



**Evidence and lessons on types of UN Women support**  
A META-SYNTHESIS OF UN WOMEN EVALUATIONS



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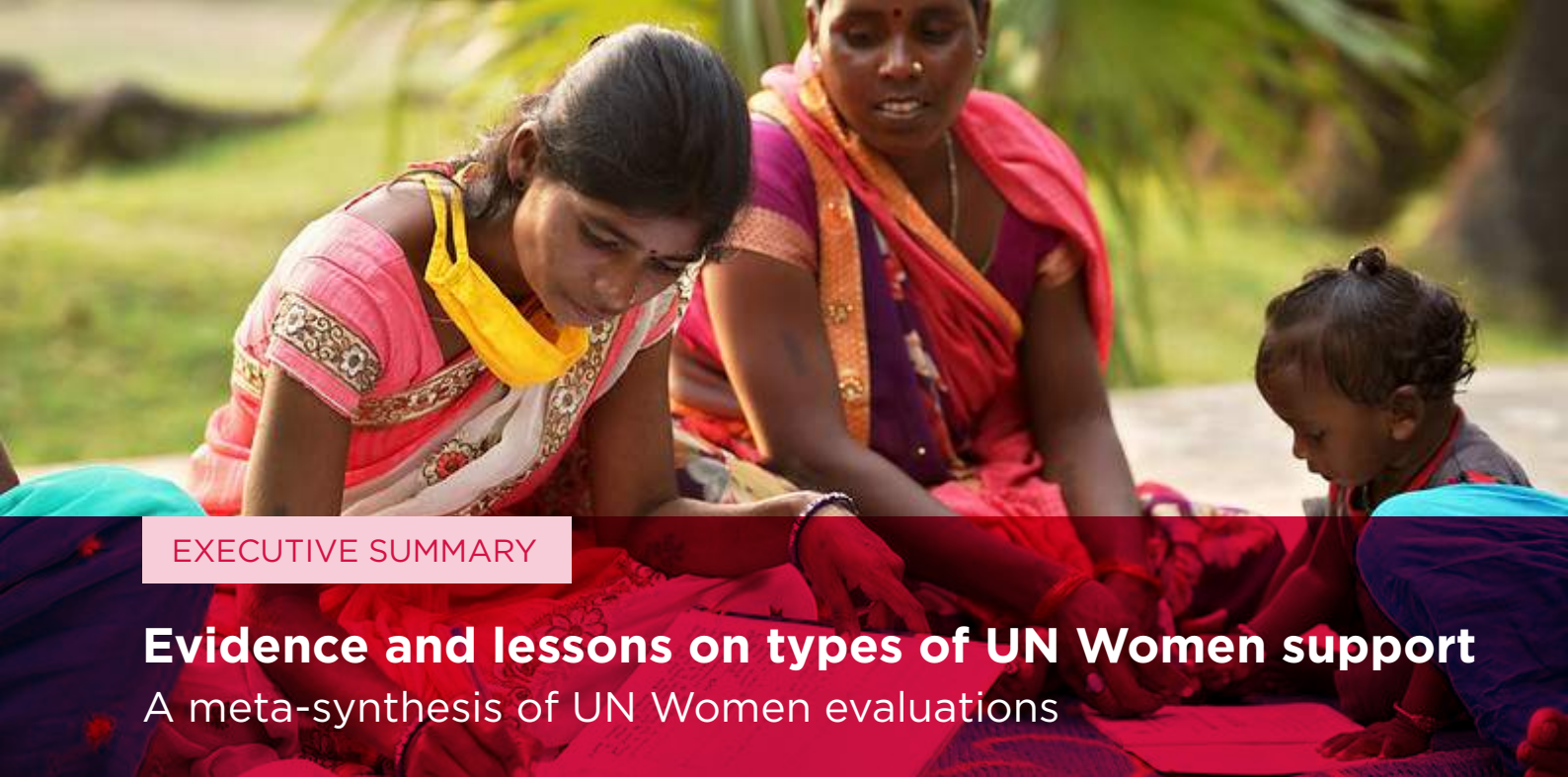
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# ACRONYMS

<b>AC</b>	Americas and the Caribbean
<b>AP</b>	Asia and the Pacific
<b>AS</b>	Arab States
<b>CEDAW</b>	United Nations Convention on the Elimination of All Forms of Discrimination Against Women
<b>CSO</b>	Civil Society Organization
<b>CSW</b>	Commission on the Status of Women
<b>ECA</b>	Europe and Central Asia
<b>ESA</b>	East and Southern Africa
<b>GERAAS</b>	Global Evaluation Report Assessment and Analysis System
<b>IES</b>	Independent Evaluation Service
<b>ILO</b>	International Labour Organization
<b>IOM</b>	International Organization for Migration
<b>LEAP</b>	UN Women's Leadership, Empowerment, Access and Protection in Crisis Response Flagship Programme
<b>NGO</b>	Non-Governmental Organization
<b>OHCHR</b>	Office of the High Commissioner for Human Rights
<b>SDG</b>	Sustainable Development Goal
<b>UNCT</b>	United Nations Country Team
<b>UNDP</b>	United Nations Development Programme
<b>UNFPA</b>	United Nations Population Fund
<b>UNICEF</b>	United Nations Children's Fund
<b>UN Women</b>	United Nations Entity for Gender Equality and Women's Empowerment
<b>USAID</b>	United States Agency for International Development
<b>WCA</b>	West and Central Africa



## EXECUTIVE SUMMARY

# Evidence and lessons on types of UN Women support

## A meta-synthesis of UN Women evaluations

Photo: UN Women/Second Chance Education and Vocational Learning Programme

The aim of this meta-synthesis is to collate insights and evidence on the key types of support provided by UN Women during the Strategic Plan period (2018–2021) from corporate and decentralized evaluations. UN Women’s operational activities involving partnerships entail several types of support in line with the Entity’s comparative advantage: normative support; United Nations coordination for gender equality and women’s empowerment; integrated policy advice; capacity development; advocacy and social mobilization; and technical assistance for essential services.

UN Women’s new Strategic Plan (2022–2025) aims to guide the Entity for the next four years – with an eye towards the 2030 deadline to achieve the Sustainable Development Goals (SDGs). This meta-synthesis focuses on types of UN Women support that have not been covered in recent syntheses and evaluations, and that are highlighted in the new Strategic Plan: normative support; integrated policy advice and thought leadership; capacity development and technical assistance; and advocacy and social mobilization. Based on the evaluations analysed, it outlines key insights, good practices and impediments in the types of support UN Women provides, with a geographic and thematic focus.

The meta-synthesis contributes to UN Women’s organizational knowledge base and the primary audience for the synthesis is UN Women stakeholders, including the Executive Board and UN Women personnel. The analysis includes a forward-looking aspect and makes links with the proposed key approaches in the new Strategic Plan.

### Limitations

As with any meta-synthesis, the analysis and findings in this report are limited to the level and depth of insights provided in the evaluation sample. Certain types of support were covered more comprehensively in evaluations than others, and the insights in these areas are richer and more nuanced. For instance, capacity development efforts were highlighted in all 67 evaluations, while policy advice was mentioned in 40 evaluations. To the extent possible, the analysis takes this caveat into account when mapping the evidence.

Due to the geographic variation of the evaluation sample, some regions are covered to a greater degree. To mitigate this issue, the report is careful in ensuring that illustrative highlights are drawn in a geographically representative manner.

### The key objectives of the meta-synthesis are to:



**1. Synthesize evidence** on implementation/ results of key types of UN Women support.



**2. Summarize trends,** emerging themes and common lessons.



**3. Identify enabling factors** (internal and external) and good practices.



**4. Identify risks** and challenges.



**5. Highlight innovative approaches** in providing key types of support.

## Scope and methodology of meta-synthesis



## Key insights

### NORMATIVE SUPPORT

Evaluations related to normative support indicated several instances of UN Women working to strengthen national and legal frameworks, contributing to the creation of laws and policies to protect women's rights, and supporting mechanisms for gender mainstreaming. Evaluations noted that UN Women provided successful technical and advocacy support to the adoption of laws intended to raise women's representation in governance. By convening and supporting the representation of government stakeholders at international forums, UN Women has worked to support enhanced compliance with global normative frameworks in alignment with the SDGs. UN Women effectively leveraged platforms such as the Commission on the Status of Women (CSW) to foster dialogue between governments and women's organizations.

Key to all these efforts was ensuring and enhancing the inclusion of women's organizations in intergovernmental negotiations; supporting governments to establish gender units; and providing gender focal points for governments. UN Women's work with governments and women's organizations in support of implementation of CEDAW was also highlighted in evaluations spanning several geographic areas.

A number of good practices were highlighted in evaluations, given the breadth of UN Women's normative support. One of the key practices was fostering long-term alliances and mutually beneficial country-level partnerships with various government departments, non-state actors and civil society organizations (CSOs). Another important factor was alignment with national and international priorities. A related good practice was in fostering national ownership and national champions to ensure sustainability.

One of the main impediments to effective normative support was the need for long-term engagement with multiple layers of government to support normative frameworks. Engaging with governments is complicated and UN Women needs to ensure that it engages not just key ministries, but various levels of government. A related impediment was insufficient support to implementation of normative frameworks and gender-responsive policies. Some of the factors influencing this were outside the direct control of UN Women, such as discriminatory social norms; political challenges or instability; and, most often, a lack of budget and plans for implementation. Implementation was also hindered by the lack of gender data and monitoring systems. Several evaluations pointed to inadequate monitoring and evaluation in this area, with low resource allocation the key constraint. Other internal impediments identified in a few evaluations included inadequate needs assessments and lack of coherence. UN Women could also improve its internal learning systems and build its own capacity around risk management related to political transitions.

### Good practices

- Fostering long term alliances and mutually beneficial country-level partnerships
- Alignment with national and international priorities
- Fostering national ownership and national champions in order to ensure sustainability

### Impediments

- Need for long-term engagement with multiple layers of government
- Insufficient support to implementation of normative frameworks

## INTEGRATED POLICY ADVICE

Most evaluations covering UN Women's support to policy advice demonstrated results related to national and local laws and reforms. UN Women provided a range of technical support, advocacy and capacity building while working with CSOs and governments to ensure the inclusion of varied stakeholders into law making. UN Women also supported policy advice through the production of policy-relevant research. UN Women supported governments in strengthening the production and use of gender statistics, particularly those related to the measurement of progress towards achievement of the SDGs and implementation of gender equality objectives in the SDGs.

