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Evaluation

Evaluation of UN-Women's contribution to Governance and National Planning

Summary

This report summarizes the evaluation of UN-Women's contribution to Governance and National Planning (GNP), 2011–2017.

The evaluation assessed the:

- a) Relevance of UN-Women's GNP work given the changing global development landscape and priorities at country level.
- b) Effectiveness of UN-Women's GNP work at the normative, operational and coordination levels.
- c) Extent to which human rights and gender equality principles have been integrated in the design and implementation of country interventions.
- d) Efficiency of UN-Women's organizational structures, systems and processes to support GNP programming.
- e) Extent to which learning systems have supported UN-Women's GNP work.

The primary intended users of the evaluation findings and recommendations are UN-Women's Executive Board, senior management and staff at headquarters, regional and country levels.

I. Gender-responsive governance and national planning

1. UN-Women and one of its predecessors, UNIFEM, have been at the vanguard of work on gender-responsive governance and national planning (GNP) for over 20 years. UN-Women's approach to integrating gender equality in GNP is aimed at ensuring that government institutions are strengthened to achieve results in gender equality and women's empowerment (GEWE). The necessary capacities, systems and resources must be established to plan, budget and monitor the functions of public institutions to meet GEWE goals. The approach seeks to strengthen government accountability on gender equality by ensuring that gender equality is explicit in governments' strategic objectives and priorities; is supported with the necessary resources towards gender-focused programmes and services; and is integrated in accountability frameworks that monitor government performance and effectiveness. Within its GNP work, UN-Women also aims to ensure that HIV/AIDS plans, budgets and monitoring frameworks are gender-responsive.

2. In line with UN-Women's integrated mandate, its GNP work includes efforts to strengthen a) normative frameworks at global, regional and national levels; b) operational work in support of national governments and other country-level partners; c) and coordination with other UN agencies at global, regional and national levels. Starting in 2014, global normative work focused on supporting negotiations for the 2030 Agenda for Sustainable Development and the Third International Conference on Financing for Development. At the operational level, the focus was on supporting implementation of these frameworks after the adoption of the Addis Ababa Action Agenda (AAAA) and developing the methodology for SDG Indicator 5.c.1¹ on systems to track and make public allocations for GEWE.

3. The main areas of UN-Women's GNP engagement in operational work, outlined in the entity's 2011–2013 and 2014–2017 Strategic Plans were: promoting gender equality through national development plans and sectoral plans; monitoring the implementation of government gender equality commitments and strengthening mechanisms for government accountability; building the capacity of governments, gender advocates and civil society partners to analyse, formulate, execute, and monitor gender-responsive plans and budgets; and enabling mechanisms for the voices of women to influence government policies, plans and budgets, and to monitor their implementation.

4. UN-Women's GNP-related coordination with UN agencies has enabled and strengthened normative and operational work, e.g. through coordination with: the United Nations Department of Economic and Social Affairs (UN DESA) to promote gender equality in the AAAA; the Inter-Agency Task Force (IATF) on Financing for Development; and the United Nations Development Programme (UNDP) and the Organisation for Economic Co-operation and Development (OECD), co-custodians of SDG Indicator 5.c.1.

5. UN-Women's support to gender-responsive national HIV/AIDS governance and planning has become a core part of UN-Women's work in the area of HIV/AIDS. The entity's Strategic Plans for 2011–2013 and 2014–2017 set out

¹ Report of Expert Group Meeting, Sustainable Development Goal 5.c.1: "proportion of countries with systems in place to track and make public gender equality allocations", 27–28 March, UN-Women. Financing for Development: UN-Women's strategy for engagement, Working Document, 6 March 2015.

work in this area as a core part of Impact Area 5, which focuses on promoting gender equality through national planning and budgeting processes.

6. While gender-responsive GNP forms a core focus of UN-Women's work on HIV/AIDS, the overall scope is broader and now includes work with national HIV/AIDS coordinating bodies, relevant sectoral ministries and women's organizations.

