

Corporate Evaluation of UN Women's Contribution to Women's Political Participation and Leadership

SYNTHESIS REPORT



ACKNOWLEDGEMENTS

This evaluation was informed and enriched by the participation of 397 stakeholders, staff and partners at the global, regional and country levels, many of whom actively contributed through their participation in reference groups, focus groups and surveys throughout the evaluation process, providing critical feedback that strengthened and enhanced the relevance and utility of the report.

The evaluation was conducted by an evaluation team composed of four external evaluators (Charlotte Ørnemark/Team Leader, Kristen Sample,¹ George Zimbizi and Andrea Azevedo) and members of the UN Women Independent Evaluation Service (Shravanti Reddy/Team Leader and Alexandra Capello). The latter also provided managerial and substantive support to the process, with support from Laura Gonzalez, Mona Selim, Jillian Torres, Kelli Henry, Rose-Flore Frederique, Maria Teresa Britos-Rodriguez and Soo Yeon Kim.

We thank the evaluation advisors Pippa Norris, Professor of Government and International Relations at the University of Sydney; Beverly Parsons, Executive Director of InSites; and Aili Mari Tripp, Wangari Maathai Professor of Political Science and Gender & Women's Studies at the University of Wisconsin-Madison. We are indebted to the co-authors of Inclusive Systemic Evaluation for Gender equality, Environments and Marginalized voices (ISE4GEMs): A New Approach for the SDG Era, Dr. Anne Stephens, Dr. Ellen D. Lewis and Shravanti Reddy, from whose guide we adopted our evaluation approach.

We are grateful for the Internal Reference Group members for their thoughtful comments and insights and for investing significant time and effort during the inception phase to ensure that the evaluation would be of maximum value and use to the organization. The External Reference Group members also provided an invaluable external perspective. We also extend our thanks to the Senior Management Team of UN Women for its feedback and contribution to the evaluation.

The evaluation also benefited from active involvement from the UN Women offices visited. We thank the country representatives and staff of these offices for all the dedicated time they invested in supporting the evaluation process and in facilitating the engagement and inclusion of a wide range of partners, stakeholders and beneficiaries (Mexico Country Office; Egypt Country Office and Regional Office for Arab States; Democratic Republic of Congo Country Office; Malawi Country Office; Zimbabwe Country Office; and Pakistan Country Office).

Finally, we would like to thank all those who engaged or participated in this evaluation, be it through responding to a survey, making themselves available for interviews, or participating in the consultation process. We are grateful for your contributions, which have without doubt enriched this report.

¹ Kristen Sample served as Women's Political Participation Specialist during much of the process, contributing to the design, data collection, analysis and drafting of the evaluation report.

Corporate Evaluation of UN Women's Contribution to Women's Political Participation and Leadership

SYNTHESIS REPORT

April 2018



TABLE OF CONTENTS

LIST OF ACRONYMS	6
FOREWORD	9 10 16
EXECUTIVE SUMMARY	
SUMMARY MATRIX OF EVALUATION RESULTS	
A. BACKGROUND	18
1 Women's Political Participation and Leadership	19
2 Evaluation Background and Context	22
B. EVALUATION FINDINGS	28
1 Relevance	29
2 Effectiveness	37
2.1 Global Normative Mandate	37
2.2 Coordination Mandate	38
2.3 Operational Mandate	42
2.3.1 Constitutional and Legislative Reform	42
2.3.2 Parliamentary Support	45
2.3.3 Inclusive Electoral Processes	46
2.3.4 Violence Against Women in Politics	49
2.3.5 Local Government	52
2.3.6 Leadership	54
3 Efficiency	57
3.1 Internal Alignment of Human and Financial Resources	57
3.2 Internal Communication and Knowledge Management	61
3.3 Monitoring, Reporting and Evaluation	62
3.4 Partnerships	64
4 Sustainability	66
5 Promising Practices and Lessons Learned	68
C. REFLECTIONS AND OPPORTUNITIES	70
D. CONCLUSIONS	74
E DECOMMENDATIONS	80

LIST OF ACRONYMS

ACTIL	African Centre for Transformative and Inclusive Leadership
AC	Americas and the Caribbean
AP	Asia and the Pacific
AS	Arab States
ATENEA	Joint Regional Project "Mechanism for the Acceleration of the Political Participation of Women in Latin America and the Caribbean"
CEB	United Nations System Chief Executives Board for Coordination
CEDAW	The Convention on the Elimination of All Forms of Discrimination against Women
CLGF	Commonwealth Local Government Forum
СО	UN Women Country Office
CR/TSM	Constitutional and Legal Reform, including Temporary Special Measures
CSAG	UN Women's Civil Society Advisory Groups
CSO	Civil Society Organization
CSW	Commission on the Status of Women
DPA	United Nations Department of Political Affairs
DPKO	United Nations Department of Peacekeeping Operations
DRC	Democratic Republic of Congo
ECA	Europe and Central Asia
ECOSOC	United Nations Economic and Social Council
EMBs	Electoral Management Bodies
EO	Evaluation Objective
EQ	Evaluation Question
ESA	East and Southern Africa
EVAW	Ending Violence Against Women
FGE	Fund for Gender Equality
FPI	Flagship Programme Initiatives
WPEL-FPI	Women's Political Empowerment and Leadership Flagship Programme Initiative
GEMs	Gender equality, Environment and Marginalized voices
GEWE	Gender Equality and Women Empowerment
GNP	Governance and National Planning
GRB	Gender Responsive Budgeting

HQ	Headquarters / New York City		
IANGWE	Inter-agency Network on Women's Empowerment		
IAs	Impact Areas (of the Strategic Plans from 2011-2013 and 2014-2017)		
IES	Independent Evaluation Service (formerly Independence Evaluation Office)		
ILO	International Labour Organization		
INGOs	International NGOs		
International IDEA	International Institute for Democracy and Electoral Assistance		
IPU	Inter-Parliamentary Union		
ISE4GEMs	Inclusive Systemic Evaluation for Gender equality, Environments and Marginalized voices		
LG	Local Government		
LGBTQI	Lesbian, Gay, Bisexual, Transgender, Queer/Questioning and Intersex		
LNOB	Leave No One Behind		
M&E	Monitoring and Evaluation		
MCO	Multi-Country Office		
MPs	Members of Parliament		
MPTF	Multi-Partner Trust Fund		
MS	Member States		
NGO	Non-Governmental Organization		
NDI	National Democratic Institute		
OECD-DAC	Organisation for Economic Co-operation and Development's Development Assistance Committee		
OHCHR	Office of the High Commissioner on Human Rights		
PACEC	Project to Support the Electoral Cycle in Congo		
PLWD	People Living with Disabilities		
PM&E	Planning, Monitoring and Evaluation		
PS	Peace and Security		
PSHA	Peace and Security and Humanitarian Action		
RBM	Results Based Management		
RC System	Resident Coordinator System of the UN at the country level		
RMS	Results Management System		
RO	UN Women Regional Office		
SDGs	Sustainable Development Goals		

SG	Secretary-General of the United Nations
SIDA	Swedish International Development Agency
SP	UN Women Strategic Plan (2011-2013, 2014-2017, 2018-2021)
TSMs	Temporary Special Measures
UNCDF	United Nations Capital Development Fund
UNDS	United Nations Development System
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNGA/GA	United Nations General Assembly
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UN-SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women
VAWE	Violence Against Women in Elections
VAWP	Violence Against Women in Politics
WCA	West and Central Africa
WCARO	West and Central Africa Regional Office
WEE	Women's Economic Empowerment
WPP	Women's Political Participation

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_22000

