

TRANSFORM



**UN Women Flagship
Programme Initiatives
and Thematic Priorities of
the Strategic Plan 2018–2021**

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Programme Initiatives?

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Dear Readers,

UN Women introduced Flagship Programme Initiatives (FPIs) in 2015 as a new programming modality for UN Women to move away from a tradition of numerous, small-scale and fragmented interventions towards strategic, multi-year engagement frameworks delivered coherently across regions and countries, and at a requisite scale to achieve transformational changes in gender equality and women's empowerment.

As part of its implementation of the UN Women Corporate Evaluation Plan, the Independent Evaluation Service, in collaboration with the Internal Audit Service, assessed the relevance, effectiveness, efficiency, and coherence of the 12 FPIs (and their integration as thematic priorities of the Strategic Plan 2018–2021) as a partnership, operational, resource mobilization and programming model to deliver high-impact and transformative results within the context of implementing the UN Women Strategic Plan.

The evaluation took place at a critical point as UN Women celebrates its 10 year anniversary, along with the 25 year anniversary of the Beijing Declaration and Platform for Action and a 5 year milestone towards the achievement of the 2030 Agenda's Sustainable Development Goals. At the same time, the COVID-19 pandemic continues to challenge the world in unprecedented ways, requiring UN Women to adapt and rapidly respond to the existing and emerging needs of women and girls worldwide. At this time, it is crucial for UN Women to look critically at the evolution of its work to draw on important lessons to enhance organizational learning, reinforce programmatic priorities and adapt to a dynamic and challenging external landscape.

We hope you find this new issue of TRANSFORM engaging and the information within useful for strengthening the work of UN Women and its partners in their pursuit of transformative results and further advancement to better deliver on gender equality and women's empowerment.

Inga Sniukaite

Chief, Independent Evaluation Service
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Think Beyond. Stay Ahead.

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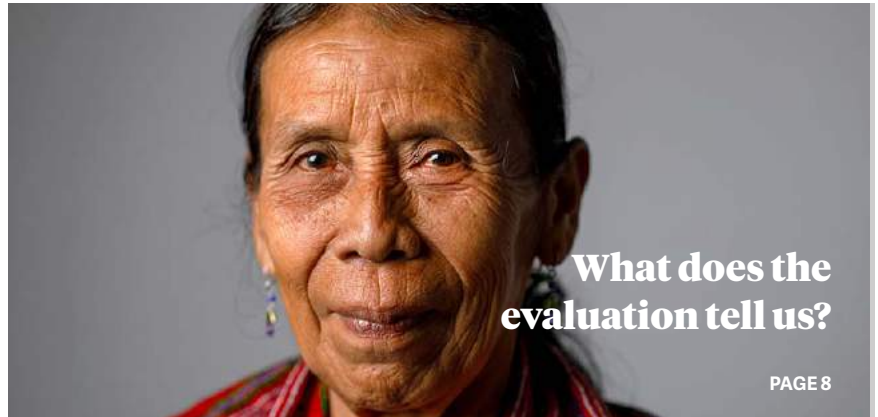
DISCLAIMER

The analysis and recommendations of this magazine are those of the Independent Evaluation Service (IES) and do not necessarily reflect the views of UN WOMEN. This is an independent publication by the UN WOMEN Independent Evaluation and Audit Services (IEAS).

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ON THE COVER Rima Sultana Rimu is a young Bangladeshi activist living in Cox’s Bazar, which hosts one of the world’s largest refugee settlements. She has made literacy of Rohingya women and girls her mission.

Photo ©UN Women/Mahmudul Karim



Photo ©UN Women/Luke Horswell

Why evaluate UN Women's Flagship Programme Initiatives and the Thematic Priorities of the Strategic Plan 2018–2021?

Flagship Programme Initiatives represent both operational and programming instruments, as well as a roadmap for the implementation of the Strategic Plan's Thematic Priorities.

The UN Women Independent Evaluation Service (IES) conducts corporate evaluations to assess UN Women's contribution to achieving gender equality and women's empowerment (GEWE). In fulfilment of the UN Women corporate evaluation plan, the evaluation focused on the programmatic effectiveness and efficiency of the UN Women Flagship Programme Initiatives (FPIs) and the Thematic Priorities of the Strategic Plan 2018–2021.

The FPIs were envisioned as a new programming modality for UN Women to consolidate the young Entity's numerous, small-scale interventions to develop strategic and scaled, multi-year engagement frameworks to be operationalized at the global and regional levels in order to amplify impact and achieve transformational changes in the advancement of GEWE. The FPIs also aimed to further boost UN Women's resource mobilization and strategic partnership endeavours.



