

MOPAN 2017-18 ASSESSMENTS

UN Women

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MOPAN Assessments

UN Women

2017-18 Performance Assessment

Preface

ABOUT MOPAN

The Multilateral Organisation Performance Assessment Network (MOPAN) comprises 18 countries¹ that share a common interest in assessing the effectiveness of the major multilateral organisations they fund. These include United Nations agencies, international financial institutions and global funds. The Network generates, collects, analyses and presents relevant and credible information on their organisational and development effectiveness. This knowledge base is intended to contribute to organisational learning within and among the organisations, their direct clients and partners, and other stakeholders. Network members use the reports for their own accountability needs and as a source of input for strategic decision-making.

MOPAN 3.0, first applied in 2015-16, is the latest operational and methodological iteration of how the Network assesses organisations. It builds on the former version, the *Common Approach*, which the Network implemented from 2009 through 2014.

In 2017-18, MOPAN assessed 14 organisations, including UN Women. The other 13 are:

- Asian Development Bank (ADB)
- Food and Agriculture Organization (FAO)
- Global Environment Facility (GEF)
- Global Partnership for Education (GPE)
- International Fund for Agricultural Development (IFAD)
- International Organization for Migration (IOM)
- Office of the United Nations High Commissioner for Human Rights (OHCHR)
- United Nations Educational, Scientific and Cultural Organization (UNESCO)
- United Nations Population Fund (UNFPA)
- Office of the United Nations High Commissioner for Refugees (UNHCR)
- United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)
- World Food Programme (WFP)
- World Health Organization (WHO)

Operating principles

MOPAN generates assessments that are credible, fair and accurate. Credibility is ensured through an impartial, systematic and rigorous approach. MOPAN seeks an appropriate balance between coverage and depth of information from a variety of sources and through multiple streams of evidence. The Network gives priority to quality of information over quantity and uses structured tools for enquiry and analysis. An audit trail of findings ensures transparency. MOPAN applies efficient measures of assessment practice through building layers of data, with a view to limiting the burden on organisations assessed. A focus on organisational learning aims to ensure utility of the findings by multiple stakeholders.

Objectives of the MOPAN methodology

MOPAN seeks to provide a diagnostic assessment, or snapshot, of an organisation. It tells the story of an organisation's current performance. MOPAN is guided by framing questions which serve to understand the relevance, efficiency and effectiveness of multilateral organisations, while also garnering a sense of the sustainability of their results. The empirical design of MOPAN is based on a theory of change.

1. Australia, Belgium, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Japan, Korea, Luxembourg, The Netherlands, Norway, Sweden, Switzerland, the United Kingdom and the United States. MOPAN also has two observers, New Zealand and the United Arab Emirates.

The methodology's key elements include a set of five performance areas against which the assessment takes place. The first four cover strategic, operational, relationship and performance management. The fifth area englobes the organisation's contribution to development, humanitarian and normative results. These areas are captured in the MOPAN indicator framework against which performance is measured using three evidence streams – a document review, surveys, and interviews and consultations – brought together in a combined approach.

A MOPAN assessment is not an external audit of an organisation, nor is it an institutional evaluation. MOPAN does not comprehensively assess all operations or all processes of an organisation, nor can it provide a definitive picture of all the organisation's achievements and performance during the time period of the assessment. Neither does MOPAN offer comprehensive documentation or analysis of ongoing organisational reform processes.

Acknowledgements

The MOPAN assessment was finalised under the overall strategic guidance of Suzanne Steensen, Head of the MOPAN Secretariat. It was prepared under the responsibility of Katie Vanhala, Technical Adviser. We are very grateful to Henna Knuuttila and Tanja Grén from Finland, Susan Beer from Sweden for championing this assessment of UN Women on behalf of the MOPAN membership.

The assessment was conducted with support from IOD PARC, an independent consultancy specialised in assessing performance and managing change in the field of international development. Emma Henrion served as Team Lead for the assessment of UN Women, with support from Judith Friedman, Henriette Kabell and Francis Watkins, under the overall leadership of Julian Gayfer. Ipsos MORI administered the partner survey.

The report benefited from a peer review conducted within the MOPAN Secretariat and from the comments of a senior independent advisor, Ole Winckler Andersen, Senior Analyst with the Danish Institute for International Studies, who formerly held the position as Head of Evaluation with the Ministry of Foreign Affairs of Denmark. Jill Gaston edited the report, and Andrew Esson provided layout and graphic design.

MOPAN is grateful to its Steering Committee representatives for supporting the assessment of UN Women. Finally, MOPAN would like to convey appreciation to UN Women management and staff for their input and comments at various stages, in particular those staff members who internally co-ordinated the process and provided substantive feedback on the final draft report.

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Acronyms and abbreviations

ACABQ	Advisory Committee for Administrative and Budgetary Questions	IRRF	Integrated Results and Resources Framework
AWPs	Annual Work Plans	KPI	Key performance indicator
BoA	Board of Auditors	M&E	Monitoring and evaluation
BPA	Beijing Platform for Action	OAI	Office of Audit and Investigations
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women	OEEF	Organisational Efficiency and Effectiveness Framework
CPE	Country portfolio evaluations	OCHA	Office for the Coordination of Humanitarian Affairs
CSW	Commission on the Status of Women	OSAGI	Office of the Special Advisor on Gender Issues and Advancement of Women
DAW	Division for the Advancement of Women	PMD	Performance Management and Development
DoA	Delegation of Authority	POM	Programme and Operations Manual
DRC	Democratic Republic of the Congo	QCPR	Quadrennial Comprehensive Policy Review
FGE	Fund for Gender Equality	RBM	Results-based management
FPIs	Flagship Programme Initiatives	RMS	Results Management System
GATE	Global Accountability and Tracking of Evaluation Use	SDG	Sustainable Development Goal
GEEW	Gender Equality and Empowerment of Women	SWAP	System Wide Action Plan on Gender Equality and the Empowerment of Women
GEOS	Global Evaluation Oversight System	UN	United Nations
GERAAS	Global Evaluation Reports Assessment and Analysis System	UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
HACRO	Humanitarian and Crisis Response Office	UNCT	UN Country Team
HQ	Headquarters	UNDAF	UN Development Assistance Framework
HR	Human resources	UNDP	United Nations Development Programme
HRBA	Human rights-based approach	UNFPA	United Nations Population Fund
IATI	International Aid Transparency Initiative	UNICEF	United Nations Children's Fund
IEAS	Independent Evaluation and Audit Service	UNIFEM	United Nations Development Fund for Women
IEO	Independent Evaluation Office	VAW	Violence against women
INSTRAW	International Research and Training Institute for the Advancement of Women		

Executive summary

In 2017-18, MOPAN, the Multilateral Organisation Performance Assessment Network, assessed the performance of the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). The assessment looked at UN Women's organisational effectiveness (strategic, operational, relationship and performance aspects) and the results it achieved against its objectives. This was the second MOPAN assessment of UN Women; the first was conducted in 2014.

CONTEXT

The importance of increasing gender equality and women's empowerment is now, almost a decade after the creation of UN Women, more consistently acknowledged and addressed by the UN and by governments. While gender inequality remains a major global challenge, there has been progress on normative frameworks related to gender, to which UN Women has contributed. The adoption of Sustainable Development Goal (SDG) 5 and the inclusion of gender equality in other SDG indicators – for which UN Women actively advocated – create a stronger framework for pursuing gender equality and women's empowerment. The SDGs also provide an opportunity for UN Women to play an oversight role for gender.

UN Women is making structural and strategic changes to increase its effectiveness. The organisation has recently restructured its regional architecture and is in the process of further restructuring. It plans to review the typology and distribution of its country presence in 2019, informed by the 2018 UN Reform proposals. Since the launch of UN Women, its budget has been limited in relation to its ambition; the changes stemming from the review of its country presence and UN reforms set the framework for a strategic review of the use of resources to achieve its mandate.

KEY FINDINGS

The 2017-18 MOPAN Assessment found that UN Women had made significant progress in several areas since 2014, but also found areas for improvement. UN Women has large ambitions, but weaknesses in operational systems, country capacity, resourcing and prioritisation have, to date, limited the extent to which it has achieved results. At the time of the previous MOPAN assessment, UN Women was relatively new. It was created in 2010 from the consolidation of four other entities. Since then, it has continued to grow in organisational size and budget; its budget almost doubled between 2011 and 2018.

UN Women continues to develop and consolidate its structures, policies and processes as it matures organisationally. It has explicitly used learning from the 2014 MOPAN Assessment, the mid-term review of its Strategic Plan 2014-17, and the corporate evaluations undertaken since 2016 to identify changes needed to support its relevance, effectiveness and efficiency. It has been implementing and embedding these since 2016. UN Women continues to respond to new demands and opportunities for policy dialogue and global co-ordination to promote gender equality and the empowerment of women.

The assessment identified eight **strengths** of UN Women:

- 1. UN Women has a clear strategic vision and priorities aligned to mandate.** The objectives are set out in its Strategic Plan 2018-21, associated Integrated Results and Resources Framework, and the Common Chapter. The new strategic plan is based on a revised theory of change and a clearer statement of comparative advantage. UN Women is using the results framework to structure and prioritise its activities and resources at all three organisational levels – headquarters, regional and country – and to strengthen a results-based and more strategic approach aligned with the SDGs.
- 2. UN Women has increased decentralisation to regions and country levels,** using learning from the evaluation of the regional architecture. This has been supported by restructuring at headquarters (HQ) to ensure better support and two-way communication with the regional and country field offices. Evidence from staff interviewed at HQ and regional and country offices indicated that changes have already improved communication between the levels, clarified roles and accountabilities, and increased country office access to technical support from HQ.
- 3. UN Women has introduced new systems for managing results, projects and financing.** They are designed to facilitate both more effective management and reporting of transparent, real-time results across all three levels of the organisation. The systems are also intended to increase the organisation's effectiveness and efficiency in managing its activities, staff and financial resources. The new management systems were demonstrated to the assessment team, and staff managing and using them noted that they are helping to increase efficiency and accountability and to reduce delays.
- 4. UN Women is rolling out the Flagship Programme Initiatives.** These underpin business model designed to operationalise a more strategic use and mobilisation of resources and better alignment with partners, based on theories of change.
- 5. UN Women has a reputation for high-quality and valued inputs to policy dialogue and advice at the country, regional and global levels.** The organisation often acts as a bridge-builder between stakeholders, for example by providing a platform for discussion between governments and local women's organisations.
- 6. Contribution to the SDGs.** UN Women's role in shaping SDG 5 and ensuring that other SDGs address a gender perspective made a significant contribution to the normative framework for gender equality, as well as to the organisation's co-ordination function.
- 7. There is improved alignment of UN Women interventions with national development goals.** These will be further supported by the revised Strategic Note Guidance introduced in 2018.
- 8. UN Women has a strong and well-developed evaluation function,** with web-published reports, findings and follow-up. This helps increase transparency and accountability.

The assessment also identified five major **areas for improvement**:

1. UN Women's low capacity at country level negatively affects the quality and effectiveness of interventions.

There are low levels of staff and resources at country level which hampers partner engagement as well as the quality of intervention design. These factors, with associated challenges of short-term funding, delays and capacity gaps in its implementing partners, limit the organisation's delivery of sustainable results. This impacts the value of investments and the organisation's reputation.

2. Partner engagement is not always effective. Partnerships are critical to achieving the scale of impact UN Women aspires to. Delivering results at scale, through its triple mandate of normative support, of UN system co-ordination and of operational activities, is a priority for UN Women. At present, UN Women does not always work effectively with partners, which limits the ability to achieve results through building on partner synergies and through harnessing the capacity of its partners.

3. Weaknesses in the organisational and thematic theories of change make it difficult to demonstrate performance.

In the new strategic plan, the theories of change seek to identify ways that UN Women's activities contribute to achieving measurable results. However, they have weaknesses that limit the accountability of UN Women to partners and donors and diminish opportunities for learning on effective interventions. They also reduce clarity on how UN Women's activities and inputs contribute to results. UN Women is currently reviewing its theories of change and is seeking to clarify how contribution chains for the three functions of the triple mandate link its strategic outcomes at both country and global levels.

4. Country presence is based largely on historic factors and has no clear rationale. The finalisation and implementation of the country presence typology review and strategy is a priority to ensure more strategic and aligned use of resources and activities. The planned country typology review should enable UN Women to clarify the purpose of country presence and different levels of resourcing. The review should also help the organisation to consider how it deploys limited country office resources to deliver its strategy.

5. The drive to mobilise resources risks reducing UN Women's focus on its priority activities and/or countries.

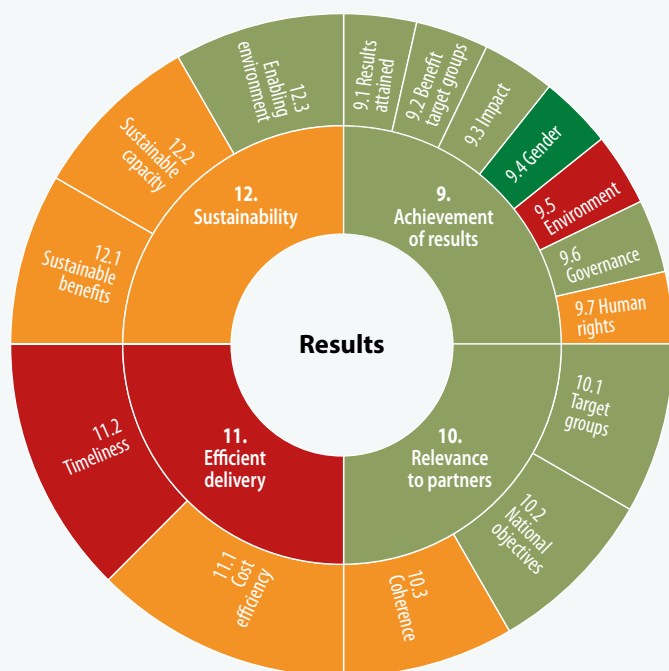
In turn, this risks weakening delivery of its strategy, since available funding influences activities. UN Women's country activities highly depend on donor interest, and the need for resources can divert attention from the organisation's priorities, weakening its strategic impact on the triple mandate. Introducing the Flagship Programme Initiatives should help improve strategic resource mobilisation; however, these do not yet cover all countries and activities.

METHODS OF ANALYSIS

The assessment of performance covers UN Women's headquarters and regional and country field presence. It addresses organisational systems, practices and behaviours, as well as results achieved during the period 2016 to mid-2018. It relies on three lines of evidence: a review of 152 documents, interviews with 75 staff members – individually and in small groups, and an online survey conducted among partners in 12 countries.

The MOPAN 3.0 methodology entails a framework of 12 key performance indicators and associated micro-indicators. It comprises standards that characterise an effective multilateral organisation. MOPAN conducted the assessment with support from IOD PARC, a consulting company located in the United Kingdom that specialises in results-based performance assessment in international development. Finland and Sweden acted as the institutional lead countries, representing MOPAN members in this assessment process.

PERFORMANCE RATING SUMMARY



Key

Highly satisfactory
(3.01-4)

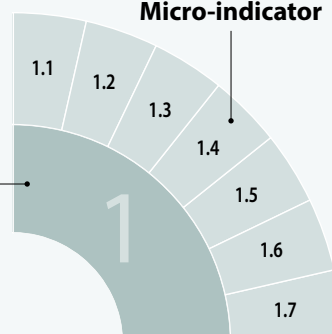
Satisfactory
(2.01-3)

Unsatisfactory
(1.01-2)

Highly unsatisfactory
(0-1)

Micro-indicator

Key Performance Indicator





1. INTRODUCTION

Chapter 1. Introduction

1.1. STRUCTURE OF THE REPORT

This report has three chapters and three annexes. Chapter 1 introduces the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the MOPAN 3.0 assessment process. Chapter 2 presents the main findings of the assessment in relation to each performance area. Chapter 3 provides the conclusions of the assessment. Annex 1 summarises the evidence gathered against each indicator with the detailed scores. Annex 2 lists the documents used for the analysis. Finally, Annex 3 provides an overview of the results of MOPAN's partner survey.

1.2. UN WOMEN AT A GLANCE

Mission and mandate: The UN General Assembly created UN Women in July 2010 in response to longstanding challenges that the United Nations (UN) faced in its efforts to promote gender equality. The challenges included insufficient funding and a lack of leadership to direct UN activities on gender equality. UN Women was created from the consolidation of four previously distinct entities: the Division for the Advancement of Women (DAW), the International Research and Training Institute for the Advancement of Women (INSTRAW), the Office of the Special Advisor on Gender Issues and Advancement of Women (OSAGI), and the United Nations Development Fund for Women (UNIFEM).

UN Women is the centre of the gender equality architecture of the UN system and has a triple mandate that integrates normative support, co-ordination and operational functions, as spelled out in General Assembly Resolution 64/289, the founding resolution for the organisation. This founding resolution established the organisation's additional role of leading, co-ordinating and promoting the accountability of the UN system with regard to its work on gender equality and the empowerment of women. UN Women operates as part of the UN Resident Coordinator system, within the UN Country Team. The head of UN Women is a full member of the United Nations System Chief Executives Board for Coordination.

Governance: General Assembly Resolution 64/289 (paragraph 57(b)), which laid out the formation of UN Women, states:

- The General Assembly, the Economic and Social Council, and the Commission on the Status of Women constitute the multi-tiered, inter-governmental governance structure for UN Women's normative support functions and provide normative policy guidance.
- The General Assembly, the Economic and Social Council, and the Executive Board of UN Women constitute the multi-tiered, intergovernmental governance structure for the operational activities and provide operational policy guidance.
- The UN Women Executive Board governs the operational activities of UN Women and provides operational policy guidance to the organisation.

Organisational structure: UN Women's headquarters (HQ) are based in New York. The Secretariat has two divisions: the Strategic Partnerships, Coordination and Intergovernmental Support Bureau; and the Management and Administration, and Policy and Programmes Bureau; in addition to the Chief Executive's Office. The newly established internal Independent Evaluation and Audit Services reports directly to the Chief Executive (until 2018, audit services were

provided externally). UN Women has a field presence in 6 regional offices, 45 country offices and 6 multi-country offices. Field staff make up 77% of the whole organisation. The total workforce was 2 237 in 2018, of which 40% were staff members and the remaining 60% were covered by other personnel categories.

Strategy and services: The UN Women Strategic Plan 2018-21 has five strategic outcomes:

Outcome 1: UN Women supports the strengthening and implementation of a comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of women.

Outcome 2: Women lead, participate in and benefit equally from governance systems.

Outcome 3: Women have income security, decent work and economic autonomy.

Outcome 4: All women and girls live a life free from violence.

Outcome 5: Women and girls contribute to building sustainable peace and resilience, and benefit equally from crisis prevention and humanitarian action.

In addition, UN Women has four organisational outputs which enable it to deliver its mandate efficiently and effectively:

Output 1: Enhanced co-ordination, coherence and accountability of the UN system for commitments to gender equality and women's empowerment.

Output 2: Increased engagement of partners in support of UN Women's mandate.

Output 3: High-quality programmes achieved through knowledge, innovation, results-based management and evaluation.

Output 4: Improved management of financial and human resources in pursuit of results.

The organisation delivers its mandate by:

- helping to strengthen normative frameworks for gender equality and women's empowerment
- supporting member states, at their request, in their implementation of commitments to empower women and girls through operational activities
- leading, co-ordinating and promoting the accountability of the UN system in its work on gender equality and women's empowerment.

UN Women plays a central role in supporting member states by co-ordinating the UN system and by mobilising civil society, the private sector and other relevant stakeholders, at all levels. It does so in support of the implementation of the Beijing Declaration and Platform for Action and the 2030 Agenda for Sustainable Development. It also provides direct technical assistance at country level to carry out the triple mandate.

Resources: As per the Integrated Budget 2018/19, total projected voluntary resources amount to USD 1 158.7 million. This includes USD 880 million in projected voluntary contributions and USD 3 million in other income and reimbursements, along with the carried forward balance of USD 275.7 million. Of the total projected voluntary resources, USD 460.5 million constitute regular resources (core) (inclusive of USD 57.5 million of unspent balance), and USD 698.2 million comprise other resources (non-core) (inclusive of USD 218.2 million of unspent earmarked balance).

The Integrated Budget 2018/19 reflects similar levels of income to 2016/17. UN Women considers projected voluntary contributions of USD 880 million for 2018/19 to be realistic, while at the same time ambitious. Given the high level of required voluntary resources, resource mobilisation is a priority for the organisation.

Box 1: Preventing sexual exploitation, abuse and harassment²

UN Women is acting to prevent sexual exploitation, abuse and harassment (SEAH) in its work. It operates primarily through implementing agencies in its in-country work with beneficiaries, including in humanitarian contexts. A large part of its work is undertaken through direct engagement with governments and civil society, in particular women's organisations. Its systems and processes for safeguarding against SEAH are as follows:

- UN Women implements the established UN framework prohibiting sexual exploitation and abuse (SEA) – specifically document ST/SGB/2003/13 (Special measures for protection from sexual exploitation and sexual abuse).
- UN Women is in the process of adopting an Implementing Partner Protocol which was concluded after extensive consultations in the context of the Special Coordinator-led SEA working group. The Protocol outlines obligations of UN Women when working with implementing partners to ensure adequate safeguards and appropriate action related to SEA.
- The Human Resources and Legal sections also provide training on standards of conduct which includes information about SEA.
- UN Women, under its Protection against Retaliation Policy, safeguards its personnel who report wrongdoing. Anyone who fears retaliation for reporting allegations of SEAH or any other type of misconduct may report the matter confidentially to the UN Ethics Office. If the Ethics Office establishes that the case is credible or that there is a threat of retaliation, it refers the case for investigation. UN Women sanctions personnel who take reprisals against whistle-blowers.
- The legal policy for addressing non-compliance with UN Standards of Conduct defines misconduct and the mechanisms within UN Women for reporting and investigating it. The UN Office of Internal Oversight Services (OIOS) assumes the investigations function for UN Women. The legal framework also sets out the disciplinary action, including termination, which can be taken against staff members when OIOS substantiates allegations of misconduct.
- An annual report on internal audit and investigation activities is provided to the Executive Board. This report includes complaints received broken down by category including SEA and disposition of cases, as well as information on the actions taken.
- In all cases in which credible allegations of criminal conduct by UN officials or experts on mission, including UN Women personnel, are identified, the Secretary-General brings them to the attention of their state of nationality. Such referrals across the Secretariat, funds and programmes are co-ordinated centrally by the Office of Legal Affairs (in accordance with General Assembly Resolution 62/63 on the criminal accountability of United Nations officials and experts on mission and subsequent resolutions on the same topic, including its recent Resolution 72/112). Following referral, the organisation stands ready to co-operate with the national authorities in order to facilitate any subsequent criminal investigation or proceedings.

2. The 2017-18 MOPAN Assessment does not assess the organisation's performance with regard to preventing sexual exploitation, abuse and harassment (SEAH). This topic may become an area of assessment in future cycles. In the meantime, the assessment team simply collected key facts related to safeguarding against SEAH as self-reported by the organisation, but did not verify actual implementation of the instruments outlined by the organisation.

Organisational change initiatives: Since 2014, UN Women has undertaken several initiatives to improve its relevance, efficiency and effectiveness. These include significantly restructuring the organisational architecture to increase decentralisation of authority and functions to strengthen regional and country presence. The move towards decentralisation has been supported by a small increase in support services such as human resources and finance. The internal audit function, previously provided by the United Nations Development Programme (UNDP), was brought in house in 2018. The new Independent Evaluation and Audit Service has a single director responsible for both the existing evaluation function and audit services. The HQ functions are in the process of being reviewed and restructured, to ensure alignment with the new regional architecture and the priorities of the Strategic Plan 2018-21. A new Humanitarian and Crisis Response Office (HACRO), was established in 2017 reflecting the significant increase in humanitarian funding in recent years.

Since 2016, there has been a concerted effort to develop and improve UN Women's financial, project and human resource management systems. A results management system has been introduced as well as systems to improve project closure and donor reporting, project finance, and pipeline planning. These have been designed to improve efficiency, transparency and accountability. They are aligned across the three organisational levels: country, regional and HQ.

1.3. THE ASSESSMENT PROCESS

Assessment framework

This MOPAN 3.0 assessment covers the latter period of the UN Women Strategic Plan 2014-17 and the start of the Strategic Plan 2018-21, in line with guidelines set out in the MOPAN 3.0 Methodology, which can be found on MOPAN's website. It addresses organisational systems, practices and behaviours, as well as results achieved. The assessment focuses on five performance areas. The first four relate to organisational effectiveness, and each has two key performance indicators (KPIs). The fifth performance area (results), relating to development and humanitarian effectiveness, consists of four KPIs.

The MOPAN 3.0 indicator framework was developed by MOPAN's Technical Working Group, drawing on international standards and reference points, as described in Annex C of the Methodology Manual.

Applying the MOPAN methodology to UN Women

The assessment of performance covers UN Women's work at headquarters, regional offices and at country level. The assessment covers the latter period of the UN Women Strategic Plan 2014-17 and the start of the Strategic Plan 2018-21.

The MOPAN 3.0 methodology was applied with a minor adjustment to reflect the realities of UN Women's mandate and operating systems.

Lines of evidence

The MOPAN assessment of UN Women was undertaken between May 2017 and July 2018. It covers UN Women's head-quarter operations, with insights on regional and country field presence. As part of the methodology, it relies on the following lines of evidence:

- Document review: 152 documents including management reports and evaluations drawn from (available in Annex 2).
- Online survey: conducted among partners in 12 countries (Bangladesh, Bolivia, the Democratic Republic of the Congo, Ethiopia, Guinea, Jordan, Lebanon, Mexico, Myanmar, Pakistan, Papua New Guinea and Turkey). There were 141 responses to the online partner survey, conducted between March and April 2018. The survey was designed to gather both perception data and an understanding of practice from a diverse set of well-informed partners of UN Women (see Annex 3).

Box 2: Performance areas and key performance indicators

Aspect	Performance area	KPI
Organisational effectiveness	Strategic management	KPI 1: The organisational architecture and the financial framework enable mandate implementation and achievement of expected results
		KPI 2: Structures and mechanisms support the implementation of global frameworks for cross-cutting issues at all levels
	Operational management	KPI 3: The operating model and human and financial resources support relevance and agility
		KPI 4: Organisational systems are cost and value-conscious and enable financial transparency and accountability
	Relationship management	KPI 5: Operational planning and intervention design tools support relevance and agility within partnerships
		KPI 6: Partnership working is coherent and directed at ensuring relevance and the catalytic use of resources
	Performance management	KPI 7: The focus on results is strong, transparent and explicitly geared towards function
		KPI 8: The organisation applies evidence-based planning and programming
Development effectiveness	Results	KPI 9: Development and humanitarian objectives are achieved, and results contribute to normative and cross-cutting goals
		KPI 10: Interventions are relevant to the needs and priorities of partner countries and beneficiaries, and the organisation works towards results in areas within its mandate
		KPI 11: Results are delivered efficiently
		KPI 12: Results are sustainable

- Interviews and consultations: with 75 staff members, the majority of the interviews and consultations being undertaken at UN Women headquarters in New York, with select calls to regional and country offices.

An information call to discuss key findings was held with Institutional Lead representatives from Finland and Sweden during the final stages of drafting.

Performance described in the 2017 Annual Report complemented the above evaluations. UN Women provided feedback on the draft document review. The organisation offered additional documentation to update the review and address gaps before the review fed into the overall analysis.

General information about the sequence and details related to these evidence lines, the overall analysis, and the scoring and rating process can be found in the MOPAN 3.0 methodology.

Structure of the report

This report has three chapters and three annexes. Chapter 1 introduces UN Women and the MOPAN 3.0 assessment process. Chapter 2 presents the main findings of the assessment in relation to each performance area. Chapter 3 provides the conclusions of the assessment. Annex 1 summarises the evidence gathered against each indicator with the

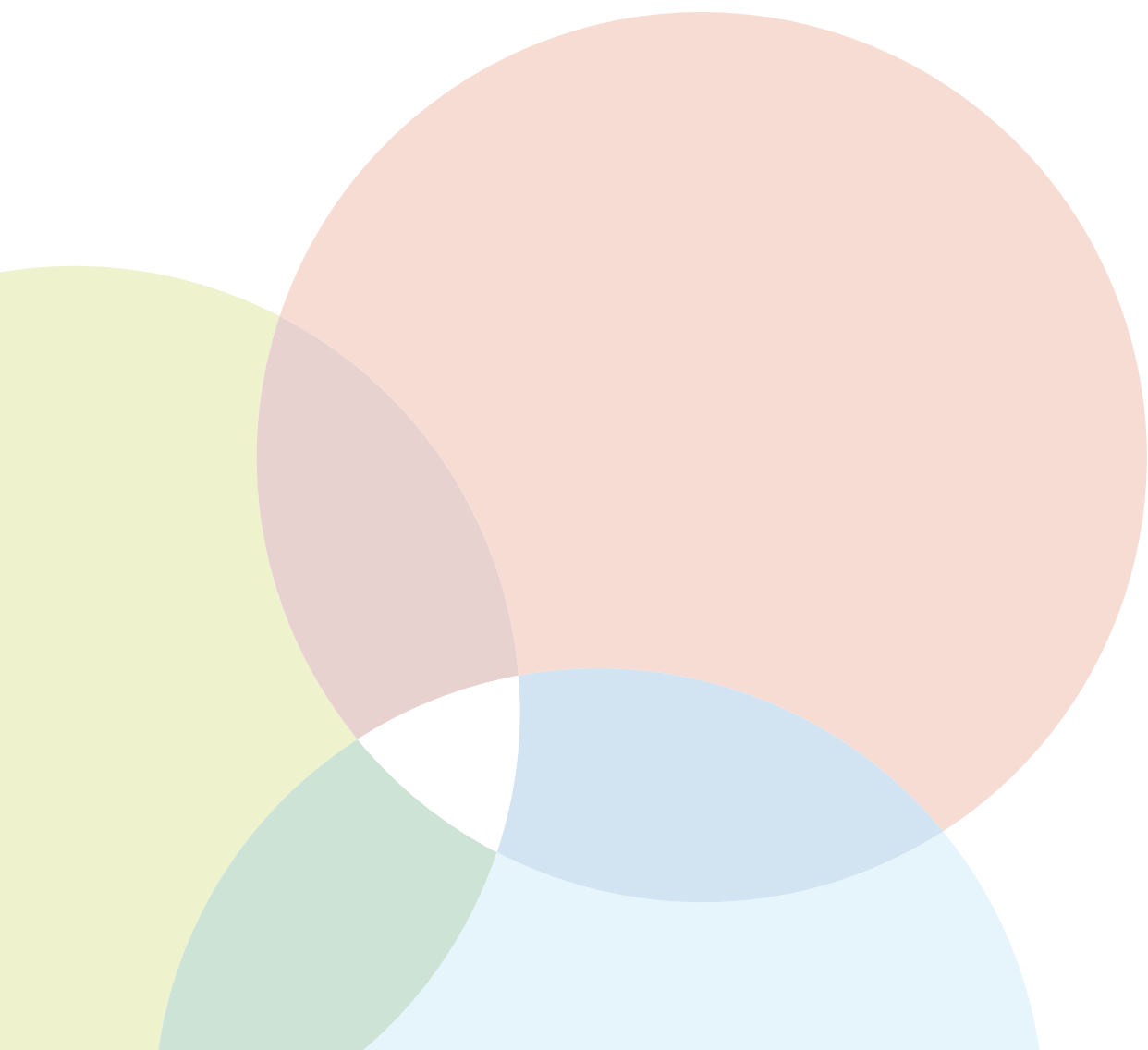
detailed scores. Annex 2 lists the documents used for the analysis. Finally, Annex 3 provides an overview of the results of MOPAN's partner survey.

Limitations

UN Women began a new strategic period in January 2018. Given the relative newness of the Strategic Plan 2018-21 and the timing of the assessment, evidence of its full effects was limited. Similarly, changes such as restructuring and introducing new results, financial and project management systems were relatively recent.

UN Women's evaluation coverage is geographically uneven. There is limited representation of the MOPAN sample countries in the evidence available for KPIs 9-12.

The UN Women partner survey received 141 valid responses. The team analysed both quantitative and qualitative information from the survey. They used the information where it expanded, supported or substantially challenged other evidence sources, including the document review and interviews.





2. DETAILED ASSESSMENT OF UN WOMEN PERFORMANCE

Chapter 2. Detailed assessment of UN Women performance

The performance is assessed on four dimensions of organisational effectiveness – strategic, operational, relationship and performance management – and on the results achieved by the organisation. These findings are constructed against the organisation’s own strategic plan and performance indicators.

In this way, organisational effectiveness relates to a blended assessment of intent, effort and response. Organisational intent is expressed through commitments, strategies, policies and guidance. The organisational effort is that which the organisation puts behind a particular agenda for performance and improvement. The organisational response is its reaction to the effects of this effort in relation to changing organisational direction, practice and behaviour.

Organisational effectiveness is juxtaposed alongside development effectiveness. The latter refers to the extent to which the organisation is making a difference in ways that reflect its strategic objectives and mandate.

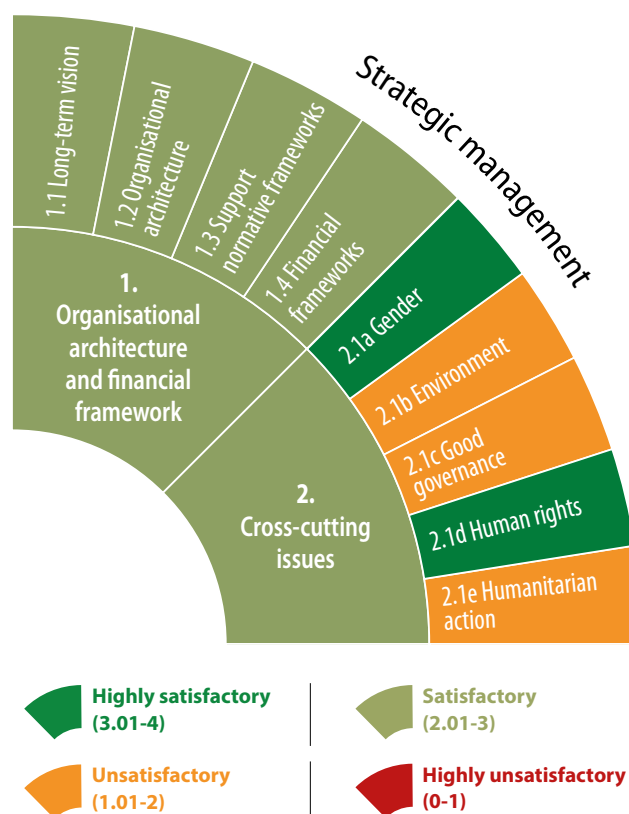
2.1. ORGANISATIONAL EFFECTIVENESS

PERFORMANCE AREA: STRATEGIC MANAGEMENT

Clear strategic direction geared to key functions, intended results and integration of relevant cross-cutting priorities.

The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) has a clear long-term vision for achieving its triple mandate expressed in its strategic plans. UN Women’s collaborative and comparative advantage in working with other United Nations (UN) entities is now clearer but overlaps remain. The restructuring of its headquarters (HQ), regional and country architecture to strengthen field level work is promising, but still in progress, and awaits a revised typology of the country level to complete its implementation.

UN Women has introduced Flagship Programme Initiatives (FPIs) as a strategic partnership investment model and programming instrument, but these are not yet in universal use. Securing adequate core funding for its mandate and objectives has – since its launch – been challenging for UN Women, although it has steadily and considerably increased its budget. UN Women has been highly effective in its contribution to and leadership of both normative and co-ordination work related to gender and the empowerment of women. The organisation also integrates human rights-based approaches well in its work. Although, UN Women undertakes activities related to both climate change and governance, it has no specific policy on either, reducing the extent to which it systematically addresses them.



KPI 1: The organisational architecture and the financial framework enable mandate implementation and achievement of expected results.

This KPI focuses on the extent to which UN Women has articulated a coherent and strategic vision of how and for what purpose it has organised its human activity and capital assets to deliver both long- and short-term results.

UN Women has a clear long-term vision which informs and drives its strategy and results framework. The current Strategic Plan 2018-21 builds on lessons learned from the previous strategic plan to set out a more clearly articulated vision for the organisation. It has developed a theory of change which provides a stronger analytic and results framework. Each of the FPIs which will deliver the thematic priorities also has a theory of change integrated with the overall organisational theory of change. The Strategic Plan 2018-21 identifies clearly its guiding principles, five priority outcome areas and thematic outputs, as well as the underlying assumptions. These improvements to the strategy enable UN Women to achieve greater clarity and transparency in prioritising activities and in working with partners.

UN Women has a clear vision and approach for its normative mandate to help develop and strengthen norms and standards regarding the status of women. The organisation's strategy is well aligned with relevant normative frameworks such as the Beijing Platform for Action, the Political Declaration 2015 adopted by the Commission on the Status of Women, and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). UN Women actively supports all these frameworks through the production of policy reports, and by facilitating countries' participation, reports and contributions. During the development of the 2030 Agenda for Sustainable Development, UN Women played a major role in ensuring that gender equality, the empowerment of women and their human rights were understood to be essential for the achievement of sustainable development. The organisation also had a significant part in designing SDG 5, and in ensuring that other SDGs addressed gender equality. The theory of change developed by UN Women clearly sets out the organisation's approach to strengthening norms and standards.

The organisational architecture is being restructured to deliver the mandate and results more effectively and efficiently. The organisation has used the recommendations of the Evaluation of UN Women's Regional Architecture (2016) to review the responsibilities and roles of its three levels of work – country, regional and HQ. The evaluation's recommendations addressed improvements in delegating authority to regions and country offices, increasing decentralisation, and revising the role and relationship of HQ functions in supporting regional and country activities. Regional Directors are now part of the senior management team. The Programmes Division in HQ was being restructured during 2018, to provide better technical and programming support to the field. The Bureau for Intergovernmental Support, UN System Coordination and Strategic Partnerships, which has responsibility for normative and co-ordination work as well as partnerships, was due to be reviewed in late 2018. The extent to which the restructuring addresses strategic priorities is not clear, particularly in the absence of a country typology.

There is not yet a clear rationale for the scale and allocation of UN Women's country presence. The outstanding recommendation from the regional architecture evaluation to introduce a revised typology of country office presence has not yet been implemented, since the entity has been awaiting the Secretary-General's 2018 proposals on UN Reform to ensure alignment with these. This remains problematic, however, since staffing levels and presence at country level are not clearly related to the size of a country programme, nor to its potential impact or need. As a result, the rationale for UN Women working in some countries but not others is not entirely clear. Country and global partners have expectations that are not always met, and there are significant pressures on country-based staff and on multi-country offices in particular.

The articulation of UN Women's co-ordination mandate at a national level is not clear. The evaluation found that UN Women's co-ordination mandate lacks clarity on this function within the UN system at the country level, and showed a need for clearer articulation of UN Women's co-ordination role.

There remains a lack of clarity on UN Women's comparative advantage in relation to other UN organisations.

The organisation has agreed a Common Chapter to its Strategic Plan 2018-21 with the United Nations Development Programme (UNDP), UNICEF and the United Nations Population Fund (UNFPA), in order to more clearly identify its comparative advantages. The chapter sets out how they will work collaboratively in accordance with their respective mandates. The approach is based on "a collaborative advantage", recognising that the four organisations need to work together to deliver agreed outcomes, and identify how each of them will contribute to outcome indicators.

UN Women's contribution draws on its core mandate of normative, co-ordination and technical inputs. Its specific comparative advantages are identified as technical gender expertise, the ability to link global and national policies for gender equality and women's empowerment, relationships with women's organisations, and its integrated contribution across the three pillars of the UN. However, there is continuing scope for overlap, indicated by the similarity of some activities. For instance, overlap exists with UNFPA on violence against women and with UNDP on women's economic empowerment principles, which is most evident at country level.

A 2018 Audit of UN Women's Resource Mobilization Function reported a lack of clarity regarding the operationalisation of UN Women's mandate and how it relates to the gender mandates of other system entities. This possibly reflects the challenge of leading on gender, which is a cross-cutting issue, and indicates a need for greater clarity on UN Women's comparative advantage.

An Integrated Results and Resources Framework (IRRF) has been introduced, but contains gaps. The IRRF, introduced in the Strategic Plan 2018-21, sets out a framework for results and shows associated resources for each outcome and output. Use of an integrated framework is an improvement on the separate frameworks used in the previous strategic plan period. However, the IRRF does not clearly set out responsibilities for ownership or delivery of results by named UN Women divisions. Where organisations share indicators from the Quadrennial Comprehensive Policy Review (QCPR) or from the Common Chapter, the metrics for UN Women's contribution are not clear. Baselines and metrics for a third of IRRF indicators are under development, including several indicators for normative outputs which are reliant on the outcomes of international negotiations. Until there are clearer definitions of ownership and intended results, it will be difficult for UN Women to demonstrate effectiveness and to learn from variance in performance.

The new Flagship Programme Initiatives model is beginning to improve both prioritisation of activities and partnerships. The FPIs are now presented as a central element of the operational and programming model, as referred to in the Strategic Plan 2018-21. The FPIs use a consistent approach and theories of change. The latter enable the selection of relevant projects which will more clearly contribute to the Strategic Plan outcomes and outputs. The FPIs' theories of change also support transparent and complementary working with partners so that the contribution of each can be identified to avoid overlap and optimise impact. However, not all countries are at present using FPIs fully, and there remain legacy activities which are not integrated with the FPIs. As a result, their full effectiveness in delivering strategic aims is not yet demonstrated.

Securing adequate funding for UN Women's mandate continues to be a challenge. Securing adequate funding for its mandate and objectives has been challenging for UN Women since its launch. Actual revenue received for 2017 was USD 109.4 million lower than budgeted. The General Assembly, in its resolution A/RES/70/133, "noted with

concern that, currently, UN-Women had to draw on voluntary contributions to enable it to carry out its mandate of servicing normative intergovernmental and UN coordination processes” (HQ Interviews). Although UN Women is now close to its stated original requirement of USD 500 million annually, there remains a gap between available funding – especially in core funding and assessed contributions for the global co-ordination mandate – and the organisation’s ambitions. There are also examples where the entity’s continued pursuit of donor funding for lower priority activities at country level poses a risk to fidelity to strategic priorities.

UN Women has increased its non-core resources and is strengthening the robustness of its budgets. The 2016/17 financial year saw an increase in non-core contributions. There was, however, a shortfall against the planned budget. In 2016, an analysis of UN Women’s draft 2017 Annual Work Plans (AWPs) concluded that the organisation could face a significant non-core funding gap and that there was weak prioritisation. A stronger budget development and prioritisation process was introduced for the Integrated Budget 2018/19. The process was extensively stress tested by iterative consultation with the Executive Board and reviewed by the Advisory Committee for Administrative and Budgetary Questions, a panel of global budgetary experts, to provide a more robust and realistic budget. The budget increase for 2018/19 is more modest than in the previous biennium and is therefore potentially more achievable.

UN Women prioritises unearmarked contributions in its resource mobilisation, but earmarked funds still make up a large proportion of its budget. “In line with the quadrennial comprehensive policy review, UN Women puts a strong emphasis on the mobilization of core resources. Core resources represent the highest quality funding and support the implementation of the full range of outcomes set in the strategic plan. They are also essential to ensure that UN Women has the required institutional capacity” (Integrated Budget estimates 2017). There was an increase in 2017 of 5% of unearmarked core funding and 16% of non-core funding. The FPIs have made a significant contribution to the increase in unearmarked funding, as the FPI model seeks funding at a more strategic level (i.e. outcomes instead of projects). In 2018, FPI pipeline projected funding amounted to 60% of all other resources funding. Instances were cited of donors funding a country strategy (Strategic Note) rather than a specific project, showing evidence of more strategic funding. However, the FPIs are still developing, and the organisation retains a high proportion of earmarked funding in practice.

KPI 2: Structures and mechanisms support the implementation of global frameworks for cross-cutting issues at all levels.

This KPI looks at the articulation and positioning within UN Women’s structures and mechanisms of the cross-cutting priorities to which the organisation is committed, in pursuit of its strategic objectives.

UN Women advises on global normative frameworks for gender equality and plays a lead role in their development. UN Women has a very strong understanding of gender issues, as befits an organisation which leads and advises on gender for the UN. It has contributed to developing and supporting the global normative frameworks relevant to gender equality. The organisation also plays a central role in ensuring the full, effective and accelerated implementation of the Beijing Declaration and Platform for Action, and it helped to shape the Political Declaration of CSW in 2015. Similarly, UN Women took a lead role in developing and promoting SDG 5, and in ensuring that a gender perspective is addressed in other SDGs. UN Women’s effective contribution to normative frameworks on gender equality is fundamental to its mandate and success and represents a key strength of the organisation.

UN Women’s global co-ordination role effectively ensures that UN entities address gender. In its co-ordination role, UN Women has developed the System Wide Action Plan on Gender Equality and the Empowerment of Women (SWAP), which has been used successfully to ensure that all UN entities address gender issues in their work at country

level. In 2017, 66 entities (94% of the UN system) reported at corporate level against the SWAP. A UNCT-SWAP scorecard has been developed as a country-level accountability framework. So far, 20 UNCTs have implemented the new scorecard. UN Women follows up each annual SWAP report with a letter to the head of every UN body to commend positive actions and identify ways of strengthening participating organisations' work on gender in future. Although this process is time consuming, UN Women and gender focal points perceive the follow-up as adding significant value.

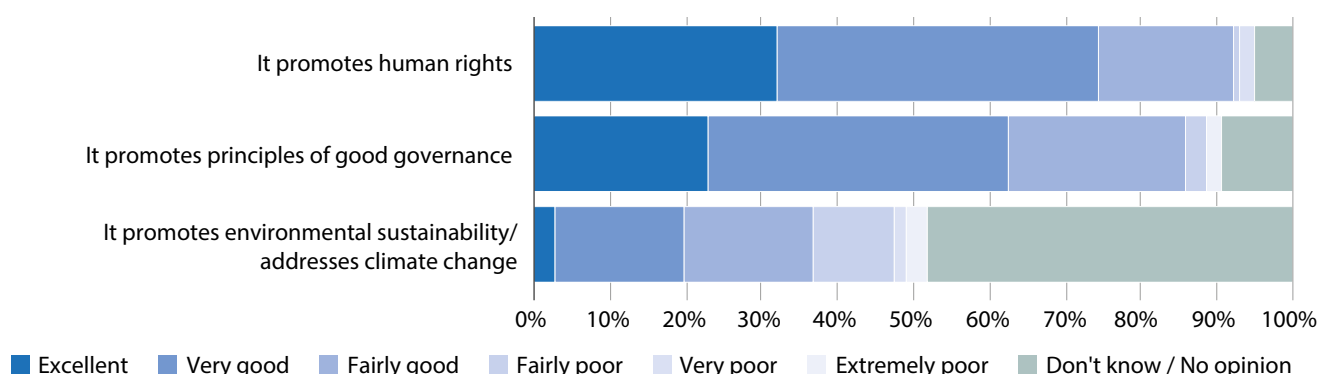
UN Women also contributes to gender equality through its advisory work on joint work groups and task forces. For instance, the Director of Human Resources provides advice on gender guidelines which is used as a resource by the Secretary-General on senior appointments; and the Head of Procurement has developed guidance and tools to increase contracting with women-headed businesses by UN entities. UN Women actively makes use of opportunities to address gender through a variety of co-ordination activities at different levels to build gender into, and across, UN systems.

Gender is integral to the work of UN Women; however, the organisation does not use a structured and systematic method to screen projects and activities it supports. Understanding gender issues is embedded in UN Women's organisational DNA, and a large majority of staff are experienced and knowledgeable gender experts. There is, however, no standard checklist for assessing the organisation's own work for its contribution and sensitivity to gender issues, including women, girls, men and boys. There is scope to develop a more structured and systematic approach to provide greater rigour and transparency to this work.

Human rights are supported by UN Women's commitment to "leave no-one behind" and are addressed effectively across the different levels and areas of its work. The Strategic Plan 2018-21 sets out UN Women's commitment to "adopting a human rights-based approach in line with international standards and leaving no one behind by: addressing inequalities and discrimination; meaningfully involving beneficiaries, including women's organisations, and other agents of change, such as men and boys; and responding to the circumstances of the poorest and most excluded women, including those facing marginalization and multiple and intersecting forms of discrimination. The 2030 Agenda calls for particular attention to youth, persons with disabilities, people living with HIV/AIDS, older persons, indigenous peoples, refugees and internally displaced persons and migrants".

This commitment strongly informs UN Women's work, and a human rights-based approach conceptually underpins its strategy and operational activities. The approach to human rights is embedded in its theory of change. This is the case in particular for Thematic Priorities 4: More justice institutions are accessible to and deliver for women and girls, 8: Preventing violence against women, 10: Peace and security and 11: A rights-based approach to humanitarian assistance.

UN Women addresses aspects of resilience and climate change in its work, but does not have a clear policy for environmental sustainability. The thematic priority on agriculture includes an outcome dedicated to climate-smart policies, and Thematic Priority 12 addresses enabling "[m]ore women [to] play a greater role in and [be] better served by disaster risk reduction and recovery processes". UN Women also works with the Convention to Combat Desertification and other important conventions such as the UN Framework Convention on Climate Change to strengthen their approaches to gender, providing another example of its engagement with climate change. However, these are individual examples rather than a systematic approach based on a policy. UN Women has a Greening Statement, but this primarily addresses the organisation's own carbon footprint and environmental impact at the Secretariat and office levels.

Figure 1: Survey Response: CROSS-CUTTING ISSUES

The lack of clarity and visibility on its policy on environmental sustainability was supported by the survey response. This found that a high proportion of partners knew little about UN Women's policy on climate change and environmental sustainability, and few respondents rated the organisation highly for its work in promoting environmental sustainability and addressing climate change in all relevant areas of its work.

No environmental sustainability indicators appear within the Strategic Plan 2014-17 objectives. Environmental sustainability is an important cross-cutting theme but is not consistently well addressed by UN Women, which limits its potential for impact on the environment. There is an evident opportunity for a stronger approach to be taken.

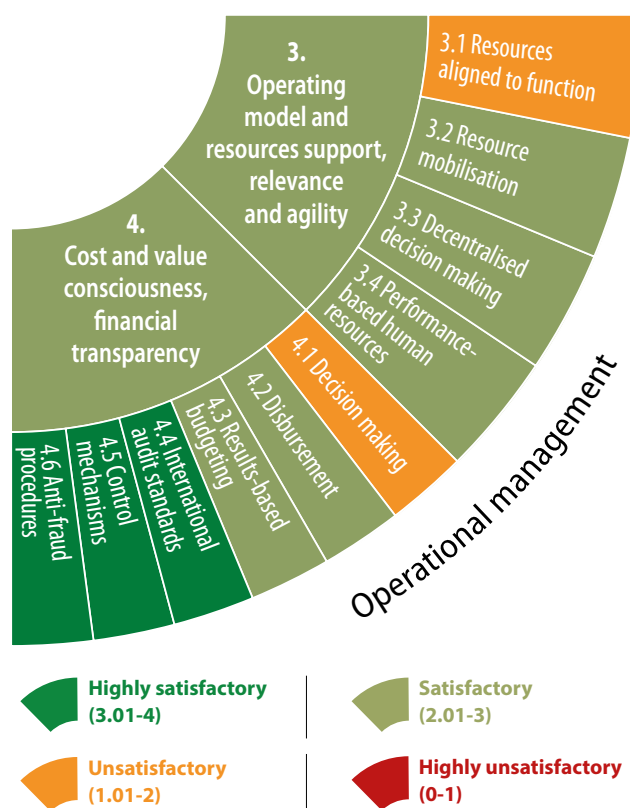
Governance is addressed through UN Women's activities and vision, but the organisation has no clear policy statement on good governance. UN Women has established strong outcomes for good governance, for example in Strategic Plan 2014-17, Impact 1: Women lead and participate in decision-making at all levels, Impact 4: Peace and security and humanitarian action are shaped by women leadership and participation, and Impact 5: Governance and national planning fully reflect accountability for gender equality commitments and priorities. Likewise, Outcome 2 of the Strategic Plan 2018-21 addresses governance: "Women lead, participate in and benefit equally from governance systems". Policy specialists with governance expertise have proposed country-level interventions for their quality. However, there is no clear analysis or policy statement on UN Women's overall approach to governance that would provide a clearer framework for its vision and review mechanisms. Moreover, accountability systems at country and global levels do not fully reflect the broader principles of good governance. The lack of a clearly defined policy weakens the analytic framework for focusing programmes and assessing impact on governance.