Alignment with the local context and good timing stand out as good practices highlighted in evaluations. These were a result of consultation with multiple stakeholders and the establishment of collaborative spaces. Another good practice was the production of highly relevant research, which facilitated conversations and advocacy around policy issues.

## CAPACITY DEVELOPMENT AND TECHNICAL ASSISTANCE

As highlighted in several evaluations, capacity building in the form of strengthening national capacities is a key activity for UN Women. UN Women supported capacity development of national institutions and CSOs in a wide range of areas such as results-based management, monitoring and evaluation, gender statistics, gender-responsive governance and gender-responsive laws and policies. UN Women adapted these efforts based on the needs of the country by tailoring activities and facilitating exchange with other governments through international forums and convening.

UN Women also worked to strengthen the capacities of CSOs. Longer-term commitments on capacity building activities were less common, but have been highlighted as areas for further work. Evaluations also highlighted UN Women's technical support in developing tools related to ending violence against women. UN Women provided support through training in all four key thematic areas. In many cases, the training involved a training-of-trainers model to foster sustainability.

Building institutional capacity and strengthening existing mechanisms were two frequently cited good practices. Evaluations that reported a high likelihood of sustainability of results highlighted capacity building of institutions as a good practice. Another commonly highlighted good practice was the provision of comprehensive support packages and holistic approaches. Baseline surveys and participatory needs assessments prior to training and capacity development were also highlighted as good practices, particularly to ensure the inclusion of marginalized groups.

The most commonly cited impediment to achieving impact was the short-term nature of interventions. Changes in social norms are slow and typically go beyond limited project time frames.

Research that is timely and aligns well with key issues can help mainstream gender-sensitive processes.

The most commonly cited impediment to successful policy advice was inadequate implementation support. The path from enactment to implementation requires substantial resources in terms of time, effort and finances. Evaluations related to policy implementation overwhelmingly identified weak political will and the lack of adequate financing as issues.

### Good practices

- Alignment with the local context and good timing
- Production of highly relevant research to facilitate conversations and advocacy around policy issues

### Impediments

- Inadequate implementation support
- Weak political will and lack of adequate financing

Stakeholders also noted that continued technical support is needed in areas such as gender budgeting and refresher orientations are required to ensure impact. Continuous capacity building and a comprehensive plan for sustainability were missing in many programmes. Another impediment was the lack of results tracking and post training follow-up. Capacity development and training activities included output-level indicators, measuring the number of stakeholders reached and number of training courses conducted, but there was little follow-up to assess changes in outcomes or impact. Lack of follow-up data also hinders learning about which strategies are truly effective, and which components are the most important in terms of maximizing the well-being of intended beneficiaries.

Training also needs to be relevant to stakeholders and based on comprehensive needs assessments. Target beneficiaries should be consulted on training needs: in a few evaluations, stakeholders indicated that the content of training was too general, not tailored to the local context, or not offered in their preferred language. Finally, some evaluations highlighted administrative challenges due to government/implementing partner or UN Women procedures leading to delays in implementation.

### Good practices

- Building institutional capacity and strengthening existing mechanisms
- Provision of comprehensive support packages and holistic approaches
- Baseline surveys and participatory needs assessments to ensure inclusion of marginalized groups

### Impediments

- Short-term nature of interventions
- Lack of results tracking and post training follow-up frameworks

## ADVOCACY AND SOCIAL MOBILIZATION

Several evaluations found that UN Women-supported awareness raising campaigns were successful in engaging women. While these insights are not applied to all campaigns, some instances of campaigns providing a platform and allowing communities to engage in discussions around social norms were reported. UN Women supported building alliances across different areas of work, including the engagement of men and boys for gender equality.

UN Women's work with the media, including social media, was highlighted in several evaluations, including increasing the capacities of journalists and journalism students to improve the quality of reporting on gender equality issues.

Given UN Women's wide ranging advocacy work, a number of good practices were highlighted in evaluations. One of the most frequently cited was UN Women's ability to successfully build and mobilize diverse alliances. Another area where UN Women was strong was its capacity to establish political dialogue with key actors to whom Non-Governmental Organizations (NGOs) or CSOs may not have access. UN Women promoted the link between different institutional actors at central and local levels, CSOs and academia. A related good practice was engaging influential partners as champions.

UN Women's reputation and track record on advocacy were also enabling factors. UN Women personnel are known to be active advocates and are well placed to mobilize public and private actors and through communication efforts. The Entity facilitated discussion on sensitive and contested issues and brought together a range of stakeholders due to its neutral role.

A key impediment to successful advocacy was the limited reach of campaigns in terms of engaging the most marginalized groups and reaching out to diverse allies. Evaluations consistently highlighted the need to work with diverse alliances to bring about change in power hierarchies in gender relations. A related impediment was the somewhat limited duration of engagements. Long-term and multi-level engagements are needed for transformative changes in deeply entrenched attitudes and behaviours, and to overcome cultural barriers. Several evaluations highlighted stakeholders calling for longer engagements by UN Women, particularly in advocacy.

Another key area with room for improvement is the tracking of results. This is particularly important as advocacy is seen as UN Women's strength spanning all thematic areas and the Entity should work towards going beyond simply monitoring inputs and outputs.

### Good practices

- Engaging influential partners as champions, building and mobilizing alliances
- Establishing political dialogue with key actors to whom NGOs or CSOs may not have access
- Being active advocates and mobilizing public and private actors and through communication efforts

### Impediments

- Limited reach and duration of campaigns in terms of reaching the most marginalized/ vulnerable
- Need for improvement in tracking results/changes in outcomes post advocacy

## Opportunities and way forward



Complement normative support with enhanced support to **implementation of norms and standards** to protect women's rights



Enhance measurement of impact and **results tracking** beyond inputs and outputs, particularly in areas of large investment and effort



Focus on **key strategic areas** and work with partners to provide long-term support and build in sustainability measures



Develop **holistic approaches** with multi-level engagements involving a combination of advocacy, capacity building, training and normative support



Enhance the use of **gender data**, research and standardized needs assessments



# 1. INTRODUCTION

## 1.1 Background

The aim of this meta-synthesis is to collate insights and evidence on the key types of support provided by UN Women during the Strategic Plan period (2018–2021) from corporate and decentralized evaluations. UN Women’s operational activities involving partnerships entail several types of support in line with the Entity’s comparative advantage: normative support; United Nations coordination for gender equality and women’s empowerment; integrated policy advice; capacity development; advocacy and social mobilization; and technical assistance for essential services.

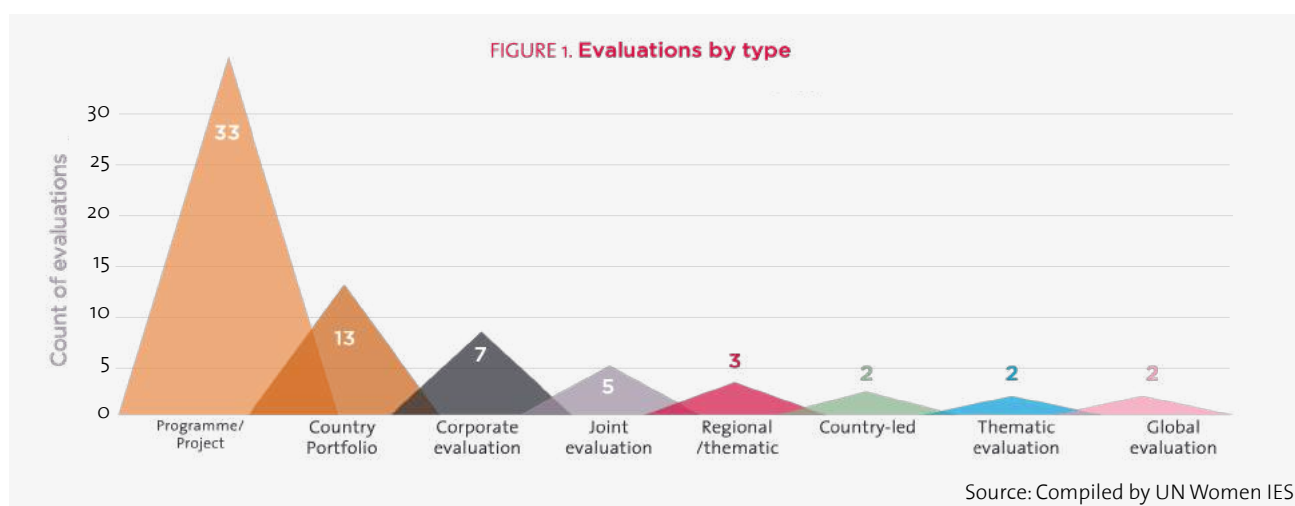
UN Women’s new Strategic Plan (2022–2025) aims to guide the Entity for the next four years – with an eye towards the 2030 deadline to achieve the Sustainable Development Goals (SDGs). This meta-synthesis focuses on types of UN Women support that have not been covered in recent syntheses and evaluations, and that are highlighted in the new Strategic Plan: normative support; integrated policy advice and thought leadership; capacity development and technical assistance; and advocacy and social mobilization.<sup>1</sup> Based on the evaluations analysed, it outlines key insights, good practices and impediments to the types of support UN Women provides, with a geographic and thematic focus.

## 1.2 Purpose and scope

The meta-synthesis contributes to UN Women’s organizational knowledge base and the primary audience for the synthesis is UN Women stakeholders, including the Executive Board and UN Women personnel. The analysis includes a forward-looking aspect and makes links with the proposed key approaches in the new Strategic Plan.

The sample for this meta-synthesis includes corporate, regional and country portfolio evaluations conducted by the UN Women Independent Evaluation Service (IES) between 2018 and 2020, two global evaluations from 2018, and decentralized evaluations undertaken in 2019 and 2020 by other UN Women programmatic offices with teams of external evaluators. Evaluations with a Global Evaluation Report Assessment and Analysis System (GERAAS) rating of fair and above are included, bringing the total sample to 67 reports of which four evaluations were completed in 2018, 32 in 2019 and 31 in 2020. The majority of evaluations are in English (52), followed by Spanish (11) and French (4).

