

Effectiveness

Impact

Fund for Gender Equality

Efficiency

Sustainability

META ANALYSIS 2011-2015

Relevance

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LIST OF ACRONYMS

AP	Asia Pacific
AS	Arab States
CBO	Community Based Organisation
CEDAW	Convention on the Elimination of Discrimination Against Women
CO	Country Office
CSO	Civil Society Organization
CSW	Commission on the Status of Women
DWALI	Dalit Women’s Livelihoods Accountability Initiative
ECA	Europe and Central Asia
ERG	Evaluation Reference Group
ET	Evaluation Team
FGE	Fund for Gender Equality
FPS	Flagship Programme Initiatives
GERAAS	Global Evaluation Report Assessment and Analysis System
GEHR	Gender Equality and Human Rights
GEWE	Gender Equality and Women’s Empowerment
GRB	Gender Responsive Budgeting
HR	Human Rights
HRBA	Human Rights-Based Approach
ICTs	Information and Communication Technologies
IT	Information Technology
IDP	Internally Displaced Persons
LAC	Latin America and the Caribbean
MCO	Multi-country Office
MGNREGA	Mahatma Ghandi National Rural Employment Guarantee Act
NGO	Non-Governmental Organization
OECD	Organization for Economic Cooperation and Development
RBM	Results-Based Management
RO	Regional Office
SDGs	Sustainable Development Goals
TOC	Theory of Change
TOR	Terms of Reference
UNDAF	United Nations Development Assistance Framework
WEE	Women’s Economic Empowerment
WPE	Women’s Political Empowerment
WPP	Women’s Political Participation
UN	United Nations
UNEG	United Nations Evaluation Group
UN WOMEN	UN Women (United Nations Entity for Gender Equality and the Empowerment of Women)

Table of Contents

LIST OF ACRONYMS	1
EXECUTIVE SUMMARY	1
Background	1
Purpose, Objectives and Scope	1
Methodology	2
Key Insights: Accountability	2
Key Insights: Learning	4
Conclusions and Recommendations.....	5
1. INTRODUCTION.....	8
1.1 Background.....	8
1.2 Purpose and Objectives	9
1.3 Scope	9
2. METHODOLOGY	12
2.1 Approach	12
2.1 Consultation.....	13
2.3 Limitations	13
3. KEY INSIGHTS: ACCOUNTABILITY.....	14
Effectiveness	14
Organisational Efficiency	15
Relevance	23
Sustainability	26
Impact.....	32
4. KEY INSIGHTS: LEARNING	34
5. CONCLUSIONS & RECOMMENDATIONS	49
Effectiveness	49
Organisational Efficiency	49
Relevance	50
Sustainability	50
Annex 1: Meta Evaluation and Analysis Terms of Reference	52
Annex 2: Meta-Evaluation and Analysis Reference Groups.....	58
Annex 3: List of Sources Consulted.....	59
Annex 4: Evaluator’s Profiles.....	60

EXECUTIVE SUMMARY

Background

UN Women's multi-donor Fund for Gender Equality (FGE) was launched in 2009 to fast-track commitments to gender equality focused on women's economic and political empowerment at local, national and regional levels. The Fund provides multi-year grants ranging from \$100,000–\$3million¹ USD directly to women's organizations² in developing countries; it is dedicated to advancing the economic and political empowerment of women around the world.

The evaluation function is a stated priority of FGE to ensure institutional accountability, learning, and communication of results. Given the nature of the Fund, a decentralised approach to evaluation has been developed in which grant holders, under the guidance of FGE staff, primarily undertake evaluations using UN Women and UN Evaluation Group (UNEG) standards.

The Fund has developed a library of evaluation reports containing a rich set of findings, conclusions, recommendations and lessons. This Meta-Analysis is a systematic review of findings, conclusions, lessons and

recommendations from FGE evaluations produced between 2011-2015 that were rated as Satisfactory or above according to the UN Women Global Evaluation Report Assessment and Analysis System (GERAAS) standards for evaluation reports.

Purpose, Objectives and Scope

The purpose of the Meta Analysis is to provide evidence-based information and insights about what works for who in regards to women's political and economic empowerment and the processes and approach of the FGE. It is expected to do so in a style that is consistent with the Fund's 'voice' and can be utilised by its primary intended audience: FGE staff, UN Women Senior Management, grantees (current and prospective) and donors. The report also intends to be of use to women's rights funders, civil society organisations and development practitioners. The primary objective of the Meta Analysis is therefore to extract, analyse and communicate evidence from high-quality evaluation reports in order to support FGE to develop constructive lessons for future systematic strengthening of programming, organisational effectiveness and the evaluation function. The overall focus of this report is on accountability and learning.

