EFFECTIVENESS AND EFFICIENCY ASSESSMENT OF UN WOMEN

FLAGSHIP PROGRAMME INITIATIVES AND THEMATIC PRIORITIES OF THE STRATEGIC PLAN 2018–2021

UN WOMEN

ACKNOWLEDGEMENTS

TABLE OF CONTENTS

LIST OF ACRONYMS

A2J	Access to Justice
AfDB	African Development Bank
AGRA	Alliance for a Green Revolution in Africa
APRO	Asia and the Pacific Regional Office
AS	Arab States
ASAM	Association for Solidarity with Asylum Seekers and Migrants
ATLAS	UN Women Internal ERP System
AWP	Annual Work Plan
CAF	Charities Aid Foundation
CCAFS	Climate Change, Agriculture and Food Security
CGIAR	Consultative Group on International Agricultural Research
CIAT	The International Center for Tropical Agriculture
CIP-SSA	International Potato Centre
CO	Country Office
COAT	Country Office Assessment Tool
COP	Community of Practice
COVID-19	2019 novel coronavirus
CRA	Climate Resilient Agriculture
CSO	Civil Society Organization
CTA	Center for Agricultural and Rural Cooperation
DAMS	Donor Agreement Management System
DFID	UK Department for International Development
DMA	Division of Management and Administration
DRF	Development Results Framework
DRMA	Disaster Risk Management in Agriculture
EC	European Commission
EQ	Evaluation Question
ERP	Enterprise Resource Planning
ESA	Eastern and Southern Africa
ESARO	Eastern and Southern Africa Regional Office
EVAW	End Violence Against Women
FAQ	Frequently Asked Question
FGE	Fund for Gender Equality
FIKA	Filière Karité de Cote d'Ivoire
FMS	Financial Management Section
FPI	Flagship Programme Initiative
GE	Gender Equality
GEWE	Gender Equality and Women's Empowerment
HA	Humanitarian Action
HACRO	UN Women Humanitarian Action Crisis Response Office
HNCS	Humanitarian Normative and Coordination Section
ICT	Information and Communications Technology

IDRC	International Development Research Centre
IEAS	Independent Evaluation and Audit Services
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
INGO	International Non-governmental Organization
IOM	International Organization for Migration
IRRF	Integrated Results and Resources Framework
JKUAT	Jomo Kenyatta University of Agriculture and Technology
KPI	Key Performance Indicator
LAC	Latin America and the Caribbean
LEADS	Leads management system
LEAP	Leadership, Empowerment, Access and Protection
LNOB	Leave No One Behind
MOPAN	Multilateral Organization Performance Assessment Network
MPTF	Multi-Partner Trust Fund
OEEF	Organization Effectiveness and Efficiency Framework
PARIS 21	Partnership for Statistics in Development in the 21st Century
PPID	Policy, Programme and Intergovernmental Division
ProDoc	Project Document
PSHA	Peace, Security and Humanitarian Action
RBM	Results-Based Management
REFAN	Réseau des Femmes Agricultrices du Nord
RM	Resource Mobilization
RMM	Results Management and Monitoring
RMS	Results Management System
RO	Regional Office
RWEE	Rural Women's Economic Empowerment
SC/SPS	Safe Cities and Safe Public Spaces
SDF	Structured Dialogue on Financing
SDG	Sustainable Development Goal
SGBV	Sexual and Gender-Based Violence
SMT	Senior Management Team
SN	Strategic Note
SP	Strategic Plan
Spanish AECID	Spanish Agency for International Development Cooperation
SPU	Strategic Planning Unit
ToC	Theory of Change
TP	Thematic Priority
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNEG	United Nations Evaluation Group
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific

UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNISS	United Nations Integrated Strategy for the Sahel
UNODC	United Nations Office on Drugs and Crime
UNOSG	United Nations Office of the Secretary General
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
USAID	United States Agency for International Development
US$	United States Dollar
WB	World Bank
WCA	Western and Central Africa
WCARO	Western and Central Africa Regional Office
WEE	Women's Economic Empowerment
WFP	World Food Programme
WPHF	Women's Peace and Humanitarian Fund
WPS	Women, Peace and Security

FOREWORD

Towards the end of 2015, UN Women introduced the Flagship Programme Initiatives (FPIs) as a means of consolidating and scaling-up the young Entity's programming modalities to better respond to the expectations and goals of the Beijing Declaration and Platform for Action; the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda; and other international agreements which had recognized the centrality of gender equality and women's empowerment (GEWE) in sustainable development. The FPIs represented an evolution in UN Women's programming designed to create high-impact, scalable initiatives through partnerships to enable the full realization of the Entity's integrated mandate and to be fitter for purpose in the context of the SDGs and UN reform.

