

# UN Women Corporate Evaluation on Strategic Partnerships for Gender Equality and Women's Empowerment

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INDEPENDENT EVALUATION OFFICE

JANUARY 2016



# Inception Report Purpose

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- To present the agreed upon purpose, objectives, scope and object of the evaluation;
- to present selected evaluation criteria and questions; and
- to provide an overview of the approaches, methods and tools that will be used to conduct the evaluation.
- The Final Inception Report constitutes the guiding document for the remainder of the evaluation process.

Desk review	Field visits	Case studies	Presentation	Draft report	Final report
Jan/Feb 2016	Jan/Feb/Mar/ Apr	April	May	End of May	20 Jun

# Evaluation purpose and objectives

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## PURPOSE

To enhance UN Women's approach for strategic partnerships for the implementation of the 2014-2017 Strategic Plan and with the aim of ensuring gender equality is reached by 2030.

Contribute to an understanding of how UN Women strategic partnerships can facilitate a strong position for gender equality and women's empowerment within the current global development context and the 2030 agenda.

## OBJECTIVES

Assess the **relevance** of UN Women's approaches to strategic partnerships given the changing global development landscape;

Assess **effectiveness and organizational efficiency** in progressing towards the achievement of organizational results within the broader dynamic international context;

Determine whether the **human rights approach and gender equality principles** are integrated adequately in UN Women's approach to its strategic partnerships;

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

Provide **actionable recommendations** with respect to UN Women's strategies and approaches to strategic partnerships

# Stakeholder Analysis

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The inception report provides a detailed stakeholder analysis, below are the primary intended users and uses of this evaluation.

The evaluation is planned to be presented to the Executive Board in 2016. The final report and management response will be publicly available on GATE and submitted to GERAAS for quality assessment.

Primary Intended Users	Primary Intended Uses
UN Women Senior Management and sections focused on strategic partnerships;	Inform strategic decisions related to the midterm review of UN Women Strategic Plan;
UN Women Executive Board	Support organizational learning and accountability on developing strategic partnerships.
Country, Multi-Country, Regional Offices; HQ Units	Use lessons and recommendations to enhance existing and future partnerships.
Strategic Partners (current and potential)	Have a greater awareness and understanding of UN Women's approach to strategic partnerships so as to better engage in these.

# Scope


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- **Considers only partnerships that are strategic and UN Women's approach to these partnerships.**
  - **Timeframe:** establishment of UN Women (2011) through the last quarter of 2015 (present).
  - **Geographic coverage:** country, regional and global; and interconnections between levels;
  - **All dimensions of UN Women's work** while avoiding duplications with other corporate evaluations.
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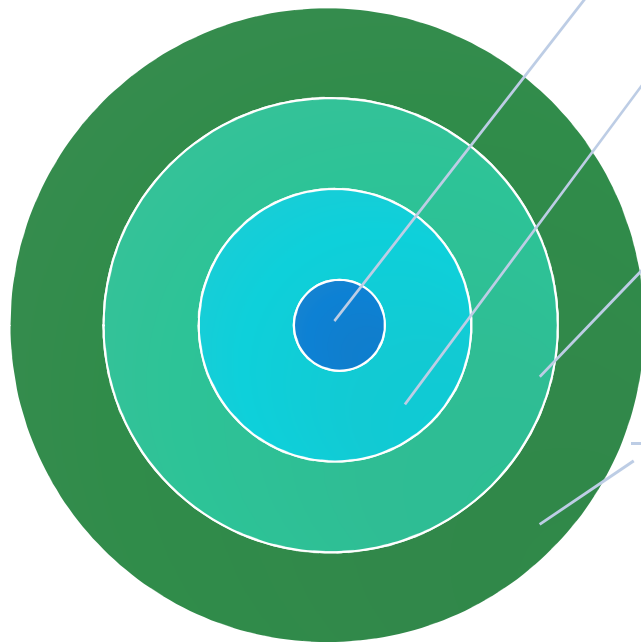
# The below strategic partnership definition will be used for the purpose of the evaluation:

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***Strategic partnerships at UN Women involve two or more organizations that enter into a collaborative arrangement:***

- *To take advantage of synergistic, aligned and mutual objectives and opportunities to achieve UN Women's and partners' goals to reach WEGE by 2030 recognizing that a single organization cannot accomplish this on their own as effectively;*
  - *Whereby individual organizations cannot secure the appropriate resources or competencies but where such joint contributions can be pooled to maximize added value beyond the sum of their parts; and,*
  - *Whereby engagement with partners provides mutual benefit leading to transformational or systemic change.*
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# Defining Strategic



**Strategic** - cannot achieve strategy goal without partner. Mutual added value and multiplier (i.e. win-win) benefits through substantive and catalytic engagement. Seeks catalytic outcomes or transformational change

**Tactical** - individual actions or events to achieve specific, shorter-term outcomes such as targeted outreach. Joint planning with partner to achieve specific goal / output but could achieve on own if required

**Transactional** - contractual arrangement with vendors, grantees and/or donors for implementation, services, goods or one-off donations / funds (may or may not include financial exchange and may be a formal or informal relationship)

**Functional** - loose engagement with others on practical and/or short-term basis (e.g. signatories to a campaign)

# Approach

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- Predominantly formative and to the extent possible, summative approach for specific partnerships
- The evaluation will analyze results (effectiveness) from both the perspective of UN Women and the respective partners. However, this is an evaluation of UN Women and not of its partners.

