



Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women

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Evaluation

What can we learn from UN-Women Evaluations? A meta-analysis of evaluations managed by UN-Women in 2016

Summary

In accordance with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) Corporate Evaluation Plan 2014-2017, the UN-Women Independent Evaluation Office undertook a meta-analysis of corporate and decentralized evaluations managed by UN-Women in 2016.

The meta-analysis aggregated and synthesized information generated from 36 evaluations and transformed this evidence into accessible knowledge for future systematic strengthening of programming, organizational effectiveness and the evaluation function. The analysis will also help to inform the implementation of the new UN-Women Strategic Plan 2018-2021.

The meta-analysis considered insights according to the Organization for Economic Co-operation and Development's (OECD) Development Assistance Committee Network on Development Evaluation (DAC-EVALNET) methodological guidance for assessing development effectiveness: relevance, effectiveness, efficiency, sustainability, and culture of results as well as insights into the drivers of change (evidence, data and statistics; knowledge-hub; alliance-building and movement for change; and innovation and technology) identified in the draft UN-Women Strategic Plan (2018-2021). Finally, it also presents progress made by UN-Women in the aforementioned OECD/DAC criteria as compared to previous meta-analysis reports.

The primary intended users of the evaluation are the UN-Women Executive Board and UN-Women senior management and staff at the global, regional and country levels.

I. Purpose and scope

1. As part of its continuous effort to promote learning and accountability, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) Independent Evaluation Office 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.
2. The scope of the meta-analysis included 36 corporate and decentralized evaluation reports produced by UN-Women in 2016, covering 52 countries. While project and programme evaluations continue to dominate the overall portfolio, in 2016 more strategic evaluations were carried out and included in the meta-analysis, notably: two corporate, three global, seven multi-country and three country portfolio evaluations.
3. In addition to applying the OECD/DAC development effectiveness criteria (relevance, effectiveness, efficiency, sustainability and culture of results), this meta-analysis also synthesized knowledge around the drivers of change identified in the draft UN-Women Strategic Plan 2018-2021: i) evidence, data and statistics, ii) knowledge-hub, iii), alliance-building and movement for change and iv) innovation and technology with the aim of informing the implementation of the new Strategic Plan of UN-Women (2018-2021). This meta-analysis also provides an illustrative overview of the progress made by UN-Women on the assessment criteria considered through making reference to previous meta-analyses.

II. Methodology

4. The meta-analysis applied a qualitative and quantitative structured analysis. The quantitative assessment analysed the frequency with which evaluation findings referred to positive or negative performance in relation to various aspects specified by the OECD-DAC methodological guidance for assessing development effectiveness¹.
5. A qualitative analysis was undertaken to identify high-level drivers of UN-Women's performance, areas of innovation and examples of positive practice, notably related to the drivers of change. Only clearly stated findings, conclusions, recommendations and lessons presented in the evaluation reports were considered. Insights from the evaluation process that were not documented were outside the scope of this analysis.

III. Limitations

6. The qualitative analysis process applied a structured approach by classifying all individual statements from reports. Nevertheless, the process, by its nature, required judgements to be made on: 1) what the main findings were in a report, 2) how to interpret these findings and their implications, and 3) what combinations of findings

¹ The analysis used the Development Effectiveness of Multilateral Organizations: Guidance on the Methodological Approach OECD DAC Network on Development Evaluation revised in June 2012.

from different reports represent a reliable pattern. In recognition of these judgements, the report transparently presented the prevalence of particular issues, and identified where there was a higher or lower degree of certainty in the findings.

7. While the methods described by OECD-DAC require analysis of the whole evaluation portfolio, the weakness of this approach is that the constitution of the evaluation portfolio (i.e. the proportion of corporate, global, regional and country level evaluations) differs from year to year. Thus, while trends are suggested in this report, the reliability of this comparison has limitations, and should only be considered as illustrative.

IV. Main findings

8. The following overarching findings and insights have been developed by independent analysis of the evaluation reports based on OECD-DAC criteria for assessing development effectiveness and qualitative synthesis of the drivers of change identified in the draft Strategic Plan 2018-2021.

A. Development Effectiveness

Overarching finding: UN-Women interventions have maintained good performance levels in terms of relevance and effectiveness. There is also new evidence of substantive improvement in results based management systems, while sustainability and efficiency have the greatest potential for continued improvement.

Table 1: Coverage and performance of development effectiveness criteria

Criteria	n*	Coverage level‡	Satisfactory ratings (%) †
1. Relevance	36	Strong	95%
2. Effectiveness	35	Strong	97%
3. Sustainability	32	Strong	56%
4. Efficiency	35	Strong	64%
5. Culture of results	34	Strong	76%
* n = number of evaluations addressing the given sub-criterion ‡ Strong: n=31–36; Moderate: n=15–30; Weak: n=<15 † The percentage of satisfactory rating is based on positive findings about UN-Women's performance			

9. The meta-analysis concludes that while individual interventions vary in development effectiveness, UN-Women is consistently and effectively contributing to development outcomes, national policies, and the needs of women. Broadly speaking, evaluations confirmed the decentralized capacity as central to strengthening UN-Women's leadership on gender equality; and facilitating meaningful relations and dialogue between diverse stakeholders in improving effectiveness across all country contexts. Future strategies to augment UN-Women's existing achievements can include nurturing gender equality expertise in national systems, investing in UN-

Women's own expertise in resource mobilization and data systems, and deeper integration of programming and coordination through country-level Strategic Notes.