The sample comprises 55 country-level evaluations, nine global evaluations and three regional evaluations. This incorporates a wide range of evaluation types, with the majority being programme or project evaluations (33). The sample also includes 13 country portfolio evaluations, seven corporate evaluations,<sup>2</sup> three regional evaluations and five joint evaluations (see Figure 1).



### The key objectives of the meta-synthesis are to:



**1. Synthesize evidence** on implementation/ results of key types of UN Women support.



**2. Summarize trends,** emerging themes and common lessons.



**3. Identify enabling factors** (internal and external) and good practices.



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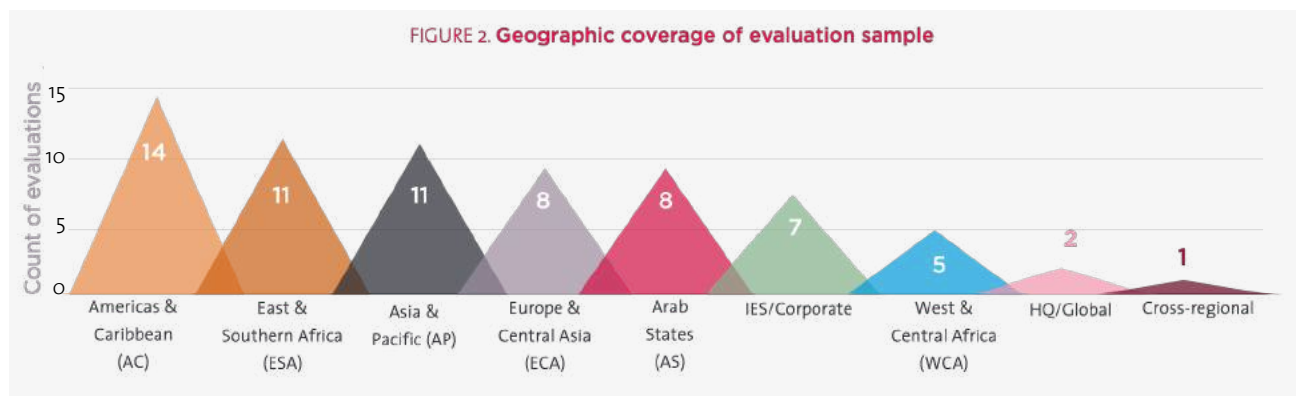
**5. Highlight innovative approaches** in providing key types of support.

<sup>1</sup> Support provided through UN coordination was extensively covered in the 2020 meta-synthesis, and technical assistance on essential services will be considered along with other types of technical assistance and capacity development, in alignment with the formulation in the new Strategic Plan.

<sup>2</sup> The corporate evaluations include the meta-analysis of evaluations in 2018 and meta-synthesis from 2019. These are included in the sample to provide historical insights/establish baselines where possible.

In terms of geographic coverage, the evaluation sample is well distributed. The highest number of evaluations cover the Americas and the Caribbean region (AC), comprising 21 per cent of the sample. This is followed by evaluations from East and Southern Africa (ESA), Asia and the Pacific (AP) (16 per cent each), Europe and Central Asia (ECA) and Arab States (AS) (12 per cent each) and corporate evaluations (10 per cent).

Evaluations from West and Central Africa (WCA) comprise 7 per cent of the sample. Decentralized evaluations conducted by headquarters programmatic units and cross-regional evaluations make up 3 per cent of the sample (see Figure 2).



Source: Compiled by UN Women IES

### 1.3 Approach and methodology

The meta-synthesis employs a theory-based approach by developing a framework of analysis to link the types of support to UN Women's broader theory of change. Detailed definitions for each of the key types of support were used to create a comprehensive coding structure and insights were organized around results, good practices and limitations.<sup>3</sup>

A combination of qualitative and quantitative methods was used to assess the evidence and extract emerging trends, key insights and develop opportunities for the way forward.<sup>4</sup>

### 1.4 Limitations

As with any meta-synthesis, the analysis and findings in this report are limited to the level and depth of insights provided in the evaluation sample. Certain types of support were covered more comprehensively in evaluations than others, and the insights in these areas are richer and more nuanced. For instance, capacity development efforts were highlighted in all 67 evaluations, while policy advice was mentioned in 40 evaluations. To the extent possible, the analysis takes this caveat into account when mapping the evidence.

Due to the geographic variation of the evaluation sample, some regions are covered to a greater degree. To mitigate this issue, the report is careful in ensuring that illustrative highlights are drawn in a geographically representative manner.

<sup>3</sup> See Annex 2 for definitions.

<sup>4</sup> In addition to detailed desk reviews, NVIVO software was used to systematically map and analyse the body of existing evaluative evidence.



Photo: Unsplash - Jason Goodman

## 2. FINDINGS ON KEY TYPES OF SUPPORT

While coverage of the four key types of support provided by UN Women varies within the sample, each type of support is fairly well represented. As presented in Table 1, UN Women’s capacity development and technical assistance support is covered in all 67 evaluations in the sample. UN Women’s advocacy and social mobilization support is covered in the majority of evaluations (85 per cent, 58 of 67 evaluations), followed by UN Women’s normative support appearing in 42 evaluations (62 per cent). Policy advice support is the least extensively covered, with 40 evaluations (59 per cent) reporting findings.<sup>5</sup>

**Table 1 – Coverage of the types of support provided by UN Women**

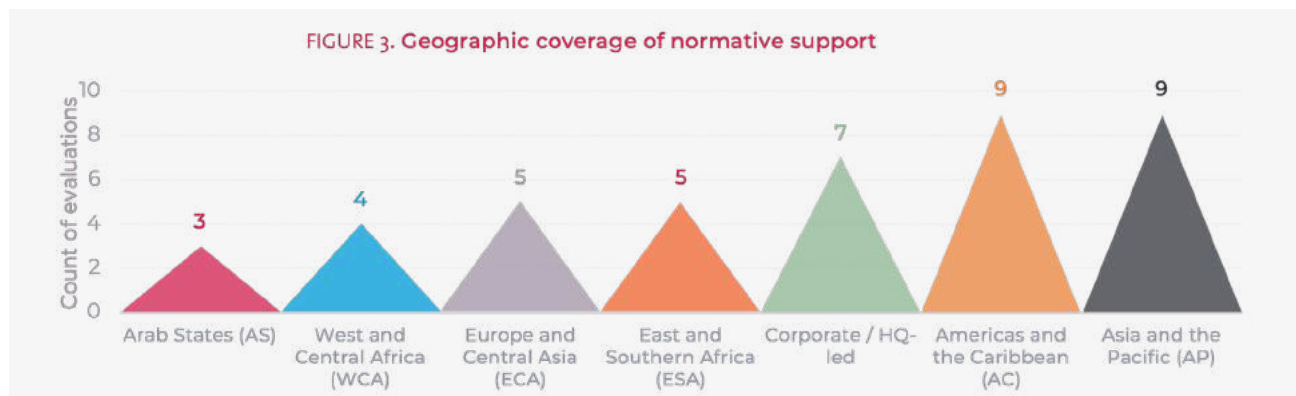


Source: Compiled by UN Women IES

<sup>5</sup> When describing the frequency with which an observation was noted, the synthesis is consistent with previous reports in using the following metric: Most = over 75 per cent of the evaluations contributing to an observation/ finding; Many = between 51 per cent and 75 per cent; Some/Several = between 20 per cent and 50 per cent; Few = less than 20 per cent.

## 2.1 Normative support

Normative support is well represented in the evaluation sample, appearing in 42 reports (62 per cent). There is some degree of variation in coverage by region. The Americas and the Caribbean region, and Asia and the Pacific contributed the highest number of reports, followed by corporate and headquarters-led evaluations (See Figure 3).



Source: Compiled by UN Women IES

### Key insights

Evaluations related to normative support indicated several instances of UN Women working to strengthen national and legal frameworks, contributing to the creation of laws and policies to protect women's rights, and supporting mechanisms for gender mainstreaming. Evaluations noted that UN Women provided successful technical and advocacy support to the adoption of laws intended to raise women's representation in governance. The Entity also provided technical support for laws and policies to advance gender equality and the gender responsiveness of various laws. UN Women has worked with national and local ministries in several countries to push for gender-responsive budgets, and gender-responsive policymaking and planning through a combination of technical assistance and advocacy. UN Women also supported baseline legislative assessments and the development of draft laws.

By convening and supporting the representation of government stakeholders at international forums, UN Women has worked to support enhanced compliance with global normative frameworks in alignment with the SDGs. For instance, the corporate evaluation of UN Women's Contribution to Humanitarian Action recognized UN Women's contribution to relevant normative frameworks, policies and global forums such as the World Humanitarian Summit to advocate for gender-responsive humanitarian response policies and programmes. UN Women effectively leveraged platforms such as the Commission on the Status of Women (CSW) to foster dialogue between governments and women's organizations.

Key to all these efforts was ensuring and enhancing the inclusion of women's organizations in intergovernmental negotiations; supporting governments to establish gender units; and providing gender focal points for governments. One example of this was UN Women's work on ending violence against women in Bosnia and Herzegovina, where the Entity worked closely with country-level gender mechanisms to support work on the national Gender Action Plan. Similarly, in Mexico, UN Women contributed to strengthening gender institutions in the country; the generation of mechanisms for gender mainstreaming in public policies; and the alignment of normative frameworks with international commitments.

### United Nations Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)

UN Women's work with governments and women's organizations in support of implementation of CEDAW was highlighted in evaluations spanning several geographic areas. For instance, in Bangladesh, UN Women supported CSOs to take a leading role in awareness raising and advocacy for state implementation of CEDAW. In Guatemala, UN Women and the Office of the High Commissioner for Human Rights (OHCHR) jointly supported the CEDAW Guatemala Strategic Women's Alliance through technical and financial support to rural and indigenous women's organizations. In Thailand, UN Women supported the government to implement and report on CEDAW, and also provided technical inputs to national plans aligned with CEDAW. UN Women has facilitated south-south cooperation on the issue, e.g. between Uruguay and Mexico. At a regional level, the UN Women Europe and Central Asia programme ending violence against women achieved results in alignment with the Istanbul convention and CEDAW by supporting the voice and agency of women.

