

CORPORATE THEMATIC EVALUATION OF
**UN-Women's contribution to women's economic
empowerment by advancing gender-responsive laws,
frameworks, policies and partnerships**



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EVALUATION METHODOLOGY

UN-Women's contribution to WEE by advancing gender-responsive laws, frameworks, policies and partnerships

Scope of the evaluation

- Focus on normative aspects of UN-Women's WEE portfolio
- Role of partnerships in bringing about change
- UN-Women's integrated mandate



Geographical scope and timeframe

- Geographical scope includes UN-Women's work globally and across all regions
- Timeframe under review: January 2018 – June 2022
 - Retrospective view of results achieved during SP 2018-2021
 - Forward-looking insights to support implementation of the SP 2022-2025



Data collection methods

- Theory based approach, including conceptual framework on the contribution of gender-responsive laws, frameworks and policies to the economic empowerment of women
- Primary and secondary data
- Comprehensive stakeholder mapping exercise



KEY EVALUATION QUESTIONS

1

To what extent is UN-Women's work on gender-responsive laws, frameworks and policies for WEE **aligned** with global normative frameworks, priority policy areas, and the needs of beneficiaries?

2

To what extent is UN-Women's work in WEE **coherent** with the work of partners, and other key thematic areas? How effectively does UN-Women leverage its integrated mandate?

3

To what extent has UN-Women's efforts in this area led to **demonstrable impact/outcomes**? What metrics exist to measure progress in this area?

4

What efforts have been made to ensure **efficiency** of programming and **sustainability** of benefits and efforts in this area?

5

To what degree are **human rights, Leave No One Behind—including disability inclusion and gender equality** principles—integrated in this area of work?

DATA COLLECTION

211

Stakeholders engaged

10

Case studies

300+

Documents reviewed

2

Online surveys

128

Survey respondents



Desk review

and synthesis; portfolio analysis and review of UN-Women's management systems, reports and internal assessments



Key informant interviews and focus group discussions

79 stakeholder interviews and 2 focus group discussions (UN-Women personnel (country, region, headquarters), UN agency partners, IFIs, member states, donors, implementing partners, government partners, CSOs and academia)



Online surveys

of UN-Women personnel and partners. 30% total response rate for surveys.



Case studies

8 country case studies (Egypt, Georgia, Kenya, Lebanon, Mexico, Nepal, Nigeria, Tanzania)

2 global case studies (Intergovernmental processes; Knowledge products and tools)

Conclusions

A woman wearing a white lab coat and a large, clear protective netting hood over her head and shoulders. She is smiling and looking directly at the camera. The background is a blurred outdoor setting with greenery. The entire image has a blue color overlay.

1



UN-Women has clear and well acknowledged comparative advantages in normative work and facilitating policy dialogues, including through key intergovernmental processes, related to women's economic empowerment.

National (and regional priorities) inform WEE programming and are responsive to changing contexts, for example the response to the COVID-19 pandemic.

There is scope to proactively plan for the need to adapt to current and emerging priority policy areas, such as climate change, the cost-of-living crisis, macroeconomic stagnation and the impact of ongoing conflicts.

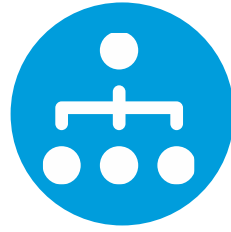
2



UN-Women works effectively to build consensus and facilitate a coherent voice within global policy dialogues on women's economic empowerment.

While UN-Women's approach to partnerships on WEE is generally sound and tailored to the operating context, engagement with international financial institutions on WEE-related policies could be further strengthened.

3



The lack of a WEE strategy and managerial vacancies have impacted the direction of UN-Women's work on WEE, the efficiency of internal architecture and personnel.

While there has been substantial progress in various WEE sub-thematic areas, the absence of a specific overarching organizing framework for WEE has hindered coherence.

The recent appointment of a Chief of EE and current development of a strategy provides an opportunity to strengthen the strategic focus and organization of UN-Women's work on WEE, including more proactive and systematic cross-thematic linkages.

4



UN-Women's reporting shows that the Entity has exceeded, or is close to achieving its targets on strengthening gender-responsive WEE policies, including on decent work, social protection, care systems, gender-responsive procurement and land tenure systems.