RELEVANCE

Finding 1: The relevance of UN-Women interventions has been increasingly positive since 2013, with more recent improvements being in improving relationships with partners.

10. The evaluative findings on the relevance of UN-Women interventions have been increasingly positive since tracking began in 2013. UN-Women programming processes have also demonstrated a consistent capacity to design interventions that are found to be relevant to the needs of women and girls and to national policy goals. While this has continued to consolidate, in 2016, a substantive improvement in the strength of working relationships between UN-Women and its partners was registered.

Table 2. Coverage of evidence on relevance

Criteria and Sub-Criteria	n*	Coverage 2016‡	Satisfactory ratings (%) †
1. Relevance	36	Strong	95%
1.1 Programmes and projects are suited to the needs and/or priorities of the target group.	36	Strong	97%
1.2 Projects and programmes align with national development goals.	36	Strong	94%
1.3 Effective partnerships with governments, bilateral and multilateral development and humanitarian organizations and non-governmental organizations for planning, coordination and implementation of support to advance gender equality and the empowerment of women.	36	Strong	94%
* n = number of evaluations addressing the given sub-criterion			
‡ Strong: n=31–36; Moderate: n=15–30; Weak: n=<15			
† The percentage of satisfactory rating is based on positive findings about UN-Women's performance			

EFFECTIVENESS

Finding 2: The establishment of decentralized capacity has been central to strengthening UN-Women's leadership on gender equality. Expanding this leadership role at the country level requires closer integration of UN coordination and operational programming within Strategic Notes.

11. Evaluations reveal a continuing positive trend in the performance of UN-Women interventions in achieving their stated objectives since 2013. The meta-analysis shows that interventions supported by UN-Women were satisfactorily delivering the majority of their planned outputs or at least contributed to their most important outcomes.

12. Several evaluations found that UN-Women's leadership and management capability has been strengthened through the development of the regional

architecture; and that this is essential to maintaining the political will, commitment and leadership at the highest levels to financing gender equality. UN-Women was also recognized by both corporate and regional evaluations as offering leadership in joint UN advocacy efforts and campaigns, including regularly bringing the GEEW agenda and key issues to the table, and convening partners on GEEW topics to initiate action within and outside the group of UN agencies.

13. The main challenges to achieving effectiveness were found to be limited geographical coverage of projects (due to resource constraints), project durations that are too short to achieve transformational objectives, and factors outside the control of UN-Women. While the funding environment is acknowledged by evaluations as being constrained and not amenable to new human resources, two specific sets of expertise are identified as being in short-supply and as having strong potential for making a high return on investment: 1) specialist fundraising expertise to diversify and amplify resource-mobilization throughout the Regional Architecture; and 2) specialist information technology expertise to amplify UN-Women's emerging strengths in knowledge and evidence.

14. Emphasis was also placed on the importance of continuing to ensure that UN-Women's business model supports collective efforts of multiple stakeholders to ensure accountability and achieve programmatic objectives.

Table 3. Coverage of evidence on effectiveness

Criteria and Sub-Criteria	n*	Coverage 2016‡	Satisfactory ratings (%) †
2. Effectiveness	35	Strong	97%
2.1 Programmes and projects achieve their stated objectives and attain expected results.	36	Strong	97%
2.2 Programmes and projects have resulted in positive benefits for target group members.	36	Strong	97%
2.3 Programmes contributed to changes in development policies and programmes (including for disaster preparedness, emergency response and rehabilitation) (policy impacts) and/or to needed system reforms.	35	Strong	97%
* n = number of evaluations addressing the given sub-criterion			
‡ Strong: n=31–36; Moderate: n=15–30; Weak: n=<15			
† The percentage of satisfactory rating is based on positive findings about UN-Women's performance			

EFFICIENCY

Finding 3: UN-Women's systems are supporting efficient use of the resources that are currently available to the organization. This represents an improvement on ratings over the years.

15. The main OECD-DAC indicator for efficiency was found to be fulfilled to a satisfactory level in a majority of the evaluations. Many evaluations, at all levels, recognized and validated the high level of efficiency and transparency that UN-Women has corporately achieved in its financial management. The improvements in efficiency performance may therefore primarily reflect the maturation of UN-

Women's regional architecture and its supporting operations systems. At the same time, most UN-Women evaluations identified challenges in relation to the timeliness of implementation and follow-up procedures.

16. Given constraints in the overall levels of resourcing, the priority for UN-Women to strengthen its efficiency are to continue to reinforce the financial management capacities of strategic partners, avoid delays in fund disbursement and support national partners to execute programmes on time.