## Good practices

A number of good practices were highlighted in evaluations given the breadth of UN Women's normative support. One of the key practices was fostering long-term alliances and mutually beneficial country-level partnerships with various government departments, non-state actors and CSOs. Provision of ongoing normative support involving a range of actors has been a successful strategy for UN Women and long-term engagements enhanced the legitimacy of the partnerships. These partnerships, in combination with UN Women's reputation, are important in establishing channels of influence. For instance, at the normative level, the IES corporate evaluation on Governance and National Planning highlighted the importance of relationship building and found that "*UN Women's added value could be said to lie in creating or expanding policy or political spaces for gender responsiveness,*" often through technical support and "*creating connections between stakeholders and opportunities for dialogue*". At the global level, UN Women has strategically coordinated with other United Nations agencies and participated in joint United Nations programmes to strengthen the gender-responsiveness of global normative frameworks.

Another important factor was alignment with national and international priorities. UN Women's interventions were generally well aligned with normative frameworks and responsive to the needs and expectations of local stakeholders. UN Women has shown the ability to adapt to political opportunities. A related good practice was in fostering national ownership and national champions to ensure sustainability. For instance, in Bangladesh, UN Women facilitated the relevant ministry to take a leadership role in national, regional and global processes for gender-responsive migration governance. UN Women successfully convened meetings and supported women to actively participate in national and global dialogues, such as the women, peace and security agenda in Palestine.

## Impediments

One of the main impediments to effective normative support was the need for long-term engagement with multiple layers of government to support normative frameworks. In many instances, there was a high turnover of government officials and a subsequent loss of capacity within ministries. Engaging with governments is complicated and UN Women needs to ensure that it engages not just key ministries, but various levels of government. This is also important at the programme development stage to foster ownership and sustainability.

A related impediment was insufficient support to implementation of normative frameworks and gender-responsive policies. Some of the factors influencing this were outside the direct control of UN Women, such as discriminatory social norms; political challenges or instability; and, most often, a lack of budget and plans for implementation. Implementation was also hindered by the lack of gender data and monitoring systems. Several evaluations pointed to inadequate monitoring and evaluation in this area, with low resource allocation as the key constraint. UN Women's support to implementation of frameworks was not captured in evaluations, though most reports recognized that this would require longer-term engagements, and improvements in the availability of relevant baseline and follow-up data to measure changes in gender equality.

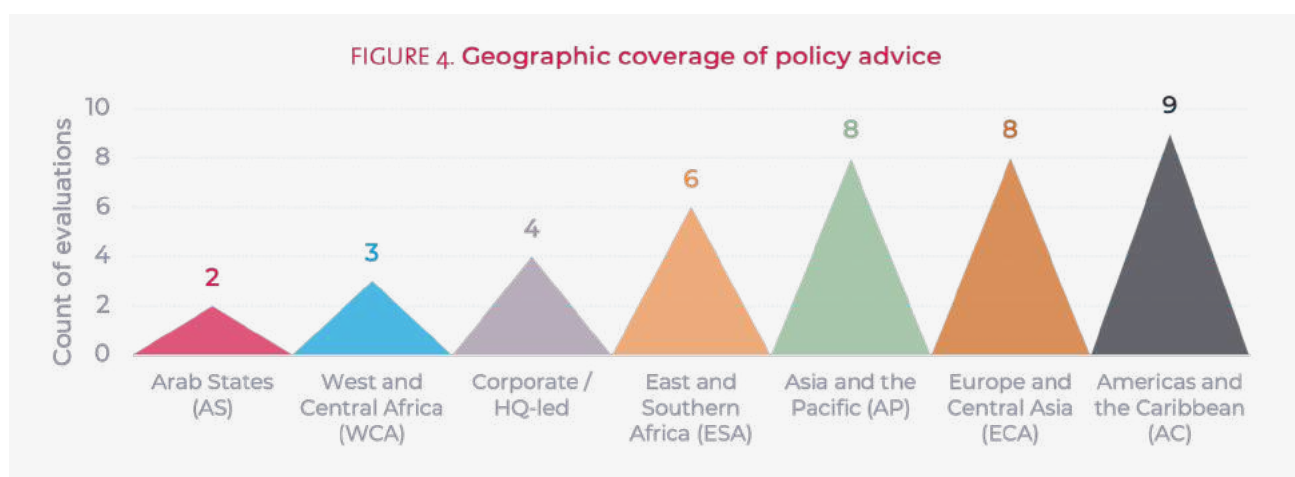
Other internal impediments identified in a few evaluations included inadequate needs assessments and lack of coherence. At times, UN Women's efforts appeared ad hoc and the Entity was seen to be involved in a large range of activities, rather than focusing its efforts in a strategic manner. UN Women could also improve its internal learning systems and build its own capacity around risk management related to political transitions.

### Highlight: 2019 Programme Presence Portfolio Evaluation in Asia and the Pacific (AP)

*"The regional CEDAW programme in AP ... facilitated the development of knowledge and skills on CEDAW compliance in legislative frameworks and helped Programme Presence Offices bring national level stakeholders (governments and CSOs) together to better implement the CEDAW recommendations at the country level. For instance, UN Women facilitated two exchanges among CSOs in the Philippines on the drafting of proposals for a gender-responsive Bangsamoro Basic Law, which would govern the Bangsamoro Autonomous Region, including an Experts' Group Meeting in February 2014 to review the draft Law's gender responsiveness using CEDAW as a lens."*

## 2.2 Integrated policy advice

Insights related to integrated policy advice are reflected in 59 per cent (40 of 67) of the sampled evaluations, making it the least referenced type of support. In terms of regional coverage, the Americas and the Caribbean region, followed by Asia and the Pacific and Europe and Central Asia contributed the highest number of evaluations covering UN Women's interventions related to policy advice (See Figure 4).



Source: Compiled by UN Women IES

### Key insights

Most evaluations covering UN Women's support to policy advice demonstrated results related to national and local laws and reforms. UN Women provided a range of technical support, advocacy and capacity building while working with CSOs and governments to ensure the inclusion of varied stakeholders into law making. For instance, UN Women contributed to ending violence against women by supporting advocacy and providing technical support for policies to address violence against women and girls in Bangladesh, Papua New Guinea, Paraguay, Uganda and Viet Nam.

UN Women also supported policy advice through the production of policy-relevant research. Examples included the Eid bi Eid programme in Jordan, where UN Women worked with the Ministry of Social Development to provide research on gender and fiscal reform, and support to a National Survey on Sexual Harassment of Women in the Workplace with the Ministry of Women and Child Development in India. In Viet Nam, UN Women used recommendations from its gender assessment to successfully influence the adoption of a more gender-responsive Labour Code. Similar joint efforts with ILO and USAID were also successful in Georgia and contributed to the approval of a new Labour Code which integrates issues related to protection against sexual harassment in the workplace.

### Sustainable Development Goals

UN Women supported governments in strengthening the production and use of gender statistics, particularly those related to the measurement of progress towards achievement of the SDGs and implementation of gender equality objectives in the SDGs. The corporate evaluation on Governance and National Planning found that UN Women had engaged with national partners and led the development of a robust methodology for measurement of SDG Indicator 5.c.1 "Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment". In El Salvador, at the request of the government, UN Women supported the monitoring of SDG indicators with a particular focus on SDG 5 and also supported the identification and elaboration of national indicators for the implementation of the National Sustainable Development Agenda. In India, UN Women secured a commitment from the Ministry of Statistics and Programme Implementation to bridge existing gender-related data gaps by conducting a national time-use survey that will feed into implementation of gender goals in the SDGs at both subnational and national levels.

## Good practices

Alignment with the local context and good timing stand out as good practices highlighted in evaluations. These were a result of consultation with multiple stakeholders and the establishment of collaborative spaces. For instance, the evaluation of the project “Standards and Engagement for Ending Violence Against Women and Domestic Violence” in Bosnia and Herzegovina found that the project was well timed as the government was already in the process of developing a new Law on Protection from Domestic Violence. This enabled harmonization with the Istanbul Convention and also resulted in more interest in the issue from various stakeholders. In Colombia, UN Women collaborated with the Legal Commission for Women’s Equity and the Congressional Women’s Caucus to support legislative monitoring with a gender perspective and to identify elements of progress in relation to women’s rights and gender equality.

Another good practice was the production of highly relevant research, which facilitated conversations and advocacy around policy issues. Research that is timely and aligns well with key issues can help mainstream gender-sensitive processes. The corporate evaluation of UN Women’s Flagship Programme Initiatives found that the Progress of the World’s Women report presented research that was robust and contributed to shaping the contextual understanding of issues among UN Women staff and, to some extent, supported advocates, civil society, governments and the media by providing access to compelling evidence. The evaluation found some instances of influence on programme and policy interventions, which was stronger when potential end users were involved at an early stage in the research.

Stakeholders interviewed for the Country Portfolio Evaluation in Paraguay acknowledged that the strong support provided by UN Women contributed to the overall

strengthening of knowledge about gender inequality in the country. Another good example was the Gender Peace and Security Programme in Zimbabwe, where UN Women and partners produced a policy document and brief for gender mainstreaming in prisons which was endorsed by the Commissioner General of Prisons. In India, the five-year programme entitled ‘Promoting Women’s Political Leadership and Governance in India and South Asia’ targeted the lack of credible evidence by developing key training modules, in addition to research on related topics at the national and state levels. For instance, the analysis of inclusiveness in peacekeeping forces led to constructive dialogues with personnel on ending conflict-related sexual violence.

## Impediments

The most commonly cited impediment to successful policy advice was inadequate implementation support. The path from enactment to implementation requires substantial resources in terms of time, effort and finances. Evaluations related to policy implementation overwhelmingly identified weak political will and the lack of adequate financing as issues. For instance, the evaluation on Economic Empowerment of Women Home-Based Workers and Excluded Groups in Pakistan found that the challenge of funding social security enshrined in laws had not been resolved by the respective provincial governments. In Nepal, the evaluation on women’s economic empowerment programmes found that progress on Indicator 2.1a: Number of gender responsive economic policies/strategies/actions plans/guidelines adopted/amended in line with CEDAW recommendations, had somewhat stalled due to the transition period of a new federal structure in the country.

