

# TRANSFORM

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The Magazine for  
Gender-Responsive  
Evaluation

## The Governance and National Planning Issue

Why evaluate UN Women's  
Governance and National Planning?

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How relevant, effective and efficient  
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Moving forward: Ten ways  
to strengthen Governance  
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gender equality and women's  
empowerment

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## Dear Readers,

We are pleased to present our fifteenth issue of TRANSFORM, addressing another critical topic for achieving gender equality and women's empowerment: the evaluation of UN Women's work on governance and national planning. 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.

The Independent Evaluation Service (IES) of the UN Women Independent Evaluation and Audit Services (IEAS) undertook this evaluation as part of its corporate evaluation plan. 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 where 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 UN Women 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.

We hope you find this new TRANSFORM issue engaging and informative and that the information is useful for further strengthening the work of UN Women and its partners worldwide, as well as contributing to building knowledge and organizational learning.

**Inga Sniukaite**

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## ***Think Beyond. Stay Ahead.***

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## The Governance and National Planning Issue

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### **Governance and National Planning in UN Women: What is it?**

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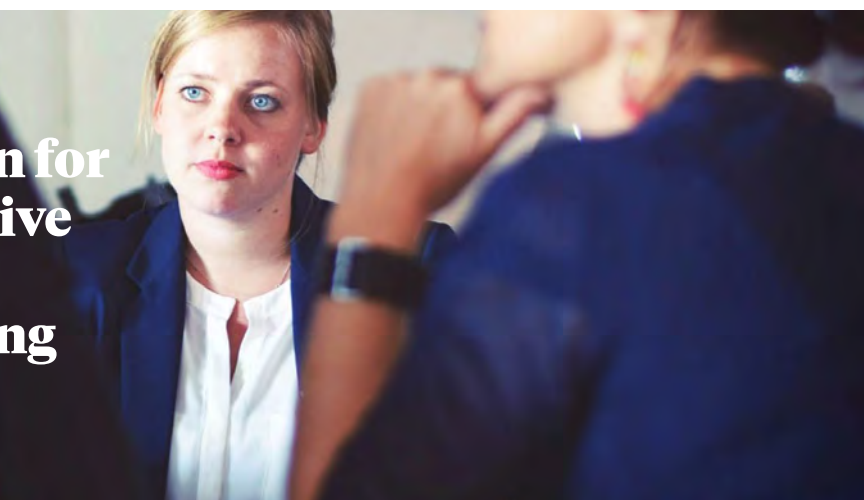
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### **Ten ways to accelerate action for gender-responsive governance and national planning**

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SUMMING IT ALL UP

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**ON THE COVER** UN Women Arabic Africa Youth Conference: Racha Haffar, founder and president of the Tunisian organization "Not for Trade" and member of UN Women's AGORA network

PHOTO: UN WOMEN/EMAD KARIM

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PHOTO: NUGROHO NURDIKIAWAN SUNJOYO / WORLD BANK  
WOMEN AT A COMMUNITY MEETING DISCUSS THE RECONSTRUCTION OF THEIR VILLAGE



# Governance and National Planning

*in*

## UN Women: What is it?

**UN Women and one of its predecessors, UNIFEM, have been at the vanguard of work on gender-responsive governance and national planning (GNP) for over 20 years. UN Women's approach to integrating gender equality in GNP focuses on ensuring that government institutions are strengthened to achieve results in gender equality and women's empowerment (GEWE).**

**This 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.**

### UN WOMEN'S APPROACH TO GNP

**The main areas of engagement, as described in Strategic Plans 2011-13 and 2014-17, are:**

- Promoting gender equality through national development plans and other national sectoral plans.
- Monitoring the implementation of government gender equality commitments and strengthening mechanisms for government accountability.
- Promoting gender-responsive HIV/AIDS strategies, plans and budgets.
- Building the capacity of government, gender advocates and civil society partners to analyse, formulate, execute and monitor gender-responsive plans and budgets.
- Enabling mechanisms for the voices of women, including women living with HIV (WLWHIV), to influence government policies, plans and budgets and monitor their implementation.

In line with UN Women's triple mandate, its GNP work includes efforts to strengthen normative frameworks at global, regional and national levels; operational work in support of national governments and other country-level partners; as well as coordination with other UN agencies at global, regional and national levels.

*How do governments come to 'own' gender equality goals? How can they best deploy public resources and authority to promote gender equality?*

Starting in 2014, global GNP normative work focused on supporting negotiations for the 2030 Agenda for Sustainable Development and the Third International Conference on Financing for Development. At the operational level, the focus was on supporting implementation of these frameworks after the adoption of the

Addis Ababa Action Agenda (AAAA) and developing the methodology for SDG Indicator 5.c.1 on systems to track and make public allocations for GEWE.

The main areas of UN Women's GNP engagement in operational work, outlined in the 2011–2013 and 2014–2017 Strategic Plans, were: promoting gender equality through national development plans and sectoral plans; monitoring the implementation of government gender equality commitments and strengthening mechanisms for government accountability; building the capacity of governments, gender advocates and civil society partners to analyse, formulate, execute, and monitor gender-responsive plans and budgets; and enabling mechanisms for the voices of women to influence government policies, plans and budgets, and to monitor their implementation.

UN Women's GNP-related coordination work with UN agencies has enabled and strengthened normative and operational work, e.g. through coordination with: the United Nations Department of Economic and Social



**EXPERT'S VIEW**

**Anne Marie Goetz**  
Clinical Professor, Center for Global Affairs, School of Professional Studies, New York University

How do governments come to 'own' gender equality goals? How can they best deploy public resources and authority to promote gender equality? These questions have driven decades of policy advocacy by domestic women's organizations, gender equality leaders and international actors. UN Women is working to answer these questions via the normative, coordination and operational activities of its 'governance and national planning' section. This evaluation shows how important UN Women's steadfast promotion of women's rights has been in its relationships with individual governments and in the multilateral domain. UN Women has been able to support the efforts of domestic women's movements to drive national policy changes, including in neglected areas such as addressing the needs of women affected by HIV/AIDS. In the process, it has supported stronger national accountability mechanisms on women's rights, more effective national planning to meet gender equality targets, and has helped to amplify the voices of women in setting and meeting national priorities. This evaluation provides valuable examples of UN Women's remarkable impact in these areas, punching above its weight by virtue of the strength of its convictions.

**5** GENDER EQUALITY



**SUSTAINABLE DEVELOPMENT GOAL 5:**

**Achieve gender equality and empower all women and girls**

**Target 5.C:** Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels

**Indicator 5.C.1:** Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment

Affairs (UN DESA) to promote gender equality in the AAAA; the Inter-Agency Task Force (IATF) on Financing for Development; and the United Nations Development Programme (UNDP) and the Organisation for Economic Co-operation and Development (OECD), co-custodians of SDG Indicator 5.c.1.

UN Women's support to gender-responsive national HIV/AIDS governance and planning has become a core part of its work in the area of HIV/AIDS. The Entity's Strategic Plans for 2011–2013 and 2014–2017 set out work in this area as a core part of Impact Area 5, which focuses on promoting gender equality through national planning and budgeting processes.

While gender-responsive GNP forms a core focus of UN Women's work on HIV/AIDS, the overall scope is broader and now includes work with national HIV/AIDS coordinating bodies, relevant sectoral ministries and women's organizations.



## List of global programmes supporting GNP objectives 2011–2017



**1.** Gender Equitable Local Development (GELD) Programme (2008–2012)



**4.** Increasing Accountability in Financing for Gender Equality (2011–2015)



**2.** Integrating Gender Responsive Budgeting (GRB) into the Aid Effectiveness Agenda (2009–2012)



**5.** Supporting Gender Equality in the Context of HIV/AIDS (2009–2013)



**3.** Upscaling GRB for Accelerated Action toward GE (2009–2011)



**6.** Action to promote the legal empowerment of women in the context of HIV/AIDS (2010–2013)



**7.** Local Level Governance and Leadership: part of the broader Women's Political and Economic Empowerment and Governance programme (2014–2017)



### EVALUATION EXPERT'S VIEW

**Michael Bamberger,**  
Independent Gender and Evaluation Consultant

I have had the pleasure of working closely with UN Women, and before that with UNIFEM, as an independent external expert advising the Independent Evaluation Service. In this capacity, I have been able to observe the evolution of their evaluation programme. Evaluating the outcomes and effectiveness of gender interventions is always challenging, and even more so for UN Women.

