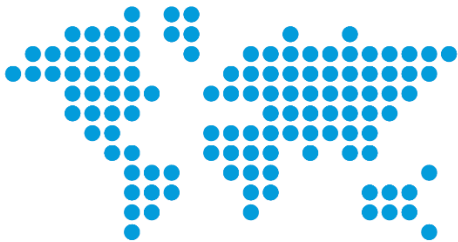


Final Report Annexes

Corporate evaluation of UN Women's contribution to Women's Economic Empowerment by advancing gender-responsive laws, frameworks, policies and partnerships



INDEPENDENT EVALUATION SERVICE (IES)

Independent Evaluation and Audit Services (IEAS)

UN Women

New York, February 2023

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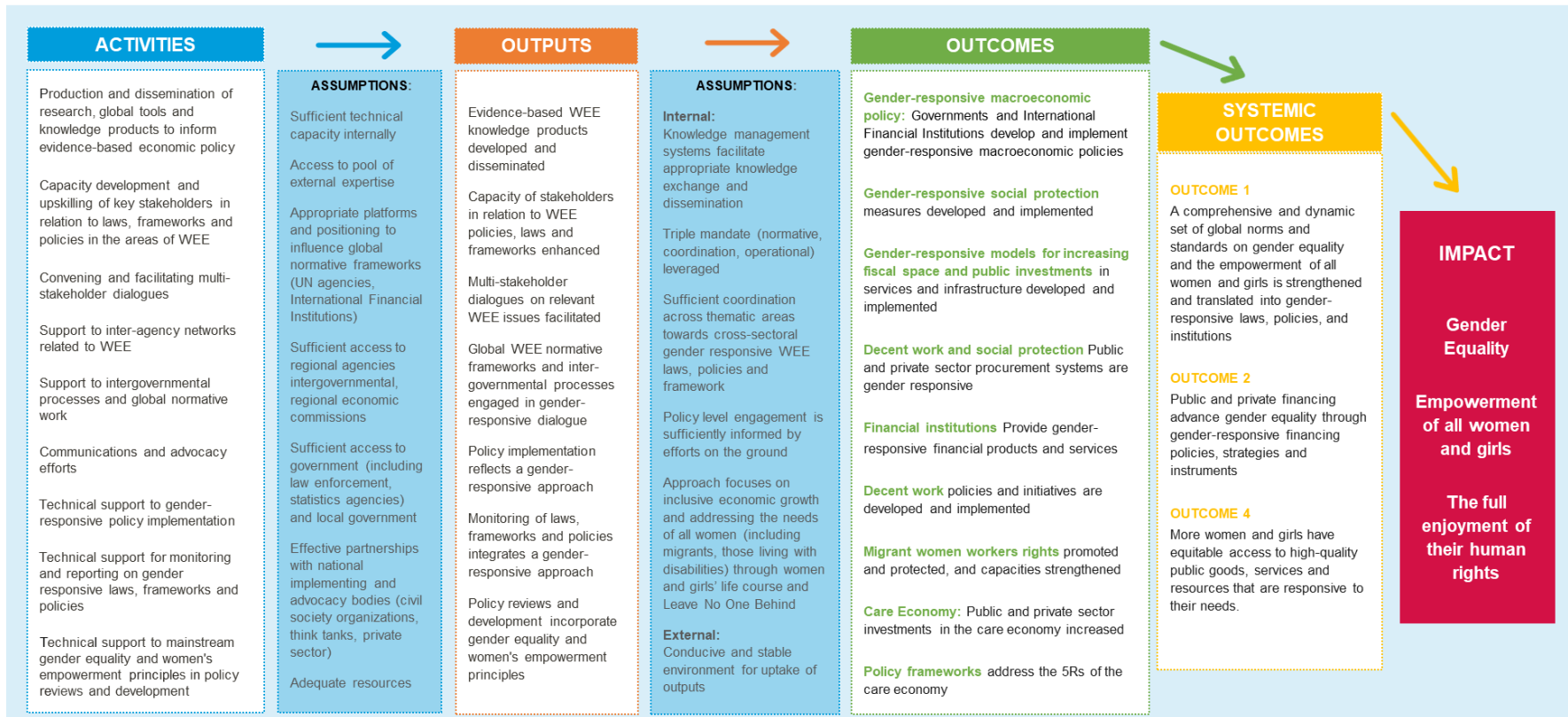
List of Acronyms

