



**CORPORATE EVALUATION ON  
STRATEGIC PARTNERSHIPS FOR  
GENDER EQUALITY AND THE  
EMPOWERMENT OF WOMEN  
Final Synthesis Report**



# ACKNOWLEDGEMENTS

The evaluation team consulted 261 stakeholders (212 women and 49 men), including UN Women staff and partners at the global, regional and country levels. We are grateful for their time and contributions, which enhanced the utility of this evaluation report. Interactive workshops at the country level were welcomed and enriched the evaluation process through dialogue between partners. The Internal and External Reference Groups were actively engaged throughout the evaluation process, providing critical feedback that strengthened and enhanced the relevance of the report.

The evaluation was conducted by an external evaluation company Lattanzio that contracted a team of consultants led by Joseph Barnes and Silvia Grandi. The UN Women Independent Evaluation Office team included Marco Segone, Inga Sniukaite and Sabrina Evangelista.

We would like to thank the external advisors, Srilata Batliwala, feminist scholar and expert on the women's movement and Sarah Earl, evaluation expert and one of the founders of the outcome mapping approach. The Internal Evaluation Reference Group members: (Joelle Tanguy, Director, Strategic Partnerships Division; Kristin Hetle, former Director, Strategic Partnerships Division; Lopa Banerjee, Chief, Civil Society Section; Nanette Braun, Chief, Communications & Advocacy Division; Dagmar Schumacher, Director, Brussels Liaison Office; Shane Sheils, Chief, Planning, Programming and Guidance Unit; Mohammad Naciri, Regional Director, Regional Office for Arab States; Roberta Clarke, Former Regional Director, Regional Office for Asia and the Pacific; Alia El-Yassir, Deputy Director, Regional Office for Europe and Central Asia; Jennifer Cooper, Resource Mobilization and Knowledge Management Specialist, Regional Office for Americas and the Caribbean; Begona Lasagabaster, Chief, Leadership and Governance Section, Policy Division; Elizabeth Nyamayaro, Senior Advisor, Office of the Executive Director; Jose Carlos Ferrer, Resource Mobilization Specialist; Asa Dahlvik, Partnership Specialist; Hind Alowais, Special Advisor, Strategic Partnerships, Coordination & Intergovernmental Support Bureau; Ravi Karkara, Senior Advisor Strategic Partnership and Advocacy, Strategic Partnerships, Coordination & Intergovernmental Support

Bureau; Antonie DeJong, Director, Resource Mobilization; and Christine Brautigam, Director, Intergovernmental Support Division) who provided thoughtful comments and insights, and invested 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: Soon-Young Yoon, First Vice-President of the Conference of NGOs in consultative relationship with the UN (CoNGO), and UN representative for the International Alliance of Women; Musimbi Kanyoro, President and CEO Global Fund for Women; Charlotte Oades, Global Director of Women's Economic Empowerment, The Coca Cola Company; Hannah Storm, Director of the International News Safety Institute; Olav Kjørven, Director, Public Partnerships Division (PPD), UNICEF; Lauren Gula, Senior Manager, Social Sustainability & Women's Empowerment, United Nations Global Compact.

We also extend our thanks to the Senior Management Team of UN Women for their feedback contribution to the evaluation, particularly Lakshmi Puri, Assistant Secretary General/Deputy Director of UN System Coordination, Intergovernmental Support and Strategic Partnerships; Yannick Glemarec, Assistant Secretary-General/Deputy Executive Director of Policy and Programme; Khetsiwe Dlamini, Chief of Staff; ; Christine Brautigam, Director, Intergovernmental support Division, Moez Doraid, Director, Division of Management and Administration; Fiona Bourdin-Farrell Director, Human Resources; Julien Pellaux, Strategic Planning and Operations Adviser; and Maria Noel Vaeza, Director, Programme Division.

The evaluation also benefited from active involvement from the UN Women offices visited: the Regional Office of Eastern and Southern Africa, Kenya Country Office, Georgia Country Office, India Multi-Country Office, Brazil Country Office, Egypt Country Office and Regional Office for Arab States. 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 and stakeholders.