## Human rights and gender responsive

- Each of the five phases of the evaluation have been developed to include human rights and gender responsive features

## Utilization focused (Patton)

- The evaluation is designed with the ultimate use and users in mind.

## Realist Evaluation (Pawson and Tilley, 1999)

- A theory-driven approach that is concerned with determining three main factors and their relationships: 1) context (external forces), 2) mechanisms (how change happens), and 3) outcomes (what change, for who).



# Criteria and Key Questions

Criteria	Key Questions
<p><b>Relevance:</b> Extent to which the approach and objectives of strategic partnership are consistent with rights holders' requirements, country needs, global priorities and normative human rights policies.</p>	<p>EQ1. To what extent is UN Women engaging in partnerships that are relevant and strategic for moving the gender equality and women's empowerment agenda forward within the current development context, including the agenda 2030?</p>
<p><b>Effectiveness:</b> Extent to which strategic partnership objectives were achieved, or are expected to be achieved, taking into account their relative importance. Effectiveness assesses the outcomes of partnership.</p>	<p>EQ2. How effectively have UN Women strategic partnerships contributed to gender equality and women's empowerment results (normative, operational and coordination) at global, regional and national levels?</p>
<p><b>Organizational Efficiency:</b> Reflects the continuous improvement of internal processes of the organization, such as organizational structure, culture and community.</p>	<p>EQ3. How have (or can) UN Women organizational structures, systems and processes enabled an efficient implementation of its strategic partnerships approach?</p>
<p><b>Human Rights and Gender Equality:</b> Extent to which strategic partnerships have integrated and supported inclusion, participation and social transformation.</p>	<p>EQ4. To what extent does UN Women's approach to strategic partnerships integrate human rights and gender equality principles (bases on internationally agreed norms) and address the underlying causes of gender inequality?</p>

# Lines of Evidence

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- **HQ Assessment:** analyzing the overall approach to strategic partnerships at UN Women
- **Portfolio Analysis – 35 partnerships:**
  - 5 HQ based/global strategic partnerships:
    1. Strategic Partnership with selected Women’s Groups in the SDGs Process (Women’s Major Group, Post 2015 Coalition; Women’s working Group on Financing for Development)
    2. Strategic Partnership with The Coca Cola Company
    3. Strategic Partnership with UN-HABITAT
    4. The European Union (other regional orgs may be analysed as part of case studies)
    5. 10x10x10 initiative (HeForShe)
  - 15 partnerships from the 5 Case Study Countries (3 each) (see below)
  - 15 partnerships from 5 additional offices where UN Women has presence (3 each): Afghanistan, China, Ethiopia, Mexico, and Sierra Leone
- **Case Studies:** Kenya RO & CO (pilot); Georgia CO; India MCO; Egypt RO & CO; and Brasil CO

# Methods

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## Context analysis

- Each component of the evaluation (HQ assessment, portfolio analysis, and Case Studies) will commence with an analysis of the context.

## Partnership diagnostics

- The Portfolio Analysis, HQ Assessment and Case Studies will apply an appreciative enquiry lens to conducting a partnership diagnostics using the theoretical framework elaborated in section 2.3.3. In addition, the HQ Assessment and the Case Studies will adopt participatory approaches to data collection.

## Outcome Mapping (Earl, Carden, Smutylo, 2001)

- OM concepts and tools will be adapted to assess strategic partnerships effectiveness. An OM inspired approach has been used to develop a hypothesis of how the behaviors, relationships, or actions of each type of strategic partner would change if the partnership with UN Women was successful and to identify a progression of intended results of the partnership. This will be tested through the lines of evidence: portfolio analysis and the case studies/interviews.

## Social Learning

- Use of social media may be piloted in this evaluation and a plan will be further elaborated during HQ visit

## REPORTING

Synthesis report will be produced with recommendations to UN Women.



## VALIDATION

Key Stakeholders have the opportunity to actively contribute towards the review and validation of evaluation findings: Internal & External Reference Groups and the country case studies and portfolio sample



## DISSEMINATION

1. Management response by UN Women.
2. Executive summary, and knowledge products (TBD)
3. TRANSFORM magazine
4. Learning events
5. Presentation to the UN Women Executive Board; and
6. The report will be published on the [gate.unwomen.org](http://gate.unwomen.org).

# Evaluation Team

Lattanzio S.P.A Core Team Members	Role
Joseph Barnes	Co-Team Leader
Silvia Grandi	Co-Team Leader & Senior Partnerships Specialist
Gabriela Byron	Senior Evaluation Specialist
Tracey Keatman	Partnerships Specialist

UN Women Independent Evaluation Office	Role
Marco Segone	Director, Independent Evaluation Office
Inga Sniukaite	Deputy Chief and Co-Task Manager
Sabrina Evangelista	Evaluation Specialist and Co-Task Manager