While there are some inconsistencies in interpretation and results reporting by UN Women field presences, evidence collected from case studies shows significant contribution through constructive and agile engagement within the policy change process.

There is limited monitoring of the impact of policy change on the lives of women and girls, which warrants further attention, for accountability purposes and learning and also to strengthen communication of UN-Women's results.

5



The proposed Signature Initiatives provide opportunities to work programmatically and scale up activities on global priorities for WEE, by embedding changes in laws, frameworks and policies within wider systemic change.

While UN-Women is in a position to lead and support policy on the care economy, decent work, and entrepreneurship at the global level, the Entity needs to strengthen its capacity on climate change if it is to play a supportive role in this area (including in gender-responsive approaches to the transition to green and blue economies and climate-resilient agriculture).

6

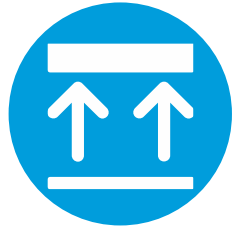


Financial and human resources are identified as the most significant challenges for UN-Women in advancing gender-responsive WEE laws, frameworks and policies. Personnel at all levels are over-extended and take on multiple functional roles.

There is a need to improve support across headquarters, Regional Offices and Country Offices, for example, to support programme management, knowledge management and resource mobilization.

While WEE was the least funded thematic area from 2018-2021, the increased planned budget for Strategic Plan 2022–2025 is more commensurate with WEE’s broad mandate.

7

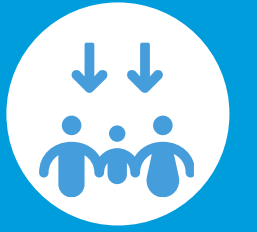


Supporting gender-responsive WEE policy is a suitable strategy for nationally owned, sustainable change and potential impact at scale.

Systematic attention needs to be placed on advocating for policies that are resourced, and have implementation plans and appropriate accountability frameworks.

The inter-relationship between changes in laws, frameworks, policies and social norms is also important for sustainability and should be consistently articulated and integrated within UN-Women programming.

8



UN-Women's overall approach to WEE considers leave no one behind principles and is perceived to be relevant to the needs of marginalized groups.

The approach could be strengthened by translating global principles and approaches into practical and context specific tools; improving the availability of disaggregated data; and by strengthening considerations of the connected systems and structures of power.



Recommendations →

RECOMMENDATIONS

1



UN Women should continue its support to the **global discourse and normative frameworks** on WEE, while advocating for gender-responsive approaches in emerging priority areas.

2



UN Women's WEE strategy should include a **clear articulation of key definitions and a framework for WEE**; an assessment of current financial and human resources allocated to WEE policy support; and clarity on the approach to harnessing cross-thematic linkages.

3



UN Women should **refine and systematize its approach to partnerships for WEE** and look to further strengthen its engagement with international financial institutions (and other global actors), where strategically advantageous.

4



UN Women should **review and formalize the roles and responsibilities of headquarters, Regional Offices and Country Offices** in the area of WEE, particularly in terms of knowledge sharing and management, research and data, and monitoring and reporting.

5



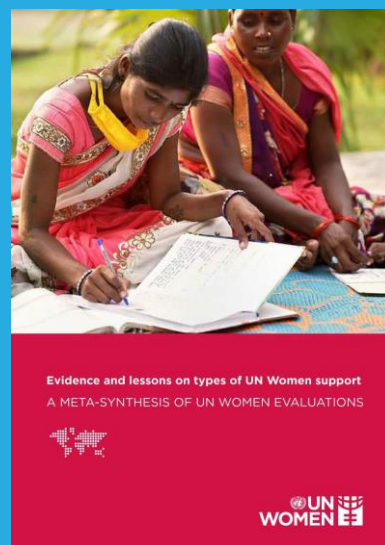
UN Women should **develop sustainable approaches to addressing structural barriers that impede WEE** and to supporting social norms change. Efforts should be focused on supporting governments and other actors to monitor the effects of WEE policy changes.

6



UN Women should **refine and contextualize its approach and strategy to leave no one behind and the inclusion of marginalized groups**, as they relate to WEE.

THANK YOU



www.unwomen.org/en/about-us/accountability/evaluation/corporate-evaluations