UN Women has worked extensively with civil society using a variety of approaches. The entity collaborates at global and regional levels with civil society on advocacy in relation to normative work. At country level, UN Women works with civil society advisory groups and other partnerships both to support advocacy and as implementation partners. The nature of civil society and the space available to it varies in different contexts, and so the approach taken is adapted to suit the context. However, while UN Women works with civil society advisory groups in many countries and at regional and global levels, there are limited resources within the organisation to focus on this work, with the country director often taking on this role. UN Women has a tendency to work more with civil society where it is organisationally strong. However, the entity does not have a clear organisational approach to civil society strengthening. The Fund for Gender Equality has provided grants to national women's organisations for capacity-building work with some success; however, this fund is now being closed down.

PERFORMANCE AREA: OPERATIONAL MANAGEMENT

Assets and capacities organised behind strategic direction and intended results, to ensure relevance, agility and accountability.

UN Women's operational management, financial systems and audit arrangements have improved significantly, although there remain some aspects where further work is required. The organisation is restructuring to increase decentralisation, efficiency and effectiveness, and new systems have been developed to improve financial and project management. Limited staff numbers and continuity at country level in relation to country requirements still pose challenges to continuity and capacity. The Resource Mobilisation Strategy is increasing non-core resources and reaching non-traditional donors, but weaknesses exist in its planning and implementation. There is also a mismatch between where donor funding is available and where money is needed. While resources are allocated clearly, the criteria for allocating them to strategic priorities and to regions and countries are responsive rather than strategic. Project disbursements and donor contributions are now processed faster using the new management systems. In addition, UN Women's Results Management System allows for real-time tracking of resource allocation and delivery against outputs and outcomes at all levels. In January 2018, UN Women's internal audit function moved in house.



KPI 3: The operating model and human and financial resources support relevance and agility.

This KPI focuses on how key operational functions (e.g. human resources, resource generation and programming) are continuously geared to support strategic direction and deliver results.

UN Women is changing its staffing deployment to meet the recommendations of the regional architecture evaluation and the Strategic Plan 2018-21 priorities. UN Women undertook a functional analysis of HQ as a follow-up to the evaluation of the regional architecture in 2016 and in the context of the new strategic plan, and made subsequent changes. The ongoing restructuring of the Programmes Division clearly intends to improve efficiency and support to field offices, although it has not yet been fully implemented. The restructuring of other HQ divisions is planned.

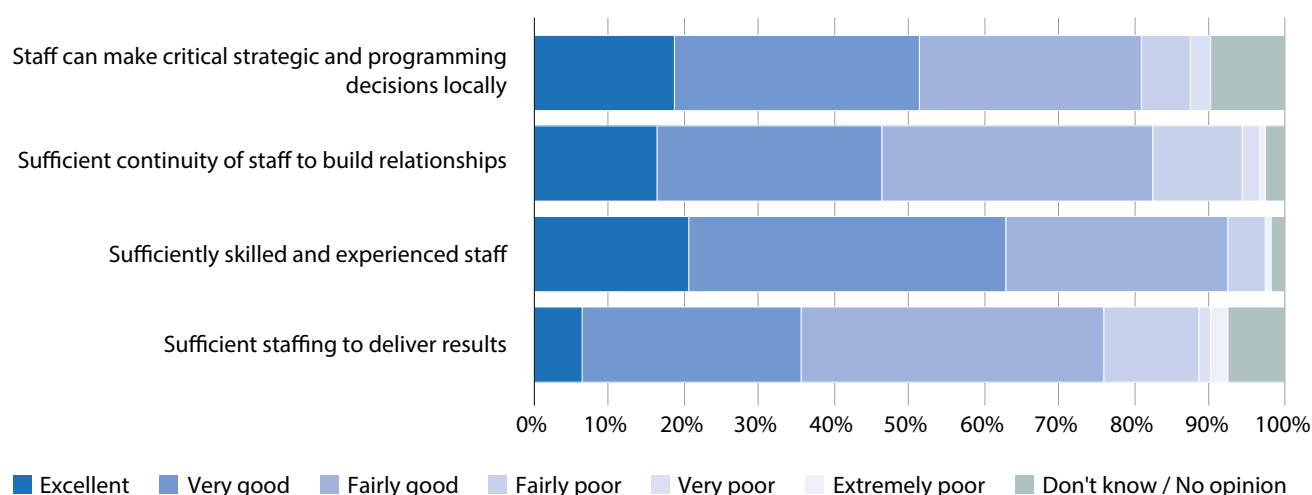
Additional changes are intended to increase the organisation's capacity to be more responsive and efficient, as well as to support increased decentralisation. The Humanitarian and Crisis Response Office (HACRO) was formed in 2017 to provide dedicated humanitarian programme support reflecting UN Women's increased focus on humanitarian work. The extent to which this increase is a strategic priority or is led by funding available is not clear. Human resources staffing has increased, and there are now business partners to work with each region to provide better support, although staffing levels are still low when benchmarked against other UN entities. The finance team has almost doubled since 2014 and now has a networked model with six Regional Office Finance Specialists and a decentralised

Regional Office Virtual Global Service. A new Director of Independent Evaluation and Audit Services and professional auditors are being recruited to staff the audit function which was brought in house in 2018.

Regions' and countries' support needs are different; however, resourcing is not fully responsive to different contexts. While regions and country offices appreciate the increase in decentralisation, staff voiced concerns that HQ should become more aware of diversity of needs in the regions. Regional and country requirements for capacity support from HQ vary widely, so a tailored approach is needed, with some regions requiring more capacity development or support than others. Human resource support requirements can be particularly varied, depending on the configuration of country offices in the region. UN agency relationships and configuration also differ within regions, resulting in a variety of effective approaches to strengthening co-ordination.

Pressure on staff is high, and burnout is a continued risk. Staff are highly committed to UN Women's vision and work extremely hard to deliver it. At the same time, the workload is high and often exceeds staff capacity. There is a high risk and experience of burn out, supported by findings from both the 2014 and 2016 workforce surveys. Country offices currently have low levels of staffing, not related directly to the level of activities required. There is still no explicit rationale for the different levels of UN Women country presence, and there is an acknowledged need to review country presence and better align the types of offices with strategic priorities. Partners in the MOPAN survey exhibited relatively low levels of confidence in the adequacy of staff levels, and also commented on the lack of staff at country level as an issue of concern.

Figure 2: Survey Response: STAFF PERFORMANCE



To address some of these issues, the organisation promotes work-life balance and has introduced cost-neutral opportunities for flexible working. It has also appointed a specialist human resources (HR) advisor to assist with work-life balance, who can provide advice and mentoring to staff and managers. Ways of balancing workload and staff capacity need to be prioritised further to maintain staff wellbeing and avoid possible damage to the organisation's reputation.

There are a large number of short-term personnel in addition to the staff post holders employed. About 60% of personnel working for the organisation were on time-limited contracts; these include consultants, interns and service contractors. Some of these were recruited for valid reasons for short-term projects or functional work of limited duration. However, short-term contract personnel are also employed in core functions such as co-ordination and human resources. Employing a high number of short-term personnel introduces risks in terms of work continuity,

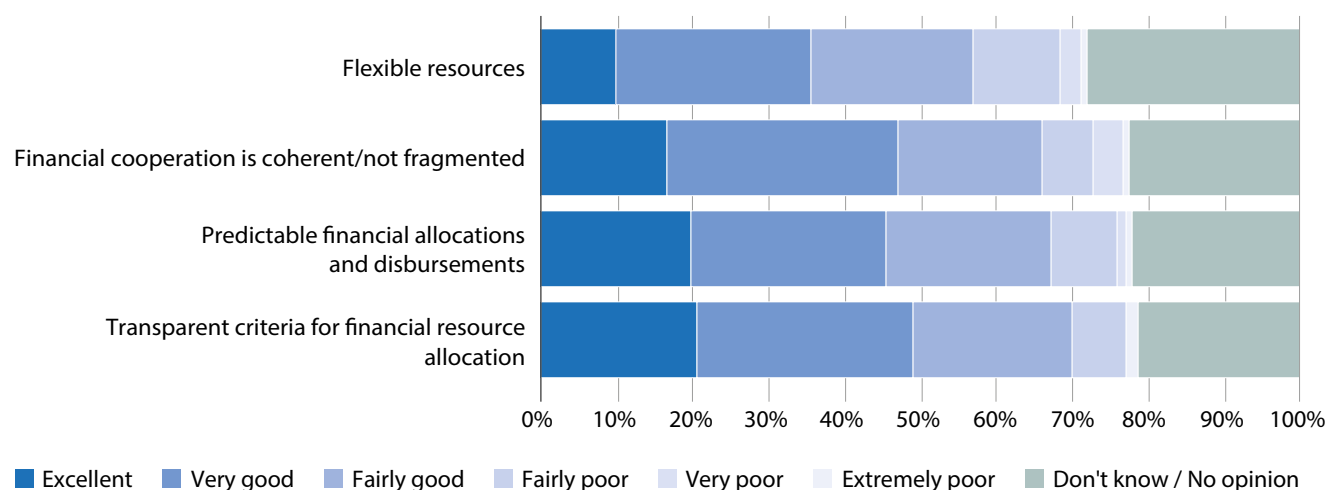
knowledge management and talent management. Employing short-term personnel also has high financial costs and organisational/team impacts. Several respondents to the MOPAN survey specifically noted their concern about lack of staff continuity at country level. UN Women's financial constraints are evident, as is its current state of organisational transition. However, employing short-term personnel where full-time staff are needed is not necessarily cost effective.

Performance management systems and compliance have improved. The Report of the Board of Auditors 2016 noted delays in undertaking performance assessments: "[D]espite the introduction of the dashboard, the Board noted that the rate of compliance with timelines was still not satisfactory." Since then, performance has improved and there are higher levels of compliance. Data from the Performance Management and Development (PMD) dashboard for 2016 show that 96% of staff requiring a PMD plan had one, and that 90% of these received a final appraisal by their manager in a timely way. Compliance data are reviewed each month by the extended management team. However, only 57% of mid-year reviews for the 2017/18 financial year were complete by February 2018, despite a deadline of 30 September 2017, which suggests a drop in compliance levels.

UN Women conducted a Structured Dialogue on Financing in 2016 and 2017. The Structured Dialogue provided an opportunity for UN Women to discuss financing for the organisation with its contributing partners. This allowed UN Women to make a case for increases and for a balance of funding sources. In 2017, UN Women successfully gained a small increase in assessed resources to support five new institutional posts for the 2018-21 period.

The organisation is dedicated to increasing multi-year funding in order to raise strategic effectiveness, increase flexibility and reduce transaction costs. The FPIs are a key tool in supporting this objective, enabling UN Women to attract funds for a specific strategic outcome rather than for a project. Country Strategic Notes are now required to focus on fewer outcomes, but with larger funding programmes to reduce the number of short-term, low-value projects and increase strategic impact, and this is now being implemented. A new system, called LEADS, was launched in 2016 to provide a multi-year pipeline management system to support UN Women's programming shift from less flexible short-term funding to multi-year transformative initiatives. The MOPAN partner survey findings indicate an outstanding need for greater flexibility in targeting financing to countries. The shift to multi-year funding is still in progress.

Figure 3: Survey Response: FINANCIAL RESOURCE MANAGEMENT



UN Women has increased decentralisation of financial decision-making and programming. UN Women identified the need to delegate greater authority to the field as its highest priority in an effort to improve its effectiveness and presence on the ground following the Corporate Evaluation of UN Women's Strategic Partnerships 2017. Programme reports and evaluations contain evidence that re-programming decisions were not made appropriately or effectively, in part because of lack of oversight and support from regional or HQ level. The Delegation of Authority framework was revised and reissued in January 2018 to provide greater clarity and improve delegation. Country representatives observe that there has since been increased delegation of authority to the country office in consultation with the regional office, and less need to involve HQ, which enables them to respond more quickly at country level.

Continuing high use of non-core resources poses a risk to strategic prioritisation. Non-core resources are essential to UN Women, given its low level of core resources. There is sometimes a mismatch between where money is most needed and what donors wish to fund through non-core resources; this can direct activity to follow funding, rather than funding to follow priorities. As an example, funding increased greatly (by 59%) for humanitarian work between 2016 and 2017, reflecting donor interest, compared to the other five portfolio areas which saw lower rates of increase. The entity increased the priority accorded to humanitarian work during the period and developed a humanitarian strategy. This raises questions regarding the extent to which available funding affects the prioritisation of strategic plan outcome areas.

The Resource Mobilization Strategy also recognises the importance of expanding partnerships with the private sector. Contributions from private donors, private sector, foundations and UN Women National Committees doubled from 2% to 4% in 2016, and further increased to 5% in 2017. Despite this, the 2018 audit of the Resource Mobilization Strategy 2015-17 recommended improvements for private sector strategy implementation plans, policies and procedures. The draft 2018 Resource Mobilization Strategy sets out a more detailed and targeted approach to mobilising resources from non-traditional donors and shows that the organisation has had success in gaining contributions from over 35 large companies and foundations. The approach to the private sector has strengthened, and there is now a clearer strategy as well as supporting tools to avoid conflict of interest and ensure due diligence. The impact of these will need to be tested in the 2018-21 period of the new Resource Mobilization Strategy once it is agreed.

The Resource Mobilization Strategy prioritises raising additional voluntary contributions from donor countries. UN Women supported by the country liaison offices successfully raised funds from donor partners' domestic resources, supported by strategic partnerships, as was the case in Sweden, and by countries' National Committees. Partnership working is increasingly used to increase resource mobilisation and to raise UN Women's visibility to attract further resources.

At country level, UN Women relies heavily on its country representatives to undertake country-specific resource mobilisation from donors. New tools are being used to mobilise resources from national private sector donors, as well as traditional donors at country level, with some early small successes. No reference is made, however, in the Strategic Notes as to how the entity is developing country government domestic commitments to UN Women, although the work on gender-responsive budgeting could be relevant here. This remains a gap in terms of ensuring sustainability of changes.

The Resource Mobilization Strategy has weak planning and implementation processes. The 2018 Audit of the 2015-17 Resource Mobilization Strategy found that there were inadequate processes for implementing action plans, reaching targets and monitoring resource mobilisation activities; in addition, it reported underachievement of corporate targets for resource mobilisation.

KPI 4: Organisational systems are cost- and value-conscious and enable financial transparency and accountability.

This KPI examines how UN Women uses its external and internal control mechanisms to meet the standards it sets on financial management and transparency.

UN Women's key financial documents are published regularly, helping to ensure transparency. The Integrated Budget is published biennially, and the Structured Dialogue on Financing and annual external audit reports are published annually. UN Women reviews its resource allocation on an annual basis. UN Women submits an annual progress report on the implementation of the Strategic Plan 2018-21, and will provide updates at its regular sessions in 2020, 2021 and 2022. Summary information on expenditure is available in the Integrated Budget which is published biennially.

The criteria for allocating funding to strategic priorities and regions and countries are funding-led rather than strategic. The criteria are "(1) 2016 expenditure; (2) expenditure trends by outcome area for the past 3 years; and (3) expected future demand based on the existing pipeline". There are no other explicit criteria to show the rationale for allocation to priorities. This may partly reflect the fact that UN Women, while increasing its efforts for strategic programming and funding, is still highly dependent on donor contributions to shape programmes. In the absence of a finalised country typology, there is no set of global criteria for making country allocations related to identified country needs. The Strategic Plan 2018-21 does not explicitly indicate which priority countries or regions UN Women will invest in, although the plan includes high-level principles to direct country engagement and resourcing. Of unearmarked funds for programmatic work, 80% are allocated to the regions, using prescribed shares. The lack of strategic criteria raises questions on transparency and prioritisation.

A results-based budgeting system is in place, supported by improvements in UN Women's systems. The Strategic Plan 2018-21's Integrated Results and Resources Framework explicitly aligns financial resources – both regular resources and other resources – to outcomes and outputs. UN Women's Results Management System is aligned with its Enterprise Resource Planning system for finance (ATLAS) and full integration is nearly complete. This allows for real-time tracking of resource allocation and delivery at all levels, from project to global reporting. UN Women's Integrated Budget 2018/19 shows intended expenditure for outcomes at global level linked to the Integrated Results and Resources Framework of the amount to be invested, through assessed, regular and other resources. There is as yet no assessment of expenditure against budget, or reporting of reasons for variance at country/programme level, which would increase transparency and accountability.

There are delays in disbursement, which system improvements are addressing. A major historic challenge for UN Women has been spending money as planned, an issue linked to weak operational systems; however, programme delivery increased by 45% from 2014 to 2016. Partner feedback from the survey stated that established country work plans are not always followed and that there are delays in the disbursement of funds. The efficiency of the organisation's systems for disbursement is improving, however, and the new online management systems now enable more efficient management of finances and disbursement. As a result, procedural blockages have decreased. Nevertheless, there are still reported delays from countries, for example due to weak contracting and payment processes, and there is no standard or aggregated report to explain other reasons for variance. Delays in disbursement have an impact on programme and financial management, as well as on the organisation's reputation.

Arrangements for external and internal audit meet international standards. Until 2018, UN Women's external audit was undertaken by the United Nations Board of Auditors (BoA), which conducts audits in accordance with UN practices

and the International Standards on Auditing. UNDP's Office of Audit and Investigations (OAI) was responsible for internal audit and investigations of UN Women and reported on them to the Executive Director of UN Women until 2018. From January 2018, the internal audit function was transitioned to an internal function managed by the new Independent Evaluation and Audit Service (IEAS). Both the OAI and IEAS meet international standards for independence.

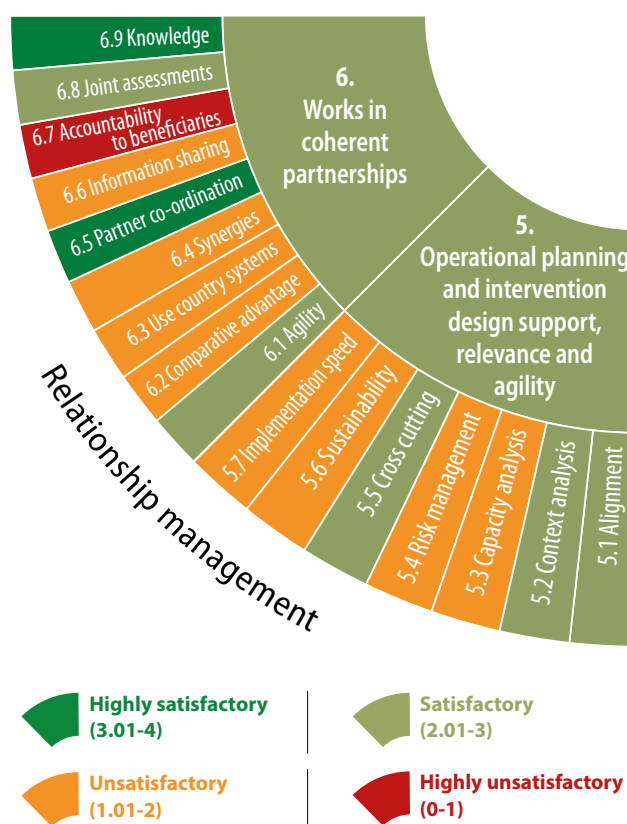
External and internal audit management responses and action plans are published, but the timeliness and completeness of responses is not consistent. Management responses are included with the relevant audit report and published as an Executive Board report. Together, they provide a clear action plan. A report on action plan status is also published each year. There has been a substantial improvement in the timeliness and completeness of management responses. However, the 2016 External Audit Report urged UN Women to put more effort into addressing incomplete actions. All internal audit reports issued by UNDP OAI since 1 December 2012 are publicly disclosed on the UN Women website one month after they have been issued internally. There are, however, no specified management guidelines on timelines for following up agreed responses, which weakens transparency and accountability.

UN Women has a clear anti-fraud policy framework. An independent hotline exists for reporting fraud/suspensions, and confidentiality is explicitly protected. The 2017 Anti-Fraud Policy Framework sets out the parameters for monitoring and reporting for the policy. This responsibility rests with the Director of the Division of Management and Administration who reports to the Board on fraud and misuse of funds as part of the annual report on internal audit and investigation activities.

PERFORMANCE AREA: RELATIONSHIP MANAGEMENT

Engaging in inclusive partnerships to support relevance, to leverage effective solutions and to maximise results (in line with Busan Partnerships commitments).

UN Women engages effectively in relationship management, although some areas still need improvement. Operational and design tools are variable in their quality. There are weaknesses in the organisation's capacity assessment of regional and national partners, despite the centrality of capacity development to its work. Climate change, governance and human rights are not fully mainstreamed in the Country Strategic Notes. There is also variability in the extent to which partners are engaged with and consulted on Country Strategic Notes. UN Women has a stated intent to support sustainable interventions, but does not have a well-defined approach or exit strategy. Procedural delays and bottlenecks remain, although the new systems are beginning to tackle these issues, and new risk management and mitigation systems are being rolled out.



Partnerships are central to UN Women's work but vary in their effectiveness. The organisation's ability to enact positive partnerships at country level is variable and relies on significant input from HQ. Use of country systems is not clearly documented or incentivised. UN Women has strengthened the articulation of its comparative advantage through its

triple mandate, but it lacks a clear rationale for what it brings to country and operational partnerships, particularly with respect to its co-ordination function. At the country level, members of UN Country Teams (UNCT) often maintain separate bilateral (and sometimes competitive) relationships with the same strategic partner, which leads to inefficiencies and potential duplication. Joint initiatives have enabled UN Women to leverage its mandate more effectively and to play a greater catalytic role in country. The organisation is also improving the accessibility and transparency of its information, having received a relatively low rating from the International Aid Transparency Initiative (IATI), although this has recently improved.

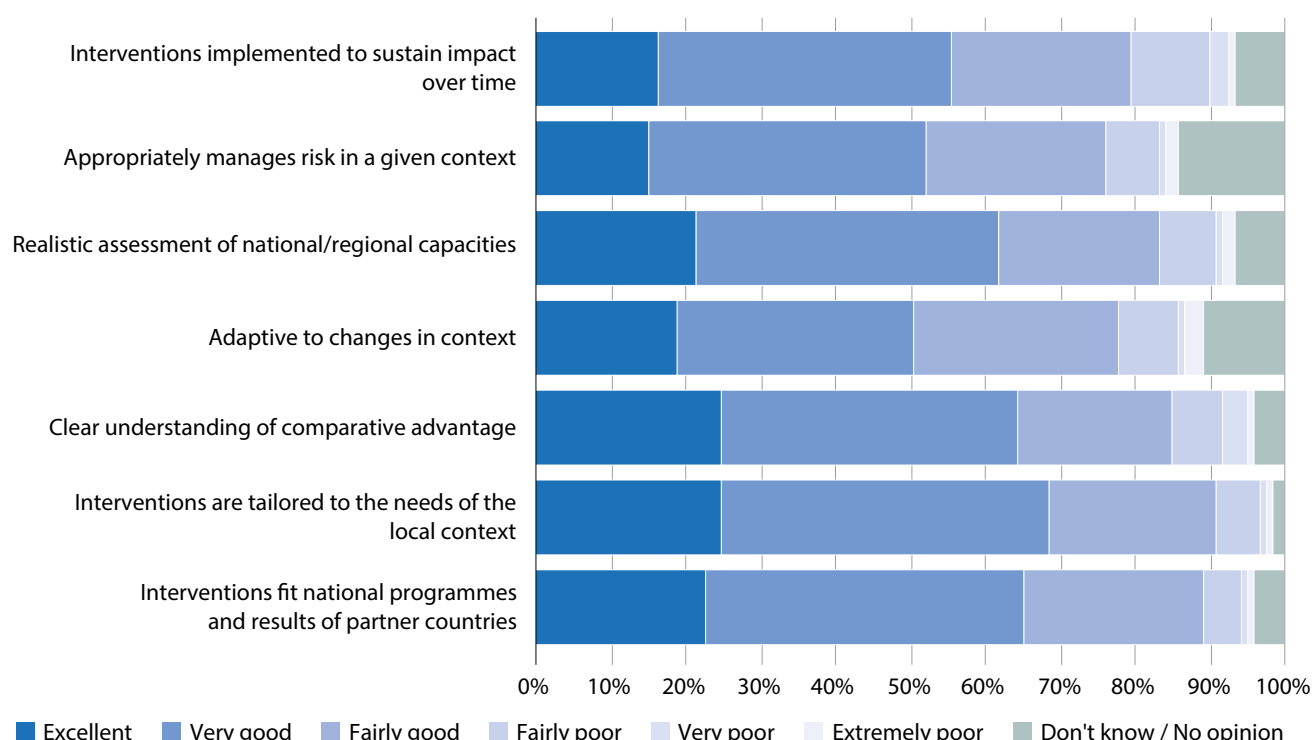
KPI 5: Operational planning and intervention design tools support relevance and agility within partnerships.

This KPI focuses on the scope and robustness of UN Women's processes and practice to support timely, flexible and responsive planning and intervention design for partnerships.

UN Women's Strategic Notes are broadly aligned with national and UNCT priorities; however, quality of articulation varies, partly due to limited country staff resources. UN Women supports project and programmes that largely align with national development goals. Programmes are set out in Country Results Frameworks which are linked to UNCT priorities and national/regional goals. In the field, the Strategic Note functions as a multi-year programming instrument that translates the strategic plan at the country/regional level and adapts it to local contexts and priorities, in alignment with the UN Development Assistance Framework (UNDAF)/One UN Programme. UNDAF requires organisations to establish incentives for their staff to contribute to delivering on UNDAF. However, given the range of UN Women's country resource levels, there is variation in the degree to which the organisation's interventions articulate their alignment with national/regional priorities, and the extent of their alignment with UNDAF. This is due in part to the insufficiency of staff, particularly at the country office level, which represents a global challenge for UN Women.

Country contexts are analysed and Strategic Notes are developed in synergy with UNCT but are variable in the quality of partner engagement. UN Women's country analytical exercise engages with government, UN and civil society partners, but there is variability in how and to what extent partners are consulted. New guidance for the development of Country Strategic Notes emphasises the importance of consulting with partners. As this process is relatively new, no evidence is available yet as to how well this is being taken up. While some country offices (e.g. the Democratic Republic of the Congo) have carried out regular co-ordination meetings with gender leads in government, this process is not undertaken consistently across countries. Feedback suggests that the partner engagement process could be conducted more effectively and efficiently. This would strengthen the relevance of Strategic Notes to country context.

Context analysis for Strategic Notes and interventions does not address all cross-cutting issues equally well. While gender is addressed extensively, environmental sustainability and climate change are addressed variably, and are considered primarily through the lens of agriculture or external factors such as government environmental policy. The strength of governance systems is not consistently considered. UN Women looks at good governance issues in two key ways: through consideration of institutional governance and management capacity, and consideration of humanitarian and fragility issues. The ability to assess humanitarian issues varies significantly depending on the technical capabilities at country/regional levels. Plans for monitoring and evaluation do not explicitly signpost cross-cutting issues beyond UN Women's commitment to gender and human rights.

Figure 4: Survey Response: OPERATIONAL PLANNING AND INTERVENTION DESIGN

Capacity development is central to UN Women's work; however, its assessment of national and regional partners' capacity has weaknesses. Capacity analysis is conducted as part of context and problem analysis to understand what capacities exist and where they are lacking. Partners have reported limitations in UN Women's assessment of national/regional capacity of partners.

The organisation uses the Gender Equality Capacity Assessment Tool to assess the levels of understanding, knowledge and skills that partner organisations and their staff have related to gender equality and women's empowerment. The tool is intended to support gender and human resource specialists within the UN as well as UN counterparts and partners in their own organisations. However, there is no requirement for UN Women to develop a joint capacity statement with partners.

Country audits have found gaps in UN Women's capacity assessment when developing the monitoring, oversight, capacity building and risk reduction measures to be deployed after the implementing partner's engagement. The new guidance for Country Strategic Notes includes regular reflection on changes in capacity at country and regional levels, but it is too early in their cycle to be able to cite evidence of responsiveness to change. Weaknesses in capacity assessment have led to unsatisfactory engagement of implementing partners, leading to instances of weak operationalisation.

UN Women has considerably strengthened its management strategy for identifying, mitigating and monitoring risks, but there is continuing variability of risk management in practice. The template for UN Women's Strategic Notes includes a specific reference to consideration of strategic risk, and all intervention designs include analysis of key risk dimensions. While examples of good practice exist, internal controls and risk management are not consistently implemented across country offices. There is variability in the depth of political risk analysis in the Strategic Notes. The risk to UN Women's reputation stemming from entry into programmatic areas where it lacks technical expertise is raised as an issue in the guidance for the Strategic Notes, but it is not clear how this will be systematically

addressed. UN Women is rolling out an enterprise risk management platform with completion due by the end of 2019. However, until systematic risk management is in place, the possibility of reputational and operational risk will remain.

UN Women intends to support sustainable interventions, but does not have a well-defined approach or exit strategy. UN Women works through partnerships and engagement of internal and external stakeholders, including joint programmes and inter-agency co-ordination mechanisms, to ensure the sustainability of its interventions. The emphasis on capacity development in the organisation is intended to increase knowledge and uptake of gender considerations within institutions. UN Women supports the sustainability of interventions through its normative function, which seeks to create a legal and policy environment that encourages gender equality. While this is addressed in intervention design, evaluations point to the absence of a clear and well-planned exit strategy, and Strategic Notes lack detail about what is required to sustain the benefits of the interventions. Although evaluations highlight achievements in UN Women's support to national policies and programmes, there is a lack of evidence from country programmes' results to show sustained shifts in policy and legislation. This in part reflects the challenge for UN Women of showing results for normative interventions that also rely on partner contributions and the challenge of working in dynamic contexts. Consequently, there is weak evidence to show the sustainability of the organisation's work.

Timeliness and efficiency of implementation have been challenges for UN Women. The meta-analysis of evaluations managed by UN Women in 2016 found that only 57% of projects assessed received satisfactory ratings for implementation being achieved on time. Only 46% of projects received satisfactory ratings for the efficiency of systems and procedures for project or programme implementation. UN Women's 2016 Financial Audit noted a continued deficiency in terms of delays in financial closure of projects following operational closure. The 2011-14 Development Effectiveness Review produced negative findings with respect to the timeliness and efficiency of administrative processes. Findings in 75% of evaluations addressed weak administrative and financial processes, including bureaucracy and internal management challenges, limited staff capacity and issues with funding delays. Internal or external benchmarks that would strengthen project management timeliness and speed are not used.

Following the 2017 Mid-term Review of the Strategic Plan, UN Women launched a re-engineering initiative to identify bottlenecks and to streamline systems and processes. UN Women has introduced new systems (RMS, DAMS, COATS) to support improved programme management which were fully implemented from late 2017 and are still being reviewed and refined.

KPI 6: Partnership working is coherent and directed at leveraging and/or ensuring relevance and the catalytic use of resources.

This KPI looks at a range of dimensions to how UN Women engages in partnerships to maximise the effect of deployment of its investment resources and its wider engagement.

UN Women has increased its participation in joint planning, but there is room for improvement in joint review processes. At the country level, UN Women uses the UNDAF and the Common Country Analysis for co-ordinated, coherent strategic planning. In humanitarian settings, UN Women works through the Inter-Agency Standing Committee to support efforts for gender-responsive humanitarian action. With regard to humanitarian response, UN Women works with the Office for the Coordination of Humanitarian Affairs (OCHA), other UN Agencies and relevant local partners. Gender equality is reported to be the thematic area with the highest concentration of joint programmes. UN system partners are increasingly coming together through joint initiatives and in active support of the Sustainable Development Goals. The UN Women's Results Framework (2018-21) includes a number of indicators to track its

participation in joint programmes, which has showed a positive increase since 2017. However, there was a perception among a small proportion of respondents in the partner survey that UN Women does not consistently participate in joint reviews.

UN Women is working to develop more flexible partnership modalities, but this remains a work in progress.

The Evaluation of Strategic Partnerships 2016 found that a lack of clear guidelines on roles and responsibilities was a barrier to a shared organisational vision, incentive structure and resource-allocation for strategic partnerships. Improved systems are being put in place, but it is not clear how programmatic changes will be managed with partners. One challenge is that systems are not able to respond to flexible funding or non-traditional donors, due in part to accountability requirements set by the Executive Board or donors. Country office audits conducted between 2013 and 2017 found significant challenges with respect to structural and operational processes to address institutional bottlenecks. UN Women is currently developing partnership guidelines which are intended to support increased agility of partnerships, and these will be critical to the organisation's effectiveness, especially given its increasing emphasis on partnership working and funding.

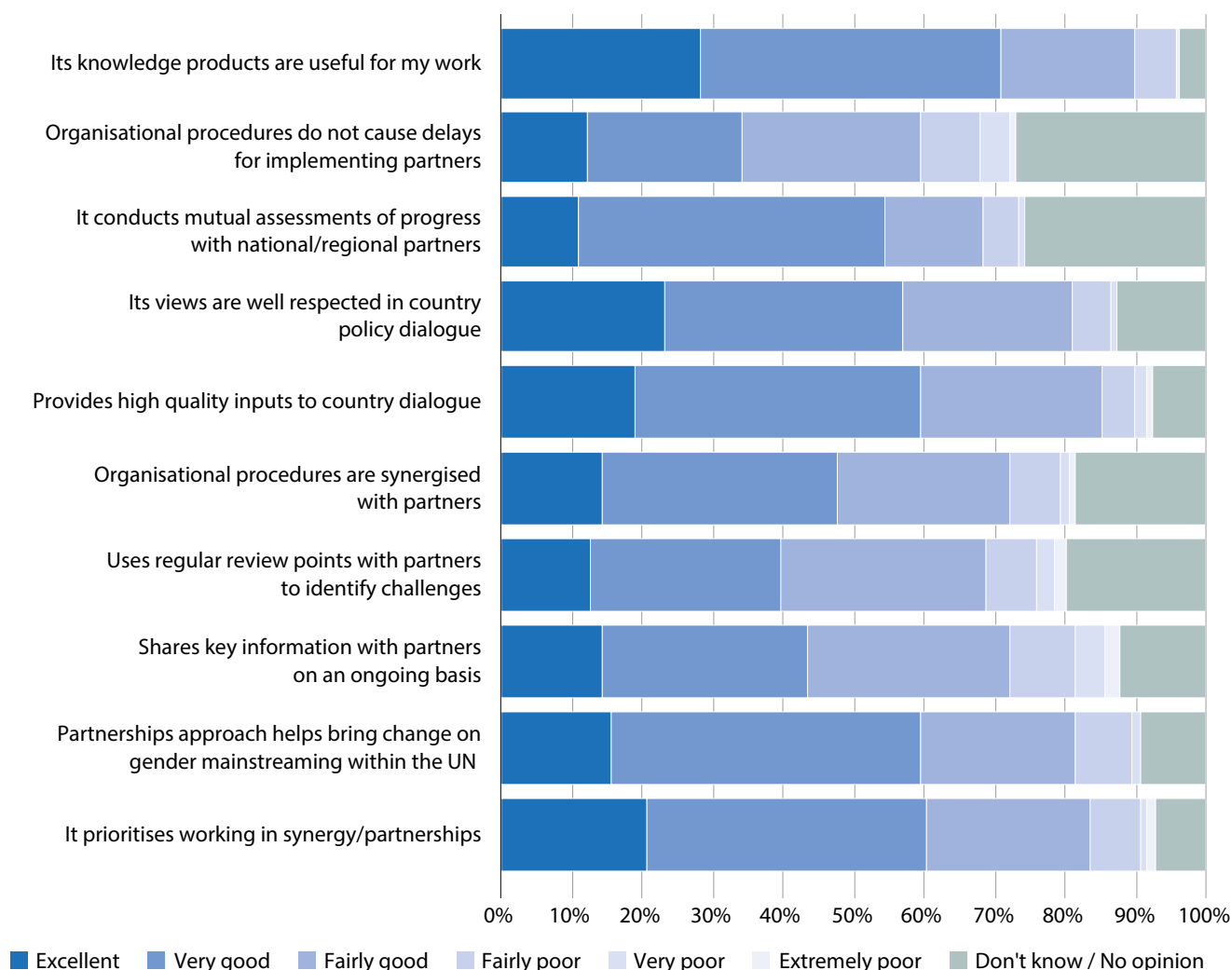
UN Women has put in place FPIs to reduce fragmentation, but some duplication and inefficiencies remain.

The Flagship Programme Initiatives, while still in the early stages of implementation, are envisioned as a vehicle for working in synergy with partners, and as a basis for engagement with other UN organisations. As part of its partnership engagement and programming strategy, UN Women seeks to articulate partners' respective strengths based on common theories of change for each FPI. UN Women's co-ordination mandate is intended to position UN Women to stimulate catalytic change across the UN system. Nonetheless, a 2016 evaluation of UN Women's contribution to the UN system found that UN Women faces specific challenges with respect to competition for resources "which limits the ability of UN entities to focus on jointly identified priorities".

UN Women's normative function is highly valued by partners, but there is insufficient clarity on co-ordination, particularly at country level. UN Women has a well-articulated triple mandate but lacks a clear rationale for what it brings to country and operational partnerships, particularly with respect to its co-ordination function. Nonetheless, UN Women's recognised expertise in gender is well regarded in partnerships. The organisation links its normative mandate to operational objectives when influencing, convening and co-ordinating with partners to advocate for gender equality outcomes. However, lack of clarity among partners regarding UN Women's mandate, particularly the co-ordination component, has led to underfunding, competition, inefficient use of resources, duplication of efforts and missed opportunities for resource mobilisation. A 2016 regional evaluation of co-ordination in Europe and the Central Asia Region found that there was a widespread lack of understanding among UN partners of UN Women's co-ordination mandate.

Staff in some UN Women offices noted that they lacked guidance on how to manage the various components of the complex mandate, in particular on how to translate the UN system co-ordination mandate into a feasible country-specific strategy. The 2016 meta-analysis of evaluations found greater concentration on operational partnerships at the country level, with relatively lower attention being paid to co-ordination. A 2018 Audit of UN Women's Resource Mobilisation Function found a reported lack of clarity regarding the operationalisation of UN Women's mandate and how it relates to the gender mandates of other system entities.

There is weak evidence that UN Women systematically assesses, or uses, country systems. The lack of systematic country system use is partly linked to the strength of country context analysis. Partners reported that analysis varies in practice with regard to the level of consultation and engagement with countries and development partners. At the

Figure 5: Survey Response: PARTNERSHIPS

Strategic Note design stage, the Programme Operational Manual sets out guidance for assessing and addressing key concerns with respect to women's empowerment and national policy processes. This is intended to encourage changes with respect to country systems, laws and processes. However, the Strategic Notes do not systematically communicate actions on the basis of these concerns. Structures are in place for country offices to outline capacity development interventions and sustainability measures; however, the incentives for using country systems are not well-evidenced.

UN Women does not have an explicit statement on standards and procedures for accountability to beneficiaries. The Evaluation of UN Women's Strategic Partnerships found that UN Women's partnership regulations are not well-aligned to supporting partnerships with small rights-holders' groups. In particular, there are no clear modalities for providing full accountability to beneficiary populations. UN Women's human rights-based assessment does provide a mechanism for considering accountability to beneficiaries in programming. In addition, approval processes address whether programme beneficiaries have been clearly defined, although not whether they have been consulted. There is also no requirement for monitoring and evaluation procedures to assess beneficiary accountability. Evaluations confirm though that UN Women has undertaken efforts to activate processes for greater accountability to beneficiary and civil society groups.

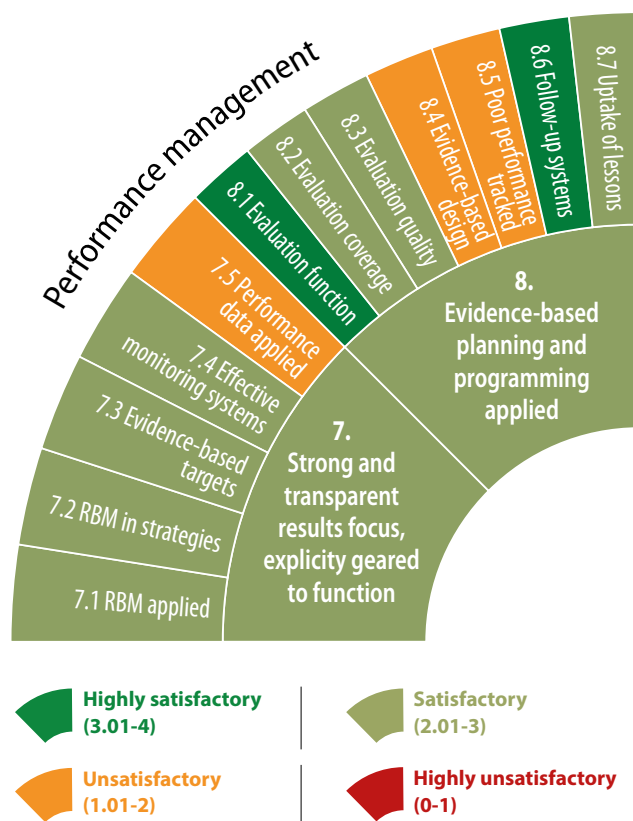
UN Women's systems are providing greater accessibility and transparency of information, but gaps remain. UN Women publishes its Executive Board documents, audits and evaluations online. Information on UN Women's website is generally accessible and current, but it is not comprehensive and can be difficult to navigate. Internal programme information, particularly at the country level, is not consistently available. In 2012, UN Women became the 100th publisher on the open data registry of the International Aid Transparency Initiative (IATI). In 2017, the Aid Transparency Tracker rated UN Women 33 (the 2021 target is 80). However, the organisation does not have a corporate statement on disclosure of information. In 2016, UN Women made efforts to improve its systems and upgraded to the latest version of the IATI standard. The organisation is now rolling out a system to make information more readily available on the IATI portal, and performance is tracked.

UN Women plays an effective role as a convenor of knowledge and as a knowledge hub. UN Women's access to a network of knowledge and experience is central to the organisation's current strategy. UN Women recently produced the *Progress of the World's Women* report, the UN Women's Policy Brief series, the *World Survey on the Role of Women in Development* and the new biennial *Gender Equality in the 2030 Agenda for Sustainable Development* report. Knowledge products, such as the *Progress of the World's Women* report, have had an influence on policymaking, and a series of activities have taken place in many countries to promote the report's findings. UN Women's support to CEDAW reporting as well as country-specific research projects have been critical to informing advocacy at country levels. More than 311 000 practitioners accessed knowledge and good practices at EmpowerWomen.org; and over 2.4 million practitioners accessed expert knowledge at endVAWnow.org. In line with the QCPR, UN Women supported 61 countries in South-South and triangular co-operation by using cross-regional dialogues, communities of practice, peer-to-peer networks and electronic platforms.

PERFORMANCE AREA: PERFORMANCE MANAGEMENT

Systems geared to managing and accounting for development and humanitarian results and the use of performance information, including evaluation and lesson-learning.

UN Women has recently introduced operational systems and strategic changes to strengthen the clarity of its focus on results, and there is now a strong organisational commitment to results-based management. The Integrated Results and Resources Framework (IRRF) is based on the newly developed organisational theory of change; outputs and outcomes are linked in a results chain and all HQ and field level work plans, results, budgets and expenditures are linked to this. However, there are a lack of baselines and targets in country programmes and weaknesses in monitoring and data collection. While senior management has a clear vision for achieving results, this vision is not always shared by other parts of the organisation. UN Women has an independent evaluation function with an Evaluation Policy that clearly sets out principles for both corporate and decentralised evaluations. There is also evidence of the use of lessons learned from evaluations in both the strategic plans and in field offices. Published reports track performance against impact area indicators, marking areas that are



both on, and off, track. UN Women demonstrates its commitment to public accountability by disclosing all evaluation plans, reports and management responses/action plans through the web-based and publicly accessible UN Women Evaluation Resource Centre. Adequate funding is an identified risk, however. Funding levels have fluctuated over time and not been sufficient to meet the Evaluation Policy target.

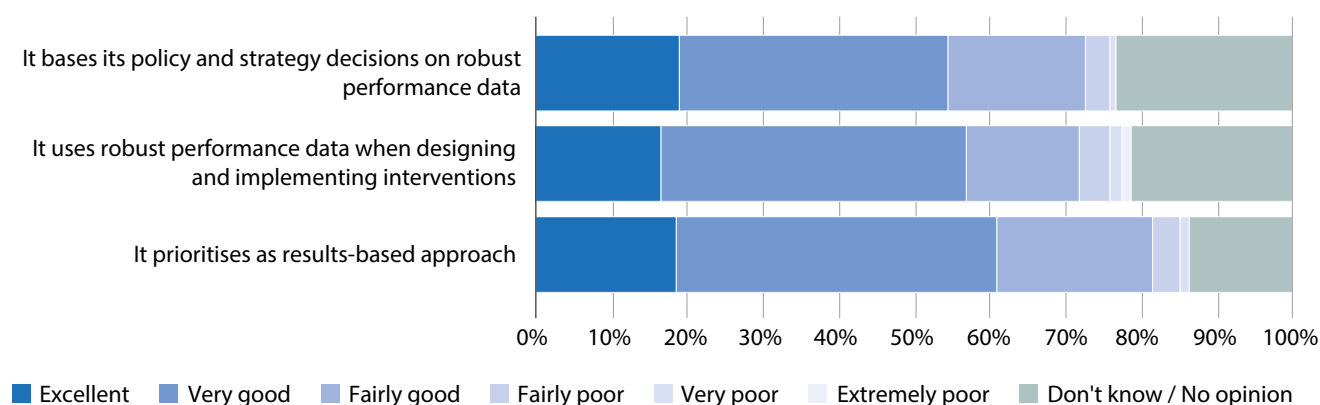
KPI 7: The focus on results is strong, transparent and explicitly geared towards function.

This KPI looks at how UN Women transparently interprets and delivers an organisation-wide focus on results.

There is a strong corporate commitment to results-based management, but full implementation is still a work in progress. The Strategic Plan 2018-21 reiterates the commitment to results-based management: “Results-based management (RBM) remains an organisational priority for UN Women.” The introduction of the IRRF, including the Organisational Efficiency and Effectiveness Framework (OEEF), which is annexed to the Strategic Plan 2018-21, is evidence of the increased centrality of results to UN Women’s culture. The strategic plan states that “outputs and outcomes are linked in a results chain and all HQ and field level work plans, results, budgets and expenditures are linked to these outcomes and outputs. The rationale behind the outputs and outcomes will be elaborated in the accompanying Strategic Plan 2018-21 Theory of Change”. Plans to link UN Women’s results management system and staff performance management systems are still a work in progress. Despite significant improvement to systems, results frameworks and training for staff, there is still considerable work to be done to ensure that guidance and tools are fit for purpose and that they are used consistently and effectively.

The global strategic plan has a clear corporate results-based management framework, but this is weaker at country and project levels. The Strategic Plan 2018-21 is linked to an Integrated Results and Resource Framework through a results chain based on the theory of change underpinning the strategic plan. At the Annual Session of the Executive Board, the Annual Report of the Executive Director is presented along with a Data Companion and Scorecard, which record progress on performance against the Development Results and Organisational Effectiveness and Efficiency Frameworks. The assessment of Development Results in the Annual Report of the Executive Director, along with the Data Companion and Scorecard, records development targets that are achieved and those that are off track. In the examples of the Country Strategic Notes reviewed, however, not all have clear targets set. The new Strategic Note Guidance 2018 sets a higher bar, although no new Strategic Notes using the guidance had been completed at the time of writing. However, the country programme document emphasises the importance of setting results and indicators.

Figure 6: Survey Response: RESULTS-BASED MANAGEMENT



The IRRF has a clear internal logic but gaps in term of its metrics. The Strategic Plan 2018-21 includes a diagram summarising the linkages between the overall theory of change statement, the five outcomes and the associated group of 15 outputs, including risks, barriers and assumptions. This forms the basis of the targets and indicators for the results framework. The Development Results Framework of the Strategic Plan 2014-17 and the Integrated Results and Resource Framework of the Strategic Plan 2018-21 either have clear baselines or, where data are absent, a plan to collect the relevant data. There is, however, still a high proportion of indicators lacking targets or baselines. In the examples of Country Strategic Notes reviewed, not all have clear targets, nor do all targets have baselines. The new Strategic Notes Guidance 2018 makes baselines mandatory.

Monitoring is an area for improvement for both UN Women and partners at the country level. In 2015, most evaluations found that country-level monitoring systems were either weak, under-resourced, too reliant on partners' data or even yet to be set up. The Evaluation Synthesis for 2016 found that monitoring remains a critical gap in the operational capabilities of both UN Women and key partners at the country level. The timeliness of data reporting has improved, though, with the development of an integrated data dashboard which draws on the Results Management System. However, systems for ensuring data quality remain weak.

Use of performance management data to inform plans and decisions is weak. The evidence from the previous strategic plan and Strategic Notes is of poor performance in this area. The 2017 Annual Report of the Executive Director to the Executive Board notes that "eight impact indicators remain off track. While this is partly since this level of result captures longer-term change, the need to ensure a solid results chain between various levels will require attention in the new Strategic Plan". There is, however, little evidence that changes have been made in response to developing a stronger results chain. A lack of country-level performance data and baselines in Strategic Notes limit the extent to which data can be used in dialogue at country level.

KPI 8: The organisation applies evidence-based planning and programming.

This KPI focuses on the evaluation function, its positioning within UN Women structures, attention to quality, and accountability and putting learning into practice.

UN Women has a structurally independent evaluation function with an increasing level of resources close to the 3% target. In January 2018, the Independent Evaluation and Audit Services (IEAS) was established under one oversight service umbrella. Within this architecture, the evaluation function will remain operationally and functionally independent. The Evaluation Policy sets out the evaluation management protocols for both corporate and decentralised evaluations. It also sets out the structural independence of the evaluation function: "The Evaluation Office is the custodian of the UN Women evaluation function. It reports directly to the Executive Director to safeguard its independence from management, thus enabling it to conduct its work with impartiality." Following the 2018 reorganisation, this was amended, with the Director of the IEAS now reporting directly to the Executive Director and Executive Board. The Executive Board approves a biannual corporate evaluation plan and biannual decentralised integrated monitoring, evaluation and research plans. IEAS has a separate budget line in the Integrated Budget, and UN Women is in the process of shifting the source of funding for evaluation from core programmable funds to the institutional budget.