The scope of the Meta Analysis includes an assessment of FGE

¹ The evaluations cover a period in which grant making strategy changed from Cycle I to the current Cycle III. Cycle I grants were from \$100,000 to \$3 million US, Cycle II from \$200,000 to \$1 million US, and the range in Cycle III is now \$200,000 to \$500,000. Programme duration has also changed: in Cycle III a minimum 2 years (max 3) is expected,

whereas previous cycles' programmes could be as short as 1 year.

² During its first and second grant-making cycles the Fund supported women's organizations, general civil society organizations, and governmental agencies. Starting 2014, as per its revised Project Document for the period 2014-2017, the Fund only supports women-led civil society organizations.

programme interventions based on the UNEG criteria assessed by the evaluations (effectiveness, efficiency, relevance, sustainability and impact). It also provides further analysis in the two thematic areas of women's economic and political empowerment (including specific sub-themes under each area).

Evidence from a total of 22 evaluation reports from across five regions was included in the analysis, representing 23 countries (some reports were multi-country). **The insights, conclusions and recommendations included in this the Meta Analysis are therefore based solely upon the content of the evaluation reports reviewed.**

17 of the evaluations focused on Women's Political Participation (WPP) and five on Women's Economic Empowerment (WEE); therefore significantly less insights could be drawn for the latter thematic area.

The programmes included in this exercise belong to the Fund's first two grant-making cycles. Programmes from Cycles I (2009-2010) and II (2011-2012) ended implementation between 2011 and June 2015. **The Fund has implemented changes for its grant-making Cycle III held in 2015; thus, some recommendations might have already been put in place or not be applicable anymore.**

Methodology

During the Meta-Evaluation findings, conclusions, recommendations, lessons learned and good practices were

³ Text analysis involves identifying the phrases/sentences in a report that contain 'meaning' that is relevant to the questions being asked. These statements are then labeled

extracted from each of the evaluation reports reviewed. This process resulted in 658 quotes and statements. Each area was then further 'tagged' according to analytical framework categories³. Using the harvested statements and meta-tags, a qualitative synthesis process, which included structured and cluster analysis, was conducted by classifying all individual statements from reports. Convergences in data were then identified and used to support the development of key insights for the Meta Analysis report

The design and development of the Meta-Analysis was based on a participatory and consultative process with continuous input from FGE management, FGE regional Monitoring and Reporting Specialists and the Meta Evaluation and Analysis Reference Groups.

Key Insights: Accountability

Effectiveness

Insight 1: The demand-driven and grantee-led approach of the FGE is a significant comparative advantage and ensured that projects were relevant, responsive to the needs of beneficiaries and sustainable.

Insight 2: Whilst the FGE has been able to affect change at regional, national and local levels, overall, its most important achievements have been in influencing women's political

according to the categories that are being analyzed, so that the relevant statements from an array of reports can be filtered and synthesized together.

and economic empowerment at the local level.

Insight 3: The flexibility of the FGE enabled grantees to achieve important results and respond to changing needs and realities on the ground.

Organisational Efficiency

Insight 4: Whilst FGE projects were strategically aligned with UN Women's global priorities, at the regional and country level, greater synergies and coordination with the UN Women regional architecture are needed to sustain FGE results.

Insight 5: The Cycle III emphasis on conducting capacity assessments earlier on in the selection of grantees is strongly validated, as is the need for grantees to establish clear institutional mechanisms to effectively coordinate with their partners.

Insight 6: Contingency and risk mitigation strategies have proven to be essential in order to ensure that project results are not adversely affected by instability, the political situation or natural disasters.

Insight 7: Investing the time to develop comprehensive partnerships and networks with a variety stakeholders increased the impact of FGE projects, more effectively addressed the needs of beneficiaries and fostered sustainability.

Insight 8: Utilising local capacities and building on existing partners' expertise and programmes enabled FGE to achieve impressive results in a short timeframe.

Insight 9: Increased FGE investment in building grantees' monitoring,

reporting and evaluation capacities resulted in greater visibility of FGE effectiveness and impact.

