



The lessons in this leaflet have been extracted from the following evaluations:

- ◆ **Sudan (2014):** Consolidating efforts that contribute to Gender Equality & Women’s Empowerment in Sudan
- ◆ **Kenya (2014)** Government of Kenya (GoK)/UN Joint Programme on Gender Equality and Women’s Empowerment (JP GEWE)
- ◆ **Kenya (2013):** Final Evaluation of Gender & Governance Programme GGPIII 2011—2013
- ◆ **Uganda (2013):** Mid-Term Evaluation of the JP on Gender Equality (UNJPGE)
- ◆ **Kenya (2012):** Mid-Term Evaluation of the Gender and Governance Programme III (2008-2011)
- ◆ **Kenya (2012):** Mid-Term Evaluation Joint Programme on Gender Equality and Women’s Empowerment
- ◆ **Sudan & South Sudan (2012):** Building Capacities for Gender Equality in Governance & Protection of Women’s Rights in Sudan 2008—2011
- ◆ **Sudan (2011):** Final Evaluation: Defending and securing the human rights of women and girls in the humanitarian crisis, South Darfur, Sudan, July 2008 - July 2010
- ◆ **Zimbabwe (2010):** Mid-Term Evaluation of the National Gender and Women’s Empowerment Strategy & Action Plan and the Gender Support Programme (GSP)

All UN Women evaluations are available on GATE ([www.gate.unwomen.org](http://www.gate.unwomen.org)) & the Gender Equality Evaluation Portal (<http://genderevaluation.unwomen.org/en>)

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**UN Women: Governance & National Planning**  
*What’s the issue?*

National plans, policies, institutions and budgets reflect how governments translate commitments to gender equality into results for women. However, and too often, there is a gap between policy and practice.

UN Women has helped bridge disconnects between national development strategies and gender equality plans. This includes steps such as cultivating the capacities of public officials to integrate gender equality measures in plans and budgets, and select performance indicators for oversight. UN Women advocates for transparent and adequate public financing for gender equality, including through the adoption of gender responsive budgets. Engagement with gender equality advocates helps strengthen their skills to influence public decision-making and hold governments accountable.

**Lessons Learned from Evaluations: Coordination & Partnerships in Governance & National Planning programmes**

**1. WHY** is Coordination & Partnerships on Governance & National Planning important?

**1** **WHY focus on Coordination & Partnerships ?**  
◆ Coordination & Partnerships is a crucial issue for UN Women. As a relatively new agency there is a pressing need to work at reviewing and clarifying roles between UNW, other UN agencies and partners, to address the possibility of “latent discord” in coordination, which if unchecked may develop into open hostility.

**2. WHAT** do we know about effective Coordination & Partnerships in UN Women Governance & National Planning programmes?

◆ Fragmented interventions will struggle to demonstrate maximized positive impacts. Collaboration is essential to achieve results through effective sharing of resources, approaches & methodologies—particularly in complex environments including conflict & humanitarian settings.

**3. HOW** can UN Women better Coordinate & Partnerships for successful Governance & National Planning programmes?



◆ There is a need for coherence and clarity in the mainstreaming of GEWE within all UN programmes. Therefore, advantage should be taken of UN Women’s specialized technical expertise and established relationships in the field of gender and at the same time capitalizing on the further reach that is enabled through coordination and partnerships. UN Women should lead on such processes.

◆ Partnerships at various levels are key for transformational change. For example, in complex societies, NGOs, CSOs and CSOs become social agents that can lead change. Partnerships should be strategic with those agencies that can lead change to support gender equality initiatives.



# WHAT do we know?

## Lessons on 'Coordination & Partnerships' from UN Women programmes across the region

**Experiences at the Local Level:** Since 2009, UN Women has supported governments to improve women's access to services and resources across Eastern & Southern Africa, including in Mozambique, Rwanda and Tanzania.

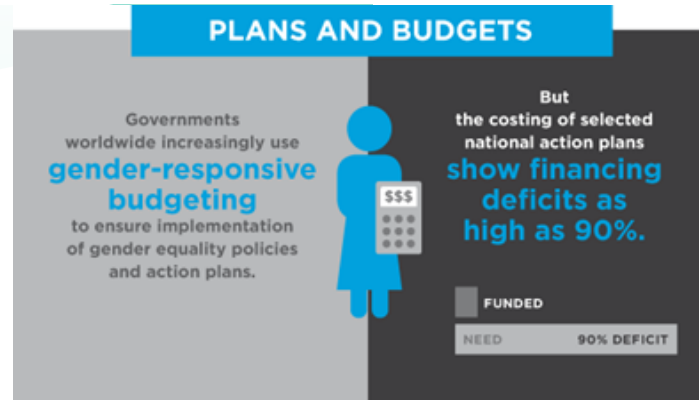
The application of gender-responsive planning and budgeting has resulted in increasing women's representation and participation in decision-making and in better access to services for women and girls.

1. In Tanzania, women identified development of water resources as one of their main priorities. In response, the Morogoro district put in place improved water infrastructure, resulting in water delivery for 7,500 new users in the district.
2. In Mozambique, with UN Women's support, the Mueembe district saw a 15 per cent increase from 2010 to 2011 in women's participation in decision-making. The overall rate of women's participation exceeded the 30 per cent quota set by the national law on decentralization. As a result, pressing priorities identified by women were addressed by local government, such as the organization of a first-ever civic registration campaign for women.

