

RESULTS BASED MANAGEMENT INCLUDING MONITORING AND EVALUATION



Photo: UN Women/ Cynthia Kimana

Lessons from the following evaluations:

(all evaluations available at <https://gate.unwomen.org/>)

2015

Final Evaluation of the United Nations Joint Programme for Gender Equality (UNJPGE) in Uganda.



2017

Mid-term evaluation of the Gender Based Governance Programme in Malawi.



Mid Term Evaluation of the WEE BE Funded Project in Gaza Province, Mozambique.



2016

Evaluation of Joint Programme on Prevention of Gender Based Violence (JPGBV), Zimbabwe.



2016

Country Portfolio Evaluation, Ethiopia.



2018

Country Portfolio Evaluation, South Sudan.



2018

Country Portfolio Evaluation, Rwanda.



2016

Country Portfolio Evaluation, Tanzania.



2017

Mid-Term Evaluation of UN Women Strategic Note, Kenya.



2017

Evaluation of UN Women ESARO Capacity Development Initiatives during 2014-2017.

2018

Country Portfolio Evaluation, Kenya.



1. WHY IS RESULTS-BASED MANAGEMENT IMPORTANT?



Photo: UN Women/ Faith Mvula

Results Based Management (RBM) has become a key priority for UN Women in its programming. Good quality Results Based Management, and Organizational Effectiveness and Efficiency help to ensure that development results are achieved in a timely and quality manner.

It also helps to ensure that activities have a lasting and sustainable impact on the beneficiaries. The evaluations have revealed that UN Women initiatives have certainly contributed to attaining essential results. They have also shown that UN Women has taken many steps to ensure implementation of a Results Based Management system, leading to

results based reporting and gathering of evidence for future programming and policy responses. Country Offices have cited improvements in Results Based Management and reporting, including updated baseline figures, new tools such as quarterly monitoring sheets, indicator tracking tables, and other RBM tools. On the flip side, some evaluations revealed that the full potential of such initiatives were not seized hence endangering their sustainability. It is for this reason that there are proposed recommendations to ensure that Results Based Management is effectively applied in UN Women.

Key purpose of Results Based Management:



RBM IS A MANAGEMENT STRATEGY THAT ENSURES THAT ALL PROCESSES, PRODUCTS AND SERVICES CONTRIBUTE TO THE ACHIEVEMENT OF DESIRED RESULTS