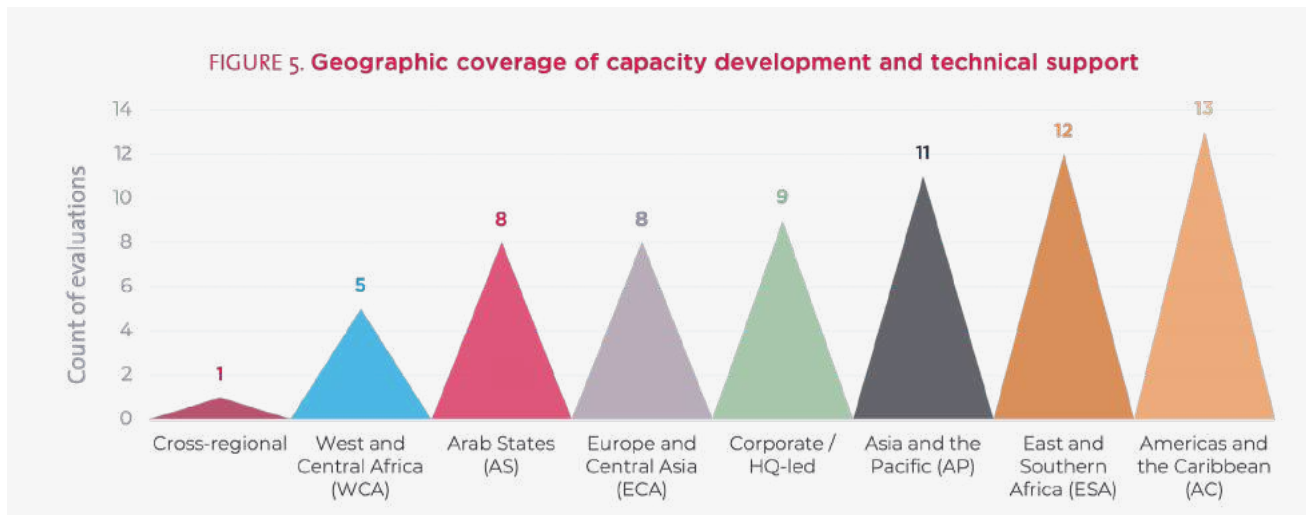
### Highlight: 2020 Final evaluation of the project “A joint action for women’s economic empowerment in Georgia”

The evaluation found that UN Women leveraged its triple functions of normative support, United Nations coordination and operational activities to ensure the alignment of the project with other United Nations agencies and relevant joint programmes. This contributed to the effectiveness of the project.

*“Approval of the new Labour Code (2018) which integrates issues of sexual harassment at the workplace was an important accomplishment of advocacy efforts of UN Women, USAID and ILO. The law establishes the responsibility of its implementation on the Labour Inspectorate with expanded competencies that include monitoring compliance with anti-harassment regulations.”*

## 2.3 Capacity development and technical assistance

The coverage of issues related to UN Women’s capacity development and technical assistance support was universal and reported in all 67 evaluations.<sup>6</sup> In terms of the geographic coverage, this mirrors the evaluation sample geographic coverage, with the highest number of reports from the Americas and Caribbean region (followed by East and Southern Africa and Asia and the Pacific) as seen in Figure 5.



Source: Compiled by UN Women IES

### Key insights

As highlighted in several evaluations, capacity building in the form of strengthening national capacities is a key activity for UN Women. UN Women supported capacity development of national institutions and CSOs in a wide range of areas such as results-based management, monitoring and evaluation, gender statistics, gender-responsive governance and gender-responsive laws and policies. UN Women adapted these efforts based on the needs of the country by tailoring activities and facilitating exchange with other governments through international forums and convening.

UN Women also worked to strengthen the capacities of CSOs. For instance, the ending violence against women regional programme in the Western Balkans and Turkey concentrated on building the capacity of CSO service providers to respond to cases of violence against women, enhance case management and work with local police in different municipalities to create guidelines or plans for the protection of victims from minority or marginalized communities. The project “Reducing Child Marriage in Malawi and Zambia” developed the capacity of institutions to implement legislation on ending child marriage and strengthened school re-entry policies. This has promoted a favourable environment for child marriage survivors

to safely return to school. Longer-term commitments on capacity building activities were less common, but have been highlighted as areas for further work. For instance, in Papua New Guinea, UN Women’s holistic approach involved securing long-term commitments from partners and investing in mentoring and institutional capacity building.

The corporate evaluations on Governance and National Planning and Women Peace and Security National Action Plans both found strong evidence of UN Women’s technical support to partners. Evaluations also highlighted UN Women’s technical support in developing tools related to ending violence against women. For instance, the evaluation of the UN Women Multi-Country Office Caribbean’s Social Mobilization Programme to end gender-based violence noted the significant technical support to programme implementation via tools and resources. The evaluation of the regional programme on ending violence against women in the Western Balkans and Turkey also recognized UN Women’s technical support as being particularly beneficial to grassroots organizations, and contributing to increased capacities of implementing organizations to manage similar projects in the future.

<sup>6</sup> The universal coverage may, in part, be explained by the broad understanding of capacity development whereby several activities fall within this “catch-all” term.



Some good examples of working with governments included:

1. UN Women contributed to capacity building and strengthening processes in Colombian institutions to provide women and girls with greater opportunities to live free of gender-based violence. Through its support to the territorial Gender Observatories and the Integrated Information System on Gender Violence, UN Women (together with government institutions) is contributing to progressively position the value of data as a necessary component to improve the state's response to the issue.
2. In Timor-Leste, UN Women's Women, Peace and Security project supported security institutions and their personnel in strengthening knowledge to address women's security and access to justice.
3. In Liberia, UN Women built capacities of officials from the security and justice sectors and CSO representatives to initiate important changes related to inclusive security in Liberia. The evaluation found that the catalytic efforts of the project generated a better understanding of inclusive security, gender equality and women, peace and security that are necessary to ensure sustainable peace in communities and at the national level.
4. In Central African Republic, UN Women worked to develop the capacities of the government and advocacy efforts were in place to secure budgets for women's political participation. The Network of Women Parliamentarians also benefitted from a fairly sustainable logistics and infrastructure support package.
5. In Malawi, the Gender-Based Governance programme contributed to improving the capacity of the Parliamentary Women's Caucus and their contributions in parliamentary debates to lobby for gender-sensitive legislation. Stakeholders from the Malawi Parliament noted that the programme led to a marked improvement in contributions by women parliamentarians in general debates and for issues affecting women.
6. In Ethiopia, the joint programme on rural women's economic empowerment improved government officials' capacity in conducting gender analysis and incorporating gender-sensitive indicators in programme planning and management. These activities strengthened knowledge and competence on gender mainstreaming and enabled experts at the district level to start planning activities in a gender-responsive manner.

### Training and skills

UN Women provided support through training in all four key thematic areas. Examples included vocational training in Jordan; awareness raising on issues related to rights and laws in Morocco; training of female councillors to advocate for gender transformative legislation in local councils in Uganda; leadership training for Q'eqchi women survivors of violence in Guatemala; training of women leaders on the role of women in conflict management in Central African Republic; skills and knowledge related to the framework of the women, peace and security agenda in Palestine; and training on peacebuilding and women's leadership in Kenya. In many cases, the training involved a training-of-trainers model to foster sustainability.

In women's economic empowerment, UN Women provided training on income generation skills, marketing, financial management, grant opportunities and business development to enable women to open sustainable small businesses, i.e. beyond the timeline of specific programming (as seen in the Eid bi Eid programme in Jordan; agro-ecological value chain programme in Morocco; project on quality of life and empowerment of women in the North Amazon in Bolivia; and the programme for home-based workers and excluded groups in Pakistan). It is encouraging that most evaluations reported that beneficiaries were satisfied with the training and value addition, particularly the livelihoods-related training. For instance, in the MADAD programme implemented in Iraq, Jordan and Syria, the evaluation found the quality of the livelihoods training was high in all three countries and trainees described the programmes as effective and were highly valued.

## Good practices

Building institutional capacity and strengthening existing mechanisms were two frequently cited good practices. In Papua New Guinea, UN Women's emphasis on strengthening existing mechanisms for gender-responsive humanitarian action was seen to be effective. Similarly, the Hemayati joint programme (UNFPA, UN Women and UNICEF) for Syrian refugees and vulnerable Jordanians focused on strengthening existing systems and procedures to promote women and girls' health and well-being. Evaluations that reported a high likelihood of sustainability of results highlighted capacity building of institutions as a good practice. Examples include the Leadership, Empowerment, Access and Protection (LEAP) programme in Kenya which enhanced the institutional capacity of Action Africa Help International on gender equality and women's empowerment through the recruitment of a gender expert.

Another commonly highlighted good practice was the provision of comprehensive support packages and holistic approaches. The Nepal Country Office's holistic approach to women's economic empowerment programmes combined vocational skills with awareness raising, knowledge building support, leadership development and psychosocial support for the development of relevant life skills. Similarly, training on assessing sexual bribery in Sri Lanka considered the need for psychological and psychosocial support to the identified beneficiaries, and ensured that training locations were in close proximity to public transport routes. In Bolivia, a comprehensive approach was employed to support indigenous women's ventures by strengthening institutional capacities (adaptation of infrastructure, machinery, equipment, work processes, health records, work culture, market-oriented production) and individual capacities (technical skills for transformation and knowledge and attitudes towards gender equality and sexist violence). Finally, the model of using training-of-trainers was seen to be important for sustainability. The evaluation of the women's economic empowerment project in Mozambique found that a more long-term, holistic strategy going beyond awareness raising and training sessions would be needed to accelerate the transformation of gender norms.

Baseline surveys and participatory needs assessments prior to training and capacity development were also highlighted as good practices, particularly to ensure the inclusion of marginalized groups. In Pakistan, the baseline survey conducted at the start of the project on economic empowerment of home-based workers and excluded groups contributed significantly to the knowledge base on persons with disabilities in the country.

## Impediments

The most commonly cited impediment to achieving impact was the short-term nature of interventions. Changes in social norms are slow and typically go beyond limited project time frames. While the quality of training provided with UN Women's support was generally seen to be high, efforts tended to be short-term in nature as indicated by partners – some training was seen as a one-off intervention with limited follow-up. This issue is particularly pertinent in the context of vulnerable women, where outreach may require additional investment and time. Stakeholders also noted that continued technical support is needed in areas such as gender budgeting and refresher orientations are required to ensure impact. Continuous capacity building and a comprehensive plan for sustainability were missing in many programmes. A number of evaluations also reported that beneficiaries indicated a need for more training on a more frequent basis and, at times, the training workshops were rushed.

