf UN-Women. (2013 [53]). <i>Review of Strategic Note / Annual Work plan for DRC (2014-2017)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women.
Overall Score MI 9.3		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 9.4 Evaluation recommendations reported to Executive Committee/Board are acted upon by the responsible units.	1. A policy or guidelines on evaluation in the MO exist and include the requirement that a management response, action plan and/or agreement be produced to identify accepted recommendations and state responsibilities and accountabilities for follow-up action	Met	UN-Women. (2012 [06]). <i>Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/12)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/key-documents
	2. The MO's evaluation policy/guidelines	Met	UN-Women. (2012 [06]). <i>Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/12)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	outline a process for tracking the implementation of accepted evaluation recommendations.		http://www.unwomen.org/en/executive-board/key-documents
	3. There is evidence that the management response, action plan and/or agreement accepting recommendations are presented to the executive management (head of the organisation) and/or governing body (Executive Board).	Met	<p>UN-Women. (2013 [50]). <i>Report on the second regular session of 2013, 16 to 18 September 2013</i>. New York: United Nations Entity on Gender Equality and the Empowerment of Women. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2013/10&Lang=E</p> <p>UN-Women. (2013 [52]). <i>UN-Women Management Response to the thematic evaluation on the contribution of UN-Women to preventing violence against women and expanding access to services (UNW/2013/CRP.5)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2013/s2/EB-2013-S2-UNW-2013-CRP5-Evaluation-VAW-ManagementResponse-en%20pdf.pdf</p> <p>UN-Women. (2014 [04]). <i>Management Response - Thematic Evaluation of UN-Women's Contribution to Increasing Women's Leadership and Participation in Peace and Security and in Humanitarian Response (UNW/2014/CRP.3)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/s1/EB-2014-S1-UNW-2014-CRP3-ManagementResponseToThematicEvaluationReportOnWPS-en%20pdf.pdf</p> <p>UN-Women. (2014 [10]). <i>Management Response to the Joint Evaluation of Joint Programmes on Gender Equality in the United Nations System</i>. New York : United Nations Entity on Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-2014-AS-2014-Report%20on%20Management%20Response-en%20pdf.pdf</p>
	4. There is evidence that periodic reports on the status of implementation of these evaluation recommendations are presented and accepted by the MO's management or governing body.	Met	<p>UN-Women. (n.d. [04]). <i>Global Accountability and Tracking of Evaluation Use - GATE System [Web portal]</i>. Retrieved from UN-Women: gate.unwomen.org</p> <p>UN Women. (2014 [07]). <i>Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women, 2013 (UNW/2014/11)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-2014-AS-UNW-2014-3-Evaluation%20Function-en%20pdf.pdf</p> <p>UN-Women. (2013 [18]). <i>Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women, 2012, (UNW/2013/4)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://papersmartv4.unmeetings.org/media/3512276/evaluation_function</p>
	5. There is evidence that responsible units have taken the actions they committed to in the management response.	Not met	UN-Women. (n.d. [04]). <i>Global Accountability and Tracking of Evaluation Use - GATE System [Web portal]</i> . Retrieved from UN-Women: gate.unwomen.org
Overall Score MI 9.4		Strong (5)	

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

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 10.1 The MO uses results focused performance assessment systems (that also apply to senior staff) to make decisions on human resources.	1. There is evidence in the documents reviewed that a system is in place that requires performance assessments for all staff (including senior staff).	Met	<p>UNDP. (n.d. [01]). <i>UNDP Performance Management and Development - Quick Reference Guide</i>. New York: United Nations Development Programme</p> <p>UN-Women. (n.d. [06]). <i>Human Resources Management Chapter</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2014 [19]). <i>UN-Women's First Global Workforce Survey 2014- Sub report on Performance Management. Prepared for MOPAN</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2014 [23]). <i>Performance Management and Development Manager Assessment (example of senior manager performance assessment provided by UN-Women)</i>. United Nations Entity for Gender Equality and the Empowerment of Women.</p>
	2. There is evidence of compliance with the performance assessment system. In other words, there are management indicators or documents (e.g. newsletters, reports, etc.) that monitor/comment on the application of the performance assessment system.	Met	<p>UN-Women. (2014 [23]). <i>Performance Management and Development Manager Assessment (example of senior manager performance assessment provided by UN-Women)</i>. United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [74]). <i>Division of Management and Administration Report 2013- Performance Management Summary</i> . New York : United Nations Entity for Gender Equality and the Empowerment of Women .</p>
	3. There is evidence that the results of staff performance assessment are codified and stored in personnel files	Met	<p>UNDP. (n.d. [01]). <i>UNDP Performance Management and Development - Quick Reference Guide</i>. New York: United Nations Development Programme.</p> <p>UN-Women. (2013 [74]). <i>Division of Management and Administration Report 2013- Performance Management Summary</i> . New York : United Nations Entity for Gender Equality and the Empowerment of Women .</p>
	4 . There is evidence that the performance assessment of staff is used to make decisions on staff, for instance with regard to promotion (i.e., advancing from one grade to the next) or dismissal, incentives, rewards, etc.	Met	<p>UN. (n.d.). <i>Human Resources Handbook, Chapter04 Staff Rules: Staff Rule 3.3 Salary Increments</i>. Retrieved from United Nations: http://www.un.org/hr_handbook/English/</p> <p>UN-Women. (n.d. [06]). <i>Human Resources Management Chapter</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2012 [27]). <i>RCA (Results and Competency Assessment) Information- Sample Staff Member 2012 RCA</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women .</p> <p>UN-Women. (2013 [75]). <i>Sample Reminder to Supervisor on Renewal of Staff Member Contract to confirm PMD status</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women .</p> <p>UN-Women. (2014 [25]). <i>Sample of Reminder to Team Leader on PMD Status of Team Members [from Human Resources Centre]</i>. United Nations Entity for Gender Equality and the Empowerment of Women.</p>