Photo ©UN Women/Ryan Brown



Photo ©UN Women/Kith&Kin

The purpose of the evaluation was to:

- Analyse whether and how the FPIs have realized their stated intent to ensure that UN Women fully leverages its triple mandate in an integrated manner to become “fitter and funded for purpose” to deliver against the Sustainable Development Goals (SDGs) and the ideals of UN system reform.
- Inform organizational learning and accountability for past performance.
- Provide useful lessons to feed into future corporate programmatic thinking and practice and serve as key inputs to the development of the UN Women Strategic Plan 2022–2025.
- The evaluation is intended to be used primarily by UN Women's leadership, policy thematic divisions and other headquarters divisions that support different aspects of UN Women's programme implementation at the global, regional and country levels.

CONTEXT



10th anniversary of the establishment of UN Women



25th anniversary of the Beijing Declaration and Platform for Action



20th anniversary of the United Nations Security Council Resolution 1325



5 year milestone for achieving the SDGs



COVID-19 pandemic

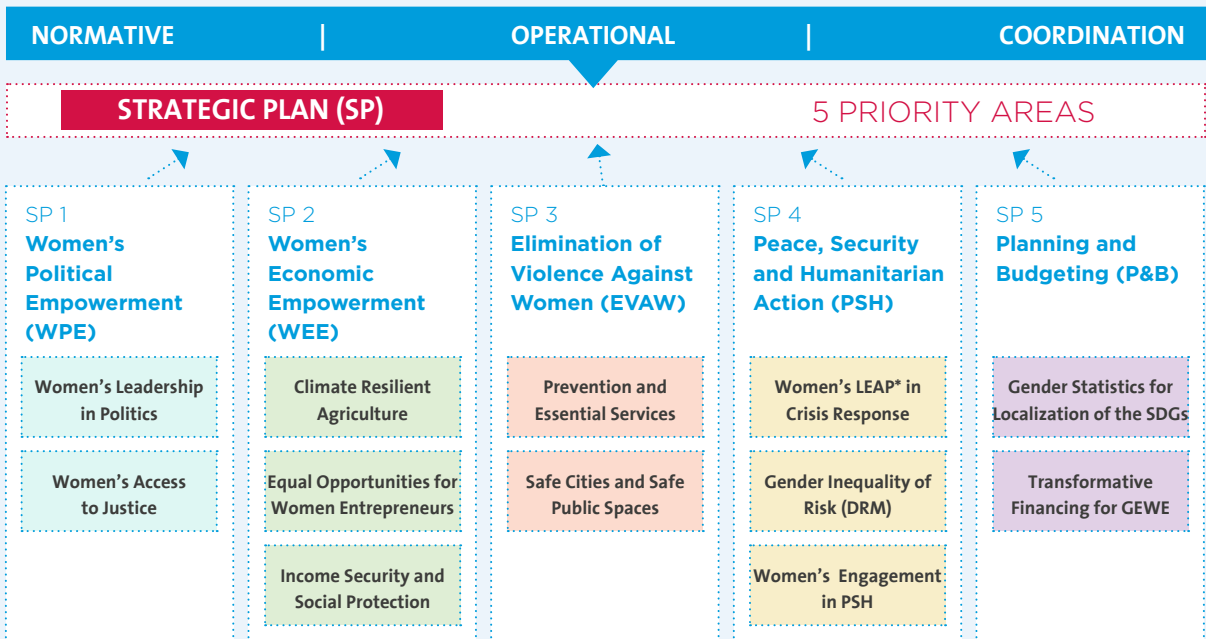


Photo ©UN Women/Christopher Herwig

EVALUATION OVERARCHING QUESTIONS:

1. To what extent have FPI/TP approaches improved and focused **strategic programming**?
2. To what extent has the FPI approach **strengthened governance, quality assurance, monitoring and knowledge management**?
3. To what extent has the FPI approach enhanced **engagement of partners** around common GEWE goals?
4. To what extent has the FPI approach enhanced collaboration and **system-wide coordination on GEWE** among United Nations agencies at the global and country levels?
5. To what extent has the FPI approach enhanced **resource mobilization and donor relations** and provided flexible and predictable funding?

FPIs MAPPED TO UN WOMEN STRATEGIC PLAN 2014–2017 PRIORITY AREAS



* Women's Leadership, Empowerment, Access and Protection (LEAP)

Source: UN Women Flagship Programme Initiatives – A vision for coherence (Presentation), September 2015

What methods and tools are available to advance gender-responsive evaluation?