Another impediment was the lack of results tracking and post training follow-up. Capacity development and training activities included output-level indicators, measuring the number of stakeholders reached and number of training courses conducted, but there was little follow-up to assess changes in outcomes or impact. Monitoring and evaluation reports tended to focus more on activities delivered, as opposed to outcomes and improvements in well-being. Lack of follow-up data also hinders learning about which strategies are truly effective, and which components are the most important in terms of maximizing the well-being of intended beneficiaries. The lack of baseline assessments prevents an analysis of how beneficiaries are selected, and whether programmes are reaching the most vulnerable women. A number of evaluations cited the absence of post training follow-up or evaluation plans for projects. Even in cases where some pre and post tests were planned, they do not appear to have been used to assess effectiveness. Given the popularity of training as a tool, there is a need to assess the effectiveness of these efforts.

Training also needs to be relevant to stakeholders and based on comprehensive needs assessments. Target beneficiaries should be consulted on training needs: in a few evaluations, stakeholders indicated that the content was too general, not tailored to the local context, or not offered in their preferred language. Proper translation of materials and tools should be available in all relevant local languages, particularly when trying to reach beneficiaries in remote areas. Finally, some evaluations highlighted administrative challenges due to government/ implementing partner or UN Women procedures leading to delays in implementation.

**Highlight: 2020 Evaluation on Economic Empowerment of Women Home-Based Workers and Excluded Groups in Pakistan**

*“The project has touched deeply women living with disabilities and triggered a self-transformation process – increased their self-confidence in their potential and capabilities and has given them hope and courage. Women with disabilities who participated in the vocational trainings and for two months daily came out of their house, for most first ever time in their lives, they felt liberated from a prison. Going out was a big thing for these women in the social and economic context of Pakistan as the project made these women mobile.*

*Women who have been associated with the project as beneficiaries enjoy now elevated status and role within their families and communities evidenced through the new role of mediator, negotiator and arbitrator given to them to settle disputes and conflicts in their wider families and communities. Today, many of these women are making independent decisions on important matters such as their own and family member’s children’s education, marriage, control over household savings, influencing decisions regarding building family durable assets, managing transactional aspect of relationship with other family units, etc.”*

**Highlight: 2019 Final Project Evaluation: Inclusive Security Nothing for Us Without Us in Liberia**

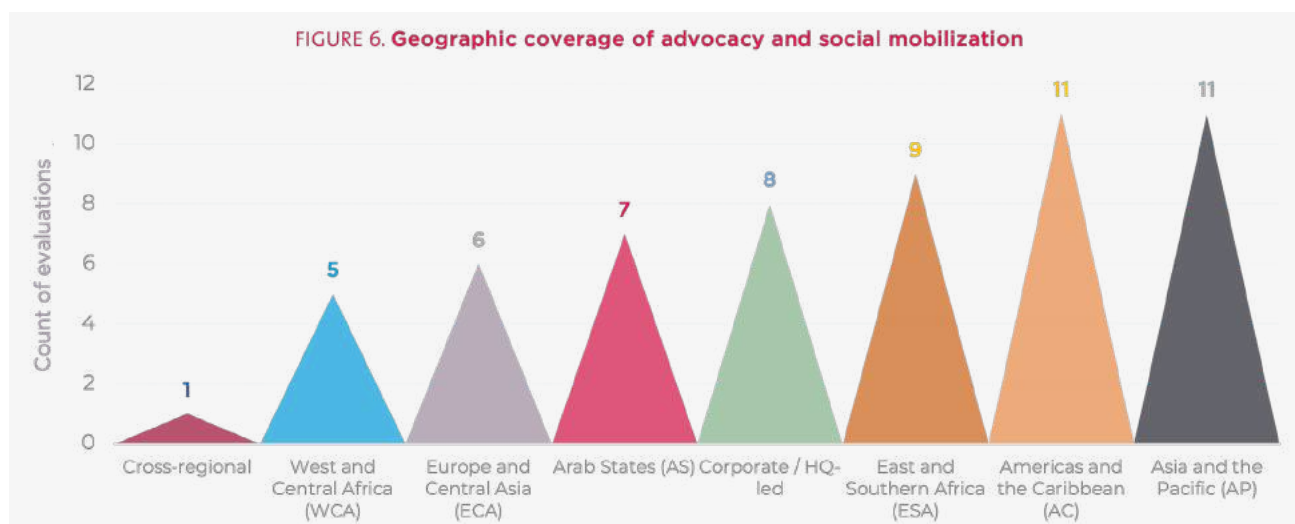
The project was launched to support the Government of Liberia in its women, peace and security commitments as expressed in the Liberia National Action Plan. The project was jointly implemented by UN Women, UNDP and IOM in collaboration with the Ministries of Gender, Children and Social Protection; Defense and Justice and CSOs. The project aimed to increase the capacity of duty bearers to be responsive to the different security needs of women and girls, and enable community-based women leaders to influence justice and security reform processes. A number of successes were highlighted in the evaluation:

*“Some success stories were noted during the field visit. Some attendees to the training sessions were promoted few months after receiving their certificates. For example the National Fire Service promoted a woman to the position of Deputy Director for Administration after her attendance to various capacity building activities. She is now working to ensure a better representation of women in the organization. Another woman became a trainer and is now appointed in UN Sudan to train other female security officers.*

*Women capacitated are now pushing for top positions and are not afraid to apply for high decision making level positions within their organisations. Men who had stereotypes against the recruitment of their female counterparts in security and justice sectors changed their mindset since they attended various trainings.”*

## 2.4 Advocacy and social mobilization

Overall, UN Women’s support through advocacy and social mobilization was covered by most of the evaluation sample (85 per cent), though the depth of analysis was somewhat varied. The geographic coverage of insights was quite evenly distributed, with the highest number of evaluations from the Americas and the Caribbean region, and Asia and the Pacific, followed by East and Southern Africa and corporate and headquarters-led evaluations (see Figure 6).



Source: Compiled by UN Women IES

### Key insights

Several evaluations found that UN Women-supported awareness raising campaigns were successful in engaging women. While these insights are not applied to all campaigns, some instances of campaigns providing a platform and allowing communities to engage in discussions around social norms were reported. For instance, campaigns highlighted women legislators (Malawi) and were instrumental in encouraging women’s participation in electoral processes by voting and standing for elections (Moldova and Nepal). Campaigns on increasing awareness on ending violence against women, particularly those involving a peer-to-peer approach were undertaken in several countries (Bosnia and Herzegovina, Kyrgyzstan, Malawi, Mexico, and Western Balkans and Turkey). In Palestine, a project on advancing implementation of United Nations Security Council Resolution 1325 was credited as being the first to conduct an awareness campaign on the issue. In the Caribbean, stakeholders agreed that UN Women’s efforts led to increased dialogues at the community level on gender-based violence which were facilitated by community sensitization sessions.

### Building alliances

UN Women supported building alliances across different areas of work. For example, in Papua New Guinea, one of the transformational impacts of the Safe Cities programme was the creation of Market Vendor Associations and giving voice to previously marginalized women vendors. UN Women’s programme on supporting Syrian women’s engagement in the political process included women in conferences and consultations and led to the production of conference outcome statements and continued collaboration. Similarly, home-based workers in Pakistan were organized into neighbourhood based “Common Interest

Groups” to raise awareness of their rights, most of which remained active even after the end of project activities. In Nigeria, UN Women was seen to be very strong in mobilizing the voices of women and in advocacy in areas such as ending violence against women, political participation and recovery, and peace and security.

UN Women also worked to build alliances that engaged men and boys for gender equality. The Hemayati project in Jordan raised awareness on the detrimental effects of child marriage among male beneficiaries in Mafrqa. In Morocco, the project on economic empowerment of women through agro-ecological value chains for better resilience to climate change was able to successfully involve men and engaged them to participate in activities. While initially some men were reluctant to support women-led co-ops, some have now reportedly changed their perception and contribute directly to the work of the co-op by taking up tasks that are more physically demanding for women. The HeForShe campaign in Japan also successfully engaged men in promoting gender equality. Kenya’s LEAP programme focused on men and boys to improve community awareness and advocacy on sexual and gender-based violence prevention and response.

UN Women’s work with the media, including social media, was highlighted in several evaluations, including increasing the capacities of journalists and journalism students to improve the quality of reporting on gender equality issues (e.g. training in Georgia on women’s economic empowerment for print, broadcast and online media). In Ukraine, UN Women collaborated effectively with the media through awareness raising campaigns such as the 16 Days of Activism and HeForShe campaign.

## Good practices

Given UN Women's wide ranging advocacy work, a number of good practices were highlighted in evaluations. One of the most frequently cited was UN Women's ability to successfully build and mobilize diverse alliances. For instance, the HeForShe campaign was identified in evaluations as innovative because it reached and mobilized a series of "non-traditional" actors. The Women, Peace and Security National Action Plan corporate evaluation found that engaging with actors beyond those directly responsible was critical for building ownership and UN Women had some successes in this area.

Another area where UN Women was strong was in its capacity to establish political dialogue with key actors to whom NGOs or CSOs may not have access. UN Women promoted the link between different institutional actors at central and local levels, CSOs and academia. A related good practice was engaging influential partners as champions. For instance, the regional programme on Community Based Solutions and National Level Grants for Promoting Gender Equality and Engaging Men and Boys found that working with change makers in Morocco, such as teachers and administrators, showed good potential for promoting lasting change on gender equality and women's empowerment. Training teachers served to change institutional practices and several teachers started their own initiatives after the training, aiming to expand the topics into practical activities for students. As part of the same programme in Lebanon, targeting male and female youth leaders was a successful strategy. The project included female students engaged in non-stereotypical fields as positive examples. In Timor-Leste, UN Women partnered with women's organizations and community-based, women-led groups that were well positioned to advocate for gender-responsive conflict prevention and peacebuilding processes, including implementation of the National Action Plan on United Nations Security Council Resolution 1325. In Malawi, the project on ending child marriage collaborated on advocacy with well-established partners who had structures in place at national, district and community levels comprising traditional leaders, faith leaders and traditional counselors. Similarly, the Malawi Girl Guides Association used its

long-term experience to identify girl mentors who provided life skills training to child marriage survivors using its safe space model. Due to cultural resistance to change, there is a need to further engage community gatekeepers to influence community-level change.