The Entity has a catalytic role involving coordination with many different actors and stakeholders. In most cases the Independent Evaluation Service is not asked to evaluate the direct impacts of UN Women's activities – which is very challenging in itself – but rather to assess how the Entity's facilitating and catalytic roles have influenced the attitudes and activities of many other actors.

These challenges are also evident in the present report. It was a challenging evaluation to conduct and a difficult final report to write, as UN Women is only one of many agencies contributing to the outputs, outcomes and impacts being assessed. Therefore, it is difficult to assess the value added of UN Women's specific contribution. A further challenge was that, in many cases, UN Women functions as a coordinator or catalyst so it does not have a specific set of identifiable interventions. This nuanced role is well captured in the methodology and analysis on which the report is based. The report also demonstrates how Contribution Analysis can be used in the assessment of these kinds of subtle and difficult-to-measure interventions.

This report will also prove a useful resource for other evaluation agencies who are tasked with assessing the contribution of different agencies to complex processes of policy reform.

WHAT DO I NEED  
TO KNOW TO  
MANAGE OR  
CONDUCT AN  
EVALUATION AT  
UN WOMEN?

HOW CAN  
EVALUATION BE  
A DRIVER FOR  
CHANGE TOWARDS  
GENDER EQUALITY  
AND WOMEN'S  
EMPOWERMENT?

HOW IS GENDER-  
RESPONSIVE  
EVALUATION  
DIFFERENT  
FROM OTHER  
EVALUATION?

# HOW TO MANAGE GENDER-RESPONSIVE EVALUATION

EVALUATION HANDBOOK



> <http://unwo.men/qFw750uZwao>





**Why evaluate  
UN Women's  
*Governance and  
National Planning*  
work?**

PHOTO: UNSPLASH/ MAARTEN-VAN-DEN-HEUVEL



***Are we doing the right things?***

***Are we doing things right?***

***Are we doing these things on a scale that makes a difference?***

*To get better results, we need to know what works. We also need to know what doesn't work and how to fix it.*

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The corporate evaluation of UN Women's governance and national planning was undertaken as part of the Corporate Evaluation Plan. The evaluation focused on UN Women's contribution to Governance and National Planning (GNP) and, in line with the scope of Impact Area (IA) 5 of the two UN Women Strategic Plans in the period 2011-2017, the Entity's work on gender-responsive HIV/AIDS planning was also included in the scope of the evaluation.

The purpose of the evaluation was twofold:

1. to support accountability, learning and knowledge generation by providing evidence of what has been achieved in GNP; and
2. to provide recommendations to inform future decision-making about UN Women's support to GNP.

The evaluation assessed:

- a. the relevance of UN Women's

GNP work given the changing global development landscape and priorities at country level;

- b. the effectiveness of UN Women's GNP work at the normative, operational and coordination levels;
- c. the extent to which human rights and gender equality principles have been integrated in the design and implementation of country interventions;
- d. the efficiency of UN Women's organizational structures, systems and processes to support GNP programming; and
- e. the extent to which learning systems have supported GNP work.

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.

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# How relevant, effective and efficient is UN Women's Governance and National Planning work?

*UN Women and one of its predecessors, UNIFEM, have long experience in GNP, an area of work that has contributed to UN Women's identity and framed a specialism for which it is recognized and valued*

The evaluation revealed a good number of examples of excellent work in GNP, including in the area of HIV/AIDS, such as:

- Hard-won gains in stimulating more gender-responsive GNP, including in the area of HIV/AIDS.
- Asserting gender-responsive GNP, including in HIV/AIDS, at the highest global levels.
- UN Women's ability to work sensitively and strategically with a wide range of governments.
- UN Women's ability to create trust and build long-term key relationships and harness these for progress in gender-responsive GNP at the country level.
- Asserting the role and relevance of women in governance.
- UN Women's ability, in many cases, to persist with the often slow and unpredictable steps in the GNP process.

However, the evaluation also revealed that, given the complexity and long-term nature of the GNP project, there are areas where the work could be better institutionally supported.

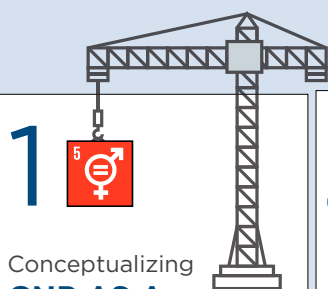
While improvements have been made in supporting and increasing staff expertise in GNP at country level, programmatically its conceptual framework has not kept pace with the experience accumulated, and therefore operationally it is inadequately supported by a strong, clear strategy.

Learning is hard-won in a context of information and knowledge management systems that are not yet fully realized, making it challenging to describe and communicate UN Women's work in GNP, including in HIV/AIDS.

Financing for this work has generally been project driven in short-term frameworks, insecure in the medium term, and therefore at times the work has been insufficiently led from the front by a strong overall strategy.

The following 10 conclusions draw together the evaluation's findings and through associated recommendations set out a pathway for UN Women to build on its achievements to date, address the challenges faced and maximize the opportunities currently presented to further advance gender-responsive GNP.

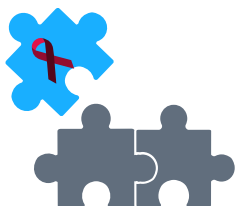
- Positioning GNP, including in the area of HIV/AIDS, within UN Women (Conclusions 1 and 2).
- Positioning GNP in the context of UN reform (Conclusions 3 and 4).
- Evolving the GNP theory of change (ToC) and deepening work across the GNP cycle (Conclusion 5).
- Capturing GNP results, including in the area of HIV/AIDS, to drive accountability and learning (Conclusions 6, 7, 8 and 9).
- Enhancing the financial position of UN Women's GNP work (Conclusion 10).



**1**

Conceptualizing **GNP AS A CENTRAL PLATFORM** for UN Women's support to national governments.

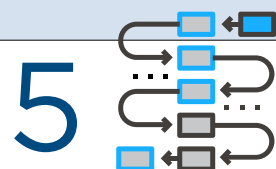
**2** **RESETTING UN WOMEN'S VISION** for its HIV/AIDS work and relationship with GNP.



**3**

UN Women's gender-responsive GNP work to become the **ENTRY POINT TO WORK WITH OTHER UN ENTITIES** at country level.

**4** Maximizing the opportunities of strengthened **GNP GLOBAL NORMATIVE** frameworks.



**5**

Evolving the **THEORY OF CHANGE FOR GNP**, clarifying the scope of UN Women's GNP work and terminology.

## Summary of the 10 CONCLUSIONS

Corporate Evaluation of UN Women's Contribution to Governance and National Planning

**6** Promoting government accountability through **ENHANCED CIVIL SOCIETY PARTICIPATION** in the GNP cycle.



**7**

**CAPTURING THE BENEFITS** of gender-responsive GNP to women and especially marginalized women.

**8** **IMPROVING CORPORATE SYSTEMS** to better capture results and processes of change.



**9**

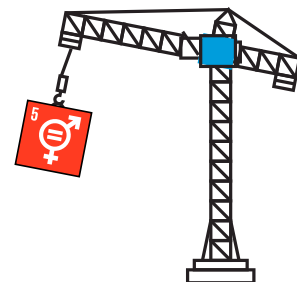
Strengthening systems for **GNP KNOWLEDGE MANAGEMENT AND LEARNING.**

**10**

Ensuring GNP **FINANCIAL RESOURCING** facilitates strategic planning.



# 1 Conceptualizing GNP as a central platform for UN Women's support to national governments



Gender-responsive GNP, in which UN Women has played a unique role, provides the foundation for achieving gender equality. With a focus on supporting central government policy and planning processes, it has the potential to drive the promotion of gender equality across all national government policy and planning processes, and into local government planning, enabling national governments to progress implementation of their SDG commitments.