What can we learn from successful gender-responsive evaluation approaches?

How can we empower rights holders and maximize their participation?

GOOD PRACTICES IN GENDER-RESPONSIVE EVALUATIONS

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Photo ©UN Women/Ryan Brown



FINDINGS
**What does the
evaluation tell us?**

FPIs: A much needed and significant corporate initiative



Photo ©UN Women Americas and the Caribbean

The FPIs were a much needed and significant corporate initiative to strengthen UN Women’s programmatic focus, thematic coherence and operational effectiveness to attain the Strategic Plan’s objectives related to gender equality and women’s empowerment (GEWE).

The FPIs represented a way to consolidate UN Women’s previously fragmented and subscale programming using coherent approaches that could be scaled up and combined for corporate results monitoring and reporting.



Photo ©UN Women/Ryan Brown

The FPIs were introduced when UN Women was a newly structured entity and followed a long tradition of managing and supporting numerous small initiatives, most of which were implemented by civil society partners. The FPIs represented UN Women’s first corporate endeavour to test transformative programmatic approaches and provide opportunities for corporate learning and adaptation. Nonetheless, the success of the 12 FPIs varied considerably: those developed based on pre-existing global programmes tended to thrive organically, whereas those that were newly developed struggled to take off quickly and gain traction.

UN Women's first experiences with transformative programming

FPI implementation during 2016–2017 and under the Strategic Plan 2018–2021 revealed successes and challenges, as well as results-based adjustments and adaptations. However, as the FPIs represented UN Women's first experiences with transformative programming, both successes and challenges hold valuable lessons in programming and change management for the next Strategic Plan.



Photo ©UN Women Arab States

The FPIs contributed to greater awareness and adoption of focused and strategic programming approaches within UN Women across all areas of work. They provided a coherent framework to operationalize the organization's five Strategic Plan outcomes across regions and to package and brand UN Women programming in ways that could be consistently marketed and communicated to donors and other stakeholders.

While there was a fair degree of consensus that the FPIs have had modest success as programmes, they have had definite success as programming structures to guide UN Women field programmes.

- FPI elements that delivered well: organization-wide shifts in mindset towards programmatic approaches, unifying theories of change, and global and regional policy support mechanisms.
- FPI elements that were less satisfactory: pooled funding and resource mobilization, inadequate systematic higher-level review and guidance mechanisms to ensure some level of standardization and use of good practices and processes, monitoring of FPI operational efficiencies, and results from economies of scale.

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3 Shifting the corporate mindset towards programmatic approaches

The FPIs were highly successful in shifting the corporate mindset towards programmatic approaches and also demonstrated the scalable impact of focused and standard approaches unified by clear theories of change and facilitated by global and regional policy support.

Generally, these approaches are now used in UN Women's programming.

The FPIs' singular biggest achievement has been their success in bringing about an organization-wide appreciation of the necessity and benefits of more focused and impactful programming through consolidation. This represented a big shift from a tradition of fragmented and somewhat disjointed and subscale interventions to more strategic, medium-term results-focused approaches and programme instruments, underpinned by clear theories of change that enabled standard and scalable (yet customizable) implementation. These elements are now applied in programming irrespective of a programme's classification as an FPI or otherwise. Strong support from headquarters and regional policy support were crucial in designing the FPIs to ensure coherent and consistent implementation, as was the sharing of knowledge and good practices. FPIs that were successful in mobilizing resources for global and regional policy support benefited significantly from these components, which enabled effective delivery at scale and at the global level. Donor advocacy and recognition of the effectiveness of such mechanisms played a major role in securing predictable funding for global and/or regional specialists in FPIs such as Making Every Woman and Girl Count (global, regional and country levels), Climate-Resilient Agriculture (two regions) and Women's Access to Justice (one region).



Photo ©UN Women/Deepak Malik

However, there was ambiguity over the FPIs as distinct programming instruments in the Strategic Plan 2018–2021. Since 2018, the FPI concept has been somewhat quiescent, with several FPIs lacking dedicated programmatic infrastructure to implement their transformative goals. This was partly due to waning support, as well as a degree of disillusionment resulting from the failure to secure pooled funding and significant resources for most FPIs, which belied the initial attractiveness of the FPI approach. There was also considerable variance in the success of the 12 FPIs, partly reflecting the inconsistent approaches deployed for their operationalization. Some stakeholders consulted as part of this evaluation also argued that 12 different FPIs was too large a number for a small organization such as UN Women, paired with the expectation of pooled funding for each of them.