UN Women's reputation and track record on advocacy are also enabling factors. UN Women personnel are known to be active advocates and are well placed to mobilize public and private actors and through communication efforts. The Entity facilitated discussion on sensitive and contested issues and brought together a range of stakeholders due to its neutral role. UN Women maintained permanent consultations with civil society, which is an added value recognized by government agencies, NGOs, donors and other United Nations agencies.

## Impediments

A key impediment to successful advocacy was the limited reach of campaigns in terms of engaging the most marginalized groups and reaching out to diverse allies. Evaluations consistently highlighted the need to work with diverse alliances to bring about change in power hierarchies in gender relations.

A related impediment was the somewhat limited duration of engagements. Continued engagement in advocacy is needed as behaviour change is a slow process requiring more than ad hoc training and mobilization campaigns. Long-term and multi-level engagements are needed for transformative changes in deeply entrenched attitudes and behaviours, and to overcome cultural barriers. Several evaluations highlighted stakeholders calling for longer engagements by UN Women, particularly in advocacy.

Another key area with room for improvement was the tracking of results. This is particularly important as advocacy is seen as UN Women's strength, spanning all thematic areas, and the Entity should work towards going beyond simply monitoring inputs and outputs. This would allow UN Women to answer questions about what happens once an intervention is over; which strategies work best at ensuring sustainability; and whether stakeholders continue to implement and support interventions.

### Highlight: 2020 Nigeria Country Portfolio Evaluation

*"The Country Office's approach of bringing together a diverse group of existing women's networks yielded success in harnessing and encouraging collective action for the common cause of advancing gender equality and women's empowerment in Nigeria.*

*The establishment of the Nigeria Chapter of the African Women Leaders Network with UN Women support provides a good example. Despite only being launched in July 2019, the network had already made good progress in galvanizing voices to change the current narrative on women's leadership, particularly in light of the 2019 election results, which saw a further decline in women's representation in elected office – from 5.6 per cent to 4 per cent."*

### 3. OPPORTUNITIES AND THE WAY FORWARD

Drawing on the evidence from evaluations, the following insights emerged as opportunities related to the type of support provided by UN Women.

1.

#### **Complement normative support with enhanced support to implementation of norms and standards to protect women's rights**

UN Women has a demonstrated record in strengthening normative frameworks for gender mainstreaming through intergovernmental support and integrated normative support. This is evidenced in the Entity's contribution to gender-responsive laws and policies; the inclusion of women's groups in intergovernmental negotiations; and support to the creation of gender units within governments. For policies and laws to materially improve the lives of women and girls, these laws and policies have to be operationalized and implemented. The implementation process may be hampered by factors such as discriminatory social norms, lack of resources and difficult political contexts. Therefore, implementation is a long-term effort involving multiple partners, going beyond the typical cycles of project-based work.

To capitalize on its broad range of work in the normative space, UN Women should work towards planning longer duration projects to support the implementation and monitoring of frameworks and policies. Mobilization of resources for implementation of these frameworks was highlighted as a key constraint in several evaluations and UN Women could intensify its efforts to advocate for continued financial allocations for implementation of these critical laws and policies for gender equality and the empowerment of women.

2.

#### **Enhance measurement of impact and results tracking beyond inputs and outputs, particularly in areas of large investment and effort**

UN Women engaged in several capacity development and advocacy efforts and has reached a significant number of women, girls and allies through its capacity development efforts. However, the monitoring of these efforts was limited to tracking the number of stakeholders reached, with inadequate measurement of the medium or long-term impact and transformational effect of these significant efforts. Evaluations were nearly unanimous in highlighting the need for UN Women to make improvements in tracking and measuring the impact of its support, particularly capacity development, training and advocacy.

UN Women should consider a systematic approach to impact assessments as this will provide relevant and credible evidence on what works, how and to what extent its efforts improve the lives of women and girls. Measurement of impact would also provide useful insights for scaling

up or modifying key initiatives, and identifying successful programme elements. UN Women could use more evidenced-based methods to demonstrate its impact and also make key decisions on how to improve, scale up and enhance its efforts.

3.

#### **Focus on key strategic areas and work with partners to provide long-term support and build in sustainability measures**

Given the short-term nature of many of the interventions and programmes supported by UN Women, the Entity should work on developing exit strategies and long-term plans, particularly for key thematic and geographic areas. These measures could take the form of supporting fund-raising efforts for longer engagements, fostering national champions and further developing the capacity of in-country organizations. Another concern was that the scale of some interventions was too small to have transformational effects: UN Women could be more intentional in intensifying or consolidating its programmes and projects. UN Women could also enhance its impact by expanding strategic partnerships with United Nations and other organizations, including private companies, to support joint programmes that harness their collective strengths. UN Women has already demonstrated successful implementation of joint programmes and this could be an effective way for the Entity to extend its reach and improve value for money.

4.

#### **Develop holistic approaches with multi-level engagements involving a combination of advocacy, capacity building, training and normative support**

Multi-level engagements were effective in augmenting the effects of capacity building and policy/normative support. UN Women should consider further developing holistic approaches that support campaigns or capacity building work with training and implementation of complementary programmes. Holistic approaches are critical to effect transformational, long-term change in entrenched attitudes and behaviours that run counter to promoting women's enjoyment of their human rights. For instance, awareness raising campaigns could be supported with longer-term policy support strategies. Similarly, normative work could be supported with context-driven, community initiatives.

5.

### Enhance the use of gender data, research and standardized needs assessments

UN Women supported governments in strengthening gender data and advocated for the use of gender statistics to track the achievement and implementation of gender goals in the SDGs. UN Women also produced and supported highly relevant research and worked to strengthen national capacities in research and evidence on gender-responsive policies. The Entity could replicate these efforts in more countries and also improve the internal use of data and standardized needs assessment protocols for its programmes, projects and engagements.

#### Opportunities and way forward



Complement normative support with enhanced support to **implementation of norms and standards** to protect women's rights



Enhance measurement of impact and **results tracking** beyond inputs and outputs, particularly in areas of large investment and effort



Focus on **key strategic areas** and work with partners to provide long-term support and build in sustainability measures



Develop **holistic approaches** with multi-level engagements involving a combination of advocacy, capacity building, training and normative support



Enhance the use of **gender data**, research and standardized needs assessments

# ANNEXES

## Annex 1: List of evaluations

Region	Office/ Division	Title of Evaluation	Type	Year
Americas and the Caribbean	Bolivia	<a href="#">Alianzas estratégicas para la igualdad de género y el empoderamiento de las mujeres en Bolivia 2014-2017</a>	Programme/ Project Evaluation	2019
	Guatemala	<a href="#">Country Portfolio Evaluation</a>	Country Portfolio Evaluation	2019
	Mexico	<a href="#">Final Evaluation of the Mexico Strategic Note, 2014-2019</a>	Country Portfolio Evaluation	2019
	Bolivia	<a href="#">Final evaluation of the project, "Proyecto mejoramiento de la calidad de vida y empoderamiento de las mujeres del norte amazónico"</a>	Programme/ Project Evaluation	2020
	Brazil	<a href="#">Regional mid-term evaluation of the Regional Programme Win-Win: Gender Equality Means Good Business</a>	Programme/ Project Evaluation	2020
	Chile	<a href="#">Programa originarias: "Empoderamiento de las mujeres indígenas del norte de Chile para el desarrollo sostenible" 2016 - 2018</a>	Programme/ Project Evaluation	2020
	Colombia	<a href="#">Country Portfolio Evaluation</a>	Country Portfolio Evaluation	2020
	El Salvador	<a href="#">Country Portfolio Evaluation</a>	Country Portfolio Evaluation	2020
	El Salvador	<a href="#">Mujeres y políticas municipales a favor de la igualdad en El Salvador</a>	Programme/ Project Evaluation	2020
	Guatemala	<a href="#">Project final evaluation: Realizing the transformational effect of the Sepur Zarco reparation sentence to break the continuum of conflict and post-conflict related sexual and other forms of violence against women</a>	Joint Evaluation	2020
	Mexico	Global Centre of Excellence on Gender Statistics (CEGS) Mid Term Evaluation	Programme/ Project Evaluation	2020
	Multi-Country Office for the Caribbean (Barbados)	<a href="#">Social Mobilization Programme to end Gender-Based Violence in the Caribbean (2014-2017 and 2018)</a>	Programme/ Project Evaluation	2020
	Paraguay	<a href="#">Country Portfolio Evaluation</a>	Country Portfolio Evaluation	2020
	Regional Office for Americas and the Caribbean (Panama)	<a href="#">Regional Evaluation on Women's Economic Empowerment (2015-2019)</a>	Regional/ Thematic Evaluation	2020