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			UN-Women. (2014 [23]). <i>Performance Management and Development Manager Assessment (example of senior manager performance assessment provided by UN-Women)</i> . United Nations Entity for Gender Equality and the Empowerment of Women.
	5. There is a review or evaluation that comments positively on the performance assessment system and on use of this system for decision-making.	Not Met	
Overall Score MI 10.1		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 10.2 There is a transparent system in place to manage staff performance	1. There is evidence either in a human resources policy or through other documents that the MO has a system for managing staff performance (see MI 10.1) that is operational.	Met	UNDP. (2013). <i>Performance Management and Development Guidance Note</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women UNDP. (n.d. [01]). <i>UNDP Performance Management and Development - Quick Reference Guide</i> . New York: United Nations Development Programme. UN-Women. (n.d. [06]). <i>Human Resources Management Chapter</i> . New York : United Nations Entity for Gender Equality and the Empowerment of Women. UN-Women. (n.d. [07]). <i>Policy and Procedures on UN-Women Performance Evaluation Rebuttal</i> . New York : United Nations Entity for Gender Equality and the Empowerment of Women.
	2. If the first criterion is met , documents describe the approach to creating performance assessments and the content of those assessments.	Met	UNDP. (2013). <i>Performance Management and Development Guidance Note</i> . New York: United Nations Development Programme. UNDP. (n.d. [01]). <i>UNDP Performance Management and Development - Quick Reference Guide</i> . New York: United Nations Development Programme.
	3. If the first criterion is met , there is an explicit policy or strategy (HR or otherwise) that summarises the aims of the performance assessment system.	Met	UNDP. (2013). <i>Performance Management and Development Guidance Note</i> . New York: United Nations Development Programme

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	4. There is a clear reference in a policy or strategy to the way that the MO motivates staff to improve their performance.	Not met	UNDP. (2013). <i>Performance Management and Development Guidance Note</i> . New York: United Nations Development programme UN. (n.d. [01]). <i>Human Resources Handbook, Chapter04 Staff Rules: Staff Rule 3.3 Salary Increments</i> . Retrieved from United Nations: http://www.un.org/hr_handbook/English/ UN. (n.d. [02]). <i>Human Resources Handbook, Chapter 04 Staff Rules: Staff Rule 1.3 Performance of staff</i> . Retrieved from United Nations: http://www.un.org/hr_handbook/English/ UNDP. (2013 [02]). <i>Terms of Reference: Talent Management Review Group [produced by Office of Human Resources]</i> . New York : United Nations Development Programme.
	5. There is a review or evaluation that comments positively on the performance management system and MO transparency in human resources decisions, specifically with regards to incentives.	Not met	
Overall Score MI 10.2		Adequate (4)	

KPI 11. Country/regional programming processes are performance oriented

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 11.1 Prior to approval, new initiatives are subject to appropriate analysis (gender, environmental, cost-benefit, risk etc.)	1. There is a policy that requires appropriate analysis (e.g. gender, environmental, cost-benefit, risk analysis, etc.) to be conducted prior to initiating new programmes/projects/ initiatives.	Met	UN-Women. (n.d.[02]). <i>Programme and Operations Manual</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Internal Document Provided by UN-Women
	2. There are guidelines for staff on the types of analysis to be carried out.	Met	UN-Women. (n.d.[02]). <i>Programme and Operations Manual</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Internal Document Provided by UN-Women
	3. There is evidence that the MO's staff are informed about and trained on the guidelines.	Not met	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	4. There is evidence that the guidelines are implemented.	Met	UN-Women. (2013 [53]). <i>Review of Strategic Note / Annual Work plan for DRC (2014-2017)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women.
	5. There is evidence that appropriate analyses are used for decision-making in the sample of projects/initiatives reviewed.	Met	UN-Women. (2013 [53]). <i>Review of Strategic Note / Annual Work plan for DRC (2014-2017)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women.
Overall Score MI 11.1		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 11.2 Milestones / targets are set to rate the progress of (project) implementation	1. At least two of the project implementation plans or other work plans sampled in each of the six assessed countries contain a description of milestones and/or targets for project/programme implementation	Met	<p>UN-Women. (2012 [08]). <i>Bangladesh Strategic Note and Annual Work Plan (AWP) 2012-2013</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [21]). <i>DRF Annual Work Plan 2014: UN-Women Bangladesh</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2012 [11]). <i>Cambodia Strategic Note - Annual Work Plan 2012-2013</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [32]). <i>UN-Women DRC- Strategic Note and Annual Workplan 2014-2017</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [34]). <i>UN-Women Ecuador: Annual Work Plan 2014</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2012 [13]). <i>UN-Women Ecuador Country Office- Mid-Term Review of AWP: 2012/2013</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2012 [14]). <i>UN-Women Kenya: Strategic Note (2012-2013)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [40]). <i>Kenya Country Office- Annual Work Plan (2014)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [46]). <i>2014 Annual Work Plan UN-Women Tanzania</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2012 [15]). <i>UN-Women Tanzania Strategic Note 2012/2013</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women</p>
	2. If the first criterion is met, baseline values have been established for each indicator used to measure the	Not met	Ibidem

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	progress of project/programme implementation in most of these plans.		
	3. If the first criterion is met , the milestones/targets provided are appropriate to the activities described in most of these plans.	Met	Ibidem
	4. If the first criterion is met , dates are established for the milestones/targets in more than half of these plans.	Met	Ibidem
	5. If all above criteria are met , they are met for all project implementation plans or other work plans sampled.	Met	Ibidem
Overall Score MI 11.2		Strong (5)	

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

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 12.2 Aid reallocation decisions can be made locally.	1. An organisation-wide policy or guidelines exist, are corporately approved, and describe decision-making authorities at different levels within the organisation.	Met	UN-Women. (2012 [01]). <i>Regional architecture: administrative, budgetary and financial implications and implementation plan (UNW/2012/10)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2012/10&Lang=E UN Women. (2013 [64]). <i>Policies and Procedures for the Delegation of Authorities</i> . New York : United Nations Entity for Gender Equality and the Empowerment of Women.
	2. If the first criterion is met , this policy/guidelines or other documents provide sufficient evidence of the level	Met	UN Women. (2013 [64]). <i>Policies and Procedures for the Delegation of Authorities</i> . New York : United Nations Entity for Gender Equality and the Empowerment of Women. UN-Women. (2012 [01]). <i>Regional architecture: administrative, budgetary and financial implications and implementation plan (UNW/2012/10)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2012/10&Lang=E