Several FPIs could not perform to their full potential

Elements that were weak and constrained several FPIs from performing to their potential included: quality assurance mechanisms; resource mobilization, financial tracking and reporting, corporate performance monitoring against FPI differentiator metrics, and initiatives around structured partnerships.

Since 2016, multi-year funding and larger-value donor agreements for UN Women have generally increased. Although not entirely attributable to the FPIs, this trend correlates to the narratives and campaigns for multi-year and larger funding commitments espoused and promoted by FPIs and Strategic Notes. However, no FPIs were able to mobilize pooled funding, and most were unsuccessful in mobilizing substantial resources. Factors affecting corporate resource mobilization for FPIs included: inadequate investment in formulation phases to pre-test the acceptability of FPI resource mobilization modalities and funding instruments; a lack of adequate donor understanding of the FPI architecture and additionality over pre-existing donor modalities, including already existing pooled trust funds; and the overwhelming prospect of donor engagement on 12 additional instruments, which represented new transaction costs for donors.



Photo ©UN Women Africa



Photo ©UN Women/Ryan Brown

UN Women's comparative advantage as a partner

UN Women has developed a cogent approach of collaborative and comparative advantage in delivering its mandate over the years. However, several factors shape the organization's strategic position for United Nations system coordination, such as the extent to which the United Nations and other partners recognize its added value as well as the demand for its thematic United Nations coordination efforts.

Although the extent and depth of partnerships with different stakeholders varied across the FPIs, the evidence broadly shows that individual FPIs established strategic partnerships at the country level. Nonetheless, United Nations system coordination on GEWE faced specific challenges that were rooted outside FPI engagements, and there was no clear strategy to support the FPIs' development into the partnership or coordination vehicles they

were primarily set up to become. Evidence of inter-agency coordination in relation to the FPIs was mostly anecdotal.

Inhibiting factors for United Nations coordination included: overlapping mandates and programming around GEWE, FPIs being considered as UN Women signature offerings rather than as multi-agency partnership vehicles, some organizations perceiving the FPIs as forays into their established areas of work, and issues of acceptability over the system-wide coordination of GEWE (especially at the country level) being bestowed on UN Women.

Inhibiting factors for partnership included: the inability to secure buy-in for the FPIs from the beginning and to build structured partnerships based on theories of change, and the FPIs being considered and implemented as 'UN Women' initiatives rather than as partnership vehicles.

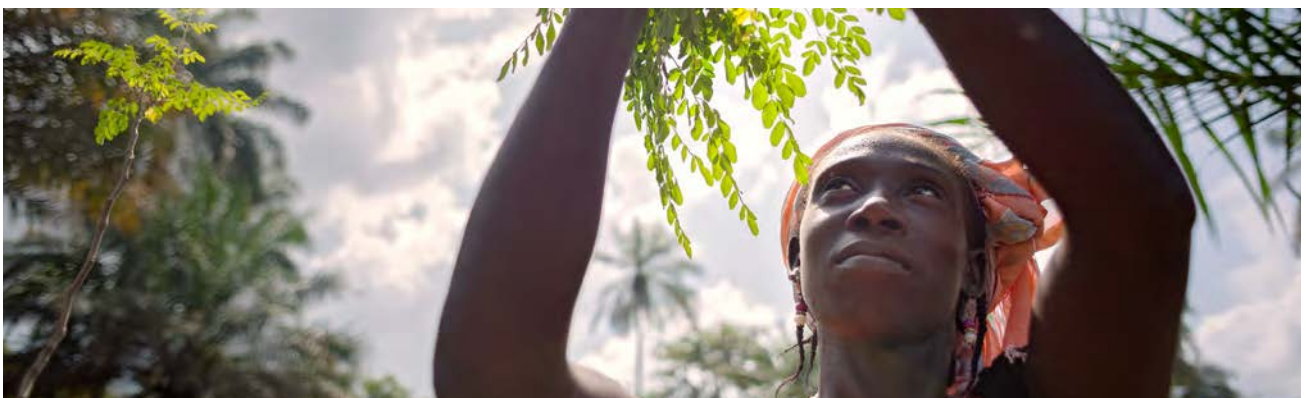


Photo ©UN Women/Joe Saade

The success of FPIs depended on the overall enabling environment

The FPIs were not stand-alone, independent modalities, and their success largely depended on the overall enabling environment and business processes. Although much emphasis was placed on substantive programmatic aspects of the FPIs, a similar degree of emphasis was not placed on corporate-level monitoring of their performance and in turn on drawing lessons and adapting from implementation experiences.