---

## EVALUATION TEAM:

**Joseph Barnes**, Co-Team Leader  
**Silvia Grandi**, Co-Team Leader and Senior Partnerships Specialist  
**Gabriela Byron**, Senior Evaluator  
**Tracey Keatman**, Senior Partnerships Specialist  
**Marta Balestrini**, Research Assistant and Evaluation Manager

## EVALUATION MANAGEMENT:

### UN Women Independent Evaluation Office

Director:  
Marco Segone

Evaluation Task Managers:  
Inga Sniukaite, Senior Evaluation Task Manager  
Sabrina Evangelista, Evaluation Task Manager

Editor: Margo Alderton  
Design: Ursula Damm, Dammsavage Inc.  
Cover Photo: Thaís Antunes

© 2017 UN Women. All rights reserved.  
Produced by the Independent Evaluation Office of UN Women

*Cover Photo: Maria de Lourdes Soares, beneficiary of Coletivo Recycling in the state of Goiás. In her opinion, recycling is as necessary as medical services because it prevents damage to the environment and related diseases.*

REPORT

CORPORATE EVALUATION ON  
STRATEGIC PARTNERSHIPS FOR  
GENDER EQUALITY AND THE  
EMPOWERMENT OF WOMEN

Final Synthesis Report



**NEW YORK, JANUARY 2017**



# TABLE OF CONTENTS

LIST OF EXHIBITS	3	3. STRATEGIC PARTNERSHIPS	33
LIST OF ACRONYMS	4	3.1. A model for strategic partnership	34
FOREWORD	5	4. FINDINGS	39
EXECUTIVE SUMMARY	6	4.1. How fit-for-purpose is UN Women's approach to strategic partnership?	40
1. BACKGROUND	18	4.2. What have strategic partnerships achieved?	49
1.1. Introduction	19	4.2.1. Basic results	51
1.2. Evaluation objectives and scope	20	4.2.2. Good results	53
1.3. Evaluation methodology	22	4.2.3. Advanced results	54
1.3.1. Evaluation approach and theoretical basis	22	4.3. How well geared is UN Women towards strategic partnership?	72
1.3.2. Data collection and analysis methods	23	4.4. Have strategic partnerships reflected UN Women's values?	85
1.3.3. Ethics	26	5. WHAT WORKS FOR STRATEGIC PARTNERSHIP	92
1.3.4. Evaluation constraints and limitations	27	5.1. What modality of strategic partnership works best?	93
2. EVALUATION CONTEXT	28	5.2. Innovations	95
2.1. Global context	29	5.3. Good practices and lessons	96
2.2. UN Women Context	31	6. CONCLUSIONS	97
		7. RECOMMENDATIONS	105
		8. EVALUATION WORKING MODEL	113

# LIST OF EXHIBITS

## Tables

Table 1. Evaluation criteria and questions	23
Table 2. List of partnerships included in the sample	24
Table 3. Stakeholder consultations (semi-structured interviews, focus groups and workshops)	26
Table 4. Key drivers of partnerships with UN Women	46
Table 5. Sampled partnerships focus on UN Women’s mandate components	48
Table 6. Detailed level of evidence for contributions to partnership results	50
Table 7. Strategic partnership contributions to UN Women Impact Areas	59
Table 8. Progress toward OEEF targets	60
Table 9. CSAG status in evaluation case study countries	63
Table 10. Factors supporting and hindering UN Women strategic partnership performance	70
Table 11. Strengths and weaknesses of UN Women strategic partnerships using the PGA indicators	73
Table 12. Comparison of the PCA requirements of selected UN entities (adapted from Ahmed and Cordell, 2015)	82
Table 13. Proposed changes to the representation of strategic partnerships in UN Women’s results frameworks	109

## Figures

Figure 1. Geographic distribution of the overall sample of partnerships	24
Figure 2. A working model for strategic partnership at UN Women	35
Figure 3. The spectrum of partnership modalities at UN Women	36
Figure 4. Enabling factors for successful strategic partnerships	38
Figure 5. The intended results of strategic partnerships	38
Figure 6. Distribution of partnerships by types of partners	44
Figure 7. Distribution of partnerships by geographic type	45
Figure 8. Correlation between coverage of strategic partnerships and programme expenses (2015)	58
Figure 9. Factors that support and hinder effective gender equality partnerships (Twitter poll results)	71
Figure 10. Most important organizational competencies for partnerships	75
Figure 11. Decision tree for bilateral strategic partnership arrangements in various contexts	94

# LIST OF ACRONYMS

CEDAW	Convention on the Elimination of all Forms of Discrimination Against Women
CO	Country Office
CSAG	Civil Society Advisory Group
CSO	Civil Society Organization
CSW	Commission on the Status of Women
DRF	Development Results Framework
EU	European Union
EVAW	Ending Violence Against Women
FPI	Flagship Programming Initiative
GEEW	Gender Equality and the Empowerment of Women
HQ	Headquarters
IEO	Independent Evaluation Office
IPSTC	International Peace Support Training Centre
KEWOPA	Kenya Women Parliamentary Association
LAS	League of Arab States
MCO	Multi-country Office
MOU	Memorandum of Understanding
OEEF	Organizational Effectiveness and Efficiency Framework
PCA	Project Cooperation Agreement
PDO	Public Defender's Office
PGA	Partnership Governance and Accountability
RO	Regional Office
SDG	Sustainable Development Goal
SPD	Strategic Partnerships Division
SPM	Secretariat for Policies of Women
TCCC	The Coca Cola Company
UN	United Nations
UN-Habitat	United Nations Human Settlements Programme
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Fund for Women
WEPs	Women's Empowerment Principles