There is a clear approach to ensure both evaluation coverage and the quality of UN Women's work. The Evaluation Policy sets out the requirements to ensure coverage by delineating the evaluation remit into the following levels:

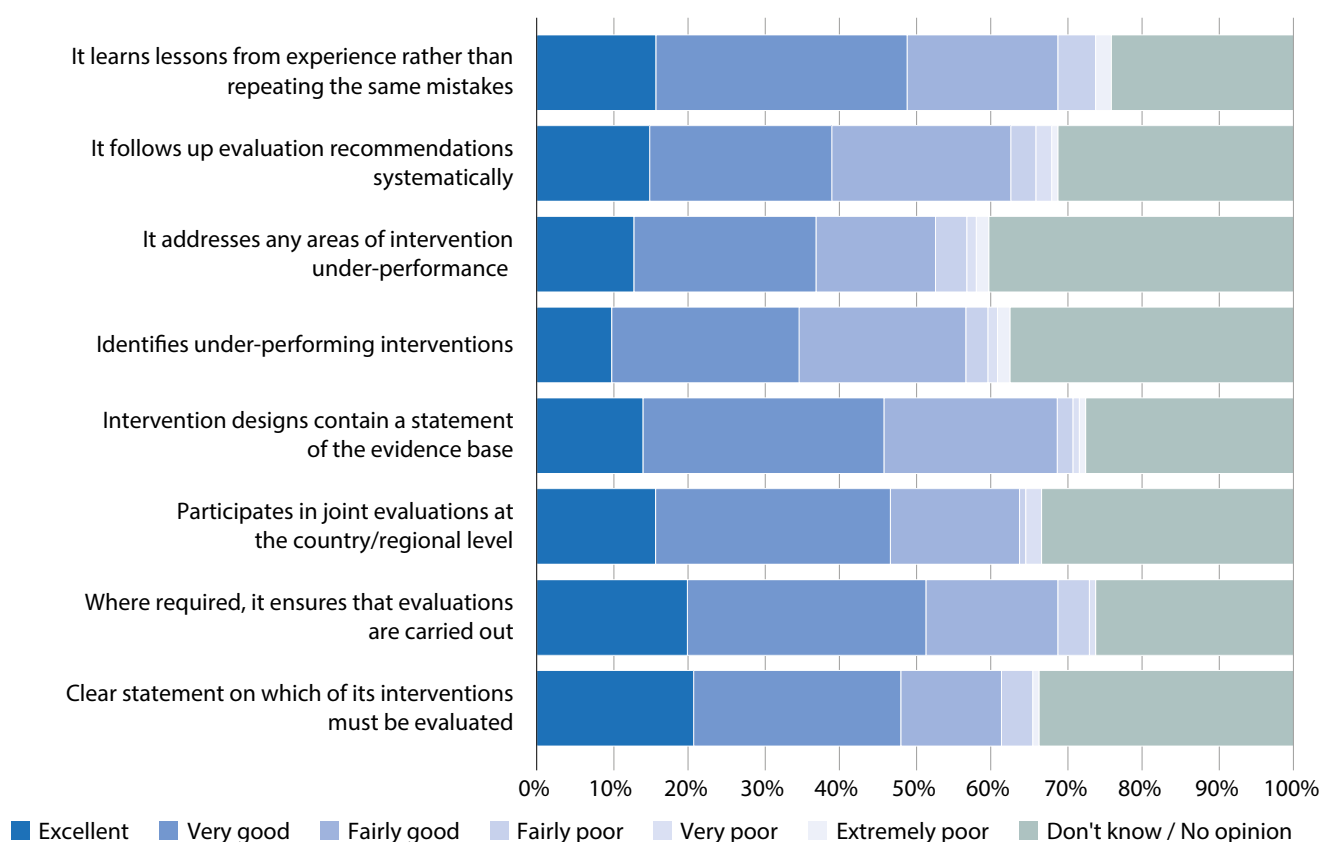
- Corporate (four categories): Strategy/policy evaluation, Organisational performance evaluation, Normative support evaluation and Thematic evaluation
- Corporate or Decentralised (two categories): Regional cluster/thematic evaluation and Country-level evaluation
- Decentralised (one category): Programme evaluation

The intent is to continuously improve and enhance the quality and credibility of UN Women's corporate and decentralised evaluations. However, full coverage has not been achieved, especially in decentralised evaluations, with the majority of sample countries looked at in this assessment lacking evaluation coverage. The Evaluation Policy lays out the general principles for ensuring quality standards in the corporate and decentralised evaluations carried out by the organisation, and tools are referenced to support implementation. The Annual Evaluation Report addresses quality under their Key Performance Indicator 5: Quality of evaluation reports. The evaluation meta-analyses report that the majority of evaluations are rated as being satisfactory, or better.

There is a strong commitment to using lessons from evaluations, but it is not clear how lessons learned are systematically identified and disseminated. Both the Strategic Plan 2014-17 and the Strategic Plan 2018-21 explicitly draw on lessons learned from the previous strategic plans, reviews and evaluations. In 2016, the Independent Evaluation Office (IEO) published "What can we learn from UN Women evaluations?: A meta-analysis of evaluations managed by UN Women in 2014 and 2015". It states, "As part of its continuous effort to promote learning and accountability, IEO undertakes an annual meta-analysis to ensure that the body of evidence produced by corporate and decentralized evaluations are synthesized and used to inform corporate-level and decentralized policies and strategies." The 2016 Annual Report refers to "UN Women's commitment to leveraging evaluation lessons and findings to improve programmes increased in 2015, with three quarters of field offices utilizing evaluation findings".

Use of lessons and evidence from evaluations is a mandatory requirement for the development of new Strategic Notes. All offices must demonstrate the extent to which their new programmes are substantiated by evidence from evaluations. There is no evident mechanism or process for distilling and disseminating learning for corporate or country-level use.

Systematic tracking of results and variance is not yet clearly embedded in management processes. The Annual Reports of the Executive Director, with the accompanying Data Companion and Scorecard, track performance against impact area indicators, marking areas that are both on and off track. Progress is tracked using data reported by the countries, with the sources referenced in the Data Companion. The Data Companion also records progress against the OEEF, which includes Output Cluster 3, Indicator 3.1A: Percentage of Strategic Plan outputs and outcomes on track. There is, however, no clear process identified in the new 2018 Strategic Note Guidance for addressing poor performance. Examples of changes following earlier poor performance were not seen. The regional directors oversee the work of the country offices, reviewing country programmes every two months. Responsibility and accountability for taking remedial action is also not clear. The RMS system enables close tracking and regular mandatory reporting of results, but is still to be proven in practice. Improved and more systematic tracking of results and variance will be critical to achieving effective programme, performance and financial management.

Figure 7: Survey Response: IMPLEMENTATION AND USE OF EVALUATIONS

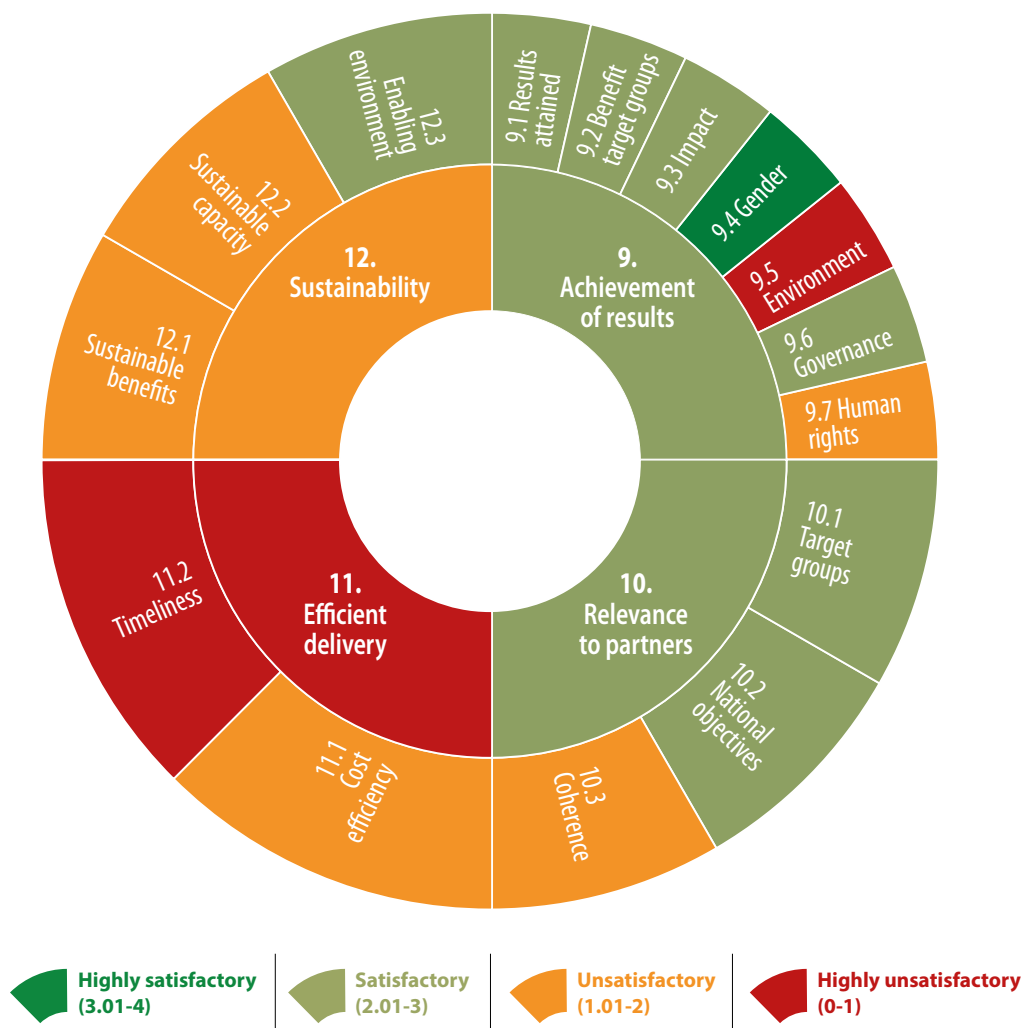
UN Women has a standard process for management responses to evaluations, which is widely used, and publishes status updates on its system of Global Accountability and Tracking of Evaluation Use (GATE). The UN Women Evaluation Handbook description of a management response refers to the need to include: how it will follow up, who is responsible and by when the action will be implemented. The Management Response template sets out an action plan, with clear elements setting out responsibilities and accountabilities. UN Women's GATE system is an online tool which stores all its completed evaluations and subsequent planned actions. The Independent Evaluation Office (now IEAS) uses GATE to monitor and report on the status of management responses and action plans to the Executive Director and the Executive Board on an annual basis. The management response and status of actions for each evaluation is reported on GATE.

Information on evaluations and their findings are published on GATE and are widely accessible. The Evaluation Policy states that UN Women demonstrates its commitment to public accountability and the sharing of knowledge by disclosing all evaluation plans, independent evaluation terms of reference, final reports and management responses/ action plans through the centralised, web-based and publicly accessible UN Women Evaluation Resource Centre (<http://gate.unwomen.org>). The online GATE resource provides access to both the meta-analyses of decentralised evaluations and the meta-analysis of evaluations managed by UN Women: <http://gate.unwomen.org>. The Evaluation Office uses innovative dissemination approaches to increase the use of lessons learned, such as an evaluation magazine summarising findings and social media to connect with external audiences. However, there is no Information Disclosure Policy at present.

2.2. DEVELOPMENT EFFECTIVENESS

PERFORMANCE AREA: RESULTS

Achievement of relevant, inclusive and sustainable contributions to humanitarian and development results in an efficient way.



UN Women has made notable contributions to improving gender equality and the empowerment of women through its normative, co-ordination and technical assistance work. At global level, there is positive evidence of UN Women's influence on international discourse, standards and a range of national policies through its co-ordination and normative roles. From the evaluations assessed, there is evidence that UN Women is becoming more effective in delivering normative results at country level. Country portfolio evaluations have found that development objectives were broadly achieved, but results were not clear. This is partly due to weak RBM systems which limited the assessment of results at country level. Evidence on the sustainability of benefits is mixed. There is a need for a longer-term vision, systematic planning and adequate resourcing to achieve longer lasting and transformative changes. There are also system, resource and operational constraints on the delivery and assessment of results at country level.

KPI 9: Development and humanitarian objectives are achieved, and results contribute to normative and cross-cutting goals.

This KPI examines the nature and scale of the results UN Women is achieving against the targets it sets and its expectations on making a difference

Evidence shows that UN Women is becoming more effective in delivering results at the country level. The normative work undertaken by the organisation has contributed to shaping and promoting governmental policies and legislation to address gender equality and women's empowerment. Individual UN Women interventions, particularly at the country level, are contributing to strengthening policy capacity, discourse and plans that can successfully advance national development goals. There is strong evidence of UN Women's contributions to gender equality at country level from meta-evaluations, but with less identifiable success on the challenge of achieving sufficient scale to have impact on national development goals. There is also evidence of an overall increase in efficiency, reflecting the growing maturity of systems and processes, although there are still delays. Evidence on the sustainability of benefits is mixed. Caution needs to be used in attributing the results at country level to UN Women interventions, due to a lack of clear causal pathways and robust data. Insufficient funding, short timeframes, limited scale of projects, lack of staff capacity, insufficient financial resourcing, as well as capacity gaps in implementing partners, are all evidenced as limiting UN Women's effectiveness in achieving country-level results.

A sample of 17 evaluations was reviewed for KPI 9. It included three syntheses of evaluations (meta-evaluations/effectiveness reviews), five corporate strategic evaluations, six country portfolio evaluations and three project evaluations.

Country and regional interventions and programmes are showing improvement in results achievement. The evaluations reviewed showed that UN Women interventions are increasingly achieving their intended objectives and results. The 2016 meta-analysis of evaluations reports that 90% of stated objectives and results were attained across the evaluations assessed. However, at country level, while objectives were achieved, evidence on results was weaker, partly due to difficulties in assessing results at country level, and because results chains are not always well defined. Country-level data, monitoring and results systems weaknesses contributed to these difficulties. At the global level, only 71% of development results were on track in year three of the 2014-17 strategic plan period. This raises questions about the results that were not on track at such a late stage in the period.

UN Women has made notable contributions to improving gender equality and the empowerment of women through its normative, co-ordination and technical assistance work. All 17 of the evaluations reviewed offer findings regarding results on gender equality and the empowerment of women. The effectiveness of UN Women's co-ordination work in promoting gender equality and women's empowerment is commented on positively in the Financial Report and Audit 2016: "UN Women continued to lead, co-ordinate and promote the accountability of the United Nations system on gender equality and women's empowerment in 2016. Over 90 per cent of United Nations entities and departments report on the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, with the proportion of ratings meeting or exceeding requirements up by 7 per cent in 2016".

Three meta-analyses provide evidence of the extent to which UN Women contributed to gender equality at country level. The extent of the impact was limited due to the challenge of achieving sufficient scale to affect national development goals. UN Women's influence is seen through increased visibility for gender in the national policy and UNDAF agendas. It has also made a positive contribution to strengthening national data systems, which are critical to supporting normative work and sustainable change.

UN Women is contributing to governance results. Three meta-analyses of evaluations found that UN Women has increased women's participation, economic empowerment, leadership and gender budgeting. Evaluations report that UN Women programmes are contributing to women's increased leadership and capacity to participate in national and local decision-making processes. This positions women to contribute to the development of gender-responsive poverty reduction actions and policies under SDG 1. Country Portfolio evaluations reviewed assess UN Women's interventions as having helped to improve good governance, with a focus on gender equality and women's empowerment, at different levels.

Contribution to environmental sustainability and human rights results is not well evidenced. Although UN Women addresses human rights as an integral part of its core mandate to advance gender equality and women's economic empowerment, only eight evaluations explicitly comment on UN Women's contributions to improving human rights. Evidence is mixed, suggesting that a human rights-based approach is not always effectively mainstreamed into programmes. Evaluation findings note that UN Women is increasingly taking a rights-based approach to addressing gender equality; and the entity has funded the participation of women community leaders, young women and women government delegates in normative processes related to climate change, desertification and biodiversity. However, the organisation needs to expand its efforts further to enable more direct participation of excluded groups in normative processes. Only three evaluations comment on UN Women's contribution to climate change and environmental sustainability, including the UN Women project on reducing the vulnerability of women to climate change. The current Evaluation Policy does not address environmental sustainability.

Contribution to normative results is strong, though weakened by the lack of a clear results chain. Contribution to normative results at global level is reported through a narrative report to the Commission on the Status of Women. From 2019, the new IRRF includes indicators for global normative work, which should enable clearer capture of results and effectiveness. There is a strong contribution to normative results at country level, although the specific contribution of UN Women is not clear, as there is not a clear results chain. There was variability in the extent to which countries achieve normative results; this appears to relate to the capacity, experience and seniority of UN Women staff in post.

Restrictions in intervention scale, design and capacity often limit the achievement of results. Meta-evaluations of UN Women's evaluations, as well as country and regional evaluations, all note a common set of factors that limit the achievement of results. The main challenges to achieving transformational outcomes were found to be limited geographical coverage, resource constraints and short project durations. Other factors frequently cited include limited scale of projects, weak design, weak operating systems, as well as capacity gaps in implementing partners.

KPI 10: Interventions are relevant to the needs and priorities of partner countries and beneficiaries, and the organisation works towards results in areas within its mandate.

This KPI centres on the relevance of UN Women's engagement given the needs and priorities of its partner countries and its results focus.

For KPI 10, a sample of 17 evaluations including 3 syntheses of evaluations (meta-evaluations/effectiveness reviews), 5 corporate strategic evaluations, 6 country portfolio evaluations and 3 project evaluations was reviewed. Of these, 10 evaluations explicitly assess the relevance of interventions to the needs of partner countries and beneficiaries.

UN Women interventions are better aligned with national development goals, although direct contribution to results is not always evident. At country and programme level, there is evidence of positive performance which suggests that individual UN Women interventions, particularly at the country level, are contributing to strengthening

policy capacity, discourse and plans that can successfully advance national development goals. However, their contribution to results is not always evident, partly due to a lack of a results chain. Meta-analyses of evaluations have noted that UN Women's coherence and results effectiveness has suffered from the lack of a clear theory of change for its interventions.

Interventions were generally responsive to target group needs. Many interventions at project level are closely targeted at specific groups which helps ensure their identification and involvement. Interventions were therefore generally responsive to their needs, and UN Women is seen to have been able to work flexibly to adjust to the needs of beneficiaries. However, the meta-analysis of 2015 evaluations notes that while interventions are relevant, there appears to have been no exploration of whether other intervention options may have been more relevant to the context. Several evaluations noted the need for UN Women to improve the quality of involvement of local organisations.

The effectiveness of UN Women's co-ordination mandate in delivering results is not clear. UN Women's co-ordination work has made contributions to improved policy and normative frameworks used by the UN at country level; however, these do not translate into demonstrable results. The 2016 evaluation of the contribution of UN Women to UN system co-ordination on gender equality and the empowerment of women found that the organisation needs to do more to ensure results and shared accountability. This remains an issue in more recent evaluations. Without greater clarity on the co-ordination function and how it can contribute to results, this aspect of the mandate will remain relatively weak. UN Women's participation in UN Joint Programmes with a gender theme is reported as less effective, due to implementation problems which reduce effectiveness. "This does not mean that joint programmes do not achieve results, but the potential for enhancing coherence, partnership, and ownership in the UN system is under-exploited".¹ This may be due to the lack of a common gender vision, which was not fully addressed in the design stage. Without greater clarity on how the co-ordination function can contribute to results, this aspect of the triple mandate will continue to fall short of its potential.

KPI 11: Results are delivered efficiently.

This KPI looks at the extent to which UN Women is meeting its own aims and standards on delivering results efficiently.

A sample of 17 evaluations including 3 syntheses of evaluations (meta-evaluations/effectiveness reviews), 5 corporate strategic evaluations, 6 country portfolio evaluations and 3 project evaluations were reviewed. Of these, eight evaluations comment on the resource and cost efficiency of UN Women's interventions.

There is evidence of an overall increase in efficiency, reflecting the growing maturity of systems and processes, but scope remains for further improvement. In 2016, National Planning and Budgeting was a priority area of work in 82 out of 107 countries where UN Women delivered programmes. This is a key factor in achieving sustainable change and has the potential to embed normative frameworks. The Development Effectiveness Review commends UN Women's ability to "achieve more with limited resources" by leveraging what resources it has and applying internal cost controls. However, the review notes factors negatively affecting UN Women's performance including: resource mobilisation, administrative processes, delay in release of funds, funding shortfalls, timeliness of programme implementation, high staff turnover, excessive bureaucratic process requirements, internal management challenges, weakness in project design, and weaknesses in the processes and systems in place to ensure tracking of cost data throughout the programme/project implementation process.

1. Corporate evaluation of UN Women's contribution to UN system coordination on gender equality and the empowerment of women, 2016.

Timeliness of intervention and delivery continued to be a challenge. Evaluations show low rates of satisfaction for timeliness of interventions. Factors detracting from timeliness often relate to limited financial and human capacity, and system weaknesses. Delays in disbursement and short project cycles were highlighted as issues that affected timeliness.

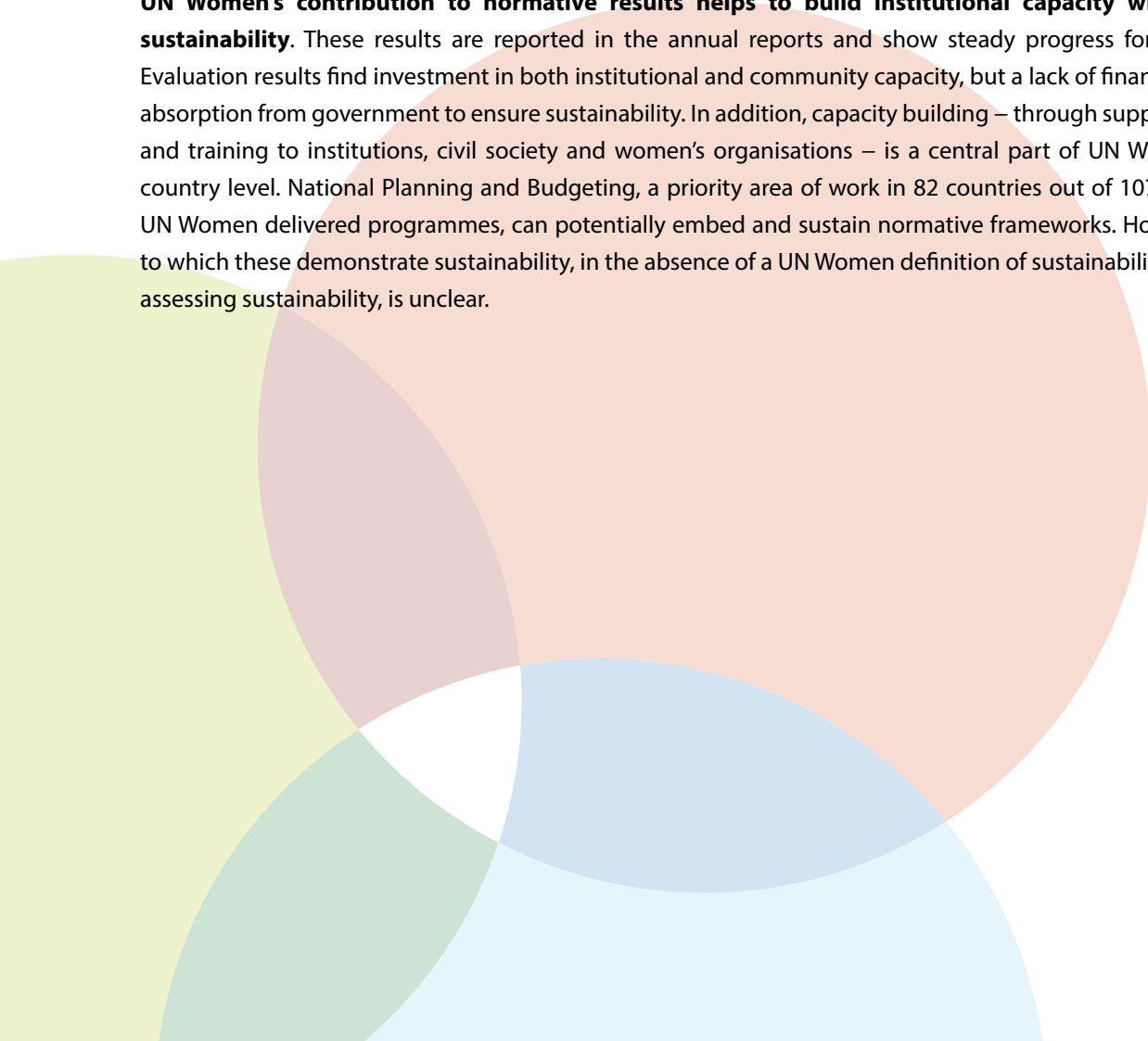
KPI 12: Results are sustainable.

This KPI looks at the degree to which UN Women successfully delivers results that are sustainable in the longer term.

A sample of 17 evaluations including 3 syntheses of evaluations (meta-evaluations/effectiveness reviews), 5 corporate strategic evaluations, 6 country portfolio evaluations and 3 project evaluations was reviewed. Of these, 12 evaluations assess the sustainability of the results achieved through UN Women's interventions.

There is mixed evidence of the sustainability of benefits. There are positive examples of institutional strengthening, for instance in improved gender budgeting and improved consideration of gender in planning and policymaking. The Development Effectiveness Review (2015), however, found that for a majority of the evaluations reviewed it was unlikely that benefits would continue after project/programme completion. There is a lack of exit strategies, which risks losing the benefits achieved and does not assist with possible scale up. There are also challenges in sustaining results at country level due to the short-term nature of UN Women support and reliance on external funding.

UN Women's contribution to normative results helps to build institutional capacity which can enable sustainability. These results are reported in the annual reports and show steady progress for most outcomes. Evaluation results find investment in both institutional and community capacity, but a lack of financial and technical absorption from government to ensure sustainability. In addition, capacity building – through support, engagement, and training to institutions, civil society and women's organisations – is a central part of UN Women's activity at country level. National Planning and Budgeting, a priority area of work in 82 countries out of 107 countries where UN Women delivered programmes, can potentially embed and sustain normative frameworks. However, the extent to which these demonstrate sustainability, in the absence of a UN Women definition of sustainability or measures for assessing sustainability, is unclear.





3. OVERALL PERFORMANCE OF UN WOMEN

Chapter 3. Overall performance of UN Women

The performance conclusions first consider four key attributes of an effective organisation: (i) whether it understands future needs and demands; (ii) whether it is organised and makes use of its assets and comparative advantages; (iii) whether it has mandate-oriented systems, planning and operations; and (iv) whether it makes consistent developments according to its resource level and operational context.

Then, the journey of the organisation is mapped against MOPAN's previous assessment of the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women).

Lastly, the assessment report presents the key findings: the observed strengths and areas for improvement.

3.1. CURRENT STANDING AGAINST THE REQUIREMENTS OF AN EFFECTIVE ORGANISATION

Is UN Women future facing?

UN Women has a strong, clearly articulated vision for delivering its triple mandate of normative support functions, United Nations (UN) system co-ordination and operational activities, as mandated by its founding resolution. It draws on its ability to link global and national policy development for gender equality and women's empowerment and its recognised gender expertise to provide expert inputs to all three elements of the mandate. Its production and global dissemination of knowledge on gender is a key strength supporting all three elements of the mandate. As the organisation has matured, it has developed a stronger articulation of how it brings collaborative and comparative advantage to delivering the mandate. Partners see its work as highly relevant to the demands placed by, and on, the UN, and to enabling social, economic and political development.

UN Women participated actively in shaping the SDGs to ensure that gender is addressed, where relevant, and led the development of SDG 5 on gender. UN Women's focus on development as a central goal and its collaborative advantage in many areas align the organisation well with the quadrennial comprehensive policy review. The 2018-21 Common Chapter sets out how UN Women, the United Nations Population Fund, the United Nations Development Programme and UNICEF will each contribute to the SDGs, drawing on their comparative advantages. These areas include eradicating poverty, addressing climate change, improving adolescent and maternal health, achieving gender equality, and ensuring greater availability and use of disaggregated data for sustainable development. They also provide a basis for closer collaboration with other United Nations entities and other partners. The close focus on the SDGs is reflected throughout the Integrated Results and Resources Framework (IRRF) and the theories of change underpinning its Flagship Programme Initiatives (FPIs).

The restructuring of its regional architecture to increase decentralisation shows UN Women's capacity for using learning well to adapt. The development of the FPIs is enabling a more strategic approach that builds clearer partnerships based on the comparative advantage and contribution of each partner. The FPIs are still being rolled out but already show their potential for strengthening partnerships, increasing prioritisation and obtaining multi-year funding, improving the strategic alignment and effectiveness of UN Women. The organisation is currently restructuring its headquarters (HQ) divisions to support the decentralised model and to improve its efficiency and responsiveness. Pending the UN Secretary-General's reform proposals published in May 2018, UN Women has delayed its planned review of the typology of country presence to avoid potential differences of approach. It has now commissioned this review, which will enable UN Women to tailor its level and extent of country presence better to strategic relevance and resources and to the revised approach to UN Country Teams.

Financing, a major challenge for UN Women since its launch, is now on a sounder footing, with an Integrated Budget for the 2018-19 biennium very close to the USD 500 million per annum estimated as needed when UN Women was created. The organisation has been successful in mobilising considerable resources in addition to its regular resources. However, UN Women recognises a need for a greater proportion of regular resources within its total budget, which would reduce the proportion of earmarked funding. At present, there is a risk that the work of the organisation may be donor-led and therefore less strategic due to its reliance on donor short-term interests and priorities.

There are aspects of UN Women's strategic approach which still need development. It can be challenging to articulate and manage the balance between the three elements of the triple mandate, with a risk that operational activities may become too prominent at the expense of the other two. The co-ordination function is sometimes not clearly understood at country level and is affected by low capacity in some country teams. There is an opportunity to review the co-ordination role, particularly in the context of the UN reform proposals and the increased focus on partnership at country level. While UN Women has a very strong approach to gender and human rights, informed by its commitment to "leave no one behind", its conceptualisation of governance is less developed. It has no strategic policy on environmental sustainability, despite including normative and operational activities related to resilience and climate change in its programmes. Lastly, there is considerable scope to develop its approach to ensuring sustainability. Clarity on all these themes will be necessary for the organisation to remain fully responsive to current and future demands of the UN and member states.

Is UN Women making best use of what it has?

With the restructuring of the regional architecture, there has been a wider review of field offices' support needs. The organisation has increased human resources and finance staffing available at field level and enhanced direct support to the field to support greater decentralisation. The HQ structure will also be reviewed to ensure that it supports the field well. Working with limited resources, which are often dependent on earmarked project funding, means that the organisation's ability to expand is relatively small, and personnel numbers in support functions remain lean. The preponderance of earmarked funds also results in the high use of short-term consultants/appointments which poses risks for staff continuity and capacity, especially at country level. Staff are highly committed to their work, but the level of workload poses a risk of burnout. In particular, there is a need to balance the tension between organisational ambition and capacity. Staffing levels and capacity at country level are not always adequate to meet partners' needs and expectations, and insufficient staff in some country offices remains a persistent challenge.

Country Strategic Notes are now better aligned with national goals; however, the analysis of context is sometimes weakened by insufficient engagement with country partners and UN entities. The quality of Strategic Notes is variable, partly due to insufficiency in country-level UN Women capacity. Strategic Notes and the design of country interventions do not consistently address governance and environment, and rarely address sustainability. Although capacity building in relation to gender is a core function for UN Women, capacity assessment and support to capacity building for country systems and implementing partners is variable in its quality and effectiveness. New Strategic Note Guidance was published in 2018 and has the potential to address some of these areas of weakness. In addition, the planned country presence typology review will provide an opportunity to assess country-level capacity.

Working with partners is a central part of UN Women's work and strategic approach. The organisation has some strong examples of effective partnership working at country level and a sincere commitment to the principle of working in partnership. There is a strong alignment of UN Women's work with other UN entities through the Strategic Note process and with country objectives through the UN Development Assistance Framework. Joint initiatives, where well designed and resourced, can help the organisation play a catalytic role in strengthening partner capacity and gender equality. However, although the IRRF sets out the specific contributions of UN Women to the Sustainable

Development Goals (SDGs) and other common indicators, there is no clearly articulated rationale for the comparative advantage brought by the organisation to country partnerships. UN Women's contribution through its co-ordination function is not always clearly understood by other UN entities at country level, which can lead to difficulties. For instance, there were reported instances of duplication and even competition for funding with other UN partners.

There has been successful resource mobilisation, partly enabled by the FPIs, and more funding streams are now multi-year, enabling longer-term planning and a gradual reduction in earmarked funds. Partnerships with donor countries have strengthened, as well as partnerships that raise UN Women's profile such as HeForShe. There remains potential to increase funding partnerships with the private sector, although some promising examples exist at country level. Yet, there is no clear strategy on how UN Women ensures growth in domestic financial commitments to support gender and sustain change, although the work on gender-responsive budgeting supports increases in domestic financial commitments.

At the global level, there is positive evidence of UN Women's influence on international discourse, standards and a range of national policies through its co-ordination and normative roles. It contributes actively to global normative work through its secretarial function for the Commission on the Status of Women, and also participates in international forums such as the Beijing the Convention on Desertification. At country, regional and global levels, it contributes to reporting on and implementation of the Convention on the Elimination of All Forms of Discrimination against Women through its advocacy and expertise.

UN Women contributes to the wider enabling environment through its co-ordination work with the UN, undertaking a substantial amount of co-ordination work with UN Country Teams (UNCTs). The accountability work that UN Women carries out through UN-SWAP at corporate and country levels contributes to better gender equality policies and more gender-responsive programming for other agencies. In addition, UN Women's co-ordination work has helped significantly with the gender-responsive implementation of the 2030 Agenda at country, regional and global levels.

Is UN Women a well-oiled machine?

UN Women has introduced many changes in the last few years to improve its systems, processes and use of organisational resources. The changes have been made in response to the internal needs of a growing and more complex organisation; to meet changes in the external context; and to improve efficiency and effectiveness. Many of these changes are relatively recent and are still embedding, and their impact is not yet fully proven. However, the speed of these changes goes some way to demonstrating UN Women's agility, responsiveness and capacity to ensure that it adapts as needed.

Recognising the need to improve its efficiency, effectiveness and accountability, UN Women has introduced several new information management systems. Central to this is the Results Management System (RMS) which is used to record and report results from project through country to global level in real time, with reporting aligned to the IRRF. A suite of other systems to improve project and financial management, donor reporting and pipeline funding management have also been introduced. The new systems provide better quality and more timely information, and allow the organisation to manage its activities and budgets more effectively and offer greater transparency and accountability at all levels. The full benefits of these systems are not yet realised, as they were rolled out relatively recently to countries and are still being revised and developed. They should help with the speed and timeliness of project and programme implementation which have proven a challenge at country level.

Financial management has strengthened with new systems in place to support improved financial and programme management and donor reporting. UN Women has had seven years of unqualified audits. However, partners noted

some delays in disbursement at country level, and insufficient flexibility on allocating resources at country level. While financial systems have now been improved, there remains a need to develop clear criteria for allocating resources to organisational strategic priorities and to partners. At present, the criteria are based largely on the availability of past, current and projected funding rather than strategic priorities.

Risk management is much strengthened with the introduction of an Enterprise Risk Management framework, which is being embedded across the organisation. Appropriate fraud and audit policies are also in place. Audit relevance and use is now likely to be improved to better meet UN Women's needs with the new in-house Independent Evaluation and Audit Services replacing the previously outsourced service provided by UNDP. UN Women has low International Aid Transparency Initiative (IATI) ratings, and there is scope to further improve its transparency.

Is UN Women making a difference?

UN Women has built on learning from the previous strategic plan period to develop a stronger approach to results. The organisation has improved its results-based management culture and has sought to strengthen staff commitment to a results-based way of working through leadership and organisation-wide training. The newly developed (2018) organisational theory of change helps the organisation to articulate more clearly its priorities and anticipated outputs and outcomes. The aligned theories of change for the 12 thematic areas (set out in Section 1.2), each underpinning a Flagship Programme Initiative, further strengthen the results-based approach. New Strategic Notes guidance requires country plans to address the 2018-21 IRRF indicators and will help strengthen the results chain across the three operational levels. It also encourages use of relevant FPIs as funding and programming tools. Regular results reporting and monitoring is greatly facilitated by the online Results Management System (RMS), and there is good evidence of improved use of performance data. However, these initiatives are relatively new and still need to show their impact on reporting and achieving results.

UN Women has a robust evaluation office, which has recently been combined with the internal audit function to become the Independent Evaluation and Audit Services. Its well-established evaluation policy and guidelines have enabled it to produce a large number of high-quality evaluations and meta-analyses of evaluations. However, there remains a need to increase funding for decentralised evaluations and to boost the number and quality of country-level evaluations. Recommendations are implemented and largely followed up on, but there is scope to improve mechanisms for systematically using lessons learned to inform decision-making and planned interventions.

As would be expected from its mandate, UN Women has made notable contributions to improving gender equality and the empowerment of women through its normative, co-ordination and technical assistance work. All 17 of the evaluations reviewed offer findings regarding results in relation to gender equality and the empowerment of women. There is a caveat, however, regarding the challenge of achieving sufficient scale to have an impact on national development goals. Three syntheses of evaluations found that UN Women has increased women's participation, economic empowerment, leadership and gender budgeting. Evaluations report that UN Women programmes are contributing to increased leadership and capacity to participate in national and local decision-making processes. Two meta-analyses of evaluations managed by UN Women report high and increasing levels of positive benefits for target group members. Two strategic evaluations, however, highlight weaknesses in UN Women's data quality, which limit assessment of the number of women or organisations reached. It can be challenging, therefore, to show the results chain from input to results for women at country level.

From the evaluations assessed, there is evidence that UN Women is becoming more effective in delivering normative results at country level. The Annual Report of the Executive Director shows very high levels of achievement for

normative indicators against global results indicators and targets in countries in which UN Women operates. The 2016 meta-analysis report notes that 70% of evaluations received satisfactory ratings for UN Women's contribution to changes in development policies and programmes and/or system reforms. At country and programme levels, there is evidence of positive performance which suggests that individual UN Women interventions, particularly at the country level, are contributing to strengthening policy capacity, discourse and plans; however, direct contribution to results are not always evident. A regional evaluation finds that co-ordination work has made contributions to improved policy and normative frameworks used by the UN at country level, although these do not consistently translate to outcomes. There is still a reported need for the organisation to strengthen its strategic dialogue with UN entities and states at all levels to increase the effectiveness and relevance of its work.

There are system and operational constraints on the delivery and assessment of results. The variability of country office capacities affects the quality and extent of their work with partners and UN platforms, which has an impact on alignment with context. Country portfolio evaluations have found that development objectives were broadly achieved but results were not clear, partly due to weak RBM systems which limited assessment of results at country level. Achieving strong results at country level is further limited by insufficient funding, weak intervention design and implementation, and short timeframes, as well as capacity gaps in implementing partners. Results are more clearly measured and reported for projects than for country programmes, possibly reflecting requirements for donor accountability. The new Strategic Note Guidance 2018, combined with the use of the Results Management System to frame and report progress, has the potential to improve data reporting quality and completeness in future.

There is evidence of an overall increase in efficiency, reflecting the growing maturity of systems and processes. UN Women can be cost-effective in terms of achieving results from limited resources. Two country portfolio evaluations (CPEs) found cost-effective use of UN Women's resources achieved by working through civil society networks. There are methodological limitations, however. For example, although evaluations commented on the resource/cost-efficiency of interventions, none provided a detailed cost-efficiency analysis. There are reported weaknesses in project design and in the processes and systems in place to ensure tracking of cost data throughout the programme/project implementation process. The timeliness of implementation and results are widely noted as a concern; and internal processes, delays and internal management difficulties are also noted as challenges.

Evidence on the sustainability of benefits is mixed. Evaluations of the Fund for Gender Equality showed sustained partnerships resulting from grants allocated. Greater impact on the enabling environment to sustain results was also observed in countries with an existing commitment to gender equality. Results show investment in both institutional and community capacity, but there is frequently insufficient financial and technical absorption by the government to ensure sustainability. Syntheses of evaluations and individual CPEs note that exit strategies for interventions are not identified and therefore the benefits of work are often lost. Other challenges to sustainability include: the limited geographic coverage and timeframe for projects, the dependence of UN Women on short-term funding, and country technical capacity and political context. There is a need for a longer-term approach, systematic planning, and adequate resourcing to achieve longer-lasting and transformative changes.

Box 3: Main strengths and areas for improvement in 2014**Strengths in 2014**

- UN Women has a clear mandate to support gender equality and women's empowerment. This mandate is well reflected in its planning and programming. It reflects the recognition of the lack of leadership for UN activities on gender equality and the important challenges persisting across countries.
- The organisation is pursuing results that are relevant to its mandate and pertinent at the global and national levels. The rationale for the creation of UN Women – the need for leadership on gender equality at the global level – remains valid.
- UN Women has a strong commitment to developing a results culture at the organisational and country levels.
- UN Women has strong evaluation practices. Its evaluation function shows a high degree of independence, and has a strong structure and planning system.
- UN Women has a reputation for high-quality and valued inputs to policy dialogue and advice at the country, regional and global levels. The organisation often acts as a bridge-builder between stakeholders, for example by providing a platform for discussion between governments and local women's organisations.
- UN Women makes efforts to ensure that its programmes align with and support national commitments on gender equality and women's empowerment.
- The organisation's decentralisation process is underway with clear delegation of decision-making authority.
- UN Women uses performance information for its decision-making.

Areas for improvement in 2014

- There is room for improved transparency of UN Women's resource allocation system at the country level. UN Women does not have a formalised methodology for the allocation of core programmable resources at the country level.
- UN Women's capacity to lead and co-ordinate the United Nations work on gender equality is uneven at the country level. Funding challenges may limit the organisation's ability to implement planned activities.
- UN Women has not yet adopted a formal and systematic approach to risk management.
- There is room for improvement in the results chain, which translates into difficulties in assessing UN Women's contributions to development.

3.2. PERFORMANCE JOURNEY

At the time of the previous MOPAN assessment in 2014, UN Women was relatively new, following its creation in 2010 from the consolidation of four other entities. The previous assessment reflects the fact that the organisation was still in its infancy, with many of the strengths being works in progress and with some significant areas for improvement.

Since the 2014 Assessment, UN Women has grown in organisational size and budget. It has developed and consolidated its structures, policies and systems as it has matured organisationally. It has explicitly used learning from its evaluations and from MOPAN 2014 to identify changes needed to support its relevance, effectiveness and efficiency, which are in the process of being implemented and embedded.

The organisational mandate is still relevant and clear. The requirement for UN-wide leadership on gender equality to improve UN activities and meet global and country challenges remains necessary. The organisation is pursuing results that continue to be relevant to its mandate and pertinent at the global and national levels. The Strategic Plan 2018-21 and the supporting Integrated Results and Resources Framework have strengthened articulation of its vision and prioritisation of outcomes. Its comparative advantage in its work with UNDP, UNFPA and UNICEF and its role in

collaborating with others have been more clearly defined in the new Strategic Plan Common Chapter, as has the contribution of each organisation to relevant indicators of the SDGs.

UN Women's role in shaping SDG 5 and ensuring that other SDGs incorporate a gender perspective contributed to the normative framework for gender equality and was supported by its co-ordination role. Its work on policy dialogue has continued to be relevant and since 2014, it has engaged in new areas, such as the Convention to Combat Desertification, the Sendai Framework for Disaster Risk Reduction, the 2018 African Union High-Level Panel on Gender Equality and Women's Empowerment, the Secretary-General's High-Level Panel on Women's Economic Empowerment, and the CEB Task Force on addressing sexual harassment in the UN, as well as the New York Declaration for Refugees and Migrants.

UN Women has strengthened its focus on results. It has developed an organisational theory of change as well as aligned thematic theories of change, and a strengthened results framework at all organisational levels. It has introduced a results management system which records and reports on results at all levels. The system also links programme, project and financial reporting. Results data are used to monitor and review progress against organisation-wide indicators and to inform programme management. These systems are helping to increase efficiency and accountability and reduce delays. Training on the new systems was provided at different levels in late 2017, and system usage is now expected of all. This represents a significant improvement in how the organisation manages information and its development of a results culture. While the organisation uses information well to inform decision-making, as noted in the 2014 MOPAN Assessment, the extent to which it does this systematically still has potential for development.

Evaluation has been strengthened through an increased budget line in recent budgets, although it has not yet achieved the evaluation policy target of 3% of the programme budget. Structural independence has been maintained in its recent move to the new UN Women Independent Evaluation and Audit Service with potential to further strengthen its contribution through closer alignment with internal audits.

Following the 2014 MOPAN Assessment, the entity undertook an evaluation of regional architecture which has informed its decentralisation process and organisational restructuring. A revised delegation of authority framework was implemented from January 2018 to support this change. Restructuring at HQ is now underway to align better with the changes at regional level, although the extent to which the re-structuring is consistent with strategic priorities is not always clear.

Nevertheless, three of the areas for improvement identified in 2014 would still benefit from attention. UN Women still does not publish criteria for allocation of core programmable resources either to strategic priorities or to countries. This reduces transparency and weakens results-based management. There remains a lack of capacity in UN Women's country presence, which impacts on the ability to co-ordinate the UN's work on gender equality at country level. In the 2018 MOPAN Assessment, as in 2014, the lack of country capacity and resources is negatively affecting the quality and extent of partner engagement and consultation. This impacts the quality of country co-ordination as well as limits the achievement of results. These continuing issues partly relate to the lack of a country presence typology; this is now due to be commissioned and could help to address some of the country office capacity issues.

The 2018 MOPAN Assessment, as in 2014, also identified an insufficiently developed results chain. This continues to be relevant. While there has been a notable strengthening of the results focus and the theories of change, a clear results chain is still lacking. In many cases, this makes it difficult to identify how UN Women's inputs contribute to results, particularly at the country programme level.

Additional areas for improvement identified by the 2018 MOPAN Assessment include the potential to better define and communicate the UN co-ordination mandate at country level. Findings indicate that the UN Women's co-ordination role is not always well understood at country level, leading to confusion, and in some cases duplication or even competition. It is also difficult to show the contribution of co-ordination activities to results, due to the lack of a clear results chain, as noted above.

Since its launch, UN Women has had, and consistently reported, a financial challenge in relation to UN expectations and ambitions for the organisation. As a result of its continued low levels of assessed and core resources, it has regularly sought additional voluntary contributions, with success. However, the impact of its dependence on a high level of voluntary contributions, often short term and often earmarked, is that voluntarily funded projects can drive the organisation's activities and focus and divert it from its strategic priorities. The Flagship Programme Initiatives and the increased focus on results are helping to increase strategic prioritisation of funding, but this remains an area to address.

Box 4: Main strengths identified in 2018

- UN Women has a clear strategic vision and stronger prioritisation and alignment of activities based on a revised theory of change. It is implementing a significant restructuring and business process review to align the organisation with its revised strategy, drawing on learning from several corporate evaluations.
- UN Women has increased decentralisation of authority and resources to regions and country levels, using learning from the evaluation of the regional architecture. This is being supported by restructuring at HQ to ensure better support and communication with the field offices.
- There is improved alignment of UN Women interventions with national development goals, which will be further supported by the revised Strategic Note Guidance introduced in 2018.
- UN Women has rolled out new systems for results, project and financial management, facilitating more effective management and transparent, real-time results reporting across all three levels of the organisation. These systems are increasing efficiency, reducing delays and increasing accountability.
- The organisation is rolling out the Flagship Programme Initiatives, a business model designed to operationalise a more strategic use and mobilisation of resources and better alignment with partners, based on theories of change.
- UN Women has a reputation for high-quality and valued inputs to policy dialogue and advice at the country, regional and global levels. The organisation often acts as a bridge-builder between stakeholders, for example by providing a platform for discussion between governments and local women's organisations.
- UN Women has a strong and well-developed evaluation function, with web-published reports, findings and follow-up. This helps increase transparency and accountability.
- UN Women's role in shaping SDG 5 and ensuring that other SDGs address a gender perspective made a significant contribution to the normative framework for gender equality, as well as to the organisation's co-ordination function.

Box 5: Main areas for improvement in 2018

- UN Women's low levels of staffing capacity and resources at country level negatively affect the quality and extent of partner consultation and engagement, as well as quality of intervention design. This limits the organisation's contribution to results.
- Finalisation and implementation of the country typology strategy is a priority to ensure more strategic and aligned use of resources and activities.
- UN Women will need to continue to strengthen the organisational and thematic theories of change to help identify how inputs contribute to results, to strengthen reporting against the results chain, and to provide a stronger definition of UN Women's triple mandate at country and global levels.
- The co-ordination mandate at country level will need to be more clearly defined and communicated. In addition, UN Women can do more to identify the Gender Equality and Empowerment of Women (GEEW) results of UN system co-ordination and shared accountability for GEEW across the UN system.
- UN Women does not have criteria for allocating resources either to strategic priorities, or to countries, which reduces transparency and the strength of results-based management.

The organisation has made many changes to increase its organisational effectiveness and strengthen its capacity to meet current and anticipated needs since 2014. It has significantly improved its systems, processes and structures, as well as its focus on results. It continues to respond quickly and nimbly to new demands and opportunities for policy dialogue and global co-ordination. Staff remain highly committed and resourceful. There remain, however, some key questions of resourcing and capacity at country level, which limit effective partnership engagement and co-ordination with the UN and programme delivery. Difficulties exist in evidencing sustainable results for its country programmes, due to constraints on funding and capacity. Lastly, there is a risk of a lack of transparency for the allocation of resources at country level, and of undertaking activities that are not necessarily aligned with strategic priorities. Both of these challenges weaken effective results-based management.





ANNEXES

Annex 1. Evidence table

Methodology for scoring and rating

The approach to scoring and rating under MOPAN 3.0 draws from the OECD *Handbook on Constructing Composite Indicators: Methodology and User Guide* (OECD/EU/JRC, 2008). Each of the MOPAN 3.0 key performance indicators (KPIs) contains a number of micro-indicators (MIs) which vary in number. The MIs, in turn, contain elements representing international best practice; their numbers also vary.

The approach is as follows:

a) Micro-indicator level

Scores ranging from 0 to 4 are assigned per **element**, according to the extent to which an organisation implements the element.

For **KPIs 1-8**, the following criteria frame the scores:

- 4 = Element is fully implemented/implemented in all cases
- 3 = Element is substantially implemented/implemented in the majority of cases
- 2 = Element is partially implemented/implemented in some cases
- 1 = Element is present, but not implemented/implemented in zero cases
- 0 = Element is not present

Taking the average of the constituent elements' scores, a rating is then calculated per MI. The rating scale applied is as follows:

3.01-4	Highly satisfactory
2.01-3	Satisfactory
1.01-2	Unsatisfactory
0.00-1	Highly unsatisfactory

The ratings scale for **KPIs 9-12** applies the same thresholds as for KPIs 1-8, for consistency, but pitches scores to the middle of the threshold value (to guard against skewing in favour of higher ratings).

3.01-4	Highly satisfactory
2.01-3	Satisfactory
1.01-2	Unsatisfactory
0.00-1	Highly unsatisfactory

A score of zero (0) for an element means the assessment team had expected to find evidence but did not find any. A score of zero counts towards the MI score.

