



## EASTERN & SOUTHERN AFRICA EVALUATION KNOWLEDGE MANAGEMENT

Issue: Sustainable Development in EVAW Programmes



### Lessons Learned from Evaluations: Ensuring Sustainable Development in EVAW Programmes

#### 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 behavior of men and boys
- ⇒ expand access to quality multi-sectoral responses for survivors
- ⇒ Develop policy guidance & national action plans

#### 1. WHY is programming for Sustainable Development important?

#### 2. WHAT are the main challenges UN Women is facing to ensure Sustainable Development?

#### 3. HOW to ensure programmes are sustainable

#### 1 WHY is programming for Sustainable Development important?

**Balancing need & responsible development:** UN Women's interventions need to have sustainability or sustainable development as a core operating principal; programming should focus on capitalizing on the resources available to achieve results, but with longevity and continued, manageable growth in mind.

**Ensuring continuity & consolidation of programme gains:** Through evaluations, UNW's implementing partners have identified that to them, longer term continuity of programmatic interventions & sustained flow of benefits is one of the biggest concerns. IPs depend on external resources for the sustainability of interventions. To enhance the sustainability and follow up of interventions there is a need for continued availability of external financial and technical resources.

**Meet and manage expectations:** UN Women is strategically positioned and also held in high esteem by partners regarding gender and development work. However, partners also have high long-term expectations. To meet these expectations UN Women has to generate sufficient programmatic resources and also synergize its capacities and energies in programme management and planning for the sustainable future of interventions after the organization no longer provides financial support. As such, interventions need to be planned for their possibility to be scaled up and longer term partnerships need to be built on a sustainable basis to address women rights issues.



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

- ◆ **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)
- ◆ **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)
- ◆ **DRC, Rwanda, Burundi (2013):** Evaluation of UN Women Partnership with International Conference on the Great Lakes Region (ICGLR).
- ◆ **Regional/Thematic (2012):** Thematic Evaluation of UN Women action to end violence against women in the East & Horn of Africa sub-region
- ◆ Kenya (2012): Final Evaluation of Gender, Human Rights & governance Programme 2007-2011
- ◆ **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
- ◆ **South Africa (2011)** Evaluation of UN Women Capacity Development Activities in Southern Africa (2009-2010)

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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# What do we know?

## Lessons on 'Sustainable Development' from UN Women programmes across the region

### Example: UN Women & UNFPA Joint Programme on Ending Violence against Women, Ethiopia 2014

The final evaluation of the joint programme by UN Women and UNFPA in Ethiopia on Ending Violence Against Women noted a number of successful process in this initiative which helped ensure sustainability of the interventions:

1. To promote sustainability in efforts to end VAW were that of capacitating communities to interrogate their values, beliefs and practices regarding gender relations, and to define and implement development objectives they can manage.
2. Working strategically to build up networks of organizations at different levels and across different types of actors contributes to sustainability; enhances collaboration between stakeholders; improves collaborative impact and connection of different areas of activity through the sharing of experiences and lessons learnt; it contributes to the forging of sustained alliances on fighting VAW and promoting gender equality and aid in obtaining further resources from other funders, which is important for sustainability.
3. Work at different levels to boost sustainability: i) national level to improve the enabling environment and building the capacities of duty bearers; ii) Enhance targeting, working with and developing the capacity of country governments as duty bearers; iii) Work at community level

to empower community structures and women (right holders), focusing on innovative approaches that can be scaled up. The UN's interventions at community level should focus on institutional capacity building of community structures and supporting innovative approaches with potential to generate good practice for replication and scale-up; iv) Ensure linkage and complementarity between national/county level and community level interventions.

## 2 WHAT are the main challenges UN Women is facing to ensure Sustainable Development?

- ◆ **Lack of strategic & context-specific planning:** issues of sustainability are often not explicitly addressed in programme planning. These must be noted from the beginning, also to ensure planning for an appropriate **exit strategy** is developed with IPs. Answers must be given for questions on how programmes will continue after the end of the partnership with UNW, for example how will service provision be financed?
- ◆ **Lack of results-based planning:** Results often need time to "mature" – this needs to be understood and engagement & funding provided for appropriate amounts of time to allow for growth. Short grants have proven to not be effective for changes that take longer to materialize. For these types of changes which include policy and social transformation, programmes should increase the grant period to multi-year
- ◆ **Insufficient resources:** for sustainability and longevity of interventions, it is imperative that they are sufficiently resourced both in terms of human and financial resources.