7. Over the course of 2011–2017, UN-Women's GNP operations were conducted across 76 countries, 74 of which focused on GNP specifically, while 35 included targeted HIV/AIDS programmes. In the period 2011–2017, the total expenditure for UN-Women's GNP work, including HIV/AIDS response, amounted to US\$ 125.8 million as per data from the Data Companion of UN-Women Annual Reports. Collectively, the GNP Impact Area represents approximately 8 per cent of expenditure across all of the impact areas over the period under evaluation.

II. Evaluation background and context

A. Purpose, objectives and scope

8. The UN-Women Independent Evaluation Service (IES) undertook corporate strategic evaluations of the six impact areas under UN-Women's Strategic Plan 2014–2017, including this report: Corporate Evaluation of UN-Women's Contribution to Governance and National Planning. Covering the period 2011–2017, and in line with the scope of Impact Area 5 of the two UN-Women Strategic Plans, work on gender-responsive HIV/AIDS governance and national planning was also included in the scope of the evaluation.

9. The purpose of the evaluation was twofold: 1) to support accountability, learning and knowledge generation by providing evidence of what has been achieved in GNP; and 2) to provide recommendations to inform future decision-making about UN-Women's support to GNP. The evaluation assessed: a) the relevance of UN-Women's GNP work given the changing global development landscape and priorities at country level; b) the effectiveness of UN-Women's GNP work at the normative, operational and coordination levels; c) the extent to which human rights and gender equality principles have been integrated in the design and implementation of country interventions; d) the efficiency of UN-Women's organizational structures, systems and processes to support GNP programming; and e) the extent to which learning systems have supported GNP work.

B. Evaluation methodology

10. The evaluation adopted a theory-based approach. To provide a conceptual framework, a theory of change (ToC) for UN-Women's GNP work was reconstructed based on available documentation and inception-phase interviews. The evaluation team used the reconstructed ToC as a framework for data analysis.

11. The evaluation was conducted in line with principles of the UN-Women Evaluation Policy, the UNEG Norms and Standards, UNEG guidelines on integrating human rights and gender equality in evaluation, and the UNEG Ethical Guidelines and Code of Conduct.

12. The evaluation applied a mixed-methods approach, involving a blend of qualitative and quantitative data collection methods from different data sources.

The evaluation drew on a desk-based review of strategic documents and an in-depth portfolio analysis of 17 countries, case studies and a survey of UN-Women staff. The evaluation team conducted five country case studies, including of Albania, Ecuador, Palestine, Timor-Leste and Uganda to collect primary data. It also conducted a global case study focusing on two examples of UN-Women's GNP normative work at the global level (UN-Women's support to inter-governmental financing for development negotiations from 2014 onwards, and UN-Women's support to the adoption of the Commission on the Status of Women Resolution 60/2 on Women, the Girl Child and HIV/AIDS and to the UN Political Declaration on HIV/AIDS, both agreed in 2016). In total, more than 170 interviews with internal and external stakeholders were conducted, and more than 300 documents were reviewed.

III. Key conclusions and recommendations

The evaluation contains twenty-two findings (see Annex A) on which the following 10 conclusions and recommendations are based.

Conclusion 1: – Conceptualizing GNP as a central platform for UN-Women's support to national governments.

13. Gender-responsive GNP, in which UN-Women has played a unique role, provides the foundation for achieving gender equality. With a focus on supporting central government policy and planning processes, it has the potential to drive the promotion of gender equality across all national government policy and planning processes, and into local government planning, enabling national governments to progress implementation of their SDG commitments.

14. UN-Women is uniquely positioned to continue its support to gender-responsive national planning. It has an excellent track record of success in this area, overcoming challenges and aligning with government priorities. The entity also benefits from the legitimacy accorded to the UN in general as a government partner, and from the UN's normative role in supporting implementation of international commitments. In addition, UN-Women has played a catalytic role in opening policy spaces and enabling others through a partnership approach.