A score of “N/E” means “no evidence” indicates that the assessment team could not find any evidence but was not confident of whether or not there was evidence to be found. The team assumes that “no evidence” does not necessarily equal a zero score. Elements rated N/E are excluded from any calculation of the average. A significant number of N/E scores in a report indicates an assessment limitation (see the Limitations section at the beginning of the report).

A note indicating “N/A” means that an element is considered to be “not applicable”. This usually owes to the organisation’s specific nature.

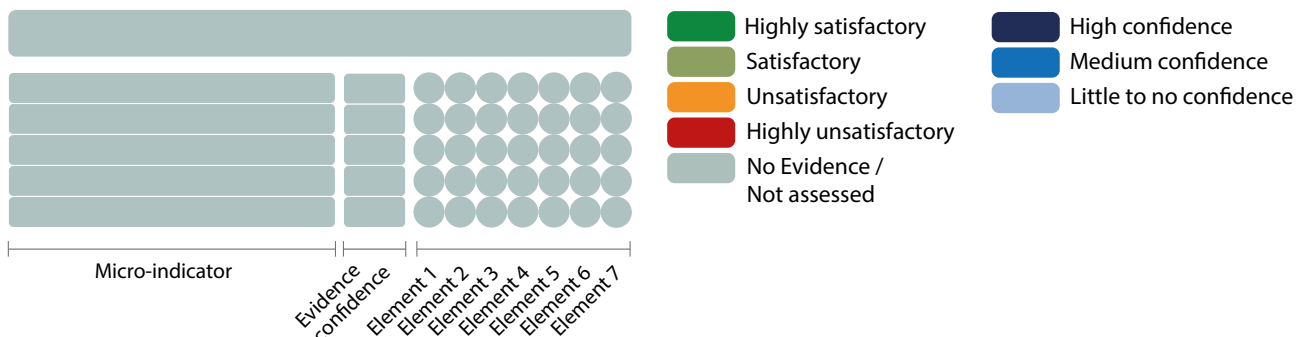
b) Aggregation to the KPI level

The same logic is pursued at aggregation to the KPI level to ensure a consistent approach. Taking the average of the constituent scores per MI, a rating is then calculated per KPI.

The calculation for KPIs is the same as for the MIs above, namely:

3.01-4	Highly satisfactory
2.01-3	Satisfactory
1.01-2	Unsatisfactory
0.00-1	Highly unsatisfactory

Key



Strategic management

KPI 1: Organisational and financial framework



KPI 2: Structures for cross-cutting issues



Operational management

KPI 3: Relevance and agility

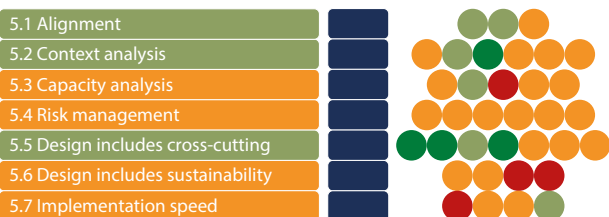


KPI 4: Cost effective and transparent systems

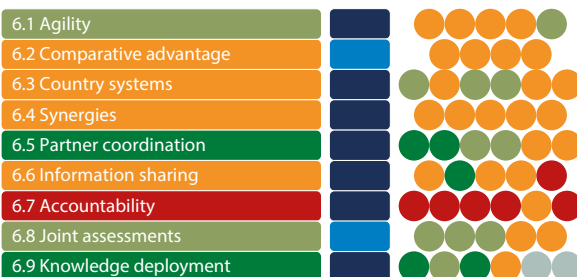


Relationship management

KPI 5: Relevance and agility in partnership



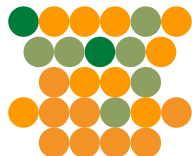
KPI 6: Partnerships and resources



Performance management

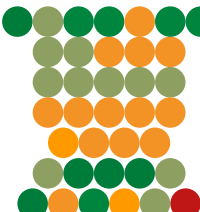
KPI 7: Results focus

7.1 BRM applied		
7.2 RBM in strategies		
7.3 Evidence-based targets		
7.4 Effective monitoring systems		
7.5 Performance data applied		



KPI 8: Evidence-based planning

8.1 Evaluation function		
8.2 Evaluation coverage		
8.3 Evaluation quality		
8.4 Evidence-based design		
8.5 Poor performance tracked		
8.6 Follow-up systems		
8.7 Uptake of lessons		



Results

KPI 9: Achievement of results

9.1 Results deemed attained	
9.2 Benefits for target groups	
9.3 Policy/capacity impact	
9.4 Gender equity results	
9.5 Environment results	
9.6 Governance results	
9.7 Human rights results	

KPI 10: Relevance to partners

10.1 Target groups	
10.2 National objectives	
10.3 Coherence	

KPI 11: Results delivered effectively

11.1 Cost efficiency	
11.2 Timeliness	

KPI 12: Sustainability of results

12.1 Sustainable benefits	
12.2 Sustainable capacity	
12.3 Enabling environment	

STRATEGIC MANAGEMENT

Clear strategic direction geared to key functions, intended results and integration of relevant cross-cutting priorities

KPI 1: Organisational architecture and financial framework enable mandate implementation and achievement of expected results	Key performance indicator score
Satisfactory	2.8
<p>UN Women's strategic direction and management is assessed as satisfactory. There is a clear long-term vision expressed in the Strategic Plans 2014-17 and 2018-21, and associated Integrated Results and Resources Framework (IRRF). The Common Chapter sets out UN Women's approach to collaborative working with other UN entities and clarifies roles, although there is some overlap of activities between the entities. Reflecting the level of changes in progress there are a number of areas that are not yet fully implemented and are in development. Organisational responsibilities for results at global level are not clearly set out in the IRRF, which is a risk given the extent of partnership and collaborative working. UN Women is still finalising a restructure of its headquarters (HQ), regional and country architecture, in order to strengthen field-level work and decentralise decision-making; a revised typology of country level presence is yet to be finalised. These changes will be linked to the wider UNDS, and partly depend on finalisation of the UNDS. UN Women has introduced the Flagship Programme Initiatives (FPIs) as instruments to operationalise a more strategic use of resources and better alignment with partners; these are not yet in universal use. Securing adequate core funding for its mandate and objectives has been challenging for UN Women since its launch. Only 2.9% of its funding is from assessed budget for delivering its core mandate, and the majority of its funding is from non-core resources. There was an increase in 2017 in unearmarked core funding. However, there is still a preponderance of earmarked funds, which remains a risk for the organisation.</p>	
MI 1.1: Strategic plan and intended results based on a clear long-term vision and analysis of comparative advantage	Score
Overall MI rating	Satisfactory
Overall MI score	3
Element 1: A publicly available Strategic Plan (or equivalent) contains a long-term vision	4
Element 2: The vision is based on a clear analysis and articulation of comparative advantage	2
Element 3: A strategic plan operationalises the vision, including defining intended results	2
Element 4: The Strategic Plan is reviewed regularly to ensure continued relevance	4

MI 1.1 Analysis	Source document
<p>The goal of UN Women's Strategic Plan 2018-21 builds on the 2014-17 Strategic Plan, and clearly sets out its vision to achieve gender equality and empower all women and girls, including for the realisation of women's full enjoyment of their human rights.</p> <p>The 'Common Chapter' to the Strategic Plan 2018-21 shows the comparative advantage of UN Women, as well as other relevant agencies (UNFPA, UNDP, UNICEF), for each outcome indicator. These are based on a collaborative advantage recognising that the four need to work together to deliver agreed outcomes, and identifies how each entity will contribute to outcome indicators. UN Women's contribution draws on its core mandate of normative, co-ordination and technical inputs. Its specific comparative advantage is identified as its technical gender expertise. However, there is continuing scope for some overlap, indicated by the similarity of some activities, for instance overlap with UNFPA on VAW and with UNDP on WEEP, which is most evident at country level. This reflects the challenge of leading on gender, which is by definition a cross-cutting issue.</p> <p>The Strategic Plan 2018-21 has an associated Integrated Results and Resources Framework (IRRF) which sets out key activities, targets and milestones for 2021. These are noted as estimates for some milestones and targets, pending finalisation by country offices. Baselines and milestones are not available for all indicators, and the organisation plans to add these later. Interviews with HQ and country staff note that the Strategic Plan 2018-21 provides a stronger tool for strategic planning at regional and country levels compared to the Strategic Plan 2014-17 framework; however, the extent to which this is operationalised will need more time to be proven.</p> <p>The Strategic Plan 2014-17 identified learning from the previous Strategic Plan. The new Strategic Plan for 2018-21 explicitly uses learning from the MTR of the Strategic Plan 2014-17 and was developed through extensive internal iteration and consultation with members. There is an intent to carry out an MTR of the current Strategic Plan and to use results to actively review its effectiveness.</p>	1, 2, 3
MI 1.1: Evidence confidence	High confidence
MI 1.2: Organisational architecture congruent with a clear long-term vision and associated operating model	Score
Overall MI rating	Satisfactory
Overall MI score	2.4
Element 1: The organisational architecture is congruent with the strategic plan	2
Element 2: The operating model supports implementation of the strategic plan	2
Element 3: The operating model is reviewed regularly to ensure continued relevance	3
Element 4: The operating model allows for strong co-operation across the organisation and with other agencies	3
Element 5: The operating model clearly delineates responsibilities for results	2

MI 1.2 Analysis	Source document
<p>The structure is consistent with the organisation's combination of normative, co-ordination and operational work. Recent changes made following the evaluation of regional architecture include increased profile for regional directors, who now report directly to the deputy director, and making the human resources team directly accountable to the director of management and administration. However, there remain inconsistencies in regional and country offices where office presence and size is not systematically linked to the levels of capacity required to deliver strategic outcomes. There is a lack of a clear typology for country presence related to strategic intent. Implementation of the new architecture is still in progress, and is yet to be fully tested. The finalisation of country typology and restructuring are partly dependent on the UNDS.</p> <p>The Flagship Programme Initiatives are now presented as a central element of the operational model, as referred to in the Strategic Plan 2018-21. The FPI use a consistent approach and theories of change (ToC) which enable more focused and streamlined projects, and better consolidated use of resources. FPIs have been rolled out relatively recently at country level, and not all country activities are yet integrated with the FPIs. As a result, their full effectiveness in delivering strategic aims is not yet tested.</p> <p>UN Women conducts periodic evaluations of its core mandate functions to assess effectiveness and relevance of the operating model. As noted above, the evaluation of regional architecture has been followed up. The evaluation of UN Women's co-ordination mandate found that there is still a lack of clarity on this function within the UN system, and a need for a clearer articulation of roles.</p> <p>At global, regional and country levels, the UN Women mandate requires partnership working as part of its normative, co-ordination and operational work. The Strategic Plan 2018-21 sets out how the organisation will work with other UN agencies, for instance by co-ordinating interagency knowledge networks, providing technical support and strengthening accountability. UN Women is rolling out the second iteration of the UN SWAP for corporate-level accountability, contextualising it to the 2030 Agenda. At country level, UN Women participates in the UNDAF and reviews the UN-SWAP. The FPIs are potentially a key instrument for co-ordinating work across partners; however, the extent to which the FPIs strengthen co-operation with country and development partners at country level is not yet clearly demonstrated due to their relatively recent rollout.</p> <p>The IRRF sets out a framework for results, but does not clearly set out responsibilities for ownership or delivery of results by UN Women divisions or teams. The Common Chapter (with UNFPA, UNICEF, UNDP) annexed to the Strategic Plan 2018-21 identifies each agency's responsibility for contributions to specified SDG indicators and targets. The contributions to be made by UN Women are noted against the relevant Strategic Plan output, so that they have organisational level ownership.</p>	1, 2, 3, 5, 6, 8, 23
MI 1.2 Evidence confidence	High confidence
MI 1.3: The strategic plan supports the implementation of wider normative frameworks and associated results, including Agenda 2030 and others where applicable (e.g. the quadrennial comprehensive policy review [QCPR], Grand Bargain, replenishment commitments, or other resource and results reviews).	Score
Overall MI rating	Satisfactory
Overall MI score	3
Element 1: The strategic plan is aligned to wider normative frameworks and associated results, including Agenda 2030, and others, such as the QCPR and the Grand Bargain (where applicable)	4
Element 2: The strategic plan includes clear results for normative frameworks, including Agenda 2030, and others, such as the QCPR and the Grand Bargain (where applicable)	2

Element 3: A system to track normative results is in place for Agenda 2030, and any other relevant frameworks, such as the QCPR and the Grand Bargain (where applicable)	2
Element 4: The organisation's accountability for achieving normative results, including those of Agenda 2030, and any other relevant frameworks, such as the SDGs and their targets and indicators, the QCPR and the Grand Bargain (where applicable), is clearly established	3
Element 5: Progress on implementation on an aggregated level is published at least annually	4
MI 1.3 Analysis	Source document
<p>UN Women has a universal normative mandate to support the development and strengthening of norms and standards regarding the status of women internationally, regionally and nationally. Its strategic plan is aligned with and designed to support implementation of and reporting for the Beijing Platform for Action, the Political Declaration adopted by the Commission on the Status of Women (CSW) and the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). The common chapter to the Strategic Plan sets out UN Women's alignment with the QCPR and Agenda 2030. During the development of the Sustainable Development Goals, UN Women played a major role in ensuring that gender equality, the empowerment of women and their human rights were understood as essential for the achievement of sustainable development and in designing SDG 5.</p> <p>In the Strategic Plan 2014-17, specific results related to normative support functions were captured under impact area 6. In the Strategic Plan 2018-21, the IRRF includes relevant indicators from the global framework to monitor Sustainable Development Goals (SDGs) and from the monitoring framework of the 2016 QCPR; 34% of development results at the impact and outcome levels are Sustainable Development Goal indicators. 20% of indicators for organisational effectiveness and efficiency are QCPR indicators. However, baselines, milestones and targets are not available for all these indicators. Several indicators for normative outputs related to SDGs are reliant on the outcomes of international negotiations.</p> <p>The IRRF, based on the UN Women Theory of Change, identifies results for normative frameworks at global level, as well as at country level. Global results are tracked by desk review. The majority of the results for country level inputs are tracked through UN Women's RMS. The IRRF provides a tool to report progress; however, baselines and/or milestones and/or targets are lacking for a number of indicators in the IRRF. "[M]ilestones and targets currently included in the IRRF provide general estimates only. These estimates will need to be adjusted after field offices complete their 2018-2021 planning through the Strategic Notes and Annual Work Plans process" (UN Women Strategic Plan 2018-2021).</p> <p>The founding resolution of UN Women requires the Entity to lead, co-ordinate and promote the accountability of the UN system in its work on gender equality and the empowerment of women. Therefore the primary task for UN Women is to ensure that these are functional, which it reports on through the IRRF and in its reports to the Secretary General such as the CSW report. Accountability for normative results is set out in the IRRF for UN Women's own inputs.</p> <p>Aggregate (global) progress is published in the CEO's Annual Reports to the Executive Board.</p>	1, 2, 3, 4, 5, 6, 8
MI 1.3 Evidence confidence	High confidence
MI 1.4: Financial Framework (e.g. division between core and non-core resources) supports mandate implementation	Score
Overall MI rating	Satisfactory
Overall MI score	2.8
Element 1: Financial and budgetary planning ensures that all priority areas have adequate funding in the short term or are at least given clear priority in cases where funding is very limited	2

Element 2: A single integrated budgetary framework ensures transparency	4
Element 3: The financial framework is reviewed regularly by the governing bodies	4
Element 4: Funding windows or other incentives are in place to encourage donors to provide more flexible/un-earmarked funding at global and country levels	2
Element 5: Policies/measures are in place to ensure that earmarked funds are targeted at priority areas	2
MI 1.4 Analysis	Source document
<p>Securing adequate funding for its mandate and objectives has been challenging for UN Women since its launch, as only 2.9% of its funding is from assessed budget, and the majority of its funding is from voluntary contributions, of which the largest portion is earmarked. The response to the evaluation of regional architecture notes “that UN-Women has made significant progress [however, there are] challenges UN Women faces to deliver on various aspects of its mandate, as financial resources have not been translated in line with the budgets approved by the Executive Board.” Actual revenue received for 2017 was USD 109.4 million lower than budgeted. In 2016, an analysis of its draft 2017 Annual Work Plans (AWPs) concluded that the Entity could face a significant non-core funding gap and that there was weak prioritisation.</p> <p>The Integrated Budget 2018-19 clearly sets out the resources needed to achieve the results laid out in the IRRF for the first two years of the Strategic Plan 2018-21. The Integrated Budget also notes that a high proportion of its income derives from other resources, and that achievement of its budget relies on the continued success of the resource mobilisation strategy. The contribution of different types of resources is clearly set out.</p> <p>The Executive Board approved the UN Women’s Integrated Budget 2016-17, at the 2015 Second Regular Session. The Executive Board at the 2013 Second Regular Session approved the Integrated Budget 2014-15. Progress is reviewed annually as part of the Annual Report of the Executive Director and in the Structured Dialogue on Financing. The Integrated Budget 2018-19 was additionally reviewed by the ACABQ (Advisory Committee for Administrative and Budgetary Questions, a panel of global budgetary experts), and several times by the Executive Board. This produced a more robust and strategic budget, with clearer prioritisation.</p> <p>UN Women prioritises unearmarked contributions: “In line with the quadrennial comprehensive policy review, UN Women puts a strong emphasis on the mobilisation of core resources. Core resources represent the highest quality funding and support the implementation of the full range of outcomes set in the strategic plan. They are also essential to ensure that UN Women has the required institutional capacity”. In 2017, when all other UN entities saw a decline in their voluntary contributions, UN Women saw an increase of 5% of unearmarked core funding and 16% of non-core funding. The FPIs have made a significant contribution to the increase in unearmarked funding, as the FPI model seeks funding at a more strategic level for the FPI outcomes. Instances were cited by country staff of donors funding a country strategy (Strategic Note) rather than a specific project. These changes allow UN Women to use funds more flexibly. However, the FPIs are still developing, and UN Women retains a high proportion of earmarked funding in practice.</p> <p>The FPI model is partly designed to ensure earmarked funds are targeted to priority areas; however, as above, there remains some existing earmarked funding which is less strategically targeted.</p>	3, 23, 66, 84, 124, 131
MI 1.4 Evidence confidence	High confidence

KPI 2: Structures and mechanisms in place and applied to support the implementation of global frameworks for cross-cutting issues at all levels	KPI score
Satisfactory	2.47
<p>The Entity plays a central role in ensuring the full, effective and accelerated implementation of the Beijing Declaration and Platform for Action, and the gender-responsive implementation of the 2030 Agenda for Sustainable Development. In its 'Greening Statement', UN Women fully supports the UN's climate-neutral initiative and links its work to achieve gender equality to developing resilience to climate change and to achieving sustainable development. Governance is addressed through support to women's leadership and participation, and governance and national planning; there is no specific policy on governance. UN Women seeks to apply human rights based approaches in its work. Other cross-cutting issues are also addressed including poverty, humanitarian action, and HIV/AIDS including the H6 partnership. The extent to which there are adequate resources and staff to support plans to deliver much of the above is not clear.</p>	
MI 2.1a: Gender equality and the empowerment of women	Score
Overall MI Rating	Highly satisfactory
Overall MI score	3.67
Element 1: Dedicated policy statement on gender equality available and showing evidence of use	4
Element 2: Gender equality indicators and targets fully integrated into the organisation's strategic plan and corporate objectives	4
Element 3: Accountability systems (including corporate reporting and evaluation) reflect gender equality indicators and targets	4
Element 4: Gender screening checklists or similar tools used for all new Interventions	2
Element 5: Human and financial resources (exceeding benchmarks) are available to address gender issues	4
Element 6: Capacity development of staff on gender is underway or has been conducted	4

MI 2.1a Analysis	Source document
<p>The Entity plays a central role in ensuring the full, effective and accelerated implementation of the Beijing Declaration and Platform for Action and the gender-responsive implementation of the 2030 Agenda for Sustainable Development.</p> <p>All the development results covered in the SP 2018-21, and the accompanying IRRF address gender equality. The IRRF of the 2018-21 Strategic Plan states its goal is to “achieve gender equality and empower all women and girls, including women’s full enjoyment of their human rights. Output 1 is ‘enhanced co-ordination, coherence and accountability of the UN system for commitments to gender equality and women’s empowerment.’”</p> <p>The IRRF sets out clear gender equality indicators and targets for the organisation. These are addressed in more detail at country level in Annual Work Plans and Strategic Notes. Results are reported in the Annual Report to the Executive Board.</p> <p>Gender is integral to the work of the organisation, and so is always addressed; however, there is scope to consider the use of gender checklists to ensure greater consistency and coherence.</p> <p>All UN Women’s resources are directly or indirectly available to address gender issues.</p> <p>Training for gender equality is an essential component for UN Women’s commitment to advance gender equality and women’s empowerment beyond its own agency. All UN Women’s staff have the capacity required and continued capacity development on gender is regularly given to staff.</p>	1, 2, 3, 4, 5, 6, 8, 9, 22, 24, 25, 26, 27, 28, 31, 43, 46, 50, 54, 57, 60, 61, 65,
MI 2.1a Evidence confidence	High confidence
MI 2.1b: Environmental sustainability and climate change	Score
Overall MI Rating	Unsatisfactory
Overall MI score	1.67
Element 1: Dedicated policy statement on environmental sustainability and climate change available and showing evidence of use	2
Element 2: Environmental sustainability/climate change indicators and targets are fully integrated into the organisation’s strategic plan and corporate objectives	0
Element 3: Accountability systems (including corporate reporting and evaluation) reflect environmental sustainability and climate change indicators and targets	2
Element 4: Environmental screening checklists/impact assessments used for all new Interventions	2
Element 5: Human and financial resources (exceeding benchmarks) are available to address environmental sustainability and climate change issues	2
Element 6: Capacity development of staff on environmental sustainability and climate change is underway or has taken place	2

MI 2.1b Analysis	Source document
<p>The UN Women's Strategic Plan 2018-21 emphasises key results expected in the area of climate change and environmental sustainability: "By promoting rural women's access, control and use of productive resources and increasing their engagement in sustainable agriculture". However, there is no dedicated policy statement on environmental sustainability and climate change. There is a brief UN Women's Greening Statement, and there was evidence of some use in relation to management of the HQ building renovation.</p> <p>There are no environmental sustainability indicators within the Strategic Plan 2014-17 objectives.</p> <p>The Strategic Plan 2018-21 anticipates that UN Women's results will be tracked by the common Sustainable Development Goal indicators that are adopted at outcome or impact level including but not limited to prevention, resilience, climate change and numbers of deaths (SDGs 1.5.1 and 11.5.1 and 13.1.1).</p> <p>UN Women follows UNDAF guidance which includes synergising principles 2 (human rights, gender equality and women's empowerment) and 3 (sustainability and resilience). There are six elements of sustainability and resilience. These are not tailored to UN Women programmes.</p> <p>There are staff resources that are focused on ensuring gender is mainstreamed in international climate change processes, although these are scattered. There are plans to recruit staff to this theme.</p> <p>The 'Training for Gender Equality: Twenty Years On' Interactive tool produced by the UN Women Training Centre, includes a section on women and the environment. In addition, UN Women contributed to the "Online Course on Gender and Environment" developed by UNITAR/UN CC:Learn, the Global Environment Facility (GEF), the United Nations Development Programme (UNDP) and the GEF Small Grants Programme (SGP).</p>	1, 2, 3, 5, 17, 20, 25, 31, 42, 49, 50, 87, 90, 94
MI 2.1b Evidence confidence	High confidence
MI 2.1c: Good governance	Score
Overall MI Rating	Unsatisfactory
Overall MI score	1.83
Element 1: Dedicated policy statement on the principles of good governance and effective institutions available and showing evidence of use	2
Element 2: Indicators and targets related to the principles of good governance and effective institutions are integrated into the organisation's strategic plan and corporate objectives	2
Element 3: Accountability systems (including corporate reporting and evaluation) reflect the principles of good governance and effective institutions	1
Element 4: New interventions are assessed for relevant governance/institutional effectiveness issues	2
Element 5: Human and financial resources are available to address the principles of good governance and issues related to effective institutions	2
Element 6: Capacity development of staff on the principles of good governance and effective institutions is underway or has taken place	2

MI 2.1c Analysis	Source document
<p>Elements of governance are in the Strategic Plan 2018-21 and are addressed through impact areas 1, 4 and 5. However, no dedicated policy statement has been identified that clearly sets out the principles of good governance and links this to UN Women's approach as a whole.</p> <p>The Strategic Plan 2014-2017 had two Impact Areas addressing gender responsive governance:</p> <ul style="list-style-type: none"> • Impact 1: Women lead and participate in decision making at all levels • Impact 5: Governance and national planning fully reflect accountability for gender equality commitments and priorities <p>The Strategic Plan 2018-2021 provides a comprehensive approach to gender responsive governance with a standalone Outcome 2 - Women lead, participate in and benefit equally from governance systems.</p> <p>Accountability systems at country and global levels do not include clear indicators that fully reflect the principles of good governance.</p> <p>As part of the review of Strategic Notes and Annual Work Plans (called Peer Review Groups) and in Programme Appraisal Committees, policy specialists with governance expertise review interventions and make comments as appropriate. The Fund for Gender Equality's political empowerment portfolio in 2016 had a total value of USD 4.4 million distributed among 13 programmes; however, the Fund is now being wound down and will close in 2020.</p> <p>The UN Women Gender Training Centre catalogue for 2017 offered courses for UN Staff and others specifically linked to good governance including on gender responsive budgeting, gender and macroeconomics, gender and migration, gender and democratic governance, and gender in humanitarian action.</p>	1, 2, 3, 20, 46, 48, 53, 54, 57
MI 2.1c Evidence confidence	High confidence
MI 2.1d: Human rights	Score
Overall MI Rating	Highly satisfactory
Overall MI score	3.33
Element 1: Dedicated policy statement on human rights issues available and showing evidence of use	4
Element 2: Human rights indicators and targets fully integrated into the organisation's strategic plan and corporate objectives	4
Element 3: Accountability systems (including corporate reporting and evaluation) reflect human rights indicators and targets	4
Element 4: Human rights screening checklists or similar tools used for all new interventions	3
Element 5: Human and financial resources (exceeding benchmarks) are available to address human rights issues	3
Element 6: Capacity development of staff on human rights is underway or has been conducted	2

MI 2.1d Analysis	Source document
<p>The 2018-21 Strategic Plan sets out UN Women's commitment to "adopting a human rights-based approach in line with international standards and leaving no-one behind by: addressing inequalities and discrimination; meaningfully involving beneficiaries, including women's organisations, and other agents of change, such as men and boys; and responding to the circumstances of the poorest and most excluded women, including those facing marginalisation and multiple and intersecting forms of discrimination. The 2030 Agenda calls for particular attention to youth, persons with disabilities, people living with HIV/AIDS, older persons, indigenous peoples, refugees and internally displaced persons and migrants."</p> <p>The 2018-21 Strategic Plan includes as Outcome 1: "A comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened and implemented" which addresses UN Women's specific work in support of human rights mechanisms. Outcome 2: "Women lead, participate in and benefit equally from governance systems" includes indicators on ensuring the development of anti-discriminatory laws and access to justice. The principle of "leaving no-one behind" is a key theme integrated in the work of UN Women.</p> <p>The Annual Report to the Board includes reporting on human rights indicators as captured in the IRRF. It also reports on the outcomes of intergovernmental bodies, including the General Assembly and the Security Council. UN Women also engages with the Universal Periodic Review of the Human Rights Council and with treaty bodies, including CEDAW, which are also reported through the CSW reports.</p> <p>A central objective of the 2030 Agenda is to "realize the human rights of all and to achieve gender equality and the empowerment of all women and girls." As applied in UNDAFs, this principle has five elements, which are used as the main checklist that UN Women applies. However, no UN Women specific screening checklist has been identified.</p> <p>UN Women has a P5 Human Rights Adviser in the Policy Division in New York, supported by a small team. In addition, various human rights specialists are stationed in regional offices and country offices.</p> <p>UN Women's Training Centre offers training to UN staff and others. It addresses human rights such as in the framework of UN Coherence, Aid Effectiveness and Security Sector Reform.</p>	2, 3, 20, 24, 31, 45, 46, 48, 49, 51, 54, 73, 75, 76, 81, 82, 90
MI 2.1d Evidence confidence	High confidence
MI 2.1e: Additional cross-cutting issues – Humanitarian action	Score
Overall MI Rating	Unsatisfactory
Overall MI score	1.83
Element 1: Dedicated policy statement on humanitarian action, cross-cutting issues available and showing evidence of use	2
Element 2: Humanitarian action indicators and targets fully integrated into the organisation's strategic plan and corporate objectives	3
Element 3: Accountability systems (including corporate reporting and evaluation) reflect humanitarian action indicators and targets	2
Element 4: Humanitarian action screening checklists or similar tools used for all new interventions	0
Element 5: Human and financial resources (exceeding benchmarks) are available to address Humanitarian Action issues	2
Element 6: Capacity development of staff on humanitarian action is underway or has been conducted	2

MI 2.1e Analysis	Source document
<p>The 2014-21 Strategic Plan includes a separate outcome on humanitarian action (including preparedness, disaster risk reduction, response and early recovery) under Impact 4 and on sustainable development and specifically the eradication of poverty under Impact 2.</p> <p>The 2018-21 Strategic Plan theory of change for Thematic Priority 11, Women and girls affected by crisis lead, participate in, and benefit from response and recovery, states that “if 1) humanitarian planning and programming are gender responsive; if relief efforts prioritise the participation, safety and economic wellbeing of women displaced by sudden onset emergencies; and if the response promotes positive coping strategies for marginalised women who continue to be affected by protracted crises; then (2) women and girls affected by crisis will play a leadership role and benefit from relief and response efforts; because (3) their rights and needs will be at the centre of humanitarian assistance”. Outcome 5, “Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action”, with supporting indicators and targets, outlines the approach taken.</p> <p>There are numerous reports and evaluations that reflect these areas including (but not limited to) the Annual Review of the Executive Director, the Mid-Term Reviews, the Development Effectiveness Reviews, the reports on the Trust Funds, and the evaluations of regional architecture and normative functions. The 2018-21 IRRF indicators for Outcome 5, however, had no baselines, milestones or targets.</p> <p>No documentary evidence was found of checklists or tools for screening.</p> <p>According to UN Women’s 2014-17 Humanitarian Strategy, strengthening of UN Women’s capacity in humanitarian action will be done through recruitment of staff (where demand for dedicated technical expertise cannot be met by the current office structure in humanitarian contexts) and developing strategic partnerships with key humanitarian stakeholders who offer stand-by personnel through technical rosters. National Programme Specialists have been hired in Colombia, the Democratic Republic of the Congo, Pakistan and South Sudan. The new HACRO unit, with 12 professional staff, provides a responsive service. However the extent to which this meets demand or exceeds benchmarks was not clear at the time of the assessment.</p> <p>The UN Women Training Centre offers courses – some specifically for UN staff – that cover gender in humanitarian action, as well as issues of the care economy. Training has been provided to some ROs and COs and is ongoing.</p>	<p>1, 2, 3, 5, 7, 8, 24, 31, 40, 45, 46, 48, 49, 54, 58, 73, 75, 76, 79, 81, 82, 94</p>
MI 2.1e Evidence confidence	High confidence

OPERATIONAL MANAGEMENT

Assets and capacities organised behind strategic direction and intended results, to ensure relevance agility and accountability

KPI 3: Operating model and human/financial resources support relevance and agility	KPI score
Satisfactory	2.49
<p>Changes are in being made to the organisational architecture to increase decentralisation efficiency and effectiveness, reflecting the maturing of UN Women as an organisation. There is increased decentralisation of decision-making, supported by the revised Delegation of Authority framework. Staffing numbers and continuity at country level in relation to country requirements is a continuing concern in relation to workload. There has been sustained improvement in the systematic use of performance management processes by the organisation, supported by improvement in the systems used; however, there are still reported low levels of confidence in the transparency of the system and high risk of burn out. The Structured Dialogue on Financing plays a critical role in mobilising funds and is supported by an active Resource Mobilisation Strategy. UN Women increasingly uses its Flagship Programming Initiatives to drive resource mobilisation efforts to deliver on the Strategic Plan priorities, with some success. There is a tension between where money is strategically needed, and where funding is available from donors. The Resource Mobilisation Strategy has succeeded in increasing non-core resources and in targeting non-traditional donors although there remains a high level of earmarked funding. There are continuing weaknesses in Resource Mobilisation Strategy planning and implementation.</p>	
MI 3.1: Organisational structures and staffing ensure that human and financial resources are continuously aligned and adjusted to key functions	Score
Overall MI Rating	Unsatisfactory
Overall MI score	2
Element 1: Staffing is aligned with, or being reorganised to, requirements set out in the current strategic plan	2
Element 2: Resource allocations across functions are aligned to current organisational priorities and goals, as set out in the current strategic plan	2
Element 3: Internal restructuring exercises have a clear purpose and intent, aligned to the priorities of the current strategic plan	2

MI 3.1 Analysis	Source document
<p>Organisational staffing arrangements and resourcing are currently changing to reflect the recommendations of the regional architecture evaluation and the Strategic Plan 2018-21 priorities. There is still no explicit rationale for the different levels of UN Women country presence, with some acknowledged anomalies. There are changes at HQ to improve provision of technical advice to regional and country offices. HACRO was formed in 2017 to provide dedicated humanitarian programme support; this is a new initiative for UN Women reflecting its increased focus on humanitarian work, but its effectiveness in delivery is untested.</p> <p>Resource allocations are in the process of being aligned to priorities through the Integrated Budget process. In terms of staffing, UN Women was successful in gaining core funding for 5 new institutional posts in 2018. Further, as part of the 2018 allocations, the regional HR capacity is being strengthened through deployment of 4 posts, responding to the earlier shortfall in HR identified in Audit Reports. This also supports further decentralisation consistent with the planned changes in organisational architecture. The co-ordination function however is negatively affected by lack of resourcing, according to the corporate evaluation of UN Women's contribution to UN system co-ordination (2016). Staffing numbers and continuity at country level are still a concern to partners and UN Women staff. There is a high use of short-term consultants which temporarily increases capacity but which creates financial and organisational transaction costs, and does not improve staff continuity.</p> <p>There has been and continues to be restructuring to support strategic priorities. For instance, in 2018 the audit function was brought in house to increase economy, efficiency and effectiveness. UN Women undertook a functional analysis of HQ as a follow up to the evaluation of the regional architecture in 2017, and in the context of the new Strategic Plan, and consequent changes have been made. The 2017-18 restructuring of the Programmes Division has clear intent in terms of organisational priorities to improve efficiency and support to field offices, although it is not yet fully implemented. The restructuring of the Strategic Partnerships Division is planned, but has not yet begun.</p>	3, 73, 124
MI 3.1 Evidence confidence	High confidence
MI 3.2: Resource mobilisation efforts consistent with the core mandate and strategic priorities	Score
Overall MI Rating	Satisfactory
Overall MI score	2.4
Element 1: Resource mobilisation strategy/case for support explicitly aligned to current strategic plan	2
Element 2: Resource mobilisation strategy/case for support reflects recognition of need to diversify the funding base, particularly in relation to the private sector	3
Element 3: Resource mobilisation strategy/case for support seeks multi-year funding within mandate and strategic priorities	3
Element 4: Resource mobilisation strategy/case for support prioritises the raising of domestic resources from partner countries/institutions, aligned to goals and objectives of the Strategic Plan/relevant country plan	2
Element 5: Resource mobilisation strategy/case for support contains clear targets, monitoring and reporting mechanisms geared to the Strategic Plan or equivalent	2

MI 3.2 Analysis	Source document
<p>The 2018-21 Strategic Plan outlines UN Women's commitment to increase its share of funding from interagency-pooled funding mechanisms and thematic funds and to continue working closely with member states to increase investment in core resources and improve visibility of the impact of core investments. The SDF is supported by an active Resource Mobilisation Strategy to increase funding for GEEW. UN Women increasingly uses its Flagship Programming Initiatives to drive resource mobilisation efforts to deliver on the Strategic Plan priorities. There is, however, a mismatch between where money is most needed, and where/what donors wish to fund through non-core resources, which can direct activity to follow funding, rather than funding to follow priorities. An example of this is that there has been a very large increase (59%) in funding for humanitarian work, between 2016 and 2017, reflecting donor interest, compared to the other five portfolio areas.</p> <p>The 2015 Resource Mobilisation Strategy recognises the importance of expanding non-core funding and expanding partnerships with the private sector; in 2016, contributions from private donors, private sector, foundations and UN Women National Committees doubled from 2% to 4%, and further increased to 5% in 2017. The 2018 audit of the 2015-17 RMS found a need for private sector strategy implementation plans, policies and procedures. The draft 2018 Resource Mobilisation Strategy sets out a more detailed and targeted approach to mobilising resources from non-traditional donors and shows that the organisation has had success in gaining contributions from over 35 large companies and foundations.</p> <p>UN Women has a clear focus to increase multi-year funding to raise strategic effectiveness and reduce transaction costs, and has been transitioning to this approach since 2016. The FPIs are a key tool in supporting this through attracting funds for a specific strategic outcome rather than for a project. LEADS was launched in 2016 to meet UN Women's need for a multi-year pipeline management system to support its programming shift from many small duration projects to a small number of multi-stakeholders and multi-year transformative initiatives. The shift to multi-year planning is making progress but is not fully achieved.</p> <p>The draft 2018 Resource Mobilisation Strategy prioritises raising additional voluntary contributions from donor countries. UN Women, supported by the country liaison offices, has successfully raised funds from donor partners' domestic resources, supported by strategic partnerships, as in Sweden, and by National Committees. Partnership working is increasingly used to augment resource mobilisation and UN Women visibility to attract further resources. The organisation relies heavily on UN Women country representatives to undertake country specific resource mobilisation from donors. New tools are being used to mobilise resources from national private sector donors as well as traditional donors at country level with some early small successes. No reference is made to developing country government domestic commitments to UN Women, although the work on gender responsive budgeting could be relevant to this and would provide a clearer assessment of sustainability.</p> <p>The Integrated Budget 2018-19 identifies clear targets for different funding sources required to deliver the strategic plan. It maps programmes and funding to the outcome areas and identifies pipeline funding and potential shortfalls. Indicators 2.11, 2.12 and 2.13 of the IRRF report on funding mobilised for core, non-core and non-traditional donors, as well as pooled and thematic funding mechanisms (consistent with the QCPR). However, the 2018 Audit of the 2015-17 Resource Mobilisation Strategy found that there were inadequate processes for implementation action plans, targets and monitoring for Strategy activities, and underachievement of corporate targets. The draft Resource Mobilisation Strategy 2018-21 lacks action plans.</p>	3, 37, 124, 139, 151
MI 3.2 Evidence confidence	High confidence
MI 3.3: Aid reallocation/programming decisions responsive to need can be made at a decentralised level	Score
Overall MI Rating	Satisfactory

Overall MI score	2.75
Element 1: An organisation-wide policy or guidelines exist which describe the delegation of decision-making authorities at different levels within the organisation	4
Element 2: <i>(If the first criterion is met)</i> The policy/guidelines or other documents provide evidence of a sufficient level of decision-making autonomy available at the country level (or other decentralised level as appropriate) regarding aid reallocation/programming	3
Element 3: Evaluations or other reports contain evidence that reallocation/programming decisions have been made to positive effect at country or other local level, as appropriate	2
Element 4: The organisation has made efforts to improve or sustain the delegation of decision-making on aid allocation/programming to the country or other relevant levels	2
MI 3.3 Analysis	Source document
<p>The Delegation of Authority (DoA) framework is issued by the Executive Director and delegates key responsibilities/authorities to specific HQ, Regional, Multi-Country, and country office staff members. It also includes DoA policies and procedures which describe how and when to delegate and to whom.</p> <p>The DoA framework has an annex that outlines the level of delegated authority for all programming matters, as well as the financial threshold for decision-making at each level. Evidence from interviews noted that there is a need for greater delegation and flexibility for programming at country level.</p> <p>UN Women identified the need to delegate greater authority to the field as its highest priority in an effort to improve its effectiveness and presence on the ground following the Corporate Evaluation of UN Women's Strategic Partnerships 2017. Programme reports and evaluations contain evidence that reprogramming decisions have not been made appropriately or effectively, in part because of lack of oversight and support from regional or HQ level.</p> <p>The DoA framework was revised and reissued on 1 January 2018 to provide greater clarity and improve the delegation of authority. Country representatives observe that there has been increased delegation of authority to the country office in consultation with the regional office. However, country level staff and partners note a need for more flexible systems to enable country level resource mobilisation.</p>	22, 117
MI 3.3 Evidence confidence	High confidence
MI 3.4: HR systems and policies performance based and geared to the achievement of results	Score
Overall MI Rating	Satisfactory
Overall MI score	2.8
Element 1: A system is in place which requires the performance assessment of all staff, including senior staff	4
Element 2: There is evidence that the performance assessment system is systematically implemented by the organisation across all staff and to the required frequency	2
Element 3: The performance assessment system is clearly linked to organisational improvement, particularly the achievement of corporate objectives, and to demonstrated ability to work with other agencies	3
Element 4: The performance assessment of staff is applied in decision-making relating to promotion, incentives, rewards, sanctions, etc.	2
Element 5: A clear process is in place to manage disagreement and complaints relating to staff performance assessments	3

MI 3.4 Analysis	Source document
<p>The Programme and Operations Manual (POM) lays out the process for staff performance reviews. Separate guidelines exist for the manager and staff member in performance planning, in mid-year performance discussions, in managing high performance, in how to address poor performance and in the rebuttal process. All staff are subject to performance review if they are employed for at least six months within the relevant Performance and Management Development (PMD) cycle.</p> <p>The Board of Auditors noted (2016) delays in undertaking performance assessments: “[D]espite the introduction of the dashboard, the Board noted that the rate of compliance with timelines was still not satisfactory”. Since then performance has improved and there are higher levels of compliance. Data from the Performance Management Dashboard for 2016 shows that 96% of staff requiring a PMD plan had one, and that 90% of these received a final appraisal by their manager in a timely way. Compliance data is reviewed each month by the extended management team. For financial year 2017-18, by February 2018 only 57% had completed a mid-year review, despite a deadline of 30 September 2017, which suggests a drop in compliance levels.</p> <p>Individual performance plans are required to be based on and aligned with organisational and office/team objectives. Core competencies include inclusive collaboration, stakeholder engagement and effective communication, which indicate a requirement to work with other agencies, although how these are operationalised is not clear. Only 55% of staff responding to the staff survey 2016 reported that they receive regular timely feedback that helps them to improve their performance, which is below the benchmark. High levels of personal commitment and workload mean that many staff have poor work-life balance; this is recognised, and steps taken to address the issue, for instance with a dedicated HR advisor for work-life balance. However, burnout continues to be a high risk, as indicated by interviews and the 2016 Workforce Survey.</p> <p>The guidance to supervisors sets out a requirement for mid-year feedback on performance with an opportunity to address areas that require further attention, identify the responsibility of the manager in acting on poor performance and set out a process for a performance improvement plan. The performance assessment is considered when granting salary increments to staff. However, reported variation in staff performance and weaknesses in PMD implementation indicate that the system is not always fully effective, and/or is not consistently used. The staff survey 2016 found low agreement with the statement that there is career advancement on the basis of strong performance.</p> <p>There is a PMD rebuttal process clearly in place and communicated to all staff in case of disagreement or complaint related to performance assessments. There is an escalation process, culminating in a Rebuttal Panel, which includes a UN Women representative nominated by the staff council as well as three other members. The process only applies to staff members.</p>	<p>12, 79, 86, 112, 113, 128, 131, 132</p>
MI 3.4 Evidence confidence	Medium confidence

KPI 4: Organisational systems are cost- and value-conscious and enable financial transparency/ accountability	KPI score
Satisfactory	2.89
<p>Resources are allocated clearly to strategic priorities in the 2018-19 Integrated Budget; there are however no published criteria for allocating funds to different strategic aims, nor to partners. Financial information presented indicates that planned disbursements were largely met; in 2016, its delivery was at 90% of budgets. There have been earlier significant delays in applying donor contributions, although these delays have now begun to be addressed. UN Women's recently introduced Results Management System allows for real-time tracking of resource allocation and delivery against outputs and outcomes at all levels from project level to global reporting. There have been many improvements to UN Women's systems for financial management and reporting; however, the impact of these on reducing costs and delivering results is not yet clear due to their relatively recent introduction.</p> <p>UN Women's internal and external audits follow international standards. Until January 2018, the UNDP's Office of Audit and Investigations (OAI) was responsible for internal audit and investigations of UN Women; internal audit has now transitioned to in-house provision managed by the new Independent Evaluation and Audit Service. Management responses to internal and external audits are clearly reported to the Executive Board, but there is a lack of clear guidelines on timelines. UN Women does not always complete audit plan actions in a timely way, and progress on specific internal audit recommendations is not reported publicly. UN Women has a clear anti-fraud policy framework for addressing fraud and other financial irregularities.</p>	

MI 4.1: Transparent decision-making for resource allocation, consistent with strategic priorities	Score
Overall MI Rating	Unsatisfactory
Overall MI score	1.5
Element 1: An explicit organisational statement or policy exists which clearly defines criteria for allocating resources to partners	0
Element 2: The criteria reflect targeting to the highest priority themes/countries/areas of intervention as set out in the current Strategic Plan	2
Element 3: The organisational policy or statement is regularly reviewed and updated	2
Element 4: The organisational statement or policy is publicly available	2

MI 4.1 Analysis	Source document
<p>UN Women's Integrated Budget for the 2018-19 Biennium sets out the approach that UN Women employs to allocate resources. These resources are used to meet operational funding needs both at headquarters and in the field. The Integrated Budget does not explicitly describe the criteria for allocating resources to partners for the implementation of projects. A recent country programme evaluation found that there is not a clear strategy for allocating funding to partners. The integrated budget is guided by the priorities set out in the Strategic Plan 2018-21 and the provisions of Executive Board Decision 2013/2 on the integrated budget and cost recovery. The criteria used to make "indicative allocations of resources to development outcomes under the 2018-21 Strategic Plan are: (1) 2016 expenditure; (2) expenditure trends by outcome area for the past 3 years; and (3) expected future demand based on the existing pipeline"(2016). There are no other explicit criteria to show the rationale for allocation to priorities.</p> <p>The Strategic Plan 2018-21 does not explicitly indicate in which priority countries or regions UN Women will invest. Of unearmarked funds for programmatic work, 80% are allocated to the regions using prescribed shares. However, much fundraising takes place at country level, and is pragmatic and opportunistic rather than consistently fully strategic and criteria based.</p> <p>UN Women reviews its resource allocation on an annual basis. UN Women submits an annual progress report on the implementation of the Strategic Plan 2018-21, and will provide updates at its regular sessions in 2020, 2021 and 2022.</p> <p>Summary information on expenditure is available in the integrated budget and is published biennially. The Structured Dialogue on Financing is used by UN Women to review its resource allocation priorities and processes and is published annually.</p>	<p>3, 7, 66, 84, 93, 116, 124</p>
MI 4.1 Evidence confidence	Medium confidence
MI 4.2: Allocated resources disbursed as planned	Score
Overall MI Rating	Satisfactory
Overall MI score	2.25
Element 1: The institution sets clear targets for disbursement	3
Element 2: Financial information indicates that planned disbursements were met within institutionally agreed margins	2
Element 3 Clear explanations are available in relation to any variances	2
Element 4: Variances relate to external factors rather than internal procedural blockages	2

MI 4.2 Analysis	Source document
<p>The Integrated Budget sets out the planned levels of disbursement at a global level for the organisation for each of the five outcomes and the organisational effectiveness and efficiency outputs. At country office level, the Strategic Notes, supported by the Annual Work plans, identify country level disbursement targets, based on current and pipeline funding available.</p> <p>Financial information, presented in the Integrated Budget 2018-19 and Audit Report 2016, indicates that planned disbursements were met. Less information is available at country level, although reports from the RMS show increased alignment of expenditure against country targets and weekly updates. A major historic challenge for UN Women has been to spend money as planned; in 2016, UN Women delivery was 90% of budgets, showing improved performance. There have been significant delays in applying donor contributions, although these delays have recently begun to be addressed through ATLAS. Partner feedback is that established work plans are not always being respected and that there are delays in disbursement of funds.</p> <p>Financial status is now reported weekly (from ATLAS) and shows unapplied contributions, partners' advances and project closures. A checklist for operational and financial closure is available, which must be completed by the country office. It includes lessons learned and any associated evaluation findings; however, there is no standard or aggregated report on these to show reasons for variance.</p> <p>The efficiency of UN Women's systems for disbursement is improving, and the associated new systems (RMS, ATLAS, COATS, LEADS) enable more efficient management of finances and disbursement. As a result, there has been a reduction in procedural blockages. However, there are still reported delays from countries, for example due to weak contracting and payment processes</p>	57, 58, 66, 84, 109, 122, 124, 134
MI 4.2 Evidence confidence	High confidence
MI 4.3: Principles of results-based budgeting applied	Score
Overall MI Rating	Satisfactory
Overall MI score	2.75
Element 1: The most recent organisational budget clearly aligns financial resources with strategic objectives/ intended results of the current Strategic Plan	4
Element 2: A budget document is available which provides clear costings for the achievement of each management result	2
Element 3: Systems are available and used to track costs from activity through to result (outcome)	3
Element 4: There is evidence of improved costing of management and development results in budget documents reviewed over time (evidence of building a better system)	2

MI 4.3 Analysis	Source document
<p>The Strategic Plan 2018-21's Integrated Results and Resources Framework explicitly aligns financial resources, both regular resources and other resources, to outcomes and outputs. The Integrated Budget 2018-19 is structured by the five Strategic Plan 2018-21 outcome areas and the organisational efficiency and effectiveness outputs.</p> <p>UN Women's Integrated Budget 2018-19 shows intended expenditure for results at outcome level linked to the integrated results and resources framework of the amount to be invested, through assessed, regular and other resources. However, as the budgets allocated to each outcome are based on estimated funds available, it is not clear to what extent these are based on aggregated costs.</p> <p>UN Women's Results Management System is aligned with its Enterprise Resource Planning system for finance (ATLAS) and full integration is nearly complete. This will allow for real-time tracking of resource allocation and delivery at all levels, from project to global reporting.</p> <p>The 2016 Audit report notes, "organizational effectiveness and efficiency have continued to show significant progress." There is however no evidence of the improved costing of development results, as no detailed budgets and financial reports, e.g. at country level are available. At global level, the IRRF provides budget allocations against each outcome and output, but there is only aggregate reporting on expenditure, and no reporting on financial variance. The Audit Report 2016 noted deficiencies in management of partner advances, weaknesses in the determination of implementing partners' support costs and continuing delays in signing off donor reports. These are now being, or are in the process of being, addressed. UN Women has been automating business processes since 2014 with the new suite of financial management systems, introduction of e-procurement and use of the Cloud. The contribution of these to more accurate and efficient costings is not reported other than verbally.</p>	3, 66, 84, 124, 134
MI 4.3 Evidence confidence	High confidence
MI 4.4: External audit or other external reviews certifies the meeting of international standards at all levels, including with respect to internal audit	Score
Overall MI Rating	Highly satisfactory
Overall MI score	3.83
Element 1: External audit conducted which complies with international standards	4
Element 2: Most recent external audit confirms compliance with international standards across functions	4
Element 3: Management response is available to external audit	4
Element 4: Management response provides clear action plan for addressing any gaps or weaknesses identified by external audit	3
Element 5: Internal audit functions meet international standards, including for independence	4
Element 6: Internal audit reports are publicly available	4