Interventions must understand the contextual reality well; initiating the component/activity without using existing structures, at least partially, is also a common way in which sustainability is jeopardized.

Strategic and sufficiently long-term support is needed to consolidate the gains achieved by programmes.

## VIOLENCE AGAINST WOMEN

In 1993, the UN General Assembly Declaration on the Elimination of Violence against Women provided a framework for action on the pandemic.



But more than 20 years later, 1 in 3 women still experience physical or sexual violence, mostly by an intimate partner.



The amount of capital dedicated must be sufficient to make a substantial impact with effects that can be carried on following the financial withdrawal of UN Women.

- ◆ **Short-term partnerships:** this leads to a lack of continuity in programme interventions.

The absence of explicit broad partnership frameworks and preference for short-term planning and programming can affect the partnership momentum and performance, and the sustainability of results. Partnerships that lack a broad, long-term partnership agreement which identifies overarching partnership objectives beyond specific and time-bound initiatives will not be sustainable.

Partnerships that are managed with a short term perspective rather than for longer term results will not be sustainable as this has affects the partnership's ability to influence longer-term changes, and to track and sustain change over time.

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# THE FUTURE WOMEN WANT

A Vision of Sustainable Development for All

## HOW can we improve our approach to Results-based management?

### 3 HOW can UN Women ensure its programmes are sustainable?

- ◆ **Base programmes on evidence & lessons-learned:** planning at the beginning based on previous evaluations for similar contexts or programmes is essential. Added to this, mid-term evaluations are crucial to programme based on identified achievements, experiences & partnerships to date.
- ◆ **Long-term approach & partnerships:** Partnerships agreements shall be made for longer periods and projects shall be implemented with partners in 3-5 years cycles. The longer duration of projects will provide sufficient time and resources to address prevailing issues and generating desired impacts.
- ◆ **Demand-driven:** Programmes should be flexible and respond to local demands & needs. Evolve and change as you go along.
- ◆ **Resource allocation:** it can be learnt that to enhance the sustainability and follow up of interventions there is a need for continued availability of external financial and technical resources.

### TOP TIP: IDENTIFY EXIT STRATEGIES DURING PROGRAMME PLANNING

Strategies should be identified during programme planning & implementation on how to transfer ownership to the community.

For example, in economic empowerment projects, an exit strategy should identify key performance indicators where certain minimum standards should be reached by projects as minimum preconditions for sustainability. For example, in terms of basic skills in business numeracy, business management, organizational capacity etc.

At the programme outset, a good practice is to develop sustainability guidelines to support IPs in the development of individual agency exit plans & sustainability strategies providing adequate time for resourcing & integration into agency plans before the end of the UNW programme & support.

When a programme provides a key service, such as for survivors of VAW & GBV, it is crucial to secure commitment from the Government to take over responsibility for the operational budget of the service.

- ◆ **Capacity Building:** Focus on building the capacity of partners to be able to enhance their influence, coverage and ownership level. It is valuable to integrate strategies for capacity development of partners into the programme as one of the mainstream activities.

Further related to capacity building, evaluations shows that With regard to the sustainability of the results, those pertaining to a strengthening in the competencies of individual participants are likely to be sustained.

- ◆ **Joint ventures & sustainable exit strategies:** Sustainability can be ensured in the longer run by investing in joint ventures where state institutions, CSOs and communities join hands to implement joint interventions. To induce sustainability at the community level there is a need for investing more in local communities groups to gradually build their capacities and resources to continue the interventions in the longer run and without external support..

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- ◆ **Inter-agency partnerships:** UNW programme evaluations have identified the benefits for sustainability from fostering inter-agency work, for example between UN Women and UNFPA to strengthen the enabling environment and also engage existing structures for broader & more sustainable impact.