UN Women is uniquely positioned to continue its support to gender-responsive national planning. It has an excellent track record of success in

this area, overcoming challenges and aligning with government priorities. The Entity also benefits from the legitimacy accorded to the UN in general as a government partner, and from the UN's normative role in supporting implementation of international commitments.

*UN Women is uniquely positioned to continue its support to gender-responsive national planning*

In addition, UN-Women has played a catalytic role in opening policy spaces and enabling others through a partnership approach.

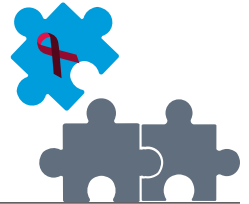
Cementing GNP work at the country level requires that UN Women strengthen its efforts in certain areas, including: a) monitoring and evaluation (M&E) systems that capture results from policy and budgeting decisions to implementation; and b) continuing to address gender expertise capacity weaknesses in the partner organizations that UN Women seeks to enable, primarily women's machineries and Ministries of Finance, but also sectoral ministries and local government.

## The variety of entry points demonstrated by UN Women offices to build alignment

**In Palestine**, the evidence suggests strong alignment of UN Women GNP objectives by drawing on entry points in the national apparatus, despite ongoing capacity constraints within government. For example, at the request of the Ministry of Planning and Development, UN Women provided technical support to the Ministry of Planning & Administrative Development (MoPAD) for the development of the 2014–2017 National Development Plan; and enabled the Ministry of Women's Affairs (MOWA) to include GEWE in the most recent National Development Plan and to develop the Cross-Sectoral National Gender Strategies. MoPAD's endorsement of CEDAW, UN Security Council Resolution 1325, and the Cross-Sectoral National Gender Strategy (CSNGS) (2014–16; 2017–2022) are all consistent with UN Women's normative mandate and approach to GNP (*UN Women Palestine, 2017 Annual Report, p. 3*).

**In the case of Mozambique**, the entry point to build alignment was civil society engagement. Due to resonance with national HIV/AIDS planning, UN Women supported the participation of a broad platform of women's groups across civil society to inform the Government of Mozambique's National Strategic Plan — HIV/AIDS component (Plano Estratégico Nacional de Resposta ao HIV e SIDA-PEN IV). The Country Office conducted three preparatory working sessions reaching out to 30 women's associations across all provinces. These were co-facilitated by staff from the Ministry of Planning and Development with a view to raising awareness of national planning processes and identification of strategic entry points for responses to their needs (*UN Women Mozambique, Annual Report*).

# Resetting UN-Women's vision for its HIV/AIDS work and relationship with GNP



Although promoting gender-responsive HIV/AIDS policies, plans and budgets forms a significant component of UN Women's HIV/AIDS work, its linkages with the Entity's wider GNP work are not as strong as they could be in its

normative, operational or coordination work. Despite the important contributions that UN Women's HIV/AIDS work has made to advancing gender-responsive HIV/AIDS responses internationally, the Entity has not been able to

meet 2014/2017 Strategic Plan targets. Focused attention is required to reset UN Women's vision in the area of GNP specific HIV/AIDS work and to establish operational arrangements to support its realization.

## A selection of significant HIV/AIDS outputs and outcomes achieved with UN Women support

**In the Asia Pacific Region**, UN Women's support has focused on influencing HIV/AIDS strategies through the use of better evidence on the gender dimensions of HIV/AIDS. **In Vietnam**, UN Women supported the AIDS Control Authority to conduct a gender assessment of the national HIV/AIDS response. This resulted in the integration of gender equality commitments into HIV/AIDS national planning guidelines for 2017. **In Thailand**, UN Women supported publication of a policy brief, *Women and HIV in Thailand: The State of Knowledge and Policy Gaps*, which examines the role of gender in Thai society, the risk factors associated with HIV/AIDS for women and girls, and the extent to which Thailand's gender equality framework has been incorporated into national HIV/AIDS policies. The brief is intended to inform policy makers about gender transformative policies and interventions when preparing the national HIV/AIDS strategy and programmes.

UN Women supported the **Government of Kenya** to strengthen the attention given to gender issues in its AIDS Strategic Framework for 2014/15–2018/19. As a result, the Strategic Framework is reported to have a chapter specifically focusing on these issues and gender considerations are mainstreamed across the entire document. In addition, the Government has allocated 13 per cent of the budget to support gender specific commitments, using key indicators to cost and track progress.

**In Mozambique**, UN Women worked with partners to integrate gender analysis into the National Strategic Plan against HIV/AIDS 2010–2014 (PEN III), but it did not link this to budget allocations. In addition, UN Women has galvanized organizations of women living with HIV to engage in national policy dialogue.

**In Rwanda**, in 2015, UN Women provided training to 226 women living with HIV in policy analysis, leadership and advocacy, adherence to antiretroviral therapy (ART), localization of SDGs, and on the M&E tool to collect data on gender based violence (GBV) among WLWHIV women at district level. UN Women's support to the network of WLWHIV/AIDS continued in 2016 with a focus on fighting stigma and advocating for all sectors in the national development framework to fully address the gender dimensions of WLWHIV.



PHOTO: TREVOR SAMSON / WORLD BANK  
AIDS AWARENESS CAMPAIGN

## UN-Women's gender-responsive GNP work to become the entry point to work with other UN entities at country level



*Operating at the country level in a more integrated way with other UN entities would bring benefits to UN Women's GNP work*

UN Women has shown strong performance in setting the global agenda for GNP, in part through its ability to develop and maintain strategic partnerships with other UN agencies. At the country level, however, the strength of

UN Women's coordination with other UN agencies in GNP appears more mixed.

UN Women's gender-responsive GNP work appears well placed to integrate more closely with coordinated UN support to national governments due to the Entity's established partnerships with central governments, its focus on policy and planning systems that apply across all national government departments, and the opportunity to link to sectoral ministries and local governments. Operating at the country level in a more integrated way with other UN entities would bring benefits to UN Women's GNP work as it deepens opportunities

to apply gender-responsive planning and budgeting in government departments and ministries supported by other UN entities.

Such an approach offers the potential for a more integrated UN programme of support to governments, centred on the United Nations Development Assistance Framework, which strongly aligns with established national processes. It would also extend opportunities for addressing gender considerations in policy areas supported by other UN agencies, further enabling governments and the UN to deliver on their gender equality commitments.



PHOTO: IDEA LAB

SKOPJE MARATHON 2016: RUNNING FOR GENDER EQUALITY



PHOTO: UN WOMEN/GAGANJIT SINGH

IN INDIA, UN WOMEN EXECUTIVE DIRECTOR HEARS FROM RURAL TECH GURUS

### Examples of UN joint action on country-level GNP

**In Albania,** UN Women, UNDP and UNICEF supported the drafting and approval of the new National Strategy and Action Plan on Gender Equality 2016–2020.

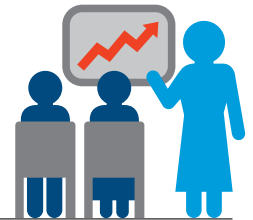
**In Timor-Leste,** UN Women worked with UNICEF to apply GNP approaches to increase public investment in young people. In addition, as co-Chair of the Gender Theme Group, UN Women coordinated efforts to localize the Joint UN Essential Service Package (ESP) and Prevention Framework. This was established through building relationships with UNFPA, WHO and through the development of a Joint UN Proposal in support of the second NAP GBV. This approach facilitated a joint delegation from Timor-Leste participating in a regional meeting on the ESP and initial roll-out of the ESP via a national consultation on the NAP GBV with support from the Secretary of State for Gender Equality and Social Inclusion.

**In Uganda,** UN Women undertook a joint programme in 2012–2013 with UNDP to provide technical assistance to the Ministry of Gender and several line ministries to conduct gender audits. The exercise supported ministries to meet GNP requirements and develop priority indicators.

**The Tanzania Country Office** also reported a significant series of UN joint programmes, although the 2014 Annual Report noted that the office encountered difficulty in managing the operational side of their strategic partnerships due to engagement with many small partners rather than a selected number of larger strategic partnerships.