Clear accountabilities for business processes and overall leadership of the FPIs as corporate programming instruments were not established. Although the FPIs were a major corporate initiative, most were implemented in a stand-alone and uncoordinated manner, with limited external stakeholder engagement, appropriate governance, risk assessments (including pilot testing) and mitigation plans. Corporate mechanisms were not sufficiently followed up, especially since 2018, to ensure uniform operationalization, accountability, ownership and authority for quality assurance and thematic coherence. Despite acknowledgement of the potential for cross-learning, aggregation and synthesis of results, no systematic knowledge management strategies were established for the FPIs. However, individual FPIs developed their own knowledge-sharing mechanisms and communities of practice with their available resources. Other key factors affecting the operationalization of the FPIs included: insufficient higher-level direction and monitoring of the FPIs' efficacy as a leading corporate modality, capacity and skills gaps in programme management, limited success for resource mobilization and inadequate processes and controls to ensure complete and accurate recording of FPI funds for management purposes, and the lack of dedicated operational performance indicators and inadequate knowledge management and learning/feedback loops to test and improve the cost-effectiveness of individual FPIs and the FPI modality as a whole.



Varied performance, results and early impacts of FPIs

The performance, results and early impacts of the FPIs varied greatly. However, the common success factors across the FPIs validated their logic and rationale of coherence and standardization, programming and scale, predictable funding, strong partnerships and effective monitoring and knowledge management.

Some individual FPIs, such as Making Every Woman and Girl Count, Safe Cities and Safe Public Spaces, and Women's LEAP in Crisis Response, posted consistently good results across regions, while others, such as Climate-Resilient Agriculture and Women's Access to Justice, had results in fewer regions. The five case studies identified a number of common factors explaining their success or challenges, including: coherence through standard (yet customizable) approaches, predictable funding thanks to strong alignment with donor priorities; strong partnerships, programming at scale, and effective monitoring and knowledge management systems. These

are strong endorsements of the strength and potential of FPIs as a corporate programming modality to be mainstreamed across regions and thematic areas. In addition to common factors previously cited, individual FPIs had specific elements that contributed to their success that could be replicated or adapted to other FPIs. In summation, the FPIs were a bold and ambitious corporate initiative and carried risks associated with any major corporate change endeavour. The FPI intervention logic remains highly relevant to UN Women's Strategic Plans, and their experiences provide valuable lessons for the continuation and reinforcement of programmatic approaches. UN Women has made significant corporate investment in embedding the FPIs into its corporate culture, with some essential adjustments based on lessons learned over the past four years of implementation. The FPIs hold tangible value as a corporate programming instrument for scalable impact, which is becoming even more necessary for all development actors.



Success factors for selected FPIs



Photo ©UN Women/Neema Muunga

WOMEN COUNT

Timing and positioning, effective donor engagement, calibrated approaches, dedicated advocacy strategy, matrix management structure



Photo ©UN Women/Ryan Brown

CLIMATE-RESILIENT AGRICULTURE

Alignment with national and regional priorities, leveraging partnerships, active participation of women's Civil Society Organizations, women farmers, producers and cooperatives



Photo ©UN Women/Ryan Brown

ACCESS TO JUSTICE

Anchoring in international commitments, overcoming fragmentation within UN Women approaches, leveraging partnerships



Photo ©UN Women/Ryan Brown

SAFE CITIES AND SAFE PUBLIC SPACES

A multi-year commitment from an anchor donor providing seed funds and support for cross-regional policy support activities, with leveraged multi-year commitments from other donors at the global and country level. Solid foundation and pre-existing programme, a responsive and adaptive management instituting a multi-pronged approach, where emphasis was placed on and global guidance provided to country teams on evaluation and strong knowledge management



Photo ©UN Women/Karim Selmaoui

WOMEN'S LEADERSHIP, EMPOWERMENT, ACCESS AND PROTECTION (LEAP)

Bottom-up approach, flexibility and adaptability, replicable approach for UN system coordination, alignment with donor interests

UN WOMEN RAPID ASSESSMENT TOOL

To Evaluate Gender Equality and Women's Empowerment Results In Humanitarian Contexts



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**Opportunities for
improvement and
the way forward**



Photo ©Pixabay/David Schwarzenberg

Recommendation 1: UN Women should explicitly state its thematic programme focus and field delivery footprint, and reaffirm ‘second-generation FPIs’ as a programmatic instrument based on field capacity and resource mobilization targets in its Strategic Plan 2022–2025.