EVIDENCE ON ACTUAL RESULTS AND LESSONS LEARNED ARE USED TO INFORM DECISION MAKING, ACCOUNTABILITY AND REPORTING

2. WHICH APPROACHES HAVE PROVEN EFFECTIVE FOR IMPROVING RESULTS BASED MANAGEMENT?



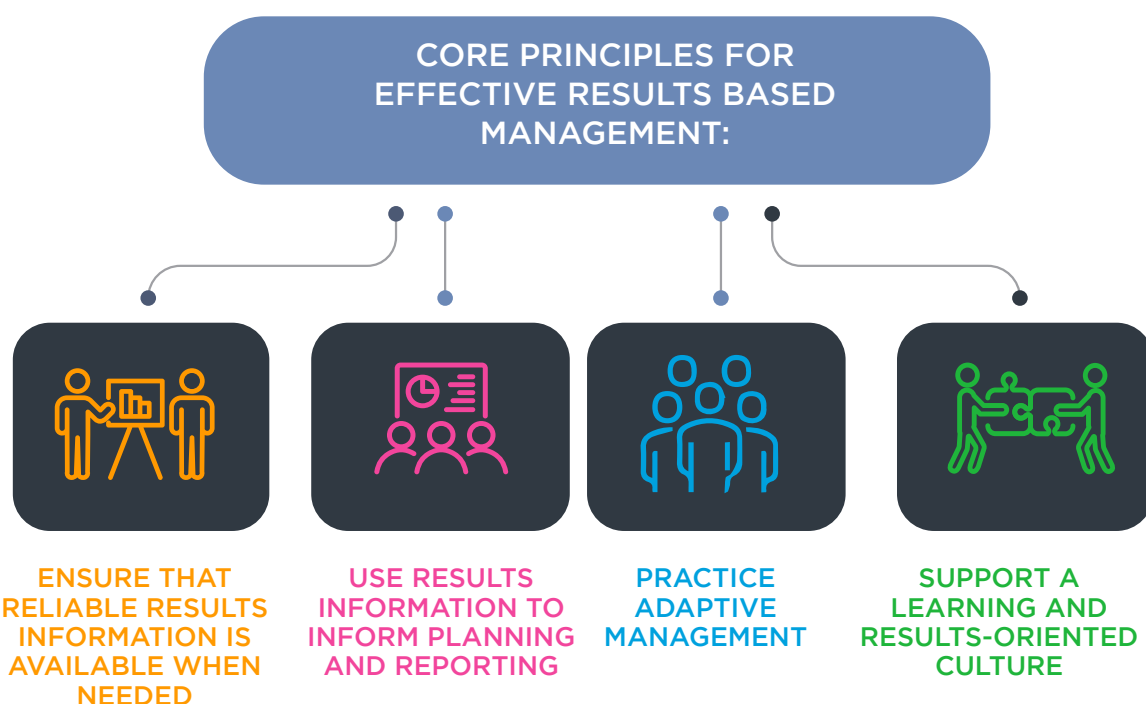
Photo: UN Women SAMCO

Basing programmes and planning on thorough studies and mapping is a good recipe for success. The results of such mapping should be used as a basis for decision-making and shared with a broad audience to reap the full benefits. An effective Results Based Management also depends on the capacity of the implementing partners to deliver quality reports and UN Women having sufficient staff capacity to manage and quality assure each of the result areas, their indicators and progress towards outcomes.

There is a need for all programmes to conduct a baseline survey at the onset to measure progress and achievements. In tailoring programmes responses, performing a gender analysis ahead of the intervention enables a context-specific response for the respective target groups as well as higher chances of success.

Although UN Women's efforts to improve Results Based Management in its programmes and operations are visible, more work is critical in initially gathering evidence to develop a comprehensive situational analysis, a Theory of Change, as well as indicators and benchmarks to measure progress towards planned results. At the planning stage, UN Women Country Offices should develop a strategy for evidence gathering and start with addressing the knowledge gaps around Gender Equality and Women Empowerment (GEWE), making those the priority for data collection, analysis and for decision-making.

Evaluations have pointed out that UN Women does not have an ample structural approach to gathering evidence on results and impact and using it for influencing policy, visibility and making decisions. This calls for enhancing internal and external Results Based Management capacity for delivering, tracking and reporting on results.




3. HOW CAN UN WOMEN IMPROVE ITS WORK ON RESULTS BASED MANAGEMENT, INCLUDING MONITORING AND EVALUATION?

It is recommended to collaboratively develop a Theory of Change with programme partners to better understand anticipated results and the road map for reaching the targets.

Programme stakeholders and partners need to be supported in the development and adaptation of gender-responsive monitoring and evaluation tools for improved data collection and reporting. At the onset of the programme, there should be sufficient Monitoring and Evaluation tools to enable learning of how most of the interventions are concretely contributing to planned results and, consequently, to measure effectiveness, efficiency and ensure sustainability and relevance more effectively. Evaluations have demonstrated the importance of developing and implementing a Monitoring and Evaluation Framework that is anchored on a programme-specific Theory of Change, rather than focusing on the overall organizational Theory of Change, which may be too broad. The Monitoring and Evaluation Framework should include provisions for collecting, analyzing and storing data in an accessible manner. It should also facilitate the use of information on past performance to inform and influence strategic plans, ongoing implementation and reporting.

It has also proven useful for Country Offices to institute Monitoring and Evaluation Technical Working Groups that facilitate the tracking of progress and cross-learning amongst implementing partners. UN Women can improve its work on Results Based Management by selecting a few thematic areas that have the potential of providing the best value for money. It is also essential that the geographic scope should not be too broad that it undermines the depth of support. Similarly, it should strengthen the role of the programme management structure in overseeing joint programmes.

Learning should be a central feature of Monitoring and Evaluation so that both UN Women and its partners can draw from lessons learned during the programme implementation. The Monitoring and Evaluation data should be collected in a way that allows for a better understanding of what works, why it works, including the prevailing challenges and how they can be addressed. This information should become an integral part of the Results Based Management system and be used not only for evidenced based programme adaptation and policy influencing but also for advocacy work. To advance this work, UN Women may envision partnering with academic institutions with combined experience in Monitoring and Evaluation and data collection in gender equality and women's empowerment.



**MONITORING
&
EVALUATION**

The Monitoring and Evaluation Framework should outline the different tools to be used for measuring dimensions of effectiveness, efficiency and sustainability.