Table 4. Coverage of evidence on efficiency

Criteria and Sub-Criteria	n*	Coverage 2016‡	Satisfactory ratings (%) †
3. Efficiency	35	Strong	64%
3.1 Programme activities are evaluated as cost/resource efficient.	34	Strong	88%
3.2 Implementation and objectives are achieved on time (given the context).	35	Strong	57%
3.3 Systems and procedures for project/programme implementation and follow up are efficient.	35	Strong	46%
* n = number of evaluations addressing the given sub-criterion			
‡ Strong: n=31–36; Moderate: n=15–30; Weak: n=<15			
† The percentage of satisfactory rating is based on positive findings about UN-Women's performance			

SUSTAINABILITY

Finding 4: Sustainability across UN-Women's operational portfolio was found to be mixed; with evidence that achievements are likely to continue increasing when they have been supported through longer programming cycles.

17. While pathways to sustainability vary across UN-Women's programmatic contexts, they are bound together by the positive effects on sustainability of participatory approaches, co-creation and longer-term commitment. Given the focus of the 2016 evaluation portfolio on higher-level outcomes (which relate mostly to policy change), evaluations mostly concluded that policy benefits will naturally be continued due to the nature of policy as an instrument of change. At the same time, evaluations highlight a gap in the evaluation evidence-base in terms of a need for more rigorous examination of the institutional environment and policy economy that support implementation of policy commitments.

18. The meta-analysis shows that two-thirds of the evaluations reported satisfactory or better results regarding the likelihood that programme benefits would continue after project or programme completion. A major factor explaining this finding is the continued reliance by government and civil society partners on external programme funding. Another factor that was cited by evaluations for the relatively limited sustainability of programme benefits is the absence of a clear and well-planned exit strategy and the weak organizational capacities of some of the UN-Women partner organizations.

19. In low capacity environments commentary on sustainability emphasized the ownership and capacity of government and civil society organizations; in high

capacity contexts evaluations emphasized the diffusion of the gender equality agenda into a more diverse group of stakeholders (including knowledge-institutions, movements, and businesses). Since evaluations have largely concluded that the knowledge function is the centrepiece of UN-Women’s effectiveness, sustaining this at the country-level requires building-up an inclusive national ‘ecosystem’ of gender equality experts and champions who can support ‘the movement’.

Table 5. Coverage of evidence on sustainability

Criteria and Sub-Criteria	n*	Coverage 2016‡	Satisfactory Ratings (%) †
4. Sustainability of Results/Benefits	32	Strong	56%
4.1 Benefits continuing or likely to continue after project or programme completion.	32	Strong	59%
4.2 Projects and programmes are reported as sustainable in terms of institutional and/or community capacity.	32	Strong	53%
* n = number of evaluations addressing the given sub-criterion			
‡ Strong: n=31–36; Moderate: n=15–30; Weak: n=<15			
† The percentage of satisfactory rating is based on positive findings about UN-Women’s performance			

RESULTS BASED MANAGEMENT

Finding 5: Evaluations found a strengthened adequacy of UN-Women results based management systems compared to previous years, which largely validates the effectiveness of the work recently done to implement the corporate results management system and the organizational focus on RBM.

20. Evaluations found substantive improvement in results based management systems since 2013, while also noting this area as still having the potential for continued improvement in the future. The meta-analysis found that 79 per cent of evaluations reported that monitoring and reporting systems were at least “appropriate ... well established and report regularly” (according to the OECD-DAC rubric), and 74 per cent found that an “RBM system is in place and produces regular reports on programme performance” (according to the OECD-DAC rubric). However, the quality of these systems and processes appeared to be varied. The most promising area for further improvement was strengthening indicators for monitoring human rights based approaches to programming.

21. The increased coverage of RBM systems noted by evaluations may be due to three effects: (1) the presence of more strategic evaluations in the 2016 portfolio that take a more holistic view of management systems and culture than project-level output evaluations, (2) the strong focus on RBM within UN-Women including the global roll-out of the corporate results management system, and (3) the emphasis in previous meta-analyses for the need for more data on RBM feeding through to evaluation terms of reference.

Table 6. Coverage of culture of results

Criteria and Sub-Criteria	n*	Coverage 2016‡	Satisfactory ratings (%) †
5. Culture of results	34	Strong	76%
5.1 Systems and processes for monitoring and reporting on programme results are effective.	34	Strong	79%
5.2 Results based management systems are effective.	34	Strong	74%
* n = number of evaluations addressing the given sub-criterion			
‡ Strong: n=31–36; Moderate: n=15–30; Weak: n=<15			
† The percentage of satisfactory rating is based on positive findings about UN-Women’s performance			

B. Qualitative findings on strategic drivers of change

22. This section presents the results of the qualitative synthesis as they relate to the drivers of change in the draft Strategic Plan 2018-2021. The analysis applied a forward-looking approach to inform corporate perspectives as UN-Women transitions towards implementation of its new Strategic Plan.

EVIDENCE, DATA AND STATISTICS

Insight 1: Interventions focused on building national capabilities to generate and use data are an emerging strength for UN-Women at the country level. While these efforts have not yet been fully consolidated into a defining corporate asset, the new Strategic Plan 2018-2021 proposes to address this need. However, more and better evidence is also needed – including evaluative evidence – in respect to working with youth, men and boys, and on south-south cooperation.

