

WHAT CAN WE LEARN FROM UN WOMEN EVALUATIONS?

**A META-ANALYSIS OF EVALUATIONS MANAGED BY UN WOMEN IN
2014 AND 2015**

JUNE 2016

ACRONYMS

CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CSO	Civil Society Organization
FPI	Flagship Programmes Initiative
GERAAS	Global Evaluation Report Assessment and Analysis System
GEWE	Gender Equality and Women's Empowerment
NGO	Non-governmental Organization
OECD-DAC	Organisation for Economic Co-operation and Development – Development Assistance Committee
PCA	Project Cooperation Agreement
RBM	Results-based Management
UN Women	UN Entity for Gender Equality and Women's Empowerment
UNDP	UN Development Programme
UNEG	UN Evaluation Group
UN-SWAP	UN System-wide Action Plan on Gender

TABLE OF CONTENTS

ACRONYMS	2
FOREWORD	5
EXECUTIVE SUMMARY	6
1. INTRODUCTION	4
1.1 Background, purpose and scope	4
1.2 Approach and methodology	5
2. FINDINGS ON DEVELOPMENT EFFECTIVENESS	8
2.1 Findings on current performance	10
3. 2013-2015 TRENDS IN DEVELOPMENT EFFECTIVENESS	21
3.1 Relevance	21
3.2 Effectiveness	21
3.3 Efficiency	22
3.4 Sustainability	22
3.5 Culture of results	23
4. CONCLUSIONS AND RECOMMENDATIONS	24
4.1 Conclusions	24
4.2 Recommendations	26
5. LESSONS	29
ANNEX 1. COVERAGE AND SUMMARY OF RESULTS FOR SUB-CRITERIA	32
ANNEX 2. GUIDE TO CLASSIFY EVALUATION FINDINGS	34
ANNEX 3. EVALUATIONS COMPLETED IN 2015	38
ANNEX 4. EVALUATIONS COMPLETED IN 2014	40

FOREWORD

Meta-analysis offers a unique opportunity for learning and provides useful feedback for influencing positive change. As part of its continuous effort to promote learning and accountability, the 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.

This year's meta-analysis aggregates and synthesizes information generated from 49 evaluations and transforms it into accessible knowledge intended to help strengthen programming and organizational effectiveness. It will also help inform the new UN Women Strategic Plan 2018-2021.

To serve the dual propose of accountability and learning, annual meta-analyses alternate between a focus on accountability and learning. This way the

exercise is more robust and relevant, serving better the organization.

This meta-analysis constitutes the third synthesis of UN Women commissioned evaluations since the adoption of the current Strategic Plan (2014-2017). The scope of the meta-analysis includes corporate and decentralized evaluation reports produced by UN Women in 2015 (28 reports) and 2014 (21 reports). For 2015, it includes three country portfolio evaluations for the first time.

We hope you find the synthesis useful to further reflect on what works and what does not in accelerating efforts towards achievement of gender equality and the empowerment of women.



Marco Segone
Director, UN Women Independent Evaluation Office

1. INTRODUCTION

KEY MESSAGES

- The purpose of this report is to aggregate and synthesize information generated from evaluations and transform it into accessible knowledge for future systematic strengthening of programming, organizational effectiveness and the evaluation function. This will also help to inform the new UN Women Strategic Plan 2018-2022.
- This meta-analysis is based on 49 evaluation reports independently rated as “satisfactory” or higher according to UN Evaluation Group quality standards.
- It builds on similar analyses undertaken in 2013 and 2011.

1.1 Background, purpose and scope

The purpose and role of evaluation in United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) is to contribute to learning on best ways to promote gender equality and women’s empowerment (GEWE), enhance UN Women’s accountability and inform decision-making. By providing evidence-based information, evaluation contributes to UN Women’s role to generate knowledge on what works to advance GEWE.

The UN Women Independent Evaluation Office provides leadership for the evaluation function throughout the organization and leads the UN system on gender-responsive evaluation and promotes accountability and evaluative evidence on UN gender equality results. The UN Women Evaluation Policy came into effect in January 2013 and a four year Strategic Plan (2014-2017) was endorsed in September 2013.

Given the decentralized nature of the organization, the majority of the evaluations supported by UN Women are managed at a decentralized level. To address the organizational demands for ensuring good quality and credible evaluations—particularly at the decentralized level—the Independent Evaluation Office has designed a Global Evaluation Reports Assessment and Analysis System (GERAAS) consistent with the UN Evaluation Group (UNEG) Norms and Standards.

An independent team was appointed to undertake both a meta-evaluation and meta-analysis of 2015 evaluation reports submitted to GERAAS, including the UN System-wide Action Plan on Gender (UN-SWAP) scores. This report draws on the quality ratings of evaluation reports that are presented separately in the 2015 meta evaluation. It also draws from evidence in the 2014 and 2013 meta-analyses.

Purpose and scope

The purpose of this meta-analysis is to capture the key insights from evaluation reports rated “satisfactory” or higher in GERAAS according to UN Women standards. The findings will be used to inform the new strategic plan of UN Women (2018-2021).

The scope of the meta-analysis includes corporate and decentralized evaluation reports produced by UN Women in 2015 (28 reports) and 2014 (21 reports). For 2015, it includes three country portfolio evaluations for the first time. It considers development effectiveness according to Organisation for Economic Co-operation and Development – Development Assistance Committee (OECD-DAC) standards criteria and sub-criteria. Only clearly stated findings, conclusions, recommendations and lessons presented in the evaluation report (as available on the UN Women Global Accountability and Tracking of Evaluation Use System, <http://gate.unwomen.org>) are considered.

Insights from the evaluation process that were not documented, and the level of utilization of insights, are outside the scope of this analysis.

UN Women's strategic direction

The UN Women Strategic Plan 2014-2017 reconfirmed the Entity's six strategic goals: 1) women's political participation, 2) women's economic empowerment, 3) ending violence against women, 4) women's leadership in peace and security, 5) gender-responsive governance and 6) global gender equality norms. These are commonly referred to as thematic areas, including within this report.

In 2015, UN Women has launched its Flagship Programmes Initiative (FPI), with an initial list of 12 flagship programmes that are intended to help build synergies across thematic areas and support the realization of the UN Women integrated mandate (normative, coordination and operational). Some flagships are new; others build on existing global programmes, such as Safe Cities. The evidence from 2015 evaluations is too early to provide direct insights into flagship programmes but can nevertheless contribute to better understanding the context in which they will be implemented.

Within the UN Women Strategic Plan (2014, p8), three operational effectiveness and efficiency priorities have been established and are tracked through organizational effectiveness and efficiency frameworks. These are: 1) coordination and partnership, 2) a culture of results and 3) organizational effectiveness. Particular interest currently exists within UN Women for also understanding innovation and the different drivers of results within the different contexts and areas in which UN Women works.

Furthermore, UN Women has established five approaches to supporting development effectiveness in accordance with human rights and aid effectiveness principles. These are: 1) capacity development, 2) national ownership, 3) promoting inclusiveness, 4) advocacy and 5) knowledge brokerage. Over the course of the Strategic Plan, the structures and systems available to UN Women to implement these approaches

have continued to grow. The organization recently completed the roll-out of its regional architecture, and the UN-SWAP has also begun to be translated from the global level to UN country teams. Most recently, UN Women has constituted a private sector advisory group, and in 2016 it revised the strategy for its global network of civil society advisory group.

Looking forward, the use of evaluation evidence to support development effectiveness is framed by the new Sustainable Development Goals, the Financing for Development Framework, and Climate Framework. Furthermore, the Beijing Platform for Action continues to provide the macro framework for gender equality.

1.2 Approach and methodology

The approach of this meta-analysis is consistent with the 2013 UN Women meta-analysis. It consists of five main stages:

- 1. Identifying evaluation reports to be included in the analysis using the results of the GERAAS meta-evaluation 2014 and 2015.** Evaluation reports were read and the major findings, conclusions, lessons and recommendations were individually extracted into an Excel database, with each statement linked to the evaluation report from which it was extracted and the labelling of that statement as a "finding", "conclusion", "recommendation" or "lesson".
- 2. Classifying each insight from a report according to dimensions provided by the UNEG evaluation criteria.** Statements were coded using Nvivo qualitative analysis software.
- 3. Clustering statements under each classification and a qualitative analysis of the main issues.** Where appropriate, an indication of the frequency of insights is given.
- 4. Analysing the frequency with which evaluation findings referred to positive or negative performance** in relation to various aspects of development effectiveness specified by OECD-DAC. This was done via a quantitative assessment in Excel.

5. Undertaking a qualitative analysis of high-level drivers of UN Women’s performance, areas of innovation and examples of positive practice. The cumulative evidence from 2014 and 2015 covered all strategic goals, but the greatest emphasis was on women’s economic empowerment, governance and women’s political participation.

Limitations

This synthesis relies on the efficacy of the GERAAS quality ratings in order to identify good quality evaluation reports (see limitations on this noted in the accompanying meta-evaluation report).

The qualitative synthesis process attempted to apply structured analysis (by classifying all individual statements from reports). Nevertheless, the process, by its nature, requires judgements to be made on: 1) what the main findings are in a report, 2) how to interpret these findings and their implications, and 3) what combinations of findings from different reports represent a reliable pattern. In recognition of these judgements, the report attempts to be transparent about the prevalence of particular issues and identifies where there is a higher or lower degree of certainty in the findings.

