

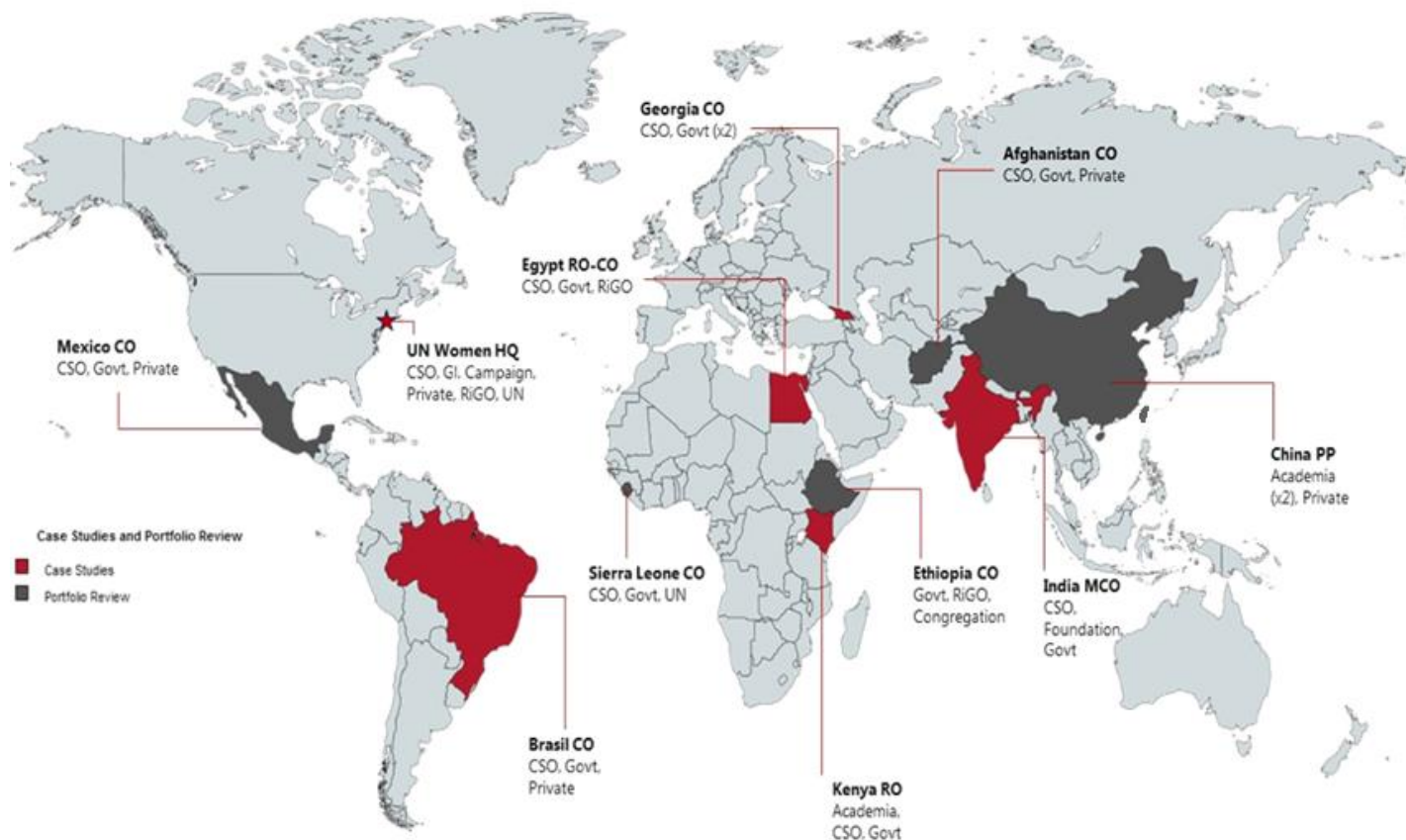


United Nations Entity for Gender Equality and the Empowerment of Women

# Corporate Evaluation

## STRATEGIC PARTNERSHIPS FOR GENDER EQUALITY AND WOMEN'S EMPOWERMENT

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## Document review

- **500+** documents reviewed

## Interviews

- **261** Interviews with UN, Govts, CSOs, Corps, Academia, and others

## Case studies

- **5** Decentralized Case Studies (2 COs/ROs, 2 COs, 1 MCO) and **1** HQ assessment