23. Evidence and data is an emerging strength for UN-Women at the country level and a thread of evidence was found to conclude that UN-Women is supporting effective strengthening of data and statistic capacity, with evidence in 2016 focusing particularly at the country level². Country and regional offices occasionally have to find new ways to undertake research and collect data on sensitive issues, particularly concerning ending violence against women.

24. Evaluations strongly make the case for data, statistics and evidence as a key pillar of UN-Women’s current and future effectiveness – and the ability to aggregate, manipulate and make available this evidence as an important asset that needs to be invested in at the corporate level. But transitioning current examples into a corporate asset is a challenge that requires both new systems and work on specific technical areas. Evaluations also found that leveraging data and statistics into evidence-based decision-making is a challenging proposition that takes longer support to ensure sustainability with national institutions. Prioritizing the consolidation, as corporate assets, of systems to facilitate data gathering, management and analysis will thus help to maximize UN-Women’s existing and future impact.

² Whilst UN-Women also provides substantial support to research and data at the global level, this was not explicitly covered by the 2016 evaluations.

KNOWLEDGE HUB

Insight 2: UN-Women’s role as a knowledge hub at the country, regional, and global level is emerging as the centrepiece of its current and future effectiveness in advancing gender equality and empowerment of women.

25. The portfolio of 2016 evaluations reveals the centrality of knowledge management to UN-Women’s global and regional effectiveness. The combined evidence from evaluations also indicates how this role can best be realized at each level of the organization:

- At the country level, by building multi-stakeholder and inclusive knowledge networks of gender equality expertise and champions supported by applied knowledge and data tools (jointly with other UN entities in low capacity contexts);
- At the regional level, by hosting international and thematic knowledge hubs with selected partner institutions, supporting cross-country exchange while remaining grounded in understanding of the context and maintaining relationships of trust with stakeholders;
- At the corporate level, by building up specialist data and knowledge management capabilities and systems, and extending the effective use of information and communication technologies to reach new, marginalized and vulnerable groups (including young people, rural communities, and civil society working in shrinking environments).

26. Thematic and cross-cutting knowledge hubs appear to be best situated at the regional level, especially where they can be co-hosted with other regional or global institutions. Evaluations confirm that regional level exchange of knowledge offers the dual benefits of cross-border exchange and contextualization. Regional evaluations, in particular, have highlighted UN-Women’s relevance and contribution through facilitating knowledge exchange at this level as a complement to global facilitates such as the Knowledge Gateway. The challenge to this approach is one of sustainability: identifying suitable institutional partners operating at the same level for whom it would be feasible to host the knowledge function over the long term. In some cases, UN-Women may need to specifically nurture or even initiate such institutions; ideally, however, the knowledge function is co-hosted (where possible) with a strategic regional partner from the outset.

27. Development of knowledge management strategies were recommended in several evaluations, with an emphasis on two key considerations: 1) ensuring that knowledge developed and made accessible is intersectional and responsive to region-specific challenges; and 2) adopting a long-term position of transitioning the knowledge hub function for specific thematic areas to regional institutions. There is also scope for UN-Women to generate more and better knowledge – including evaluative evidence – on emerging areas identified as strategic drivers of change, especially youth engagement and south-south (and triangular) cooperation.

ALLIANCE BUILDING

Insight 3: Facilitating meaningful relations and dialogue between diverse stakeholders is central to UN-Women’s effectiveness across all country contexts.

Partnerships are the area with the greatest potential for enhancing the relevance of UN-Women interventions, with a strong case for leveraging recent successes in improving partnership relationships to build greater effectiveness.

28. The 2016 portfolio of evaluations reported a significantly improved level of relevance of UN-Women's partnerships in terms of positive relationships between partners. Across all contexts, UN-Women has been effective in bringing different actors together in a way in which information and experience is shared, relations are built or strengthened, and commitment is built.

29. At the policy level, several evaluations found that positive progress had successfully been made in terms of partnerships and alliances to support policy implementation; but also that low levels of mandate and goal alignment between institutions remains a challenge to national-level convergence for common action. In terms of service support in low-income and/or emergency countries, many evaluations found contributions of UN-Women interventions to sustainability had made reasonable progress in terms of securing the *de jure* support of key legal frameworks, but were hampered in meeting their objectives for *de facto* support of national capacity by limited financing, short time frames, and a need for improved targeting and monitoring mechanism. Complementing these partnerships with national pools of gender equality expertise was found to be an efficient approach for UN-Women. Particularly in low capacity contexts, this needs to be done jointly with other UN entities.

30. Overall, successful alliance-building was found to be a long-term endeavour grounded in nurturing social cohesion and local ownership. Using participatory approaches and co-creating interventions also supports the development of local assets that enable sustainable development.