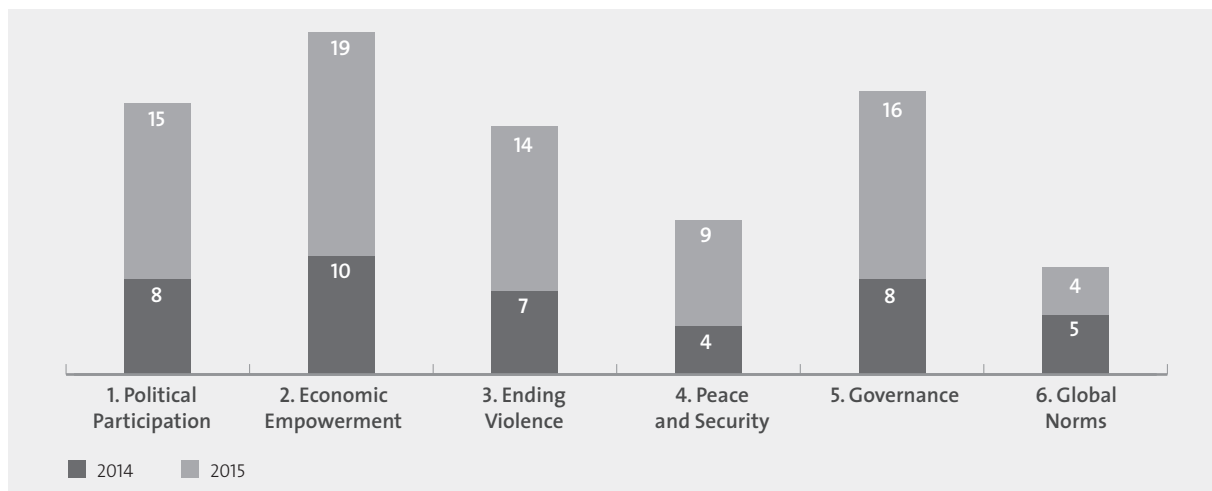
Overall the meta-analysis found that the five criteria specified by OECD-DAC were well covered by the body of evaluations (see Table 1 in the next section).

However, there was significant variation in coverage across sub-criteria. In particular, evaluations provide the most information on relevance and aspects of effectiveness. There was also an increase in coverage of sustainability by comparison with 2013.

Evaluation evidence is weaker in regard to whether or not UN Women interventions are reaching substantial numbers of people in terms of outcomes and impacts. The level at which evaluations are looking for change has increased since 2013 (a reflection of projects having been running for longer), but the data collected by UN Women on impact is extremely limited. In part, this is due to projects of a short duration. It is also related to the fact that country portfolio evaluations (which assess a multi-year strategic note period) only started being implemented in 2015, and impact evaluations have not been undertaken of UN Women interventions.

The lowest level of coverage by evaluations relates to the *culture of results* in general (reports may touch on monitoring or results-based management [RBM] but rarely both) and to the issue of timeliness in implementation. It was also noted that evaluations provide very little detailed information on operations, except to identify the implications of organizational systems on programme implementation. This means it is not possible without further work to identify which parts of the organization’s operational arrangements can be adjusted to best improve performance.

Figure 1. Coverage of strategic areas by evaluations



2. FINDINGS ON DEVELOPMENT EFFECTIVENESS

KEY MESSAGES

- Evaluations from 2014 and 2015 have strong coverage of nearly all development effectiveness criteria specified by OECD-DAC.
- Quantitative and qualitative evidence suggests that UN Women is strongest in terms of the relevance of its interventions and the achievement of intended outputs.
- UN Women interventions are increasingly making positive contributions towards gender equality outcomes and policy changes, but challenges remain in terms of reaching substantial scale and reach.
- There is scope to improve efficiency and sustainability, primarily through addressing fragmentation of efforts, but the trend is largely positive.
- RBM systems and coordination are both in need of greater attention at the country level.
- Internal factors under the control of UN Women remain important to determining organizational performance for development effectiveness.

Table 1 describes the level of evidence available within UN Women evaluation reports from 2014 and 2015 in regard to standard OECD-DAC criteria for assessing *development effectiveness*. These include the standard criteria of relevance, effectiveness, sustainability and efficiency, in addition to a stand-alone criterion on the culture of results. Impact (long term changes in people’s lives and the realization of women’s human rights) is not included in the assessment. This report also excludes assessment of the stand-alone criterion

on gender equality since all UN Women interventions are specifically designed to address GEWE.

The level of coverage for each criterion is qualified based on the proportion of reports that included findings that relate to that criterion. The percentage of satisfactory ratings is based on what those findings say about UN Women’s performance according to the standard rubric presented in Annex 2.

Levels of coverage

Based on OECD-DAC guidance, the analysis assessed how well each criterion was covered in the 49 evaluations. Coverage could be strong, moderate or weak.

Strong

Evidence from more than 31 evaluations

Moderate

Evidence from 15-30 evaluations

Weak

Evidence from less than 15 evaluations

Table 1. Coverage and performance of development effectiveness criteria

Criteria	n*	Coverage level‡	Satisfactory ratings (%) †
1. Relevance	49	Strong	87%
2. Effectiveness	49	Strong	67%
3. Sustainability	47	Strong	61%
4. Efficiency	45	Strong	57%
5. Culture of results	41	Strong	33%

* n = number of evaluations addressing the given sub-criterion.

‡ Strong: n=31–49; moderate: n=15–30; weak: n<15.

† The percentage of satisfactory rating is based on positive findings about UN-Women’s performance.

Finding 1 (overall finding): UN Women interventions are relevant and largely making positive contributions towards gender equality outcomes and policy changes, but there is scope to improve RBM systems, efficiency and sustainability at the country level.

Quantitative analysis of development effectiveness data (Figure 2) highlights the strong relevance of UN Women interventions to both national frameworks and the needs of women and other target groups. While the sample size means that data cannot be directly compared reliably to 2013, a similar distribution of performance is found in both sets of analyses. Programmes are relevant and largely meet

their objectives, but RBM systems and sustainability at the country level remain issues of concern. These are explored in greater detail in the next section.

Frequency of observations

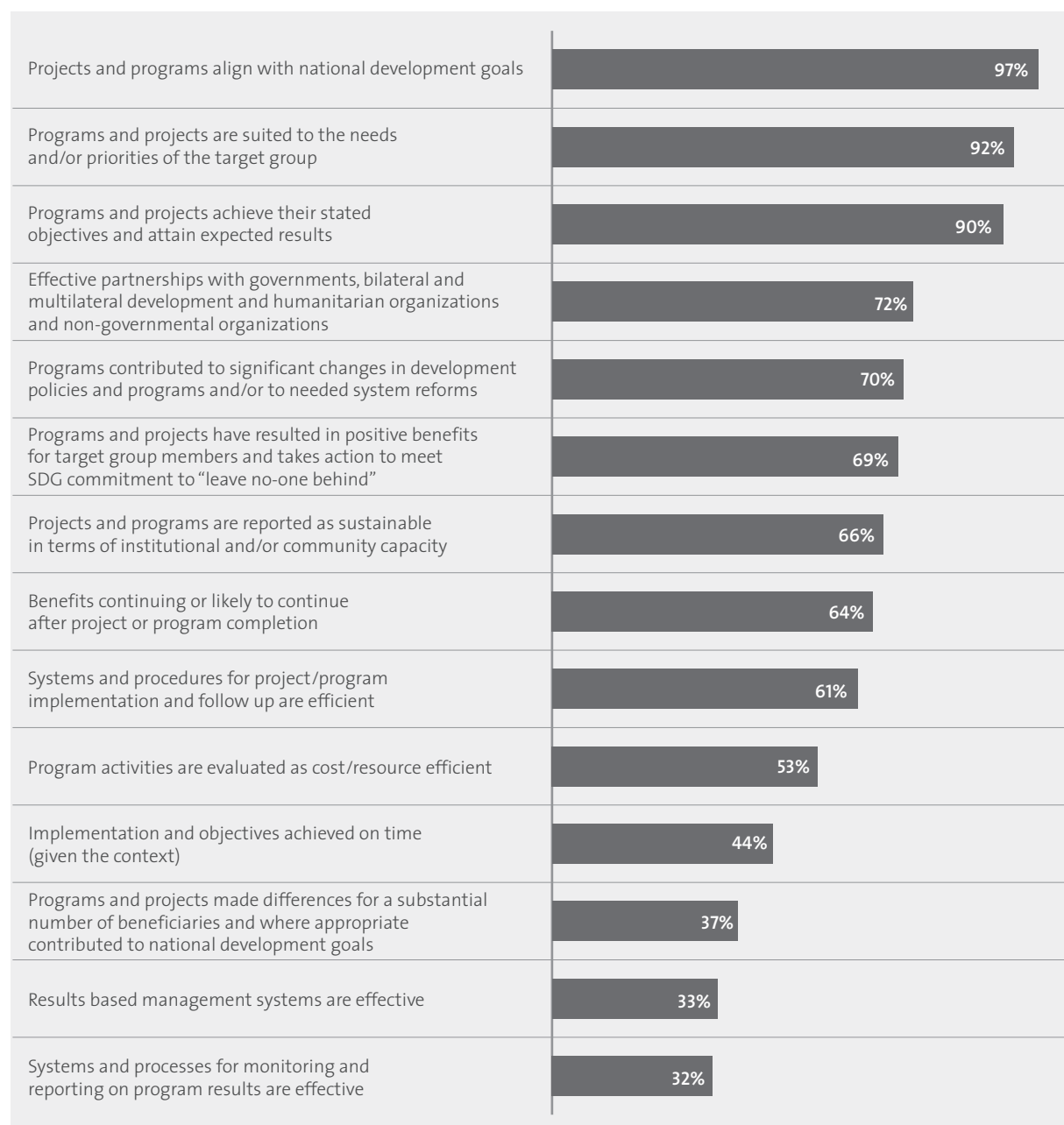
Most = More than 75 per cent of the evaluations for which the sub-criterion was covered

Many = Between 51 per cent and 75 per cent

Some = Between 20 per cent and 50 per cent

Few = Less than 20 per cent

Figure 2. Percentage of 2014 and 2015 evaluations rating development effectiveness sub-criteria as satisfactory or highly satisfactory



2.1 Findings on current performance

This section presents the results of the synthesis as they relate to the five main development effectiveness criteria and their associated sub-criteria. The

frequency with which issues are mentioned in the body of evaluations is reflected in the use of the terms "most", "many", "some" and "few".