## Portfolio review

- Portfolio review of **35** Strategic Partnerships (5 HQ, 15 from 5 case studies, 15 from 5 additional countries)

## Social learning

- 1,650 twitter followers
- 600 + readers, online discussion

- In consultation with UN Women staff, a working definition of strategic partnerships was established
- Applied good practice theory – Partnership Governance & Accountability Framework
- Given lack of documented results, outcome mapping approach employed through case studies to engage partners in identifying partnership outcomes and value added
- Multiple sources of reliable and valid data triangulated to answer the evaluation questions
- Participatory validation of data employed to identify gaps, omissions or misinterpretations of data
- Application of gender and human rights lens throughout the process, findings, conclusions and recommendations



# Quality Assurance & Participatory Process



- **Internal Reference Group** – staff members from HQ and the regions
- **External Reference Group** – strategic partners from civil society, private sector, and the UN
- **Country Case Studies** – External Panel consisting of strategic partners
- **Senior Management Team Consultations**
- **External Expert Advisors** – Evaluation expert and women’s movement expert

19 Findings

8 conclusions

8 Recommendations

**Strategic partnerships have contributed significantly to advancing gender equality in the framework of the UN Women Strategic Plan.**

**At their most effective, strategic partnerships have extended the reach, credibility, and influence of UN Women and its partners.**

## 2. Shared vision

**Fostering a shared UN Women vision for strategic partnerships, and consolidating a coherent and flexible organizational approach to implementing this vision, should now be the focus for delivering on the promise of Agenda 2030.**

**UN Women's organizational structures, operations systems and approach to risk were not originally designed with the explicit aim of supporting strategic partnerships.**

**Consequently, there is a need for a comprehensive policy framework towards strategic partnerships.**



**Strategic partnerships are consistently aligned to Human Rights and Gender Equality principles.**

**However, in field operations, the modalities of partnership available to UN Women offices warrant being adjusted to better suit the needs of smaller partners, especially rights holders' organizations, and to fully reflect UN Women's feminist values.**

**Civil society and the women's movement have been and will continue to be essential strategic partners to UN Women.**

**Partnerships with civil society must continue to be seen within the broader picture of building an inclusive movement for GEEW.**

**Looking forward, ensuring that this approach is clear at all levels of UN Women and emphasizing the importance of mutual accountability in partnerships with civil society are the two main priorities.**

**There has been a rapid evolution of UN Women's approach to corporate partnerships, including innovative methods.**

**These efforts have resulted in many successes and lessons, but also to reputational risks.**

**Inconsistencies between the priorities and operational systems of different UN entities at the country level means different members of the UN Country Team are frequently found to be maintaining separate bilateral (and sometimes competitive) relationships with a single strategic partner, resulting in inefficiencies.**

**UN Women would likely benefit from having a more coordinated approach to working in partnership with the various agencies of Member States with which it engages at global, regional and country level.**



**Establishing a sufficiently resourced, integrated, and commonly agreed framework for strategic partnerships needs to be a central part of UN Women's 2018-2021 Strategic Plan.**

**Clarity must be established regarding roles and responsibilities within the current UN Women structures that will best support strategic partnerships.**

**Undertake a systematic process of integrating strategic partnership considerations in the day-to-day workflow and tools used by leaders, managers and staff at all levels.**

**Further leverage UN Women’s experience in using strategic partnerships to convene and mediate between different world views by shaping multi-stakeholder spaces/platforms for dialogue and innovation; this requires changes in incentive structures from both donors and within UN Women systems.**

**Extend UN Women's global approach to movement-building to country-level work with CSOs to address the core capacity of women's organizations to hold governments to account for national implementation of international GEEW commitments, especially Agenda 2030.**



**Address the dual relationship with private enterprises and public companies as both funders and a target of advocacy by establishing clearer coordination between the policy, program and private sector teams to ensure an integrated approach to managing strategic partnerships and gradually diversifying relationships beyond corporations to individual donors and foundations.**

**Identify and address barriers to country-level coordination of relationships with strategic partners that work with multiple UN entities.**

**Establish a model for a strategic partnership between UN Women and the various agencies within a member state that supports coordination between the role of that state in intergovernmental processes, regional mechanisms, global and local donorship, and the global economy.**



Thank You