INNOVATION AND TECHNOLOGY

Insight 4: While evaluative evidence on UN-Women digital innovation strategies is not yet available, evaluations do highlight the effectiveness of innovating traditional processes to enhance participation, co-creation, and social cohesion. Furthermore, they highlight a need for more evaluation evidence about innovative approaches to working with specific constituencies, especially youth, and men and boys.

31. Several examples of innovation were identified by evaluations across the spectrum of different contexts in which UN-Women works. Many programmes were producing innovative approaches, generating valuable experiences and good practices. At the global level, the website EmpowerWomen.org sits at the intersection of technology and innovation. Evaluations found that it has allocated most of its financial resources to implement IT, communications and outreach activities, as well as research and content development. Over a three-year period, this helped drive up the number of registered users by over 1100% – to a total of 14,437, as of September 2016.

32. However, country-level evidence suggests that significant scope remains for nurturing innovation in traditional processes (such as policy development) by promoting social cohesion and local ownership. These aspects were found to be equally as important as, if not more important than, capacity development. Both

aspects take time to achieve successfully, and successful examples had to find context-specific ways to overcome institutional or governance barriers.

33. Analysis of work on adolescents and youth, and men and boys, reveals a small but growing set of evaluative evidence about reaching out to these constituencies. In general, work with these groups appears to be limited in scope and scale, and most often treated as a cross-cutting consideration rather than benefiting from specifically-designed interventions. At the same time, some evaluation called for increased efforts to reach specific groups via audio-visual means, social media and the internet. Alongside the new digital innovation strategy, both these areas of work require more evidence to inform and assess future innovations. In particular, greater emphasis will be needed in the commissioning of future evaluations to build the evidence base about what are the most relevant innovations in working with these constituencies. This is seen to be a very useful addition to more ‘traditional’ networking where civil society space is shrinking.

34. In a nutshell, the meta-analysis concludes that UN-Women’s role as a knowledge hub is the centrepiece of its global effectiveness, especially regarding applied knowledge in low-capacity contexts and building knowledge-networks everywhere. The regional level is emerging as a strong candidate for organizing this knowledge hub function.

35. At the country-level, evidence and data is an emerging strength for UN-Women, but transitioning current examples into a corporate asset is a considerable challenge that requires both new systems and work on specific technical areas. While data-oriented projects have made sustainable contributions in the space of a single programme-cycle, the sustainability of evidence-based knowledge systems requires longer-term commitments.

36. Successful alliance-building is also a long-term endeavour grounded in nurturing social cohesion and local ownership. In this regard, developing national pools of gender equality expertise is seen to be an efficient approach for UN-Women; and particularly in low capacity context this needs to be done jointly with other entities. Finally, extending the use of communication technology is seen by evaluations as central to ensuring innovation reaches new and previously-isolated constituencies.

ANNEX I

Coverage and summary of results for each sub-criteria³

Criteria and Sub-Criteria	n*	Coverage 2016‡	Comparability	Satisfactory Ratings (%) †		
				2013	2014/5	2016
1. Relevance	36	Strong	Strong	80%	87%	95%
1.1 Programmes and projects are suited to the needs and/or priorities of the target group.	36	Strong	Yes	86%	92%	97%
1.2 Projects and programmes align with national development goals.	36	Strong	Yes	100%	97%	94%
1.3 Effective partnerships exist with governments, bilateral and multilateral development and humanitarian organizations and non-governmental organizations for planning, coordination and implementation of support to advance GEEW.	36	Strong	Yes	55%	72%	94%
2. Effectiveness	35	Strong	Moderate	88%	67%	97%
2.1 Programmes and projects achieve their stated objectives and attain expected results.	36	Strong	Yes	90%	90%	97%
2.2 Programmes and projects have resulted in positive benefits for target group members.	36	Strong	Yes	89%	69%	97%
2.3 Programmes and projects made differences for a substantial number of beneficiaries and where appropriate contributed to national development goals.	36	Strong	No	75%	37%	-
2.4 Programmes contributed to significant changes in development policies and programmes and/or to needed system reforms.	35	Strong	No	100%	70%	97%
3. Sustainability of Results/Benefits	32	Strong	Low	28%	65%	56%
3.1 Benefits are continuing or likely to continue after project or programme completion.	32	Strong	No	-	64%	59%
3.2 Projects and programmes are reported as sustainable in terms of institutional and/or community capacity.	32	Strong	No	28%	66%	53%
4. Efficiency	35	Strong	Low	63%	52%	64%
4.1 Programme activities are evaluated as cost/resource efficient.	34	Strong	No	71%	53%	88%

³ While trends are suggested, the reliability of this comparison has limitations, and should only be considered as illustrative. This is mainly due to the varied constitution of the evaluation portfolio from year to year (i.e. the proportion of corporate, global, regional and country level evaluations).

