



CORPORATE THEMATIC EVALUATION OF UN WOMEN'S CONTRIBUTION TO GOVERNANCE AND NATIONAL PLANNING

Final Report



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The evaluation was conducted by an external evaluation company with a large team and co-led by Kirsty Milward and Claire Hughes from Itad Ltd. The UN Women Independent Evaluation Service team included Florencia Tateossian as Evaluation Manager, and Inga Sniukaite as Chief of Independent Evaluation Service. Priya Alvarez initiated this corporate evaluation before moving to a new assignment in the Coordination Division of UN Women.

We thank the evaluation advisors Anne-Marie Goetz, Clinical Professor, Center for Global Affairs, School of Professional Studies, New York University and Michael Bamberger, Independent Gender and Evaluation Consultant.

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Produced by the Independent Evaluation Service (IES) of the Independent Evaluation and Audit Services of UN Women (IEAS)

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CORPORATE THEMATIC EVALUATION

UN WOMEN'S CONTRIBUTION TO

GOVERNANCE AND NATIONAL PLANNING



INDEPENDENT EVALUATION AND AUDIT SERVICES (IEAS)

Independent Evaluation Service (IES)

UN WOMEN

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FOREWORD



UN Women has considerable experience in governance and national planning over many years. It is an area of the entity's work that has far-reaching impacts and has contributed to UN Women's identity, for which it is recognized and valued.

During the seven years under evaluation (2011–2017), UN Women's approach to governance and national planning has evolved. UN Women's approach to integrating gender equality in governance and national planning entails establishing gender-responsive capacity, systems and resources for governments to plan, budget and monitor the functions of public institutions. The approach seeks to strengthen government accountability for gender equality by ensuring that it is explicit in governments' strategic objectives and priorities; is evidenced by the increase in invested resources allocated to gender-focused programmes and services; and is integrated in accountability frameworks that monitor government performance and effectiveness.

The Independent Evaluation Service of the UN Women Independent Evaluation and Audit Service undertook this evaluation as part of its corporate evaluation plan. It assessed the relevance, effectiveness, efficiency and extent to which a human rights approach and gender equality principles were integrated in UN Women's approach to governance and national planning across its integrated mandate: normative, operational and coordination at country, regional and global levels. The evaluation also assessed the specific contribution of UN Women to ensuring that national HIV/AIDS plans, budgets and monitoring frameworks were gender responsive.

The evaluation revealed examples of successful results, such as UN Women's ability to work sensitively and strategically with a wide range of governments; to create trust and build long-term relationships to advance progress in gender-responsive governance and national planning; and its capacity to support the role and relevance of women in governance. However, the evaluation also found some areas in which UN Women's work could be better supported with a more clearly defined theory of change and strategy,

adequate knowledge management systems, and effective systems to evaluate the impact of its work in this area.

The evaluation concludes that the twin contexts of UN reform driving greater coordination and collaboration between UN agencies, and the global 2030 Agenda for Sustainable Development, supported by the Addis Ababa Action Agenda, offer an opportunity for UN Women's work in governance and national planning to become a central and essential component in both contexts. UN Women has agreed to develop an integrated policy and programme package that would support national governments and leverage the UN system to mainstream gender equality across governance and national planning. UN Women will further develop its theory of change in governance and national planning, working to support civil society organizations in monitoring budget expenditure and the gender equality results achieved. UN Women has committed to putting systems in place that can capture the impact of gender-responsive governance and national planning to drive accountability and learning for the benefit of women, especially the most marginalized.

The management response and action plan show the commitment of UN Women to use evaluation as a means to inform future programming, decision making and learning. It is a reflection of UN Women's engagement and responsiveness to learning from its work and to providing strong evidence of what works and what doesn't to achieve gender equality and women's empowerment.

Sincerely,

A handwritten signature in black ink that reads "Lisa Sutton". The signature is written in a cursive, flowing style.

Lisa Sutton

Director, Independent Evaluation and Audit Services

ACRONYMS

AAAA	Addis Ababa Action Agenda
AIDS	Acquired Immunodeficiency Syndrome
BPfA	Beijing Declaration and Platform for Action
CEDAW	Convention on the Elimination of all Forms of Discrimination against Women
CSO	Civil Society Organization
CSW	Commission on the Status of Women
EVAW	End Violence Against Women
GBV	Gender-based Violence
GELD	Gender Equitable Local Development
GEWE	Gender Equality and Women's Empowerment
GNP	Governance and National Planning
GPEDC	Global Partnership for Effective Development Cooperation
GRB	Gender-responsive Budgeting
HIV	Human Immunodeficiency Virus
IA	Impact Area
IATF	Inter-Agency Task Force
IES	Independent Evaluation Service
IMF	International Monetary Fund
M&E	Monitoring & Evaluation
MCO	Multi-country Office
MDG	Millennium Development Goal
MoF	Ministry of Finance
MoPAD	Ministry of Planning & Administrative Development
NAP	National Action Plan
NPA	National Planning Authority
OECD	Organization for Economic Co-operation and Development
PFM	Public Financial Management
RMS	Results Management System
SADC	Southern African Development Community

SDG	Sustainable Development Goal
ToC	Theory of Change
ToR	Terms of Reference
UAC	Uganda AIDS Commission
UBRAF	Unified Budget, Results and Accountability Framework
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCDF	United Nations Capital Development Fund
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UN DESA	United Nations Department of Economic and Social Affairs
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
UN-SWAP	UN System-wide Action Plan
WEE	Women's Economic Empowerment
WLWHIV	Women Living With HIV
WPS	Women, Peace and Security

1. EXECUTIVE SUMMARY

1.1

Background

The UN Women Independent Evaluation Service (IES) conducts corporate evaluations to assess UN Women's contribution to results in gender equality and women's empowerment (GEWE). This evaluation, planned under UN Women's corporate evaluation plan¹, focuses on **UN Women's contribution to Governance and National Planning (GNP) fully reflecting accountability for gender equality commitments and priorities in the period 2011–2017**. In line with the scope of Impact Area (IA) 5 of the two UN Women Strategic Plans during this period, **work on gender-responsive HIV/AIDS planning is also included in the scope of the evaluation**.

The evaluation was conducted by an evaluation team contracted by Itad, with support and oversight from IES. The evaluation took place over a 12-month period, December 2017–December 2018, and involved a broad spectrum of stakeholders both within UN Women and externally. Key stakeholders included UN Women Policy and Programme Divisions, Regional and Country Offices, and governments and civil society actors at national level.

1.2

Purpose and objectives of the evaluation

The **purpose** of the evaluation is:

- Assess the current and continued **relevance of UN Women's GNP work** given the changing global development landscape and priorities at country level.
- Document **the achievements of UN Women's GNP work against anticipated results at country level**.
- Establish the **effectiveness of UN Women's GNP management arrangements** at different levels.
- Document **the extent to which human rights and gender equality principles and objectives have been integrated** in the design and implementation of country interventions.
- Identify **the extent to which, and how, UN Women has used GNP learning to strengthen policy and programming and to promote accountability** for gender equality commitments and priorities.

The evaluation is intended to be used primarily by UN Women stakeholders, including the Executive Board, the Senior Management Team, staff of the Leadership and Governance Section, and other staff in headquarters, Regional and Country Offices.

1.3

Global context

预览已结束，完整报告链接和二维码如下：

https://www.yunbaogao.cn/report/index/report?reportId=5_21941

