



## EASTERN & SOUTHERN AFRICA EVALUATION KNOWLEDGE MANAGEMENT



United Nations Entity for Gender Equality and the Empowerment of Women

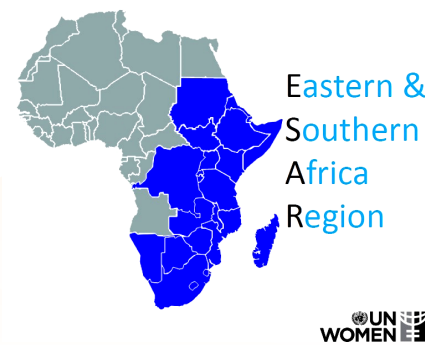
### Issue: Coordination, Partnerships & Planning in EVAW



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

- ◆ **South Africa (2014):** Mid-term evaluation of the Women Entrepreneurs Project in South Africa
- ◆ **Sudan (2014):** Consolidating efforts that contribute to Gender Equality & Women's Empowerment in Sudan
- ◆ **Ethiopia (2014)** Ending Violence Against Women - Joint UN Women/UNFPA Programme (2010-2013)
- ◆ **Kenya (2014)** Government of Kenya (GoK)/UN Joint Programme on Gender Equality and Women's Empowerment (JP GEWE)
- ◆ **Ethiopia (2014):** Ending Violence Against Women—Joint UN Women/UNFPA Programme 2010—2013
- ◆ **Kenya (2014):** Final Evaluation of Gender & Governance Programme 2011-2013
- ◆ **Ethiopia (2013):** Joint Flagship Programme on Gender Equality & Women's Empowerment (JP GEWE)
- ◆ **Rwanda (2013)** Final Evaluation of Rwandan Government and ONE UN ISANGE One Stop Centre
- ◆ **Zimbabwe (2013):** Final Evaluation of The Gender Support Programme (GSP)
- ◆ **Uganda (2013):** Mid-Term Evaluation of the JP on Gender Equality (UNJPGE)
- ◆ **Rwanda (2013):** Final Evaluation of Rwandan Government and ONE UN Isange One Stop Centre
- ◆ **DRC, Rwanda, Burundi (2013):** Evaluation of UN Women Partnership with International Conference on the Great Lakes Region (ICGLR).
- ◆ **Sudan (2012):** Evaluation of "Building Capacities for Gender Equality in Governance & Protection of Women's Rights in Sudan 2008—2011
- ◆ **Regional/Thematic (2012):** Thematic Evaluation of UN Women action to end violence against women in the East & Horn of Africa sub-region
- ◆ **Kenya (2012)** Mid-Term Evaluation: Joint Programme on Gender Equality and Women's Empowerment
- ◆ **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 and Action Plan (NGWESAP) and the Gender Support Programme (GSP) in Zimbabwe

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: Ending Violence Against Women

UN Women partners with Governments, UN agencies, civil society organizations to:

- ⇒ advocate for gender equality, women's rights and ending violence
- ⇒ increase awareness of the causes and consequences of violence
- ⇒ build capacity of partners to prevent and respond to violence
- ⇒ promote the need for changing norms and behaviour of men and boys
- ⇒ expand access to quality multi-sectoral responses for survivors
- ⇒ Develop policy guidance & national action plans

### 1. WHY focus on coordination, planning & partnerships in E-VAW

### 2. WHAT needs to be focused on?

### 3. HOW to successfully coordinate, partner & plan



### 1 WHY focus on coordination, planning & partnerships in EVAW?

- ◆ Coordination & planning is a crucial issue for UN Women to address. 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.
- ◆ Fragmented interventions will struggle to demonstrate maximized positive impacts. Collaboration is essential for the achievement of results through effective sharing of resources, approaches & methodologies—particularly in complex environments including conflict and humanitarian settings.
- ◆ 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 take the lead on initiating and coordinating 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 must therefore be strategic with those agencies that can lead change to support gender equality initiatives.

# What do we know?

## Lessons from UN Women programmes across the region



# HOW can we be successful in coordination & partnerships?

### Example: Coordination in Joint Programme on Ending Violence Against Women: UN Women & UNFPA, Ethiopia

In Ethiopia, the Joint Programme on Ending Violence Against Women, implemented by UN Women and UNFPA between 2010 and 2013 demonstrates across multiple dimensions the value of greater coordination, partnerships and synergies.

Key findings and recommendations in the final programme evaluation consistently highlighted the importance of strengthening coordination & synergy between implementing partners & programme components - both geographically and strategically, with focus on less geographical areas & fewer implementing partners to maximize allocative efficiency of programme resources. If this is not done, it is likely to hamper the effectiveness of programmes.

The programme also achieved successes through the use of existing national structures and systems through which to coordinate and plan—this resulted in high sustainability of the initiatives.

Finally, the creation of a formal, multi-level inclusive anti-VAW national body which strongly linked relevant Ministries (such as those on Women) with CSOs and UN involved agencies is a successful coordination mechanism.

## 2 WHAT needs to be focused on?

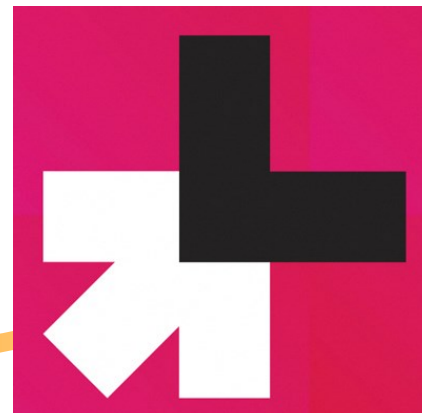
- ◆ **Clarity on coordination role:** UNW must clarify their position on coordination and implementation to their own staff and those who they are working with in the programming environment.. There is a high expectation on UN Women by partners and other UN agencies so it can no longer operate as the “catalytic” UNIFEM.
- ◆ **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 partnerships that will be possible 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 to leverage capacities and resources available for gender and to have a greater overall impact is essential.

- ◆ **Synergies:** what other programmatic intervention currently ongoing in the context can complement or provide synergy with VAWG programmes?

- ◆ **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 to successfully coordinate, partner & plan:

- ◆ **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 structure should be mapped—initiating components of programmes or activities without using these existing structures will jeopardize its sustainability. Know the context—strengthen partnerships and working relationships with CBOs and LNGOs.

- ◆ **Ensure sound frameworks:** conscious design of strong accountability structures is needed to enable successful coordination.

- ◆ **Build partnerships at various levels:** Focus on building relationships with regional and sub-regional bodies both where work on VAWG 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.

- ◆ **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.

- ◆ **Internal UN partnerships:** 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 UNFPA to maximize the effect of interventions in the area of E-VAW via the harnessing of additional expertise. Work 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.

### TOP TIP: STRATEGIC & SPECIFIC 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. 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 partnership.

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.

**1 in 3 women worldwide have experienced physical or sexual violence — mostly by an intimate partner.**