4.2 Implementation and objectives are achieved on time (given the context).	35	Strong	Yes	-	44%	57%
4.3 Systems and procedures for project/programme implementation and follow up are efficient (including managing its operations and programme, financial resource issues, human resource issues, risk management, coordination, oversight/governance, project/programme design, coordination, logistical arrangements etc.).	35	Strong	No	55%	61%	46%
5. Culture of Results	34	Strong	Low	25%	33%	76%
5.1 Systems and processes for monitoring and reporting on programme results are effective.	34	Strong	No	33%	32%	79%
5.2 Results-based management systems are effective.	34	Strong	No	16%	33%	74%
<p>* n = number of evaluations addressing the given sub-criterion</p> <p>‡ Strong: n=31–36; Moderate: n=15–30; Weak: n=<15</p> <p>† The percentage of satisfactory rating is based on positive findings about UN-Women's performance</p>						

ANNEX II

List of 2016 evaluations considered in the analysis

<i>Region</i>	<i>Office/division</i>	<i>Title of programme evaluation</i>	<i>Quality rating</i>
Americas and the Caribbean	Guatemala	Ampliando las Oportunidades Económicas para las Mujeres	Very Good
		Rurales Emprendedoras en América Latina	
	Regional Office for Americas and the Caribbean (Panama)	Access to Justice as a Prevention Mechanism to Ending Violence Against Women	Very Good
	Chile	Fortalecimiento de Organizaciones de la Sociedad Civil que promueven la Igualdad de Género 2013-2016	Satisfactory
	El Salvador	Mujeres y políticas municipales a favor de la igualdad	Good
Asia and the Pacific	Bangladesh	Gender and Climate Change project	Satisfactory
	Cambodia	Ending Violence Against Women Programme	Very Good
	China	China Gender Fund for Research and Advocacy	Good
	Regional Office for Asia and the Pacific (Thailand)	Regional Programme on Improving Women's Human Rights in South East Asia	Good
	Regional Office for Asia and the Pacific (Thailand)	Regional Programme on Empowering Women Migrant Workers in Asia (Phase III 2012-2015)	Good
	Regional Office for Asia and the Pacific (Thailand)	Leveraging Technical Tools, Evidence and Community Engagement to Advance the Implementation of Laws and Provision of Services to Women Experiencing Violence in South-East Asia	Good

	Pakistan	Towards Gender Equality Women's Economic Empowerment Home Based Workers, Phase II (2012-2015)	Very Good
	Pakistan	Women's Leadership and Social Reconstruction Programme	Good
	Multi-Country Office for the Pacific (Fiji)	Pacific Regional Ending Violence Against Women Facility Fund	Satisfactory
	Nepal	Strengthening Implementation of Women, Peace and Security Agenda	Very Good
	Nepal	Localizing Women, Peace and Security Agenda in Central Terai Districts	Satisfactory
Arab States	Regional Office for Arab States (Egypt)	Thematic Evaluation on Women's Political Participation	Good
	Jordan	Promoting Social Cohesion through Women's Economic Empowerment and Protection Initiatives in Irbid and Zarqa	Good
Europe and Central Asia	Regional Office for Europe and Central Asia (Turkey)	UN-Women's Contribution to UN Coordination on GEEW	Very Good
	Moldova	Joint Integrated Local Development Programme Evaluation	Good
	Multi-Country Office for Central Asia (Kazakhstan)	Empowering Abandoned Women from Migrant Families in Tajikistan	Good
	Kyrgyzstan (CO)	Building a Constituency for Peace project	Good
Eastern and Southern Africa	Ethiopia	Country Portfolio Evaluation	Very Good
	Tanzania	Country Portfolio Evaluation	Good
	South Sudan	Evaluation of the South Sudan Strategic Note 2014 - 2016	Very Good
	Uganda	Peace Building and Enhancing Protection Systems (Gender Promotion Initiative)	Good

	Zimbabwe	Joint Programme on Prevention of Gender Based Violence Against Young Women and Adolescent Girls	Good
Western and Central Africa	Senegal	Appui à la promotion des droits des femmes et des filles	Satisfactory
	WCARO	Women's Leadership and Political Participation (2011-2015)	Satisfactory
	Senegal	Renforcement des capacités des femmes parlementaires pour une application effective des engagements sur l'égalité des sexes	Very Good
	Mali	Women's Leadership and Participation in Peace Security and Humanitarian Action	Good
	Central African Republic	Programme d'appui au renforcement de la participation des femmes dans les domaines de la Paix et la Sécurité et l'Assistance aux femmes et filles touchées par le conflit en RCA	Good
Headquarters division	Policy Division	The Knowledge Gateway on Women's Economic Empowerment Project (Empower Women)	Very Good
	Policy Division	Financing for Gender Equality	Good
	Programme Division	UN-Women Sida Strategic Partnership Framework 2011-2016	Good
Corporate	Independent Evaluation Office	UN-Women Contribution to the United Nations System Coordination	Very Good
	Independent Evaluation Office	Regional Architecture	Very Good

ANNEX III

Guide to classify evaluation findings

The following classifications guide is based on the OECD-DAC development effectiveness review methods⁴ with indicators adapted to UN-Women. The approach and methodology has been used by UN-Women to synthesize evaluative evidence and insights from evaluation reports rated satisfactory and above.