15. Cementing GNP work at the country level requires that UN-Women strengthen its efforts in certain areas, including: a) monitoring and evaluation (M&E) systems that capture results from policy and budgeting decisions to implementation; and b) continuing to address gender expertise capacity weaknesses in the partner organizations that UN-Women seeks to enable, primarily women's machineries and Ministries of Finance, but also sectoral ministries and local government.

16. UN-Women has established a body of experience in working on gender-responsive GNP with a sector focus. Given this foundation, UN-Women could conceptualize its GNP programming as a central platform for its support to national governments and seek to link support to governments in other areas, including in HIV/AIDS policy and planning. This would require that UN-Women consider how workstreams in other thematic areas could connect more closely with GNP (particularly at the operational level) potentially strengthening integrated policy support and advice.

Recommendation 1: UN-Women to develop an integrated policy and programme package to support national governments with gender-responsive GNP as a central platform.

17. This would be translated into developing guidance for Regional and Country Offices on the new integrated package of policy and programme support and its operational implications to enable them to work with national governments. This is likely to require a blend of GNP and thematic expertise in the sectors/themes where UN-Women is providing support.

18. To secure the full benefits of this integrated package of support, UN-Women should seek to support national governments across the full GNP cycle, increasing the entity's support to monitoring budget expenditure and the gender equality results achieved through policy and budget decisions made.

Conclusion 2 – Resetting UN-Women's vision for its HIV/AIDS work and relationship with GNP.

19. Although promoting gender-responsive HIV/AIDS policies, plans and budgets forms a significant component of UN-Women's HIV/AIDS work, its linkages with the entity's wider GNP work are not as strong as they could be in its normative, operational or coordination work. Despite the important contributions that UN-Women's HIV/AIDS work has made to advancing gender-responsive HIV/AIDS responses internationally, the entity has not been able to meet 2014-2017 Strategic Plan targets. Focused attention is required to reset UN-Women's vision in the area of GNP specific HIV/AIDS work and to establish operational arrangements to support its realization. As part of Recommendation 1 (UN-Women's GNP work to become the central platform for the entity's support to national governments) HIV/AIDS would be one of several thematic areas included in the integrated package of support provided by UN-Women to governments.

Recommendation 2: UN-Women to determine the intended relationship between UN-Women's GNP work and its support to gender-responsive HIV/AIDS planning and budgeting and take actions to operationalize it within the proposed central platform/integrated package of support to governments.

20. UN-Women staff leading the entity's HIV/AIDS work should contribute to the conceptualization of UN-Women's integrated package of support on gender-responsive governance. This is to ensure the central platform is informed by achievements and learning in the area of HIV/AIDS planning and budgeting to facilitate further embedding of a gender-responsive national HIV/AIDS response.

21. In addition, detailed written guidance should be prepared for Regional and Country Offices on the new integrated package of support and its operational implications. This should articulate how Country Offices can work with national governments and the National HIV/AIDS Coordinating Authorities to achieve an integrated national approach to gender-responsive policy and planning.

22. UN-Women should retain internal specialist HIV/AIDS human resource capacity at headquarters and in Regional Offices to provide technical support to the effective implementation of an integrated package of support for gender-responsive GNP at the country level in the area of HIV/AIDS.

Conclusion 3 – UN-Women's gender-responsive GNP work to become the entry point to work with other UN entities at country level and become part of a package of coordinated UN support to national government governance systems.

23. UN-Women has shown strong performance in setting the global agenda for GNP, in part through its ability to develop and maintain strategic partnerships

with other UN agencies. At the country level, however, the strength of UN-Women's coordination with other UN agencies in GNP appears more mixed.