In line with this, the Final Evaluation on Pro Poor Governance, Gender Equality and Women's Empowerment in Namibia noted that developing sector specific case studies and adapting training materials on GRB accordingly to work with various national ministries was crucial. Also, technical handholding to ensure trained staff implement skills accordingly was essential.

## 2 WHAT do we know about effective Coordination & Partnerships in Governance & National Planning Programmes?

- ◆ **Clarity on coordination role:** UNW must clarify their position on coordination and implementation to their own staff and those who they are working with in the programming environment. There is a high expectation on UN Women by partners and other UN agencies to deliver.
- ◆ **Coordination capacity:** the coordination capacity of UNW on gender overall, and also the coordination capacity of UN output lead agencies needs to be strengthened. This may also include support to enhanced and joint resource mobilization under the leadership of the UNRC.
- ◆ **Effectiveness:** UN agencies must make effective use of available coordination structures that are already in place, for example the working groups, in order to optimize the use of pre-existing resources. Working groups are a valuable forum for engagement with other UN entities and NGOs.
- ◆ **Resources:** adequate funding and personnel are essential to ensure progress towards impact. UNW can play a role in **financial coordination:** greater coordination between UN agencies on the development & implementation of fundraising strategies is encouraged so as to reduce competition or conflict of interest for funds between agencies.



- ◆ **Types of partnership:** consider realistic partnerships within the UN as well as externally: UNW should engage strategically in inter-agency work to raise its profile and credibility.
- ◆ **Collaboration** with other UN agencies helps leverage capacities and resources available for gender and result in a greater overall impact.
- ◆ **Comparative advantage:** UNW should always focus their energies, expertise and resources to leveraging their own comparative advantage and leaving coordination to other agencies where appropriate. For example, in humanitarian contexts, it is often recommended to leave the GBV sub-cluster coordination to operational agencies or the GenCap advisor.
- ◆ **Plan realistically & sustainably:** it is imperative to work out a realistic and sustainable division of labour that respects the mandates of different agencies and harnesses their unique strengths. There needs to be a clear identification of roles and responsibilities on the basis of the specific added value of each office on the different aspects of the partnership.

## 3 HOW can UN Women better Coordinate & Partner for successful Governance & National Planning Programmes.

- ◆ **Identify entry points** for UNW to take the lead on coordination role within the UN Country Team (UNCT).
- ◆ **Utilize and develop coordination mechanisms:** specific mechanisms need to be explored & further strengthened including common forums & networking. Initially, existing coordination structures should be mapped—initiating components of programmes or activities without using these existing structures will jeopardize its sustainability.
- ◆ **Build partnerships at various levels:** Focus on building relationships with regional and sub-regional bodies both where work on Governance & Planning exists e.g. AU, ICGLR) and where there is untapped potential (e.g. IGAD). Regional partnerships should be more broadly integrated in UN Women work at the country level, so that regional level and country-level work can reinforce each other. NGOs, CSOs and CBOs often act as social agents that can lead transformational change—UNW should build strategic partnerships with such agents.

### TIP! BE STRATEGIC IN APPROACH TO PARTNERSHIPS

Be strategic in identifying key organizations to coordinate and partner with at various levels. For example, identify, no more than five key and relevant national ministries for partnership (i.e. because it is better to invest limited resources in fewer partnerships). These may be those such as the national gender machinery, and the ministries of justice, finance, interior and information. Additionally, it will be essential to be specific and identify key civil society organizations or networks with whom to

form a special relationship. At least one of these civil society organizations should be active at each of the 3 levels of the theory of change for the project or programme (so, for example, at least one of the CSOs addresses causes, at least one addresses prevention, and at least one address impact on the issue being addressed).

Overall, the aim is to coordinate and partner deliberately with key bodies at various levels in the programme environment.

# HOW can we improve our approach to Coordination & Partnerships?

- ◆ **Replicate successful coordination efforts:** successful coordination & harmonization of UN agencies should be replicated within UN development partners, Government and CSOs. For example, identify drivers of success for effective coordination and mirror these in new interventions.
- ◆ **Coordinate contributions to thematic outcomes:** Throughout the programme process—from the call for proposals to the selection of implementing partners —UN Women should identify & support projects that can jointly contribute to the outcomes of the thematic area.
- ◆ **Ensure sound accountability frameworks:** conscious design of strong accountability structures is needed to enable successful coordination.
- ◆ **Focus on building long-term national partnerships:** partnerships between National Ministries and UNW should focus on long-term programmes that support national gender empowerment outcomes, rather than short term projects.
- ◆ **Think 'Delivering as One':** engage fully in UNCT structure including the UN Coordination group on Gender. Provide leadership in such gender coordination mechanisms. Seek further partnerships with "like-minded" agencies such as UNDP to maximize the effect of interventions in the area of GNP via the harnessing of additional expertise. Working more in partnership with other UN agencies ensures broader coverage of the programme without spreading any one agency too thinly in terms of its own capacity to manage any programme components. It also raises the profile of UN Women through inter-agency work.