In the Joint Programme on GELD (2009–2012), UN Women, UNCDF and UNDP sought to blend their expertise in local level performance budgeting and GRB to pilot a system of GRB at the local level **in five countries: Mozambique, Rwanda, Senegal, Sierra Leone and Tanzania.** GELD was credited with bringing gender onto the local agenda in these countries by offering a new approach to local government planning. However, the UN partners lacked a joined-up approach to programme delivery, which meant that the opportunity to blend their expertise and available tools was under-exploited.

# 4 Maximizing the opportunities of strengthened GNP global normative frameworks



UN-Women's support to global normative agreements like the Addis Ababa Action Agenda (AAAA) has contributed to impressive advances in international commitments for financing gender equality as part of financing the SDGs. At the country level, the evaluation found that opportunities are only just starting to be taken up, in part because of the relatively short

period since the AAAA was adopted, and as a consequence of the breadth of its action areas. The AAAA's broader commitments present UN Women with opportunities to extend its engagement in financing for gender equality at the country level beyond gender-responsive GNP and across all AAAA action areas.



PHOTO: UNSPLASH/ WESLEY-TINGEY

## UN Women's support to the Third International Conference on Financing for Development and its follow-up

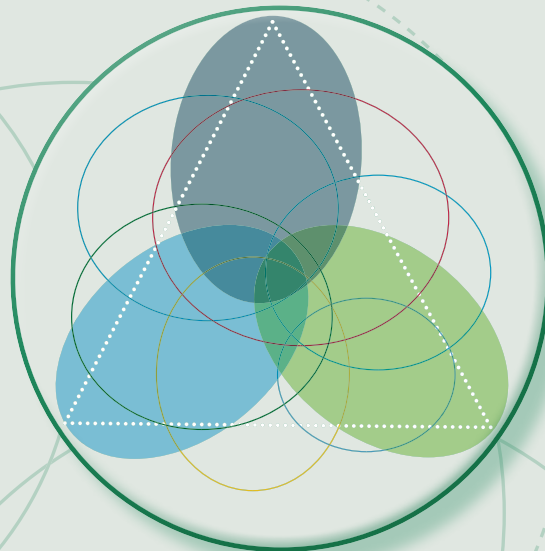
UN Women's support to the Third International Conference on Financing for Development, which discussed financing of the 2030 Agenda, contributed to achieving strong commitments to gender equality. Paragraph 6 of the Conference's outcome document, the Addis Ababa Action Agenda, affirms that GEWE is essential for equitable economic growth and sustainable development; reiterates the need for gender mainstreaming, including targeted actions and investments in the formulation and implementation of all financial, economic, environmental and social policies; and recommits to adopting policies and legislation, which promote GEWE at all levels. Furthermore, the AAAA recognizes gender considerations in six of the seven action areas, including domestic and international private business and finance, as well as international trade. In the words of one stakeholder interviewed during the evaluation "No outcome document in Sustainable Development integrated gender in the way the [AAAA] did".

The evaluation identified several features of UN Women's approach to the Conference which contributed to achieving such strong commitments, including:

- Direct and early engagement with supportive facilitators of the negotiation process.
- Close and consistent collaboration with UN DESA, the Secretariat for the Conference, throughout the process.
- Assisted multiple constituencies, including like-minded Member States, national governments and country-level civil society partners through UN Women Country Offices and international civil society, to advance the agenda in the same direction through sharing information and quality technical briefing.
- A readiness and ability to engage with resistant Member States in a diplomatic and balanced way.
- High-quality technical briefing, used effectively to support like-minded Member States and to inform more resistant Member States.
- Actively understanding and navigating the political dynamics of inter-governmental negotiations.



What is systems thinking and how is it applied to evaluations?



How can we bring “nature’s perception” into our analysis?

How can we include marginalized voices in evaluations?

# ISE4GEMs: A NEW APPROACH FOR THE SDG ERA

Evaluation Guide Book



The Inclusive Systemic Evaluation for Gender equality, Environments and Marginalized voices (ISE4GEMs) guide is written in two parts:

Part A presents the theoretical background on systems thinking and Part B provides practical steps and tools to conduct an Inclusive

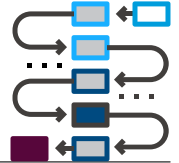
Systemic Evaluation.

Find the guide here: <http://www.unwomen.org/en/digital-library/publications/2018/9/ise4gems-a-new-approach-for-the-sdg-era>



# 5

## Evolving the theory of change for GNP. Clarifying the scope of UN Women's GNP work and terminology



The reconstructed ToC does not fully capture the complexity of UN Women's approach to supporting gender-responsive GNP as it has evolved during the 2011–2017 period. As such, it offers a limited framework for conceptualizing, operationalizing and tracking progress of this area of work.

By addressing the weak areas of the

*UN Women can potentially develop a stronger conceptual and programming framework for GNP work*

reconstructed ToC, UN Women can potentially develop a stronger conceptual and programming framework for GNP work, including monitoring and reporting. As part of this process, UN Women should reflect on and specify the key terminology to be used to refer to its GNP work and the intended meaning.



PHOTO: UN WOMEN ARAB STATES

### Carrying the GNP Flag in Uganda and Albania

In **Uganda**, UN Women was at the forefront of national discussions around GNP (one of the biggest areas in which UN Women wielded influence either through its own efforts or under the umbrella of the UN Joint Programme on Gender Equality). The Entity has been “persistent and consistent”; “UN Women have walked the journey, been patient, they understand the process and they stay the course”. In **Albania**, UN Women is the only organization working with a direct and targeted focus on GNP in all the PRGP-SEE countries. Stakeholders in all three countries of Albania's regional programme consistently stated that without UN Women's pioneering work on GNP in the region and in each country, the topic would not be as widely discussed or accepted.

### CREATING SPACES THROUGH TECHNICAL SUPPORT IN TIMOR-LESTE AND AT GLOBAL LEVEL

In **Timor-Leste**, long-term technical assistance in the Ministry of Agriculture and Fisheries to develop a gender policy for agriculture, on which a planning process could then build, has enabled, albeit slowly and somewhat tentatively, a new engagement with women's work in agriculture and with attracting young women into agricultural schools.

**At the global level**, UN Women's ability to create spaces to be used by others was well demonstrated with the country's work towards the AAAA, which would have been unlikely to progress so far without UN Women's technical inputs.

# Promoting government accountability through enhanced civil society participation in the GNP cycle, including in the area of HIV/AIDS



UN reform calls for increased UN engagement with civil society as an immediate priority. Among UN agencies, UN Women has a unique depth of experience in this kind of engagement, and therefore has an opportunity to draw on this comparative advantage in the reform process.

UN Women's technical support and

capacity building with Civil Society Organizations (CSOs) and governments have helped to strengthen civil society's role in GNP, as well as to facilitate greater government responsiveness. This has been effective, but not fully consistent. Engaging with CSOs has often been dependent on project-based tasks and on timelines for engagement

with international agreements. A deeper focus on the role of CSOs is now required to enable them to play a greater role both in sustaining government accountability to GEWE in general and GNP in particular, and in facilitating an oversight role regarding government delivery of services and investments.

## UN Women support to CSOs to influence national and local planning processes

**In Uganda**, UN Women enabled CSOs to sit on the advisory team to the National Planning Authority during the design stage of National Development Plan II (NDP II). This was possible because of the prior relationships established with seven of the planning sectors, which were the focus of capacity building by UN Women together with UNDP. CSO and government stakeholders also attributed this to UN Women's advocacy and ability to bring stakeholders, including CSOs, together. Stand-alone provisions on GEWE were subsequently included in NDP II, and gender provisions specific to each of the 10 different sectors. Progress has also been made in translating these provisions into sector policy, but challenges are implied in the compliance rate for gender responsiveness in MDA budget submissions, which were rated as 'fair' (2016).