24. UN-Women's gender-responsive GNP work appears well placed to integrate more closely with coordinated UN support to national governments due to the entity's established partnerships with central governments, its focus on policy and planning systems that apply across all national government departments, and the opportunity to link to sectoral ministries and local governments. Operating at the country level in a more integrated way with other UN entities would bring benefits to UN-Women's GNP work as it deepens opportunities to apply gender-responsive planning and budgeting in government departments and ministries supported by other UN entities. Such an approach offers the potential for a more integrated UN programme of support to governments, centred on the United Nations Development Assistance Framework, which strongly aligns with established national processes. It would also extend opportunities for addressing gender considerations in policy areas supported by other UN agencies, further enabling governments and the UN to deliver on their gender equality commitments.

Recommendation 3: As part of ongoing UN reform processes, UN-Women to leverage coordinated UN support to national governments on governance and national planning, with UN-Women providing leadership and expertise in the area of gender-responsive GNP.

25. There is considerable momentum behind UN reform and UN-Women is involved in the repositioning process through its participation in the UN Sustainable Development Core Group and associated working groups. Several UN agencies support national governments in the development and implementation of their national development plans and associated sectoral plans. Support to policy and planning could therefore form a potential area of coordinated UN support to national governments.

26. UN-Women should identify the relevant UN Development System working groups where it can table this proposal, including the particular focus of these groups and their membership. Based on this, UN-Women should build a case to support the proposal, something which reflects UN-Women's expertise, but is also likely to garner support from other UN agencies. It would be appropriate for UN-Women to propose leading UN support for gender-responsive GNP, enabling governments to deliver on SDG 5 and gender-related commitments in the AAAA.

Conclusion 4 – Maximizing the opportunities of strengthened GNP global normative frameworks.

27. UN-Women's support to global normative agreements like the AAAA has contributed to impressive advances in international commitments for financing gender equality as part of financing the SDGs. At the country level, the evaluation found that opportunities are only just starting to be taken up, in part because of the relatively short period since the AAAA was adopted, and as a consequence of the breadth of its action areas. The AAAA's broader commitments present UN-Women with opportunities to extend its engagement in financing for gender equality at the country level beyond gender-responsive GNP and across all action areas of the AAAA.

Recommendation 4: UN-Women to strengthen support of AAAA implementation at country level. It should develop a strategy paper that sets out how UN-Women could support implementation alongside the benefits, and human and financial capacity required for each scenario.

28. Extending support to national governments beyond GNP to implement AAAA gender equality commitments offers UN-Women strategic benefits. The opportunity to work with UNDP and other relevant partners to integrate a gender perspective into sustainable national financing frameworks is a first step. However, much more would need to be done at the country level to support the translation of AAAA commitments on gender equality into national policy and practice.

29. Therefore, UN-Women should prepare a strategy paper which sets out how it can build on its country-focused, gender-responsive GNP work to support implementation of the AAAA gender equality commitments at country level.

Conclusion 5 – Evolving the theory of change for GNP, clarifying the scope of UN-Women’s GNP work and terminology.

30. The reconstructed ToC does not fully capture the complexity of UN-Women’s approach to supporting gender-responsive GNP as it has evolved during the 2011–2017 period. As such, it offers a limited framework for conceptualizing, operationalizing and tracking progress of this area of work.

31. By addressing the weak areas of the reconstructed ToC, UN-Women can potentially develop a stronger conceptual and programming framework for GNP work, including monitoring and reporting. As part of this process, UN-Women should reflect on and specify the key terminology to be used to refer to its GNP work and the intended meaning.

Recommendation 5: UN-Women to lead an inclusive process to prepare an evolved theory of change for GNP that captures the complexities of UN-Women’s approach and provides a medium to long-term strategic overview of the objectives and envisaged process. Country Offices should use the evolved theory of change to prepare narratives tailored to country contexts.

32. The process should adopt a participatory approach, working with Regional and Country Offices to develop a shared understanding of GNP change processes among UN-Women staff. It should include an understanding of the relationship between the ToC as a tool for conceptualizing a change process and as a guide to operationalizing it, and the Strategic Plan that sets out the steps to be taken in a specific context, framed so that they align with global-level objectives. Country-specific ToC narratives should set out medium-term GNP objectives and the intended pathway for achieving them.