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	of autonomy available at the country level (or other local level as appropriate) regarding project-related decision making processes, and the staffing arrangements to support that, as appropriate.		
	3. If the first two criteria are met , in the documents available, it is possible to identify the parameters within which the local level, project/programming-related decisions do not require central level approval.	Met	UN Women. (2013 [64]). <i>Policies and Procedures for the Delegation of Authorities</i> . New York : United Nations Entity for Gender Equality and the Empowerment of Women.
	4. There is evidence that the organisation has made efforts to improve delegation of decision-making on aid reallocation to the country or other relevant levels.	Met	UN-Women. (2013 [48]). <i>Integrated budget estimates for UN-Women for the biennium 2014-2015: Report of the Advisory Committee on Administrative and Budgetary Questions (UNW/2013/8)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. UN Women. (2013 [64]). <i>Policies and Procedures for the Delegation of Authorities</i> . New York : United Nations Entity for Gender Equality and the Empowerment of Women.
	5. An operational review/ evaluation of the MO comments positively on progress in the delegation of aid reallocation decision making authority to the country or other relevant level.	Not met	
Overall Score MI 12.2		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 12.3 New programmes/projects can be approved locally within a budget cap.	1. An organisation-wide policy or guidelines exist, are corporately approved, and describe decision-making authorities for new programmes/projects.	Met	UN Women. (2013 [64]). <i>Policies and Procedures for the Delegation of Authorities</i> . New York : United Nations Entity for Gender Equality and the Empowerment of Women.
	2. If the first criterion is met , this policy or other documents provide sufficient evidence of the types of decisions about new initiatives (plans, projects, programs) that can be made at the country level (or other local level as appropriate).	Met	UN Women. (2013 [64]). <i>Policies and Procedures for the Delegation of Authorities</i> . New York : United Nations Entity for Gender Equality and the Empowerment of Women.
	3. If the first two criteria are met , in the documents available, it is possible to identify the parameters (e.g. budget ceilings or allocations) within which the local level does not require central level approval prior to making decisions on new initiatives.	Met	UN Women. (2013 [64]). <i>Policies and Procedures for the Delegation of Authorities</i> . New York : United Nations Entity for Gender Equality and the Empowerment of Women.
	4. The organisation has made efforts to improve delegation of decision-making to the country or other relevant levels.	Met	UN-Women. (2013 [48]). <i>Integrated budget estimates for UN-Women for the biennium 2014-2015: Report of the Advisory Committee on Administrative and Budgetary Questions (UNW/2013/8)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women.
	5. An operational review/evaluation of the MO comments positively on progress	Not met	UN-Women. (2013 [48]). <i>Integrated budget estimates for UN-Women for the biennium 2014-2015: Report of the Advisory Committee on Administrative and Budgetary Questions (UNW/2013/8)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	in the delegation of authority to the country or other relevant level.		
Overall Score MI 12.3		Strong (5)	

PERFORMANCE AREA III – RELATIONSHIP MANAGEMENT

KPI 13. The MO coordinates and directs its development cooperation at the country level in support of agreed national plans or partner plans

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 13.2 Statements of expected results consistent with those in national development strategies and UNDAF, as appropriate.	1. At least half of the country strategies make reference to the country's national development strategies, as applicable.	Met	<p>UN Women. (2013 [21]). <i>DRF Annual Work Plan 2014: UN Women Bangladesh</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN Women. (2013 [28]). <i>UN Women Cambodia Strategic Plan 2014-2015: Development Results Framework (DRF)</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN Women. (2013 [33]). <i>UN Women Ecuador- Strategic Note and Annual Work Plan 2014</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN Women. (2013 [32]). <i>UN Women DRC- Strategic Note and Annual Workplan 2014-2017</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN Women. (2013 [37]). <i>Kenya Strategic Note (2014-2018)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN Women. (2013 [43]). <i>UN Women Tanzania - Development Results Framework 2014-2016</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p>
	2. At least half of the country strategies make reference to the UNDAF, as applicable.	Met	<p>UN Women. (2013 [21]). <i>DRF Annual Work Plan 2014: UN Women Bangladesh</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN Women. (2013 [28]). <i>UN Women Cambodia Strategic Plan 2014-2015: Development Results Framework (DRF)</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN Women. (2013 [33]). <i>UN Women Ecuador- Strategic Note and Annual Work Plan 2014</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN Women. (2013 [32]). <i>UN Women DRC- Strategic Note and Annual Workplan 2014-2017</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN Women. (2013 [37]). <i>Kenya Strategic Note (2014-2018)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN Women. (2013 (43)). <i>UN Women Tanzania - Development Results Framework 2014-2016</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p>
	3. At least half of the country strategies link the results statements to national goals and/or	Met	<p>UN Women. (2013 [21]). <i>DRF Annual Work Plan 2014: UN Women Bangladesh</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN Women. (2013 [28]). <i>UN Women Cambodia Strategic Plan 2014-2015: Development Results Framework (DRF)</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p>

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	UNDAF objectives as applicable.		<p>UN Women. (2013 [33]). <i>UN Women Ecuador- Strategic Note and Annual Work Plan 2014</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN Women. (2013 [32]). <i>UN Women DRC- Strategic Note and Annual Workplan 2014-2017</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN Women. (2013 [37]). <i>Kenya Strategic Note (2014-2018)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN Women. (2013 [43]). <i>UN Women Tanzania - Development Results Framework 2014-2016</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p>
	4. All the country strategies note how the intended results are aligned with national development strategies and UNDAF as appropriate.	Met	<p>UN Women. (2013 [21]). <i>DRF Annual Work Plan 2014: UN Women Bangladesh</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN Women. (2013 [28]). <i>UN Women Cambodia Strategic Plan 2014-2015: Development Results Framework (DRF)</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN Women. (2013 [33]). <i>UN Women Ecuador- Strategic Note and Annual Work Plan 2014</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN Women. (2013 [32]). <i>UN Women DRC- Strategic Note and Annual Workplan 2014-2017</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN Women. (2013 [37]). <i>Kenya Strategic Note (2014-2018)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN Women. (2013 [43]). <i>UN Women Tanzania - Development Results Framework 2014-2016</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p>
	5. Evidence from country-level evaluations or external reviews confirms that the MO's strategy is aligned or consistent with national development strategies and UNDAF, as appropriate.	Not met	<p>UN-Women. (2012 [19]). <i>Evaluation Report of Kenya Human Rights Program</i>. Nairobi: United Nations Entity for Gender Equality and the Empowerment of Women and Embassy of Sweden in Nairobi.</p> <p>UN-Women. (2012 [20]). <i>Programa Regional Indigena: Evaluacion Final (2009-2012)</i>. Quito: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>CHIKOORE, C. a. (2012 [01]). <i>Mid-term Evaluation Report: Joint Programme on Gender Equality and Women's Empowerment</i>. Nairobi: Government of Kenya and United Nations.</p> <p>UN-Women Evaluation Office. (2014 [04]). <i>What can we learn from UN-Women evaluations? A meta-analysis of evaluations managed by UN-Women in 2013</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p>
Overall Score MI 13.2		Strong (5)	