Acronym	Definition
ACRO	Americas and the Caribbean Regional Office
ASRO	Arab States Regional Office
CO	Country Office
COVID-19	Coronavirus Disease 2019
CSO	Civil Society Organization
DAMS	Donor Agreements Management System
ECARO	Europe and Central Asia Regional Office
EE	Economic Empowerment
ELT	Executive Leadership Team
EU	European Union
GEWE	Gender Equality and Women's Empowerment
GRB	Gender-Responsive Budgeting
IFI	International Financial Institutions
ILO	International Labour Organization
IMF	International Monetary Fund
IOM	International Organization for Migration
ISD	Intergovernmental Support Division
L&G	Leadership & Governance
LNOB	Leave No One Behind
M&E	Monitoring and Evaluation
OHCHR	Office of the High Commissioner for Human Rights
PPID	Programme and Intergovernmental Division
R&D	Research and Data section
RMS	Results Management System
RO	Regional Office
SDG	Sustainable Development Goal
SMT	Senior Management Team
SP	Strategic Plan
SPD	Strategic Partnerships Division
SPREAD	Strategy, Planning, Resources and Effectiveness Division
UN	United Nations
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNDP	United Nations Development Programme
UNGA	United Nations General Assembly
UNICEF	United Nations Children's Fund
UNSC	United Nations Security Council
UNSCD	United Nations Strategic Communications Division
UNEP	United Nations Environment Programme
WCARO	West and Central Africa Regional Office
WEE	Women's Economic Empowerment
5Rs	Recognize, reduce, and redistribute unpaid care work, and reward and represent paid care work

Annex 1: Terms of references and Inception report

Title
Women's Economic Empowerment Evaluation Terms of Reference
Internal Reference Group Terms of Reference
External Reference Group Terms of Reference
Inception Report and Annexes

Annex 2: Evaluation logic model



Source: Developed by the evaluation team.

Annex 3: Evaluation and data collection matrix

The evaluation team adhered to the Organization for Economic Co-operation and Development – Development Assistance Committee (OECD-DAC) criteria of relevance, coherence, effectiveness, efficiency, sustainability and gender equality/human rights to maintain consistency with the scope and aims for this evaluation. The key evaluation questions below drew upon assumptions set out in the evaluation logic model (see Annex 2). In total, 211 stakeholders were consulted through interviews, reference group consultations, focus group discussions and online surveys ($n=157$ female, 51 male, 2 prefer not to say, 1 other). The evaluation team employed a mixed-methods approach of desk review, portfolio review, key informant interviews, focus group discussions, case studies and surveys, with most data collected remotely using virtual platforms and in-person interactions during the mission to Kenya. Combining quantitative and qualitative methods made it possible to capture granular details and situate relevant documentary data and survey data from stakeholders in context. The evaluation team triangulated and analyzed qualitative and quantitative data (through descriptive statistics; qualitative content analysis; episode studies; and contribution analysis) in parallel (to verify/validate findings) and in series (to deepen/explore findings) to adequately illustrate UN Women’s contribution to women’s economic empowerment.

Evaluation Question	Evaluation Criteria	Types of Evidence	Data Sources	Methods for Data Collection
EQ 1. To what extent is UN Women’s work on gender-responsive laws, frameworks and policies for WEE aligned with global normative frameworks, priority policy areas and the needs of beneficiaries?				
A. To what degree is UN Women’s work on WEE aligned with relevant global normative frameworks?	Relevance	Global normative frameworks and national policy documents, perceptions of stakeholders.	Global, regional and national statistics and reports UNSC/UNGA resolutions and global normative commitments related to WEE. Stakeholders at global, regional, national levels	Key informant interviews, desk review of databases and relevant reports