Conclusion 6 – Promoting government accountability through enhanced civil society participation in the GNP cycle, including in the area of HIV/AIDS.

33. UN reform calls for increased UN engagement with civil society as an immediate priority. Among UN agencies, UN-Women has a unique depth of experience in this kind of engagement, and therefore has an opportunity to draw on this comparative advantage in the reform process.

34. UN-Women’s technical support and capacity building with Civil Society Organizations (CSOs) and governments have helped to strengthen civil society’s role in GNP, as well as to facilitate greater government responsiveness. This has been effective, but not fully consistent. Engaging with CSOs has often been dependent on project-based tasks and on timelines for engagement with international agreements. A deeper focus on the role of CSOs is now required to enable them to play a greater role both in sustaining government accountability to GEWE in general and GNP in particular, and in facilitating an oversight role regarding government delivery of services and investments.

Recommendation 6: UN-Women to work proactively through its Regional and Country Offices to support stronger national civil society roles in monitoring budget expenditure and gender equality results achieved through government policy and budget decisions, feeding findings into future planning cycles.

35. This would involve developing technical guidance and training materials for UN-Women Country Offices and partners on ways in which civil society can contribute to promoting gender-responsive GNP and good practice in working towards institutionalization of the role of CSOs in different contexts. It should draw on learning available from HIV/AIDS work on maintaining a consistent focus on CSOs, and on country experience in attempting to institutionalize this relationship. It would also involve mobilizing resources to build civil society capacity and more consistently nurturing dialogue between civil society and government partners on monitoring findings and implications for future policy and budget decision-making.

Conclusion 7 – Capturing the benefits of gender-responsive GNP, including in the area of HIV/AIDS, to women and especially marginalized women.

36. Relatively little emphasis in GNP work, including in the area of HIV/AIDS, has been on monitoring and evaluation of the government policy-budget-review cycle. Therefore, relatively little is known about the links between GNP and gender equality outcomes or how far GNP benefits the most marginalized groups, such as women living with HIV. Supporting partners across the full cycle (which includes budget monitoring / financial auditing and monitoring of policy-related results that budgets are designed to achieve) would generate evidence of whether targeted planning and budgeting strategies for gender equality generates benefits for the most marginalized women and girls. This presents an opportunity to understand how intersectionality issues are addressed by interventions in GNP.

Recommendation 7: UN-Women to work proactively through its Regional and Country Offices to assist national GNP partners, including in the area of HIV/AIDS, to put in place systems to measure the impact of gender-responsive GNP on the lives of women, including marginalized women.

37. UN-Women should continue to support the development of government M&E systems, drawing on work developed on local level planning and budgeting, so that the results of full GNP cycles on women, including marginalized women, are documented and links established to the impact of policy.

38. Given that government monitoring systems aimed at capturing policy impact on marginalized women are likely to take time to achieve, UN-Women should commission small but robust sample studies, focused very specifically on building an empirical evidence base on causal links between gender-responsive budgeting and gender equality outcomes. These studies would aim to establish the effects of UN-Women's GNP interventions at impact level in the lives of women, including marginalized women. The studies should also explore the specific contribution UN-Women has made in the change process, thereby building an evidence base for UN-Women's work. UN-Women should consider making the aspirations of GNP to impact-level results in terms of changes in women's lives more explicit by capturing these in the evolved ToC.

Conclusion 8 – Improving corporate systems to better capture results and processes of change.

39. Since 2015, UN-Women has made good progress in establishing the results management system (RMS) as a corporate information management system and improving its reporting methodologies in line with the Development Results

Framework. However, based on analysis of Impact Area 5 documentation, RMS continues to have some important gaps in the documentation held. Furthermore, corporate planning and reporting formats do not encourage a strategic overview of how intended objectives are being met, the challenges encountered in promoting gender-responsive GNP and the solutions found.