Relevance

Finding 2: UN Women interventions are highly relevant to the needs of women and the policy frameworks in the context that they are set, but there is scope to improve high-level political ownership.

“Many 2015 evaluations focused on a need for greater ownership of UN Women interventions at the political level.”

According to all 2015 evaluations, UN Women interventions remain strongly relevant to the needs of target groups and appropriate to their contexts. Indeed, there is an improvement across the OECD-DAC indicators for relevance. Of the 28 evaluations reviewed, only 2 found that there was poor definition and targeting of groups. Furthermore, interventions continue to be considered relevant to national and international frameworks, including global human rights norms and instruments. It is notable, however, that few evaluations examine whether or not interventions are the *most* relevant approach to address a particular context (i.e., Were there other designs or options available that would have been more relevant

than the one that was chosen? Were there other issues that should have been addressed first?)

Whereas previous meta-analyses revealed a need to engage more with men, some 2015 evaluations focused on a need for greater ownership of UN Women interventions within ministries (both among high-level bureaucrats and ministers of state). There was no disagreement found with UN Women interventions; it was emphasised that political will and prioritization by government is necessary to advance the agenda of GEWE. It was also suggested across some reports that being more inclusive at the design stage of UN Women strategic notes allows the early formation of strategic alliances and ensures relevance of both interventions and the partnerships that support them.

With regard to positive examples of design, the Gender and Democratic Governance Programme was found to be relevant because of being shaped to simultaneously address multiple obstacles to gender-responsive governance, including poverty, discrimination, conflict and skill gaps. Similarly, a major strength of the Ending Violence Against Women Special Fund in Afghanistan was found to be that it was created in a participatory manner and has thus been endorsed by many institutions—including high-level stakeholders.

Table 2. Coverage of evidence on relevance

Criteria and sub-criteria	n*	Coverage level‡	Satisfactory ratings (%) †
1. Relevance			
1.1 Programmes and projects are suited to the needs and/or priorities of the target group.	38	Strong	92%
1.2 Projects and programmes align with national development goals.	33	Strong	97%
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.	32	Strong	72%

* n = number of evaluations addressing the given sub-criterion.

‡ Strong: n=31–49; moderate: n=15–30; weak: n=<15.

† The percentage of satisfactory rating is based on positive findings about UN-Women’s performance.

Finding 3: UN Women works with very relevant partners, and partnership is critical to achieving its mission. Many of these partners come with capacity gaps that need to be accommodated, especially those that work with rights holders.

In line with previous findings, within the body of 2015 evaluations, some evaluations reiterated that it is important to be realistic about the capacities of partners—and one evaluation suggested including break clauses in partnership agreements to allow for this. Despite this, all evaluations found UN Women to be strong in the area of identifying and engaging with relevant and competent partners. The only exception to the finding on relevant partnerships were two evaluations in which the evaluators identified controversy and challenges directed by some of UN Women’s traditional allies that have partnered for strategic reasons with male or patriarchal organizations.

Also in accordance with the previous two meta-analyses, many 2015 evaluations found a greater concentration on operational partnerships at the country level, with relatively lower attention being paid to coordination—which is also needed to achieve thematic and operational synergies. Overall, however, most evaluation reports continue to recommend that strong partnerships maximize results and support sustainability.

One example of effective partnership in India related to the expansion of gender-responsive budgeting work to the state level and the extent to which this benefited from a partner that could both leverage UN Women’s comparative advantage and add operations capacities to maximize the available resources.

Finding 4: Continuing to improve the relevance of UN Women’s work is dependent on increasing thematic integration, strengthening UN coordination, expanding the range of partners to non-traditional areas, and ensuring the mainstreaming of a human rights-based approach to programming.

Meta-analysis of 2014 evaluations found that links between micro, meso and macro levels of work are essential to achieving relevance, as is working across professional and thematic disciplines inside UN

“All evaluations found UN Women to be strong in the area of identifying and engaging with relevant and competent partners.”

women. The need to be thematically strategic and promote intersectional working was echoed in many 2015 evaluations. There was also, however, a greater emphasis in some evaluations on the need to better coordinate the UN environment to ensure relevant synergies are achieved— particularly with the United Nations Development Programme (UNDP). In one country portfolio evaluation, it was concluded that UN joint efforts can be more effective where they target specific gender issues, rather than emphasising the broader gender equality concept.

Outside of UN coordination, some evaluations noted the need for UN Women to learn more about working successfully with a broader range of partners in non-traditional areas (such as the security forces, transport companies, city planners, prison services, etc.) With regard to working in fragile contexts, major enabling factors of development effectiveness were found by evaluations to be: 1) adopting conflict-sensitive approaches¹ to engaging and convening women and marginalized groups, 2) maintaining UN neutrality, and 3) undertaking participatory diagnostics at the country level.

Participation also featured in the example of Georgia in which young people were involved in self help groups. This was found to have several benefits, including increasing the effectiveness of the groups, promoting volunteerism and supporting community cohesion. Whereas participation was found to enable relevance of interventions, a failure to fully mainstream a human rights-based approach to programming was found by a few evaluations to have hindered the relevance of interventions.

¹ This requires context-specific analysis of gender relations, looking for example at: how men, women, girls and boys are affected differently by conflict and how they may seek to resolve conflict differently; how gender inequalities may exacerbate tensions; and how gender intersects with other social cleavages (e.g., ethnicity, religion, class, age, geographic location). Source: Barandun & Joos. 2004. “Gender- and conflict-sensitive programme management”. Bern: Swiss Agency for Development and Cooperation.

Table 3. Coverage of evidence on effectiveness

Criteria and sub-criteria	n*	Coverage level‡	Satisfactory ratings (%) †
2. Achieving development objective and expected results (effectiveness)			
2.1 Programmes and projects achieve their stated objectives and attain expected results.	42	Strong	90%
2.2 Programmes and projects have resulted in positive benefits for target group members.	39	Strong	69%
2.3 Programmes and projects made differences for a substantial number of beneficiaries and, where appropriate, contributed to national development goals.	30	Moderate	37%
2.4 Programmes contributed to significant changes in development policies and programmes (including for disaster preparedness, emergency response and rehabilitation) (policy impacts) and/or to needed system reforms.	33	Strong	70%

* n = number of evaluations addressing the given sub-criterion.

‡ Strong: n=31–49; moderate: n=15–30; weak: n=<15.

† The percentage of satisfactory rating is based on positive findings about UN-Women’s performance.

Effectiveness

Finding 5: UN Women is continuing to deliver well on its planned outputs, with capacity development a core organizational strength and an increasing capability in awareness-raising on a wide range of GEWE issues.

Building on the findings of previous meta-analyses, the achievement of outputs has been maintained into 2015, with some evaluations reporting implementation rates between 80 per cent and 100 per cent, and a few examples of projects exceeding some of their key targets.²

Most 2015 evaluations found that capacity development remains an organizational strength and focus. For example, the evaluation of From Communities to Global Security Programme found that it has strengthened the capacity of ministries to do research in Morocco, and the Gender and Democratic Governance Programme successfully strengthened women’s civil

society to address gender-based violence in Liberia, Uganda, Timor Leste and Haiti. The challenge of this way of working, however, is that—despite a wide range of contributions—evidence of outcomes remains localized to the programmes’ activities.

There is also evidence of organizational strength in raising awareness on issues such as gender stereotypes, violence against women, the presence of

Most 2015 evaluations find that capacity development remains an organisational strength and focus... there is also evidence of organisational strength in raising awareness

national action plans and the availability of services. One experience in Morocco gives the example of raising community awareness that women, as the main managers of natural resources, disproportionately suffer from climate change. However, the record on the inclusivity of interventions is more mixed across the evaluations. Another positive example was

² Not all evaluations report implementation rates

in Serbia, with the evaluation finding that the UN Women-supported National Action Plan had increased awareness of the disadvantaged position of rural and Roma women.

In one positive example from Nepal, the evaluation concluded that *“The Gender Responsive Recovery for Sustainable Peace project period was relatively short and resources limited. However, the GRRSP project was able to harness the expertise of different UN agencies and have them work together effectively... [it] is a model for other projects in terms of designing project activities in line with the needs of project beneficiaries.”*

Finding 6: Evaluations of UN Women interventions are increasingly identifying positive contributions towards gender equality outcomes and policy changes, but challenges remain in terms of reaching sufficient scale to contribute to national development goals.

The “level” of change being identified in evaluations represents an improvement since 2013: whereas most 2013 evaluations only found evidence of outputs, many 2015 evaluations identified contribution to outcomes. However, the problem of scaling impact is a challenge that is reported in many evaluations. More specifically, some evaluations report that UN Women programmes are targeting the underlying causes of inequality, but that the effects are localized to target sites rather than

being experienced nationally. The country portfolio evaluations found, for example, that there is a need to improve UN Women’s strategic focus to achieve greater reach and more substantial impacts.