Through the global programme 'Increasing Accountability in Financing for Gender Equality', UN Women provided grants to CSOs in **Cameroon, Haiti, India and Serbia** to enable them to engage in planning processes and research the implementation of government gender equality commitments. For example:

**In Serbia**, UN Women supported Association Fenomena to assist 10 women's NGOs in eight towns in central, western and southern Serbia to engage in local planning and budgeting processes. The Association provided training and guidance materials to assist the NGOs in engaging with their local authorities. As a result of the project, the NGOs have strengthened their relationships with local authorities. One of the groups succeeded in obtaining local authority agreement to allocate funding for agricultural production for rural women in their municipality.

**In India**, UN Women supported the CSO Sangini Mahila Kalyan Samiti to research implementation of the Domestic Violence Act in Madhya Pradesh. The research revealed a lack of awareness among women about the Act, and considerable resource and funding gaps in its implementation.



PHOTO: ROMEL SIMON/WORLD BANK

# Capturing the benefits of gender-responsive GNP, including in the area of HIV/AIDS, to women and especially marginalized women



*Little is known about the links between GNP and gender equality outcomes or how far GNP benefits the most marginalized groups, such as women living with HIV*

Relatively little emphasis in GNP work, including in the area of HIV/AIDS, has been on monitoring and evaluation of the government policy-budget-review cycle. Therefore, relatively little is known about the links between GNP and gender equality outcomes or how far GNP benefits the most marginalized groups, such as women living with HIV. Supporting partners across the full cycle (which includes budget monitoring /

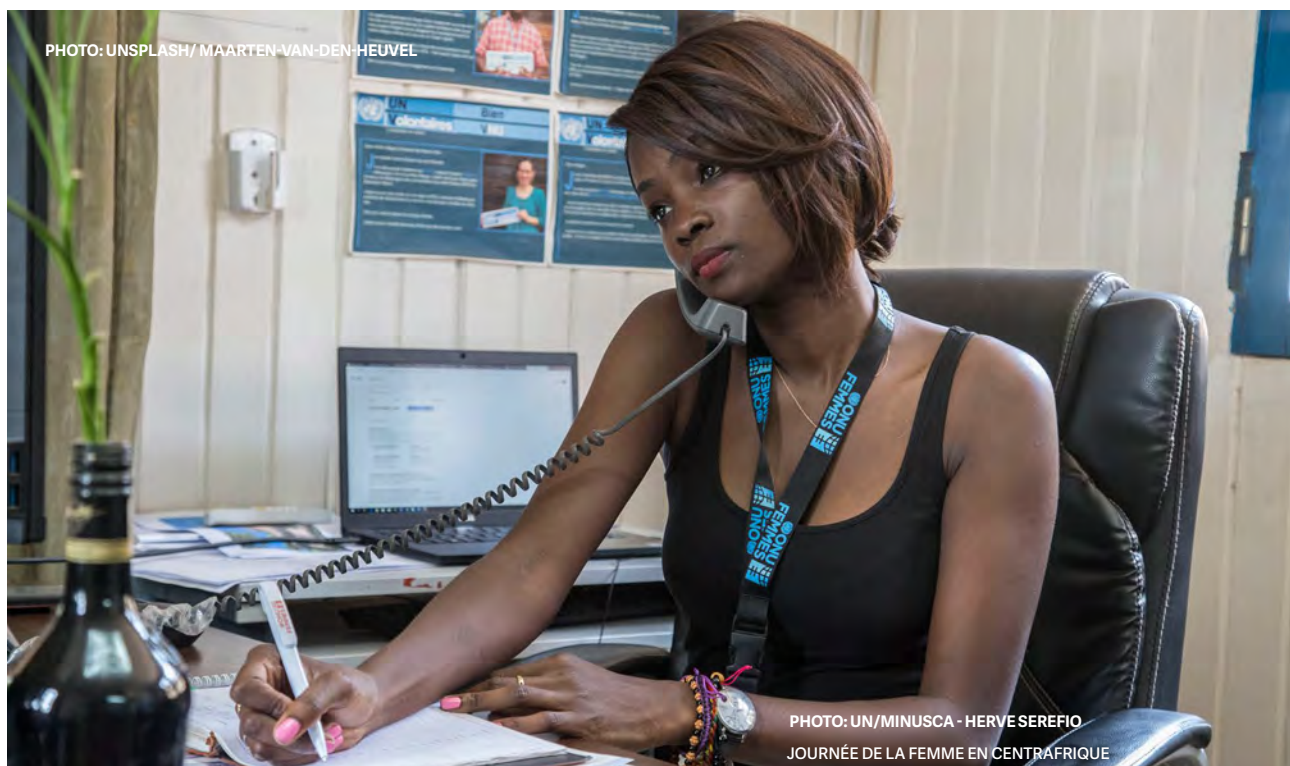
financial auditing and monitoring of policy-related results that budgets are designed to achieve) would generate evidence of whether targeted planning and budgeting strategies for gender equality generates benefits for the most marginalized women and girls. This presents an opportunity to understand how intersectionality issues are addressed by interventions in GNP.



PHOTO: TOM PERRY / WORLD BANK

AN INFORMATION-COMMUNICATION REVOLUTION IN THE PACIFIC

# 8 Improving corporate systems to better capture results and processes of change

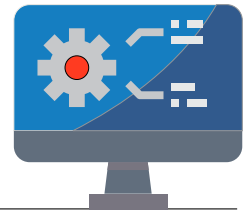


Since 2015, UN Women has made good progress in establishing the Results Management System (RMS) as a corporate information management system and improving its reporting methodologies in line with the Development Results Framework. However, based on analysis of Impact Area 5 documentation, the UN Women

Results Management System continues to have some important gaps in the documentation held. Furthermore, corporate planning and reporting formats do not encourage a strategic overview of how intended objectives are being met, the challenges encountered in promoting gender-responsive GNP and the solutions found.

The challenges described affect UN Women's ability to gain full recognition of its achievements; extract learning and use it to inform new work, or share it with others in the role of knowledge broker; and accumulate evidence of the results of GNP work that would facilitate resource mobilization.

# Strengthening systems for GNP knowledge management and learning



Creating the conditions in which UN Women can fully flourish in a role as knowledge broker for GNP, including in the area of HIV/AIDS, means closing the gaps in knowledge management. Maximizing internal knowledge brokering is essential to support efficient and effective delivery, and cross-country learning. An external knowledge broker role is also potentially available to UN Women, given its long-standing and specialized contribution.

Good progress has been made towards systematizing learning and

knowledge management through effective evaluation cycles, strengthened results-based ways of working, a centralized documentation repository, and a recently approved knowledge management strategy. However, there remains more that could be done. The complexity of skills and process management required in GNP, including specific knowledge for HIV/AIDS related GNP and sector-specific knowledge linking GNP to other sectoral processes, mean that systematic and comprehensive knowledge-based approaches are required.

Creating the conditions for UN Women to become a knowledge broker in this area means to support plans developed to strengthen the knowledge base, continuing to actively take part in implementing the knowledge management strategy and contributing to ensuring its purpose is achieved. The UN Women knowledge management strategy offers a framework for further pursuing communication and learning that draws on the country-level experience in GNP in aggregated form at global level.