MI 4.4 Analysis	Source document
<p>UN Women's external audit has been undertaken by the United Nations Board of Auditors (BoA), which conduct audits in accordance with UN practices. UN Women's external audits are prepared in accordance with the International Standards on Auditing.</p> <p>The 2016 Audit of UN Women's finances confirms compliance with international standards.</p> <p>The management response on planned actions and status for the external audit recommendations is included in the Implementation of the recommendations of the Board of Auditors on the financial statements of the United Nations funds and programmes for the financial period ended 31 December 2016.</p> <p>Management responses are published as an Executive Board report alongside the relevant Audit Report, and provide a clear action plan. There is a report on action plan status published each year. There has been an improvement in the timeliness and completeness of management responses.</p> <p>UNDP's Office of Audit and Investigations (OAI) is responsible for internal audit and investigations of UN Women and reports on them to the Executive Director of UN Women. The OAI functions meet international standards for independence. From January 2018, the internal audit function has been transitioned to an internal function managed by the new Independent Evaluation and Audit Service. It adheres to the same standards, as set out in its charter.</p> <p>All internal audit reports issued by UNDP Office of Audit and Investigations (OAI) since 1 December 2012 are publicly disclosed on the UN Women website one month after they have been issued internally. IEAS plans to continue the practice from 2018.</p>	16, 18, 19, 21, 33, 34, 79, 131, 132, 133, 134, 135
MI 4.4 Evidence confidence	High confidence
MI 4.5: Issues or concerns raised by internal control mechanisms (operational and financial risk management, internal audit, safeguards, etc.) adequately addressed	Score
Overall MI Rating	Highly satisfactory
Overall MI score	3.17
Element 1: A clear policy or organisational statement exists on how any issues identified through internal control mechanisms will be addressed	4
Element 2: Management guidelines or rules provide clear guidance on the procedures for addressing any identified issues, including timelines	3
Element 3: Clear guidelines are available for staff on reporting any issues identified	4
Element 4: A tracking system is available which records responses and actions taken to address any identified issues	2
Element 5: Governing Body or management documents indicate that relevant procedures have been followed/ action taken in response to identified issues, including recommendations from audits (internal and external)	3
Element 6: Timelines for taking action follow guidelines/ensure the addressing of the issue within 12 months following its reporting	3

MI 4.5 Analysis	Source document
<p>UN Women has an Internal Control Framework (2012). UN Women's Enterprise Risk Management (2014) framework and its Internal Control Framework (2012) set out how risks and internal issues will be handled. The Internal Control Framework establishes a mechanism, and provides detailed guidance, to help UN Women offices implement effective internal controls.</p> <p>Guidance on procedures are contained in the guidance used by UNDP's Office of Audit and Investigations (OAI), which is responsible for internal audit and investigations. There are no specified management guidelines on timelines for addressing issues.</p> <p>Internal policy documents, including the Legal Framework for Addressing Non-Compliance, UN Women Anti-Fraud Policy Framework and the UN Women Protection Against Retaliation Policy all provide guidelines for staff on reporting issues.</p> <p>UN Women has in place a tracking system to identify issues raised by audits and monitor management actions taken for implementation of recommendations through publishing the audit reports. This is the Comprehensive Audit and Recommendation Database System (CARDS). It does not provide updates on actions taken but does show the percentage of recommendations followed up.</p> <p>The management responses to the Annual External Audit reports identify planned actions and actions taken up to the year of Audit. This is annexed to the relevant Audit Report. The Management Response to the internal audit report is provided at the same Executive Board.</p> <p>The large majority of timelines are addressed within 12 months of reporting, However the 2016 External Audit Reports comments: "Of the 30 recommendations that remained outstanding as at 31 December 2015, 25 (83%) had been implemented and 5 (17%) were under implementation. Although the implementation rate of audit recommendations is satisfactory, the Board urges UN-Women to put more effort into addressing recommendations that have not been fully implemented."</p>	<p>33, 68, 79, 83, 131, 132, 133, 134, 135, 143, 147</p>
MI 4.5 Evidence confidence	High confidence
MI 4.6: Policies and procedures effectively prevent, detect, investigate and sanction cases of fraud, corruption and other financial irregularities	Score
Overall MI Rating	Highly satisfactory
Overall MI score	3.83
Element 1: A clear policy/guidelines on fraud, corruption and any other financial irregularities is available and made public	4
Element 2: The policy/guidelines clearly define the roles of management and staff in implementing/complying with the guidelines	4
Element 3: Staff training/awareness-raising has been conducted in relation to the policy/guidelines	3
Element 4: There is evidence of policy/guidelines implementation, e.g. through regular monitoring and reporting to the Governing Body	4
Element 5: There are channels/mechanisms in place for reporting suspicion of misuse of funds (e.g. anonymous reporting channels and "whistle-blower" protection policy)	4
Element 6: Annual reporting on cases of fraud, corruption and other irregularities, including actions taken, ensures that they are made public	4

MI 4.6 Analysis	Source document
<p>UN Women has a clear anti-fraud policy framework for addressing fraud and other financial irregularities available on the website, and the Strategic Plan 2018-21, endorses it.</p> <p>The Anti-Fraud Policy framework (2017) can apply to staff, partners, and vendors. Staff responsibility to report allegations of wrongdoing to OAI or their supervisor are explicitly stated in the Framework. Staff members with a supervisory role (e.g. managers) also have a responsibility to assess the likelihood of fraud in order to prevent fraud and corruption and to report wrongdoing to OAI.</p> <p>The policy requires all staff, regardless of contract type, to be trained in awareness or the anti-fraud and associated frameworks within 90 days of arrival at UN Women.</p> <p>Reports on incidents of fraud and misuse of funds are reported as part of the annual audit report to the Board.</p> <p>There is an independent hotline for reporting fraud/suspensions, which is confidential. Confidentiality is explicitly protected in the anti-fraud framework.</p> <p>The 2017 Anti-Fraud Policy Framework explicitly sets out the parameters for monitoring and reporting for the policy. This responsibility rests with the Director of the Division of Management and Administration who reports to the Board on this as part of the annual Report on internal audit and investigation activities.</p>	<p>3, 33, 68, 79</p>
MI 4.6 Evidence confidence	High confidence

RELATIONSHIP MANAGEMENT

Engaging in inclusive partnerships to support relevance, to leverage effective solutions and to maximise results (in line with Busan Partnerships commitments)

KPI 5: Operational planning and intervention design tools support relevance and agility (within partnerships)	KPI score
Satisfactory	2.24
<p>Five-year strategic notes, which are aligned to national strategies, guide the Entity's country-level programming and objectives developed in consultation with government and national partners to the extent possible. Aligning the Entity's work to national strategies is constrained, in some cases, by sufficiency of staff, which is a significant challenge for UN Women.</p> <p>Contextual analysis is conducted in synergy with the broader country analytical exercise supported by the UNCT, but there is variability in the extent that partners are consulted. Climate change, governance, and human rights are not fully mainstreamed in the country strategic notes. There are limitations in the Entity's assessment of the regional and national capacity of partners in spite of the centrality of capacity development to UN Women's work. The Entity has strengthened its risk management strategy although internal controls and risk management are not yet consistent across country offices and interventions. The Evaluation of UN Women's Partnership Strategy found that UN Women's rapid expansion of work with corporate partnerships have led to substantial reputational risks. Interventions are required to analyse cross-cutting issues in intervention designs but in practice, the integration of gender and human rights is strong while environmental sustainability and governance issues are not fully integrated, and the Entity also lacks the approval procedures and training to support this. UN Women works to foster sustainability through effective partnerships and engagement of internal and external stakeholders in the delivery of their mandate. However, intervention designs address sustainability variably and there is a reported lack of clarity about what UN Women leaves behind in country. UN Women launched a re-engineering initiative to identify bottlenecks, streamline systems, and fast-track procedures, but still lacks systems to fully tackle procedural delays and bottlenecks.</p>	
MI 5.1: Interventions aligned with national/regional priorities and intended national/regional results	Score
Overall MI Rating	Satisfactory
Overall MI score	2.67
Element 1: Reviewed country or regional strategies make reference to national/regional strategies or objectives	3
Element 2: Reviewed country strategies or regional strategies link the results statements to national or regional goals	3
Element 3: Structures and incentives in place for technical staff that allow investment of time and effort in alignment process	2

MI 5.1 Analysis	Source document
<p>Reviewed regional and country strategies refer to relevant regional/national strategies. UN Women's country strategic notes are geared to support intended long-term development results/impacts. In the field, the Strategic Note represents the multi-year programming instrument that translates the Strategic Plan at the country/regional level and adapts it to local context and priorities, in alignment with the UNDAF/One UN Programme. However, given regional and country diversity and UNW's input therein, there is variance in the degree to which the interventions articulate their alignment with national/regional priorities.</p> <p>UN Women supports development project and programmes that largely align with national development goals. This is supported by Country Results Frameworks, linked with UNCT priorities, which are designed to be aligned to national/regional goals. Results statements are generally linked to national or regional goals although these are explicit in all strategic notes.</p> <p>UNDAF Guidance sets out the principles for integrated programming in response to national priorities and plans. UNDAF sets the imperative that organisations establish incentives for their staff to contribute to delivering on the UNDAF such as by integrating the expectation into their performance plan. However, given the diversity of country office resourcing, there is variability in the investment of time/effort available for alignment process. Sufficiency of staff, particularly at the country office level, is a global challenge for UNW.</p>	1, 3, 38, 44, 67, 94, 95, 96, 108, 109
MI 5.1 Evidence confidence	High confidence
MI 5.2: Contextual analysis (shared where possible) applied to shape the intervention designs and implementation	Score
Overall MI Rating	Satisfactory
Overall MI score	2.5
Element 1: Intervention designs contain a clear statement that positions the intervention within the operating context	2
Element 2: Context statement has been developed jointly with partners	3
Element 3: Context analysis contains reference to gender issues, where relevant	4
Element 4: Context analysis contains reference to environmental sustainability and climate change issues, where relevant	2
Element 5: Context analysis contains reference to governance issues, including conflict and fragility, where relevant	2
Element 6: Evidence of reflection points with partner(s) that take note of any significant changes in context	2

MI 5.2 Analysis	Source document
<p>Intervention designs are informed by a context and situational analysis that identifies trends relevant to UN Women's mandate surrounding gender equality and women's empowerment. The analysis articulates the key macro-development issues but does not fully reflect the implications for UN Women's programming.</p> <p>UN Women conducts a contextual analysis in full synergy with the broader country analytical exercise supported by the UNCT. The country analytical exercise has been a process that engages with government, UN and civil society partners. In practice, there is variability in how and to what extent partners are consulted. Feedback suggests that the partner engagement process is drawn-out and could be conducted more efficiently.</p> <p>The contextual analysis presented in regional and national strategies, systematically addresses gender issues for a regional gender equality priorities, opportunities and challenges using data, statistics and analysis.</p> <p>The main vehicle for considering environmental sustainability is through the Climate Resilience Agriculture Flagship. Interventions do not undertake a detailed analysis of environmental issues. Country Strategic notes reflect environmental sustainability and climate change to varying degrees, primarily through the lens of gender and agriculture.</p> <p>UN Women assesses the level of institutional support to gender equality and trends surrounding women's leadership and participation, and governance and national planning. Analysis of governance considers the institutional and partners' capacity to uphold the rights of women. In certain contexts, the analysis considers the effect of conflict and post-conflict, and conflict-prevention situations through a review of conflict factors. The strength of governance systems is not consistently considered. The ability to assess humanitarian issues varies significantly depending on the technical capabilities at country/regional levels.</p> <p>Guidance for the development of Country Strategic Notes emphasises the importance of consulting with partners. As this process is relatively new, there is not yet evidence of how this is being taken up. Some country offices (e.g. DRC) have carried out regular co-ordination meetings with gender leads in government but this process is not undertaken consistently across countries.</p>	88, 89, 95, 98, 108, 122
MI 5.2 Evidence confidence	High confidence
MI 5.3: Capacity analysis informs intervention design and implementation, and strategies to address any weakness found are employed	Score
Overall MI Rating	Unsatisfactory
Overall MI score	2
Element 1: Intervention designs contain a clear statement of capacities of key national implementing partners	2
Element 2: Capacity analysis considers resources, strategy, culture, staff, systems and processes, structure and performance	3
Element 3: Capacity analysis statement has been developed jointly where feasible	1
Element 4: Capacity analysis statement includes clear strategies for addressing any weaknesses, with a view to sustainability	2
Element 5: Evidence of regular and resourced reflection points with partner(s) that take note of any significant changes in the wider institutional setting that affect capacity	2

MI 5.3 Analysis	Source document
<p>Given the centrality of capacity development to UN Women's work, capacity analysis is conducted as part of its context and problem analysis. This process assesses the capacity of key individuals and institutions responsible for gender quality to understand what capacities exist and where they are lacking. However, partners surveyed report limitations in UN Women's assessment of national/regional capacity of partners, while the analysis of regional and national strategies showed considerable variations. UN Women has a specific strategy for strengthening the national capacity for evaluation.</p> <p>The Gender Equality Capacity Assessment Tool is used to assess the gender architecture and policy, and the level of understanding, knowledge and skills that an organisation and its staff has on gender equality and women's empowerment. The tool is intended to support gender and human resource specialists within the UN as well as UN counterparts and partners in their own organisations. UN Women also draws on the undg position statement on capacity development, which assesses individual, collective and institutional capacity to deliver. UN Women's capacity assessment focuses largely on capacity to address women's rights and therefore has limitations.</p> <p>There is no requirement for UN Women to develop a joint capacity statement with partners. This has led to challenges with respect to UN Women's understanding of the capacity of implementing partners- including how to corroborate and document implementing partners' reporting on performance, and in the need for follow-up in cases of conflicting information. Country audits have found gaps in UN Women's capacity assessment when developing the monitoring, oversight, capacity building and risk reduction measures to be deployed after the implementing partner's engagement, as well as inadequate understanding of the documentation, review and verification requirements related to the liquidation of partners' advances.</p> <p>UN Women's capacity analysis maps stakeholders' engagement with the national government's effort to achieve and sustain internationally agreed development goals and support to the country to achieve commitments and standards of livelihood under various treaties and conventions. The capacity analysis assesses where to focus development assistance in the coming programming cycle but does not consistently articulate strategies for addressing weaknesses or for supporting capacity over time.</p> <p>Arrangements for programme monitoring and reviews, and other processes for reflection with partners, are described in the Programme Operations Manual. Capacity assessment as part of this is focused on capacity assessment to ensure sufficient capacity and expertise to advance gender equality and women's empowerment. Consultation with partners is required when there are significant changes in country level needs or capacity. Capacity assessment of partner UN agencies are monitored through UN Women's 2018-21 results framework which includes indicators that allow UN Women to track the level of commitment to gender equality and women's empowerment across the UN system (e.g. "percentage of rating of reporting entities that meet or exceed UN SWAP minimum standards"). Regular reflection points that note changes in the capacity at country/ regional level are built into the four-year cycle for the Country Strategic Notes, which are too early in their cycle to be able to cite evidence of responsiveness to change.</p>	3, 10, 18, 20, 97-106, 119, 122
MI 5.3 Evidence confidence	High confidence
MI 5.4: Detailed risk (strategic, political, reputational, operational) management strategies ensure the identification, mitigation, monitoring and reporting of risks	Score
Overall MI Rating	Unsatisfactory
Overall MI score	2
Element 1: Intervention designs include detailed analysis of and mitigation strategies for operational risk	2
Element 2: Intervention designs include detailed analysis of and mitigation strategies for strategic risk	2

Element 3: Intervention designs include detailed analysis of and mitigation strategies for political risk	2
Element 4: Intervention designs include detailed analysis of and mitigation strategies for reputational risk	2
Element 5: Risks are routinely monitored and reflected upon by the partnership	2
Element 6: Risk mitigation actions taken by the partnership are documented and communicated	2
MI 5.4 Analysis	Source document
<p>UN Women has strengthened its management strategy for identifying, mitigating, and monitoring risks. The 2016 Audit of UN Women highlighted the need for UN Women to strengthen internal controls over all funds advanced to implementing partners. All intervention designs include analysis of key risk dimensions. While there are examples of good practice, internal controls and risk management is not consistently implemented across country offices.</p> <p>Strategies for analysing and mitigating strategic risks are built into UN Women's management system (See Element 1). The template for UN Women's strategic notes includes a specific reference to consideration of strategic risk (the main risks and assumptions in relation to each of the major results being proposed by the programme and what measures if any are being taken to manage the risks). However, evidence suggests that internal controls and risk management are not consistently implemented across country offices.</p> <p>Political risks are assessed as part of the context analysis at the intervention design stage. Consideration of governance issues, conflict, and external factors inform the analysis that UN Women does at a country level. There is variability in the depth of the analysis of political risk in the strategic notes.</p> <p>Evaluation of UN Women's Partnership Strategy found that UN Women's rapid expansion of work with corporate partnerships have led to substantial reputational risks. A set of tools has been designed and implemented to carefully consider, evaluate and manage risks associated with the private sector. All potential partners undergo a standardised screening process and where relevant, a risk mitigation plan is put in place. Reputational risk of UN Women entering programmatic areas where it does not have technical expertise is raised as an issue in guidance for Strategic Notes, but it is not clear how this is addressed.</p> <p>UN Women shares auditing and investigations mechanisms with other UN agencies through the Office of Audit and Investigations (OAI), which is responsible for assessing risks as part of its audit. Country Office Audits are required to be conducted jointly with partners. UN Women has strengthened its process for reflecting on risks and actively addresses audit recommendations. The overall implementation rate of audit recommendations was 98% as of December 2016, which exceeds UN Women's performance target of 90%.</p> <p>UN Women maintains a risk register for risk assessment, monitoring, and reporting which includes mitigation processes. The UN Women Global auditing process guides UN Women on how best to mitigate risks with implementing partners. However, evaluations found that programme documents did not have formal risk mitigation strategies and risk was handled by individual UN Women country offices responding on a case-by-case basis to risks arising. UN Women is in the process of rolling out an enterprise risk management platform (OneApp) in response to board recommendations that UN Women establish comprehensive follow-up plans for risk mitigation.</p>	3, 4, 9, 18, 19, 22, 41, 57, 65, 79, 83, 98, 107, 134
MI 5.4 Evidence confidence	High confidence
MI 5.5: Intervention designs include the analysis of cross-cutting issues (as defined in KPI 2)	Score
Overall MI Rating	Satisfactory

Overall MI score	3
Element 1: Intervention design documentation includes the requirement to analyse cross-cutting issues	4
Element 2: Guidelines are available for staff on the implementation of the relevant guidelines	4
Element 3: Approval procedures require the assessment of the extent to which cross-cutting issues have been integrated in the design	3
Element 4: Intervention designs include the analysis of gender issues	4
Element 5: Intervention designs include the analysis of environmental sustainability and climate change issues	2
Element 6: Intervention designs include the analysis of good governance issues	2
Element 7: Plans for intervention monitoring and evaluation include attention to cross-cutting issues	2
MI 5.5 Analysis	Source document
<p>UN Women's Programme Operational Manual (POM) states the requirement that the five UN programming principles be fully integrated in programme design. The three principles that guide the substance of UN country programming are a human rights-based approach (HRBA), gender equality and environmental sustainability.</p> <p>Guidelines for staff on the implementation of programme design principles are enshrined in the Programme Operational Manual, which guides staff on the criteria and requirements for programme design, specifically as they relate to the integration of gender issues.</p> <p>For approval of Strategic Notes and projects, a peer review group assesses intervention designs to ensure that the design is relevant to the "major problems identified in the UN Women context and situation analysis, the UN supported country analysis, and other national and situational analyses". UN Women requires alignment with UNDAF Results Framework, national priorities on gender equality, and the UN Women Strategic Plan DRF and MRF (now IRRF). Gender issues feature prominently, but approval procedures do not require assessment of other cross-cutting issues (governance, human rights, climate change). The Peer Review of Strategic Notes by HQ includes the Peer Review Group Members from Policy Division of consider cross-cutting issues (governance, human rights, climate change) to ensure the sufficient integration of those in each new SN from Country Offices and Regional Offices.</p> <p>Intervention designs analyse gender issues in terms of who is affected by gender inequality, in what way, where it is happening and how this aspect has changed over time- therefore undertaking a detailed problem analysis in order to design the intervention to address gender issues through a well-targeted, holistic approach.</p> <p>Intervention designs do not consistently analyse environmental sustainability and climate change issues. UN Women's guidance on programme formulation within the POM does not provide detailed information about the requirements for analysis of environmental sustainability and climate change issues beyond considering key assumptions around external factors such as government environmental policy.</p> <p>UN Women considers good governance issues in two key ways: through consideration of institutional governance and management capacity, and consideration of humanitarian and fragility issues. Strategic Notes include indicators that address governance issues although the assessment of governance is variable between countries and does fully address good governance.</p> <p>Plans for monitoring and evaluation do not explicitly signpost cross-cutting issues beyond UN Women's commitment to monitoring gender and human rights.</p>	3, 8, 31, 88, 89, 90, 98, 105, 119, 122
MI 5.5 Evidence confidence	High confidence

MI 5.6: Intervention designs include detailed and realistic measures to ensure sustainability (as defined in KPI 12)	Score
Overall MI Rating	Unsatisfactory
Overall MI score	1.5
Element 1: Intervention designs include statement of critical aspects of sustainability, including; institutional framework, resources and human capacity, social behaviour, technical developments and trade, as appropriate	2
Element 2: Key elements of the enabling policy and legal environment that are required to sustain expected benefits from a successful intervention are defined in the design	2
Element 3: The critical assumptions that underpin sustainability form part of the approved monitoring and evaluation plan	1
Element 4: Where shifts in policy and legislation will be required these reform processes are addressed (within the intervention plan) directly and in a time sensitive manner	1
MI 5.6 Analysis	Source document
<p>UN Women did not until 2018 have a definition of its interpretation of sustainability in Strategic Notes guidance. UN Women works to foster sustainability through effective partnerships and engagement of internal and external stakeholders in the delivery of their mandate. UN Women's emphasis on capacity development is intended to increase knowledge and uptake of gender considerations across its work. UN Women's interventions focus on joint programmes and interagency co-ordination mechanisms as part of its efforts to ensure sustainability of its interventions. UN Women supports sustainability of its interventions through its normative function, which seeks to support a legal and policy environment that supports gender equality. While this is addressed in intervention design, evaluations point to the absence of a clear and well-planned exit strategy.</p> <p>The design process, through the context and risk assessment includes assessment of the policy and legal environment. Context analysis is meant to consider policy level barriers, which may hamper achievement of gender and human rights. The strategic notes lack detail about what is required to sustain the benefits of the interventions (e.g. increased capacity in government/policies in place).</p> <p>The Programme Operational Manual requires programmes to assess how major interventions and expenditure will be taken over by national actors. However, this is not clearly defined in corporate or decentralised monitoring and evaluation plans.</p> <p>Evaluations point to achievements in UN Women's support to national policies and programs. There is a lack of evidence on the results from country strategic notes to determine where shifts in policy and legislation have been addressed.</p>	3, 40, 54, 89, 98, 119, 122
MI 5.6 Evidence confidence	High confidence
MI 5.7: Institutional procedures (including systems for engaging staff, procuring project inputs, disbursing payment, logistical arrangements etc.) positively support speed of implementation	Score
Overall MI Rating	Unsatisfactory
Overall MI score	2
Element 1: Internal standards are set to track the speed of implementation	1

Element 2: Organisation benchmarks (internally and externally) its performance on speed of implementation across different operating contexts	2
Element 3: Evidence that procedural delays have not hindered speed of implementation across interventions reviewed	2
Element 4: Evidence that any common institutional bottlenecks in speed of implementation identified and actions taken leading to an improvement	3
MI 5.7 Analysis	Source document
<p>Following the Mid-term Review of the Strategic Plan, UN Women launched a re-engineering initiative to identify bottlenecks, streamline systems etc. Processes to fast-track procedures are underway. The current results framework includes indicators to monitor speed of implementation (e.g. the percent of donor reports submitted on time), but this does not capture the speed and efficiency of project inputs, payment disbursements. There are no internal standards to report against.</p> <p>The Integrated Results and Resource Framework sets out performance indicators for internal management of projects, resources and planning, which enables internal benchmarking. UN Women has introduced new systems (RMS, DAMS, COATS) to enhance the data available to measure performance. Systems are not in place for external benchmarking. Some external benchmarking, for example, in the quality of UN Women's Country Programme Documents against other UN Agencies (UNDP, UNFPA and UNICEF) has been carried out.</p> <p>Timeliness of implementation is a challenge for UN Women. Findings from the Meta-Analysis of Evaluations managed by UNW in 2016 found only 57% of projects assessed in the evaluations included in the Meta-Evaluation received satisfactory ratings for implementation and objectives being achieved on time given the context. Only 46% of projects received satisfactory ratings for systems and procedures for project or programme implementation that were efficient. UN Women's 2016 Financial Audit noted a continued deficiency in terms of delays in financial closure of projects following operational closure. The Audit reports the UN Women has developed an automated tool that is envisaged to expedite the operational and financial closure process during 2017.</p> <p>Speed of implementation has been an ongoing challenge for UN Women. The 2011-14 Development Effectiveness Review found negative findings with respect to the timeliness and efficiency of administrative processes; findings in 75% of evaluations addressed weak administrative and financial processes including bureaucracy and internal management challenges, limited staff capacity, and issues with funding delays. The Mid-Term Review found operational bottlenecks, cumbersome procedures or unclear processes resulting in delays in fund disbursement, reporting or other challenges. The swift rollout of the regional architecture and effective decentralisation of the organisation requires greater decentralisation of business procedures. UN Women has developed an automated tool, COATS, which is now in place, which is envisaged to expedite the operational and financial closure process during 2017. There has been a reduction from \$5.4m at the end of 2015 to \$3.5mil in 2016 and \$2.4 mil in 2017 in outstanding advances to partners older than 6 months, and a reduction in the time taken to recruit staff.</p>	20, 50, 54, 60, 76, 79, 84, 85
MI 5.7 Evidence confidence	High confidence

KPI 6: Works in coherent partnerships directed at leveraging and/or ensuring relevance and catalytic use of resources	KPI score
Satisfactory	2.25
<p>UN Women is working to develop more flexible partnership modalities. A broad range of partnership arrangements is reflected in country audits. UN Women's ability to enact positive partnerships at country level is variable and relies on significant input from HQ. Successive strategic plans have strengthened UN Women's articulation of its comparative advantage through its triple mandate, but it lacks a clear rationale for what it brings to country and operational partnerships, particularly with respect to its co-ordination function. The development of strategic notes is a partnership engagement tool, but there is variation in practice in the level of partner consultation and engagement. Use of country systems is not clearly documented or incentivised. As part of its partnership engagement and programming strategy, UN Women seeks to articulate partners' respective strengths based on common theories of change. However, at the country level, members of UNCTs often maintain separate bilateral (and sometimes competitive) relationships with the same strategic partner, which leads to inefficiencies and potential duplication. Strategies and programmes do not consistently or clearly set out UN Women's added value. Country Strategic Notes and programming frameworks demonstrate the alignment of UN Women's programming to UNDAF and other joint planning instruments such as IASC. Joint initiatives have enabled UN Women to leverage its mandate more effectively and to play a greater catalytic role in country, particularly successful in influencing joint plans, such as UNDAFs, and joint programmes. UN Women is improving the accessibility and transparency of its information; however, it does not have a corporate statement on transparency of information and has a low rating from IATI. Evaluations confirm UN Women's efforts to activate processes for greater accountability to beneficiary and civil society groups. UN Women participates in joint assessment and reporting at multiple levels; there is, however, a perception in the partner survey that UN Women does not consistently participate in joint reviews. Knowledge production, knowledge management, and co-ordination are explicitly part of UN Women's strategic role and its associated results frameworks.</p>	
MI 6.1: Planning, programming and approval procedures enable agility in partnerships when conditions change	Score
Overall MI Rating	Satisfactory
Overall MI score	2.2
Element 1: Mechanisms in place to allow programmatic changes and adjustments when conditions change	2
Element 2: Mechanisms in place to allow the flexible use of programming funds as conditions change (budget revision or similar)	2
Element 3: Institutional procedures for revisions permit changes to be made at country/regional/HQ level within a limited timeframe (less than three months)	2
Element 4: Evidence that regular review points between partners support joint identification and interpretation of changes in conditions	2
Element 5: Evidence that any common institutional bottlenecks in procedures identified and action taken leading to an improvement	3
MI 6.1 Analysis	Source document

<p>In response to the Evaluation of Strategic Partnerships and its wider efforts to improve the efficiency and effectiveness of its partnerships, UN Women is working to develop more flexible partnership modalities to be flexible to partner interests/need and better articulate expectations for partnership development. In 2017, Strategic Partnerships Division provided new guidance to the Strategic Partnerships Division team on partnership development. Until recently, the lack of clear guidelines has required continuous negotiation of roles and responsibilities for each partnership. The Evaluation found that this is a barrier to a shared organisational vision, incentive structure and resource-allocation model for strategic partnerships. Improved systems are being put in place but it is not clear how programmatic changes are managed with partners.</p> <p>Changes can be made to the Strategic Note/Annual Work Plan (SN/AWP) on an ongoing basis. If the changes are more than 20% of the total budget the SN/AWP will need to be re-submitted for approval. Although not fully aligned with the Strategic Note process, the Fund for Gender Equality (FGE), which is closing in 2020, supports flexible programming tools that allow UN Women to shift according to constantly changing realities. Largely, UN Women's systems are oriented to respond to traditional donors and interviews with country offices found that systems are not in place to respond to flexible funding or non-traditional donors.</p> <p>UN Women's Programme Operational Manual sets out regular procedures for review of the Country Strategic Notes and the Annual work Plans. However, the Evaluation of UN Women's Strategic Partnerships found that there are inefficiencies in the way that UN Women works with partners as the partnership guidelines, for each partner, are negotiated with senior leadership. UN Women is currently developing partnership guidelines, which are intended to support the agility of partnerships.</p> <p>There is a broad range of partnership arrangements as reflected in country audits. Coordination mechanisms and review points vary between partnerships. While there are examples of good practice, and regular resourced review points with partners, this is not implemented consistently in partnerships.</p> <p>Country office Audits conducted between 2013 and 2017 find that there are significant challenges with respect to structural and operational processes to address institutional bottlenecks. In response, UN Women has set out a series of medium priority recommendations to facilitate more effective and efficient delivery of its mandate and efforts to improve UN Women's general administrative procedures. The LEADS, DAMS, and RMS systems are part of a multipronged solution to address institutional bottlenecks.</p>	<p>3, 6, 16, 18, 19, 21, 22, 46, 50, 57, 61, 65, 92, 97, 109, 122</p>
MI 6.1 Evidence confidence	High confidence
MI 6.2: Partnerships based on an explicit statement of comparative advantage e.g. technical knowledge, convening power/partnerships, policy dialogue/advocacy	Score
Overall MI Rating	Unsatisfactory
Overall MI score	2
Element 1: Corporate documentation contains clear and explicit statement on the comparative advantage that the organisation is intending to bring to a given partnership	2
Element 2: Statement of comparative advantage is linked to clear evidence of organisational capacities and competencies as it relates to the partnership	2
Element 3: The organisation aligns its resources/competencies to its perceived comparative advantage	2
Element 4: Evidence that comparative advantage is deployed in partnerships to positive effect	2

MI 6.2 Analysis	Source document
<p>Successive strategic plans have strengthened UN Women's articulation of its comparative advantage as expressed through its triple mandate. Through its comparative advantage, evaluations conclude that UN Women is well placed to influence Women's Economic Empowerment, to support the Coordination of the UN System on Gender, and to support normative change. However, according to the Performance Audit of UN Women's Resource Mobilization Function, there is a reported lack of clarity regarding the operationalisation of UN Women's mandate and how it relates to the gender mandates of other system entities.</p> <p>UN Women has a well-articulated triple mandate but lacks a clear rationale for what its organisational capacities bring to country and operational partnerships, particularly with respect to its Coordination function. It focuses operationally on 4 thematic areas (leadership and governance, economic empowerment, ending violence against women, and peace and security and humanitarian action). These are based on an analysis of UN Women's comparative advantages. However, there is not a clear approach to working in a way that capitalises on the entity's specific value add in context. Post hoc rationale is applied to working with member countries on the ground. By working with other UN agencies they can make sure these are doing gender mainstreaming; but the lack of clarity has meant that there is a duplication of efforts and competition with other partners.</p> <p>In its current strategic plan (2018-21), there is an explicit statement of how resources are aligned to UN Women's perceived comparative advantage. Despite having relatively limited resources, UN Women has been commended for its ability to align these resources to normative work where it can be influential. However, particularly for the co-ordination component of UN Women's mandate, partners' lack of clarity over UN Women's mandate has led to underfunding, competition, inefficient use of resources, duplication of efforts, and missed opportunities for resource mobilisation. Many 2015 evaluations found a greater concentration on operational partnerships at the country level, with relatively lower attention being paid to co-ordination.</p> <p>UN Women deploys its comparative advantage to influence, convene, co-ordinate and advocate around operational objectives, particularly through its normative mandate. UN Women's mandate, and its recognised expertise in gender, supports partnerships. However, UN Women's ability to develop and maintain positive partnerships varies across regions and countries and often relies on significant input from HQ.</p>	1, 3, 4, 6, 8, 22, 151
MI 6.2 Evidence confidence	Medium confidence
MI 6.3: Clear adherence to the commitment in the Busan Partnership for Effective Development Cooperation on use of country systems	Score
Overall MI Rating	Unsatisfactory
Overall MI score	2.0
Element 1: Clear statement on set of expectations for how the organisation will seek to deliver on the Busan commitment/QCPR statement (as appropriate) on use of country systems within a given time period	3
Element 2: Internal processes (in collaboration with partners) to diagnose the condition of country systems	2
Element 3: Clear procedures for how organisation to respond to address (with partners) concerns identified in country systems	2
Element 4: Reasons for non-use of country systems clearly and transparently communicated	1
Element 5: Internal structures and incentives supportive of greater use of country systems	2
Element 6: Monitoring of the organisation trend on use of country systems and the associated scale of investments being made in strengthening country systems	2

MI 6.3 Analysis	Source document
<p>UN Women is guided by the Quadrennial Comprehensive Policy Review (QCPR), which has been integrated in the Strategic Plan addressing issues of enhanced UN coherence, enhanced accountability on gender equality and the empowerment of women, more flexible and predictable funding, and operational efficiency. At a national level, UN Women develops its programmatic strategies in consultation with stakeholders and partners. The development of country strategic notes is used as a partnership engagement tool, although there is variation in practice insofar as their level of consultation and engagement with partners. There is variance in how and through what mechanisms countries are consulted.</p> <p>According to the Programme Operational Manual, the process for selection of strategic priorities at country level assumes that a thorough problem and context analysis has already been conducted, in full synergy with the broader country analytical exercise supported by the UNCT. Partners surveyed reported that while this was generally good, not all national-level engagement was reportedly effective.</p> <p>At the design stage of the Country Strategic Notes, the Programme Operational Manual sets out guidance for assessing and addressing key concerns with respect to women's empowerment and national policy processes. This is intended to address changes with respect to country systems, laws and processes. However, the analysis of the country strategic notes shows that they do not systematically communicate actions on the basis of these concerns.</p> <p>The reasons for not using country systems are not transparently communicated in Country Strategic Notes.</p> <p>Structures are in place for country offices to outline capacity development interventions and sustainability measures to ensure full ownership of UN Women programmes by government and civil society partners. However, there is not clear evidence of the incentives for using country systems.</p> <p>UN Women's Strategic Results Monitoring tracks the adoption or implementation of policies or legislation relevant to gender. However, although the Integrated Results and Resources Framework is intended to encourage the use of country systems there is very little evidence that UN Women systematically assesses or uses country systems from the analysis of Country Strategic Notes.</p>	1, 5, 58, 59, 80, 90
MI 6.3 Evidence confidence	High confidence
MI 6.4: Strategies or designs identify synergies, to encourage leverage/catalytic use of resources and avoid fragmentation	Score
Overall MI Rating	Unsatisfactory
Overall MI score	2
Element 1: Strategies or designs clearly recognise the importance of synergies and leverage	2
Element 2: Strategies or designs contain clear statements of how duplication/fragmentation will be avoided based on realistic assessment of comparative advantages	2
Element 3: Strategies or designs contain clear statement of where an intervention will add the most value to a wider change	2
Element 4: Strategies or designs contain a clear statement of how leverage will be ensured	2
Element 5: Strategies or designs contain a clear statement of how resources will be used catalytically to stimulate wider change	2

MI 6.4 Analysis	Source document
<p>Successive strategic plans emphasise the importance of synergies. Flagship programme initiatives, while still early in their implementation, are envisioned as a vehicle for working in synergy with partners as ‘coordination instruments, a basis for engagement with other UN organisations. Flagship initiatives are designed to become a tool for country level resource mobilisation.</p> <p>As part of its partnership engagement and programming strategy, UN Women seeks to articulate partners’ respective strengths based on common theories of change. However, UN Women’s structures are not designed to avoid duplication. At the country level, the different UN agencies in UNCT often maintain separate bilateral relationships with the same strategic partner, which can lead to inefficiencies, competition and sometimes duplication.</p> <p>While UN Women’s programmes are largely conducted in partnerships that leverage their respective mandates and strengths, how UN Women is operationalising its added value is not always clear. UN Women articulates its comparative advantage at regional and sub-regional levels and how it is collaborating/building synergies with other UN entities with varying degrees of clarity.</p> <p>Country Strategic Notes are required to articulate how leverage with other UN entities and through joint programmes will be ensured, showing the link to UNDAF, One UN, and programme and key regional development plans. In practice, there is not a corresponding process or guidance for ensuring leverage.</p> <p>As one-third of UN Women’s triple mandate, UN Women’s co-ordination mandate focuses on catalysing the UN system and supporting member states to deliver on the women, peace and security agenda and enhanced capacities and opportunities for gender equality advocates to participate in peace processes at all levels. UN Women’s co-ordination mandate is intended to position UN Women to stimulate catalytic change across the UN system. Nonetheless, the evaluation of UN Women’s contribution to UN system finds that UN Women faces specific challenges with respect to competition for resources “which limits the ability of UN entities to focus on jointly identified priorities.”</p>	3, 6, 51, 41, 52, 54, 57, 58, 65, 122
MI 6.4 Evidence confidence	High confidence
MI 6.5: Key business practices (planning, design, implementation, monitoring and reporting) co-ordinated with other relevant partners (donors, UN agencies, etc.)	Score
Overall MI Rating	Highly satisfactory
Overall MI score	3.17
Element 1: Evidence that the organisation has participated in joint planning exercises, such as the UNDAF	4
Element 2: Evidence that the organisation has aligned its programme activities with joint planning instruments, such as UNDAF	4
Element 3: Evidence that the organisation has participated in opportunities for joint programming where these exist	4
Element 4: Evidence that the organisation has participated in joint monitoring and reporting processes with key partners (donor, UN, etc.)	3
Element 5: Evidence of the identification of shared information gaps with partners and strategies developed to address these	2
Element 6: Evidence of participation in the joint planning, management and delivery of evaluation activities	2

MI 6.5 Analysis	Source document
<p>UN Women participates in joint planning exercises. At the country-level, UN Women uses UNDAF for co-ordinated, coherent strategic planning and the Common Country Analysis. In Humanitarian settings, UN Women works through the Inter-Agency Standing Committee to support efforts for gender responsive humanitarian action. For humanitarian response, UN Women works with the Office for the Coordination of Humanitarian Affairs (OCHA), other UN Agencies, and relevant local partners.</p> <p>UNDAF is used consistently to align programme activities. Country Strategic Notes and programming frameworks demonstrate the alignment of UN Women's programming to UNDAF and other joint planning instruments although UN Women's own strategic notes do not provide a comprehensive assessment of the context.</p> <p>Gender equality is reported to be the thematic area with the highest concentration of joint programmes. UN system partners are increasingly coming together through joint initiatives and in active support of each other's outreach initiatives such as the Sustainable Development Goals. UN Women's Results Framework (2018-21) includes a number of indicators to track its participation in joint programmes, which has showed a positive increase since 2017.</p> <p>UN Women is committed to working collaboratively with other agencies, in accordance with their respective mandates, building on each other's strengths to contribute jointly to the implementation of the 2030 Agenda and the Sustainable Development Goals. Joint monitoring and reporting processes are in place, measured annually by indicators from the 2016 QPCR. The indicators relate to the QCPR and address: alignment of planning processes, funding, cost recovery, resident co-ordinator systems, and harmonisation and simplification of business practices.</p> <p>Joint initiatives have enabled UN Women to leverage its mandate more effectively and to play a greater catalytic role in country, particularly successful in influencing joint plans, such as UNDAFs, and joint programmes. In 2017, UN Women provided technical and advisory support to 12 UNDAF evaluations and helped manage four joint evaluations.</p> <p>Although there is a lack of evidence of the identification of shared information gaps with partners, and mitigation strategies, UN Women uses its monitoring, evaluation and research plans to set out a calendar of major monitoring, evaluation and research activities of an office, and builds on the office's monitoring systems and the information contained in its strategic notes. This, together with the consultation process for developing country strategic notes, can be used to guide information gathering with partners.</p> <p>UN Women participates in donor-led assessments and reviews, such as the Multilateral Organisations Performance Assessment Network, the multilateral aid review framework of the United Kingdom, and the pillar assessment of the European Commission.</p> <p>UN Women's digital library includes a single joint evaluation, the Joint evaluation of joint programmes on gender equality in the United Nations system.</p>	20, 43, 51, 52, 62, 69, 79, 119
MI 6.5 Evidence confidence	High confidence
MI 6.6: Key information (analysis, budgeting, management, results etc.) shared with strategic/ implementation partners on an ongoing basis	Score
Overall MI Rating	Unsatisfactory
Overall MI score	2
Element 1: Information on the organisation's website is easily accessible and current	2

Element 2: The organisation has signed up to the International Aid Transparency Initiative or reports through the OECD-DAC systems	4
Element 3: Accurate information is available on analysis, budgeting, management and is in line with IATI or OECD-DAC (CRS) guidelines	2
Element 4: Evidence that partner queries on analysis, budgeting, management and results are responded to in a timely fashion	2
Element 5: Evidence that information shared is accurate and of good quality	0

MI 6.6 Analysis	Source document
<p>Information on UN Women's website is generally accessible and current but it is not comprehensive and somewhat difficult to navigate. UNW's systems are improving to provide greater accessibility and transparency of information. UN Women does not have a corporate statement on transparency of information. UN Women publishes its Executive Board documents, audits, and evaluations online. Internal programme information, particularly at the country level is not consistently available.</p> <p>In 2012, UN Women became the 100th publisher on the open data registry of the International Aid Transparency Initiative. UN Women is in rolling out a system to make information more readily available on the International Aid Transparency Initiative portal. Performance is tracked through the shared indicator (4.1).</p> <p>UN Women has a low rating from IATI. In 2017, the Aid Transparency Tracker rated UN Women 33.</p> <p>The responses to the partner survey showed that a large proportion of the respondents rated UN Women as only being fairly good in providing key information. Evidence from evaluations and from interviews shows that partners expressed concerns about delays in sharing information. In interviews, UN Women showed that they were aware that this was a problem and that steps were being taken to address this issue.</p>	3, 5, 8, 9, 20, 41, 52, 54, 79
MI 6.6 Evidence confidence	High confidence

MI 6.7: Clear standards and procedures for accountability to beneficiaries implemented	Score
Overall MI Rating	Highly unsatisfactory
Overall MI score	1
Element 1: Explicit statement available on standards and procedures for accountability to beneficiary populations e.g. Accountability to Affected Populations	1
Element 2: Guidance for staff is available on the implementation of the procedures for accountability to beneficiaries	1
Element 3: Training has been conducted on the implementation of procedures for accountability to beneficiaries	0
Element 4: Programming tools explicitly contain the requirement to implement procedures for accountability to beneficiaries	1
Element 5: Approval mechanisms explicitly include the requirement to assess the extent to which procedures for accountability to beneficiaries will be addressed within the intervention	2
Element 6: Monitoring and evaluation procedures explicitly include the requirement to assess the extent to which procedures for accountability to beneficiaries have been weak addressed within the intervention	1

MI 6.7 Analysis	Source document
<p>UN Women does not have an explicit statement on standards and procedures for accountability to beneficiaries. However, evaluations confirm UN Women's efforts to activate processes for greater accountability to beneficiary and civil society groups. The 2018 Strategic Note guidance notes the importance of Leave No-one Behind, and therefore meaningfully involving beneficiaries. The (2017) Evaluation of UN Women's Strategic Partnerships found that UN Women's partnership regulations are not well-aligned to supporting partnerships with small rights-holders' groups reflecting modalities for providing full accountability to beneficiary populations.</p> <p>UN Women does not have explicit guidance for staff on the implementation of procedures for accountability to beneficiaries. However, the Gender Equality Community of Practice which provides a platform to support the informed discussion and reflection on the current trends of training and capacity development for gender equality. The platform is designed to feed input from regional and central authorities linked to the local governments, community leaders, members of women's organisations, and UN Staff. The UN Women Training Centre also produces materials such as the Capacity Assessment Tool to promote gender equality in the UN and the Gender & Social Sector Reform Toolkit.</p> <p>UN Women does not offer training on accountability to beneficiaries.</p> <p>Although programming tools do not explicitly contain a requirement to implement procedures for accountability to beneficiaries, UN Women's human rights-based assessment provides a mechanism for considering accountability to beneficiaries in programming. The analysis identifies capacity gaps that prevent duty-bearers from meeting their obligations and rights-holders from claiming their rights. This includes organisational skills; lack of participation in national and international coalitions; lack of networking skills; weak advocacy and communications with policy makers; and weak policy analysis.</p> <p>Approval mechanisms do not provide a hard requirement to consult beneficiaries but UN Women's programming annual encourages consideration of beneficiaries. Approval processes consider whether programme beneficiaries have been clearly defined but not whether they have been consulted.</p> <p>There is no requirement that M&E procedures assess beneficiary accountability but this is encouraged in training materials. The Performance Monitoring Framework is intended to be prepared by the Programme Manager in consultation with partners and beneficiaries.</p>	22, 49, 65, 89, 90, 105, 122
MI 6.7 Evidence confidence	High confidence
MI 6.8: Participation with national and other partners in mutual assessments of progress in implementing agreed commitments	Score
Overall MI Rating	Satisfactory
Overall MI score	2.6
Element 1: Evidence of participation in joint performance reviews of interventions e.g. joint assessments	3
Element 2: Evidence of participation in multi-stakeholder dialogue around joint sectoral or normative commitments	3
Element 3: Evidence of engagement in the production of joint progress statements in the implementation of commitments e.g. joint assessment reports	3
Element 4: Documentation arising from mutual progress assessments contains clear statement of the organisation's contribution, agreed by all partners	2
Element 5: Surveys or other methods applied to assess partner perception of progress	2

MI 6.8 Analysis	Source document
<p>UN Women participates in joint assessment and reporting at multiple levels: UN wide monitoring of gender equality and empowerment through UNSWAP, reporting against normative frameworks (e.g. CEDAW). At the country level, UN Women conducts joint assessments with the UNCT, including the common country assessment and UN Development Assistance Frameworks. There is, however, there is a perception in partner surveys that UN Women does not consistently participate in joint reviews and limited number of joint evaluations.</p> <p>Participation in multi-stakeholder dialogue is central to UN Women's mandate. UN Women is active in dialogue surrounding the Sustainable Development goals and the 2030 agenda, support to normative frameworks for gender equality and women's empowerment (e.g. Commission on Status of Women, Convention on the Elimination of All Forms of Discrimination against Women, the Beijing Declaration and Platform for Action and the outcome documents of its reviews, the Programme of Action of the International Conference on Population and Development, relevant UN Security Council resolutions on women, peace and security). UN Women chairs the UN Standing Committee on Women, Peace and Security and the gender working group of the UN Counter-Terrorism Office. UN Women is active in the IASC (although not formally a member) and active in relevant UN Interagency task forces. Engagement with the private sector is seen as weaker.</p> <p>As part of its co-ordination mandate, UN Women takes a leading role in co-ordinating multi-stakeholder assessments within the UN System. UN Women co-ordinates reports of the Secretary General on progress of the UN state for gender mainstreaming and gender parity. In its role as chair on the UN Standing Committee on Women, Peace and Security, UN Women is responsible for reporting on progress in implementation of the UN system's commitments on women, peace and security. Within the framework of regional evaluation groups, UN Women provided technical and advisory support to 12 UNDAF evaluations and helped manage four joint evaluations.</p> <p>UN Women actively participates in donor-led assessments and reviews, such as the Multilateral Organisations Performance Assessment Network, the multilateral aid review framework of the United Kingdom, and the pillar assessment of the European Commission. These assessments have all positively evaluated the Entity's capacity to deliver effectively and efficiently on its mandate. UN Women does not have a long roster of joint evaluations planned or past.</p> <p>To develop its communications and public advocacy strategy (2016-20), UN Women circulated a survey (in all six official UN languages) to stakeholders to gauge external perception of UN Women's positioning and work. The scope of this engagement did not gauge partner perception of progress. As part of the UN-SWAP, UN Women promotes and supports peer reviews among entities for assessing individual perceptions of progress.</p>	3, 4, 9, 28, 48, 51, 78
MI 6.8 Evidence confidence	Medium confidence
MI 6.9: Deployment of knowledge base to support programming adjustments, policy dialogue and/or advocacy	Score
Overall MI Rating	Highly satisfactory
Overall MI score	3.25
Element 1: Statement in corporate documentation explicitly recognises the organisation's role in knowledge production	4
Element 2: Evidence of knowledge products produced and utilised by partners to inform action	3
Element 3: Knowledge products generated and applied to inform advocacy at country, regional or global level	4
Element 4: Evidence that knowledge products generated are timely/perceived as timely by partners	2

Element 5: Evidence that knowledge products are perceived as high quality by partners	n/e
Element 6: Evidence that knowledge products are produced in a format that supports their utility to partners	n/e
MI 6.9 Analysis	Source document
<p>UN Women's current strategic plan 2018-21, recognises UN Women's role in knowledge production, particularly around SDG 5. Knowledge production, knowledge management, and co-ordination are explicitly part of UN Women's strategic role and its associated results frameworks. Its role as convenor of knowledge, role as a knowledge hub, and its access to a network of knowledge and experience are central to UN Women's current strategy.</p> <p>UN recently produced the Progress of the World's Women report, UN Women's Policy Brief series. The World Survey on the Role of Women in Development. New biennial Gender Equality in the 2030 Agenda for Sustainable Development" report. There is regular engagement and support to country offices through the production of knowledge products but a lack of evidence of uptake.</p> <p>UN Women's knowledge products are designed as advocacy tools. Knowledge products, such as the Progress of the World's Women report, have influenced policymaking. The report provides recommendations on transforming economies to benefit women. A series of activities have taken place in many countries to promote the report's findings. UN Women's support to CEDAW reporting, as well as country specific research projects have been critical to informing advocacy at country levels.</p> <p>Evidence is not available about partners' perceptions of the timeliness of UNW's knowledge products. However, the 2017 Annual report to the Executive Board notes several contributions e.g. More than 311,000 practitioners accessed knowledge and good practices at EmpowerWomen.org; Over 2.4 million practitioners accessed expert knowledge at endVAWnow.org. In line with the QCPR, UN Women supported 61 countries in South-South and triangular co-operation by using cross-regional dialogues, communities of practice, peer-to-peer networks and electronic platforms.</p> <p>No evidence.</p>	3, 28, 43, 45, 46, 54, 120, 152
MI 6.9 Evidence confidence	High confidence