Insight 10: Ensuring a strong project design contributed to better management and evaluation of project results.

Insight 11: There is an increased need for processes and tools to capture, analyse and share successful and scalable practices and models from FGE implementation.

Relevance

Insight 12: Having demand-driven and locally developed projects ensured that interventions were fully aligned with national strategies and priorities and responsive to the needs of rights holders and duty bearers.

Insight 13: Experience from FGE projects shows that implementing CSOs are now well-positioned to inform and further contribute to the implementation of the Sustainable Development Goals.

Insight 14: Understanding different levels of vulnerability and marginalisation of beneficiaries and adapting project strategies to address these specificities has proven essential to advancing women's political and economic empowerment.

Sustainability

Insight 15: Establishing the formation of networks and partnerships is a comparative advantage of FGE as a means of ensuring sustainability

Insight 16: Sustainability of changes affected by FGE projects, particularly

where transformational change was sought, was in some instances limited by shorter timeframes for implementation of projects and the absence of clear exit strategies.

Insight 17: Working through existing national and grantee priorities and leveraging of grantee and CSO expertise and capacity ensured continuity of project benefits.

Insight 18: The cascading approach of training and capacitating a large number of CSOs and CBOs in each country to effectively integrate GEWE into the focus and work of their organisation will serve to further amplify and sustain results of FGE interventions to contribute to the SDG agenda.

Insight 19: Building individual capacities of duty bearers often proved to be inadequate for institutionalization of GEWE. Supporting the development of structures, processes and increased political will are essential for ensuring ownership and sustaining GEWE commitments.

Insight 20: Training and capacity development interventions are most effective and sustainable when they are highly targeted and include an on-going process of accompaniment and monitoring.

Impact

Insight 21: The use of community empowering models have demonstrated the potential for transformative impact

Insight 22: Tackling structural and systematic barriers to women's

empowerment requires a multifaceted and long-term approach. Whilst increasing women's awareness of their rights is an important prerequisite for influencing family and societal norms, achieving transformative change at a societal level is significantly more complex. Nurturing links to broader efforts (that FGE already recognises as important) is essential to maximising the contribution of the fund to structural changes.

Key Insights: Learning

What works in Women's Political Participation

- ➔ Building women's self-confidence and individual awareness
- ➔ Developing multi-faceted project strategies based on a clear theory of change
- ➔ Leveraging women's economic empowerment to promote women's political participation
- ➔ Applying a cascading and peer-based approach to knowledge and skills training and development
- ➔ Increasing visibility of women activists in various community activities
- ➔ Connecting decision-makers and elected women representatives with their constituencies through the creation of interaction spaces
- ➔ Use and creation of spaces for dialogue between rights holders and duty bearers
- ➔ Building male champions for women's leadership
- ➔ Fostering inclusive legislative and policy-making processes (including realizing temporary special measures)

- ➔ Maximizing the potential of networks and coalitions to advocate for national-level constitutional and legal reforms
- ➔ Supporting inclusive political processes during transition
- ➔ Setting up structural bodies to institutionalize and sustain gender-responsive budgeting and policy-making
- ➔ Timing interventions to capitalize on political opportunities
- ➔ Use of media - press, radio, TV and social media
- ➔ Adopting a rights-based approach by holding duty bearers accountable for international commitments
- ➔ Garnering community-level support for women's political participation
- ➔ Facilitating access of marginalized women to electoral processes
- ➔ Building the capacity of women candidates and engendering local governance structures
- ➔ Supporting elected female representatives to be effective leaders
- ➔ Changing legislative frameworks and use of strategic litigation
- ➔ Increasing awareness about the situation of migrant and domestic workers and promoting legislative changes to recognize their rights
- ➔ Connecting/creating networks for home-based workers and other economically marginalized groups (peer learning/exchange)
- ➔ Engendering existing employment schemes

Conclusions and Recommendations

Effectiveness

Strengths: project and programme design was found to be of generally high quality, supporting strong management and – in most cases – delivering the intended results.

Challenges: there is scope for analysing and sharing practices and models of FGE-supported interventions across the world. Although there are regional trends in terms of programme conceptualisation, many activities are found to be similar around the world. Another challenge is in linking FGE interventions to broader efforts so as to best contribute to changing deeply rooted social structures and norms.

What works in Women's Economic Empowerment

预览已结束，完整报告链接和二维码如下：

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