UN WOMEN

United Nations Entity for Gender Equality and the Empowerment of Women

Management perspective to the Meta-Synthesis of UN-Women evaluations

August 2019

The meta synthesis of evaluations acknowledges UN Women programmes' relevance, effectiveness and sustainability

Evaluation's criteria

- Relevance
- Effectiveness
- Efficiency
- Results-Based Management Culture
- Sustainability

Key recommendations

1. More systematic **needs assessment, mapping and gender analysis** for better-targeted assistance to Leave No One Behind
2. **Multi-pronged advocacy, capacity building and strategic and diverse partnerships**, including through the UNSDCF
3. Strengthen **programme design and monitoring systems**, and **viable human resources and resource mobilization strategy**
4. Strengthen **explicit theories of change and knowledge management**, including capturing and reporting longer-term results and lessons learned
5. Strengthen **exit strategies and sustainability plans**

UN-Women will continue to ensure programme management and policy excellence for continuous impact on GEWE

UN-Women approach to further enhance the evaluation's criteria

Evaluation's criteria

UN-Women approach to further enhance the evaluation's criteria

- Strengthening of Results Based and Programme Management skills and practices and policy knowledge across the organization
- Streamlining and improvement of planning, monitoring and evaluation systems
- Development of corporate strategies, technical guidance and programme management policies and procedures to maintain programmatic and policy excellence
- Grant making mechanisms to support the most marginalized women and enhance sustainable approaches
- Coordination within the UN System and support to the roll-out of the UNDS reform through technical guidance, organizational support and capacity building

More specifically, UN-Women has been addressing the recommendation 1 through several initiatives for programmatic relevance

Evaluation's criteria	Recommendation 1	UN-Women key initiatives
Relevance	More systematic **needs assessment, mapping and gender analysis** for better-targeted assistance and compliance with the Leave No One Behind (LNOB) principles	Guidance UNDS Reform Skills building Funding

- Development and dissemination of knowledge materials and technical guidance, including **an inter-agency guide on applying LNOB principles** and a guidance on Country Offices' Strategic Notes, to support strategic planning and joint programming in the framework of the UNDS reform and following the LNOB principle
- **Training** of UN-Women staff to strategic planning and joint programming taking into consideration the LNOB principle
- Supporting the most marginalized women and communities through **grant making and Funds** (including the UN Trust Fund to End Violence against Women, and the Fund For Gender Equality)

UN-Women has been addressing the recommendation 2 through several initiatives for higher effectiveness

Evaluation's criteria	Recommendation 2	UN-Women key initiatives
Effectiveness	**Multi-pronged advocacy, capacity building and strategic and diverse partnerships**, including through the UNSDCF	UNDS Reform Guidance Skills building

- Development and dissemination of **knowledge materials and technical guidance** to support the rollout of the UN Development System Reform and the United Nations Sustainable Development Cooperation Framework (UNSDCF), including:
  - Country Gender Profiles
  - Leave No One behind
  - Care economy
- Establishment of **a surge capacity** to support the development of the UNSDCF at the regional and country levels
- Participation in **Trainings for Trainers** on the Cooperation Framework and organization of **internal workshops and training activities** on the contribution to the design and rollout of the UNSDCF

UN-Women has been addressing the recommendation 3 through several initiatives for higher efficiency

Evaluation's criteria	Recommendation 3	UN-Women key initiatives
Efficiency	Strengthen **programme design and monitoring systems**, and **viable human resources and resource mobilization strategy**	**Systems** **Skills building**

- Design, implement, and deploy IT systems to provide full, life-cycle support to both headquarters and field functions to improve results based programme management, including:
  - Project Module in Atlas and RMS
  - Development and roll-out of a full Transparency Portal of UN Women in 2019-2020
- Continuous support to skills building and strengthening including:
  - Training sessions on strategic planning and contribution to the design and rollout of the UNDSCF
  - Training sessions on programme management and resources mobilization (more than 450 participants already trained)
- Strengthening of Human Resources regional capacities to the recruitment of HR business partners in Regional Offices

UN-Women has been addressing the recommendation 4 through several initiatives for a strong results-based management culture

Evaluation's criteria	Recommendation 4	UN-Women key initiatives
Results-Based Management Culture (RBM)	**Explicit theories of change and knowledge management**, including capturing and reporting longer-term results and lessons learned	Systems Programme Policies Guidance and Evaluation Report Skills building

- Strengthening of **RBM systems** to provide full **project life-cycle** support, including development and rollout of:
  - **Project Module in Atlas and RMS**
  - A full **Transparency Portal of UN Women in 2019-2020**
- Strengthening of **project design and quality assurance policies and guidance:**
  - Revised prodoc template
  - Revised quality assurance checklist for Project Appraisal Committees
- **Mid-Term Review of Strategic Plan 2018-2021** to further improve strategic planning and implementation
- Strengthening of **results culture and skills** through training sessions on strategic and joint planning**, on project design and on RBM**

UN-Women has been addressing the recommendation 5 through several initiatives for a strong results-based management culture

Evaluation's criteria	Recommendation 5	UN-Women key initiatives
Sustainability	Exit strategies and sustainability plans	Programme Policies Guidance and Evaluation Report Skills building

- Development of guidance and tool to strengthen the integration of sustainability and exit strategies in **project and programme design**, including:
  - **Revised prodoc template** (with a focus on accountability to beneficiaries, environmental considerations, sustainability, exit strategy etc.)
  - **Methodological guidance** on sustainability and exit strategies included in the Strategic Note Guidance
- Strengthening HQ and field staff's skills and knowledge of sustainability and exit strategies through webinars on revised prodoc template and on strategic planning

UN Women is fully engaged to continue to improve UNW programmatic impact

- UN-Women remains **fully committed to further strengthen programme excellence** through strategic planning and efficient, effective and Results-Based Management programme and project management, enhancing bridges between policy and programme expertise and leveraging the Programme Division's sets of service
- UN-Women will continue to **enhance internal synergies** between the Programme Division, the Policy Division and the Management and Administration Division with a view to improving its programme design, management and impact on Gender Equality and Women Empowerment
- **UN-Women will continue to leverage its network of partners** and its ability to engage national partners, Civil Society Organizations and nontraditional partners to enhance programmes' sustainability and impact
- **UN-Women has been fully engaged in the repositioning of the UN Development System (UNDS) and other reforms to ensure that ongoing changes further strengthen system wide accountability** and action for gender equality and women's empowerment