



## Discussion on the Meta-analysis

Executive Board Informal  
Thursday 28<sup>th</sup> August 2014

### **Important Internal Learning Opportunity**

- Meta-analysis is a good internal learning opportunity;
- Organizational learning from high quality evaluations and audits is a key priority;
- As a new organization, we welcome opportunities to put in place and continuously refine programme approaches, systems, business processes and capacities.



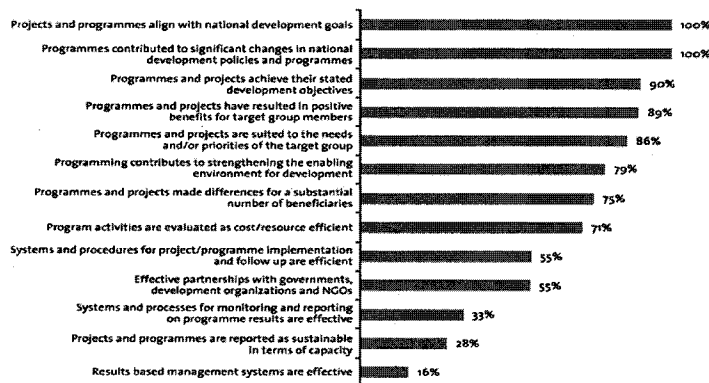
## Contextual Background

- The 23 programmes covered in meta analysis were started by UNIFEM prior to formation of UN Women;
- Period of meta-analysis predates many of the measures put in place under guidance of the EB to make UN Women “fit for purpose” to implement its mandate;
- The 23 programmes evaluated comprise all the good quality evaluations managed in 2013, but represent less than 3% of the total number of programmes that existed in 2012-13;
- Observations raise important points to be used for organizational learning, but there are limitations to using analysis to make generalizations about UN Women’s current programme operational practices.



## Summary Rating by Meta Analysis Using OECD DAC Development Effectiveness Criteria

Figure 1. Percentage of sub-criteria rated satisfactory using OECD DAC development effectiveness criteria



## Recommendations addressed by UN Women

- Areas which the sub criteria rated as low are those which UN Women has already been investing in through the 1<sup>st</sup> and 2<sup>nd</sup> Strategic Plans, as part of effort to transform UN Women into a field-focused organization;
- The results of such actions are already evident now;
- Findings of meta analysis do not fully capture these changes because programme implementation time frames predate many of the changes that UN Women put in place.



## Examples of Challenges identified vis-à-vis priority actions already being undertaken by UN Women

Factors Identified as Impeding Dev. Effectiveness in these 23 programmes	Priority actions by UN Women following field capacity assessment, Regional architecture
Monitoring and reporting on programme results especially at outcome and impact levels	Results orientation a key SP priority: results based annual report with data companion showing trajectory of progress on results achievement; improvement acknowledged by EB; On-line tracking system in place.
Offices with adequate staff and capacity	From 17 full fledged sub regional/country offices in 2011 to 60 country/regional/MCOs with designated Reps at the end of 2013; 50 of these offices received full delegation of authority; regular leadership training of all Reps, and training of programme staff on RBM and operations.
Absence of theories of change	Programme and operations manual (POM) mandates explicit theories of change for every programme.
Lack of partnership with private sector	Partnerships with Coca Cola, Microsoft, others: Private Sector Advisory Council set up by UN Women Executive Director.
Inadequate engagement of men	A key SP priority: ED's new initiative "He for She"; most countries engage with key constituencies including: police, judiciary, peacekeepers, judges, men's groups.



### Examples of Challenges identified vis-à-vis priority actions already being undertaken by UNW

Factors Identified as Impeding Dev. Effectiveness in these 23 programmes	Priority actions already taken by UN Women following field capacity assessment, SP (11-14) and Regional architecture roll out
Lack of adequate and predictable financial resources	Top institutional priority: some improvement in core resources but overall still considerably below what is necessary to respond to demand; crucial to have predictable multi year funding; IB funded staff in all COs, MCOs, ROs with stable contracts;
Over-ambitious goals vis-à-vis resources	Strategic programming a key priority: move from project to strategic programme approach: institutionalization of Strategic Notes and Annual Work Plans aligned with country UNDAFs mandatory for all COs, ROs, MCOs reviewed by Peer Review Group for strategic direction and quality.
Inadequate measurement of institutional capacity changes (beyond individual and collective capacities/capabilities)	SP DRF was redesigned to address this and includes indicators to measure institutional capacity change (including proxy indicators) with baselines and targets which COs adapt in their SN/AWPs.

**WOMEN**

United Nations Entity for Gender Equality and the Empowerment of Women

### Examples of Challenges identified vis-à-vis priority actions already being undertaken by UNW

Factors Identified as Impeding Dev. Effectiveness in these 23 programmes	Priority actions already taken by UN Women following field capacity assessment, Strategic Plan and regional architecture review
Strengthening ownership and gender-responsive capacity in national institutions whose mandate is not directly linked to gender equality and empowerment of women	Most country offices now work and partner with Ministries of Planning, Finance, Interior, in addition to national women's machineries as national counterparts.  37 Civil society advisory groups (CSAGs) have been established (1 at global, 29 at national, 4 at regional and 3 at multi country levels).
Delays in fund disbursement, contracts, and recruitments	POM simplifies UN Women Business Processes. Progress in speed of recruitments: 25% reduction in average turnover time for identifying qualified candidates and completing recruitment.
Capacity for UN Coordination at country level	International staff designated as Representatives in all COs, ROs, MCOs; UN Women chairs/co-chairs gender theme groups in 62 out of 105 countries that have GTGs
Need to strengthen knowledge management systems	With the COs, ROs, MCOs fully staffed, and SNs/AWPs in place, strengthening of KM systems is now an urgent priority

**WOMEN**

United Nations Entity for Gender Equality and the Empowerment of Women

## In Summary

- Significant ground covered in the transformation to a field focused organization with fully staffed country offices, stable staff contracts, internationally recruited Representatives, delegation of programming and operational authority, inter-agency programme appraisal committees at regional and country level (regional and local PACs); civil society advisory groups; strategic notes and annual work plans aligned to national priorities and planning cycles (through the UNDAF)
- UN Women's set of mandates and strengthened country and regional presence has provided UN Women with the ability to coordinate UNCTs on gender equality. Where UN Women is not present or where other agencies are performing the coordination task effectively, UN Women plays a supportive role; UN Women recognizes that the success of all other UN agencies in their work on gender equality will mean success for UN Women and the UN overall.
- While we are confident that evaluation and analysis of more current UN Women programmes will capture many of the institutional changes and their effects on programme results, we realize there is still a lot more to be done and an urgent need for a more stable and predictable resource base to respond to the strong and emerging global consensus on the central importance of gender equality and women's empowerment.