There is evidence that countries are aware of this challenge. For example, since 2013, an increasing proportion of evaluations note an emphasis in UN Women interventions on policy work, with most evaluations listing policy changes that have been achieved or heavily influenced by UN Women work. For example, the Sierra Leone National Action Plan has consolidated and built on efforts to integrate gender into peace and security—protecting women and girls’ human rights, promoting participation in conflict prevention, management and resolution, and demonstrating gradual progress before the Ebola outbreak. Only one evaluation found that sustainability was jeopardized by aspects of the policy environment that were insufficiently being addressed.

A number of expected and unexpected positive impacts were found by evaluations included in the 2015 meta-analysis. This included in Morocco, where the unexpected result of UN Women’s contribution was ratification of the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) optional protocols. Meanwhile, on the ground in Mali, the promotion of improved stoves with the Rome-based

Innovation

Innovations have been identified by evaluations across all OECD-DAC criteria and all UN Women thematic areas. These range from policy models to budget tools, and from communications approaches to working with non-traditional groups. The generation of knowledge from these innovations could form the basis of a knowledge management and brokerage strategy as one of UN Women’s core value propositions, as highlighted in Conclusion 2.

At present, the most prevalent strategy used through UN Women is a capacity development approach. In addition to complementing this with

knowledge management, a number of evaluations suggest that the space in which innovation is most relevant is in terms of how UN Women undertakes capacity development. The range of approaches has already begun to expand: the 2014 meta-analysis found that most capacity development was training based, where 2015 evaluations have revealed an expanding base of awareness-raising and social mobilization capabilities. A challenge for the next strategic plan, therefore, is to continue to accelerate the innovation of how UN Women approaches capacity development for the global goals.

agencies reduced firewood consumption and cart-loads of wood hauled by women by 30 per cent in a single year.

Some evaluations identify promising innovations and models. For example, the Catálogo Orientador de Gasto en Políticas de Igualdad de Género (COGPIG) instrument was found to be an appropriate budgetary tool for monitoring investment in gender in Ecuador—tracking how much is invested for equality compared to policy commitments in order to strengthen fiscal transparency.

At the country level, in Jordan the Advancing eQuality Programme exposed students and faculty members to the achievements of their compatriots in other universities through a National Technology Parade—enriching skills and encouraging women by seeing successful role models. It also entrenched the culture that job placement depends on open, fair and free competition.

Finding 7: A range of internal and external factors drive effectiveness, with evidence that can be interpreted as supporting the direction being taken with the FPI. Extending the duration of programmes and further decentralizing technical capacity would also further support effectiveness.

The recurrent issues of long-term programming and the benefit of flexible management remain pertinent in 2015, as does the expression of concern in evaluations that little evidence is being captured on large-scale change resulting from UN Women contributions. Furthermore, two new points of note are emerging across the body of evaluations. The first is a need within a few programmes to more clearly define gender, and in doing so to place a more explicit focus on lesbian, gay, bisexual and transgender identities and inequalities.

The second area of concern to many evaluations is the need to better focus work on thematic areas that are strategic priorities and to develop cross-cutting interventions to improve the scale of impact. For example, projects were found not to be connected and synergistic across thematic areas. In one country, women aspiring to be political leaders supported under Goal 1 (women’s political participation) were not

poor marginalized women, who were targeted under Goal 2 (women’s economic empowerment), and Goal 5 (gender-responsive governance) stood apart from both by working with predominantly male elites. The meta-analysis notes, however, that the evaluative data for 2015 does not include evidence specifically on FPI and the extent to which these concerns have already begun to be addressed through that mechanism.

Despite being too early to assess the implementation of the FPI, based on a review of FPI planning documents, the evidence from some evaluations may still be relevant in identifying a number of factors that will contribute to future flagship programmes being effective. These included: 1) emphasizing knowledge management as a key strategy, 2) innovating new approaches to capacity development (i.e., beyond training) given the centrality of this approach to UN Women work, and 3) ensuring that the technical support available in regional offices is “felt” more often at the country level.

Innovation has already been identified by some evaluations, including the use of social mobilization strategies to effectively increase participation of women and promote women’s empowerment in communities, embedding more difficult messages inside less controversial ones (for example around sexual and reproductive health rights), and working with civil society organizations representing business interests to model new approaches to service delivery and advocate for policy solutions in Moldova.

Beyond these findings, many evaluations identified the following internal enabling factors for effectiveness: 1) ensuring longer term engagements and commitments to specific issues, 2) UN Women staff relationships with partners and their support to local leaders, and 3) UN Women technical expertise. With regard to the first issue, even where project cooperation agreements with responsible parties are limited to one year duration, the country portfolio evaluations found that UN Women could be more effective where it is seen by partners to have committed to support an area over the medium to long term. This is also connected to the second issue, in that in many cases, partners know and trust UN Women staff because of a shared history in

the women's movement, and this can supersede shortcomings in institutional guarantees of future funding. Lastly, the technical gender expertise of UN Women staff was found by some evaluations to have been essential to the success of project designs.

By contrast, hindering factors for effectiveness are split between external and internal issues. External factors from a few evaluations include cultural barriers to GEWE, illiteracy of some target groups and conflict. Internal factors include wide thematic portfolios and organizational structure that entrench fragmentation of programmes. Uncertainty of funding is another major factor that cuts across internal and external causes in many evaluations.

Finding 8: Reaching excluded groups means developing operations systems that can accommodate and work effectively with the capacity gaps prevalent among rights-holders' civil society organizations (CSOs).

The OECD-DAC guidance requires that interventions be assessed with regard to their contributions to gender equality and environmental sustainability. By virtue of the mandate of UN Women, *all* interventions are designed specifically to address gender equality. Current evaluation policy of UN Women does not include

assessing impact on environmental sustainability, and thus there is no evidence available on this factor.

However, the 2014 meta-analysis identified three main lessons relating to the UN Women principle of promoting inclusiveness: 1) participation of multiple stakeholders is at the root of UN Women effectiveness, relevance and sustainability; 2) creating spaces for dialogue is one of UN Women's most important roles; and 3) reaching the excluded requires working with the limitations of organizations on the ground. Many 2015 evaluations confirmed this third lesson, identifying the importance of supporting the capacity of CSOs that represent rights holders (especially with regard to monitoring and reporting).

Efficiency

Finding 9: UN Women is achieving good implementation rates, but this is highly reliant on timely fund disbursement due to short project cycles.

Findings on efficiency in 2015 are largely improved compared to previous years. The longer time series of evidence now available to some evaluations was associated with findings of gradual improvement in efficiency. Indeed, many evaluations found evidence of

Table 4. Coverage of evidence on efficiency

Criteria and sub-criteria	n*	Coverage level‡	Satisfactory ratings (%) †
4. Efficiency			
4.1 Programme activities are evaluated as cost/resource efficient.	32	Strong	53%
4.2 Implementation and objectives are achieved on time (given the context).	16	Moderate	44%
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.).	28	Moderate	61%

* n = number of evaluations addressing the given sub-criterion.

‡ Strong: n=31–49; moderate: n=15–30; weak: n=<15.

† The percentage of satisfactory rating is based on positive findings about UN-Women's performance.

good implementation rates except where the context was challenging. Most (but not all) reports stated that they found evidence of good cost control and efficiency, but few provided clear details of how this was achieved.

Despite these improvements, some evaluations found that Project Cooperation Agreements (PCAs) continue

“Country offices are better at leveraging UN Women’s comparative advantages in operational and normative arenas than they are in UN coordination.”

to be associated with delays in disbursements—although few evaluations provided detailed explanation of the causes of these delays. There is also little coverage of timeliness in the data, but the evidence that is available suggests there is a mixed overall performance. Timely implementation appears to be largely reliant on avoiding delays in initial disbursement—an observation that makes sense in the context of PCAs that are mostly one year in duration. Country portfolio evaluations found that multi-year interventions designed under the Strategic Notes are still implemented in one-year PCAs, and so have to be “split” into short-term deliverables: with disbursement and reporting creating gaps in interventions at the beginning and end of each year.

Finding 10: UN Women is highly reliant on its organizational efficiency in regard to partnerships and coordination to achieve results.

Most 2015 evaluations highlight the issue of UN Women being efficient at the output level but not strategic in terms of synergies. For example, one regional programme on migration was found to be working on thematically-related issues in origin and destination countries but with no concrete links between actions to build practical cross-border (and cross-thematic) synergies.

This triangulates with the separate observation in many evaluations that UN Women at the country level continues to be focused on operational and normative work, but not on coordination. Country offices are better at leveraging UN Women’s comparative advantages in operational and normative arenas than they are in UN coordination.

With a strong reliance on partnerships to achieve results, some evaluations found that hindering factors included the weak capacity of partners working with the marginalized groups that UN Women targets. This was compounded by inconsistent communication between UN Women and these partners. However, UN Women has also developed effective mitigation strategies, including: 1) capacity vetting and support to CSOs, and 2) flexible approaches to project governance in terms of allowing CSOs to adjust their

Table 5. Coverage of evidence on sustainability

Criteria and sub-criteria	n*	Coverage level‡	Satisfactory ratings (%) †
3. Sustainability of results/benefits			
3.1 Benefits continuing or likely to continue after project or programme completion .	36	Strong	64%
3.2 Projects and programmes are reported as sustainable in terms of institutional and/or community capacity.	35	Strong	66%

* n = number of evaluations addressing the given sub-criterion.

‡ Strong: n=31–49; moderate: n=15–30; weak: n=<15.

† The percentage of satisfactory rating is based on positive findings about UN-Women’s performance.

strategies (and work plans) based on the experience of implementation.

