



MOPAN

Multilateral Organisation
Performance Assessment
Network

Institutional Report

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

Presentation of June 30, 2015, New York



MOPAN

MOPAN

- A group of 17 donor countries interested in:
- Australia, Canada, Denmark, Finland, France, Germany, Ireland, Japan, Luxembourg, the Netherlands, Norway, Republic of Korea, Spain, Sweden, Switzerland, the United Kingdom and the United States

Purpose of MOPAN assessments

- Generate credible information
- Provide an evidence base
- Support dialogue

MOPAN Performance Assessment Approach

- **Organisational capacities in four areas:**

Strategic management - Operational management

Relationship management - Knowledge management

- **A results component:**

- Evidence of relevance - Evidence of progress towards organisation-wide results and stated country-level results - Evidence of contribution to national goals and priorities

- **A snapshot of UN-Women's performance in each of the six countries covered in the assessment**

Data collection

- Survey of stakeholders, review of documents, and consultations with staff of the organisation

Organisational capacities

UN-Women - Strategic Management

Key Points

- Instilling a results-oriented culture
- Corporate and country strategic planning documents focus on results
- Strategic plan aligned with UN-Women's mandate
- Provision of RBM training opportunities to staff and partners, and recognition of importance of investment in staff capacity building on RBM
- Strong focus on gender equality, governance, human rights-based approaches

Areas noted for improvement

- Lack of explicit theories of change
- Distinguishing levels of results in the results chain (e.g. outputs often describe higher level changes that are typically associated with outcomes)

Organisational capacities

UN-Women - Operational Management

Key Points

- Strong financial accountability
- Systems for use of performance information to make decisions (e.g. Monitoring, Evaluation and Research Plans at country level; Global Accountability and Tracking of Evaluation (GATE))
- Human resources – new performance assessment system, upcoming Talent Management Review Group, staff satisfaction
- Decentralisation process well underway (clear roles and delegation of authority)

Areas noted for improvement

- Transparent allocation of resources
- Linking expenditures to results (outcome and output areas)
- Oversight of procurement process
- Formal and systematic risk management strategy
- UNBOA concerns about inadequate staffing at country level, although recent data show that the process of filling posts has been expedited

Organisational capacities

UN-Women - Relationship Management

Key Points

- Commitment to aid effectiveness and QCPR principles
- Co-ordinating UN system-wide efforts to meet gender equality commitments
- Engaging in partnership initiatives
- Aligning country programmes to government priorities in programme countries
- Appropriate use of country systems for operations
- Contributes to mutual assessments of progress
- Valuable contributions to policy dialogue and normative work

Areas noted for improvement:

- Maintaining effective partnerships with the private sector
- Operationalization of the co-ordination mandate, especially at the country level

Organisational capacities UN-Women - Knowledge Management

Key Points

- Strong evaluation policy and practices
 - Evaluation Policy (2013)
 - Independent Evaluation Office's corporate plans to ensure accountability and learning from evaluations
 - Quality assurance process (GERAAS)
 - Tracking implementation of evaluation responses (GATE)
- Monitoring data on results at country level
- Global knowledge leader on gender equality and women's empowerment

Areas noted for improvement

- Uneven country office evaluation capacity
- Strengthening data collection and reporting on UN-Women's contribution to development results
- Documenting stakeholder participation at all stages of evaluation processes
- Consistently capturing and sharing internal lessons learned

UN-Women Ratings on Organisational Effectiveness

STRATEGIC MANAGEMENT

KPI-1 Providing direction for results	4.35	6
KPI-2 Corporate strategy based on clear mandate	4.73	5
KPI-3 Corporate focus on results	N/A	4
KPI-4 Focus on cross-cutting priorities	4.63	6
KPI-5 Country focus on results	4.73	4

Survey respondents Document review

4.35	6
4.73	5
N/A	4
4.63	6
4.73	4

Legend	
Strong or above	4.50-6.00
Adequate	3.50-4.49
Inadequate or below	1.00-3.49
Document review data unavailable	◇
Not assessed	N/A

OPERATIONAL MANAGEMENT

KPI-6 Transparent and predictable funding	4.34	2
KPI-7 Results-based budgeting	4.13	4
KPI-8 Financial accountability	4.52	5
KPI-9 Using performance information	4.40	5
KPI-10 Managing human resources	4.08	5
KPI-11 Performance-oriented programming	N/A	5
KPI-12 Delegating authority	3.59	5

4.34	2
4.13	4
4.52	5
4.40	5
4.08	5
N/A	5
3.59	5

RELATIONSHIP MANAGEMENT

KPI-13 Supporting national plans	4.63	5
KPI-14 Adjusting procedures	4.22	N/A
KPI-15 Using country systems	4.53	N/A
KPI-16 Contributing to policy dialogue	4.87	N/A
KPI-17 Harmonising procedures	4.34	5
KPI-18 Co-ordination on gender equality	4.54	N/A

4.63	5
4.22	N/A
4.53	N/A
4.87	N/A
4.34	5
4.54	N/A

KNOWLEDGE MANAGEMENT

KPI-19 Evaluating results	4.76	5
KPI-20 Presenting performance information	4.08	4
KPI-21 Disseminating lessons learned	4.13	4

4.76	5
4.08	4
4.13	4

UN-Women Relevance and Evidence of Progress towards Results

Key Performance Indicator	Assessment Rating
Evidence of UN-Women's relevance	Strong
Evidence of progress towards organisation-wide results	Adequate
Evidence of progress towards stated country-level results	Adequate
Evidence of contribution to national goals and priorities, including MDGs	Adequate

Conclusions

- Clear and relevant mandate to promote gender equality and women's empowerment
- UN-Women's plans reflect QCPR directives
- Strong focus on results
 - Promotes a culture of RBM
 - Results-based strategic planning documents
 - Performance data is tracked and reported upon
- Problems with the results chain prevent UN-Women from identifying and assessing the contributions of its own activities

Conclusions

- Success in setting up operational infrastructure since its creation:
 - Decentralisation and delegation of authority well underway
 - Strong financial accountability
 - Human resources performance management
 - Areas for improvement: transparency of resource allocation criteria, procurement oversight, risk management
- Valued contributions to policy dialogue and normative work at global and national levels

Conclusions

- Progress in fulfilling its function of leading and co-ordinating UN system strategies, policies and actions for effective gender mainstreaming, yet uneven capacity to play this role at the country level due to resource constraints
 - Strong evaluation function: Policy, Evaluation Office, quality assurance, commitments to national evaluation capacity-building and strengthening evaluation capacity at decentralised levels
 - Too early to comprehensively assess UN-Women's development results, but evidence of progress towards targets
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