# FOREWORD

The advancements we have seen in gender equality and the empowerment of women are largely thanks to partnership. The women's movement, a collective and organized action of constituents pursuing political and structural change, has been fundamental in influencing action and sustainable results around the world. UN Women was born from this partnership, thus, partnership is infused in the veins of the organization as a critical means to achieve its goals of transformative change.

This corporate evaluation of UN Women Strategic Partnerships for Gender Equality and the Empowerment of Women could not have been timelier. Although partnership was built into the Charter of the United Nations, in recent years the UN has seen an even greater push for partnership, as it is now recognized as critical for achieving sustainable development. As we implement the Sustainable Development Agenda, this is a critical juncture that beckons critical analysis of what has worked, why, and how best UN Women and its partners can work together in partnership to achieve truly transformative change in gender relations and the structures that inhibit gender equality and the empowerment of women.

The Independent Evaluation Office undertook this evaluation as part of its corporate evaluation plan, and assessed the relevance, effectiveness, organizational efficiency, and extent to which human rights approach and gender equality principles were integrated adequately in UN Women's approach to its strategic partnerships across its integrated mandate: normative, operational, and coordination – at country, regional and global levels. We designed this evaluation with the aim of being useful to not only UN Women, but also to its current and potential partners.

Overall, the evaluation found that UN Women strategic partnerships have contributed significantly to advancing GEEW in the framework of the UN Women Strategic Plan. At their most effective, strategic partnerships have extended the reach, credibility, and influence of UN Women and its partner. Delivering on the promise of Agenda 2030 and other frameworks now requires a focus on fostering a shared UN Women vision for strategic partnerships, and consolidating a coherent and flexible organizational approach to implementing this vision. As UN Women's organizational structures, operations systems and approach to risk were not originally designed with the explicit aim of supporting strategic partnerships, there is still a need for a comprehensive policy framework towards strategic partnerships. The evaluation points that UN Women's strategic partnerships are consistently aligned to GE and HR principles, however, in field operations, the modalities of partnership available to UN Women offices warrant being adjusted to better suit the needs of smaller partners, especially rights holders' organizations, and to fully reflect UN Women's feminist values.

The evaluation makes eight recommendations, which the IEO has discussed with UN Women management. We look forward to seeing strategic partnerships at UN Women further strengthened.

Sincerely,



Marco Segone  
Director, Independent Evaluation Office



# EXECUTIVE SUMMARY

## Background

In its Corporate Evaluation Plan 2014-2017, the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) Independent Evaluation Office (IEO) committed to conduct a corporate evaluation of UN Women's work on fostering strategic partnerships. This Synthesis Report is the final product of the Corporate Evaluation on Strategic Partnerships for Gender Equality and the Empowerment of Women (GEEW). The evaluation was conducted by an external independent team between September 2015 and September 2016 and managed by the UN Women IEO.

The evaluation is intended to enhance UN Women's approach to strategic partnerships for the implementation of the 2014-2017 Strategic Plan with the aim of ensuring that gender equality is reached by 2030. It is also expected to contribute to an understanding of how UN Women's strategic partnerships can facilitate a strong position for gender equality and women's empowerment within the current global development context and the 2030 Agenda for Sustainable Development (Agenda 2030).

The objectives of this formative evaluation were to:

- a. Assess the relevance of UN Women's approaches to strategic partnerships given the changing global development landscape.
- b. Assess effectiveness and organizational efficiency in progressing towards the achievement of organizational results within the broader dynamic

d. Identify and validate lessons learned, good practice examples and innovations of partnership strategies supported by UN Women.

e. Provide actionable recommendations with respect to UN Women strategies and approaches to strategic partnerships.

## Evaluation methodology

The evaluation approach was three-pronged, comprising utilization-focused, theory-driven (realist evaluation) and gender-responsive and human rights-based approaches.

**The evaluation established three main components/lines of evidence:**

- a. *UN Women's overall partnership approach analysis*

预览已结束，完整报告链接和二维码如下：

[https://www.yunbaogao.cn/report/index/云报告?reportId=5\\_22044](https://www.yunbaogao.cn/report/index/云报告?reportId=5_22044)