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

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 17.1 The MO coordinates planning, programming, monitoring and reporting with other partners.	1. In the sample of countries under review, country strategies, UNDAF, or other documents provide evidence of the MO's <u>joint planning</u> with other development partners (such as other members of UNCT).	Met	<p>UN-Women Coordination Division. (2012 [02]). <i>Implementation Strategy for the System-Wide and Inter-Agency Mandates and Functions of UN-Women</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UNGA. (2014 [01]). <i>Implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system (A/69/63 - E/2014/10)</i>. New York: United Nations General Assembly Economic and Social Council.</p> <p>United Nations Tanzania. (2010). <i>United Nations Development Assistance Plan (UNDAP, July 2011- June 2015)</i>. n.a.: United Nations Tanzania.</p> <p>UN-Women. (2013 [32]). <i>UN-Women DRC- Strategic Note and Annual Workplan 2014-2017</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [33]). <i>UN-Women Ecuador- Strategic Note and Annual Work Plan 2014</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UNDG. (2013). <i>RCAR 2013 - Kenya, Tanzania, Ecuador, Bangladesh, Cambodia, DRC</i>. Retrieved from 2013 Resident Coordinator Annual Report: http://www.undg.org/rcar2013.cfm?fuseaction=Rs&ctylDC=KEN&P=1754</p>
	2. In the sample of countries under review, country strategies, UNDAF or other documents provide evidence of the organisation's participation in <u>joint programmes</u> with other development partners (such as other members of UNCT).	Met	<p>UN-Women. (2013 [33]). <i>UN-Women Ecuador- Strategic Note and Annual Work Plan 2014</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>ECOSOC and GA. (2012 [01]). <i>Joint workplan of the UN-Women and the Office of the UN High Commissioner for Human Rights (A/HRC/19/31- E/CN.6/2012/12)</i>. New York: Economic and Social Council. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=E/CN.6/2012/12</p> <p>MDGF. (2012). <i>Mid-Term Evaluation of the MDG-F Joint Programme to Address Violence Against Women in Bangladesh</i>. MDG Achievement Fund. Retrieved from http://www.mdgfund.org/sites/default/files/Bangladesh%20-%20Gender%20-%20Mid-term%20Evaluation.pdf</p> <p>NOIJ, F. J. (2013). <i>Evaluation of Partners for Prevention Regional Joint Programme for Gender-based Violence Prevention in Asia and the Pacific (2008-2012)</i>. Partners for Prevention. Retrieved from http://erc.undp.org/evaluationadmin/downloadaddocument.html?docid=7278</p>
	3. The MO's organisation-wide strategies, workplans, reports, or other documents provide evidence that it monitors efforts to coordinate and/or harmonise with other partners at <u>the organisation-wide level</u> .	Met	<p>UN Women. (2013 [01]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan 2011-2013: Report of the Executive Director (UNW/2013/3)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://undocs.org/en/UNW/2013/3</p> <p>UN Women. (2014 [08]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2011-2013, including operational activities in 2013: Report of the Under-Secretary-General/ Executive Director (UNW/2014/2)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-2014-AS-UNW-2014-2-Progress%20Report%20on%20SP%202011-2013-en%20pdf.pdf</p> <p>UN-Women. (2013 [14]). <i>Report on the annual session of 2013, 25 to 27 June 2013 (UNW/2013/5)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/reports</p> <p>UN Women. (2014 [07]). <i>Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women, 2013 (UNW/2014/11)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-2014-AS-UNW-</p>

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			2014-3-Evaluation%20Function-en%20pdf.pdf
	4. The MO's country strategies, workplans, reports, or other documents provide evidence that it monitors efforts to coordinate and/or harmonise with other partners <u>at the country level</u> .	Met	<p>UN-Women. (2014 [08]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2011-2013, including operational activities in 2013: Report of the Under-Secretary-General/ Executive Director (UNW/2014/2)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-2014-AS-UNW-2014-2-Progress%20Report%20on%20SP%202011-2013-en%20pdf.pdf</p> <p>UN-Women. (2013 [01]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan 2011-2013: Report of the Executive Director (UNW/2013/3)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://undocs.org/en/UNW/2013/3</p> <p>United Nations Tanzania. (2010). <i>United Nations Development Assistance Plan (UNDAP, July 2011- June 2015)</i>. n.a.: United Nations Tanzania.</p> <p>UN-Women. (2013 [32]). <i>UN-Women DRC- Strategic Note and Annual Workplan 2014-2017</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 [33]). <i>UN-Women Ecuador- Strategic Note and Annual Work Plan 2014</i>. New York : United Nations Entity for Gender Equality and the Empowerment of Women.</p> <p>UN-Women. (2013 (38)). <i>Kenya - Annexe 2: Organisational Effectiveness and Efficiency Framework (2014-2018)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p>
	5. Evaluations or reviews of the MO's work (corporate and country levels) tend to comment favourably on the organisation's efforts to coordinate and harmonise efforts with others.	Not Met	<p>UN-Women. (2014 [03]). <i>Thematic Evaluation on the Contribution of UN-Women to increasing Women's Leadership and Participation in Peace and Security and in Humanitarian Response (UNW/2014/CRP.2)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/s1/EB-2014-S1-UNW-2014-CRP2-ThematicEvaluationReportOnWPS-en.pdf</p> <p>UN-Women. (2013 [51]). <i>Thematic Evaluation on the Contribution of UN-Women to Prevent Violence Against Women and Expand Access to Services (UNW/2013/CRP.4)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2013/s2/EB-2013-S2-UNW-2013-CRP4-Evaluation-VAW-en%20pdf.pdf</p>
Overall Score MI 17.1		Strong (5)	