UN Women’s revenue levels and programmatic reach continue to necessitate effective programming instruments and modalities in order to deliver scalable impacts and enhance operational efficiencies. The lessons learned from implementing the FPIs could be used to design improved second-generation FPIs with better features and controls to serve the aims and targets of the Strategic Plan 2022–2025. UN Women therefore needs to explicitly reaffirm the importance of programmatic approaches in its Strategic Plan and define appropriate corporate programming instruments, which could either remain as FPIs or adopt an alternative name. In this regard, due attention could be given to optimize (reduce) the FPIs to a more pragmatic and transaction light number that is grounded in an evidence-based theory of action to ensure that programming is impactful and effective, with high-quality results measured and reported in major areas of work.



Photo ©UN Women/Gaganjit Singh

Recommendation 2: UN Women senior leadership should drive accountability for implementation of agreed corporate programmatic approaches and support business processes by clearly anchoring oversight and supervisory responsibilities for the next generation of FPIs in the Policy, Programme and Intergovernmental Division (PPID).

To ensure that headquarters and field offices communicate and coordinate on corporate programming modalities, UN Women should strengthen management arrangements, including the use of effective matrix management elements to enhance programme delivery, knowledge management and results accountability for strategic programmes. The matrix structure should clarify accountability, oversight and supervisory responsibilities at the global, regional and country levels. This would include the responsibilities for supervision and monitoring of the next generation of FPIs according to established indicators (see Recommendation 5).

Recommendation 3: UN Women should clearly define how it will leverage its United Nations coordination mandate and United Nations reform to amplify GEWE results through its programming and establish its own programmatic footprint, to ensure that UN Women is recognized as the key thematic programme leader.

The high priority given to GEWE among all United Nations organizations and the increasing emphasis of United Nations system-wide approaches reinforce the need for structured partnerships and joint programming modalities to attain global GEWE outcomes. Notwithstanding past challenges in structuring corporate partnerships with other organizations, UN Women should embark on early engagement with both donors and other United Nations organizations to explore and secure consensus over structured partnerships for the key GEWE pillars/ impact areas foreseen in the Strategic Plan 2022–2025 and common to most organizations. This should include exploring common results frameworks, governance structures, resource mobilization plans and joint programming modalities, at least with organizations that have already worked with UN Women on the FPIs, albeit in an ad hoc or unstructured manner. Partner organizations would need to be highlighted in such arrangements, which should not be perceived or overly identified as UN Women-led and thus undermine common objectives.



Photo ©UN Women/Branko Starcevic

Recommendation 4: Develop global-, regional- and country-level second-generation FPI modalities for each of the planned GEWE pillars, with theories of change and analysis of actions that link normative support, United Nations system coordination, and the operational activities of UN Women's integrated mandate. Actions and results should also be differentiated at the global, regional and country levels.

Building on the lessons learned from the FPIs, it would be beneficial to further delineate the criteria for global-, regional- and country-level modalities and how they are integrated, interlinked and coordinated. Having distinct templates for the three levels would enable differentiated branding, communications and resource mobilization strategies. While taking into consideration local and United Nations Sustainable Development Cooperation Framework (UNSDCF) priorities, country Strategic Notes could be structured around the proposed modalities and templates. Recognizing that it may not always be possible to implement the recommended corporate programming modalities, UN Women should designate programmes as 'second-generation FPIs' based on clear criteria and with specific authority and accountability. Given the need for corporate monitoring of the modalities as a whole, a programme coordination unit should be established at headquarters to monitor various progress of the second-generation FPI programme architecture. This unit should include positions for lead roles in five areas: United Nations engagement coordination in relation to programmes, donor relations, results monitoring and analysis, knowledge management, and communications.



Photo ©UN Women/Branko Starcevic

Recommendation 5: UN Women should establish clear responsibilities and an accountability framework for each planned GEWE pillar/impact area across the whole organization.

UN Women should conduct a comprehensive skills and capacity gap assessment in respect of the key elements of the programmatic approach and develop appropriate human resource strategies, including resourcing, in conjunction with the ongoing change management process. UN Women should track the uptake of programmatic focus through indicators measuring multi-year funding, average agreement values, and the increase in the share of FPI value in country, regional and global programming, among others.



Photo ©UN Women/Fahad Abdullah Kaizer



Photo ©UN Women/Andrii Maksymov

Recommendation 6: UN Women should fully integrate its strategic planning, budgeting, results monitoring and financial systems so that planning, resource mobilization, budgets and expenditure of Strategic Plan initiatives are clearly reported through the Enterprise Resource Planning (ERP) system.

