

Analytical Overview of Joint UN Gender Programme Portfolio

Annexes

Evaluation Office

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Analytical Overview Team:

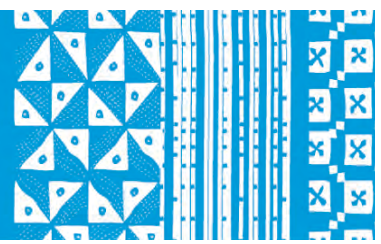
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Annexes

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¹ Adapted from UNDG Guidance Note on Joint Programming, 2003



Terms of Reference: Joint Gender Programmes Portfolio Analysis

Background: The Evaluation on joint gender programming

The UN reform agenda, initiated in 1997, aims to overcome the fragmentation of the United Nations development effort so that the system can deliver as one. Joint programming among UN agencies is a central tenet of *Delivering as One* at country level. As the UN moves forward with Delivering as One beyond the pilot stage, a crucial task is gathering knowledge of how to successfully achieve the MDG and other core UN priorities through joint programming.

Meanwhile, the international community is bolstering its demands for greater accountability in relation to women's rights and gender equality – as reflected by the recent creation of UNWOMEN; the renewed commitments made at the 10th anniversary of the Millennium Summit; and, the fifteenth anniversary of the Fourth World Conference on Women (Beijing Platform for Action +15). For the UN development agencies, joint programming constitutes a vital means of contributing to women's rights and gender equality.

The aims of promoting United Nations coordination and advancing gender equality in joint programming reinforce the need to critically assess the conditions and results being derived from UN joint programming to generate evaluative evidence on what works best to advance gender equality. In this light, **UNIFEM's Strategic Plan 2008/2013** establishes that UNIFEM (part of UN Women) will improve its capacity to assess the concrete benefits that emanate from its participation in joint programming and joint programme implementation.

This includes both in terms of its results in advancing gender equality, and in building capacity and commitment amongst United Nations partners to foster joint and peer evaluations, towards the longer term objective of greatly expanding knowledge on the “how to” of achieving gender equality.²

In line with the above, the 2010 corporate plan of Evaluation Unit includes undertaking a corporate evaluation that assesses a diverse spectrum of **joint programmes on gender equality**. It is foreseen that this will be undertaken as a joint evaluation with other UN agencies. The evaluation will be used by the participating agencies to strengthen their co-ordination and implementation of gender programmes.

The preliminary general **objectives** of the Evaluation of Joint Gender Programming are the following:

1. Assess the relevance of strategies and methods applied in joint programmes to address Gender Equality and Women's Human Rights needs and interests at the country level;
2. Assess to what extent the Joint Gender Programmes have been effective in contributing to national development results on gender equality –including the MDGs – and have achieved their respective specific objectives established in their formulation.
3. Analyze the coherence and efficiency of the different programming approaches and cooperation modalities used in interagency

² UNIFEM Strategic Plan 2008-2013.

coordination in joint programming and the extent to which the UNCT and Non-Resident Agencies are able to work together to achieve greater results on gender equality.

Components of the study

The evaluation will be undertaken in the following stages:

Preparatory stage: scoping the evaluation

- a) Scan – mapping of all existing joint programmes that are focused specifically on gender equality and where UNIFEM is an implementing partner (those programmes where gender equality is mainstreamed or where UNIFEM is not an implementing partner may be considered at a later stage in the study); (Completed December 2010)
- b) Portfolio analysis – gathering of additional documents and developing a data base of joint gender programmes; mapping and analysis of the characteristics of joint gender programmes; identification of emerging key issues and strategic priorities; proposing areas of inquiry; examining evaluability; undertaking methodological deliberations; and, suggesting scope delineation; (Completed January 2011)
- c) TOR – development of evaluation Terms of Reference.

Implementation stage: conducting the evaluation

- d) Evaluation study – design and conduct of the study to gather and examine primary and secondary data on a sample of joint programmes being selected, including desk studies, field missions and reporting.

Follow up and use: disseminating and using the evaluation

- e) Presentation and dissemination of

evaluation products.

- f) Management response to the evaluation findings.

In preparation for the evaluation, the UNIFEM Evaluation Unit has conducted the first component of the study – the scan of existing UN joint programmes on gender equality in which UNIFEM is a partner. The scan focused only those programmes that: a) are implemented jointly by at least 2 UN organizations following the joint programming modalities³, b) have a specific focus on gender equality and the empowerment of women/girls across a range of themes – *where women are the main beneficiaries/programme partners, and/or the central and specific focus is related to MDG3 or gender dimensions of other MDGs*, c) UNIFEM is an implementing partner. The scan has been able to identify 77 joint programmes on gender equality, between 2002 and 2009⁴ and analyzed them on the number of parameters, such geographic coverage; thematic coverage; budget range; time frame; implementing partners (UN agencies involved in the programme implementation), Lead agency (UN agency that leads the programme implementation), source of funding (MDG Fund, UNTF, One Un, Basket Fund, other), Management option (pass through, pooled, parallel, combination). (For Key results of the scan, see Annex I: Scan Report) Building on the scan, this assignment will focus on the second step of the study that is the *overall portfolio analysis of joint gender programmes*.