The Independent Evaluation Service (IES), in collaboration with the Internal Audit Service (IAS) of the UN Women Independent Evaluation and Audit Services (IEAS) undertook this evaluation as part of its corporate evaluation plan with the aim of assessing the relevance, effectiveness, efficiency and coherence of the 12 FPIs (and their integration as Thematic Priorities of the Strategic Plan [SP] 2018–2021) as a partnership, operational, resource mobilization and programming model to deliver high-impact and transformative results within the context of implementing the UN Women SP.

The evaluation found that the FPIs had an overall positive effect on the evolution of UN Women programming and operations. While the FPIs faced several challenges related to operationalization, knowledge management and resource mobilization, the evaluation noted the FPIs' significant contribution to greater awareness and adoption of focused and strategic programming across all areas of UN Women's work. Although there was considerable variance in the ability of the 12 FPIs to fully meet their ambitious goals, they succeeded in providing a coherent framework through comprehensive theories of change to operationalize UN Women's five Thematic Priorities across

regions and to package and brand UN Women's programming in ways that could be consistently communicated to donors and other stakeholders.

While the evaluation concludes that the FPIs were successful in embedding a corporate mind-shift towards consolidated and scalable programmatic approaches, there are opportunities for improvement in quality assurance mechanisms, resource mobilization, financial tracking and reporting, corporate performance monitoring and initiatives around structured partnerships. Moving forward, the evaluation recommends the establishment of clear accountability frameworks, and explicitly defined thematic programme focus to amplify UN Women's delivery footprint based on field capacity and resource mobilization targets in the next SP.

This formative evaluation of the FPIs took place at a critical point as UN Women celebrates its 10-year anniversary, along with the 25-year anniversary of the Beijing Declaration and Platform for Action and a five-year milestone towards achievement of the 2030 Agenda's SDGs. At the same time, the COVID-19 pandemic continues to challenge the world in unprecedented ways, requiring UN Women to adapt and rapidly respond to the existing and emerging needs of women and girls worldwide. At this time, it is crucial for UN Women to look critically at the evolution of its work to draw on important lessons to enhance organizational learning, reinforce programmatic priorities and adapt to a dynamic and challenging external landscape. As UN Women undertakes the forward-looking process of developing a new SP for 2022–2025, it is our hope that this evaluation can serve as a key source of information to aid the Entity in its pursuit of transformative results and further advancement of the UN Development System reform agenda to better deliver on gender equality and women's empowerment.

Lisa Sutton
Director, Independent Evaluation and Audit Services

EXECUTIVE SUMMARY

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BACKGROUND

The UN Women Independent Evaluation Service (IES) conducts corporate evaluations to assess UN Women's contribution to results in gender equality and women's empowerment (GEWE). In fulfilment of the UN Women corporate evaluation plan, this evaluation focused on the programmatic effectiveness and efficiency of the UN Women Flagship Programme Initiatives and the Thematic Priorities of the Strategic Plan (SP) 2018–2021. The evaluation was conducted by IES over a six-month period from April 2020 to October 2020 and involved a wide range of stakeholders from UN Women headquarters, Regional Offices (ROs) and Country Offices (COs), as well as external partners.

The Flagship Programme Initiatives (FPIs) were developed in 2015 with the goal of creating high-impact, scalable initiatives that would build upon and supplement the Entity's

PURPOSE AND OBJECTIVES

The purpose of the evaluation was to:

- Analyse whether and **how the FPIs have realized their stated intent** to ensure that UN Women fully leverages its triple mandate in an integrated manner to become "fitter and funded for purpose" to deliver against the SDGs and the ideals of UN system reform.
- Inform organizational **learning** and **accountability** for past performance.
- Provide **useful lessons** to feed into future corporate programmatic thinking and practice and serve as key inputs to the development of the UN Women SP 2022–2025.

The evaluation is intended to be used primarily by UN Women's leadership, policy thematic divisions and other headquarters divisions that support different aspects of UN Women's programme implementation at global, regional and country levels.

EVALUATION OVERARCHING QUESTIONS:

预览已结束，完整报告链接和二维码如下：

https://www.yunbaogao.cn/report/index/report?reportId=5_21816