PERFORMANCE MANAGEMENT

Systems geared to managing and accounting for development and humanitarian results and the use of performance information, including evaluation and lesson-learning

KPI 7: Strong and transparent results focus, explicitly geared to function	KPI score
Satisfactory	2.38
<p>Results focus and reporting were noted as areas to improve in several evaluations, and in response, the organisation has recently introduced operational systems and strategic changes to strengthen the clarity of its focus on results. There is now a strong organisational commitment to results based management, which is supported by the Integrated Results and Resources Framework. The Integrated Results and Resources Framework is based on the newly developed theory of change; outputs and outcomes are linked in a results chain and all HQ and field level work plans, results, budgets, and expenditures are linked to this. Some concerns are expressed about the limited understanding and use of RBM in programmes, and a lack of baselines and targets in country programmes. Weaknesses in monitoring and data collection systems were also identified. While senior management has a clear vision for results, this is not always shared by decentralised functions</p>	
MI 7.1: Leadership ensures application of an organisation-wide RBM approach	Score
Overall MI Rating	Satisfactory
Overall MI score	2.5
Element 1: Corporate commitment to a results culture is made clear in strategic planning documents	4
Element 2: Clear requirements/incentives in place for the use of an RBM approach in planning and programming	2
Element 3: Guidance for setting results targets and developing indicators is clear and accessible to all staff	2
Element 4: Tools and methods for measuring and managing results are available	2
Element 5: Adequate resources are allocated to the RBM system	3
Element 6: All relevant staff are trained in RBM approaches and methods	2

MI 7.1 Analysis	Source document
<p>The Strategic Plan for 2018-21 reiterates the commitment to RBM, with the statement, “Results-based management (RBM) remains an organisational priority for UN Women.” The introduction of the IRRF as an annex to the 2018-21 Strategy plan is evidence of the increased centrality of results to UN Women’s culture.</p> <p>The Strategic Plan for 2018-21 includes a similar set of commitments to continue to improve the focus on RBM, including to: “link UN Women’s results management system and staff performance management systems.” From interviews, it is still not clear within the organisation how these will be implemented at a country level.</p> <p>The 2018-21 Strategic Plan sets out that: “the outputs and outcomes are linked in a results chain and all HQ and field level work plans, results, budgets and expenditures are linked to these outcomes and outputs. The rationale behind the outputs and outcomes will be elaborated in the accompanying Strategic Plan 2018-21 Theory of Change.”</p> <p>The 2018-21 Strategic Plan outlines the progress made, stating that: “UN Women has adopted standards, developed a state-of-the-art RBM system, rolled-out standardised training modules on programming, and introduced an annual external assessment of its strategic notes and annual results reports.” UN Women enhanced its Results Management System, to allow country offices to properly align the results from the strategic notes with the results from 2018-2021 strategic plan. There is still considerable work to be done to ensure that tools and methods are fit for purpose.</p> <p>The Draft Integrated Budget 2016-17 shows a total of USD 15.5 million against the RBM indicator of Output 2.1 for the period of the budget. In interviews, it was clear that these resources have been made available and are being used to develop and implement the RBM system.</p> <p>The Strategic Plan for 2014-17 states, “UN Women will increase investment in staff training to strengthen a culture of results-based management within the organisation at all stages of programming.” While training has taken place, it was recognised in a wide range of interviews that there is a need for continued training.</p>	1, 3, 4, 20, 26, 41, 57, 58, 61, 66, 94
MI 7.1 Evidence confidence	High confidence
MI 7.2: Corporate strategies, including country strategies, based on a sound RBM focus and logic	Score
Overall MI Rating	Satisfactory
Overall MI score	3
Element 1: Organisation-wide plans and strategies include results frameworks	3
Element 2: Clear linkages exist between the different layers of the results framework, from project through to country and corporate level	3
Element 3: An annual report on performance is discussed with the governing bodies	4
Element 4: Corporate strategies are updated regularly	3
Element 5: The annual corporate reports show progress over time and note areas of strong performance as well as deviations between planned and actual results	2

MI 7.2 Analysis	Source document
<p>The Strategic Plan for 2018-21 is linked to an Integrated Results and Resource Framework, through a results chain based on the theory of change underpinning the Strategic Plan. Country strategic notes still to be developed – cross-reference to KPI 6. Existing country strategic notes are weak.</p> <p>The 2018-21 Strategic Plan: “the outputs and outcomes are linked in a results chain and all HQ and field level work plans, results, budgets and expenditures are linked to these outcomes and outputs. The rationale behind the outputs and outcomes will be elaborated in the accompanying Strategic Plan 2018-21 Theory of Change.” Each Strategic Note is based on a theory of change, linking outputs and outcomes, and all Strategic Notes’ outcomes are linked to outputs in the 2018-2021 Strategic Plan. As set out at the corporate level, the linkages in the results between levels are clear. At the country level, however, the linkages between outcomes and outputs are still to be proven through the new Strategic Notes.</p> <p>At the Annual Session of the Executive Board, the Annual Report of the Executive Director is presented, along with a Data Companion and Scorecard, recording progress on performance against the Development Results and Organisational Effectiveness and Efficiency Frameworks.</p> <p>The Strategic Plan for 2018-21 is built on the results of this Mid-Term Review and places lessons learned from the review and evaluations at the very start of the plan.</p> <p>The assessment of Development Results in the Annual Report of the Executive Director, with the Data Companion and Scorecard, records both development targets that are achieved and those that are off track. While the accompanying analysis generally focuses on areas of strong performance, there are references to deviations and to areas where different efforts are required. There is evidence from evaluations that adjustments are not consistently made where weaknesses are identified in the Annual Report.</p>	1, 3, 4, 20, 25, 50, 54, 57, 59, 62, 75, 80, 88, 90, 109, 152
MI 7.2 Evidence confidence	High confidence
MI 7.3: Results targets set based on a sound evidence base and logic	Score
Overall MI Rating	Satisfactory
Overall MI score	2.25
Element 1: Targets and indicators are adequate to capture causal pathways between interventions and the outcomes that contribute to higher order objectives	2
Element 2: Indicators are relevant to the expected result to enable measurement of the degree of goal achievement	2
Element 3: Development of baselines are mandatory for new interventions	2
Element 4: Results targets are regularly reviewed and adjusted when needed	3

MI 7.3 Analysis	Source document
<p>The 2018-21 Strategic Plan includes a diagram summarising the linkages between the overall theory of change statement, the five outcomes and the associated group of 15 outputs, including risks, barriers, and assumptions. This forms the basis of the targets and indicators for the results framework, which are an improvement on the indicators in the previous strategic plan.</p> <p>The Strategic Plan for 2018-21 also includes the lesson learned that: “The Strategic Plan’s results framework requires solid and mutually reinforcing quantitative and qualitative indicators. In response: Outcomes and outputs with accompanying indicators are linked in a results chain based on the theory of change underpinning the Strategic Plan.” In the examples of the country strategic notes reviewed, while the indicators are relevant, not all have clear targets set. The new 2018 Strategic Note guidance sets a higher bar, although to date no new Strategic Notes using the guidance have been completed; the importance of setting results and indicators in the country programme document are emphasised in this guidance.</p> <p>The Development Results Framework of the Strategic Plan for 2014-17 and the Integrated Results and Resource Framework of the Strategic Plan for 2018-21 both have clear baselines or, where data is absent, a plan to collect the relevant data. While the new Strategic Notes Guidance 2018 makes baselines mandatory, in the examples of country strategic notes reviewed not all targets have baselines.</p> <p>The reporting of the Mid-Term Review of the Strategic Plan 2014-17 includes suggested: “adjustments to 16 targets and 30 indicators in the results framework, largely to correct the fact that some targets were conservative and could not take into account the potential country coverage of UN Women’s presence, as well as the greater-than-anticipated level of demand for UN Women’s support”.</p>	1, 3, 20, 25, 58, 67, 94, 95, 109
MI 7.3 Evidence confidence	High confidence
MI 7.4: Monitoring systems generate high quality and useful performance data	Score
Overall MI Rating	Satisfactory
Overall MI score	2.17
Element 1: The corporate monitoring system is adequately resourced	2
Element 2: Monitoring systems generate data at output and outcome levels of the results chain	2
Element 3: Reporting structures are clear	2
Element 4: Reporting processes ensure timely data for key corporate reporting, and planning	3
Element 5: A system for ensuring data quality exists	2
Element 6: Data adequately captures key corporate results	2

MI 7.4 Analysis	Source document
<p>The Draft Integrated Budget 2016-17 shows a total of USD 15.5 million against the RBM indicator of Output 2.1 for the period of the budget. How this budget is translated into systems is still a work in progress.</p> <p>The Evaluation Synthesis for 2016 found that monitoring remains a critical gap in the operations capabilities of both UN Women and key partners at the country level. Many evaluations found that RBM systems were being put in place—but gaps were found in the capacity to gather, analyse, and use data. Overall, in 2015, most evaluations found that country level monitoring systems were either weak, under-resourced, too reliant on partners' data, or yet even to be set up.</p> <p>The 2018-21 Strategic Plan states, "the outputs and outcomes are linked in a results chain and all HQ and field level work plans, results, budgets and expenditures are linked to these outcomes and outputs. The rationale behind the outputs and outcomes will be elaborated in the accompanying Strategic Plan 2018-21 Theory of Change." The evidence from the previous strategic plan and strategic notes is that reporting structures were not clear, while the current reporting structures are a work in progress.</p> <p>The Annual Reports of the Executive Director, with the Data Companion, provide regular reporting against the Development Results Framework. In addition, reference is made in the 2017 Annual Report to improvements in the data systems, focused particularly on timeliness: "Data across all systems are now linked and accessible through dashboards, establishing an integrated system for planning, management and results reporting."</p> <p>The OEEF includes, under Output Cluster 2, two key performance indicators focused on data quality: <i>Percentage of country/multi-country programmes showing a clear results chain from the UNDAF and showing use of common UNDG RBM principles</i>; and, <i>Availability of baselines and targets for all SP indicators at corporate, regional and country levels</i>. In addition, the 2014-17 Strategic Plan included a commitment to introduce external assessment of the quality of results-based management in its country workplans. Given the recent introduction (January 2018) of the revised Strategic Notes and Annual Workplan Guidance, evidence on operationalisation of these system and that they adequately capture corporate results is not yet available.</p>	1, 3, 23, 25, 29, 50, 54, 60, 66, 76, 84, 109, 152
MI 7.4 Evidence confidence	Medium confidence
MI 7.5: Performance data transparently applied in planning and decision-making	Score
Overall MI Rating	Unsatisfactory
Overall MI score	2
Element 1: Planning documents are clearly based on performance data	2
Element 2: Proposed adjustments to interventions are clearly informed by performance data	2
Element 3: At corporate level, management regularly reviews corporate performance data and makes adjustments as appropriate	2
Element 4: Performance data support dialogue in partnerships at global, regional and country level	2

MI 7.5 Analysis	Source document
<p>The 2018 Guidance Note for Strategic Notes emphasises the importance of building on lessons learned from the previous cycle to determine priorities. The evidence from the previous strategic plan and strategic notes is of poor performance in this area.</p> <p>As stated in the draft of the 2018-21 Strategic Plan, presented to the Executive Board at the Annual Session in 2017: the four entities are committed to stronger linkages between results linked with resources in integrated results; and resources frameworks linked with strengthened and further harmonised results-based management including reporting. In response, the final Strategic Plan includes an Integrated Results and Resources Framework. Evidence from the previous strategic plan and strategic notes shows limited examples of adjustments made informed by performance data. This is an area with considerable room for improvement.</p> <p>The 2017 Executive Director's Annual Report to the Executive Board notes, "eight impact indicators remain off track. While this is partly since this level of result captures longer-term change, the need to ensure a solid results chain between various levels will require attention in the new Strategic Plan." While there is evidence that reviews take place, there is little evidence that changes have been made in response to areas that are off track.</p> <p>The OEEF Output Cluster 1 covers UN Women's key partnerships across; the UN system; civil society; the private sector; and both regional and international organisations. The partnerships, within the UN system in particular, use performance data to support the dialogue processes, including; the use of gender markers to track allocation and expenditure; and the use of Gender Scorecards in assessing UNDAF performance. There is a lack of country-level performance data and baselines in Strategic Notes, which limits the extent to which data can be used in dialogue at this level. Poor implementation of gender markers, as shown in the analysis of UN-SWAP indicator and entity performance for the SG Report to the ECOSOC on Gender Mainstreaming, is being addressed by UN Women is providing secretariat support to a High level Task Force on Financing for Gender Equality mandated by the Secretary General.</p>	1, 3, 20, 25, 41, 54, 84, 92, 109, 110, 111
MI 7.5 Evidence confidence	Medium confidence
KPI 8: Evidence-based planning and programming applied	KPI score
Satisfactory	2.72
<p>UN Women has an independent evaluation function which reports directly to the Under-Secretary General/Executive Director. The Evaluation Policy clearly sets out principles for both corporate and decentralised evaluations, including the adequate coverage, quality, and utilisation of evaluations. There is evidence of use of lessons learned from evaluations in both the Strategic Plans and in field offices. Annual Reports of the Executive Director, with the accompanying Data Companion and Scorecard, track performance against the impact area indicators, marking areas that are both on, and off, track. UN Women demonstrates its commitment to public accountability by disclosing all evaluation plans, reports, and management responses/action plans through the web-based and publicly accessible UN Women Global Accountability and Tracking of Evaluation Use (GATE). Adequate funding is an identified risk. Funding levels have fluctuated over time and have not been adequate to meet the Evaluation Policy target. Some countries have no evaluation coverage.</p>	
MI 8.1: A corporate independent evaluation function exists	Score
Overall MI Rating	Highly satisfactory
Overall MI score	3.57
Element 1: The evaluation function is independent from other management functions such as planning and managing development assistance (<i>operational independence</i>)	4
Element 2: The Head of evaluation reports directly to the Governing Body of the organisation (<i>Structural independence</i>)	3

Element 3: The evaluation office has full discretion in deciding the evaluation programme	4
Element 4: A separate budget line (approved by the Governing Body) ensures <i>budgetary independence</i>	4
Element 5: The central evaluation programme is fully funded by core funds	2
Element 6: Evaluations are submitted directly for consideration at the appropriate level of decision-making pertaining to the subject of evaluation	4
Element 7: Evaluators are able to conduct their work throughout the evaluation without undue interference by those involved in implementing the unit of analysis being evaluated (<i>Behavioural independence</i>)	4
MI 8.1 Analysis	Source document
<p>In January 2108, the Independent Evaluation and Audit Services (IEAS) was established under one oversight service umbrella. Within this architecture, the evaluation function will remain operationally and functionally independent.</p> <p>The Evaluation Policy sets out the structural independence of the evaluation function: “The Evaluation Office is the custodian of the UN Women evaluation function. It reports directly to the Executive Director to safeguard its independence from management, thus enabling it to conduct its work with impartiality.” Following the 2018 reorganisation into the IEAS, the IEAS Director reports directly to the UN Women ED and the Executive Board.</p> <p>As set out in the Evaluation Policy: “UN Women systematically plans and budgets for evaluations through a biannual corporate evaluation plan and biannual decentralized integrated monitoring, evaluation and research plans. (para 26) The plans are presented directly to the Executive Board for approval.” The Director of IEAS plans and implements the evaluation programme fully independently.</p> <p>The Evaluation Policy states, “Resource allocation for meeting these evaluation requirements will be integrated into the overall planning and budgeting process. The recommended minimum level of investment in evaluation is 3 per cent of the total plan/programme budget. An additional 3 to 10 per cent of the overall programme budget should be allocated for monitoring, which reflects the importance of monitoring not only for programme management, but also for effective evaluation.”</p> <p>The Draft Integrated Budget 2016-17 includes the statement that: “Responding to the request of the Executive Board of UN Women to incorporate ‘a separate budget line for evaluation activities to be considered by the Executive Board in the Integrated Budget 2016-17, with the aim of achieving the target of 3% of the programme budget. UN Women is gradually shifting the source of funding for evaluation from core programmable to Institutional Budget.” The Integrated Budget for 2018-19 shows an increase in the budget line for Evaluation from USD 6.4 million for 2016-17 to USD 6.7 million for 2018-19.</p> <p>The Evaluation Policy sets out the requirements for the submission of evaluations. “The Executive Board will approve the evaluation policy and will be informed of corporate evaluation plans, corporate evaluations and the corresponding management responses. It will be made aware of the status and the implementation of both corporate and decentralized evaluation plans and management responses and action plans through the annual evaluation report, which is prepared by the independent Evaluation Office”.</p> <p>The Evaluation Policy sets out the evaluation management protocols for both corporate and decentralised evaluations, including: “The transparent and competitive recruitment of evaluators/evaluation teams with adequate experience in the areas of gender equality and women’s rights.” Evaluators are able to work under the independent oversight of the IEAS, with evidence from interviews and from the review of evaluations.</p>	1, 3, 66, 69, 71
MI 8.1 Evidence confidence	High confidence

MI 8.2: Consistent, independent evaluation of results (coverage)	Score
Overall MI Rating	Satisfactory
Overall MI score	2.4
Element 1: An evaluation policy describes the principles to ensure coverage, quality and use of findings, including in decentralised evaluations	3
Element 2: The policy/an evaluation manual guides the implementation of the different categories of evaluations, such as strategic, thematic, corporate level evaluations, as well as decentralised evaluations	3
Element 3: A prioritised and funded evaluation plan covering the organisation's planning and budgeting cycle is available	2
Element 4: The annual evaluation plan presents a systematic and periodic coverage of the organisation's Interventions, reflecting key priorities	2
Element 5: Evidence from sample countries demonstrate that the policy is being implemented	2
MI 8.2 Analysis	Source document
<p>The Evaluation Policy clearly sets out principles for both corporate and decentralised evaluations, including coverage and looking at the parameters for prioritisation (para 27, Table). Also identified are the requirements to ensure coverage, and the role of the Evaluation Office in developing and maintaining evaluation quality assurance mechanisms. This is with the aim of continuously improving and enhancing the quality and credibility of the Entity's corporate and decentralised evaluations and of the evaluation function overall. Full coverage has not been achieved, especially in decentralised evaluations.</p> <p>The Evaluation Policy sets out the requirements to ensure coverage by delineating the evaluation remit into levels: Corporate (four categories): Strategy/policy evaluation, Organisational performance evaluation, Normative support evaluation, and Thematic evaluation; Corporate or Decentralised (two categories): Regional cluster/thematic evaluation, Country-level evaluation; and, Decentralised (one category) – Programme evaluation. The annual evaluation report provides evidence of how this is carried out.</p> <p>The Corporate Evaluation Plan for 2014-17 sets out the prioritised evaluation plan, with funding requirements of USD 3.35 million for the period outlined, including four meta-analyses of decentralised evaluations. With regard to funding, the Plan includes the risk that, "Funds mobilization falls short of target: A key assumption is that funds can be mobilized each year at the level proposed." In interviews, it was stated that the planned evaluations had to be adjusted in response to a budgeting shortfall. The Corporate Evaluation Plan is due to be updated in 2018.</p> <p>The Corporate Evaluation Plan for 2014-17 includes a detailed evaluation plan, setting out the evaluations selected against the evaluation types, with a statement for each on the compliance with the requirements set out in the Evaluation Policy. Available funding will affect implementation.</p> <p>The evidence that there has been a consistent and independent evaluation of results (coverage) from sample countries shows that; two countries had good coverage in terms of evaluation (Ethiopia and Jordan); four countries had some evaluation coverage of aspects of their programmes (Bangladesh, Pakistan, DRC and Ethiopia); however, the majority had no evaluation coverage.</p>	16, 26, 50, 59, 67, 69, 72, 95, 108
MI 8.2 Evidence confidence	High confidence

MI 8.3: Systems are applied to ensure the quality of evaluations	Score
Overall MI Rating	Satisfactory
Overall MI score	3
Element 1: Evaluations are based on design, planning and implementation processes that are inherently quality oriented	3
Element 2: Evaluations use appropriate methodologies for data-collection, analysis and interpretation	3
Element 3: Evaluation reports present in a complete and balanced way the evidence, findings, conclusions, and where relevant, recommendations	3
Element 4: The methodology presented includes the methodological limitations and concerns	3
Element 5: A process exists to ensure the quality of all evaluations, including decentralised evaluations	3
MI 8.3 Analysis	Source document
<p>The Evaluation Policy lays out the general principles for ensuring quality standards in the corporate and decentralised evaluations carried out by the organisation. It refers to the publication, 'A Manager's Guide to Gender Equality and Human Rights Responsive Evaluation', which provides the tools necessary for the management of all phases of the evaluation process; preparation, conduct, and follow-up/use. The evaluation synthesises that the majority of evaluations are quality oriented, but that there is still room for improvement.</p> <p>The UN Women Evaluation Handbook refers to the use of appropriate methodologies throughout, with a requirement that a detailed approach to the methodology should be laid out in the terms of reference. This approach must be set out in a detailed section, entitled "Selecting the most appropriate evaluation design". The evaluation synthesises generally show that this guidance is followed, with the majority of evaluations rated as being satisfactory or better.</p> <p>The UN Women Evaluation Handbook: Chapter 6: Reporting, includes general guidance on the outline of an evaluation report. The evaluation synthesises generally show that this guidance is followed, with the majority of evaluations rated as being satisfactory or better.</p> <p>The need to consider methodological limitations and concerns is covered at various stages in the UN Women Evaluation Handbook, including; in the report outline; the scoping of the evaluation; and in the terms of reference. The evaluation synthesises generally show that this guidance is followed, with the majority of evaluations rated as being satisfactory or better.</p> <p>The UN Women Evaluation Handbook includes 'Section B: UN Women Quality Assurance and Accountability Systems', which sets out the Global Evaluation Oversight System (GEOS), for evaluation broadly, and the Global Evaluation Reports Assessment and Analysis System (GERAAS) for decentralised evaluations. The Annual Evaluation reports on quality under their 'key performance indicator 5': Quality of evaluation reports.</p>	26, 66, 69, 70, 72, 74
MI 8.3 Evidence confidence	High confidence

MI 8.4: Mandatory demonstration of the evidence base to design new interventions	Score
Overall MI Rating	Unsatisfactory
Overall MI score	2
Element 1: A formal requirement exists to demonstrate how lessons from past interventions have been taken into account in the design of new interventions	2
Element 2: Clear feedback loops exist to feed lessons into new interventions design	2
Element 3: There is evidence that lessons from past interventions have informed new interventions	2
Element 4: Incentives exist to apply lessons learnt to new interventions	2
Element 5: The number/share of new operations designs that draw on lessons from evaluative approaches is made public	2
MI 8.4 Analysis	Source document
<p>Both the Strategic Plan 2014-17 and the Strategic Plan 2018-21 explicitly draw on lessons learned from the previous strategic plans, drawing on reviews and evaluations. Lessons and evidence from evaluations is a mandatory requirement for the development of new Strategic Notes, a requirement established by the UN Women Guidance for new Strategic Notes. All offices are required to demonstrate the extent to which their new programmes are substantiated by evidence from evaluations.</p> <p>Little evidence exists for the process and use of lesson learning at the country level for intervention design.</p> <p>Both the Strategic Plan 2014-17 and the Strategic Plan 2018-21 explicitly draw on lessons learned from the previous strategic plans, drawing on reviews and evaluations. In both cases, the plans set out both the lessons learned and the links to the development of the new strategic objectives. There is less evidence that lessons are used in the design of new interventions.</p> <p>The new Strategic Notes and Annual Workplan Guidance 2018 identifies the need to apply lesson learned. However, it is not clear if there are incentives to do so.</p> <p>The 2016 Annual Report, which includes the Mid-Term Review of the Strategic Plan, includes a reference: “UN Women’s commitment to leveraging evaluation lessons and findings to improve programmes increased in 2015, with three quarters of field offices utilizing evaluation findings.” This draws on the Annual Evaluation Report for 2016 and their ‘key performance indicator 9’: Use of evaluations, based on data on the number of offices that have reported the use of evaluations.</p>	1, 3, 20, 25, 41, 57, 72, 109
MI 8.4 Evidence confidence	Medium confidence
MI 8.5: Poorly performing interventions proactively identified, tracked and addressed	Score
Overall MI Rating	Unsatisfactory
Overall MI score	2
Element 1: A system exists to identify poorly performing interventions	2
Element 2: Regular reporting tracks the status and evolution of poorly performing interventions	2
Element 3: A process for addressing the poor performance exists, with evidence of its use	2
Element 4: The process clearly delineates the responsibility to take action	2

MI 8.5 Analysis	Source document
<p>Output Cluster 3 states, “Accountability will also be addressed through broader monitoring efforts, including the Entity’s management information dashboard, which tracks country-level performance.” The OEEF includes Output Cluster 3, Indicator 3.1A: Percentage of Strategic Plan outputs and outcomes on track. The RMS system enables close tracking and regular, mandatory reporting of results, but at the time of the assessment was still to be proven in practice.</p> <p>The Annual Reports of the Executive Director, with the accompanying Data Companion and Scorecard, track performance against the impact area indicators, marking areas that are both on and off track. Progress is tracked using data reported by the countries, with the sources referenced in the Data Companion. The Data Companion also records progress against the OEEF, which includes Output Cluster 3, Indicator 3.1A: Percentage of Strategic Plan outputs and outcomes on track.</p> <p>There is a more robust process for assessing and approving Strategic Notes and Annual Work Plans for their quality and alignment with UN Women’s results frameworks and processes. There is, however, no clear process identified in the new 2018 Strategic Note Guidance for addressing poor performance. Examples of changes following earlier poor performance were not seen.</p> <p>The Regional directors oversee the work of the country offices, reviewing every two months how interventions are going. Responsibility and accountability for taking remedial action is not clear.</p>	1, 25, 54, 57, 109, 152
MI 8.5 Evidence confidence	Medium confidence
MI 8.6: Clear accountability system ensures responses and follow-up to and use of evaluation recommendations	Score
Overall MI Rating	Highly satisfactory
Overall MI score	3.6
Element 1: Evaluation reports include a management response (or has one attached or associated with it)	3
Element 2: Management responses include an action plan and/or agreement clearly stating responsibilities and accountabilities	4
Element 3: A timeline for implementation of key recommendations is proposed	4
Element 4: A system exists to regularly track status of implementation	4
Element 5: An annual report on the status of use and implementation of evaluation recommendations is made public	3

MI 8.6 Analysis	Source document
<p>The UN Women Evaluation Handbook includes Chapter 7: Use and Follow-up, Section B: Management Response and Action Plan. This describes the management response as a tool for UN Women to respond to the evaluation recommendations, and specify how it will follow up, who is responsible, and by when the action will be implemented in order to improve the overall performance and quality of ongoing and future programmes and strategies. All evaluation reports that were reviewed had a management response, and the Annual Evaluation Reports for 2016 and 2017 showed that decentralised evaluations similarly included a management response.</p> <p>The UN Women Evaluation Handbook description of a management response refers to the need to include how it will follow up, who is responsible and by when the action will be implemented. The Management Response template sets out an action plan, with clear elements setting out responsibilities and accountabilities. All evaluation reports reviewed had a management response with a clear action plan setting out responsibilities and accountabilities.</p> <p>The Evaluation Policy refers to a system aimed at global accountability and the tracking of evaluation use (GATE system). This is be used by the independent Evaluation Office to monitor and report on the status of management responses and action plans to the Executive Director and the Executive Board on an annual basis.</p> <p>The Annual Evaluation Reports include reporting on two of their key performance indicators: submission rate of completed evaluation reports to the GATE system; and, management response submission to the GATE system. Reporting on the implementation rate of key actions of the management response to recommendations is also included in the Annual Report of the Evaluation Function. This reporting shows that the majority of evaluation recommendations are responded to, although there is still room for improvement.</p>	59, 69, 70, 72
MI 8.6 Evidence confidence	High confidence
MI 8.7: Uptake of lessons learned and best practices from evaluations	Score
Overall MI Rating	Satisfactory
Overall MI score	2.5
Element 1: A complete and current repository of evaluations and their recommendations is available for use	4
Element 2: A mechanism for distilling and disseminating lessons learned internally exists	2
Element 3: A dissemination mechanism to partners, peers and other stakeholders is available and employed	4
Element 4: A system is available and used to track the uptake of lessons learned	2
Element 5: Evidence is available that lessons learned and good practices are being applied	3
Element 6: A corporate policy for Disclosure of information exists and is also applied to evaluations	0

MI 8.7 Analysis	Source document
<p>The Evaluation Policy states that: UN Women demonstrates its commitment to public accountability and the sharing of knowledge by disclosing all evaluation plans, independent evaluation terms of reference, final reports and management responses/action plans through the centralised, web-based, and publicly accessible UN Women Evaluation Resource Centre ().</p> <p>In 2016 the Independent Evaluation Office (IEO) published, 'What can we learn from UN Women evaluations?'; a meta-analysis of evaluations managed by UN Women in 2014 and 2015. It is stated that: "As part of its continuous effort to promote learning and accountability, IEO undertakes an annual meta-analysis to ensure that the body of evidence produced by corporate and decentralized evaluations are synthesized and used to inform corporate-level and decentralized policies and strategies. The next publication is planned for 2017." No evidence of other mechanisms was found.</p> <p>The online GATE resource provides access to both the meta-analyses of decentralised evaluations and the meta-analysis of evaluations managed by UN Women: http://gate.unwomen.org/. OEV have developed a range of innovative approaches to dissemination.</p> <p>The 2016 Annual Report, which includes the Mid-Term Review of the Strategic Plan, includes a reference: "UN Women's commitment to leveraging evaluation lessons and findings to improve programmes increased in 2015, with three quarters of field offices utilizing evaluation findings." This draws on the Annual Evaluation Report for 2016 and their 'key performance indicator 9: Use of evaluations', based on data on the number of offices that have reported the use of evaluations. This does not look specifically at the use of lessons learned.</p> <p>The Annual Report of the Evaluation Function, 2016 includes their 'key performance indicator: use of evaluations', and states that: "Beyond monitoring and tracking of formal management responses, IEO started tracking information on utilization of evaluations. In 2015, 75 per cent of field offices reported instances where they had used evidence and lessons from recent evaluations (decentralized and corporate) to inform their interventions and programming."</p> <p>There is no Information Disclosure Policy at present.</p>	1, 25, 26, 60, 69, 72
MI 8.7 Evidence confidence	High confidence

RESULTS

Achievement of relevant, inclusive and sustainable contributions to humanitarian and development results in an efficient way

KPI 9: Achievement of development and humanitarian objectives and results, e.g. at the institutional/corporate wide level, at the regional/corporate wide level and at the regional/country level, with results contributing to normative and cross-cutting goals	KPI score
Satisfactory	2.21
<p>A sample of 17 independent evaluations and corporate reviews from the current strategic period 2014-2017 were reviewed as a basis for assessment of UN Women's results. The sample, purposively selected for coverage, time and relevance, includes 3 meta-evaluations which provide full coverage of the evaluations conducted during the strategic period: 21 evaluations from 2014, 27 evaluations from 2015, and 36 evaluations from 2016. This includes 5 corporate strategic evaluations out of 10 corporate evaluations commissioned during the current strategic period; 6 country portfolio evaluations out of a total of 10 Country-Level Portfolio Evaluations from the period and selected based on MOPAN sample countries; and 3 project evaluations, selected for their relevance to cross-cutting issues (e.g. climate change). The 2017 Annual Report references reported performance to complement the results information available through evaluations.</p> <p>There is evidence that UN Women is becoming more effective in delivering results, albeit with some mixed findings, at country level. The normative work undertaken by UN Women has contributed to shaping and promoting governmental policies and legislation to address gender equality, women's empowerment and violence against women. There is evidence of benefits for target groups at country level; however, care needs to be used in attributing the results at country level to UN Women interventions, due to a lack of clear causal pathways and robust data. There is strong evidence of UN Women's contributions to gender equality at country level, from meta-evaluations, but with less identifiable success on the challenge of achieving sufficient scale to have impact on national development goals. Evaluations report that UN Women programmes are contributing to the increased capacity and leadership of women to participate in national and local decision-making processes, which position women to contribute to the development of gender-responsive poverty reduction actions and policies under SDG 5. Evidence on contributions to other cross-cutting goals was weaker, particularly on environmental sustainability and human rights.</p> <p>Insufficient funding, short timeframes, limited scale of projects, lack of staff and capacity gaps in implementing partners are all evidenced as limiting UN Women's effectiveness in achieving country-level results. The main challenges to achieving transformational outcomes were found to be limited geographical coverage (due to resource constraints) and short project durations.</p>	
MI 9.1: Interventions assessed as having achieved their stated development and/or humanitarian objectives and attain expected results	Score
MI Rating	Satisfactory
MI score	2.5

MI 9.1 Analysis	Source document
<p>13 evaluations were reviewed which reported on UN Women's achievement against objectives and expected results. Of these:</p> <ul style="list-style-type: none"> Two meta-evaluations, found a continuing positive trend since 2013 in the performance of UN Women interventions in achieving their stated objectives. The 2016 meta-evaluation reports that 90% of stated objectives and results were achieved across evaluations assessed. Seven country portfolio evaluations found the development objectives were broadly achieved but provided examples of weaker results, particularly with respect to RBM systems, and the ability to assess results at country level. Achieving results at country level is limited by insufficient funding, short time frame, limited scale of projects, as well as capacity gaps in implementing partners. Three project evaluations indicate that development objectives had been generally achieved. <p>The 2017 Annual Report of the Chief Executive reports that 72% of development targets are achieved (41%) or on target (31%). No explanation is given for those not on track.</p>	<p>12, 23, 25, 27, 28, 59, 74, 75, 76, 95, 110, 145, 149</p>
MI 9.1 Evidence confidence	High confidence
MI 9.2: Interventions assessed as having realised the expected positive benefits for target group members	Score
MI Rating	Satisfactory
MI score	2.5
MI 9.2 Analysis	Source document
<p>Since 2017, there is an increased focus on identifying and measuring impact on beneficiaries through the FPIs; however, available is limited. Ten evaluations identified evidence relating to benefits for specific target groups. The evaluations note that nearly all interventions are successful on their own terms. Of these:</p> <ul style="list-style-type: none"> Two Meta-Analyses of Evaluations managed by UN Women 2014-15, and 2016 (2015, 2016), report high and increasing levels of positive benefits for target group members (69% and 97% respectively) however, the evaluations note that project durations that are too short to achieve transformational objectives. The FGE Synthesis highlights examples of positive impacts for specific smaller and more vulnerable) target groups in relation to specific programmes in terms of access to services or increased capacity although there is limited information about transformational change for target groups. Two strategic evaluations highlight weaknesses in UN Women's data quality, which has meant that it is not always possible to track how many women or organisations have been reached. CPEs, which generally report on effectiveness rather than impact, report mixed results for beneficiaries. The CPE for DRC reports variable impact achieved in enhancing economic opportunities and participation and the Kyrgyzstan CPE provide evidence of moderate gains for beneficiary groups. Corporate reporting provides project-specific examples of positive changes for target group members, focused at the output level including: <ul style="list-style-type: none"> 4,000 aspiring and elected women leaders trained in 51 countries; More than 125,000 women and girls assisted with humanitarian activities; 66 safe spaces and 38 multi-purpose centres managed; 263 women's organisations supported in humanitarian response and resilience building. 	<p>17, 20, 25, 27, 40, 45, 46, 50, 54, 60, 61, 62, 64, 75, 77, 81, 82, 95</p>
MI 9.2 Evidence confidence	High confidence

MI 9.3: Interventions assessed as having contributed to significant changes in national development policies and programmes (policy and capacity impacts), or needed system reforms	Score
MI Rating	Satisfactory
MI score	2.5
MI 9.3 Analysis	Source document
<p>The normative work undertaken by UN Women has contributed to shaping and promoting governmental policies and legislation to address gender equality, women's empowerment and violence against women. Thirteen evaluations provide evidence of UN Women's contributions to changes in national development policies and programmes.</p> <ul style="list-style-type: none"> • Two syntheses of evaluations note UN Women's effectiveness in supporting national development plans for gender, ending violence against women strategies and policies and capacity building at all levels. The 2016 meta-analysis report notes that 70% of evaluations received satisfactory ratings for UN Women's contribution to changes in development policies and programmes and/or system reforms. • Three strategic evaluations provide positive evidence of UN Women's influence on international discourse, standards and a range of national policies • Five CPEs provide national level examples of how UN Women has contributed to changes in national development programmes, providing a base for reforms. Effectiveness of UN Women in achieving results at country level is limited by insufficient funding, short time frame, limited scale of projects, as well as capacity gaps in implementing partners • Three project evaluations provide evidence of UN Women's contribution to national policy and planning. The 'Reducing Vulnerability to Climate Change' project, for example, notes UN Women's contributions to supporting gender sensitive research and gender aspects in national disaster planning. 	25, 27, 28, 40, 46, 50, 54, 59, 60, 61, 62, 64, 76, 81, 82, 95, 110, 149
MI 9.3 Evidence confidence	High confidence
MI 9.4: Interventions assessed as having helped improve gender equality and the empowerment of women	Score
MI Rating	Highly satisfactory
MI score	3.5

MI 9.4 Analysis	Source document
<p>As would be expected from its mandate, UN Women has made notable contributions to improving gender equality and the empowerment of women through its normative, co-ordination, and technical assistance work. All 17 of the evaluations offer findings regarding results on gender equality and the empowerment of women. Examples of this contribution include:</p> <ul style="list-style-type: none"> • The effectiveness of the organisation's co-ordination work to promote gender equality and women's empowerment is commented on positively in the Financial Report and Audit 2016: "UN Women continued to lead, co-ordinate and promote the accountability of the United Nations system on gender equality and women's empowerment in 2016. Over 90 per cent of United Nations entities and departments report on the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, with the proportion of ratings meeting or exceeding requirements up by 7 per cent in 2016" – Three meta-evaluations provide strong evidence of the extent to which UN Women contributed to gender equality at country level with a caveat on the challenge of achieving sufficient scale to have impact on national development goals – The Corporate Evaluation of UN Women's contribution to women's economic empowerment (2014) found that UN Women "has contributed significantly to shaping and influencing intergovernmental policies and norms to advance WEE and has supported the development of laws and policies to advance WEE at the country level." • All six CPEs offer evidence of UN Women's influence on gender at the country level, even with limited resources. However, evaluations note that the effectiveness of UN Women in achieving results at country level is limited by insufficient funding, short time frame, limited scale of projects, as well as capacity gaps in implementing partners. UN Women's influence is seen through increased visibility for gender in the national policy and UNDAF agendas, and in national data systems. 	17, 22, 25, 27, 29, 40, 45, 46, 50, 54, 59, 60, 61, 64, 65, 73, 75, 76, 77, 79, 81, 82, 110
MI 9.4 Evidence confidence	High confidence
MI 9.5: Interventions assessed as having helped improve environmental sustainability/helped tackle the effects of climate change	Score
MI Rating	Highly unsatisfactory
MI score	0.5
MI 9.5 Analysis	Source document

<p>There have been interventions by UN Women at different levels to help tackle the effects of climate change through its normative and operational activities, and to ensure that a gender responsive approach is taken. There is however, little evidence in evaluations of results to date. The current Evaluation Policy does not address environmental sustainability. Only three evaluations comment on UN Women's contribution to climate change and environmental sustainability, including the UN Women project on reducing the vulnerability of women to climate change.</p> <ul style="list-style-type: none"> Two syntheses of evaluations note the challenge of commenting on the environmental sustainability of changes since this is not a focus of UN Women evaluations. The Fund for Gender Equality Annual Report (2016) provides positive evidence for improvement in the resilience capacity from the programmes it has supported. UN Women has provide capacity building for improved food security, and better capacities to manage water scarcity and climate change" The project evaluation on 'Reducing Vulnerability of women affected by climate change through viable livelihood options' (2016), which documents psychosocial elements in UN Women's contribution to community resilience through capacity building interventions. 	17, 25, 46, 50, 54, 69, 79, 81, 82, 149
MI 9.5 Evidence confidence	High confidence
MI 9.6: Interventions assessed as having helped improve good governance (as defined in 2.1.c)	Score
MI Rating	Satisfactory
MI score	2.5
MI 9.6 Analysis	Source document
<p>A total of 17 evaluations were reviewed which comment, at varying levels of depth, on UN Women's contributions to good governance, interpreted, broadly, in terms of UN Women's normative work and its efforts to improve gender equality and women's economic empowerment, and reduce violence against women.</p> <ul style="list-style-type: none"> Three syntheses of evaluations found that UN Women has increased women's participation, economic empowerment, leadership, and gender budgeting. Evaluations report that UN Women programmes are contributing to the increased capacity and leadership of women to participate in national and local decision-making processes, which position women to contribute to the development of gender-responsive poverty reduction actions and policies under SDG 1. Country Portfolio evaluations assess UN Women's interventions as having helped to improve good governance, with a focus on gender equality and women's empowerment, at different levels. <p>Normative results are reported in the Annual Report to the Executive Board at a global level, drawing on information reported by countries. In 2016, National Planning and Budgeting was a priority area of work in 82 countries out of 107 countries where UN Women delivered programmes. In particular:</p> <ul style="list-style-type: none"> 27 countries reported increased budget allocation for gender equality commitments compared to 2013 levels. 54 countries have developed and implemented National Action Plans for Gender Equality in alignment with National Development Strategies 45 countries reported having systems in place to track and make public allocations for gender equality 53 countries incorporated gender responsive actions with budgets into national HIV/AIDS strategic plans 	17, 22, 25, 27, 29, 40, 45, 46, 50, 54, 59, 60, 61, 64, 65, 73, 75, 76, 77, 79, 82, 110
MI 9.6 Evidence confidence	High confidence
MI 9.7: Interventions assessed as having helped improve human rights	Score

MI Rating	Unsatisfactory
MI score	1.5
MI 9.7 Analysis	
<p>Although UN Women addresses human rights as an integral part of its core mandate to advance gender equality and women's economic empowerment, only eight evaluations explicitly comment on UN Women's contributions to improving human rights. Evidence is mixed, suggesting that a human rights-based approach is not always effectively mainstreamed into programmes.</p> <ul style="list-style-type: none"> • Three syntheses of evaluations indicate uneven mainstreaming of human rights-based approaches. The 2016 Meta-Analysis of evaluations found that human rights-based approach is not always effectively mainstreamed into programmes, which hinders their relevance. • The need for UN Women to expand its efforts to work with vulnerable groups and to include men in programming is noted in three evaluations including the Corporate Evaluation of UN Women's Contribution to Women's Economic Empowerment. This evaluation notes that, while UN Women is increasingly taking a rights-based approach to address gender equality, it needs to expand its efforts to enable more direct participation of excluded groups in normative processes. The 2014 and 2016 meta-evaluation also comment on the need for UN Women's work to include men in its approach. • Positive performance is found in the evaluation of UN Women's contribution to UN system co-ordination on gender equality and the empowerment of women in Europe and Central Asia (ECA) demonstrating the impact of using a gender equality and human rights responsive approach to provide a systemic response to gender-based violence, domestic violence. • Although CPEs do not systematically analyse human rights issues, the 2016 Kyrgyzstan CPE found that interventions have responded to the underlying causes of gender inequality and poverty but that marginalised groups were less analysed and prioritised in the design and implementation of the Strategic Note. 	27, 40, 44, 45, 50, 60, 73, 149
MI 9.7 Evidence confidence	High confidence

KPI 10: Relevance of interventions to the needs and priorities of partner countries and beneficiaries, and extent to which the organisation works towards results in areas within its mandate	KPI score
Satisfactory	2.17
<p>A sample of 17 Evaluations including three syntheses of evaluations (meta-evaluations/effectiveness reviews), five corporate strategic evaluations, six country portfolio evaluations, and three project evaluations was reviewed- of these, ten evaluations explicitly assess the relevance of interventions to the needs of partner countries and beneficiaries. The evaluations generally show that there has been improved alignment of UN Women interventions with national development goals.</p> <p>At country and programme level there is evidence of positive performance that suggests that individual UN Women interventions, particularly at the country level, are contributing to strengthening policy capacity, discourse and plans that can successfully advance national development goals, although direct contribution to results and impact on target groups are not always evident. There is evidence that while interventions are relevant to target groups, there is not always a good balance between groups worked with, nor evidence of exploration of whether other groups may have been more relevant to context. Evaluations note improved alignment of UN Women interventions with national development goals since 2013, and were positive about the relevance (and effectiveness) of UN Women's work to national and international frameworks, including global human rights norms and instruments. There are opportunities for improvement in the effectiveness of UN Women's co-ordination mandate and the effectiveness of its partnerships and a reported need for the organisation to strengthen its strategic dialogue with UN entities and states at all levels to increase the effectiveness of its work. UN Women's participation in UN Joint Programmes with a gender theme is reported as less effective due to implementation problems, which reduce effectiveness. Country office capacity affects their work with partners and UN platforms.</p>	
MI 10.1: Interventions assessed as having responded to the needs/priorities of target groups	Score
MI Rating	Satisfactory
MI score	2.5
MI 10.1 Analysis	Source document
<p>Ten evaluations explicitly comment on the relevance of interventions to the needs/priorities of target groups.</p> <ul style="list-style-type: none"> • The Meta-Analysis of Evaluations Managed by UN Women in 2016 found that 97% of evaluations had satisfactory ratings for programmes and projects are suited to the needs and/or priorities of the target group. The analysis notes that many interventions at project level are closely targeted at specific groups, which ensures their identification and involvement. Interventions therefore were generally responsive to their needs, and UN Women was seen to have been able to work flexibly to adjust to the needs of beneficiaries. However, the earlier Meta-Analysis (2015) notes that while interventions are relevant, there appears to have been no exploration of whether other intervention options may have been more relevant to context. • The Development Review 2011-2014 found that the relevance of UN Women's programming "is enhanced through needs assessments and special research of target groups • The CPE for Kyrgyzstan highlights progress in aligning interventions with beneficiary needs but notes the opportunity for UN Women to improve the level of involvement from local organisations. Target groups are identified in the CPE but the impact on them of interventions is not reported. 	25, 54, 50, 60, 61, 62, 75, 76, 77, 149
MI 10.1 Evidence confidence	High confidence

MI 10.2: Interventions assessed as having helped contribute to the realisation of national development goals and objectives	Score
MI Rating	Satisfactory
MI score	2.5
MI 10.2 Analysis	Source document
<p>A total of ten evaluations comment on the extent to which interventions have contributed to the realisation of national development goals and objectives. Evaluations note improved alignment of UN Women interventions with national development goals since 2013. UN Women's normative work is considered relevant. Evaluations were positive about the relevance (and effectiveness) of UN Women's work to national and international frameworks, including global human rights norms and instruments.</p> <ul style="list-style-type: none"> • The 2016 Meta-Analysis of Evaluations Managed by UN Women "97 per cent of evaluations with satisfactory ratings on Projects and programmes align with national development" • The six CPEs reviewed suggest that broadly speaking, projects and country programmes and projects link with national programmes and legislation. CPEs find strong relevance of UN Women's interventions to national development goals, contributing to national action plans for women, strengthening legislation on violence against women, and working with legislators to use new practices and evidence to influence policy change. In countries with more difficult contexts; and the relatively short timescales of some projects (which are too short to achieve significant 'transformational' objectives). <p>The 2017 Chief Executive's Annual Report reports high levels of achievement for normative results at country level against planned targets in the 2014-17 Results Framework.</p>	25, 46, 50, 54, 59, 60, 61, 62, 75, 76, 77
MI 10.2 Evidence confidence	High confidence
MI 10.3: Results assessed as having been delivered as part of a coherent response to an identified problem	Score
Overall MI Rating	Unsatisfactory
Overall MI score	1.5

MI 10.3 Analysis	Source document
<p>A total of 11 evaluations comment on the coherence of UN Women's interventions, including 3 meta-evaluations, 5 strategic evaluations, a regional evaluation and 2 country portfolio evaluations. By virtue of UN Women's mandate, all interventions are designed to address challenges around gender equality. The assessment of coherence is generally positive although there are opportunities for improvement in the effectiveness of UN Women's co-ordination mandate and the effectiveness of its partnerships.</p> <ul style="list-style-type: none"> • Syntheses of evaluations (Meta-Evaluations 2014, 2016) note that UN Women's coherence has suffered from lack of a clear theory of change for its interventions. Instances of a clear theory of change are also cited in some country programme evaluations. • The evaluation of the contribution of UN Women to the UN's system co-ordination on gender equality and the empowerment of women finds that UN Women needs to do more to ensure GEEW results of UN system co-ordination and shared accountability for GEEW across the UN system. • A regional evaluation finds that co-ordination work has made contributions to improved policy and normative frameworks used by the UN at country level, but these do not consistently translate to results. • Corporate and country evaluations report that the strength of partnerships with government ministries and the private sector is mixed, which diminishes the extent to which UN Women's work capitalises on the full range of partners' contributions and engagement. An area for improvement identified is the extent to which UN Women facilitates dialogue with stakeholders, and involves them at a sufficiently early stage in the design process. <p>There is sometimes a challenge in balancing normative with operational results and interventions, with the latter potentially becoming dominant at country level.</p> <p>UN Women's participation in UN Joint Programmes with a gender theme is reported as less effective due to implementation problems, which reduce effectiveness. This does not mean that joint programmes do not achieve results, but the potential for enhancing coherence, partnership, and ownership in the UN system is under-exploited. This can be due to a lack of a common gender vision, not fully addressed in the design stage.</p>	5, 31, 60, 61, 62, 73, 76, 82, 127, 59, 75, 76, 110, 145, 149
MI 10.3 Evidence confidence	High confidence
KPI 11: Results delivered efficiently	KPI score
Highly unsatisfactory	1
<p>A sample of 17 evaluations including 3 syntheses of evaluations (meta-evaluations/effectiveness reviews), 5 corporate strategic evaluations, 6 country portfolio evaluations, and 3 project evaluations was reviewed. Of these, eight evaluations comment on the resource and cost efficiency of UN Women's interventions.</p> <p>There is evidence of an overall increase in efficiency, reflecting the growing maturity of systems and processes. UN Women can be cost effective in terms of achieving results from limited resources. However, UN Women experiences critical challenges in the timeliness of implementation and results. Delays in disbursement and short project cycles are also noted to have impacted timeliness. There are a number of systems, process, design and implementation shortcomings which have reduced the overall efficiency and timeliness of interventions.</p>	
MI 11.1: Interventions assessed as resource/cost efficient	Score
MI Rating	Unsatisfactory
MI score	1.5