B. To what extent is UN Women's work on WEE aligned with UN Women's policy areas and commitments?		UN Women policy documentation, perceptions of UN Women staff and other stakeholders.	UN Women Strategic Plans/Strategic Notes Stakeholders at global, regional, and national levels	Key informant interviews, desk review
C. Is UN Women's work on WEE relevant and responsive to the needs of beneficiaries?		Perceptions by national stakeholders, project and partners analyses within documentation.	Stakeholders at national level, documentary evidence at national level	Key informant interviews, case studies, surveys
EQ 2. To what extent is UN Women's work in WEE coherent with the work of partners, and other key thematic areas? How effectively does UN Women leverage its triple mandate?				
A. To what extent is UN Women's focus on WEE coherent with that of key partners (global, regional, country levels), and other thematic areas?	Coherence	Partners' and UN Women policy documents, perceptions of stakeholders	UN Women and partners' strategic documentation, partners and staff	Desk review, key informant interviews, case studies
B. To what degree is UN Women leveraging its triple mandate to enhance coherence in this area?		Perceptions of stakeholders, programme theories of change and theories of action	Programme documentation, stakeholders at all levels	Key informant interviews, case studies, desk review

<p>C. Is there appropriate and adequate coordination with other thematic areas within UN Women, towards cross-sectoral gender responsive WEE laws, frameworks and policies?</p>		<p>Perceptions of stakeholders (UN Women staff and other partners), programme planning documents</p>	<p>Programme documentation, stakeholders</p>	<p>Key informant interviews, desk review, case studies, surveys</p>
<p>EQ 3. To what extent have UN Women’s efforts in this area led to demonstrable impact/outcomes? What metrics exist to measure progress in this area?</p>				
<p>A. What metrics exist to measure progress in UN Women’s work on WEE, and how is this currently measured and tracked in the new SP 2022-2025 Signature Interventions?</p>	<p>Effectiveness/ Impact</p>	<p>Programme, WEE and organization M&E frameworks. Perceptions by stakeholders</p>	<p>Programme and organizational documentation</p>	<p>Desk review of programme documents, SP indicators, RMS results, annual reports, key informant interviews, surveys</p>
<p>B. To what degree has UN Women contributed research and data, as needed, to advance work towards gender responsive laws, policies and frameworks?</p>		<p>Knowledge products, perceptions of partners and staff</p>	<p>Knowledge products, evidence of need for and use of knowledge products, programme documentation</p>	<p>Case studies, surveys, desk review of programme documents and knowledge products, key informant interviews</p>

<p>C. To what extent has UN Women’s efforts on laws, policies and frameworks to advance WEE led to demonstrable gender responsive and/or gender transformative outcomes/impacts?</p>		<p>M&E data, perceptions by stakeholders</p>	<p>Programme documentation, organizational documentation, stakeholders</p>	<p>Desk review of programme monitoring and reporting documents, case studies, surveys, analysis of knowledge products and platforms, key informant interviews</p>
<p>D. What strategies are the most effective at linking UN Women’s WEE efforts on the ground with policy level change?</p>		<p>Reflections/lessons learned through documentation, perceptions of stakeholders</p>	<p>Programme documentation, organizational documentation, reviews and evaluations, stakeholders</p>	<p>Desk review, key informant interviews, case studies, surveys</p>
<p>EQ 4. What efforts have been made to ensure efficiency of programming and sustainability of benefits and efforts in this area?</p>				
<p>A. Does UN Women have the requisite systems, resources and technical capacity to influence policy change?</p>	<p>Efficiency/ Sustainability</p>	<p>Analysis of budgets, resourcing, capacity, perceptions of stakeholders</p>	<p>Programme documentation, stakeholders</p>	<p>Desk review, key informant interviews, surveys, case studies</p>