PERFORMANCE AREA IV – KNOWLEDGE MANAGEMENT

KPI 19. The MO consistently evaluates its results

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 19.1 The MO has a structurally independent evaluation unit within its organisational structure that reports to senior management or the Executive Board.	1. An organisation-wide (central) evaluation unit or function exists.	Met	UN Women. (2012 [06]). <i>Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/12)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/key-documents UN Women. (2013 [50]). <i>Report on the second regular session of 2013, 16 to 18 September 2013</i> . New York: United Nations Entity on Gender Equality and the Empowerment of Women. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2013/10&Lang=E
	2. An organisation-wide evaluation policy exists, which includes guidance on how the MO ensures independence of evaluations and evaluation systems.	Met	UN Women. (2012[06]). <i>Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/12)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/key-documents
	3. If the first criterion is met , there is evidence of the independent nature of evaluations in reports being submitted by the organisation-wide evaluation unit or function to senior management (Head of the Organisation), to the Executive Board or to the committee responsible for independent evaluations.	Met	UN Women. (2012 [06]). <i>Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/12)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/key-documents UN Women. (2014 [02]). <i>Report on the first regular session, 20 January 2014 [UNW/2014/1]</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2014/1&Lang=E UN-Women. (2013 [50]). <i>Report on the second regular session of 2013, 16 to 18 September 2013</i> . New York: United Nations Entity on Gender Equality and the Empowerment of Women. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2013/10&Lang=E
	4. If the first criterion is met , the organisation-wide evaluation unit has a direct reporting function to the senior management.	Met	UN Women. (2012 [06]). <i>Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/12)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/key-documents
	5. The organisation-wide (central) evaluation unit has a direct reporting function to the MO's Executive	Not met	UN Women. (2012 [06]). <i>Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/12)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/key-documents

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	Board.		
Overall Score MI 19.1		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 19.2 The evaluation function provides sufficient coverage of the MO's programming activity (development results framework and organizational effectiveness and efficiency framework of the strategic plan, projects, programmes, etc.)	1 . An organisation-wide evaluation policy or plan exists and is corporately approved which identifies the need for independent evaluations of projects and programmes.	Met	UN Women. (2012 [06]). <i>Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/12)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/key-documents
	2 . If the first criterion is met , this policy or plan clearly explains how evaluations are planned and prioritised.	Met	UN Women. (2012 [06]). <i>Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/12)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/key-documents
	3 . The organisation-wide policy defines expectations for coverage with regard to thematic areas, country programmes, or other relevant dimension (for example, may identify the frequency of certain types of evaluations, the percentage of projects and programs etc).	Met	UN Women. (2012 [06]). <i>Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/12)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/key-documents UN-Women Evaluation Office. (2014 [01]). <i>2014-2017 Corporate Evaluation Plan (CEP)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. UN-Women. (2012 [10]). <i>Report on the UN-Women evaluation function, 2011 (UNW/2012/8)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/annual-session-2012
	4 . There is evidence that the organisation implements its policy (evidence of annual evaluation plans, with appropriate resourcing, evidence	Met	UN-Women. (2012 [10]). <i>Report on the UN-Women evaluation function, 2011 (UNW/2012/8)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/annual-session-2012 UN Women. (2013 [18]). <i>Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women, 2012, (UNW/2013/4)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://papersmartv4.unmeetings.org/media/3512276/evaluation_function

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	of monitoring of its coverage, etc).		UN Women. (2014 [07]). <i>Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women, 2013 (UNW/2014/11)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. UN Women Evaluation Office. (2014 [01]). <i>2014-2017 Corporate Evaluation Plan (CEP)</i> . New York : United Nations Entity for Gender Equality and the Empowerment of Women.
	5. Recent independent evaluation reports exist for <i>all</i> countries sampled.	Not met	UN-Women Evaluation Office. (2012 [01]). <i>Evaluation of Gender Mainstreaming in UN Peacekeeping Activities (MONUC /MONUSCO) in the DRC</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. UN-Women. (2012 [19]). <i>Evaluation Report of Kenya Human Rights Program</i> . Nairobi: United Nations Entity for Gender Equality and the Empowerment of Women and Embassy of Sweden in Nairobi. CHIKOORE, C. a. (2012 [01]). <i>Mid-term Evaluation Report: Joint Programme on Gender Equality and Women's Empowerment</i> . Nairobi: Government of Kenya and United Nations. Araya, G., Guerrero, G., & Valdivieso, L. M. (2012 [01]). <i>Programa regional indígena - Trabajando contra la discriminación étnica/racial y de género: programa para el ejercicio efectivo de los derechos de las mujeres indígenas latinoamericanas - evaluación final</i> . Quito: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://gate.unwomen.org/evaluationadmin/downloadaddocument.html?docid=3602 UN-Women. (2012 [25]). <i>Evaluación del componente VNU del "Programa de presupuestos sensibles al género y participación ciudadana - Una contribución a la gobernabilidad democrática y género en América latina</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://gate.unwomen.org/evaluationadmin/downloadaddocument.html?docid=3530 Varea V., S., Rodriguez L., S., & Villacis, G. (2012 [01]). <i>"Quito, Ciudad Segura para las Mujeres y las Niñas" Auditoria y evaluacion del proyecto, Evaluacion final</i> . Quito: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://gate.unwomen.org/evaluationadmin/downloadaddocument.html?docid=3590
Overall Score MI 19.2		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 19.3 The MO ensures quality of its evaluations.	1 . The MO has a policy/procedures for the quality control of its evaluations.	Met	UN-Women. (2012 [06]). <i>Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/12)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/key-documents UN Women. (2012 [10]). <i>Report on the UN-Women evaluation function, 2011 (UNW/2012/8)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/annual-session-2012 UN Women. (2013 [18]). <i>Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women, 2012, (UNW/2013/4)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://papersmartv4.unmeetings.org/media/3512276/evaluation_function
	2 . The MO implemented the quality control procedures (i.e. reviewed its	Met	UN Women. (2012 [10]). <i>Report on the UN-Women evaluation function, 2011 (UNW/2012/8)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/annual-session-2012 UN Women. (2013 [18]). <i>Report on the evaluation function of the United Nations Entity for Gender Equality and the</i>