Region	Office/ Division	Title of Evaluation	Type	Year
Arab States	Regional Office for Arab States (Egypt)	<a href="#">Formative Evaluation of Community and National Level Actions for Promoting Gender Equality and Engaging Men and Boys</a>	Programme/ Project Evaluation	2019
	Jordan	<a href="#">UN-Women Programme Eid Bi Eid I &amp; II Final Evaluation: Evaluation Report - Final</a>	Programme/ Project Evaluation	2019
	Jordan	<a href="#">Evaluation of the joint programme “Hemayati: Promoting women and girls health and well-being”</a>	Joint Evaluation	2019
	Jordan	<a href="#">Final evaluation of the National Strategy for Women and Situational Analysis of Women’s Rights and Gender Equality in Jordan</a>	Country-led Evaluation	2019
	Multi-Country Office for the Maghreb (Morocco)	<a href="#">Evaluation of the project “Appui à l’autonomisation économique des femmes à travers la promotion de la chaîne de valeur agro écologique pour une meilleure résilience au changement climatique”</a>	Programme/ Project Evaluation	2019
	Multi-Country Office for the Maghreb (Morocco)	<a href="#">Evaluation of the project “Accès aux services judiciaires pour les femmes et enfants victimes de la traite humaine au Maroc”</a>	Programme/ Project Evaluation	2019
	Palestine	<a href="#">Final Evaluation of UN Women Project “Advancing the Implementation of UNSCR 1325 in the oPt”</a>	Programme/ Project Evaluation	2019
	Regional Office for Arab States (Egypt)	<a href="#">Mid-Term Evaluation of UN Women’s Supporting Syrian Women’s Engagement in the Syrian Political Process – Building a Homegrown Constituency for Peace Programme</a>	Programme/ Project Evaluation	2019
Asia and the Pacific	Bangladesh	<a href="#">Country Portfolio Evaluation</a>	Country Portfolio Evaluation	2019
	Nepal	<a href="#">Women’s Economic Empowerment Programme Thematic Evaluation</a>	Thematic Evaluation	2019
	Papua New Guinea	<a href="#">Evaluation of the ‘Port Moresby: A Safe City for Women and Girls Programme’</a>	Programme/ Project Evaluation	2019
	Papua New Guinea	<a href="#">Country Portfolio Evaluation</a>	Country Portfolio Evaluation	2019
	Regional Office for Asia and the Pacific (Thailand)	<a href="#">Programme Presence Portfolio Evaluation in Asia and the Pacific</a>	Country Portfolio Evaluation	2019
	Japan Liaison Office	<a href="#">Final evaluation of ‘Raising Awareness of Gender Equality Among Young People’ in Japan</a>	Programme/ Project Evaluation	2020
	Multi-Country Office for India, Bhutan, Maldives and Sri Lanka	<a href="#">Final evaluation of “From Opportunities to Capacities: A Multi-Sectoral Approach to Enhancing Gender Responsive Governance”</a>	Programme/ Project Evaluation	2020
	Pakistan	<a href="#">Economic Empowerment of Women Home-Based Workers and Excluded Groups in Pakistan (April 2017-August 2020)</a>	Programme/ Project Evaluation	2020
	Multi-Country Office for India, Bhutan, Maldives and Sri Lanka	<a href="#">Final evaluation of “Addressing Sexual Bribery Experienced by Female Heads of Households, including Military Widows and War Widows in Sri Lanka to Enable Resilience and Sustained Peace”</a>	Joint Evaluation	2020
	Timor-Leste	<a href="#">An Evaluation of UN Women’s Contribution to the Implementation of Timor-Leste National Action Plan on UNSCR 1325 on Women, Peace and Security (2016-2020)</a>	Thematic Evaluation	2020
	Viet Nam	<a href="#">Country Portfolio Evaluation + Audit</a>	Country Portfolio Evaluation	2020

Region	Office/ Division	Title of Evaluation	Type	Year
Cross-regional	Regional Office for Arab States (ASRO) and Regional Office for Europe and Central Asia (ECARO)	<a href="#">Evaluation of the “Strengthening the Resilience of Syrian Women and Girls and Host Communities programme: EU MADAD Programme”</a>	Regional/ Thematic Evaluation	2020
East and Southern Africa	Ethiopia	<a href="#">Joint Programme on Rural Women’s Economic Empowerment (JP RWEE) in Ethiopia: End Evaluation Report</a>	Programme/ Project Evaluation	2019
	Kenya	<a href="#">Final Evaluation Integrating Gender into Peace Support Operations in Eastern Africa</a>	Programme/ Project Evaluation	2019
	Malawi	<a href="#">End of project evaluation for the Advancing and Sustaining Gender Based Governance Project in Malawi</a>	Programme/ Project Evaluation	2019
	Malawi	<a href="#">Mid-term evaluation for the Women’s Empowerment Programme</a>	Programme/ Project Evaluation	2019
	Mozambique	<a href="#">Final Evaluation of Women’s Economic Empowerment Gaza Project</a>	Programme/ Project Evaluation	2019
	Zimbabwe	<a href="#">Final Evaluation of the Gender, Peace and Security Programme in Zimbabwe</a>	Programme/ Project Evaluation	2019
	Ethiopia	<a href="#">Mid-term evaluation of “Programme on Increased Participation and Representation of Women in Leadership in Ethiopia: The Road to Equitable Development”</a>	Programme/ Project Evaluation	2020
	Ethiopia	<a href="#">Mid-term evaluation of African Girls Can Code Initiative</a>	Programme/ Project Evaluation	2020
	Kenya	<a href="#">Evaluation Report of Women’s Leadership, Empowerment, Access &amp; Protection in Crisis Response (LEAP): Promoting the Empowerment of Women and Girls within the Humanitarian-Development Nexus in Kenya</a>	Programme/ Project Evaluation	2020
	Malawi	<a href="#">End of Project Evaluation for the IBSA Project: Eliminating Child Marriages in Malawi and Zambia and Offering Scholarships to Child Marriage Survivors – Pilot Project</a>	Programme/ Project Evaluation	2020
Uganda	<a href="#">Country Portfolio Evaluation</a>	Country Portfolio Evaluation	2020	
Europe and Central Asia	Bosnia and Herzegovina	<a href="#">Final Evaluation of the project “Standards and Engagement for Ending Violence against Women and Domestic Violence in Bosnia and Herzegovina”</a>	Programme/ Project Evaluation	2019
	Georgia	<a href="#">United Nations Joint Programme on Gender Equality: Systematization of Final Results</a>	Joint Evaluation	2019
	Regional Office for Europe and Central Asia (Turkey)	<a href="#">Evaluation of the Serbia National Action Plan for Gender Equality</a>	Country-led Evaluation	2019
	Ukraine	<a href="#">Mid-Term Evaluation: Enhancing Accountability for Gender Equality and Women’s Empowerment in National Reforms, Peace and Security</a>	Programme/ Project Evaluation	2019
	Bosnia and Herzegovina	<a href="#">Country Portfolio Evaluation</a>	Country Portfolio Evaluation	2020
	Regional Office for Europe and Central Asia	<a href="#">Final evaluation of the programme “Ending violence against women in the Western Balkans and Turkey: Implementing norms, changing minds”</a>	Regional/ Thematic Evaluation	2020
	Georgia	<a href="#">Final evaluation of the project, “A Joint Action for Women’s Economic Empowerment in Georgia”</a>	Programme/ Project Evaluation	2020
	Kyrgyzstan	<a href="#">Final evaluation of the project, “Across Generation and Gender Borders - Communities Combatting Gender-Based Violence in Kyrgyzstan”</a>	Programme/ Project Evaluation	2020

Region	Office/ Division	Title of Evaluation	Type	Year
Independent Evaluation Service (IES)	IES	<a href="#">Corporate evaluation of UN-Women's contribution to Women's Political Participation and Leadership</a>	Corporate Evaluation	2018
	IES	<a href="#">A meta-analysis of evaluations managed by UN Women in 2017</a>	Corporate Evaluation	2018
	IES	<a href="#">Meta-synthesis of UN Women Evaluations - 2017/2018</a>	Corporate Evaluation	2019
	IES	<a href="#">Corporate Thematic Evaluation of UN Women's Contribution to Governance and National Planning</a>	Corporate Evaluation	2019
	IES	<a href="#">Corporate Thematic Evaluation of UN Women's Contribution to Humanitarian Action</a>	Corporate Evaluation	2019
	IES	<a href="#">Effectiveness and Efficiency Assessment of UN Women Flagship Programme Initiatives and Thematic Priorities of the Strategic Plan 2018-2021</a>	Corporate Evaluation	2020
	IES	<a href="#">Corporate Evaluation of UN Women's Support to National Action Plans on Women, Peace and Security</a>	Corporate Evaluation	2020
West and Central Africa	Liberia	<a href="#">Final Project Evaluation: "Inclusive Security: Nothing for Us Without Us"</a>	Programme/ Project Evaluation	2019
	Mali	<a href="#">Evaluation de la Note Stratégique d'ONU Femme Mali 2014-2019</a>	Country Portfolio Evaluation	2019
	Sierra Leone	<a href="#">Final Evaluation of the Improving Women's Participation in Political Processes as Peace building Ambassadors Project - Sierra Leone</a>	Programme/ Project Evaluation	2019
	Central African Republic	<a href="#">Evaluation finale du Projet Conjoint "Promotion de la participation politique et leadership de la femme dans la consolidation de la paix en République Centrafricaine"</a>	Joint Evaluation	2020
	Nigeria	<a href="#">Country Portfolio Evaluation</a>	Country Portfolio Evaluation	2020
Headquarters	Fund for Gender Equality	<a href="#">Independent Global Programme Evaluation of the Fund for Gender Equality, 2009-2017</a>	Global Evaluation	2018
	Policy Division	<a href="#">Final Evaluation of the Knowledge Gateway on Women's Economic Empowerment Project (Empower Women)</a>	Global Evaluation	2018

## Annex 2: Types of UN Women support

Type of support/functions	Description
<b>Intergovernmental Normative Support</b> (Normative intergovernmental support)	Assist governments and stakeholders to comply with and assess progress in implementation of global norms and standards on gender equality and women's empowerment. For example, support for CSW preparations and follow-up, or CEDAW reporting would fall into this category. Support for comprehensive national-level reviews of implementation of the Beijing Platform for Action (Beijing+25) would fall into this category
<b>Integrated Normative Support</b> (in the context of operational activities)	Integrated normative support for implementation, monitoring and reporting on global agreements, norms and standards (translate global norms and standards in national frameworks, including laws, policies and programmes, building on existing evidence, best practices and latest policy knowledge).
<b>Integrated policy advice</b>	To support the efforts of countries to embed SDGs into national and local plans and budgets.
<b>Capacity development and technical assistance</b>	While capacity development may have a broader definition encompassing other types of support, it should be understood in this context as activities that aim to directly strengthen national capacities in support of results in specific thematic areas through training, learning-focused workshops, support for long-term learning, development of national expertise, etc.
<b>Advocacy and social mobilization</b>	Drive public and/or political support for gender equality and women's empowerment or specific aspects thereof, including by raising awareness, building alliances, mobilizing supportive constituencies and engaging with less committed actors.
<b>UN system coordination</b>	Coalesce the United Nations system to support the achievement of gender equality and women's empowerment as part of their activities through accountability, gender mainstreaming, joint programming and institutional strengthening for gender equality and women's empowerment.

Source: [UN Women Annual Work Plan Guidance Note 2019](#)

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**UN WOMEN IS THE UN ORGANIZATION  
DEDICATED TO GENDER EQUALITY  
AND THE EMPOWERMENT OF WOMEN. A  
GLOBAL CHAMPION FOR WOMEN AND  
GIRLS, UN WOMEN WAS ESTABLISHED  
TO ACCELERATE PROGRESS ON  
MEETING THEIR NEEDS WORLDWIDE.**

UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to implement these standards. It stands behind women's equal participation in all aspects of life, focusing on five priority areas: increasing women's leadership and participation; ending violence against women; engaging women in all aspects of peace and security processes; enhancing women's economic empowerment; and making gender equality central to national development planning and budgeting. UN Women also coordinates and promotes the UN system's work in advancing gender equality.



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