<p>B. What mechanisms and partnerships have demonstrated success and have the potential for replicability/scale up?</p>		<p>Reflections/lessons learned within documentation, perceptions of stakeholders</p>	<p>Programme documentation, organizational documentation, reviews and evaluations, stakeholders</p>	<p>Desk review, key informant interviews, surveys, case studies</p>
<p>C. To what extent is UN Women's work contributing to continued and sustainable systems to support the implementation of gender responsive laws, frameworks and policies (including budgetary)?</p>		<p>Reflections/lessons learned within documentation, perceptions of stakeholders</p>	<p>Programme documentation, organizational documentation, reviews and evaluations, stakeholders</p>	<p>Desk review, key informant interviews, case studies</p>
<p>EQ 5. To what degree are human rights, LNOB, including disability inclusion and gender equality principles, integrated in this area of work?</p>				
<p>A. To what extent is UN Women focusing on addressing the needs of all women (including women of different socio-economic status, formal and informal workers, rural and urban, migrants, different ethnicities, those living with disabilities)?</p>	<p>Gender Equality/Human Rights</p>	<p>Disaggregated data within M&E, gender analyses within documentation, perceptions of stakeholders</p>	<p>Programme documentation, organizational documentation, reviews and evaluations, stakeholders</p>	<p>Desk review, key informant interviews, case studies, surveys</p>
<p>B. To what degree is UN Women integrating inclusive economic growth and LNOB principles within WEE work?</p>		<p>Analyses of economic growth and needs analysis of marginal groups within different contexts, perceptions</p>	<p>Programme documentation, reviews and evaluations, stakeholders</p>	<p>Desk review, key informant interviews, case studies, surveys</p>

C. To what degree is UN Women embedding human rights within WEE work?		Programme concept notes and planning documents, perceptions	Programme documentation, reviews and evaluations, stakeholders	Desk review, key informant interviews, case studies
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Annex 4: Stakeholder mapping

Individuals and groups who were engaged in and/or impacted by UN Women’s efforts to advance women’s economic empowerment at the global, regional and country levels, as well as those who might be affected by the outcomes of this evaluation process were considered to be key stakeholders for this evaluation. Key stakeholders were identified and engaged in the data collection process based on sampling criteria such as special knowledge of WEE in the areas under review, geographic representativeness and learning opportunities. The evaluation team purposively sampled stakeholders related to the activities and initiatives pertaining to the scope of this evaluation (i.e., those with a strong focus on strengthening laws, frameworks, policies and partnerships across the WEE portfolio at UN Women). As shown in figure 3 of the evaluation report, a wide range of internal and external stakeholders were consulted, including some beneficiary representatives from the local/county level in Kenya. Furthermore, country case studies were selected based on the following criteria to ensure that they reflected a diverse set of contexts where UN Women works to advance women’s economic empowerment: region; UN Women’s budget for WEE; income level of country; women, business and the law index; and the gender equality index. As a best practice, the evaluation team also coordinated with the ongoing regional evaluations on women’s economic empowerment in Asia and the Pacific and West and Central Africa to leverage evaluative evidence and mitigate potential stakeholder fatigue. Finally, the online survey respondents included 90 internal and 38 external stakeholders. This corresponds to a 29 per cent response rate overall (further details in Annex 5).

Stakeholder group	Key stakeholders	What? Role in UN Women’s work on WEE	Why? Gains from involvement in the evaluation	How? Informational, reference group, management group, data collection, etc.	When? At what stage of evaluation?	Priority? Importance of involvement in evaluation process
UN Women HQ (Internal)	UN Women Senior Management Team (SMT)/Executive Leadership Team (ELT)	Decision-making on UN Women’s overall strategic direction/priorities & high-level WEE efforts	Evidence for strategic decision-making and development of the new SP 2022-2025 including on UN Women’s WEE strategy	SMT meetings (Informational and reference group)	Conceptualization Inception Phase Data Collection	High

Stakeholder group	Key stakeholders	What? Role in UN Women's work on WEE	Why? Gains from involvement in the evaluation	How? Informational, reference group, management group, data collection, etc.	When? At what stage of evaluation?	Priority? Importance of involvement in evaluation process
	UN Women Programme and Intergovernmental Division (PPID)	Overseeing and leading of UN Women's WEE efforts	Further articulation of UN Women's WEE efforts and better alignment/ strengthening UN Women's WEE efforts in the new SP 2022-2025.	Reference group	Conceptualization Inception Phase Data Collection	Very High
	Economic Empowerment section	Integral part of the operationalization and implementation for UN Women's WEE efforts in thematic areas and leading/provide guidance to RO/COs	Improved support for WEE	Reference group	Inception Phase Data Collection	Very high
	Intergovernmental Support section	Integral part of UN Women's inter-governmental and normative work at the global level	Improved support for WEE through global normative support	Reference group Key informants	Inception Phase Data Collection	Very high

