CORPORATE EVALUATION OF UN WOMEN’S POLICY ADVOCACY WORK

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EVALUATION METHODOLOGY

1. Theory-based approach
   Evaluated UN Women’s policy advocacy work using a conceptual analytical framework of theory of change.

2. Appreciative inquiry
   Assessed approaches that UN Women has implemented well, can replicate, and scale-up as a forward-looking perspective on improving policy advocacy.

3. Most significant change
   A participatory method through which key informants identified the most significant changes that have taken place in part due to UN Women’s involvement.
Policy advocacy is the process of influencing and supporting decision makers, institutions and civil society to demand, adopt, develop, implement and uphold gender-responsive normative frameworks, legislation and policies; and is a process designed to foster policy change leading to improvements in the lives of women and girls and the full enjoyment of their rights.

Policy advocacy is a deliberate process involving intentional actions and strategies to bring about changes to the structural causes of gender inequality, including efforts to change unequal gender and power relationships and discriminatory attitudes, behaviors and practices.

In the context of the new Strategic Plan 2022–2025, policy advocacy contributes to seven systemic outcomes of:

1. Strengthening of global normative frameworks, and gender-responsive laws, policies, and institutions
2. Financing for gender equality
3. Positive social norms, including by engaging men and boys
4. Women’s equitable access to services, goods and resources
5. Women’s voice, leadership, and agency
6. Production, analysis and use of gender statistics, sex-disaggregated data, and knowledge
7. UN System coordination for gender equality and women’s empowerment
**KEY EVALUATION QUESTIONS**

1. **To what extent is UN Women’s policy advocacy work effective at contributing to policy change** and relevant to country needs and global priorities?

2. **To what extent does UN Women have the necessary organizational, strategic and operational approaches and capacity in place to efficiently and coherently perform its policy advocacy roles?**

3. **To what extent is UN Women effective at translating normative policy advocacy successes at the global level into regional- and country-level action?**

4. **How are human rights, gender equality and inclusion incorporated and included into UN Women’s policy advocacy work?**
DATA COLLECTION METHODS

DESK REVIEW
• Desk review and synthesis
• Portfolio analysis and review of UN Women’s management systems, reports and internal assessments

INTERVIEWS and SURVEYS
• Semi-structured interviews of UN Women staff and partners
• 2 surveys: Internal survey of business units (48 responses; response rate of 49%) and survey with partners (71 responses; response rate of 18%); administered in four languages
• Focus groups with regional policy advisors & regional programme specialists

CASE STUDIES
• Global: UN Women’s Progress of the World’s Women Series; Key knowledge platforms; Commission on the Status of Women
• Regional: Regional care work in Latin America and the Caribbean (LAC), EVAW programme in the Pacific
• Country: Mexico, Burundi, Jordan, Vietnam, Mali, Georgia

143 stakeholders interviewed
5 focus group discussions
25 country portfolio analyses
11 case studies
+350 documents reviewed
2 online surveys
119 survey respondents
UN Women’s integrated mandate enables it to have a strong policy advocacy role in advancing gender equality and the empowerment of all women and girls.

However, there is an opportunity for UN Women to define policy advocacy and use the Strategic Plan to develop a coherent approach for planning, implementation, monitoring and reporting of policy advocacy.

Evidence-based and credible knowledge is central to UN Women’s policy advocacy work.

Partnerships, a strength of UN Women, are critical to ensuring a multiplier effect, leveraging resources, and having a holistic approach to policy advocacy work.

There is a need to clarify the organizational architecture for policy advocacy to form better coordination and communication linkages between headquarters and regional and country offices.
UN Women's monitoring and results tracking systems do not adequately capture policy advocacy results and lessons learned.

Current resources are not always adequate to carry out policy advocacy work to the Entity’s full potential and there are capacity gaps in the availability of necessary personnel and expertise.

UN Women’s policy advocacy work contributes to shaping and promoting government policies and legislation to address gender equality and empowering women. However, it does not always clearly lead to longer-term outcomes for women and girls for a variety of reasons, such as capacity, funding and internal coherence as well as external factors that are beyond UN Women’s direct control.

UN Women is seen as an advocate for “leave no one behind” but translating this principle into practice continues to be a challenge. The process of implementing “leave no one behind” is often uneven and not systematically planned or monitored.
RECOMMENDATIONS

1. Leverage the Strategic Plan to enable coherent planning, implementation, monitoring and reporting of policy advocacy priorities.

2. Clarify and strengthen the Entity’s policy advocacy architecture, including by strengthening the integration of policy advocacy across the organization, and ensuring meaningful participation of all divisions working directly or indirectly on policy advocacy.

3. Strengthen data, knowledge generation and knowledge management systems as enablers for policy advocacy work and establish UN Women as a recognized knowledge broker on gender equality in the policy advocacy sphere.

4. Continue to strengthen relationships with national Governments, UN agencies, feminist movements and women’s organizations to support policy change and implementation.

5. Strategically place policy advocacy specialists across the organization and ensure that regional and country offices have the appropriate level of social and political acumen and adequate capacity in terms of the number of personnel with technical expertise and knowledge of local context on gender issues.

6. Strengthen and improve mechanisms and processes within UN Women by developing guidance tools and best practices to effectively engage groups that are being left behind through policy advocacy work.