Purpose of the Portfolio Analysis / Scoping Study

The portfolio analysis objective is three-fold:

- Provide the drafters of the ToR for the Joint Gender Programme Evaluation with an analytical overview of the joint gender programming portfolio – including reflections on emerging key issues in

³ As defined by UNDG/DOCO.

⁴ Data for the scan was gathered until 1st September, 2010. A data validation process was undertaken in September.

programme design and implementation, strategic priorities, areas of inquiry, evaluability, methodological deliberations, sampling considerations and scope delineation – to maximize the potential usefulness of the evaluation for its range of stakeholders.

- Gather, organise and establish an overview of documentation relating to joint gender programmes;
- Finalise the database outlining the characteristics of the joint gender programmes according to agreed categories (provided below).

The portfolio analysis will have seven key tasks:

1. Gather, organise and record documentation relating to joint gender programmes (in particular those in which UNIFEM (part of UN Women) has not participated);
2. Building on the database established in the scanning exercise, map out the characteristics of the newly identified joint gender programmes in the UN system according to the agreed categories (stated below);
3. Undertake quantitative analyses of the characteristics of the joint gender programming portfolio;
4. Conduct a rapid review of joint gender programme assessments, evaluations, reports and identify key emerging issues connected to the co-ordination modalities, achievement of results and management of programmes;
5. Conduct 10-15 qualitative interviews with the staff of joint gender programmes;
6. With the results of the qualitative and quantitative analysis, reflect upon emerging key issues, strategic priorities, areas of inquiry, evaluability, methodological concerns, sampling and scope;

7. Formulate recommendations to feed into the drafting of the ToR for the Evaluation of Joint Gender Programming.

The portfolio analysis will entail detailed programme review of complete spectrum of joint gender programmes that will inform the final scope of joint evaluation.

Methodology (preliminary approach to be further developed with consultant/s)

The analytical overview will deploy quantitative and qualitative approach to data collection and analysis. Building on the database established by the scan, it will map and provide quantitative analysis on geographic and thematic coverage of joint gender programmes, ranges of budgets, implementing and lead agencies, time-frame, source of funding, management options, and programme type. This analysis will also be supplemented with secondary data acquired from the review of reports, evaluations and interviews. The portfolio analysis will include the programmes that were initiated between 2001 and 2010.

The **categories of quantitative data analysis** consist of (more categories could be suggested and could emerge through work):

- Geographic coverage;
- Thematic coverage;
- Budget range;
- Time frame;
- Implementing partners (UN agencies involved in the programme implementation);
- Lead agency (UN agency that leads the programme implementation);
- Source of funding (MDG Fund, UNTF, One Un, Basket Fund, other);
- Management option (pass through, pooled, parallel, combination);
- Programme type: global, regional, national, community
- Fund Management: parallel, pass through,

pooled, combination

- Duration

The **qualitative analysis will be based on the** rapid review of joint gender programme assessments, reviews and evaluations **and qualitative interviews with programme staff.** The review of the documents will focus on three key themes (more detailed themes will emerge from the analysis, we do not pre-empt research on this):

- Achievement of results;
- Coordination modalities;
- Programme management

10-15 interviews will be undertaken with the programme coordinators of joint gender programmes to triangulate the desk review findings and to provide leads on strategic priorities that will contribute to the evaluation sampling.

If the data gathered from interviews is divergent or very varied, a survey of country teams may be conducted to better establish key areas of inquiry, strategic priorities and possible delineations of scope.

Deliverables

The assignment will be undertaken in December 2010 – January, 2011. It will be conducted by the team comprised of two evaluation consultants. This TOR describes the responsibilities of the consultant who will lead the assignment. The team leader in collaboration with a consultant will produce the following deliverables:

1. Oversee the development of organised repository of documents related to joint gender programming.
2. Oversee the development of a consolidated database of the characteristics of Joint Gender Programmes and illustrative reports generated from this database as relevant for the future scoping of the evaluation.

3. Preliminary power point presentation for key evaluation stakeholders; providing an analytical overview of the joint gender programming portfolio based on the quantitative and qualitative data analysis. It should reflect upon emerging key issues, strategic priorities, areas of inquiry, evaluability, methodological deliberations, sampling and possible scope delineation.
4. Final report that outlines the results of the analysis presents reflections and provides recommendations for the drafting of the terms of reference for the Evaluation of Joint Gender Programming.

Qualifications

- A master's degree in any social science;
- 7 years of working experience in evaluation or relevant social science field, and at least 4 in evaluation of development programmes;
- Substantive social research experience, including sound research in quantitative and qualitative methods;
- Experience in conducting systemic assessments and meta-analysis of development programmes;
- Experience in evaluation of gender equality and women's empowerment programmes an asset;
- Familiarity with, and experience in working with the UN system, other multilateral institutions, bilateral institutions and international NGOs;
- Ability to produce data bases and well written reports demonstrating analytical ability and communication skill;
- Ability to work with the organisation commissioning the evaluation and with other evaluation stakeholders to ensure that a high quality product is delivered on a timely basis;
- Fluent in English.