Hindering factors in achieving flexibility were found to include multi-layered systems of decision-making, and approvals and clearances with UN Women that constrain the responsiveness of the organization, including regarding partnerships. A few evaluations also found that projects were spread too thinly and without being joined-up, while others underestimated the costs of follow-up—which hindered effective capacity development.

Avoiding fragmentation of thematic and mandate interventions is the main recommendation of evaluations with regard to efficiency. They identified that UN Women needs to adopt a programmatic rather than a project-based approach to ensure synergies across its different areas of thematic work and mandates.

Sustainability

Finding 11: While data on sustainability is improving, the evidence remains mixed on whether or not results will be continued after UN Women withdraws its support.

Overall, the picture on sustainability in 2015 is broadly similar to previous years—with a mixed assessment of the likely continuity of benefits and, in most cases, an identified need to continue the project for another period (since most partners do not have alternative sources of resources to continue alone).

Some evaluations identified a need to link to government sources of finance to ensure that the results of interventions started by UN Women are continued. The strongest level of sustainability was reported where there was the highest-level participation. In Georgia, for example, the one-stop-shop methodology was established as official policy by local government decrees in target municipalities, while a legal clinic was embedded in the Public Defender's Office. Indeed, a few evaluations highlighted that participation of local and national government in planning processes supports the creation of an enabling environment—especially when financial commitments can be secured.

Finding 12: In many cases, the frameworks necessary to sustain results for women exist, but the under-met need to secure national or international budget commitments to support these remains a challenge to sustainability.

The 2014 meta-analysis found that important factors for sustainability included establishing networks, developing the skills and confidence of local leaders, and engaging men as champions by finding them a stake in women's empowerment initiatives. These issues were not so apparent in 2015 evaluations, although five evaluations explored issues relating to engaging men as champions. In particular, under two global programmes, country-level work was found to have experienced some success in recruiting men as gender champions. In Mali, strong involvement of men in outreach by non-governmental organizations (NGOs) was found to be useful to prevent gender-based violence. However, working with men and male partners created some tension in Georgia and Mozambique among traditional women's organizations.

Some evaluations reported, by comparison, that capacity development as a core focus of UN Women strategies needs more attention placed on sustainability and follow-up in context of government turnover and low resources. For example, in one case, concern was expressed about the unintentional implications of an effective UN joint programme: that UN resources do not start to displace state funding for specific issues, and that overly hands-on support of management in national institutions could jeopardize sustainability.

In broad terms, however, the primary concern of many evaluations is that very often the necessary policy frameworks exist—but the challenge is found in securing the budget to implement these. This was expressed in Ecuador: *“strong legal framework... [and] established institutional framework to promote gender mainstreaming in the budget [exists]. The main risk to the sustainability of the process lies in the lack of fiscal equity...”*

Most evaluations highlighted the importance of early participation in programme design as an important opportunity to develop political relationships and to

enhance buy-in of power brokers. Even where this is the case, however, the few evaluations that explored national sustainability in depth concluded that it is hindered where day-to-day management of projects is not based within national authorities (even with the capacity constraints and potential delays in implementation that this can imply).

Culture of results to improve development effectiveness

Finding 13: 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 feed, analyse and use data. UN Women in El Salvador, for example, is moving progressively in the installation of a system of RBM. Some evaluations found that stronger indicators are required for such systems to be useful. Most, however, focused on the need for monitoring staff and expertise at the country level to adequately support projects and programmes, such as in the country portfolio evaluation of Mozambique.

Overall, in 2015, most evaluations found that country-level monitoring systems were still weak, in need of being set up for some projects, or were under-resourced and relied on partners' data too much. A few evaluations also recommended that monitoring needs

“UN Women is well positioned, in theory, to be a knowledge broker—and there is demand from partners for this role.”

to better capture learning in order to be useful for management and to inform policy work. There were, however, some positive examples—with Morocco being found to have focused well on communication, awareness and advocacy, including knowledge management and the dissemination of good practices.

Finding 14: UN Women's potential as a knowledge broker is linked to its decentralized capacity in a broader range of capabilities, especially monitoring and evaluation.

Evaluations mostly agreed that UN Women is well positioned, in theory, to be a knowledge broker—and there is demand from partners for this role. However, effectiveness with regard to this at the country level is being hindered by lack of human resources available for knowledge management, resource mobilization, communication, and monitoring and evaluation. These capacity gaps—particularly in monitoring and evaluation—also explain the findings that programmes need clearer theories of change and more useful outcome indicators: the absence of which are, in themselves, hindrances to generating operationally-relevant evidence and knowledge.

3. 2013-2015 TRENDS IN DEVELOPMENT EFFECTIVENESS

3.1 Relevance

Finding 15: Relevance remains high, with noted improvement with regard to the selection of effective partnerships.

The 2013 meta-analysis found that programmes and normative work were relevant to international policy frameworks and the needs of women, but suffered from over-optimism about capacity and some design problems. While programmes integrated gender equality into the fabric of their design, major challenges were found to be in translating norms into effective operational work. Although effective methods for including marginalized groups were regularly found, evaluations proposed that progress was unlikely to be made in realizing women’s human rights without engaging men as agents of change. Whereas previous meta-analyses revealed a need to engage more with men, 2015 evaluations emphasized on a need for greater ownership of UN Women interventions within ministries, as political will and prioritization by government is necessary to advance the agenda of GEWE.

In 2013, UN Women was found to have established a track record of convening coalitions and initiating partnerships. By comparison, UN Women was facing challenges with establishing coordination mechanisms at the country level. By 2015, some of the coordination challenges remained—especially with joint programmes taking time to begin working efficiently. However, effective partnerships were found to be central to UN Women’s overall ability to deliver results. This was caveated with the observation that working with partners capable of reaching marginalized groups implied working with their capacity gaps

and constraints—an important consideration. The overall trend in the quantitative analysis suggests that UN Women’s partnerships are becoming more relevant.

3.2 Effectiveness

Finding 16: Evaluations are finding more evidence of UN Women’s contribution to outcomes, but the problem of scaling impact is still a challenge.

Development effectiveness data for 2013 and 2014-2015 is not directly comparable because the “story” of evaluations has changed with the improvement in the quality of the evaluation function. In 2013, the meta-analysis basically stated that evaluations were examining and finding evidence of activities and outputs, and UN Women was delivering these despite concern about operations performance. It was noted at the time that progression from outputs to higher-level results was not measurable in UN Women programmes due to gaps in data and absence of systems to capture impacts.

By 2015, the main message of evaluations was radically different. Firstly, evaluations have increased in quality and are examining a higher level of change (outcomes), for which some evidence in some interventions is starting to emerge. However, because the unit of change has moved from outputs to outcomes, evaluations have naturally become more critical in this time (even though outputs are still being achieved). Unlike 2013, many 2015 evaluations were able to identify contributions being made to outcomes, but most found that interventions were too short in duration to fully realize these.

This situation explains an apparent drop in effectiveness ratings since 2013: evaluations are now reporting on outcome-level results whereas they were previously focused on outputs. In reality, there is most likely an improvement—at least in the evidence available about outcomes.

For example, in 2013 capacity development was a central focus of UN Women programmes, but limited evidence was available on the outcomes to which capacity development was contributing. Constraining factors included funding resources and complex political environments. As noted previously, there is now more focus on policy change, and some evidence of this beginning to generate outcomes.

The 2013 meta-analysis found that project design, organizational strategy and RBM were the main factors affecting programme effectiveness. Analysis of 2014 evaluations proposed that the two main features of effective work were arranging long-term support to issues and flexibility within the execution of programmes. It also found that structural changes were most likely to be realized through the capacity development of local agents.

3.3 Efficiency

Finding 17: Evaluation evidence indicates an improvement in the operations efficiency of UN Women, although scope remains for enhancing both organizational and programmatic efficiency.

Efficiency was found to be mixed in 2013, with some evaluations identifying fund disbursement delays, personnel appointment delays and gaps in knowledge management systems. Weak knowledge management and financing constraints were found to be mitigated to some extent by the dedication of UN Women staff and strong understanding of context. The 2014 meta-analysis found increasing levels of knowledge production but with a need to enhance transfers across organizational boundaries.

Within the body of 2015 evaluations, there was a higher level of evidence regarding whether or not

implementation and objectives were being achieved on time, with this being the case in approximately half of the evaluations where the issue is analysed. Indeed, many evaluations found evidence of good implementation rates—except where the context was challenging—with some evaluations reporting implementation rates between 80 per cent and 100 per cent and a few examples of projects exceeding some of their key target.³ According to quantitative analysis, organizational operations and systems have improved since 2013 in terms of effectiveness. The longer time series of evidence now available to some evaluations was associated with findings of gradual improvement in efficiency. Most (but not all) reports stated that they found evidence of good cost control and efficiency, but few provided clear details of how this was achieved. Despite these improvements, some evaluations found that PCAs continue to be associated with delays in disbursements—although few evaluations provided detailed explanation of the causes of these delays.

3.4 Sustainability

Finding 18: Despite signs of improvement, substantive threats to sustainability continue to be identified by most evaluations.

The level of evidence on sustainability has increased since 2013 and suggests an overall slight improvement in terms of national capacity development, but there is still some concern about the enabling environment. As with 2013, most 2014 and 2015 evaluations recommended the continuation of interventions to provide an opportunity for sustainability. Interventions are, on the whole, not sustainable within the short time frames that they are being programmed.

The 2013 meta-analysis noted examples of participatory processes contributing to strong local ownership. Overall, however, major threats to sustainability were identified in most evaluations, including political context, financial constraints, and national capacity gaps. These factors remain unchanged in 2015.

³ Not all evaluations reported implementation rate.

3.5 Culture of results

Finding 19: A positive trend in the deployment of RBM systems continues to be held back by weak monitoring capacity.

