



United Nations Entity for Gender Equality  
and the Empowerment of Women

# Evaluation of UN Women's Normative Work and its Operational Linkages



Marco Segone, Director  
Independent Evaluation Office  
Sept 2015

- UN Women corporate evaluation plan and UN OIOS identification for programme evaluation
- Collaborative approach undertaken to increase efficiency avoid duplication of efforts
- Presented to the UNGA Committee on Programme and Coordination (CPC) in June 2015; to be endorsed by the UNGA
- Assessment of UN Women's normative support work and its operational linkages

Despite resource levels lower than originally envisioned, UN Women has enhanced the visibility, and attention to, GEEW through its normative support work.

- Created and supported opportunities to strengthen GEEW in intergovernmental (and other) meetings
- Strengthened dialogue with government and development partners
- Elevated the subject in UN country programming and activities
- Raised visibility of GEEW norms and standards among the general public through social media and advocacy

## Achievement of positive results in strengthening the normative framework on GEEW

- Successfully supported the adoption of global and regional norms and standards
- Contributed to stronger national legislation and policies

Support to the implementation of gender equality norms and standards at the global, regional and national levels has been challenged by several factors.

- Generally effective in supporting development and implementation of norms and standards, but greater success in the former than the latter.
- Insufficient resources and other factors beyond UN Women's direct control have made supporting the implementation challenging.
- Challenges regarding broadness of impact areas and insufficient linkages between HQ and field offices

UN Women has not yet fully leveraged its UN partnerships in order to more effectively support the implementation of the normative framework.

- Effectively led and guided coordination mechanisms at the HQ level
- UN Women has been more effective in working within United Nations country teams where it has a country presence.
- UN Women has not fully leveraged its UN partnerships to support the implementation of norms and standards, although some tool and mechanisms have been effective.

- Significant progress in advancing the global normative agenda for gender equality
- UN-Women needs to capitalize on the impressive gains by:
  - acknowledging the challenges it faces in moving forward, including limited resources and competing demands, and strategically focusing on a few critical issues that can have significant impact
  - gaining greater synergies from its normative and operational work

# Recommendations

1. Define how to address key issues within the six impact areas and specifically develop theories of change conveying what UN-Women aims to achieve and how it intends to achieve it.
2. Enhance synergies between Normative and Operational work by making linkages between them more systematic, regular and, where appropriate, formal.



3. Further strengthen the existing linkages between HQ and field offices

4. In consultation with its United Nations partners, further clarify complementarities with regard to implementing the normative framework

- Commended UN-Women on the significant progress achieved since its creation
- Note was taken of the challenges in implementing such a global agenda given the existing resource constraints
- Expressed appreciation for the fact that UN-Women had been able to raise awareness of gender issues and contribute to the development of norms and standards for GEEW worldwide.
- Noted the positive collaboration between UN-Women IEO and OIOS during the evaluation.
- Committee recommended that the GA endorses the recommendations