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	evaluations) within the past five years.		<i>Empowerment of Women, 2012, (UNW/2013/4)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://papersmartv4.unmeetings.org/media/3512276/evaluation_function
	3. There is evidence (in the reports on the quality of evaluations/review of evaluations) that the MO is respecting relevant evaluation standards (e.g. UNEG standards and DAC standards) in its centralised and decentralised evaluations.	Met	UN-Women Evaluation Office. (2014 [03]). <i>Meta Evaluation Report (2013): Global Evaluation Reports Assessment and Analysis System (version 1.1)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. UN Women. (2013 [18]). <i>Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women, 2012, (UNW/2013/4)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://papersmartv4.unmeetings.org/media/3512276/evaluation_function UN Women. (2012 [06]). <i>Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/12)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/key-documents UN Women. (2012 [19]). <i>Evaluation Report of Kenya Human Rights Program</i> . Nairobi: United Nations Entity for Gender Equality and the Empowerment of Women and Embassy of Sweden in Nairobi. UN Women Evaluation Office. (2014 [02]). <i>Global Evaluation Reports Assessment and Analysis System (GERAAS)</i> . New York : United Nations Entity for Gender Equality and the Empowerment of Women.
	4. The reports on the quality of evaluations cover organisation-wide, country and project level evaluations.	Met	UN Women. (2012 [10]). <i>Report on the UN-Women evaluation function, 2011 (UNW/2012/8)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/annual-session-2012 UN-Women Evaluation Office. (2014 [03]). <i>Meta Evaluation Report (2013): Global Evaluation Reports Assessment and Analysis System (version 1.1)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. UN Women. (2013 [18]). <i>Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women, 2012, (UNW/2013/4)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://papersmartv4.unmeetings.org/media/3512276/evaluation_function
	5. There is evidence that the MO's evaluation practices have changed as a result of the review of evaluations.	Not met	UN-Women Evaluation Office. (2014 [01]). <i>2014-2017 Corporate Evaluation Plan (CEP)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. UN-Women. (2013 [18]). <i>Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women, 2012, (UNW/2013/4)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://papersmartv4.unmeetings.org/media/3512276/evaluation_function UN-Women. (2013 [52]). <i>UN-Women Management Response to the thematic evaluation on the contribution of UN-Women to preventing violence against women and expanding access to services (UNW/2013/CRP.5)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2013/s2/EB-2013-S2-UNW-2013-CRP5-Evaluation-VAW-ManagementResponse-en%20pdf.pdf
Overall Score MI 19.3		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 19.5 Direct beneficiaries and stakeholder groups are involved in evaluation processes.	1. The MO has a policy or guidelines for involving direct beneficiaries and stakeholder groups in evaluation processes.	Met	<p>UN-Women. (2012 [06]). <i>Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/12)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/key-documents</p> <p>UN-Women. (2013 [18]). <i>Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women, 2012, (UNW/2013/4)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://papersmartv4.unmeetings.org/media/3512276/evaluation_function</p> <p>UN-Women. (n.d. [03]). <i>A Manager's Guide to Gender Equality and Human Rights Responsive Evaluation</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unifem.org/evaluation_manual/unifem.org/evaluation_manual/wp-content/uploads/evaluation_manual.pdf</p> <p>UNEG. (2011 [01]). <i>Integrating Human Rights and Gender Equality in Evaluation: Towards UNEG Guidance</i>. New York: United Nations Evaluation Group. Retrieved from http://www.unevaluation.org/HRGE_Guidance</p>
	2. This document specifies that efforts should be made to include both women and men, primary stakeholders from different socioeconomic groups and ethnicities, and girls and boys in the evaluation process.	Met	<p>UN-Women. (n.d. [03]). <i>A Manager's Guide to Gender Equality and Human Rights Responsive Evaluation</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unifem.org/evaluation_manual/unifem.org/evaluation_manual/wp-content/uploads/evaluation_manual.pdf</p> <p>UNEG. (2011 [01]). <i>Integrating Human Rights and Gender Equality in Evaluation: Towards UNEG Guidance</i>. New York: United Nations Evaluation Group. Retrieved from http://www.unevaluation.org/HRGE_Guidance</p> <p>UN Women. (2012 [06]). <i>Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/12)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/key-documents</p>
	3. The evaluation reports sampled show evidence that relevant beneficiaries and stakeholders were involved in at least one part of the evaluation process (e.g., planning, data collection, reporting, conclusions and recommendations, and identification of lessons learned).	Not Met	<p>UN Women. (2014 [03]). <i>Thematic Evaluation on the Contribution of UN Women to increasing Women's Leadership and Participation in Peace and Security and in Humanitarian Response (UNW/2014/CRP.2)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/s1/EB-2014-S1-UNW-2014-CRP2-ThematicEvaluationReportOnWPS-en.pdf</p> <p>UN Women. (2013 [51]). <i>Thematic Evaluation on the Contribution of UN Women to Prevent Violence Against Women and Expand Access to Services (UNW/2013/CRP.4)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2013/s2/EB-2013-S2-UNW-2013-CRP4-Evaluation-VAW-en%20pdf.pdf</p> <p>UN Women. (2013 [18]). <i>Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women, 2012, (UNW/2013/4)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://papersmartv4.unmeetings.org/media/3512276/evaluation_function</p> <p>UN-Women Evaluation Office. (2014 [03]). <i>Meta Evaluation Report (2013): Global Evaluation Reports Assessment and Analysis System (version 1.1)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from: http://www.unwomen.org/~media/Headquarters/Attachments/Sections/About%20Us/Evaluation/Evaluation-GERAASMetaEvaluation-2013-en.pdf</p>
	4. The evaluation reports sampled show evidence that	Not Met	<p>UN Women. (2014 [03]). <i>Thematic Evaluation on the Contribution of UN Women to increasing Women's Leadership and Participation in Peace and Security and in Humanitarian Response (UNW/2014/CRP.2)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from</p>