The picture from decentralized evaluations in 2015 is little changed. The 2013 meta-analysis found that RBM was a systemic weakness at all levels—with a gap in terms of theories of change, measurable results frameworks and adequate monitoring systems. In 2014 and 2015, this was still the case with regard to monitoring, but the quantitative analysis suggests a positive trend with regard to RBM (although still a long way to go, with 70 per cent of evaluations finding it to be less than satisfactory). Many evaluations find that RBM systems are being put in place, but gaps are found in

the capacity to feed, analyse and use data. Overall, in 2015, most evaluations found that country-level monitoring systems were still weak, in need of being set up for some projects, or were under-resourced and relied on partners' data too much.

The organization recently completed the roll-out of its regional architecture and developed a strategy to strengthen RBM in the organization including roll-out of a corporate RBM system to better manage country programmes and ensure strong linkage between country and regional results to the Strategic Plan. The launch of the FPIs in 2015 was a further important step to ensure focus and scale of programmes. However, it is still too early to assess whether or not these measures will indeed lead to more effective RBM systems and more effective systems for monitoring and reporting.

4. CONCLUSIONS AND RECOMMENDATIONS

4.1 Conclusions

The following conclusions and recommendations have been developed by independent analysis of the findings.

Relevance

Conclusion 1: The strongest aspect of UN Women’s development effectiveness is the high level of relevance its interventions have to both the policy context and the assessed needs of women.

Since 2013, UN Women has been able to maintain extremely high performance with regard to the relevance of its interventions to both policy frameworks (national and international) and the needs of women. In a few cases, evaluations questioned whether or not UN Women’s selected approach was the *most* relevant or efficient to achieve its aims, but the overall body of evaluations also noted that country offices are working within a wide range of external constraints.

While the relevance of intervention designs has remained high, the relevance of UN Women’s choice of partners has increased. In combination, these aspects of relevance are correlated with evaluations finding strong levels of delivery for outputs—continuing the trend seen in previous years.

Effectiveness

Conclusion 2: UN Women achieves stated outputs. However, increasing levels of evidence on UN Women’s contributions to outcomes highlights the need to expand the reach of interventions (to benefit more substantial numbers of people) and expand the time frame of projects (to address root causes of marginalization and inequality).

Evaluations continue to find that UN Women is delivering strongly in terms of outputs. Unlike the 2013 meta-analysis, however, many evaluations have also started to report on evidence of outcomes. While UN Women is found to be contributing to its intended outcomes, these often require more time, are localized (rather than large scale), and would often benefit from stronger monitoring of smarter indicators.

Many evaluations identified specific national policies that UN Women has contributed to advocating for, advising or influencing. This is a promising approach in terms of scale. At the same time, evidence on sustainability suggests that work to implement these policies is often unlikely to continue unless specific financial contributions are secured from governments. The three country portfolio evaluations undertaken for the first time in 2015 indicate that this is partly an issue of strategic focus and positioning of UN Women at the country level—focusing capabilities where they can lead to transformational changes. It is also, however, a consequence of one-year projects that have insufficient time to connect programming, normative and coordination efforts because of a need to deliver planned activities.

Conclusion 3: Major determinants of outcome performance are the design and length of interventions, fragmentation of thematic areas and mandates, and the positive relationships maintained by UN Women staff members.

Achieving outcomes is found to be subject to both internal and external factors that affect performance. Most external factors, according to evaluations, have a hindering effect on UN Women performance. These include the low capacity of many CSOs and structural underfunding of the gender space, conflict and

cultural resistance to GEWE. Even the positive external factors—such as the UN brand, UN capacity and the women’s movement—only contribute where UN Women actively marshals these drivers of change (for example, by making relevant partnerships).

Positive drivers of performance are thus primarily internal factors to UN Women. Some of these factors are prevalent—such as the rapport that UN Women staff members hold with partners—and others are less so—such as early involvement of a wider range of stakeholders in programme design. Strategically, the main priorities identified by evaluations to enhance positive internal factors within UN Women are: 1) addressing organizational structures that entrench fragmented approaches, 2) focusing thematic portfolios, 3) vetting and developing the capacity of partners, 4) engaging in longer term commitments to partners and issues, 5) focusing operational activities to build synergies, and 6) positioning UN Women as a knowledge broker with knowledge management as a key strategy.

Efficiency

Conclusion 4: Organizational priorities to improve development effectiveness should shift towards a programmatic approach, better leveraging the coordination mandate at the country level and streamlining decision-making systems.

The greatest scope for enhanced development effectiveness in UN Women relates to efficiency and sustainability—issues where evaluations found that UN Women can build on existing performance improvements in operations. These issues are also interconnected: more efficient approaches are easier to continue and are thus more likely to be maintained.

The body of evidence in evaluations points towards the need for UN Women to consider some of the mechanisms adopted by other UN entities to address efficient and sustainable performance. These include: replacing the project-based approach with a programmatic approach that builds synergies between areas and levels of work (overcoming the current fragmentation),

involving government in the development of joint programmes of work at the country level, and establishing a mechanism to make multi-year funding commitments. Especially in terms of the first issue, the FPI has the potential to substantively improve programmatic coherence.

At the same time, there are a number of strategic issues that are more unique to UN Women. This includes preserving the flexibility in project implementation that has proven to be a major contributor to effectiveness while streamlining the multi-layered systems of decision-making and clearances that currently slow down this flexibility (without losing accountability). Entirely unique to UN Women is the strategic question of how to support country offices to better leverage the coordination mandate as a means to enhance the synergies and efficiency of operational and normative work.

Sustainability

Conclusion 5: Sustainability across UN Women’s operational portfolio is mixed, although evidence that achievements are likely to continue with longer programming cycles is increasing.

By comparison with relevance and effectiveness, evidence on sustainability reveals a mixed performance but suggests small but steady gains since 2013. In most cases, evaluations recommended that sustainability requires an extension of project implementation beyond the standard one-year duration of PCAs (a factor that also hinders efficiency). Some evaluations identified a need to link to government sources of finance to ensure that the results of interventions started by UN Women are continued. The strongest level of sustainability was reported where there was the highest level of participation. Some evaluations reported that capacity development as a core focus of UN Women strategies needs more attention placed on sustainability and follow-up in context of government turnover and low resources. The major drivers of sustainability were found to be participatory design processes, high-level political support and securing national financial commitments.

Culture of results

Conclusion 6: Improvements in the instigation of RBM systems at country level continue to be held back by severe resource constraints, very low capacity for monitoring and the need to strengthen project results indicators.

Evaluations identify the culture of results—in particular the building of strong RBM and monitoring systems at the country level—as a strategically important area requiring significant attention. Constraints on specialist knowledge in monitoring and reporting is a major concern at the country level, leading to insufficient

monitoring that is inadequate to either capture learning or report on the results to which UN Women is contributing.

While evaluations found that country offices were establishing RBM systems (linked to the global results tracking system), they also reported that these were rarely able to provide timely feedback or analysis for decision-making, accountability and learning. UN Women is mostly relying on the monitoring capacity of partners, but this remains a major capability gap in the civil society organizations that UN Women needs to work with. Identifying alternative means to attaining good quality data for RBM systems is therefore a critical issue.

4.2 Recommendations

RECOMMENDATION 1:

Address the fragmentation of thematic areas and mandates.

The most pressing need given its negative impacts on both effectiveness and efficiency is addressing the atomization of project work between different thematic areas and different aspects of the integrated mandate. According to evaluations, this is currently entrenched by a combination of organizational structures, capacities at the country level, and a need for more strategic prioritization of issues during programme design. The future strategic plan and the rollout of the FPI should thus give particular attention to maximizing country and regional-level synergies in very practical ways.

RECOMMENDATION 2:

Boost country-level coordination as a means to drive synergies and efficiency.

The evidence from evaluations suggests that coordination is relatively underexplored as a mechanism for realizing the synergies identified in Recommendation 1. It is considered relevant, therefore, to give particular attention to the strengthening of the coordination function of UN Women at the country level as a means to enhance the efficiency and sustainability of its operation and normative work. The main space in which cross-links between thematic areas have been realized has been within joint programmes. However, even without joint programming, there is considerable scope for boosting political buy-in, access to relevant partners, and support to the implementation of gender norms at scale through less formal relationships and influence on the thinking of UN entities.

RECOMMENDATION 3:**Examine the case for country programme modalities to address concerns with short PCAs and sustainability.**

According to the evaluations, many of the sustainability, effectiveness and efficiency issues now being faced by UN Women have also affected other UN entities. Chief among these is the short duration and unreliability of funding to PCAs, and the challenge of securing national ownership and building capacity. Evaluations specifically recommend shifting from a project to a programmatic approach, and to some extent, the flagship programmes have already begun to do this. However, given the opportunity of the development of a new strategic plan, it is recommended that the case be examined for adopting a multi-year country programme co-signed with government along with the programming modalities this makes available. Even if these are ruled out for UN Women, they should be explicitly weighed against the continuing implications for development effectiveness of the current operations arrangements—and alternative approaches to addressing the underlying challenges developed.

RECOMMENDATION 4:**Expand and innovate the core value proposition of capacity development and technical assistance so as to include knowledge management and brokerage.**

UN Women's country-level and global programme strategies are strongly focused on capacity development, which is found to be a largely relevant and necessary—but not sufficient—approach to ensuring development effectiveness. Given the demand and opportunity identified by the evaluations, it is recommended that an explicit strategy be explored to complement the capacity development approach with a core organizational competency in knowledge management and brokerage. Furthermore, there is scope to innovate both the current approaches to capacity development and knowledge management as the core value propositions of UN Women alongside technical excellence in gender.