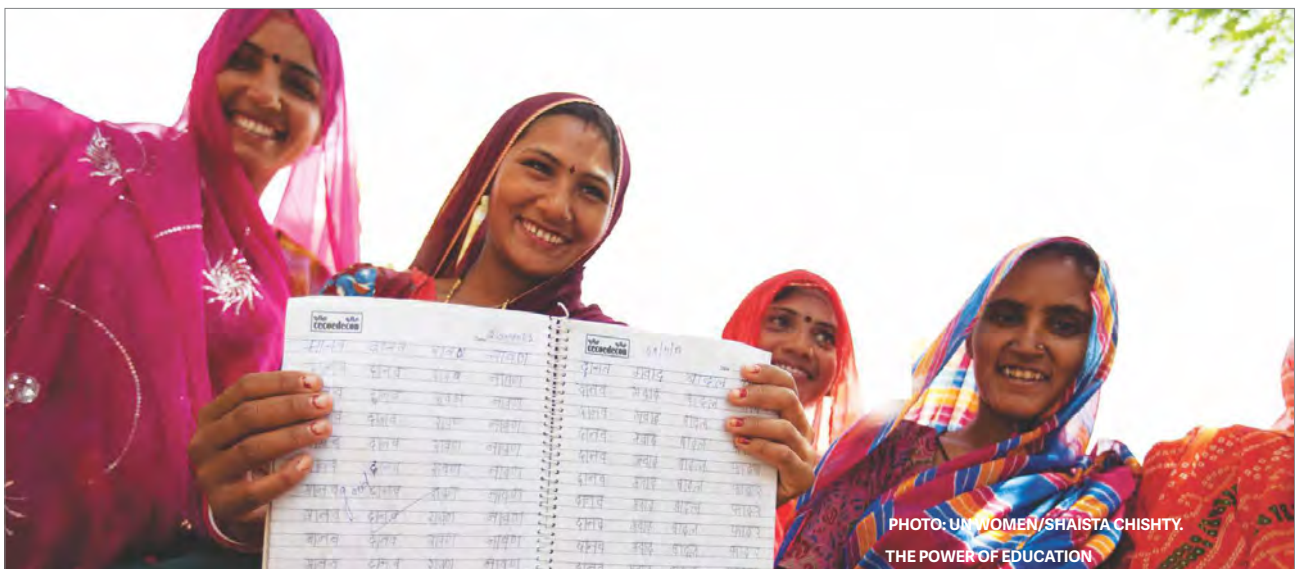


PHOTO: UN WOMEN/SHAISTA CHISHTY.  
THE POWER OF EDUCATION

# 10

## Ensuring GNP financial resourcing facilitates strategic planning



The evaluation found that UN Women's GNP work relies heavily on non-core resources. While the ratio of core to non-core resources supporting GNP is similar to that in other impact areas, it is a concern for an area of work considered one of UN Women's flagships and one with strategic potential. This exposes GNP normative

and operational programming to the shifting priorities of donors as well as the challenges of short-term funding horizons for processes that take years to embed. This risks undermining UN Women's ability to make strategic decisions about how to progress gender-responsive GNP and potentially dilutes its focus.

*Relying heavily on non-core resources exposes UN Women's GNP normative and operational programming to the shifting priorities of donors*

# Ten ways to accelerate action for gender- responsive governance and national planning

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*The evaluation identified ten recommendations that are critical for UN Women's future contribution to governance and national planning including HIV/AIDS work. In light of UN reform, UN Women's gender-responsive governance and national planning work can lead the way to ensure gender equality is embedded in national development plans and associated sectoral plans.*









## Recommendation 1: UN Women to develop an integrated policy and programme package to support national governments with gender-responsive GNP as a central platform.

Gender-responsive GNP, in which UN Women has played a unique role, provides the foundation for achieving gender equality. With a focus on supporting central government policy and planning processes, it has the potential to drive the promotion of gender equality across all national government policy and planning processes, and into local government planning, enabling national governments to progress implementation of their SDG commitments.

UN Women is uniquely positioned to continue its support to gender-responsive national planning,

It has an excellent track record of success in this area, overcoming challenges and aligning with government priorities. Cementing GNP work at the country level requires that UN-Women strengthen its efforts in certain areas, including: a) M&E systems that capture results from policy and budgeting decisions to implementation; and b) continuing to address gender expertise capacity weaknesses in the partner organizations that UN Women seeks to enable, primarily women's machineries and Ministries of Finance, but also sectoral ministries and local government.

# 2

## Recommendation 2: UN Women to determine the intended relationship between UN-Women's GNP work and its support to gender-responsive HIV/AIDS planning and budgeting and take actions to operationalize it within the proposed integrated package of support to governments.

UN Women staff leading the entity's HIV/AIDS work should contribute to the conceptualization of UN Women's integrated package of support on gender-responsive governance. This is to ensure the central platform is informed by achievements and learning in the area of HIV/AIDS planning and budgeting to facilitate further embedding of a gender-responsive national HIV/AIDS response.

In addition, detailed written guidance should be prepared for Regional and Country Offices on the new integrated package of support and its operational implications. This should articulate how Country Offices can work with national governments and the National HIV/AIDS Coordinating Authorities to achieve an integrated national approach to gender-responsive policy and planning.

UN Women should retain internal specialist HIV/AIDS human resource capacity at headquarters and in Regional Offices to provide technical support to the effective implementation of an integrated package of support for gender-responsive GNP at the country level in the area of HIV/AIDS.

## 3

**Recommendation 3:  
As part of ongoing UN reform processes, UN Women to leverage coordinated UN support to national governments on governance and national planning, with UN Women providing leadership and expertise in the area of gender-responsive GNP.**

There is considerable momentum behind UN reform and UN Women is involved in the repositioning process through its participation in the UN Sustainable Development Core Group and associated working groups. Several UN agencies support national governments in the development and implementation of their national development plans and associated sectoral plans. Support to policy and planning could therefore form a potential area of coordinated UN support to national governments.

UN Women should identify the relevant UN Development System working groups where it can table this proposal, including the particular focus of these groups and their membership. Based on this, UN Women should build a case to support the proposal, something which reflects UN Women's expertise, but is also likely to garner support from other UN agencies. It would be appropriate for UN Women to propose leading UN support for gender-responsive GNP, enabling governments to deliver on SDG 5 and gender-related commitments in the AAAAA.

## 4

**Recommendation 4:  
UN Women to strengthen support of AAAAA implementation at country level. It should develop a strategy paper that sets out how UN Women could support implementation alongside the benefits, and human and financial capacity required for each scenario.**

Extending support to national governments beyond GNP to implement AAAAA gender equality commitments offers UN Women strategic benefits. The opportunity to work with UNDP and other relevant partners to integrate a gender perspective into sustainable national financing frameworks is a first step. However, much more would need to be done at the country level to support the translation of AAAAA commitments on gender equality into national policy and practice.

Therefore, UN Women should prepare a strategy paper which sets out how it can build on its country-focused, gender-responsive GNP work to support implementation of the AAAAA gender equality commitments at country level.

## 5

**Recommendation 5:  
UN Women to lead an inclusive process to prepare an evolved theory of change for GNP that captures the complexities of UN Women's approach and provides a medium to long-term strategic overview of the objectives and envisaged process. Country Offices should use the evolved theory of change to prepare narratives tailored to country contexts.**

The process should adopt a participatory approach, working with Regional and Country Offices to develop a shared understanding of GNP change processes among UN Women staff. It should include an understanding of the relationship between the ToC as a tool for conceptualizing a change process and as a guide to operationalizing it, and the Strategic Plan that sets out the steps to be taken in a specific context, framed so that they align with global-level objectives. Country-specific ToC narratives should set out medium-term GNP objectives and the intended pathway for achieving them.

## 6

**Recommendation 6: UN Women to work proactively through its Regional and Country Offices to support stronger national civil society roles in monitoring budget expenditure and gender equality results achieved through government policy and budget decisions, feeding findings into future planning cycles.**

This would involve developing technical guidance and training materials for UN-Women Country Offices and partners on ways in which civil society can contribute to promoting gender-responsive GNP and good practice in working towards institutionalization of the role of CSOs in different contexts. It should draw on learning available from HIV/AIDS work on maintaining a consistent focus on CSOs, and on country experience in attempting to institutionalize this relationship. It would also involve mobilizing resources to build civil society capacity and more consistently nurturing dialogue between civil society and government partners on monitoring findings and implications for future policy and budget decision-making.



PHOTO: UN WOMEN/RYAN BROWN  
GENDER EQUALITY ADVOCATE - PATRICIA MUNABI-BABIIHA

**Recommendation 7: UN Women to work proactively through its Regional and Country Offices to assist national GNP partners, including in the area of HIV/AIDS, to put in place systems to measure the impact of gender-responsive GNP on the lives of women, including marginalized women.**

UN Women should continue to support the development of government M&E systems, drawing on work developed on local level planning and budgeting, so that the results of full GNP cycles on women, including marginalized women, are documented and links established to the impact of policy.