Criteria	(1) Highly Unsatisfactory	(2) Unsatisfactory	(3) Satisfactory	(4) Highly Satisfactory
1. Relevance				
1.1 UN-Women supported programmes and projects are suited to the needs and/or priorities of the target group.	Substantial elements of programme or project activities and outputs were unsuited to the needs and priorities of the target group.	No systematic analysis of target group needs and priorities took place during the design phase of developmental or relief and rehabilitation programming or there is some evident mismatch between programme and project activities and outputs and the needs and priorities of the target group.	UN-Women supported activity, programme or project is designed taking into account the needs of the target group as identified through a process of situation or problem analysis (including needs assessment for relief operations) and the resulting activities are designed to meet the needs of the target group.	UN-Women supported programmes and projects are suited to the needs and/or priorities of the target group
1.2 UN-Women supported development projects and programmes align with national development goals.	Significant elements of UN-Women supported development programme and project activity run counter to national development priorities with a	<u>Significant portion</u> (1/4 or more) of the UN-Women programmes and projects are not aligned with national plans and priorities, but there is no evidence that	<u>Most</u> UN-Women supported development programmes and projects are aligned with national plans and priorities as expressed in national poverty eradication	UN-Women supported development projects and programmes fully aligned with national development goals.

⁴ The approach and methodology were developed under the guidance of the Organization for Economic Cooperation and Development's (OECD) Development Assistance Committee Network on Development Evaluation (DAC-EVALNET).

	resulting loss of effectiveness.	they run counter to those priorities.	and sector plans and priorities.	
1.3 UN-Women has developed an effective partnership with governments, bilateral and multilateral development and humanitarian organizations and NGOs for planning, coordination and implementation of support to development and/or emergency preparedness, humanitarian relief and rehabilitation efforts.	UN-Women experiences significant divergence in priorities from those of its (government, UN Agencies, NGO or donor) partners and lacks a strategy or plan which will credibly address the divergence and which should result in strengthened partnership over time.	UN-Women has experienced significant difficulties in developing an effective relationship with partners and that there has been significant divergence in the priorities of the UN-Women and its partners.	UN-Women has improved the effectiveness of its partnership relationship with partners over time during the evaluation period and that this partnership was effective at the time of the evaluation or was demonstrably improved.	UN-Women has developed an effective partnership with governments, UN agencies, bilateral and multilateral development and humanitarian organizations and NGOs for planning, coordination and implementation of support to development and/or emergency preparedness, and humanitarian relief.
2. Effectiveness				
2.1 UN-Women supported programmes and projects achieve their stated development objectives and attain expected results.	Less than half of stated output and outcome objectives have been achieved including one or more very important output and/or outcome level objectives.	Half or less than half of stated output and outcome level objectives are achieved.	UN-Women supported programmes and projects either achieve at least a majority of stated output and outcome objectives (more than 50% if stated) or that the most important of stated output and outcome objectives are achieved.	UN-Women supported programmes and projects achieve all or almost all significant development and/or humanitarian objectives at the output and outcome level.
2.2 UN-Women supported programmes and projects have resulted in positive benefits for target group members.	Problems in the design or delivery of UN-Women supported activities mean that expected positive benefits for target group members have not occurred or are unlikely to occur.	UN-Women supported projects and programmes result in no or very few positive changes experienced by target group members. These benefits may include the	UN-Women supported projects and programmes have resulted in positive changes experienced by target group members (at the individual, household or community level).	UN-Women supported projects and programmes have resulted in widespread and significant positive changes experienced by target group members as measured using either quantitative or qualitative methods. These benefits may

		avoidance or reduction of negative effects of a sudden onset or protracted emergency.	These benefits may include the avoidance or reduction of negative effects of a sudden onset or protracted emergency.	include the avoidance or reduction of negative effects of a sudden onset or protracted emergency.
2.3 UN-Women programmes and projects made differences for a substantial number of beneficiaries and where appropriate contributed to national development goals.	UN-Women supported projects and programmes have not contributed to positive changes in the lives of beneficiaries as measured quantitatively or qualitatively.	UN-Women supported projects and programmes have contributed to positive changes in the lives of only a small number of beneficiaries (when compared to project or programme targets and local or national goals if established).	UN-Women supported projects and programmes have contributed to positive changes in the lives of substantial numbers of beneficiaries as measured quantitatively or qualitatively.	UN-Women supported projects and programmes have contributed to positive changes in the lives of substantial numbers of beneficiaries. Further, they have contributed to the achievement of specific national development goals or have contributed to meeting development and humanitarian relief objectives agreed to with the national government and/or national and international development and relief organizations.
2.4 UN-Women activities contributed to significant changes in national development policies and programmes (including for disaster preparedness, emergency response and rehabilitation) (policy impacts) and/or to needed system reforms.	National policies and programmes in a given sector or area of development (including disaster preparedness, emergency response and rehabilitation) were deficient and required strengthening but UN-Women activities have not addressed these deficiencies.	UN-Women activities have not made a significant contribution to the development of national policies and programmes in a given sector or area of development, disaster preparedness, emergency response or rehabilitation.	UN-Women activities have made a substantial contribution to either re-orienting or sustaining effective national policies or programmes in a given sector or area of development disaster preparedness, emergency response or rehabilitation.	UN-Women activities have made a substantial contribution to either re-orienting or sustaining effective national policies or programmes in a given sector or area of development disaster preparedness, emergency response or rehabilitation. Further, the supported policies and programme implementation modalities are expected to result in improved