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	relevant beneficiaries and stakeholders were involved in more than one part of the evaluation processes (e.g., planning, data collection, reporting, conclusions and recommendations, and identification of lessons learned).		http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/s1/EB-2014-S1-UNW-2014-CRP2-ThematicEvaluationReportOnWPS-en.pdf UN Women. (2013 [51]). <i>Thematic Evaluation on the Contribution of UN Women to Prevent Violence Against Women and Expand Access to Services (UNW/2013/CRP.4)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2013/s2/EB-2013-S2-UNW-2013-CRP4-Evaluation-VAW-en%20pdf.pdf UN Women. (2013 [62]). <i>Headquarter and Country Case Studies: Corporate Evaluation of UN Women's Contribution to Increasing Women's Leadership and Participation in Peace and Security and Humanitarian Response</i> . New York : United Nations Entity for Gender Equality and the Empowerment of Women. UN-Women Evaluation Office. (2014 [03]). <i>Meta Evaluation Report (2013): Global Evaluation Reports Assessment and Analysis System (version 1.1)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from: http://www.unwomen.org/~media/Headquarters/Attachments/Sections/About%20Us/Evaluation/Evaluation-GERAASMetaEvaluation-2013-en.pdf
	5. The MO has a review process that ensures the involvement of direct beneficiaries and stakeholders in the evaluation processes (i.e., it tries to improve their involvement).	Met	UN-Women Evaluation Office. (2014 [03]). <i>Meta Evaluation Report (2013): Global Evaluation Reports Assessment and Analysis System (version 1.1)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from: http://www.unwomen.org/~media/Headquarters/Attachments/Sections/About%20Us/Evaluation/Evaluation-GERAASMetaEvaluation-2013-en.pdf UN Women. (2013 (18)). <i>Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women, 2012, (UNW/2013/4)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://papersmartv4.unmeetings.org/media/3512276/evaluation_function
Overall Score MI 19.5		Adequate (4)	

KPI 20. The MO presents performance information on its effectiveness

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 20.1 The MO reports against its organisation-wide strategy, including contribution to outcomes.	1. There is an annual report (performance report) provided by the MO to its Board and other stakeholders on the progress being made toward the organisation-wide strategy.	Met	UN Women. (2013 [01]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan 2011-2013: Report of the Executive Director (UNW/2013/3)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://undocs.org/en/UNW/2013/3 UN Women. (2014 [08]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2011-2013, including operational activities in 2013: Report of the Under-Secretary-General/ Executive Director (UNW/2014/2)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-2014-AS-UNW-2014-2-Progress%20Report%20on%20SP%202011-2013-en%20pdf.pdf
	2. The annual organisation-wide report provides evidence (through monitoring data,	Met	UN Women. (2013 [01]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan 2011-2013: Report of the Executive Director (UNW/2013/3)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://undocs.org/en/UNW/2013/3

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	evaluations, assessments, field reports, etc) with respect to the delivery of outputs as identified in its strategy.		
	3. The annual organisation-wide report provides evidence (not only through monitoring data, but also through evaluations, assessments, field reports, etc) with respect to the organisation's contribution to outcomes.	Not met	UN Women. (2013 [01]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan 2011-2013: Report of the Executive Director (UNW/2013/3)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://undocs.org/en/UNW/2013/3
	4. The annual report presents variances between planned and actual organisation-wide results and explains the reasons for the variance.	Not met	UN Women. (2013 [01]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan 2011-2013: Report of the Executive Director (UNW/2013/3)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://undocs.org/en/UNW/2013/3 UN-Women. (2014 [08]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2011-2013, including operational activities in 2013: Report of the Under-Secretary-General/ Executive Director (UNW/2014/2)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-2014-AS-UNW-2014-2-Progress%20Report%20on%20SP%202011-2013-en%20pdf.pdf
	5. All above criteria are met for <i>all</i> performance reports sampled.	Not met	UN Women. (2013 [01]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan 2011-2013: Report of the Executive Director (UNW/2013/3)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://undocs.org/en/UNW/2013/3 UN-Women. (2014 [08]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2011-2013, including operational activities in 2013: Report of the Under-Secretary-General/ Executive Director (UNW/2014/2)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-2014-AS-UNW-2014-2-Progress%20Report%20on%20SP%202011-2013-en%20pdf.pdf
Overall Score MI 20.1		Adequate (4)	UN-Women should get a rating of inadequate if only the criteria are considered, but receives an overall rating of adequate for MI 20.1 in recognition that it is making improvements to its reporting of performance information. In addition, a rating of adequate is in line with the rating of adequate for KPI B- Evidence of progress towards organisation-wide results.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 20.2 The MO reports performance using data obtained from measuring indicators.	1 . Annual performance reports exist at the organisation-wide level.	Met	UN Women. (2013 [01]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan 2011-2013: Report of the Executive Director (UNW/2013/3)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://undocs.org/en/UNW/2013/3 UN Women. (2014 [08]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2011-2013, including operational activities in 2013: Report of the Under-Secretary-General/ Executive Director (UNW/2014/2)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-2014-AS-UNW-2014-2-Progress%20Report%20on%20SP%202011-2013-en%20pdf.pdf
	2 . If the first criterion is met , the most recent performance report sampled specifies indicators for the reporting period that respect SMART criteria for indicators.	Met	Ibidem
	3 . If the first criterion is met , the most recent performance report sampled presents an illustration of trends in measurement over a period of time (i.e., indicator data are compared across X years).	Not Met	Ibidem
	4 . If the first criterion is met , the most recent performance report sampled compares indicator measurement to baseline (in the case of outcomes) and target amounts (in the case of both outputs and outcomes) (either in graph or narrative form).	Not met	Ibidem
	5. If all above criteria are met , they are met	Not met	Ibidem

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	for all performance reports sampled.		
Overall Score MI 20.2		Inadequate (3)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 20.3 The MO reports against its country strategies, including contribution to outcomes.	1 . Annual performance reports (i.e. reporting on progress made towards the country strategies) exist at the country level.	Met	UN Women. (2013 [56]). <i>Online Results Tracking System: Bangladesh Report 2013</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. UN Women. (2013 [57]). <i>Cambodia 2013: Online Results Tracking System</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. UN Women. (2013 [58]). <i>DRC 2013: Online Results Tracking System</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. UN Women. (2013 [59]). <i>Ecuador 2013: Online results tracking system</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. UN Women. (2013 [60]). <i>Kenya 2013: Online results tracking system</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. UN Women. (2013 [61]). <i>Tanzania 2013: Online results tracking system</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women.
	2 . At least half of the recent country performance reports sampled provide credible evidence (through evaluations, assessments, field reports, etc.) with respect to delivery of outputs and contribution to outcomes as identified in the country strategy.	Met	UN Women. (2013 [56]). <i>Online Results Tracking System: Bangladesh Report 2013</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. UN Women. (2013 [57]). <i>Cambodia 2013: Online Results Tracking System</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. UN Women. (2013 [58]). <i>DRC 2013: Online Results Tracking System</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. UN Women. (2013 [59]). <i>Ecuador 2013: Online results tracking system</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. UN Women. (2013 [60]). <i>Kenya 2013: Online results tracking system</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. UN Women. (2013 [61]). <i>Tanzania 2013: Online results tracking system</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women.
	3 . At least half of the recent country performance reports sampled explain variances between planned and actual results.	Met	Ibidem
	4. There is evidence in	Not met	Ibidem