Given that government monitoring systems aimed at capturing policy impact on marginalized women are likely to take time to achieve, UN Women should commission small but robust sample studies, focused very specifically on building an empirical evidence base on causal links

between gender-responsive budgeting and gender equality outcomes. These studies would aim to establish the effects of UN Women's GNP interventions at impact level in the lives of women, including marginalized women. The studies should also explore the specific contribution UN Women has made in the change process, thereby building an evidence base for UN Women's work. UN Women should consider making the aspirations of GNP to impact-level results in terms of changes in women's lives more explicit by capturing these in the evolved ToC.



# 8 9

## **Recommendation 8: UN Women to accelerate the institutionalization of the Results Management System, to articulate results achieved through UN Women's support, and to gain insight into what is working and how.**

UN Women should enhance its guidelines for the use of RMS. Strategic Notes should articulate a programme-level ToC; Annual Workplans should briefly explain how the identified outcomes, outputs and activities will progress implementation of the ToC; and Annual Reports should describe the results achieved, how they were achieved, the specific contributions of UN Women and other stakeholders, and the extent to which the direction of progress has followed the ToC.

## **Recommendation 9: UN Women to continue the drive for its knowledge management strategy to support knowledge management for GNP, including in the area of HIV/AIDS and sector-related work.**

Key to delivering the knowledge management strategy is ensuring dedicated human resources with GNP expertise are made available to operationalize the strategy in this technical area, in line with the roles and responsibilities assigned to different parts of UN Women.

### **SUMMARY OF RECOMMENDATIONS**

1. Develop integrated policy and programme package
2. Determine the relationship between GNP and HIV/AIDS work
3. Leverage coordinated UN support on gender-responsive GNP
4. Strengthen support for AAAA implementation at country level
5. Prepare evolved Theory of Change
6. Support consistent national civil society roles
7. Put in place systems to measure the impact of gender-responsive GNP
8. Accelerate the institutionalization of the Result Management System
9. Strengthen knowledge management and learning systems
10. Review the use of core funding

# 10

## **Recommendation 10: UN Women to review the use of core funding and consider how it can best be used to enable strategic planning and delivery in GNP.**

UN Women should invest in building a stronger rationale and evidence base for donor investment in gender-responsive GNP, whether through core funding to UN Women, or project-based funding. This would involve evolving the ToC to more clearly articulate a medium-term strategy (Recommendation 5), better documenting results and processes of change (Recommendation 8), especially evidence of the impact of more gender-responsive planning systems on women and girls (Recommendation 7), and using this material to articulate a clear narrative of the benefits of investing in gender-responsive GNP.

UN Women should consider the possibility of allocating additional core funding to GNP normative and operational work at country level to enable its GNP work to evolve to a new level, either by extending work across the full GNP cycle, or by deepening work within sectors or thematic areas, including in the area of HIV/AIDS.

### **Tangible outcomes of increased attention to Gender Equality and Women's Empowerment and budgeting processes in Albania and Timor-Leste**

#### **Examples from Albania**

- In 2016, a Competitive Fund for Women Entrepreneurs to an amount of ALL 6 million was established and operationalized by the Municipality of Tirana as a result of a local GRB consultation exercise. For the first time in Albania, 11 private companies that contribute to the capital's economic development signed the Women's Empowerment Principles. It seems likely from reporting that UN Women contributed to this outcome through both governance and national planning and women's economic empowerment workstreams.
- Participatory planning and gender budgeting have led to supportive municipality decisions in individual cases. The municipality of Berat proposed a special budget line to support shelter for women victims of domestic violence and to provide economic support and social housing to vulnerable families. In an example of implementation of this decision, a woman suddenly responsible for two orphan children following the death of her sister has been provided with housing and financial support by the municipality. While this result is clearly associated with the GRB process, the implementation of gender-responsive decisions at the municipality level is a further step that is only indirectly attributable to UN Women.

#### **Examples from Timor-Leste**

- In Timor-Leste increasing proportions of women are employed in government departments and in management and leadership positions. These changes are most directly linked to the 2017 National Employment Strategy, the recent ratification of ILO Conventions 100 and 101, and the Council of Ministers' 2017 approval of a General Resolution on Equal Salary. However, UN Women's work in GNP is part of a context in which awareness of gender issues in governance is increasing. It is also possible that there has been a direct role of planning and budgeting in setting measures for equal salary.
- Gender policy development in the Ministry of Agriculture and Fisheries, which was supported by UN Women long-term technical assistance, is now at the point of being approved. Alongside national-level commitment to the inter-ministerial Maubisse Declaration on the empowerment of rural women and high-level pressure to work towards gender balance in government projects, this has resulted in tangible changes. Progress has been made towards achieving the 30 per cent target for women's admission to agricultural technical schools (involving the establishment of infrastructure (girls' hostels) so that girls could be accommodated in the schools) and taking up youth scholarships for studying horticulture and agribusiness. There have also been observed changes in the work roles available to women in coffee plantations as they become more involved in harvesting. These changes were reported as having been supported by UN Women's technical assistance, which had contributed to increasing appreciation of gender concerns in the Ministry, among other factors such as high-level political prioritization of gender equality. Further investigation would be needed into the roles of these different streams of influence.



# ACCOUNTABILITY S LEARNING

## **GATE System: The Global Accountability and Tracking of Evaluation Use**

An on-line based Public Information Management System, which facilitates UN Women's effort to strategically plan and effectively use evaluations for accountability, management for results, and knowledge management.

>>>> <http://gate.unwomen.org/>



## Learning from this evaluation: reflections from management

**Zohra Khan**

*Policy Advisor, Governance and National Planning*

**Strong and effective public institutions underpin the delivery of the Sustainable Development Goals. This evaluation highlighted UN Women's important role in bringing gender analysis and mainstreaming into the work of public institutions.**

The corporate evaluation of UN Women's contribution to governance and national planning was the first in this area since the Entity's founding and coincided with the United Nations system-wide reform. As such it not only provided an opportunity for learning but also for positioning UN Women in a newly evolved system with its emphasis on greater integration, coordination and synergy, drawing on the mandates and full assets of the system. UN Women's mandate to lead, promote and coordinate efforts to advance gender equality means that the Entity is well placed to deliver integrated policy advice and knowledge on gender-responsive governance. The evaluation confirmed that UN Women has played a unique role in mainstreaming gender in government policy and planning leading to upstream policy change. We have been highly responsive to government priorities and have provided consistent, high-quality technical support. We are viewed as a trusted partner playing a catalytic role in opening up policy spaces and enabling others through a partnership approach.

But while we are doing well, there are also major gaps. The evaluation found that UN Women needs to consolidate and

strengthen its programme offering by refining its strategic vision and theory of change. We need enhanced capacities at all levels of the organization for increased impact. We also need to improve internal systems to better capture results and enhance knowledge management overall. We must more effectively leverage our good practice and learning to address these deficits. This is critical if we are to ensure UN Women's technical leadership on governance and national planning. The evaluation provides us with a framework for action.

First, the evaluation recommends that governance and national planning form the central platform of our support to governments. This is particularly important in how UN Women will structure its technical support to national governments in a coordinated, integrated manner. We will develop an evidence-based policy and programme package to strengthen delivery of technical support to national governments. This will include robust gender analysis in all UN Country Team (UNCT) policy support in the new UN Sustainable Development Cooperation Frameworks and guide joint programming efforts.

Second, the evaluation called for

strengthened knowledge management through accelerating use of the Result Management System (RMS) to capture results and gain insight into what is working and how. Recognizing the importance of cutting-edge knowledge and data to support SDG implementation, we will identify gaps in our knowledge, develop and disseminate high-quality knowledge products that will form the basis of our integrated package of support. We will work to strengthen our reporting systems to better monitor and report country results and knowledge sharing through communities of practice.

Third, the evaluation called for consistent and meaningful civil society engagement on budget monitoring and the need to better capture the impact of our work on the lives of women, especially the most marginalized. The evaluation commended our work with women living with HIV, recognizing our role in fostering partnerships with grassroots women's organizations and creating channels for their voices to be heard in policy forums. We will build on these experiences to deepen engagement with civil society to further influence policy formulation on national and local planning and budgeting. We will strengthen monitoring, reporting and evaluation at country level to better collect quantitative and qualitative data to measure the impact of our work on women's lives, noting the complexities in



capturing these from upstream policy to service delivery.