UN Women should operationalize its upcoming Strategic Plan as part of its planning process, including its adaptation in UN Women's new ERP system, so that planning, results (corporate and project level), resource mobilization, budgets, revenue and expenditure of Strategic Plan initiatives are clearly identified, tracked and reported through the audited ERP system (rather than through other tools not subject to end-to-end process and quality controls). UN Women should implement its new corporate results-based budgeting and financial ERP system, fully integrating Strategic Plan planning, resource mobilization, budgeting and expenditure into the system with end-to-end process and quality controls, to ensure unambiguous tracking and allocation of Strategic Plan initiatives and results, both at the corporate and project levels.



EVALUATING IMPACT IN GENDER EQUALITY

Guidance note to evaluate impact in gender
equality and women's empowerment



Download the Guidance Note [here](#)

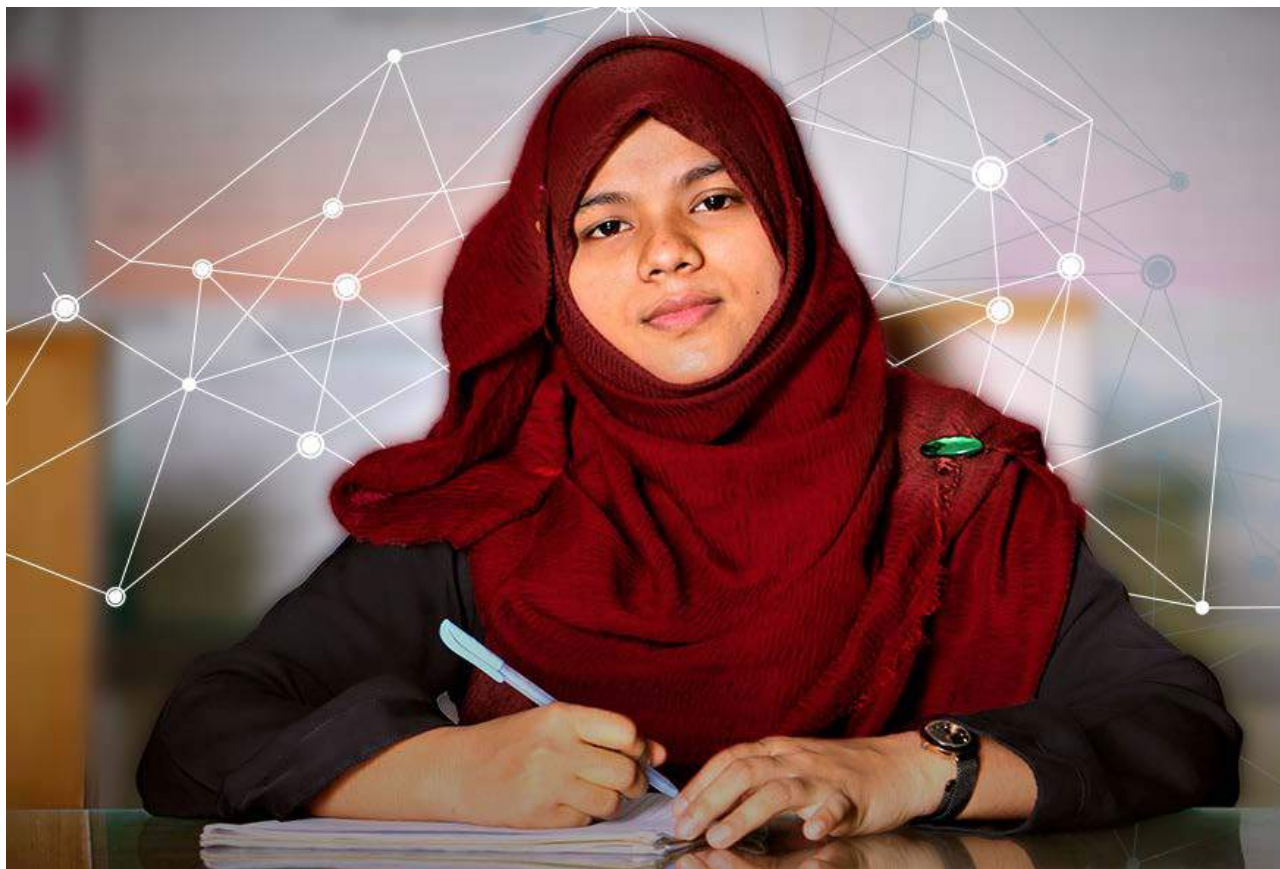


Photo ©UN Women/Mahmudul Karim

Perspectives from management

This article is developed based on UN Women's management response presented to the UN Women Executive Board.

UN Women welcomes the findings and recommendations of the Corporate Evaluation of the Effectiveness and Efficiency Assessment of UN Women Flagship Programme Initiatives and Thematic Priorities of the Strategic Plan 2018-2021.