40. The challenges described affect UN-Women's ability to gain full recognition of its achievements; extract learning and use it to inform new work, or share it with others in the role of knowledge broker; and accumulate evidence of the results of GNP work that would facilitate resource mobilization.

Recommendation 8: UN-Women to accelerate the institutionalization of the Results Management System, to articulate results achieved through UN-Women's support, and to gain insight into what is working and how.

41. UN-Women should enhance its guidelines for the use of RMS. Strategic Notes should articulate a programme-level ToC; Annual Workplans should briefly explain how the identified outcomes, outputs and activities will progress implementation of the ToC; and Annual Reports should describe the results achieved, how they were achieved, the specific contributions of UN-Women and other stakeholders, and the extent to which the direction of progress has followed the ToC.

Conclusion 9 – Strengthening systems for GNP knowledge management and learning.

42. Creating the conditions in which UN-Women can fully flourish in a role as knowledge broker for GNP, including in the area of HIV/AIDS, means closing the gaps in knowledge management. Maximizing internal knowledge brokering is essential to support efficient and effective delivery, and cross-country learning. An external knowledge broker role is also potentially available to UN-Women, given its long-standing and specialized contribution.

43. Good progress has been made towards systematizing learning and knowledge management through effective evaluation cycles, strengthened results-based ways of working, a centralized documentation repository, and a recently approved knowledge management strategy. However, there remains more that could be done. The complexity of skills and process management required in GNP, including specific knowledge for HIV/AIDS related GNP and sector-specific knowledge linking GNP to other sectoral processes, mean that systematic and comprehensive knowledge-based approaches are required. Creating the conditions for UN-Women to become a knowledge broker in this area means to support plans developed to strengthen the knowledge base, continuing to actively take part in implementing the knowledge management strategy and contributing to ensuring its purpose is achieved. The UN-Women knowledge management strategy offers a framework for further pursuing communication and learning that draws on the country-level experience in GNP in aggregated form at global level.

Recommendation 9: UN-Women to continue the drive for its knowledge management strategy to support knowledge management for GNP, including in the area of HIV/AIDS and sector-related work.

44. Key to delivering the knowledge management strategy is ensuring dedicated human resources with GNP expertise are made available to operationalize the strategy in this technical area, in line with the roles and responsibilities assigned to different parts of UN-Women.

Conclusion 10 – Ensuring GNP financial resourcing facilitates strategic planning.

45. The evaluation found that UN-Women's GNP work relies heavily on non-core resources. While the ratio of core to non-core resources supporting GNP is similar to that in other impact areas, it is a concern for an area of work considered one of UN-Women's flagships and one with strategic potential. This exposes GNP normative and operational programming to the shifting priorities of donors as well as the challenges of short-term funding horizons for processes that take years to embed. This risks undermining UN-Women's ability to make strategic decisions about how to progress gender-responsive GNP and potentially dilutes its focus.

Recommendation 10 – UN-Women to review the use of core funding and consider how it can best be used to enable strategic planning and delivery in GNP.

46. UN-Women should invest in building a stronger rationale and evidence base for donor investment in gender-responsive GNP, whether through core funding to UN-Women, or project-based funding. This would involve evolving the ToC to more clearly articulate a medium-term strategy (Recommendation 5), better documenting results and processes of change (Recommendation 8), especially evidence of impact of more gender-responsive planning systems on women and girls (Recommendation 7), and using this material to articulate a clear narrative of the benefits of investing in gender-responsive GNP.

47. UN-Women should consider the possibility of allocating additional core funding to GNP normative and operational work at country level to enable its GNP work to evolve to a new level, either by extending work across the full GNP cycle, or by deepening work within sectors or thematic areas, including in the area of HIV/AIDS.

IV. Annex A: List of evaluation findings

Finding 1 – There is strong alignment of UN-Women's GNP work, including HIV/AIDS, to partner government priorities, national and global contexts.

Finding 2 – UN-Women, in partnership primarily with CSOs but also with governments, has supported the establishment of channels for women and girls' voices to influence GNP, including in the area of HIV/AIDS. However, the extent of institutionalization at this stage is uncertain.

