

# 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 is UN Women's Governance and National Planning work?

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Moving forward: Ten ways to strengthen Governance and National Planning for 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.

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

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## The Governance and National Planning Issue

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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?

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\\_21932](https://www.yunbaogao.cn/report/index/report?reportId=5_21932)