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	at least half of the country performance reports sampled that the MO is improving the evidence base it provides in its annual reporting on country results (e.g., establishes link between country level outputs and outcomes, identifies limitations in the data, refers to efforts to address limitations and otherwise ensure quality of data)		
	5. If all above criteria are met , they are met for <i>all</i> country performance reports sampled.	Not met	Ibidem
Overall Score MI 20.3		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 20.4 The MO reports against its aid effectiveness commitments (e.g. Busan commitments) using indicators.	1. The MO identifies its aid effectiveness commitments in its strategic plan or in another document.	Met	UN Women. (2013 [03]). <i>United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2014-2017 (UNW/2013/6)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013
	2. An annual, organisation-wide report on the MO's aid effectiveness commitments exists (this may not be a separate report, but part of another report, such as the annual performance report or reports on QCPR).	Met	UN Women. (2014 [08]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2011-2013, including operational activities in 2013: Report of the Under-Secretary-General/ Executive Director (UNW/2014/2)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-2014-AS-UNW-2014-2-Progress%20Report%20on%20SP%202011-2013-en%20pdf.pdf

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	3. If the second criterion is met , the most recent report describes the general progress with regards to aid effectiveness commitments.	Met	UN Women. (2014 [08]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2011-2013, including operational activities in 2013: Report of the Under-Secretary-General/ Executive Director (UNW/2014/2)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-2014-AS-UNW-2014-2-Progress%20Report%20on%20SP%202011-2013-en%20pdf.pdf
	4. If the second criterion is met , the most recent report describes progress and achievements to date on aid effectiveness commitments, using indicators.	Not Met	UN Women. (2014 [08]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2011-2013, including operational activities in 2013: Report of the Under-Secretary-General/ Executive Director (UNW/2014/2)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-2014-AS-UNW-2014-2-Progress%20Report%20on%20SP%202011-2013-en%20pdf.pdf
	5. Evidence (e.g. in meeting minutes, etc.) suggests that the reporting meets the requirements of the governing board or other relevant body.	Met	UN Women. (2013 [14]). <i>Report on the annual session of 2013, 25 to 27 June 2013 (UNW/2013/5)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/reports UN Women. (2012 [04]). <i>Report on the annual session of 2012, 29 May to 1 June 2012 (UNW/2012/9)</i> . New York: United Nations Entity on Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/reports
Overall Score MI 20.4		Strong (5)	

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

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 21.1 The MO reports on lessons learned based on performance information.	1. There is evidence that the organisation is committed to the identification of lessons learned and/or best practices.	Met	UN Women. (2012 [06]). <i>Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/12)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/en/executive-board/key-documents UN Women. (2013 [01]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan 2011-2013: Report of the Executive Director (UNW/2013/3)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://undocs.org/en/UNW/2013/3 UN Women. (2014 [08]). <i>Progress made on the United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2011-2013, including operational activities in 2013: Report of the Under-Secretary-General/ Executive Director (UNW/2014/2)</i> . New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/as/EB-2014-AS-UNW-2014-2-Progress%20Report%20on%20SP%202011-2013-en%20pdf.pdf UN Women. (2014 [11]). <i>Knowledge for Results (K4R): The UN Women Knowledge and Innovation Strategy 2014-17 [Draft]</i> . United Nations Entity for Gender Equality and the Empowerment of Women.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	2. The MO has a system for collecting and disseminating internal lessons learned and/or best practices.	Not met	<p>UN Women. (2014 [03]). <i>Thematic Evaluation on the Contribution of UN Women to increasing Women's Leadership and Participation in Peace and Security and in Humanitarian Response (UNW/2014/CRP.2)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/s1/EB-2014-S1-UNW-2014-CRP2-ThematicEvaluationReportOnWPS-en.pdf</p> <p>UN Women. (2013 [51]). <i>Thematic Evaluation on the Contribution of UN Women to Prevent Violence Against Women and Expand Access to Services (UNW/2013/CRP.4)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2013/s2/EB-2013-S2-UNW-2013-CRP4-Evaluation-VAW-en%20pdf.pdf</p> <p>UN Women. (2014 [02]). <i>Report on the first regular session, 20 January 2014 [UNW/2014/1]</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.un.org/ga/search/view_doc.asp?symbol=UNW/2014/1&Lang=E</p>
	3. There is a unit/coordinating group responsible for documenting and disseminating lessons learned and/or best practices.	Met	UN-Women. (2014 [11]). <i>Knowledge for Results (K4R): The UN-Women Knowledge and Innovation Strategy 2014-17 [Draft]</i> . United Nations Entity for Gender Equality and the Empowerment of Women.
	4. The MO has an easily accessible platform that collects and disseminates <i>both</i> internal <i>and</i> external lessons learned and/or best practices.	Met	<p>UN-Women. (2014 [20]). <i>Gender Equality Evaluation Portal</i>. Retrieved 08 20, 2014, from United Nations Entity for Gender Equality and the Empowerment of Women: http://genderevaluation.unwomen.org/</p> <p>UN-Women. (2014 [21]). <i>Constitutional Database</i>. Recuperado el 20 de 08 de 2014, de United Nations Entity for Gender Equality and the Empowerment of Women: http://constitutions.unwomen.org/</p> <p>UN-Women. (2014 [22]). <i>Knowledge gateway for Women's economic empowerment</i>. Recuperado el 20 de 08 de 2014, de United Nations Entity for Gender Equality and the Empowerment of Women: http://www.empowerwomen.org/</p>
	5. There is evidence that the MO uses lessons learned and/or best practices based on performance to change management and programming practices.	Not Met	<p>UN Women. (2014 [03]). <i>Thematic Evaluation on the Contribution of UN Women to increasing Women's Leadership and Participation in Peace and Security and in Humanitarian Response (UNW/2014/CRP.2)</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2014/s1/EB-2014-S1-UNW-2014-CRP2-ThematicEvaluationReportOnWPS-en.pdf</p> <p>UN Women. (2013 [61]). <i>Tanzania 2013: Online results tracking system</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women.</p>
Overall Score MI 21.1		Adequate (4)	

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