Fourth, the evaluation recognized the need for strengthened investment in our work on governance. As we strive to address the gaps in our programming, it is critical to secure additional human and financial resources at all levels to fully implement these recommendations. Therefore, as part of the change management process, UN Women will conduct a comprehensive review of its core resource allocations and assessment of human resource capacity to enable delivery of its Strategic Plan objectives.

Strong and effective public institutions underpin the delivery of the Sustainable Development Goals. This evaluation highlighted UN Women's important role in bringing gender analysis and mainstreaming into the work of public institutions. The evaluation recognized our pioneering work on gender-responsive planning and budgeting and identified this as foundational for achieving gender equality and women's empowerment. With its focus on supporting government policy and planning, the evaluation found that UN Women has enabled governments to drive gender analysis across all government apparatus. For us to embed this in the 'DNA' of government, and the UN system, we need top-notch thought leadership and capacity to deliver.



[Click here to download a two-page brief on UN Women's work on GNP](#)

## Facts and Figures

### Governance and National Planning



**DOMESTIC PUBLIC FINANCE:** Both the revenue and expenditure sides of national budgets can be structured in ways that reinforce – and at times exacerbate – gender inequalities.



Over 40 countries at all development levels implement flat-rate personal income taxes which have negative effects for low income populations. As women predominate in low income groups, these taxes often result in **tax increases for poor women**.



At the national level, resources allocated to address gender equality are consistently low. For example, a review of spending in 24 countries from North, Central, South America and the Caribbean found **allocations to eliminate violence against women are less than 1 per cent of the national budget**.

**SECTORAL INVESTMENT:** The data below demonstrate gaps in sectoral funding and the potential benefits of closing these for gender equality and women's empowerment



Poor nutrition in pregnant women results in 800,000 newborn deaths annually. **Every dollar spent on scaling up nutrition interventions for pregnant women and children** contributes to outcomes including the prevention of 65 million cases of stunting in children and 265 million cases of anaemia in women by 2025.



Gender parity at the upper secondary level of education remains low at only 29 per cent and two out of three illiterate adults are women. **Increasing educational opportunities for girls and women** could lead to a 10-20 per cent increase in future earnings with each additional year of schooling.

For data sources and more facts and figures on GNP go to:

<http://www.unwomen.org/en/what-we-do/governance-and-national-planning/facts-and-figures>

# Comprehensive methodology for a broad evaluation

The evaluation adopted a theory-based approach.

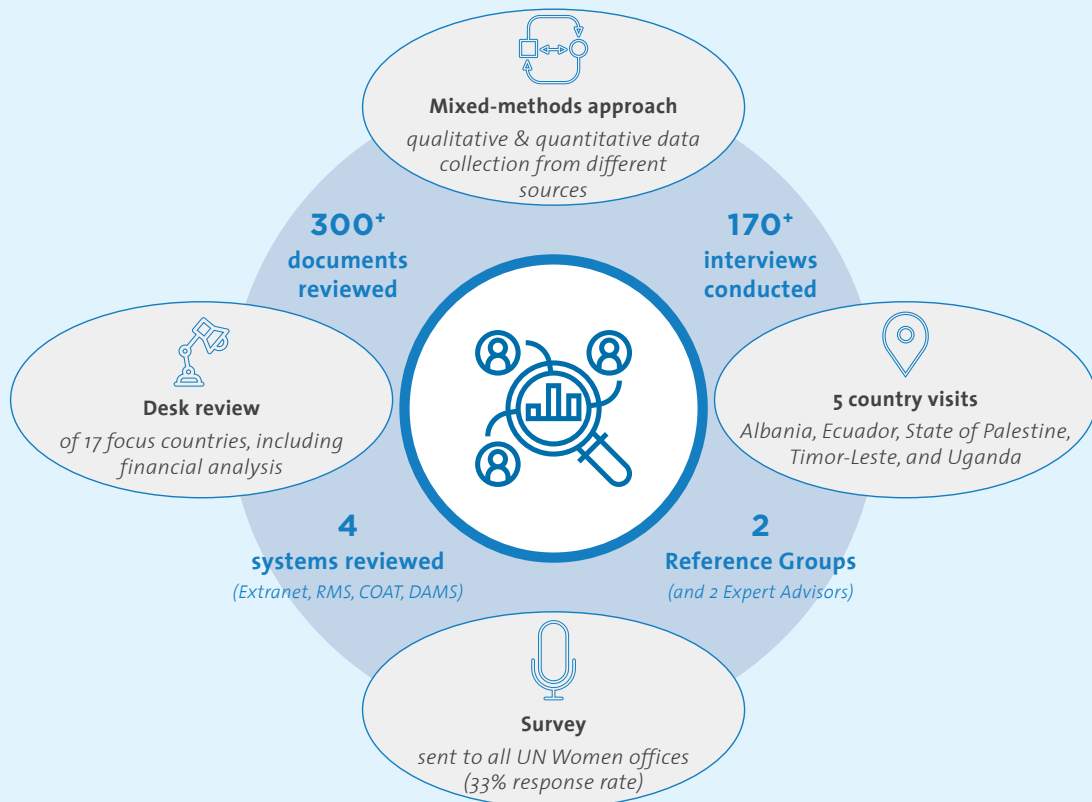
To provide a conceptual framework, a theory of change (ToC) for UN Women's GNP work was reconstructed based on available documentation and inception-phase interviews. The evaluation team used the reconstructed ToC as a framework for data analysis.

The evaluation was conducted in line with principles of the UN Women Evaluation Policy, the UNEG Norms and Standards, UNEG guidelines on integrating human rights and gender equality in evaluation, and the UNEG Ethical Guidelines and Code of Conduct.

The evaluation applied a mixed-methods approach, involving a blend of qualitative and quantitative data collection methods from different data sources. The evaluation drew on a desk-based review of strategic documents and an in-depth portfolio analysis of 17 countries, case studies and a survey of UN Women staff. The evaluation team conducted five country case studies, including of Albania, Ecuador, Palestine, Timor-Leste and Uganda to collect primary data. It also conducted a global case study focusing on two examples of

UN Women's GNP normative work at the global level: UN Women's support to inter-governmental financing for development negotiations from 2014 onwards, and UN Women's support to the adoption of the Commission on the Status of Women Resolution 60/2 on Women, the Girl Child and HIV/AIDS and to the UN Political Declaration on HIV/AIDS, both agreed in 2016. In total, more than 170 interviews with internal and external stakeholders were conducted, and more than 300 documents were reviewed.

## EVALUATION METHODOLOGY AND DATA COLLECTION



How can we effectively use big data in evaluations?

What are the risks and challenges in using big data for evaluations?

What is big data and why use it for evaluations?

# CAN BIG DATA BE USED FOR EVALUATION?

A UN Women feasibility study



The objective of the study was to investigate the feasibility of leveraging big data sources—particularly Twitter, Facebook, and radio data—to improve the evaluation of gender equality and women's empowerment initiatives.

Find the full report here: <http://www.unwomen.org/en/digital-library/publications/2018/4/can-big-data-be-used-for-evaluation>



## About Transform

Published by UN Women's Independent Evaluation Service, Transform is the first magazine dedicated exclusively to gender-responsive evaluation. It aims to communicate good practices on gender-responsive evaluations, as well as evaluation findings on what works for gender equality.

## About the Independent Evaluation Service (IES)

The UN Women Independent Evaluation Service is co-located with the Internal Audit Service under the Independent Evaluation and Audit Services (IEAS). The UN Women Independent Evaluation Service's main purpose is to enhance accountability, inform decision-making, and contribute to learning about the best ways to achieve gender equality and women's empowerment through the organization's mandate, including its normative, operational and coordination work. The Independent Evaluation Service also works to strengthen capacities for gender-responsive evaluation within UN entities, governments and civil society organizations.

# LEARN MORE ABOUT GENDER-RESPONSIVE EVALUATION



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