The overall goal of the FPIs of creating high-impact scalable initiatives is as relevant today as it was in 2015 when the FPI process was initiated. It is important to note that UN Women has significantly grown and matured as an entity since then. It is therefore necessary to situate findings and recommendations in the current reality, which includes ongoing work to strengthen quality of programmes, scale up impact, further enhance accountability and oversight, ensure adequate resourcing, and improve operational effectiveness and efficiency. These processes are all part of UN Women's endeavour to become an even more effective and efficient organization in support of women and girls, in line with its change management process and its vision for UN Women 2.0, as the organization enters its second decade.

UN Women appreciates the evaluation's findings that the FPIs had an overall positive effect on the evolution of the organization's programming and operations and succeeded in providing a coherent framework to operationalize the organization's five thematic priorities across regions. The evaluation also recognizes the significant contribution of the FPIs to better package and brand the organization's programming in ways that could be consistently communicated to donors and stakeholders, in line with UN Women's mandate.



Photo ©UN Women/Ryan Brown



Photo ©Pixabay

UN Women welcomes the evaluation's recommendations for improvement in quality assurance mechanisms, resource mobilization, financial tracking and reporting, corporate performance monitoring and initiatives around structured partnerships. UN Women fully agrees with the evaluation's recommendation for the establishment of clear accountability frameworks and explicitly defined thematic programme focus to amplify UN Women's delivery footprint based on field capacity and resource mobilization targets in the next Strategic Plan.



Photo ©UN Women/Ryan Brown

UN Women will build on and continue to use the many aspects of the FPIs that have proven to be effective modalities of programme implementation, such as clear theories of change, a common results framework, and the partnership platform. While UN Women is fully committed to refining and developing effective programming instruments and modalities that support the delivery of scalable impact, the development of the new Strategic Plan currently under way will provide greater detail as to whether these programming instruments will take the form of 'second generation FPIs' or other programming modalities.



Photo ©UN Women/Ryan Brown



Photo ©UN Women/Joe Saade

UN Women intends to use the knowledge and lessons provided by the evaluation to harmonize implementation approaches, building on identified best practices and achievements to date. Most of the ongoing work of the new Strategic Plan development is in line with the FPI evaluation recommendations. The initial work on a corporate theory of change aims at sharpening our programmatic focus and addressing cross-cutting issues, such as social norms change, that fully integrate UN Women's triple mandate and ensure programming impact and effectiveness for delivering high-quality results at scale. Similarly, work is ongoing to consolidate our field presence typology and headquarters architecture, reviewing and adjusting as needed resource allocations, oversight and accountability frameworks in line with the vision of UN Women 2.0.

Comprehensive methodology of the evaluation

The Independent Evaluation Service (IES) carried out the evaluation over a six-month period from April 2020 to October 2020, involving a wide range of stakeholders from UN Women headquarters and regional and country offices, as well as external partners.

To analyse the FPIs from an organizational effectiveness and efficiency perspective, the evaluation brought together models and methodologies for organizational effectiveness assessment, theory-based evaluation approaches and appreciative inquiry. A multidisciplinary team comprising evaluators and an auditor from the Internal Audit Service (IAS) conducted the evaluation. Multiple streams of information were used to provide and validate evidence against the evaluation questions and to reach conclusions.

The evaluation team consulted over 268 internal and external stakeholders who were involved in the conceptualization, development and implementation of the FPIs. The interviews were supplemented with e-surveys of 156 UN Women staff, five focus group discussions, and an extensive desk review of UN Women management systems and portfolio analysis. The evaluation adhered to the United Nations Evaluation Group (UNEG) ethics and standards and applied gender and human rights principles. The evaluation approach was adapted to the extraordinary circumstances of the COVID-19 pandemic and used appropriate remote data-collection methods. The evaluation also involved five in-depth case studies on FPIs that were considered to have an appropriate scale and maturation, and from which useful lessons could be learned.

DATA COLLECTION



Desk review

and synthesis portfolio analysis and review of UN Women management systems, reports and internal assessments



Focus group interviews

MEWGC, LEAP, CSA, Safe Cities and RO Strategic Planning Specialists



Surveys and remote semi-structured interviews of UN Women staff and partners. 23% total response rate for surveys (HQ:26%, RO: 11%, and CO:58%)



Five case studies

MEWGC, LEAP, CSA, A2J, Safe Cities

112

stakeholders interviewed

5

focus group interviews

5

case studies

280+

documents reviewed

2

online surveys

156

survey respondents

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