Stakeholder group	Key stakeholders	What? Role in UN Women's work on WEE	Why? Gains from involvement in the evaluation	How? Informational, reference group, management group, data collection, etc.	When? At what stage of evaluation?	Priority? Importance of involvement in evaluation process
	Research and Data section	Integral part of UN Women's knowledge generation/gender-responsive data support	Improved policy support through knowledge generation/gender-responsive data	Reference group Key informants	Inception Phase Data Collection	Very high
	Strategic Partnerships Division	Integral part of UN Women's strategic partnerships and resource mobilization	Use of evaluation findings and lessons to make decisions regarding strategic partnerships	Reference group Key informants	Inception Phase Data Collection	Very high
	Civil Society Division	Strengthening political solidarity and feminist movement building; this relationship is founded on the principle of LNOB	Use of evaluation findings and lessons to make decisions regarding partnerships with CSOs	Reference group Key informants	Inception Phase Data Collection	High
	Leadership and Governance section	Partners with public finance, government partners, ministries and CSOs, particularly at the country and regional levels.	Use of evaluation findings and lessons to make decisions regarding leadership and governance	Reference group Key informants	Inception Phase Data Collection	High

Stakeholder group	Key stakeholders	What? Role in UN Women's work on WEE	Why? Gains from involvement in the evaluation	How? Informational, reference group, management group, data collection, etc.	When? At what stage of evaluation?	Priority? Importance of involvement in evaluation process
	UN System Coordination Division	Leads, coordinates and promotes accountability of the UN system in its work on gender equality and the empowerment of women at the global, regional and country levels, and contributes to the execution of UN Women's mandate	Use of evaluation findings and lessons to make decisions regarding better systems coordination	Reference group Key informants	Data Collection	High
UN Women HQ (External)	Donors	Have contributed to/invested in UN Women's WEE efforts and programming	Use of evaluation findings and lessons to make decisions regarding strategic directions and investments	Informational	Data Collection	High
	Executive Board members	Interested in the success of UN Women's WEE efforts	Use the evaluation to advise on UN Women's new SP 2022-2025 and any related strategic decisions	Informational	Data Collection	Desirable
	UN System partners	Corporate-level inter-agency engagements in WEE	Potential beneficiary of lessons generated by the evaluation/use of the evaluation for	Informational	Data Collection	High

Stakeholder group	Key stakeholders	What? Role in UN Women's work on WEE	Why? Gains from involvement in the evaluation	How? Informational, reference group, management group, data collection, etc.	When? At what stage of evaluation?	Priority? Importance of involvement in evaluation process
			future inter-agency engagements related to policy advocacy			
	International Financial Institutions	Have contributed to/invested in UN Women's WEE efforts and programming	Use of evaluation findings and lessons to make decisions regarding strategic directions and investments	Informational	Data Collection	High
UN Women Regional Planning and Coordination Support (Internal)	UN Women Regional Directors	Better regional guidance and strategic decisions regarding UN Women's WEE efforts at the regional level	Improved implementation of UN Women's contributions and support to WEE at the regional and country levels	Inception phase/Data collection	Data Collection	High
	UN Women Regional thematic leads/thematic advisors	Regional guidance and implementation of UN Women's WEE efforts	Better regional guidance and roll out on thematic support	Key informant	Inception Phase Data Collection	Very high
UN Women Regional Level (External)	UN System partners/UN Regional Commissions	In partnership with UN Women in UN Women's WEE efforts	Potentially a beneficiary of change generated by the evaluation/use of the evaluation for future	Informational	Data Collection	Medium