				positive impacts for target group members.
3. Sustainability				
3.1 Benefits continuing or likely to continue after project or programme completion or there are effective measures to link the humanitarian to longer-term developmental results.	There is a very low probability that the programme/project will result in continued intended benefits for the target group after project completion.	There is a low probability that the programme/project will result in continued benefits for the target group after completion.	Likely that the programme or project will result in continued benefits for the target group after completion.	Highly likely that the programme or project will result in continued benefits for the target group after completion. Further, they are likely to succeed in securing continuing benefits for target group members.
3.2 Extent UN-Women supported projects and programmes are reported as sustainable in terms of institutional and/or community capacity.	The design of UN-Women supported programmes and projects failed to address the need to strengthen institutional and/or community capacity as required. In the case of humanitarian operations, the design of programmes and projects failed to take account of identified needs to strengthen local capacities for delivery of relief operations and/or for managing the transition to rehabilitation and/or development.	UN-Women programmes and projects may have failed to contribute to strengthening institutional and/or community capacity or, where appropriate, to strengthen local capacities for delivery of relief operations and/or for managing the transition to rehabilitation and/or development.	UN-Women programmes and projects may have contributed to strengthening institutional and/or community capacity but with limited success.	Either UN-Women programmes or projects have contributed to significantly strengthen institutional and/or community capacity as required or institutional partners and communities already had the required capacity to sustain programme results.
4. Efficiency				
4.1 Programme activities are evaluated as cost/resource efficient:	Credible information indicating that UN-Women supported programmes and	UN-Women supported programmes and projects under evaluation do not	Level of programme outputs achieved when compared to the cost of programme activities	UN-Women supported programmes and projects are designed to include activities and inputs that produce

	projects are not cost/resource efficient.	have credible, reliable information on the costs of activities and inputs and therefore the evaluation is not able to report on cost/resource efficiency. OR UN-Women supported programmes and projects under evaluation present mixed findings on the cost/resource efficiency of the inputs.	and inputs are appropriate even when the programme design process did not directly consider alternative programme delivery methods and their associated costs.	outputs in the most cost/resource efficient manner available at the time.
4.2 Evaluation indicates implementation and objectives achieved on time (given the context, in the case of humanitarian programming)	Less than half of stated output and outcome level objectives of UN-Women supported programmes and projects are achieved on time, there is no credible plan or legitimate explanation found by the evaluation which would suggest significant improvement in on-time objectives achievement in the future.	Less than half of stated output and outcome level objectives of UN-Women supported programmes and projects are achieved on time but the programme or project design has been adjusted to take account of difficulties encountered and can be expected to improve the pace of objectives achievement in the future. In the case of humanitarian programming, there was a legitimate explanation for the delays.	More than half of stated output and outcome level objectives of UN-Women supported programmes and projects are achieved on time and that this level is appropriate to the context faced by the programme during implementation, particularly for humanitarian programming.	Nearly all stated output and outcome level objectives of UN-Women supported programmes and projects are achieved on time or, in the case of humanitarian programming, a legitimate explanation for delays in the achievement of some outputs/outcomes is provided.
4.3 Evaluation indicates that UN-Women systems and procedures	Serious deficiencies in UN-Women systems and	Some deficiencies in UN-Women systems and	UN-Women systems and procedures for project	Efficiency of agency systems and procedures for project

for project/programme implementation and follow up are efficient (including systems for engaging staff, procuring project inputs, disbursing payment, logistical arrangements etc.).	procedures for project/programme implementation that result in significant delays in project start-up, implementation or completion and/or significant cost increases.	procedures for project/programme implementation but does not indicate that these have contributed to delays in achieving project/programme objectives.	implementation are reasonably efficient and have not resulted in significant delays or increased costs.	implementation represent an important organizational strength in the implementation of the program under evaluation.
5. Culture of Results to Improve Development Effectiveness				
5.1 Systems and processes for monitoring and reporting on programme results are effective.	Absence of monitoring and reporting systems programming. This would include the absence of adequate monitoring of outputs during the implementation programmes including in a humanitarian setting.	While monitoring and reporting systems for programming exist, either they do not report on a regular basis or they are inadequate in frequency, coverage or reliability.	Monitoring and reporting systems for programming as appropriate are well established and report regularly.	Monitoring and reporting systems for the programme are well established and report regularly. The quality of regular reports is rated highly by the evaluation and results are reportedly used in the management of the programme.
5.2 Results Based Management (RBM) systems are effective.	No evidence of the existence of an RBM system for the programme and no system is being developed.	While an RBM system is in place, or being developed, it is unreliable and does not produce regular reports on programme performance.	RBM system is in place and produces regular reports on programme performance.	RBM system is in place for the programme and there is evidence noted in the evaluation that the system is used to make changes in the programme to improve effectiveness.