RECOMMENDATION 5:**Adopt special measures to address RBM and monitoring at the country level.**

There is a clear gap in the availability and use of effective and appropriate monitoring systems at the country level, and this is affecting the ability of UN Women to implement RBM systems. Given the constraints on staffing at the country level and the unmet need for specialist capabilities, it is recommended that the strategic plan be viewed as an opportunity to undertake an intensive, corporate-level initiative designed to address the gap in monitoring systems, practices and experience.

RECOMMENDATION 6:**Conduct more high level and strategic country portfolio evaluations.**

The body of decentralized evaluations included in the 2015 and 2014 meta-analyses are informative, but only a relatively small number (including country portfolio evaluations and some multi-country programme evaluations) give a broader picture on UN Women's strategic positioning, operations and synergies. As a result, the evidence available on particular issues is somewhat limited. This includes aspects of whether or not: interventions have “added-up” to achieve substantial scale, efficiencies have been realized through synergies, corporate systems have contributed to development effectiveness, and the most relevant strategies have been applied. There is a level of consistency with the findings on coverage of evidence between the meta-analyses 2013 and 2015 suggesting that more high level and strategic country portfolio evaluations should be conducted.

5. LESSONS

A number of lessons were identified within 2014 and 2015 evaluations that are relevant to different aspects of UN Women programme designs and operational strategies (identified as major determinants of development effectiveness under Section 2.1).

Lesson 1: Flexibility in working with partners is a major comparative advantage for UN Women when it is used to adapt and improve programmes that are already being implemented. It is necessary to have a strong theory of change and effective mechanism for dialogue between partners to ensure that this flexibility positively contributes to improving development effectiveness.

- In Namibia, flexibility in the design of the fund allowed the project to take on emerging issues to support attainment of objectives. (2014)
- The flexibility of the UNAIDS coordinated approach with regard to the implementation of activities in each country was a positive feature of programme design and was highly valued by key partners involved in implementation. (2014)
- In India, it was found that in short-term programmes, it is strategically wise to support tested and proven models, rather than experiment with new approaches. (2015)

Lesson 2: Moving from delivering outputs to contributing to outcomes requires more complex interventions. These have worked best where there has been multi-disciplinary work—both within UN Women and through multi-stakeholder coordination of external technical experts.

- In Mozambique, it was observed that having UN Women programme staff support work across all mandate areas proved useful in making the overall work of the country office more coherent. (2015)

- An evaluation of the strategic note in El Salvador acknowledged that the most effective programmes are multi-dimensional, but highlighted the lesson that the best approach when resources are insufficient to address all dimensions is to maximize UN Women's mandate and strengths to promote dialogue and collective construction of national priorities. (2015)

Lesson 3: Working with rights holders groups as implementing partners means working with both their strengths and their capacity challenges. Improving links between UN Women's different partners helps to maximize the comparative advantage of each partner and maximizes the benefit of UN Women's relationships with diverse groups of stakeholders.

- In Latin America and the Caribbean, UN Women has continued to strengthen meaningful and strategic partnerships on ending violence against women with different regional and national stakeholders, in particular NGOs, women, political parties and increasingly with government actors. (2014)
- In Sudan, UN Women has learned the importance of organizing a structured partners' orientation for new partners to clarify approaches, strategies, tools and methodologies. (2014)

Lesson 4: Securing political support for UN Women at the highest level of government supports the achievement of results and also acts as an important attractor for other strategic partners.

- In Brazil, UN Women is positioned as a valuable technical partner to the government and is widely recognized in relation to the promotion of GEWE. It achieved this by being a core member of national initiatives from the outset. (2014)
- In Morocco, it was found that sustainability begins at the very start of programme design through a

process of exchange among stakeholders that identified and prevented negative side effects created by an initial programme logic. (2015)

Lesson 5: UN joint programmes work best when management arrangements and responsibilities promote horizontal (mutual) accountability between partners. Parallel funding arrangements maintain traditional vertical accountability for fundraising and fund management, and entrench agency-specific interests.

- With regard to coordination, a UN joint programme in Uganda highlighted that UN agencies operate at the same level, making it problematic for one agency to monitor another. The lesson was to establish a commonly agreed upon mutual accountability framework at the outset of a joint programme. (2015)

Lesson 6: Programming in fragile contexts carries particularly high levels of political and socio-cultural risk. Programme interventions work best when they are designed to maximize inclusion based on a clear understanding of inter-group dynamics.

- A conflict-sensitive approach in Georgia generated the lesson that peer-to-peer methods have great value—both in terms of inspiring women seeing others in leadership roles, and through sharing strategies and tactics from other peace processes. (2014)
- Another lesson from Georgia was the reiteration of how crucial UN neutrality is for promoting human rights-based programming in a fragile environment. (2015)
- In Mali, it was learned how important it is to re-contextualize a programme developed during a crisis to work within a longer time frame once the transition begins to post-crisis conditions. (2015)
- A livelihoods intervention in Nepal learned that while it was possible to reach out to marginalized people in target areas, different strategies needed to be prepared for particular groups (such as people who are landless) that are unable to benefit from the main programme. (2015)

Lesson 7: Creating platforms for dialogue between women-led grass-roots organizations and national decision makers is an effective tool for increasing the understanding and political will behind women's priorities in realizing their human rights.

- Grantees in the Global HIV Programme learned the importance of finding the correct entry points to ownership. They developed strong relationships with various partners in civil society and built on these to engage with cultural and religious leaders. A sense of ownership and shared vision for results was developed through the process of identifying stakeholders who were willing and able to participate in projects. (2014)
- Support to the Women's Caucus and other women's networks contributed to considerable regional growth in national ownership of human rights in Asia Pacific. UN Women's access to the Association of Southeast Asian Nations and government stakeholders has been of considerable value to project CSO partners, particularly smaller CSOs and networks (for example the Women's CSO Network in Thailand). (2014)
- Examination of programme assumptions in Georgia generated the insight that the proposed link between access to information, awareness of rights and realization of these rights only holds under certain circumstances—and these relationships can be examined, captured and demonstrated. (2015)

Lesson 8: When programmes work with community-based organizations, they end up dealing with both their weaknesses and their strengths. Developing a long-term vision and cultivating the partnerships necessary to institutionalize capacity in these organizations is required to reach long-term impacts.

- In Viet Nam, UN Women supported the development of evidenced-based knowledge on gender aspects of women's savings and credit and on women's micro-finance institutions. It is now planning, in collaboration with other UN agencies, to support the Viet Nam's Women's Union and State Bank of Viet Nam to advocate for national regulations and guidance on supporting access to finance and credit of women in rural areas. (2014)

Lesson 9: Engagement with CSOs is especially important in building broader responses to GEWE. CSOs often have direct links with influential policymakers and some CSOs are relatively important players in their areas of specialization. To be successful, programmes need to recognize and respond to capacity gaps experienced by the women’s movement at the local level.

- In Georgia, UN Women established the practice of peer-to-peer sharing of good practices and mutual support in self-empowerment among new and established women’s organizations. (2014)
- In Colombia, the stakeholders emphasized the role of UN Women in promoting dialogue between civil society and the state, designed to build bridges and create opportunities for mutual support. (2014)
- In Serbia, the danger of excluding civil society from programme implementation was explained as having two dimensions: failure of the state apparatus

to fully respond to the real and dynamic needs of women, and failure to mobilize wider civil society in support of objectives. (2015)

Lesson 10: UN Women can play a crucial role in institutionalizing spaces for dialogue between stakeholders at all levels to facilitate the process of change and overcome resistance to GEWE.

- The core strength of a CEDAW awareness project in Jordan lay in the success with which it mobilized male youth participation: *“I didn’t know all of these details about women’s rights. I am now an active advocate and already was able to change some close people around me.”*—Male Volunteer, Madaba. (2014)
- The Global Women’s Economic Empowerment Evaluation highlighted the importance of enabling more direct participation of excluded groups in higher level and country-level normative processes including rural, poor and marginalized women, as well as men and boys. (2014)

ANNEXES

Annex 1. Coverage and summary of results for sub-criteria

Criteria and sub-criteria	n*	Coverage level‡	Satisfactory ratings (%) †
1. Relevance	49	Strong	87%
1.1 Programmes and projects are suited to the needs and/or priorities of the target group.	38	Strong	92%
1.2 Projects and programmes align with national development goals.	33	Strong	97%
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.	32	Strong	72%
2. Achieving development objective and expected results (effectiveness)	49	Strong	67%
2.1 Programmes and projects achieve their stated objectives and attain expected results.	42	Strong	90%
2.2 Programmes and projects have resulted in positive benefits for target group members.	39	Strong	69%
2.3 Programmes and projects made differences for a substantial number of beneficiaries and where appropriate contributed to national development goals.	30	Strong	37%
2.4 Programmes contributed to significant changes in development policies and programmes (including for disaster preparedness, emergency response and rehabilitation) (policy impacts) and/or to needed system reforms.	33	Strong	70%
3. Sustainability of results/benefits	47	Strong	61%
3.1 Benefits continuing or likely to continue after project or programme completion	36	Strong	64%
3.2 Projects and programmes are reported as sustainable in terms of institutional and/or community capacity.	35	Strong	66%

Criteria and sub-criteria	n*	Coverage level‡	Satisfactory ratings (%) †
4. Efficiency	45	Strong	57%
4.1 Programme activities are evaluated as cost/resource efficient.	32	Strong	53%
4.2 Implementation and objectives achieved on time (given the context).	16	Moderate	44%
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.)	28	Strong	61%
5. Culture of results	41	Strong	33%
5.1 Systems and process for evaluation are effective.	4	Weak	0%
5.2 Systems and processes for monitoring and reporting on programme results are effective.	34	Strong	32%
5.3 Results-based management systems are effective.	21	Strong	33%

* n = number of evaluations addressing the given sub-criterion

‡ Strong: n=31–49; moderate: n=15–30; weak: n=<15.