Stakeholder group	Key stakeholders	What? Role in UN Women's work on WEE	Why? Gains from involvement in the evaluation	How? Informational, reference group, management group, data collection, etc.	When? At what stage of evaluation?	Priority? Importance of involvement in evaluation process
UN Women Country Level (Internal)			inter-agency engagements			
	Donors	Contributed/ invested in UN Women's WEE efforts at the regional level	Use evaluation findings and lessons learned to inform future partnerships with UN Women	Informational	Data Collection	Desirable
	Civil Society Organizations	In partnership with UN Women in implementation of the regional programme	Use evaluation findings and lessons learned to inform and strengthen future partnerships with UN Women	Informational	Data Collection	Medium
	Country Office leadership (e.g., Country representatives)	Implementation of UN Women's WEE efforts M&E focal points	Better decision making on UN Women's WEE strategy implementation at the CO level, and potentially a beneficiary of change generated by evaluation	Reference group/key informant	Inception Phase Data Collection	Very High

Stakeholder group	Key stakeholders	What? Role in UN Women's work on WEE	Why? Gains from involvement in the evaluation	How? Informational, reference group, management group, data collection, etc.	When? At what stage of evaluation?	Priority? Importance of involvement in evaluation process
UN Women Country Level (External)	Country Office Policy/Programme personnel	Implementation of UN Women's WEE efforts at the country level	Better implementation of UN Women's SPs and potentially a beneficiary of change generated by the evaluation	Key informant	Inception Phase Data Collection	High
	Governments (national and sub-national)/policy makers	Target audience of UN Women's WEE efforts & in partnership with UN women in leading and implementing policy change	Improved support from UN Women, potentially a beneficiary of change generated by the evaluation	Key informant	Data Collection	High
	Civil Society Organizations	Target audience of UN Women's WEE efforts	Improved support from UN Women, potentially a beneficiary of change generated by the evaluation	Key informant	Data Collection	High
	Private sector	In partnership with UN women in leading and implementing programmes and policy change	Potentially a beneficiary of change generated by the evaluation &	Interest group	Data Collection, possibly become a beneficiary of change from the evaluation	Desirable

Stakeholder group	Key stakeholders	What? Role in UN Women's work on WEE	Why? Gains from involvement in the evaluation	How? Informational, reference group, management group, data collection, etc.	When? At what stage of evaluation?	Priority? Importance of involvement in evaluation process
			more awareness of UN Women's contribution to WEE			
	Rights holders	Ultimate beneficiaries of UN Women's WEE efforts	Potentially a beneficiary of change generated by the evaluation & greater awareness of UN Women's contribution to UN Women's WEE efforts	Interest group	Data Collection, possibly become a beneficiary of change from the evaluation	Desirable

Annex 5: Data collection tools

Interviews

The following protocol was developed for interviews conducted with UN Women staff at Headquarters. It provides an example of the types of interview questions that were asked in this evaluation. Protocols were adapted to suit each stakeholder group being interviewed, including UN Women regional and country level personnel, UN entity partners, government, civil society partners and development partners.

Interview Protocol: UN Women Personnel

Corporate Evaluation on UN Women’s contribution to women’s economic empowerment by advancing gender-responsive laws, frameworks, policies and partnerships

Date	
Office/Division	
Interviewee (title)	
Interviewer	
Attendees	

Introduction

Hello, and thank you for taking the time to speak with us today. We truly appreciate this opportunity to learn more about your experience with the women’s economic empowerment portfolio.

On the call we have [state who’s on the call] from the evaluation team.

As you may know, women’s economic empowerment is one of UN Women’s four established thematic impact areas. Our team is conducting a global corporate evaluation of women’s economic empowerment which includes both a retrospective look at achievements made during the Strategic Plan 2018-2021 cycle, as well as a forward-looking perspective on the Strategic Plan 2022-2025. The goals of the evaluation are to contribute to strategic decision-making, learning, and accountability at UN Women.

This interview is a key element of the evaluation’s data collection phase. Your feedback will help us gain a better understanding of how UN Women has contributed to women’s economic empowerment by advancing gender-responsive laws, frameworks, policies and partnerships.

The interview will take around one hour of your time. Please know that the information you share with us is confidential and your feedback will remain anonymous unless you give us permission to quote you. You can choose to skip a given question or stop the interview at any time.

Do you have any questions?