MI 11.1 Analysis	Source document
<p>Eight evaluations comment on the resource/cost-efficiency of interventions. However, none of these provide a detailed cost-efficiency analysis. Cost efficiency is critical to UN Women given its recourse and capacity constraints. There is evidence of an overall increase in efficiency, reflecting the growing maturity of systems and processes, but there are still areas for strengthening.</p> <ul style="list-style-type: none"> • The meta-analysis of evaluations for 2014-16 reports improvements in the assessed efficiency of UN Women in project activities though overall system efficiency and programmes for implementation are assessed as having deteriorated over the same timeframe. Only 46% of projects received satisfactory ratings for 'systems and procedures for project or programme implementation that were efficient.' • The Development Effectiveness Review commends UN Women's ability to "achieve more with limited resources" by leveraging resources and applying internal cost controls. However, the review notes factors negatively affecting UN Women's performance, including resource mobilisation, administrative processes, delays in release of funds, funding shortfalls, timeliness of program implementation, high staff turnover, excessive bureaucratic process requirements, internal management challenges, weaknesses in project design, and weaknesses in the processes and systems in place to ensure tracking of cost data throughout the program/project implementation process. • The CPEs for Kyrgyzstan and DRC found that there had been cost effective use of UN Women's resources through working through civil society networks. 	17, 22, 25, 27, 29, 40, 45, 46, 50, 54, 59, 60, 61, 64, 65, 73, 75, 76, 77, 79, 82, 95, 110
MI 11.1 Evidence confidence	High confidence
MI 11.2: Implementation and results assessed as having been achieved on time (given the context, in the case of humanitarian programming)	Score
MI Rating	Highly unsatisfactory
MI score	0.5
MI 11.2 Analysis	Source document
<p>Seven evaluations comment on the timeliness of interventions. Low rates of satisfaction are found for the timeliness of evaluations. Country programme and project evaluations notes there are some positive experiences and that timeliness is good but that, more widely, there were experiences of delays, weak implementation systems, and follow up. Delays in disbursement, and short project cycles, are also noted to have affected this.</p> <ul style="list-style-type: none"> • Findings from the Meta-Analysis of Evaluations (2016) found that only 57% of projects assessed in the evaluations included in the Meta-Evaluation received satisfactory ratings for implementation and objectives being achieved on times given the context. • The Development Effectiveness Review finds that factors detracting from timeliness often relate to limited financial and human capacity, and system weaknesses. 	50, 54, 60, 61, 63, 75, 76, 95
MI 11.2 Evidence confidence	High confidence

KPI 12: Sustainability of results	KPI score
Unsatisfactory	1.83
<p>A sample of 17 Evaluations including 3 syntheses of evaluations (meta-evaluations/effectiveness reviews), 5 corporate strategic evaluations, 6 country portfolio evaluations, and 3 project evaluations was reviewed. Of these, 12 evaluations assess the sustainability of the results achieved through UN Women's interventions.</p> <p>Evaluations provide mixed evidence on the sustainability of benefits, with a mix of positive examples, and others where results had not been sustained. There is evidence of a need for longer-term vision, planning, and resourcing to achieve longer lasting and transformative changes. There is a lack of exit or transition strategies for UN Women projects. At the institutional level, there is mixed evidence of the extent to which capacity for sustainability has been built. The level of ownership varies between governments, and the extent to which there is sustained capacity for supporting gender equality is not clear. Positive impact on the enabling environment to sustain results is more likely where there are mainstreamed country commitments and a political will for gender equality. A high turnover of UN Women staff in country offices can hinder sustainability by reducing continuity and sustained focus.</p>	
MI 12.1: Benefits assessed as continuing or likely to continue after project or programme completion or there are effective measures to link the humanitarian relief operations to recovery, to resilience and eventually to longer-term development results	Score
MI Rating	Unsatisfactory
MI score	1.5
MI 12.1 Analysis	Source document
<p>Twelve evaluations assess the projected sustainability of the UN Women's interventions and programming. There is mixed evidence on the sustainability of benefits, but a wider range of evidence indicating that a longer term and more systematic approach to sustainability is needed. Although there are positive examples, 67% of evaluations reviewed as part of the Development Effectiveness Review (2015) consider it unlikely that benefits will continue after project/program completion.</p> <ul style="list-style-type: none"> • The synthesis of the Fund for Gender Equality Annual Report (2016), notes that respondents indicate that their work will continue in a variety of ways after FGE funding ended, with most of them maintaining partnerships created during the programme and few (30%) implementing a second phase of the same programme, • Continuing benefits of UN Women interventions are noted in the Development Effectiveness Review (2015), including the integration of gender considerations into planning and budgeting processes and community uptake through reinvestment of revenues from livelihoods activities. • Three country programme evaluations reflect challenges sustaining results due to the short-term nature of UN Women support and reliance on external funding. • Lack of exit or transition strategies for UN Women projects is highlighted in four syntheses of evaluations and three individual CPEs. For example, the Country Portfolio Evaluation for Cameroon (2017) notes that in the absence of an exit strategy, there is a risk that the gains will be lost and the situation of women will remain difficult or even worsen. 	28, 46, 50, 54, 60, 61, 62, 63, 64, 75, 76, 149
MI 12.1 Evidence confidence	High confidence

MI 12.2: Interventions assessed as having built sufficient institutional and/or community capacity for sustainability, or have been absorbed by government	Score
MI Rating	Unsatisfactory
MI score	1.5
MI 12.2 Analysis	Source document
<p>Twelve evaluations assess the projected sustainability of the UN Women's interventions and programming. Results find investment in both institutional and community capacity but lack of financial and technical absorption from government to ensure sustainability. Nonetheless, there are critical gaps in UN Women's capacity building work which is a threat to institutional and community sustainability.</p> <ul style="list-style-type: none"> The 2016 Meta-Evaluation reports mixed evidence of the extent to which capacity for sustainability has been built as the level of ownership varies between governments and the extent to which there is sustained capacity for supporting gender equality is not clearly reported or defined. Lack of financial resources; gaps in the technical capacity of national institutions; and the political context in a country are all threats to the sustainability of the results of UN Women programmes. The FGE Synthesis provides positive evidence of community capacity strengthening with an expanded number of organisations equipped with knowledge and practical experience to apply GEWE further in the work of their organisations although the long-term sustainability has not been assessed. <p>UN Women's contribution to normative results helps to build institutional capacity. These results are reported in the annual reports and show steady progress for most outcomes. In addition, capacity building, through support, engagement and training to institutions, civil society and women's organisations is a central part of UN Women activity at country level. However, the extent to which these demonstrate sustainability, in the absence of a UN Women definition of sustainability or measures for assessing sustainability are unclear.</p>	50, 54, 59, 60, 61, 62, 63, 64, 75, 76, 77, 145
MI 12.2 Evidence confidence	High confidence
MI 12.3: Interventions assessed as having strengthened the enabling environment for development	Score
Overall MI Rating	Satisfactory
Overall MI score	2.5
MI 12.3 Analysis	Source document
<p>Seven evaluations assess the extent to which interventions have strengthened the enabling environment for development.</p> <ul style="list-style-type: none"> More than 70% of the evaluations reviewed as part of the 2016 meta-analysis reflected positive ratings regarding UN Women's contribution to strengthening the enabling environment for development and strengthening institutional or community capacity. Four project and country portfolio evaluations reflect a likely positive impact on the enabling environment to sustain results where there are mainstreamed country commitments to gender equality. In Ethiopia, for example, UN Women's contribution to national policy plans assisted in strengthening the environment for sustained results. This is less the cases in country contexts where there is a lack of political will for gender equality. <p>Three strategic evaluations describe UN Women contributions to the wider enabling environment through its co-ordination work with the UN. UN Women's co-ordination work has been promoting the gender-responsive implementation of the 2030 Agenda at country, regional, and global levels.</p>	50, 54, 59, 60, 64, 77, 81
MI 12.3 Evidence confidence	High confidence

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135. UN Women (2018) Report on internal audit and investigation activities for the period from 1 January to 31 December 2017. The United Nations Entity for Gender Equality and the Empowerment of Women, New York City, New York, United States
136. UN Women (n.d) Programme Formulation Annexes. The United Nations Entity for Gender Equality and the Empowerment of Women, New York City, New York, United States
137. UN Women (2015) Strategic brief on resource mobilization. The United Nations Entity for Gender Equality and the Empowerment of Women, New York City, New York, United States
138. UN Women (2018) Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women 2017. The United Nations Entity for Gender Equality and the Empowerment of Women, New York City, New York, United States

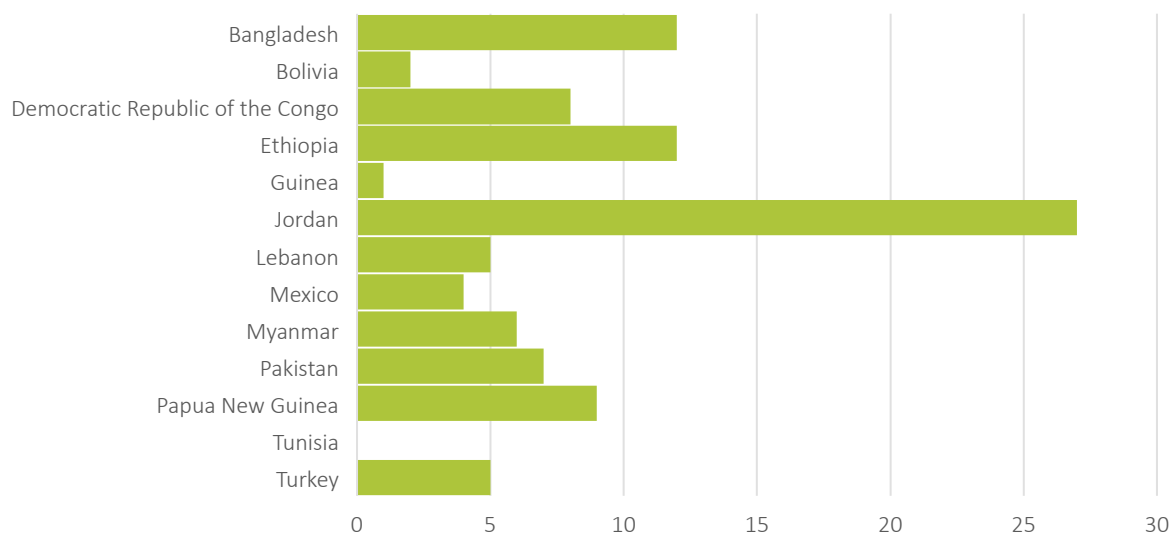
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139. UN Women (n.d.) The Time is Now: UN Women's Resource Mobilization and Partnership Strategy. The United Nations Entity for Gender Equality and the Empowerment of Women, New York City, New York, United States
 140. UN Women (2014) Global Workforce Survey 2014. The United Nations Entity for Gender Equality and the Empowerment of Women, New York City, New York, United States
 141. UN Women (n.d.) Performance Management and Development. The United Nations Entity for Gender Equality and the Empowerment of Women, New York City, New York, United States
 142. UN Women (2017) Strengthened Results Based Management in UN Women. The United Nations Entity for Gender Equality and the Empowerment of Women, New York City, New York, United States
 143. UN Women (2018) Enterprise Risk Management. The United Nations Entity for Gender Equality and the Empowerment of Women, New York City, New York, United States
 144. UN Women (2018) Normative aspects of the work of the United Nations Entity for Gender Equality and the Empowerment of Women. The United Nations Entity for Gender Equality and the Empowerment of Women, New York City, New York, United States
 145. UN Women (2017) Country Portfolio Evaluation Malawi. The United Nations Entity for Gender Equality and the Empowerment of Women, New York City, New York, United States
 146. UN Women (2017) Thematic Evaluation of UN Women's Contribution to Women's Leadership and Political Participation in Egypt. The United Nations Entity for Gender Equality and the Empowerment of Women, New York City, New York, United States
 147. UN Women (2017) Management response to the 2017 annual report on internal Audit and Investigations activities The United Nations Entity for Gender Equality and the Empowerment of Women, New York City, New York, United States
 148. UN Women (2018) Charter of Independent Evaluation and Audit. The United Nations Entity for Gender Equality and the Empowerment of Women, New York City, New York, United States
 149. UN Women (2017), Kyrgyzstan a Country Office, Kyrgyzstan Country Portfolio Evaluation Report, The United Nations Entity for Gender Equality and the Empowerment of Women, New York City, New York, United States
 150. UN Women (2017) Financial Results Income and Expenditure. The United Nations Entity for Gender Equality and the Empowerment of Women, New York City, New York, United States
 151. UN Women (2018) Performance Audit of UN Women Resource Mobilization Function. The United Nations Entity for Gender Equality and the Empowerment of Women, New York City, New York, United States
 152. UN Women (2018) Data Companion and Scorecard Annual Report of the Under-Secretary-General. Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women. The United Nations Entity for Gender Equality and the Empowerment of Women, New York City, New York, United States

Annex 3. Results of MOPAN's Partner Survey

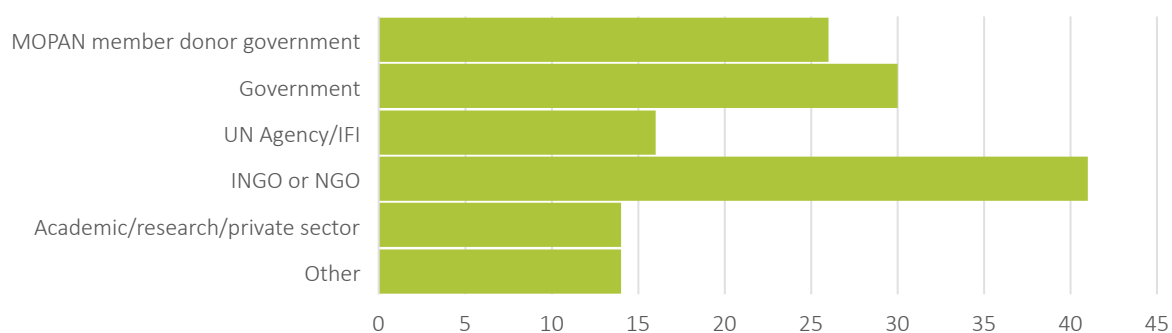
Response profile

Number of survey responses: 141

Number of survey responses by country:

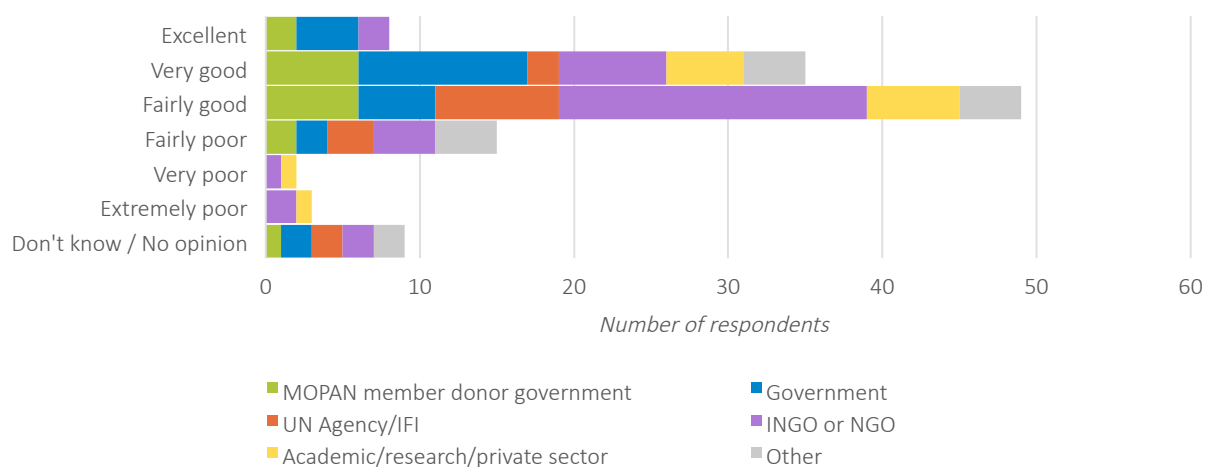


Respondent type:

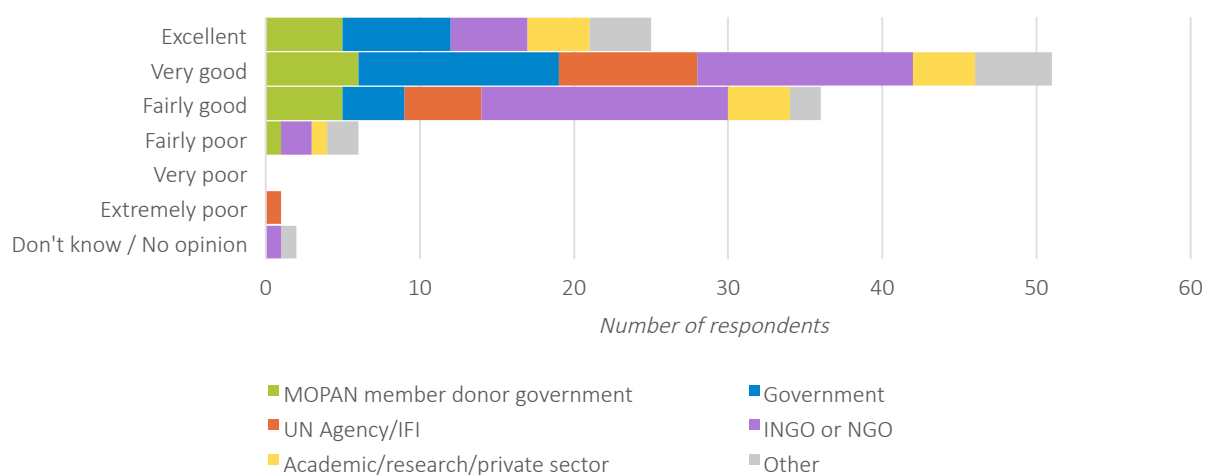


Staffing

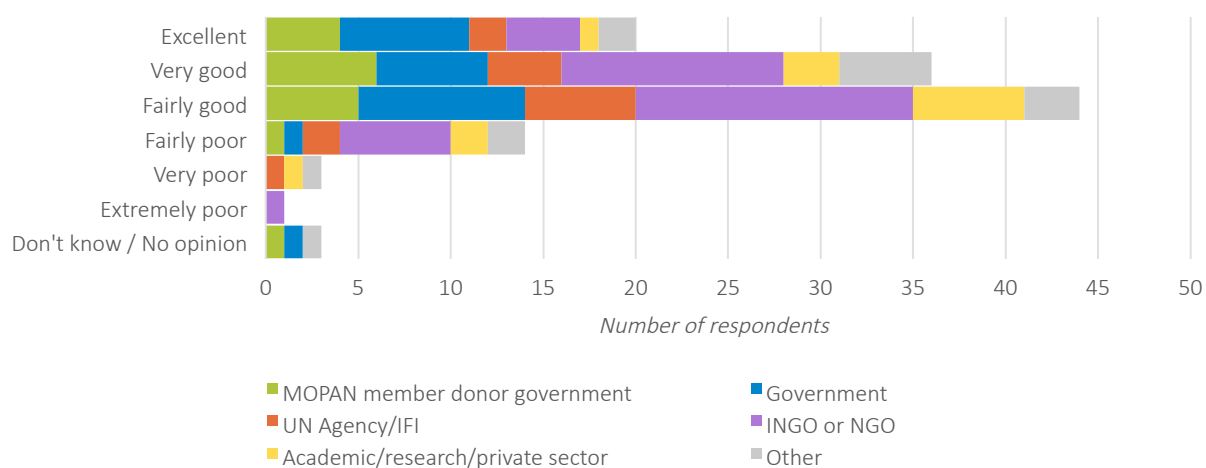
UN Women has sufficient staffing to deliver results



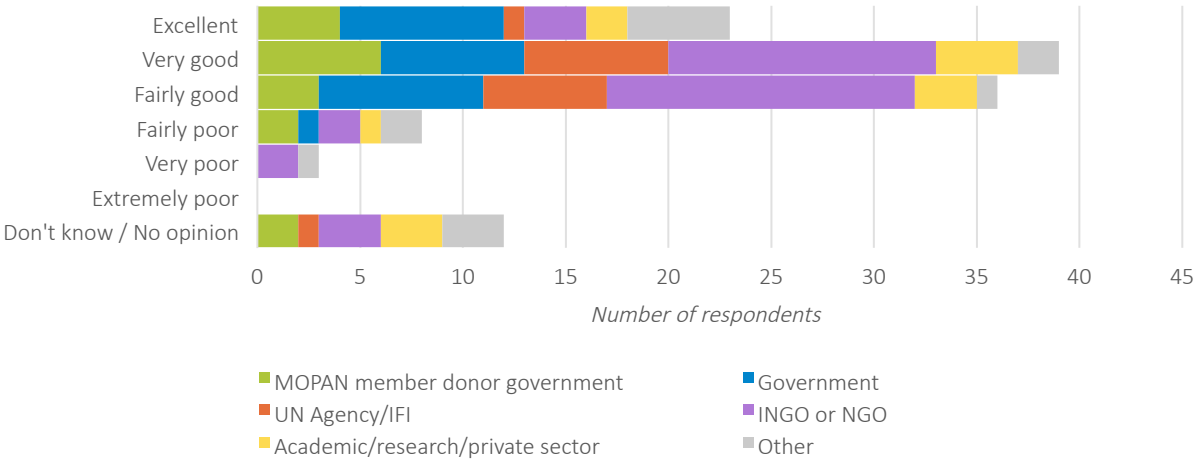
UN Women has sufficiently skilled and experienced staff



UN Women has sufficient continuity of staff to build relationships

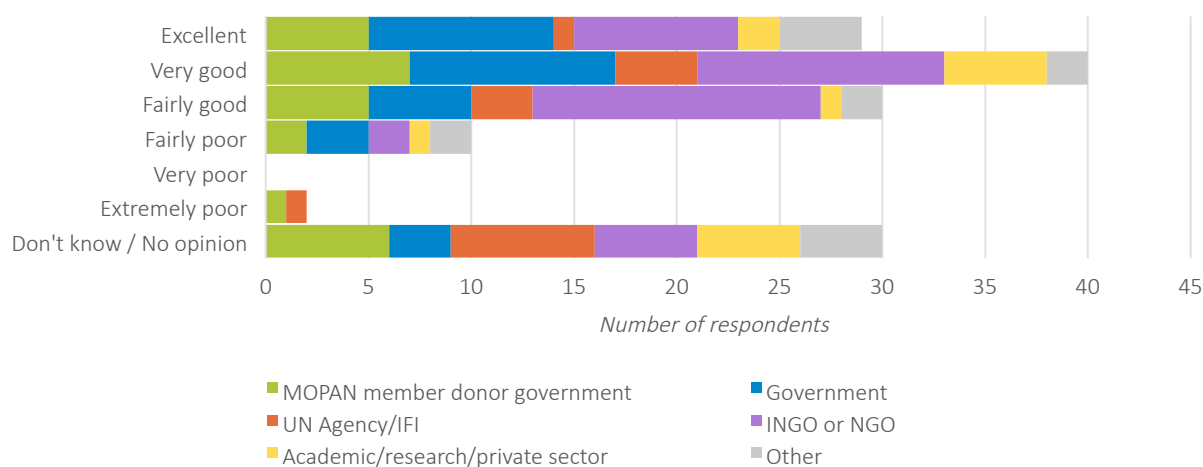


UN Women staff can make critical strategic and programming decisions locally

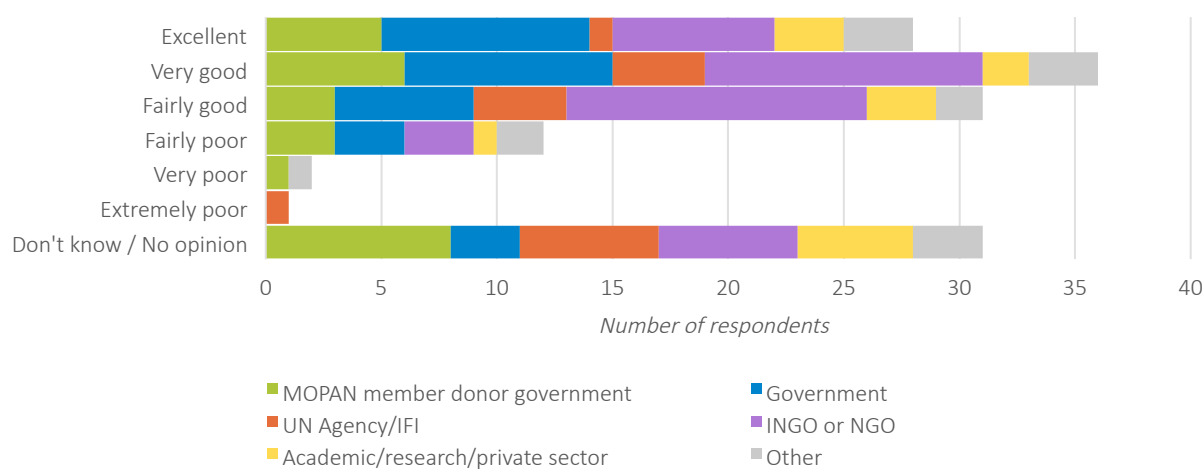


Managing financial resources

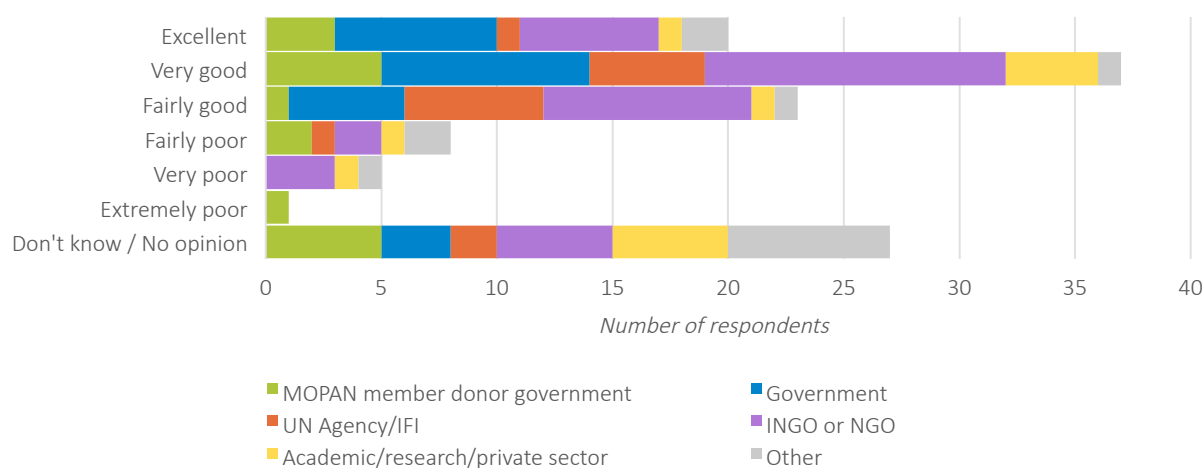
UN Women provides transparent criteria for financial resource allocation



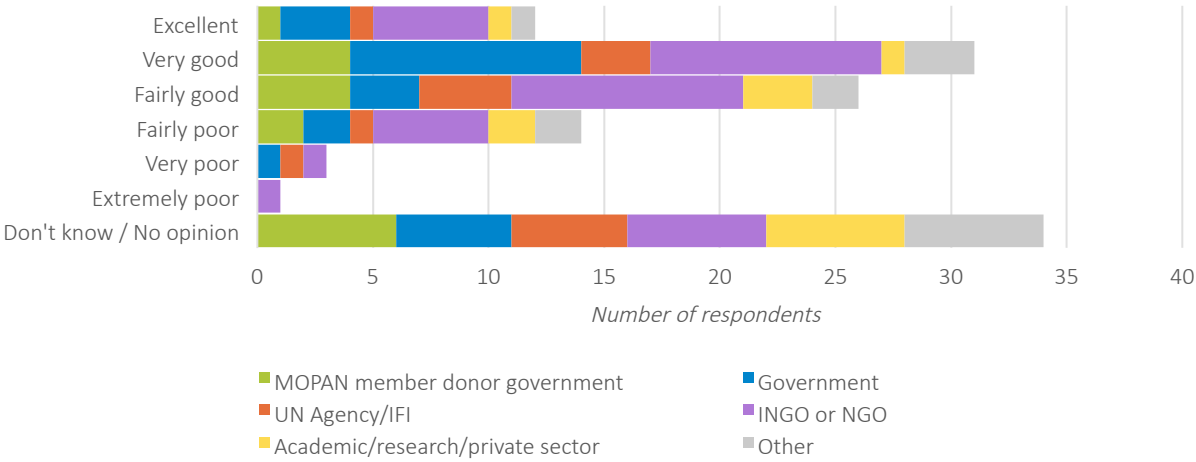
UN Women provides predictable financial allocations and disbursements



UN Women financial cooperation is coherent/not fragmented

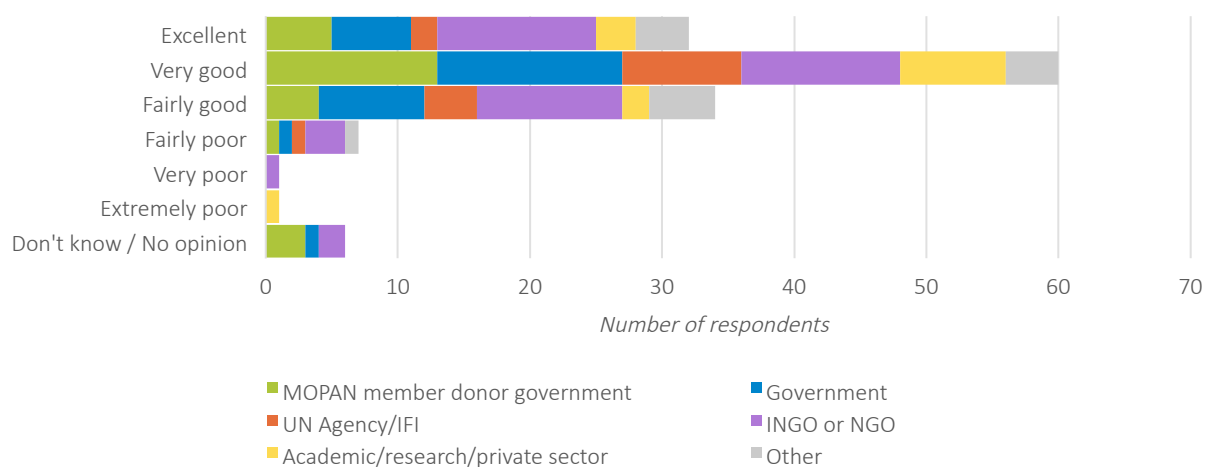


UN Women has flexible resources

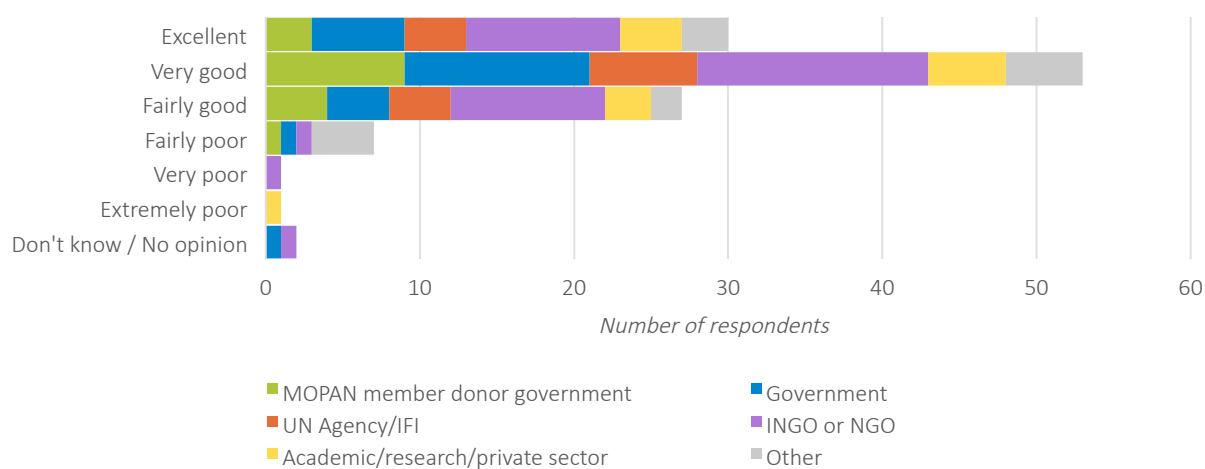


Interventions (programmes, projects, normative work)

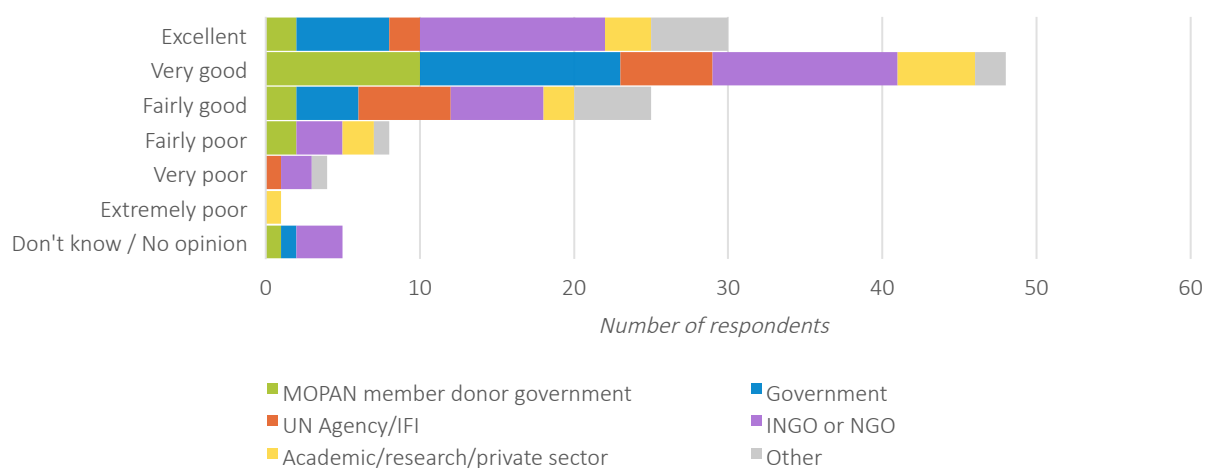
UN Women interventions are fit national programmes and results of partner countries



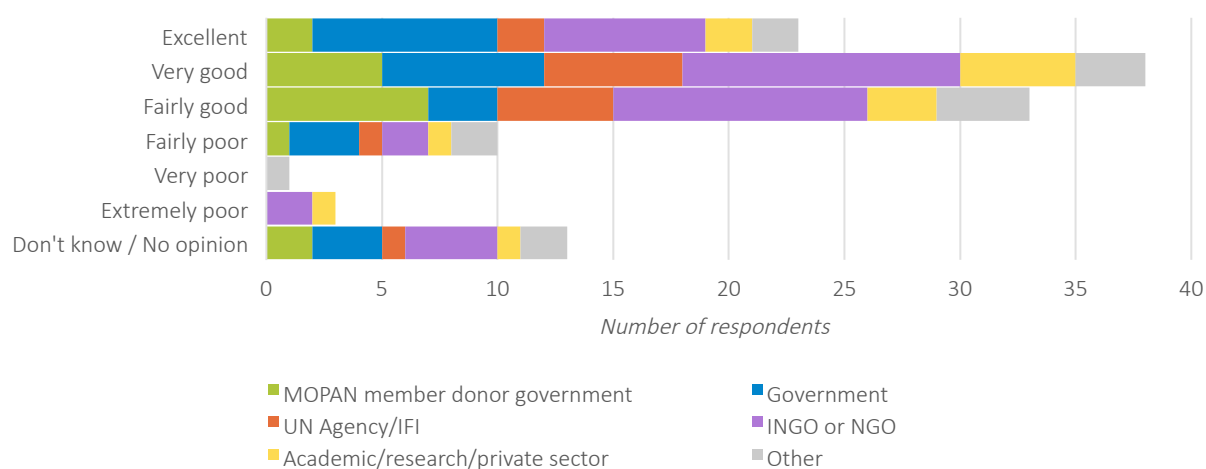
UN Women interventions are tailored to the needs of the local context



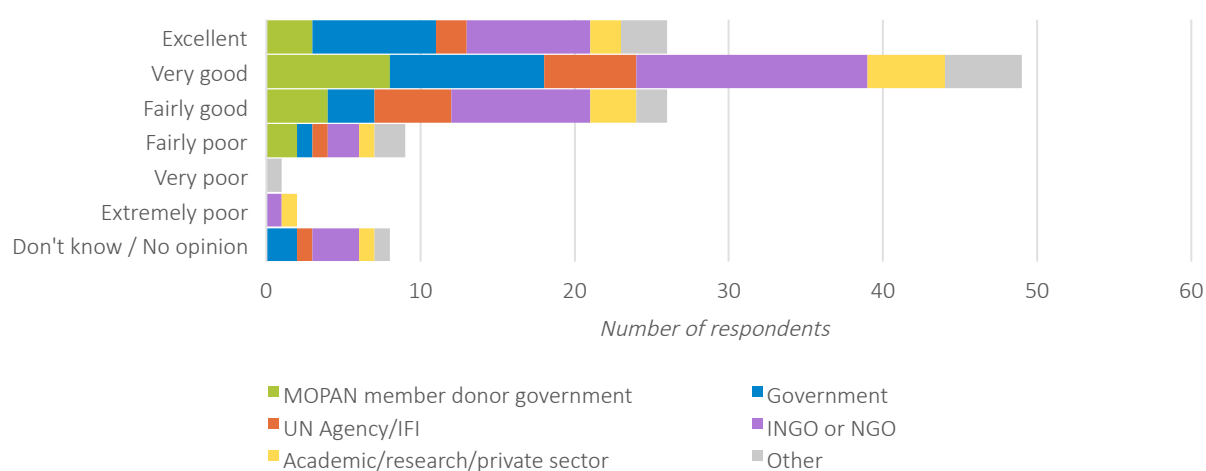
UN Women interventions are based on a clear understanding of comparative advantage



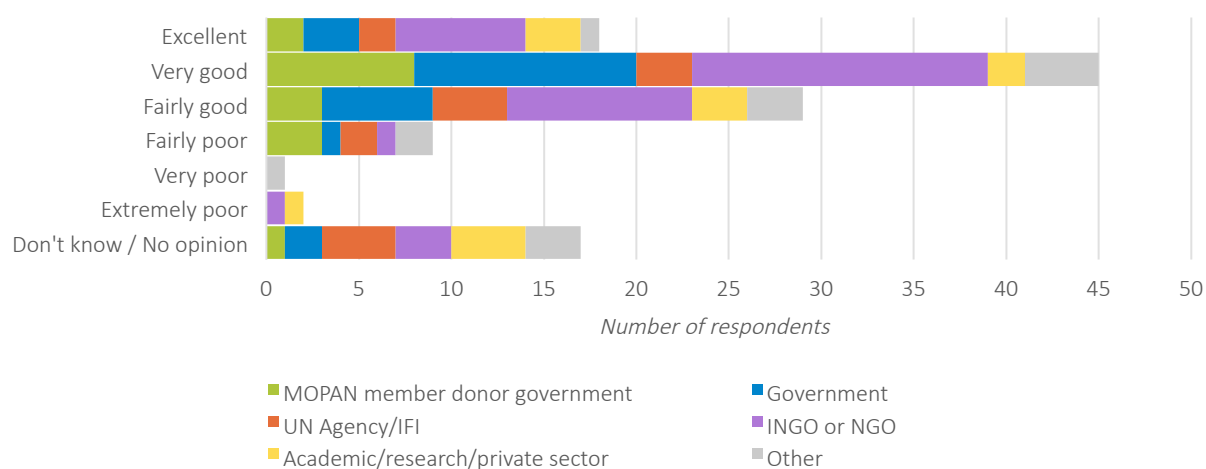
UN Women can adapt or amend interventions to changes in context



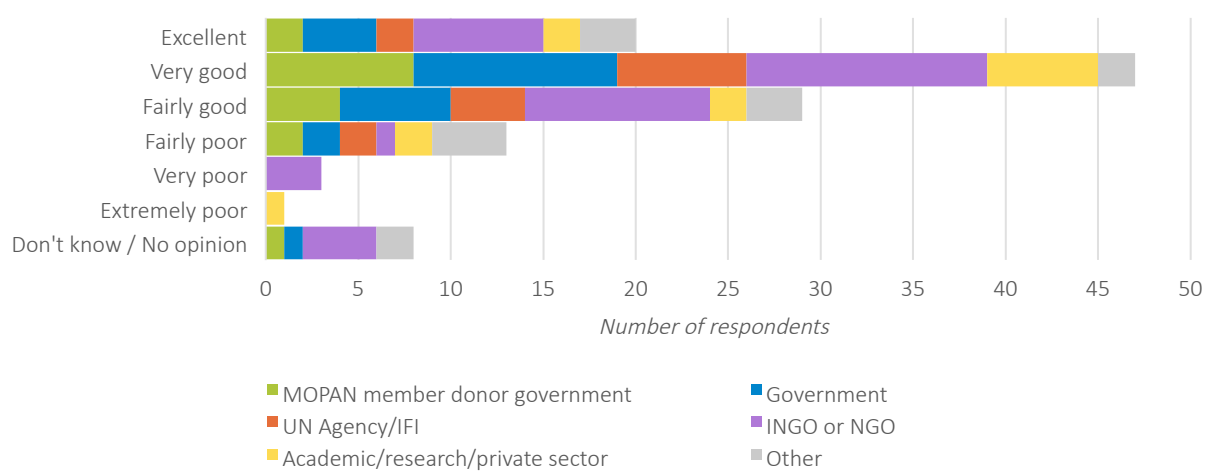
UN Women interventions take in to account realistic assessments of national/regional capacities



UN Women interventions appropriately manage risk in a given context

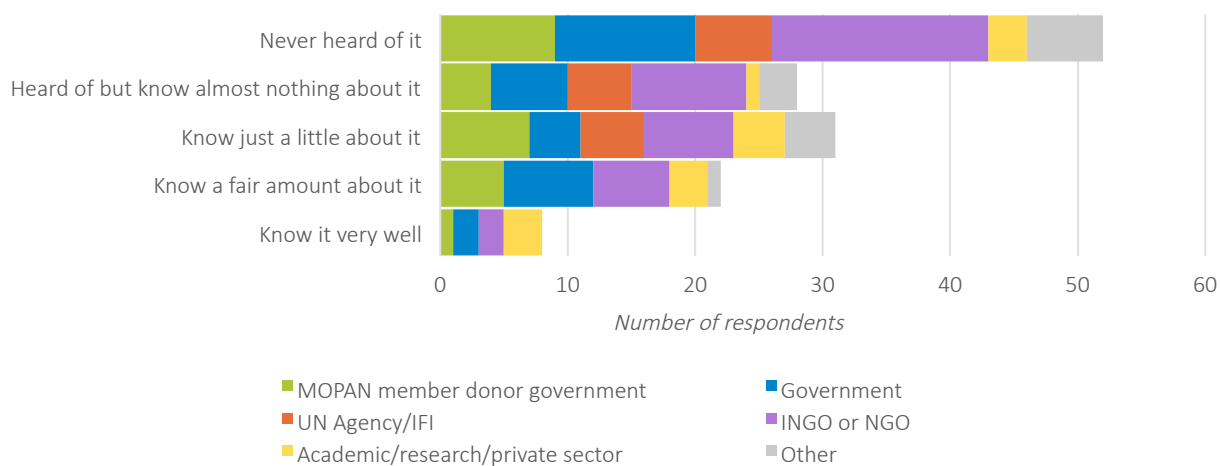


UN Women designs and implements its interventions to sustain effect and impact over time

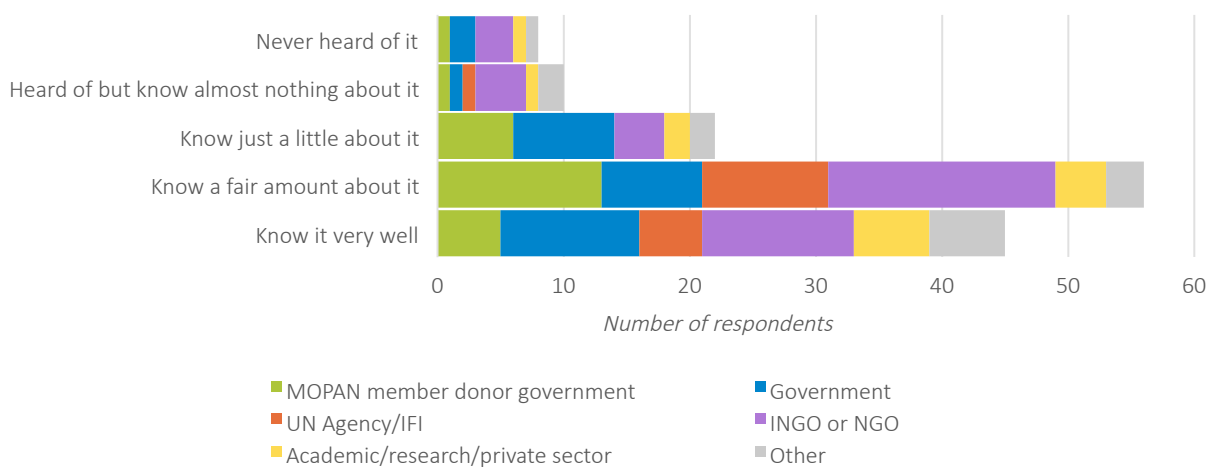


Interventions (cross-cutting issues)

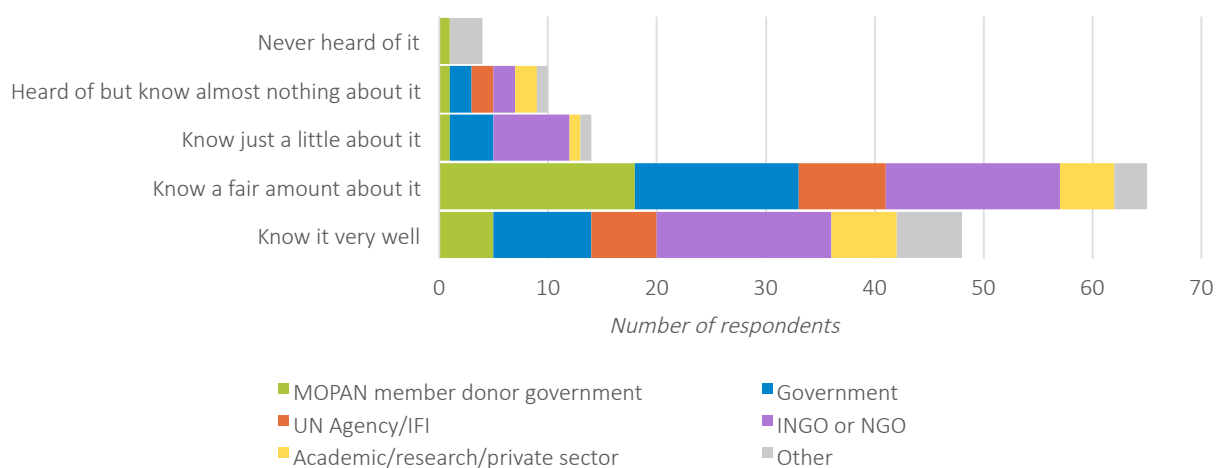
Familiarity with environmental sustainability strategy of UN Women, including addressing climate change



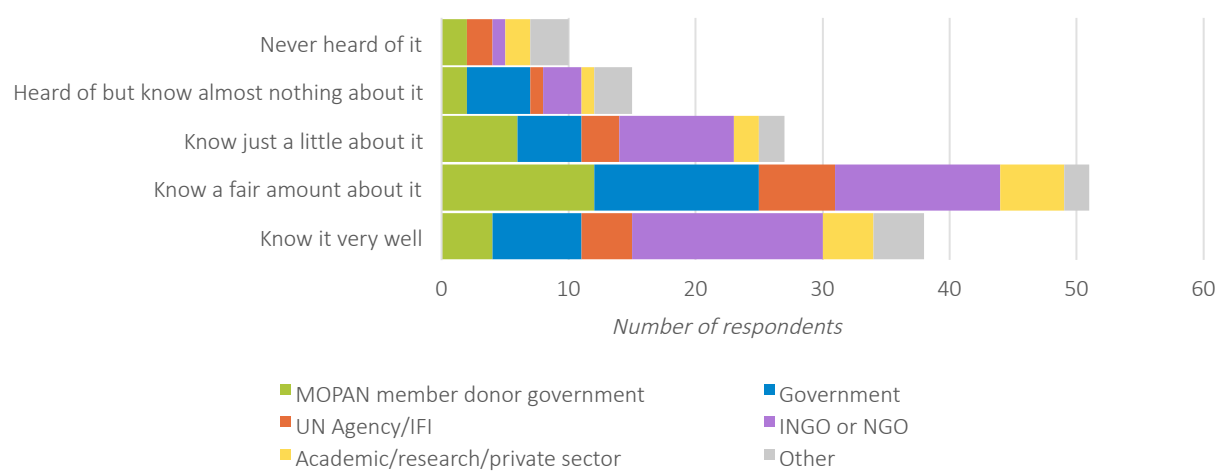
Familiarity with strategy for setting out how UN Women intends to engage with good governance



Familiarity with strategy for how UN Women intends to take forward its policy commitment on human rights

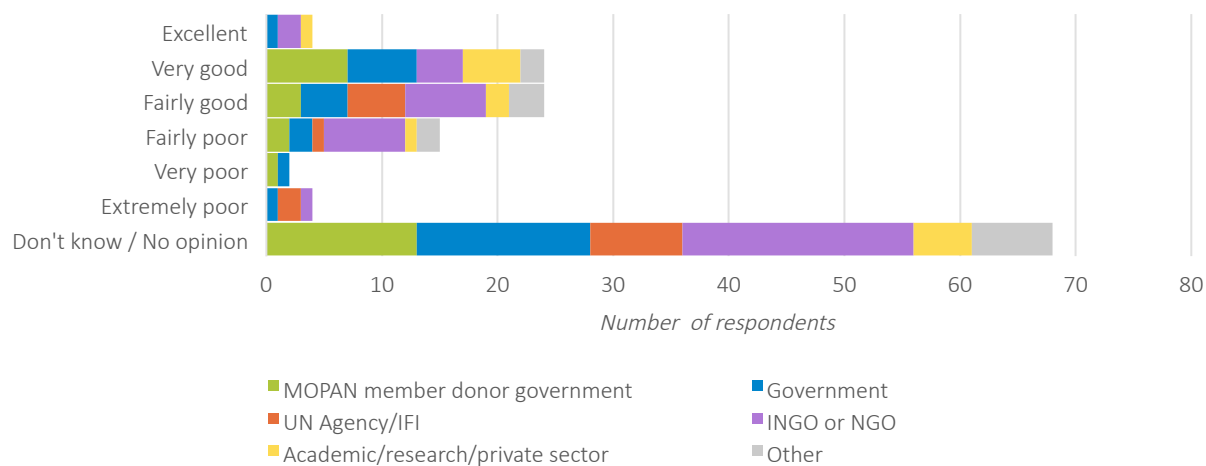


Familiarity with strategy for how UN Women intends to take forward humanitarian action