† The percentage of satisfactory rating is based on positive findings about UN-Women's performance.

Annex 2. Guide to classify evaluation findings

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

Criteria	(1) Highly unsatisfactory	(2) Unsatisfactory	(3) Satisfactory	(4) Highly satisfactory
1.2 UN Women supported development projects and programmes align with national development goals.	Significant elements of UN Women supported development programme and project activities run counter to national development priorities with a resulting loss of effectiveness.	<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 they run counter to those priorities.	<u>Most</u> UN Women supported development programmes and projects are aligned with national plans and priorities as expressed in national poverty eradication and sector plans and priorities.	UN Women supported development projects and programmes fully aligned with national development goals.
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 that 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 there has been significant divergence in the priorities of UN Women and its partners.	UN Women has improved the effectiveness of its partnership relationship with partners over time during the evaluation period and 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. Achievement of objectives and expected results				
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 per cent 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.

Criteria	(1) Highly unsatisfactory	(2) Unsatisfactory	(3) Satisfactory	(4) Highly satisfactory
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 avoidance or reduction of negative effects of a sudden onset or protracted emergency.	UN Women supported projects and programmes have resulted in positive changes experienced by target group members (at the individual, household or community level). These benefits may include the avoidance or reduction of negative effects of a sudden onset or protracted emergency.	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 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.

Criteria	(1) Highly unsatisfactory	(2) Unsatisfactory	(3) Satisfactory	(4) Highly satisfactory
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.
4. Sustainability				
4.1 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 program/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.

Criteria	(1) Highly unsatisfactory	(2) Unsatisfactory	(3) Satisfactory	(4) Highly satisfactory
4.2 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.
5. Efficiency				
5.1 Programme activities are evaluated as cost/resource efficient.	Credible information indicating that UN Women supported programmes and projects are not cost/resource efficient.	UN Women supported programmes and projects under evaluation do not 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.	Level of programme outputs achieved when compared to the cost of programme activities and inputs are appropriate, even when the programme design process did not directly consider alternative programme delivery methods and their associated costs.	UN Women supported programmes and projects are designed to include activities and inputs that produce outputs in the most cost/resource efficient manner available at the time.

Criteria	(1) Highly unsatisfactory	(2) Unsatisfactory	(3) Satisfactory	(4) Highly satisfactory
5.2 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 that 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 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.
5.3 Evaluation indicates that UN Women systems and procedures for project/ programme implementation and follow up are efficient (including systems for engaging staff, procuring project inputs, disbursing payment, logistical arrangements etc.)	Serious deficiencies in UN Women systems and procedures for project/programme implementation that result in significant delays in project start-up, implementation or completion and/ or significant cost increases.	Some deficiencies in UN Women systems and procedures for project/ programme implementation but does not indicate that these have contributed to delays in achieving project/ programme objectives.	UN Women systems and procedures for project implementation are reasonably efficient and have not resulted in significant delays or increased costs.	Efficiency of agency systems and procedures for project implementation represent an important organizational strength in the implementation of the programme under evaluation.

Criteria	(1) Highly unsatisfactory	(2) Unsatisfactory	(3) Satisfactory	(4) Highly satisfactory
6. Culture of results to improve development effectiveness				
6.1 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 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.
6.2 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.

Annex 3. Evaluations completed in 2015

Region	Office/division	Title of programme evaluated	Rating
Americas and the Caribbean	El Salvador	Programa Pais de ONU Mujeres en El Salvador	Good
	Ecuador	Clasificador de Orientación del Gasto en Políticas de Igualdad de Genero	Good
Asia and the Pacific	Afghanistan	Ending of Violence Against Women (EVAW) Special Fund 2008-14	Good
	India, Nepal, Sri Lanka	Empowerment of Widows and their Coalitions	Good
	Nepal	Strengthening Implementation of the Women, Peace and Security Agenda	Good
	Nepal	Gender-Responsive Recovery for Sustainable Peace (GRRSP) Project in Kavre, Ramechhap and Sindhuli Districts	Good
	India	Expanding the Scope of Gender-Responsive Budgeting	Satisfactory

Region	Office/division	Title of programme evaluated	Rating
Arab States	Jordan	Expanding Syrian Women Refugees' Access to Economic Recovery Opportunities and Meaningful Engagement in Community Life	Good
	Jordan	Achieving E-Quality in the ICT Sector	Good
	Morocco	Appui a une planification locale sensible au genre et intégrant la réduction des risques et désastres climatiques	Good
	Morocco	Accès aux services judiciaires pour des femmes et des enfants victimes de la traite humaine	Good
	Morocco	Observatoire genre et gouvernance démocratique	Good
	Palestine	Socially Responsible Women-Run School Canteens	Good
Europe and Central Asia	Kazakhstan Multi-Country Office	Multi-Country Office for Central Asia Strategic Note 2014-15	Good
	Georgia	Innovative Action for Gender Equality	Good
	Georgia	Women For Equality, Peace and Development	Very good
	Georgia	UN Joint Programme to Enhance Gender Equality	Satisfactory
	Serbia	National Action Plan for the Implementation of the National Strategy for Improving the Position of Women and Promoting Gender Equality	Very good
Eastern and Southern Africa	Mozambique	Strategic Note of Mozambique 2012-15	Good
	Malawi	Gender and Agriculture Programme	Satisfactory
	Uganda	Joint Programme for Gender Equality	Very good
Western and Central Africa	Mali	Programme d'assistance aux femmes/filles affectées par le conflit et participation des femmes au processus de consolidation de la paix	Good
	Mali	Appui à l'autonomisation économique des femmes rurales dans le contexte de l'insécurité alimentaire et du changement climatique	Satisfactory
	Sierra Leone	National Action Plan Implementation of UN Security Council Resolutions 1325 (2000) & 1820 (2008)	Satisfactory
	Cameroon	Plan stratégique 2012-2013 du bureau pays ONU femmes	Good

Region	Office/division	Title of programme evaluated	Rating
Headquarters	Policy Division	From Communities to Global Security Institutions (FC2GSI) Programme	Good
		Gender and Democratic Governance in Development: Delivering Services to women Programme	Good

Annex 4. Evaluations completed in 2014

Region	Office/division	Title of programme evaluated	Rating
Americas and the Caribbean	Brazil	National Implementation Support Plan in Policies for Women	Very good
	Regional Office for Americas and the Caribbean (Panama)	Participación política de las mujeres en América Latina y el Caribe	Very good
Asia and the Pacific	Multi-Country Office for the Pacific (Fiji)	Pacific Regional Facility Fund for Ending Violence against Women	Very good
	Multi-Country Office for India, Bhutan, Maldives and Sri Lanka	Empowering Women in Rural and Informal Settings through Capacity Development	Very good
	Multi-Country Office for India, Bhutan, Maldives and Sri Lanka	UN-Women Anti-Human Trafficking Programme	Very good
	Regional Office for Asia and the Pacific (Thailand)	Mid-term review of the "Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) South-East Asia Programme II"	Satisfactory
	Regional Office for Asia and the Pacific (Thailand)	Association of Southeast Asian Nations (ASEAN) Regional Mechanisms Project to Protect the Human Rights of Women and Girls in South-East Asia 2010-2014	Satisfactory
Arab States	Jordan	Empowering Youth to Advocate for Women's Human Rights Through Volunteerism	Good
	Multi-Country Office for the Maghreb (Morocco)	Action du Bureau Multi-pays d'ONU-Femmes Maghreb dans le domaine de la lutte contre les violences à l'égard des femmes et des filles	Satisfactory
Europe and Central Asia	Georgia	Mid-term review of the UN-Women project "Women for Equality, Peace and Development (WEPD) II"	Satisfactory

Region	Office/division	Title of programme evaluated	Rating
Eastern and Southern Africa	Sudan	UN-Women Sudan Gender Equality and Women's Empowerment (GEWE) Programme: "Consolidating Efforts that Contribute to Gender Equality and Women's Empowerment in Sudan"	Very good
	Democratic Republic of the Congo	Projet d'appui à la législation sensible au genre et promotion du leadership féminin à l'est de la République démocratique du Congo	Good
	Ethiopia	Joint UN Women/UNFPA Programme on Ending Violence Against Women	Good
	Kenya	Government of Kenya/United Nations Joint Programme on Gender Equality and Women's Empowerment	Good
	Multi-Country Office for Southern Africa (South Africa)	Pro-poor Governance, Gender Equality and Women's Empowerment from a Human Resources Perspective in Namibia	Satisfactory
	Multi-Country Office for Southern Africa (South Africa)	Women Entrepreneurs Project in South Africa	Satisfactory
Western and Central Africa	Côte d'Ivoire	Contribution de l'ONU-Femmes dans l'atteinte des résultats de développement de la Côte d'Ivoire	Good
Independent Evaluation Office	Independent Evaluation Office	UN-Women Contribution to Women's Economic Empowerment	Very good
Headquarters	Policy Division	European Commission/UN-Women "Supporting Gender Equality in the Context of HIV/AIDS"	Very good
	Policy Division	Action to Promote the Legal Empowerment of Women in the Context of HIV and AIDS	Very good
	Programme Support Division	Mid-term evaluation report on "Strengthening Responses to Create Wealth and Reduce Poverty for Women in Cross-border Trade (WICBT) in Africa"	Good