Finding 3 – UN-Women has shown sufficient flexibility to be able to respond to important emerging opportunities and partners and to new actors and programmes.

Finding 4 – UN-Women's influencing of global normative frameworks both builds on its country-level GNP experience and contributes to creating an enabling environment for further national-level action to promote gender-responsive GNP. This is also true of UN-Women's HIV/AIDS-focused work.

Finding 5 – UN-Women's coordination with other UN agencies on GNP has been strategic. There are new opportunities for UN coordination at global and national levels on GNP, which could enhance country-level results and contribute to improved UN coordination.

Finding 6 – UN-Women has effectively coordinated with other UN partners through the Joint UN Programme on HIV/AIDS to strengthen the normative framework for gender and HIV/AIDS and enhance the enabling environment for gender-responsive national HIV/AIDS strategies.

Finding 7 – Output and outcome level results at country level have been significant and striking in several countries. However, achievements against targets reveal only a small part of the geographical scope of Impact Area 5.

Finding 8 – Significant progress has been made in building the architecture to sustain gender responsiveness in GNP. In most cases, this progress does not completely cover a full cycle of policy-plan-budget-execution-M&E and displays vulnerable areas.

Finding 9 – Progress towards enabling partners to make the national HIV/AIDS responses more gender-responsive shows a different approach than that used to promote gender-responsive GNP more broadly.

Finding 10 – UN-Women’s technical support to partners is largely of high quality and there is evidence of it enabling partners to make GNP, including HIV/AIDS, more gender-responsive.

Finding 11 – While the reconstructed ToC offers a good foundation for conceptualizing the full array of GNP processes and results, it also reveals weaknesses reflecting the evolution of GNP work. This suggests that, in the future, GNP design and monitoring would be better guided by a re-envisaged ToC.

Finding 12 – UN-Women’s work is necessary, but – as is implicit in a partnership approach – it is not sufficient alone to progress establishing gender-responsive GNP, and its contribution is complex because many stakeholders are involved.

Finding 13 – There are four key dimensions of UN-Women’s added value in GNP: creating spaces; creating connections; creating trust; and carrying the GNP flag.

Finding 14 – Engaging women as rights holders and creating channels for their voices to be heard in decision-making is a core dimension of promoting gender equality and human rights, operationalized by UN-Women in GNP processes, including in the area of HIV/AIDS.

Finding 15 – Global-level GNP work, including in HIV/AIDS, reflects substantive human rights and gender equality approaches. At country level, the language of women’s human rights is more strongly evident in UN-Women’s interaction with CSOs than with government stakeholders.

Finding 16 – There are good levels of recognition of intersectionality issues in UN-Women approaches, but it is variable how far these perspectives have been applied through GNP interventions, including in the area of HIV/AIDS.

Finding 17 – Although the human and financial capacity supporting UN-Women’s GNP work, including HIV/AIDS, has shown some improvement, meeting partner needs is an ongoing challenge, especially in the face of financing gaps.

Finding 18 – UN-Women’s GNP work, including in the area of HIV/AIDS, is reliant on non-core funding, making its future uncertain.

Finding 19 – The Results Management System offers considerable potential as a management information tool, but its utility could be enhanced by ensuring core programme documentation is consistently available and gives greater attention to programme strategy, the pathways used to achieve outcomes and outputs and UN-Women’s contribution.

Finding 20 – Evaluation has formed an important foundation for learning in GNP, including in HIV/AIDS related work, and more widely in UN-Women. The evaluation findings dissemination system has been used effectively to inform ongoing programming.

Finding 21 – Other learning systems to support GNP are also used extensively and have clearly supported Country Offices in GNP programming, including in HIV/AIDS related work.

Finding 22 – Though progress is underway, gaps remain in generating a knowledge management system for GNP, including for HIV/AIDS, that can fully support an informed and strategic approach.