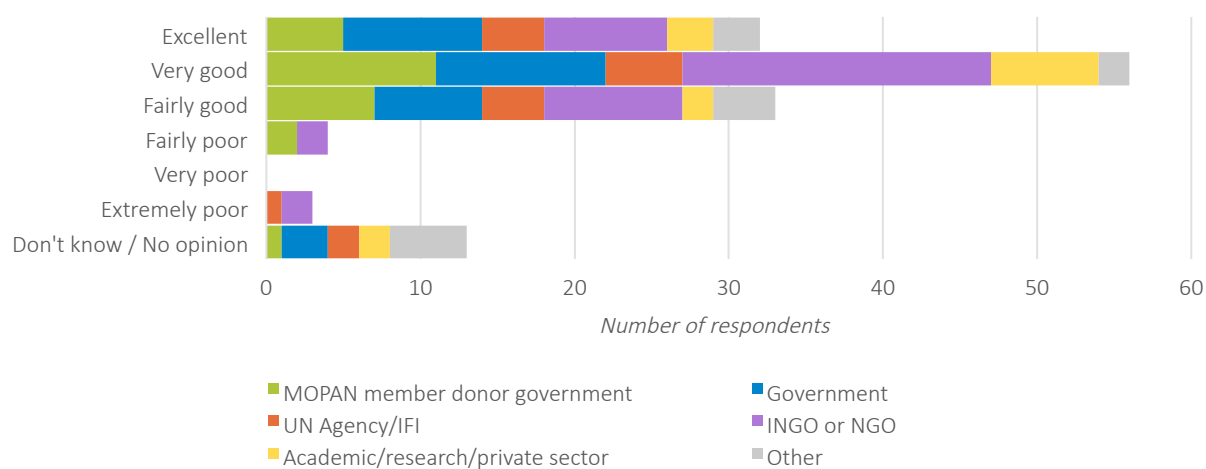


Interventions (cross-cutting issues, organisational performance)

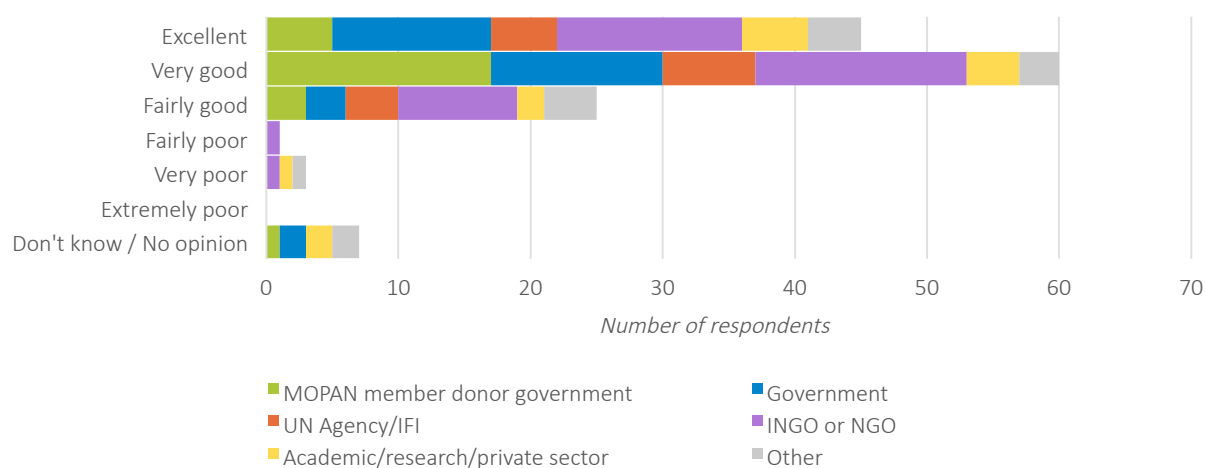
UN Women promotes environmental sustainability/addresses climate change



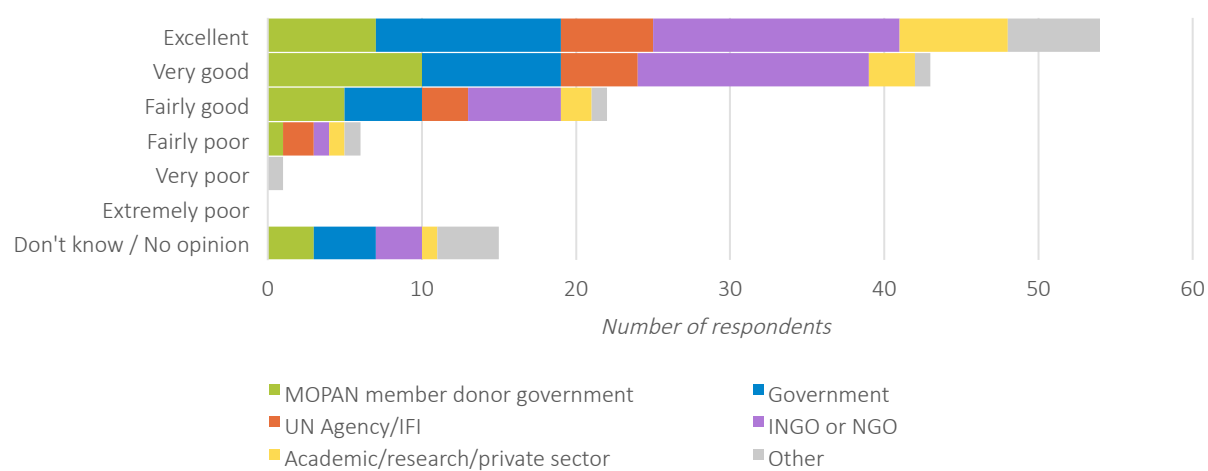
UN Women promotes principles of good governance



UN Women promotes human rights

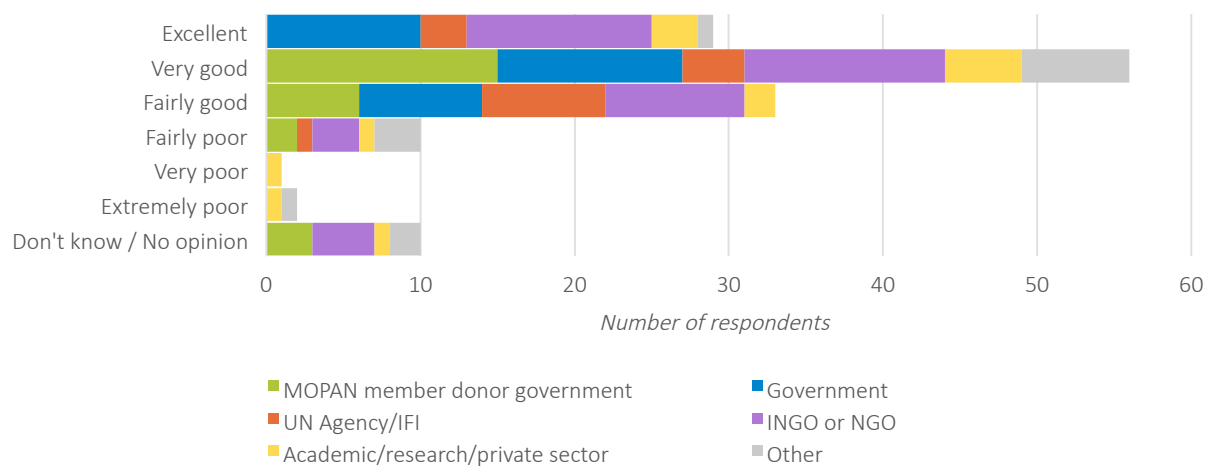


UN Women promotes humanitarian action

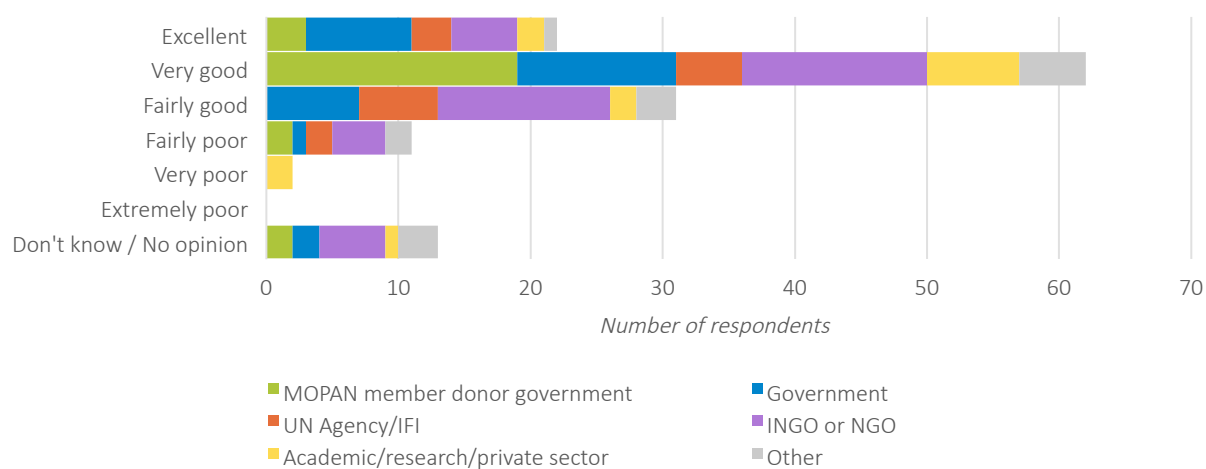


Managing relationships

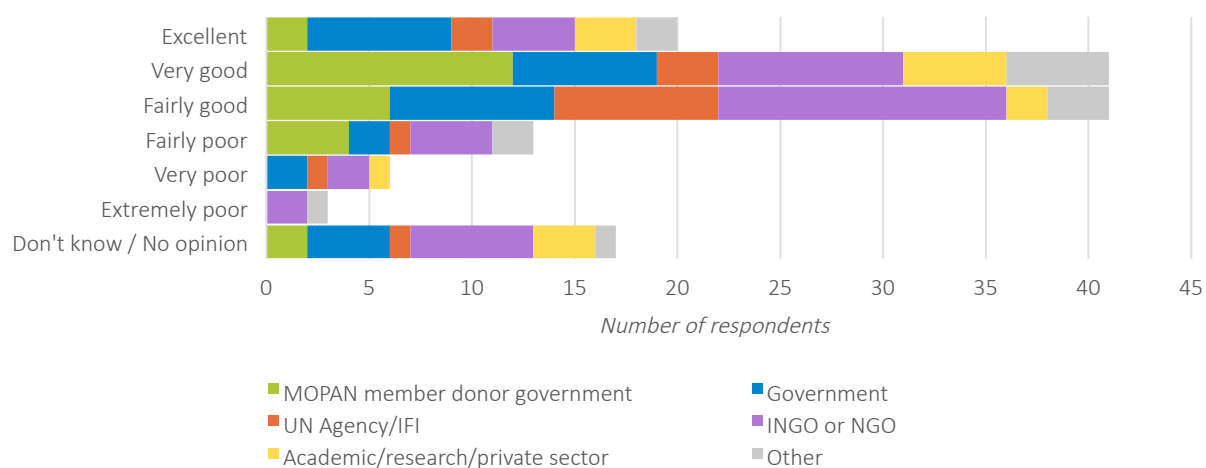
UN Women prioritises working in synergy/partnerships



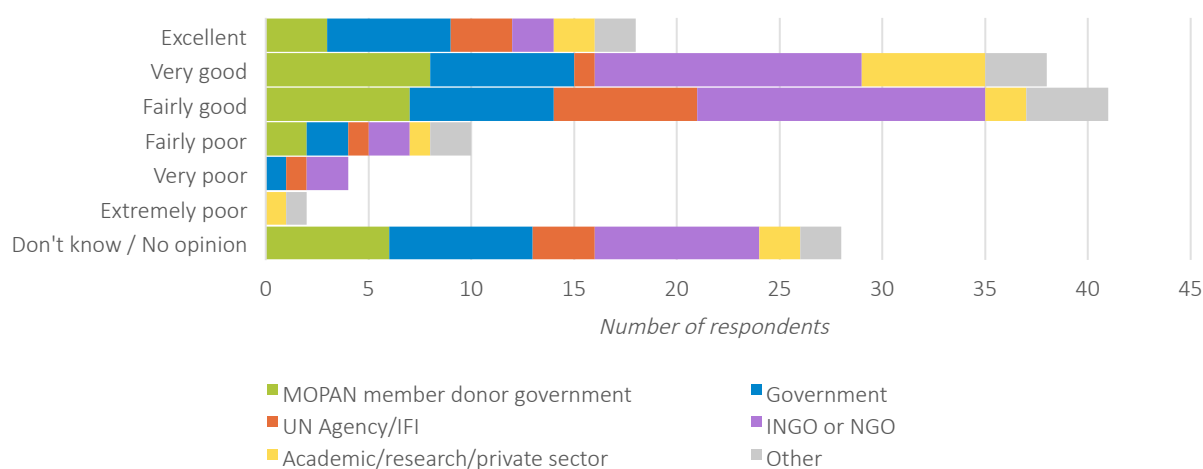
UN Women partnership approach helps bring change on gender mainstreaming within the UN



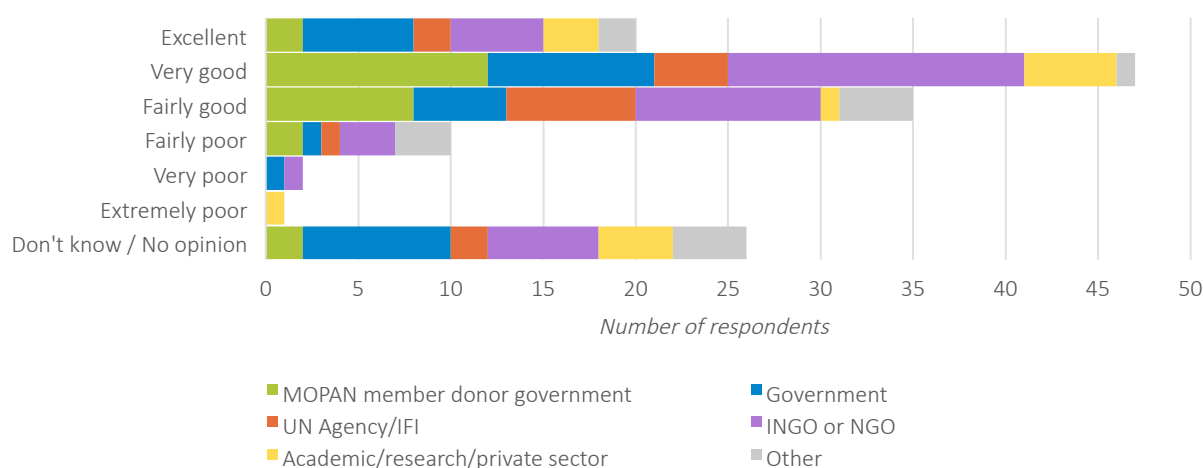
UN Women shares key information with partners on an ongoing basis



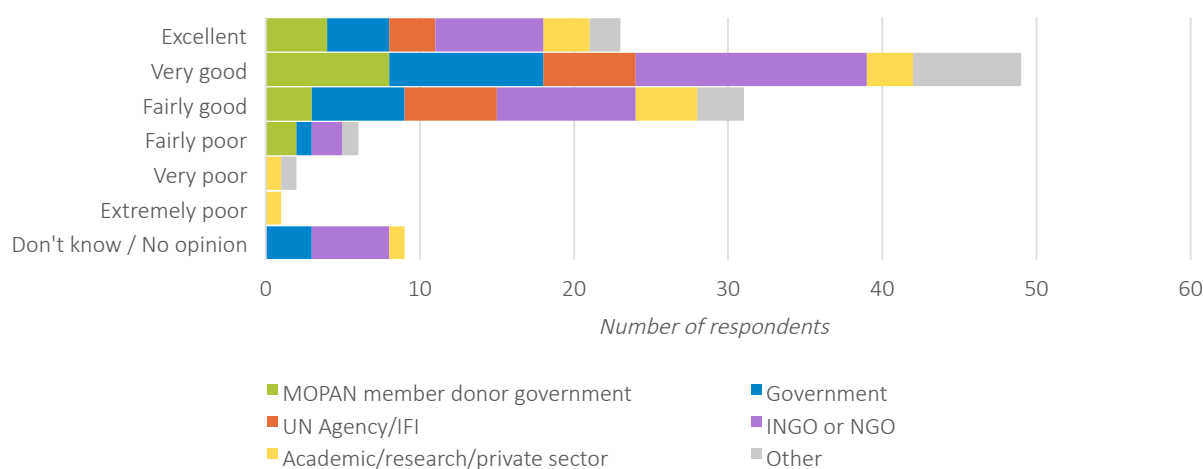
UN Women uses regular review points with partners to identify challenges



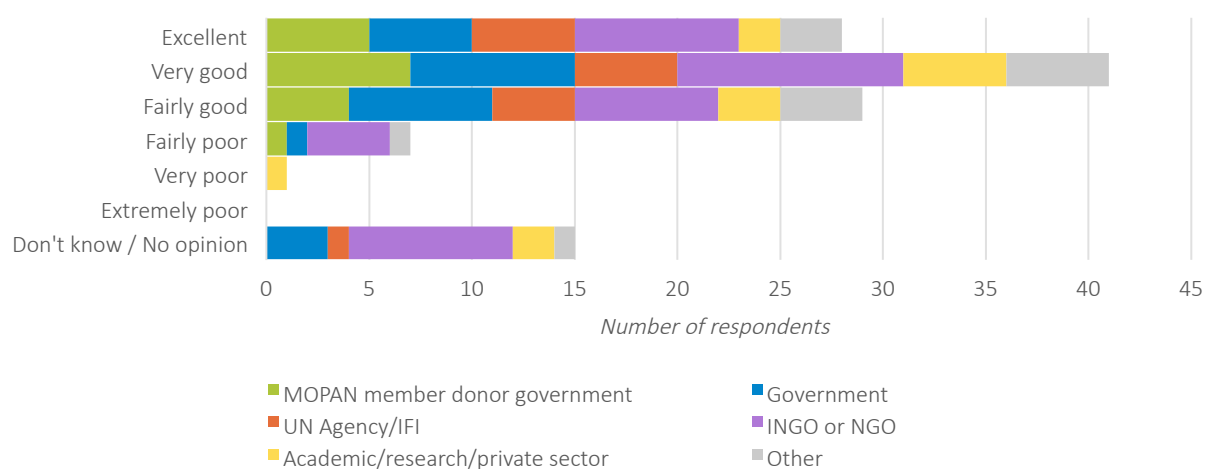
UN Women organisational procedures are synergised with partners



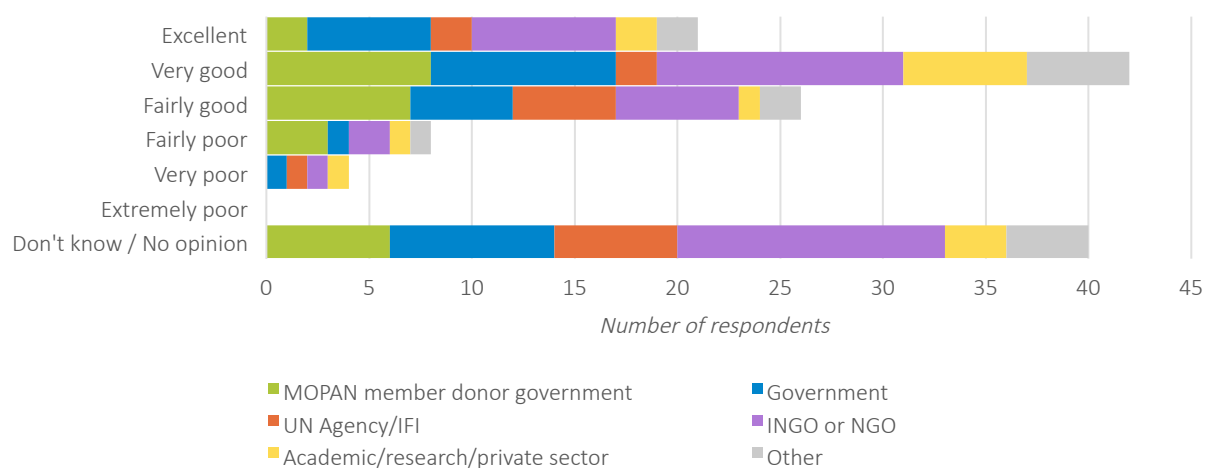
UN Women provides high quality inputs to country dialogue



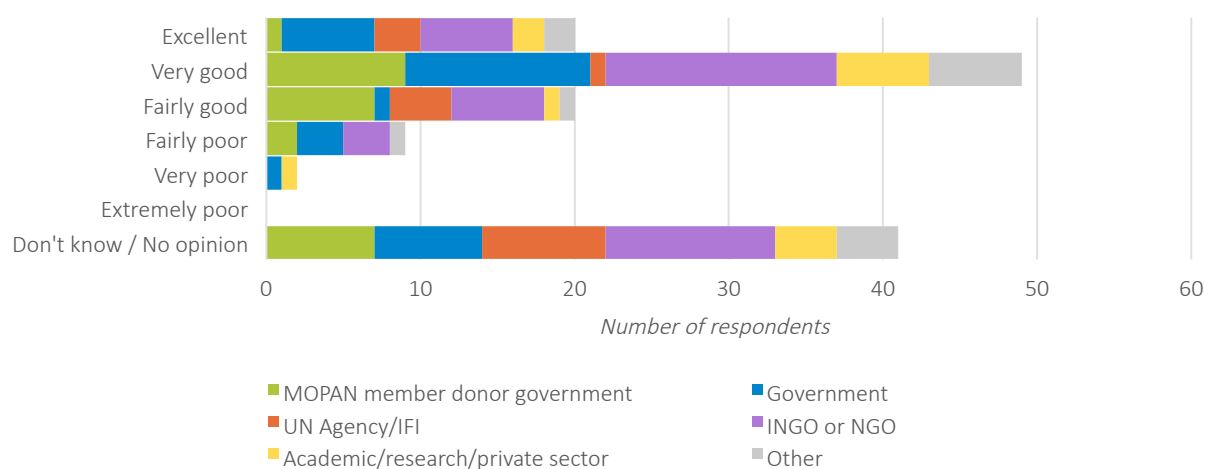
UN Women views are well respected in country policy dialogue



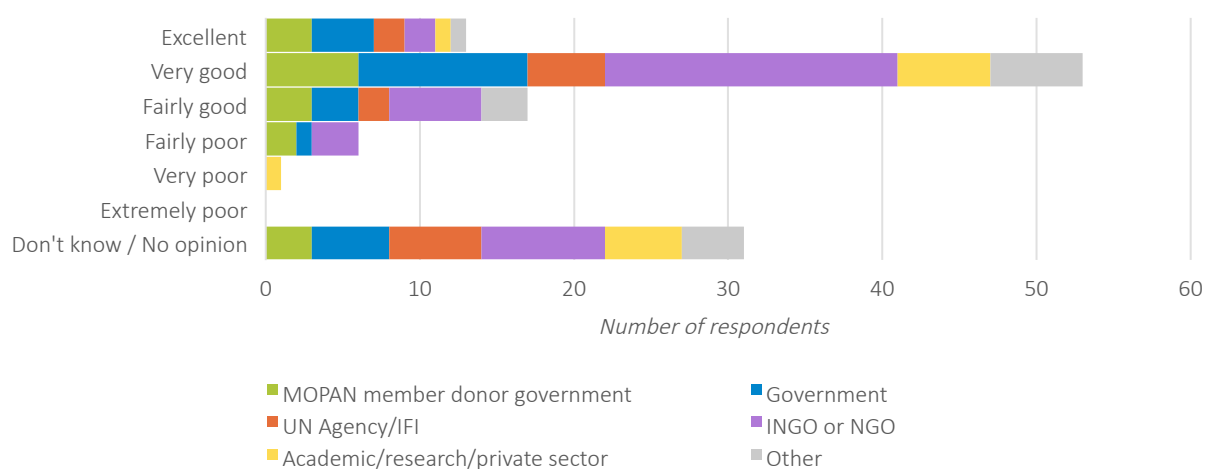
UN Women provides high quality input to regional dialogue



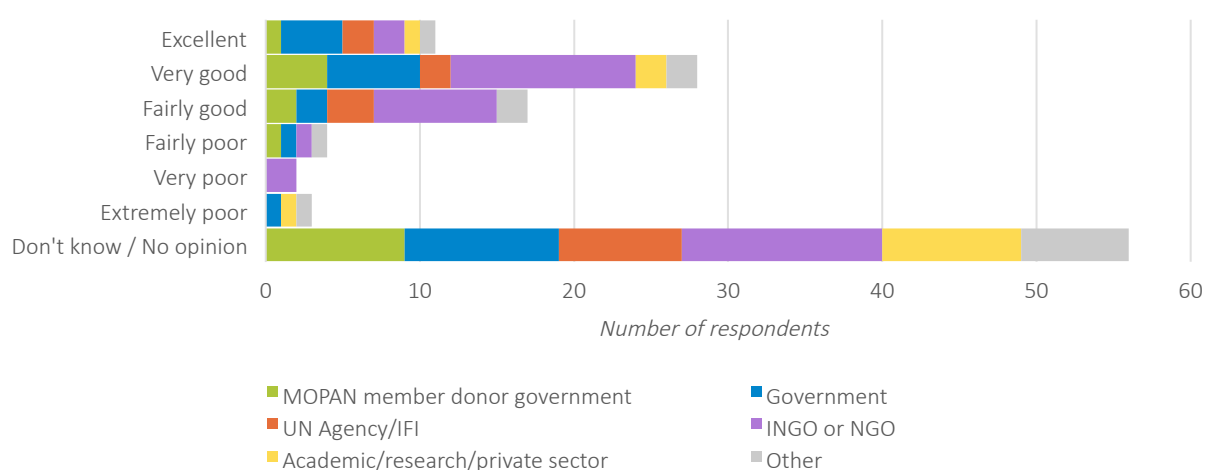
UN Women views are well respected in regional policy dialogue



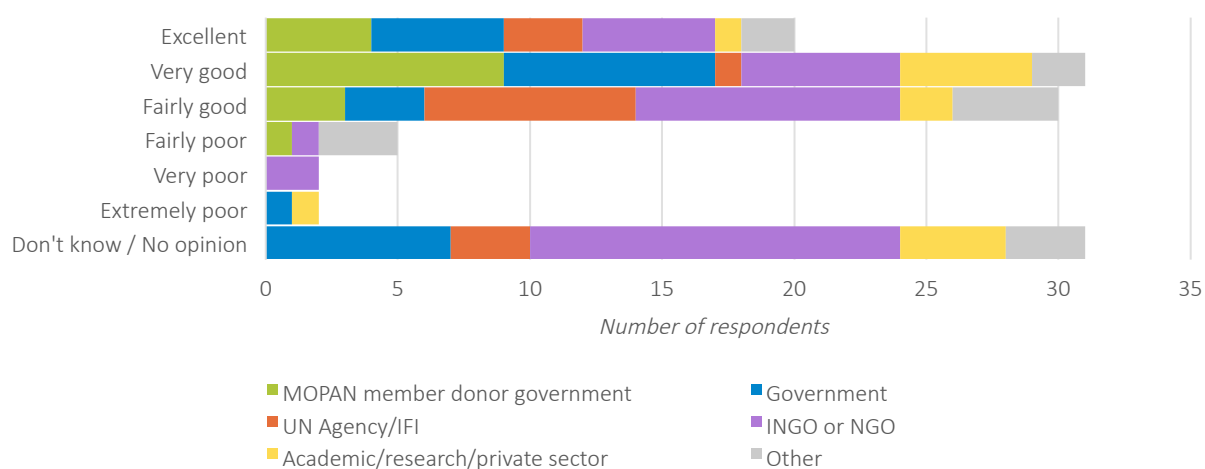
UN Women conducts mutual assessments of progress with national/regional partners



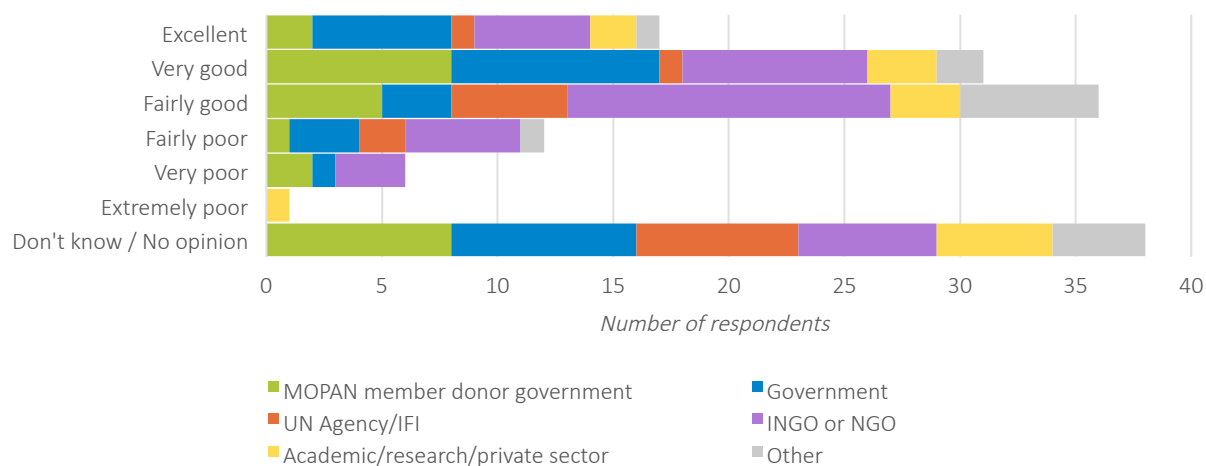
UN Women channels resources through country systems as the default option



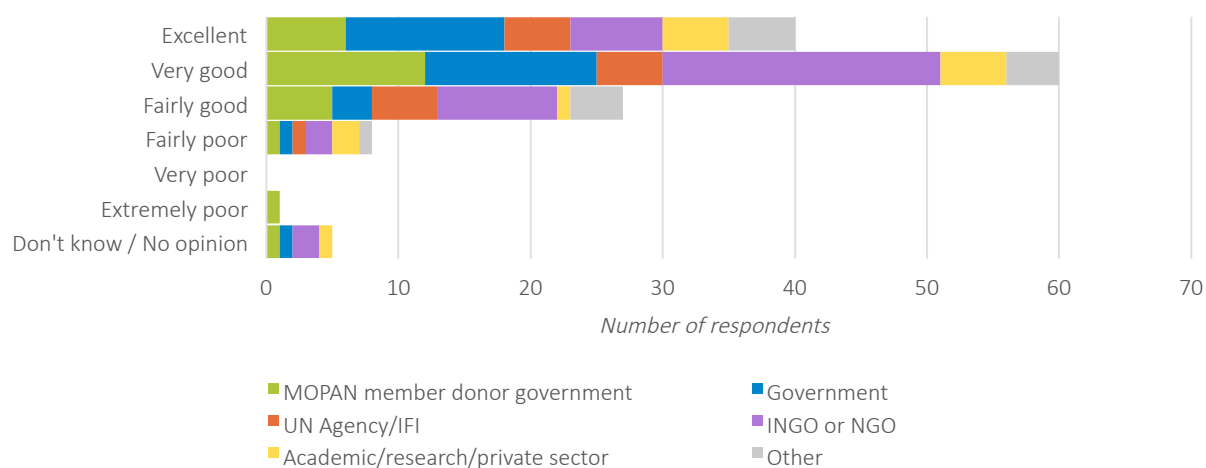
UN Women builds capacity in countries where systems are not up to the required standard



UN Women organisational procedures do not cause delays for implementing partners

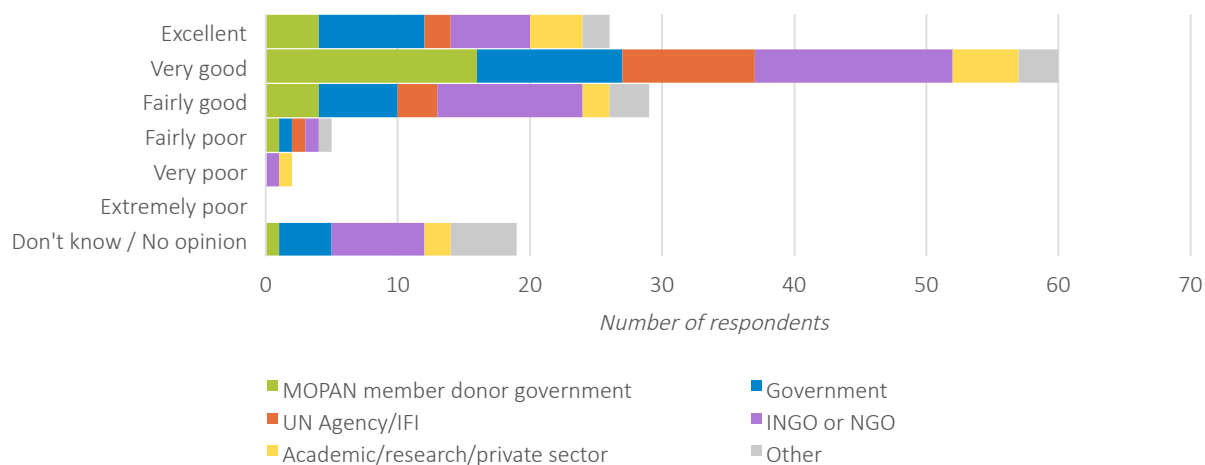


UN Women knowledge products are useful for my work

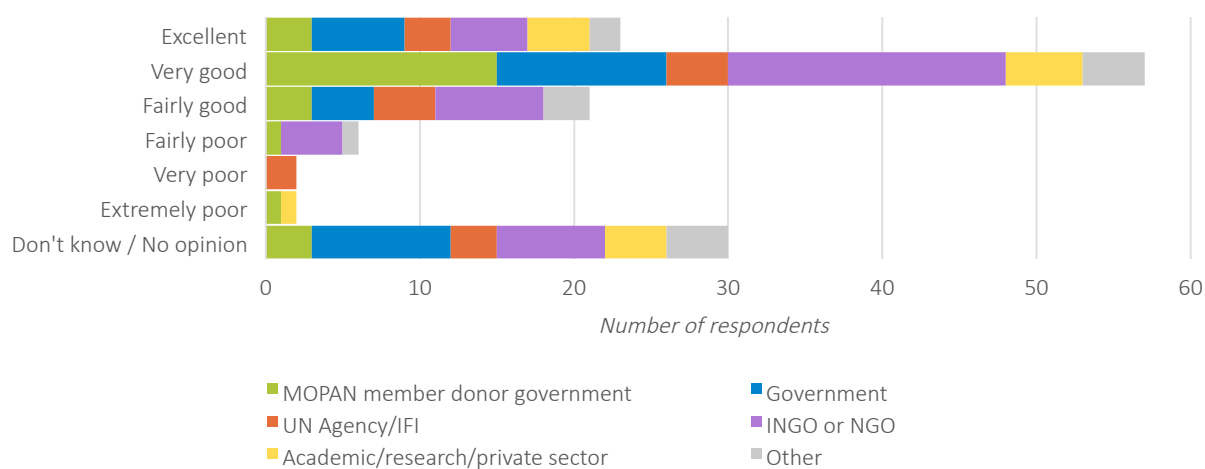


Performance management

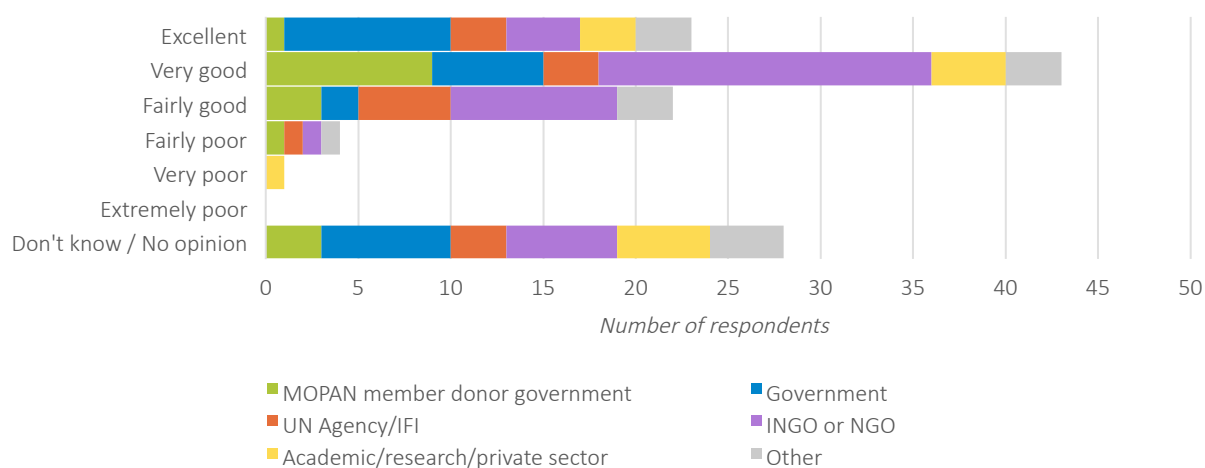
UN Women prioritises as results-based approach



UN Women uses robust performance data when designing and implementing interventions

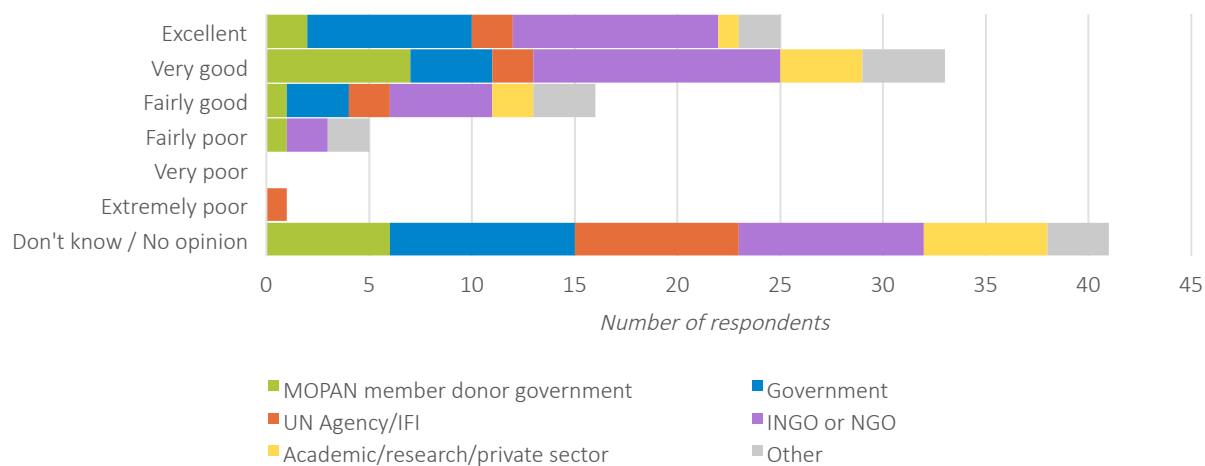


UN Women bases its policy and strategy decisions on robust performance data

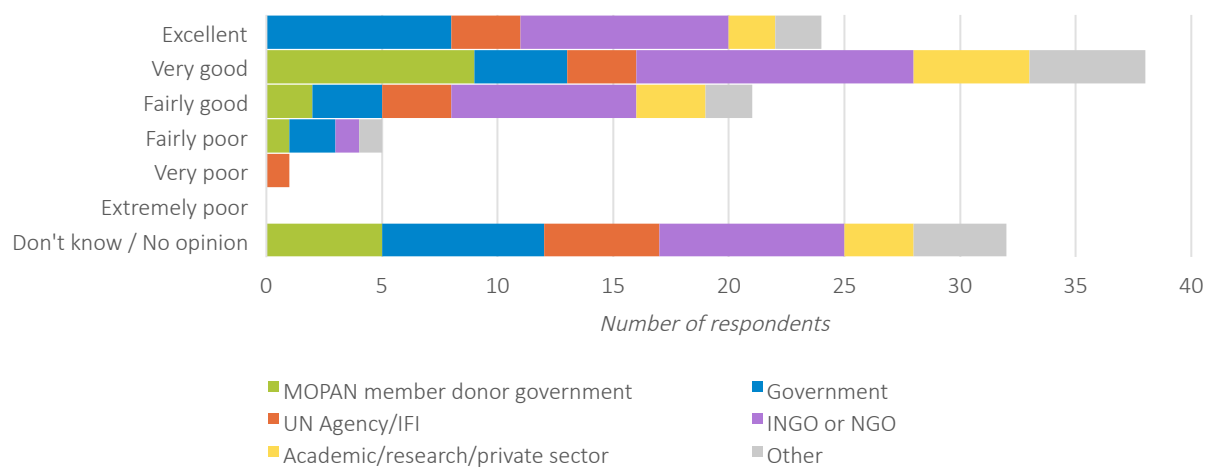


Evidence base for planning and programming

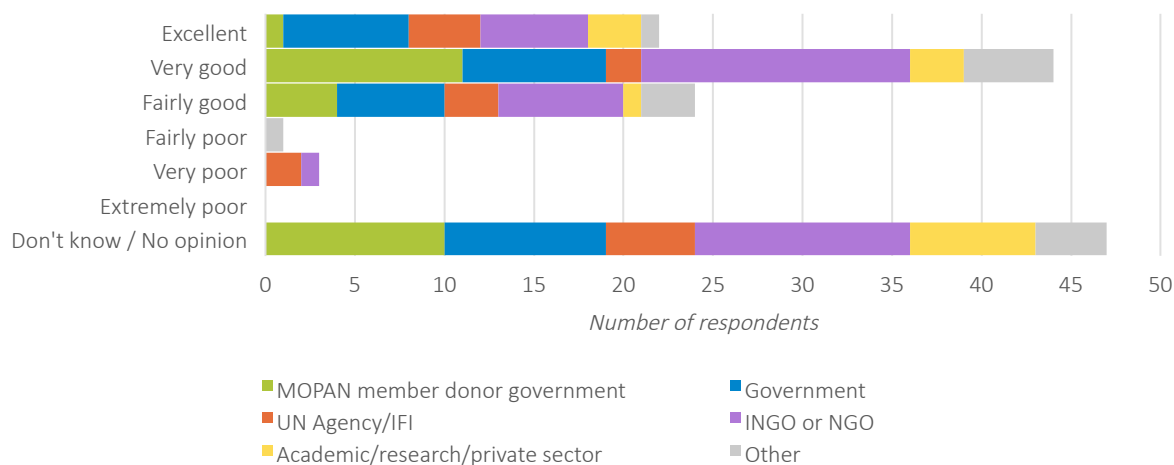
UN Women has a clear statement on which of its interventions must be evaluated



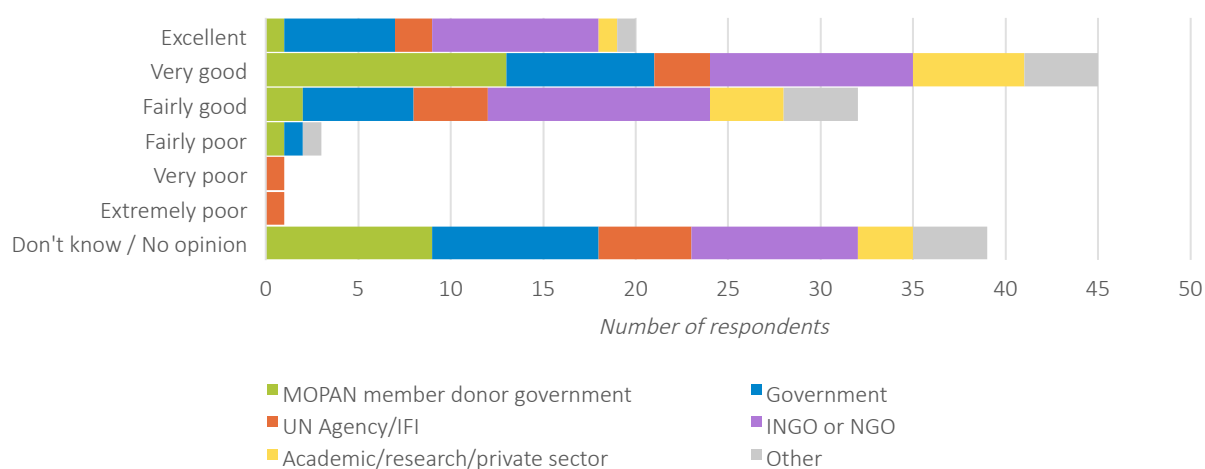
Where required, UN Women ensures that evaluations are carried out



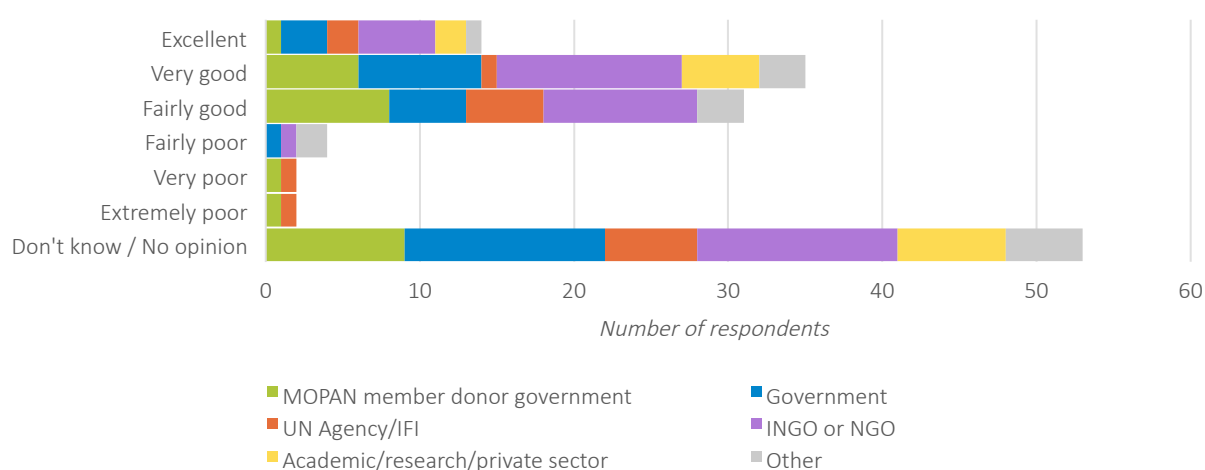
UN Women participates in joint evaluations at the country/regional level



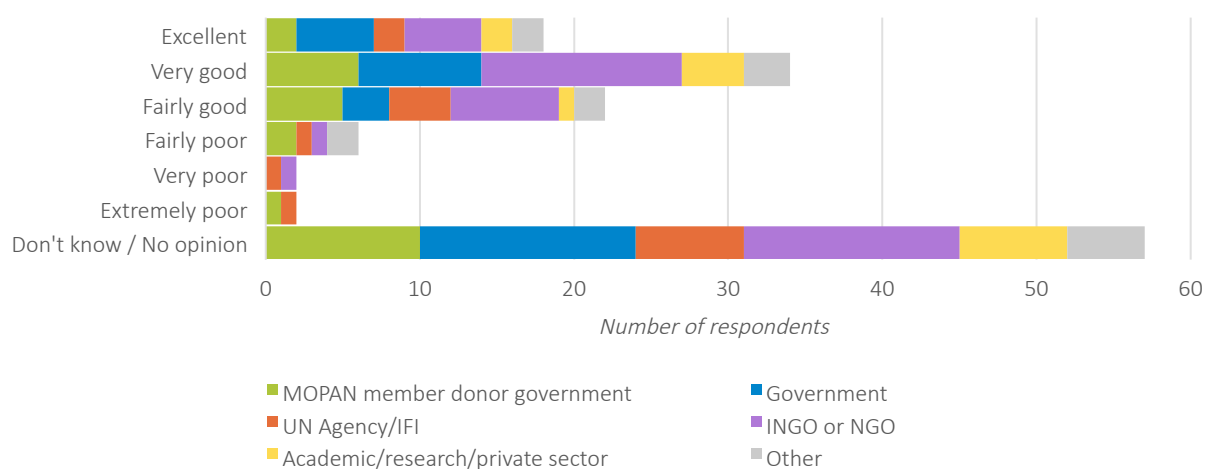
UN Women intervention designs contain a statement of the evidence base



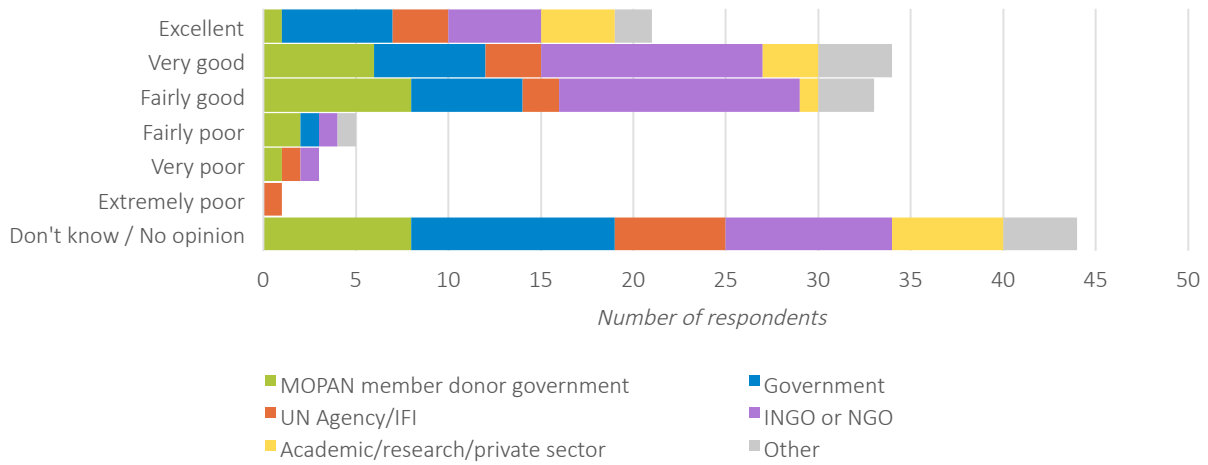
UN Women identifies under-performing interventions



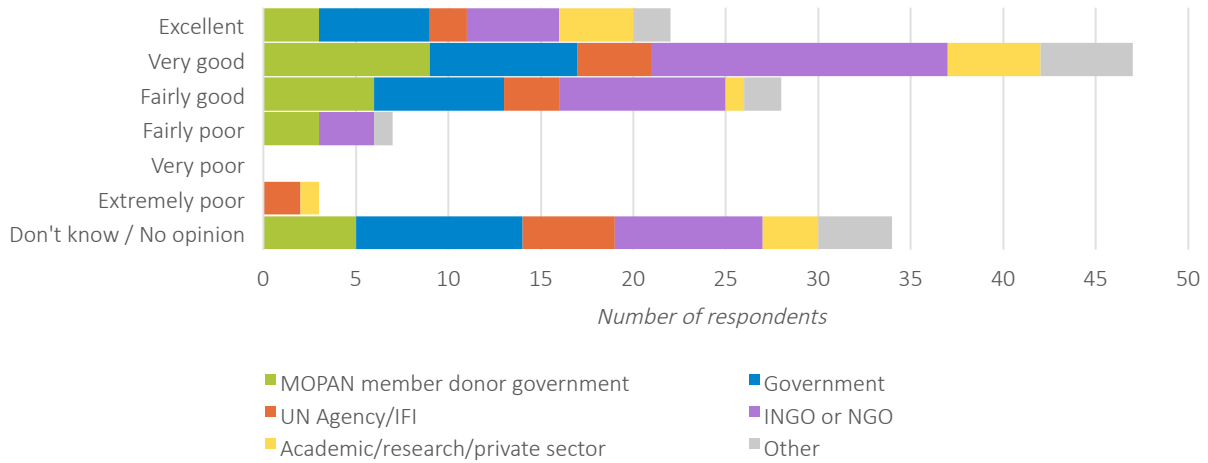
UN Women addresses any areas of intervention under-performance



UN Women follows up evaluation recommendations systematically



UN Women learns lessons from experience rather than repeating the same mistakes





For any questions or comments, please contact:

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secretariat@mopanonline.org

www.mopanonline.org



MOPAN

Multilateral Organisation Performance Assessment Network