Shall we begin?

Questions

Background

1. Please briefly tell us about your role within UN Women.
2. What has been your engagement with the women's economic empowerment (WEE) portfolio?

Relevance and coherence

3. To what extent is UN Women's work on gender-responsive laws, frameworks, policies and partnerships to advance WEE aligned with the needs of beneficiaries and priority policy areas?
4. How effectively does UN Women leverage its triple mandate in the WEE portfolio?

Key activities

5. What are key activities that UN Women undertakes in advancing gender responsive laws, frameworks and policies when it comes to WEE (e.g., capacity building of key stakeholders in relation to laws, frameworks and policies in the areas of WEE, production and dissemination of research and knowledge products, technical support to mainstream gender equality and women's empowerment principles in policy reviews and development etc. or policy implementation etc.)?

Results

6. Which WEE initiatives related to gender-responsive laws, frameworks and policies do you think have been most successful and have led to demonstrable impact/outcomes?
 - Which WEE initiatives need strengthening?
7. In your opinion, which strategies have been the most effective at linking WEE initiatives to ground-level policy change?

Sustainability

8. In your view, is UN Women's work contributing to continued and sustainable systems to support the implementation of gender responsive laws, frameworks and policies (e.g., budgetary provisions, accountability systems, advocacy for women's agency and involvement)?

Leave No One Behind

9. To what degree are human rights, LNOB, including disability inclusion, and gender equality principles integrated in the work on WEE?
 - Has UN Women focused on addressing the needs of all women, including women of different socio-economic status, formal and informal workers, rural and urban, migrant, different ethnicities, and those living with disabilities?
 - To what degree is UN Women integrating inclusive economic growth and LNOB principles within WEE work?

UN Women's partnerships and added value

10. Who do you consider to be UN Women's key partners for its work on gender-responsive frameworks, laws, frameworks, policies to advance WEE (e.g., UN agencies, governments, International Financial Institutions (IFIs), civil society)?

- What are some examples of effective partnerships or partnership mechanisms/initiatives that have demonstrated success and have the potential for replicability/scale up?
 - What have been some of the key challenges when working with partners on advancing WEE?
11. What would you consider to be UN Women’s comparative advantage and/or added value in advancing WEE?
- How does UN Women’s advantage/added value vary at the global, regional and country levels, if at all?
12. Looking forward, what role(s) would you like to see UN Women play in relation to WEE?
- What does UN Women need to do to successfully take on this role?
 - Are there any roles that UN Women should not play?

Organizational factors

13. What do you think are the key organizational factors that enable or constrain UN Women’s from making contributions to WEE? (e.g., strategic planning & direction, knowledge sharing & communication, human and financial resources, monitoring and reporting, internal coordination)
- In your opinion, does UN Women have the requisite systems/resources/technical capacity to influence change? Why or why not?

Monitoring and reporting

14. What monitoring and evaluation systems to track UN Women’s impact and outcomes related to WEE are you aware of?
- How can we better measure the effectiveness of UN Women’s work on gender-responsive laws, frameworks, policies and partnerships to advance WEE?

Cross-thematic coherence and internal coordination



15. In your view, are UN Women’s efforts on gender-responsive laws, frameworks, policies and partnerships related to WEE coherent with UN Women’s work in other key thematic areas?
- Could you describe a few examples of such cross-thematic collaborations or initiatives?
16. Is there sufficient internal coordination and communication occurring between UN Women headquarters, regional offices and country offices related to WEE?
- What role should the CO, RO and HQ play?

Final thoughts

17. Looking ahead, what do you recommend UN Women do to improve its work on gender responsive laws, frameworks, policies and partnerships to advance WEE?

Online surveys

As part of the data collection phase, the evaluation team developed two surveys and administered them online: one for UN Women personnel (internal) and another for UN Women’s partners (external). The tables below summarize descriptive information on the samples.

Title	
Women's Economic Empowerment UN Women Personnel (Internal) Survey	
Women's Economic Empowerment Partners (External) Survey	 External Partner Survey for WEE evalu:

Descriptive statistics of survey respondents

UN Women personnel (internal) survey respondents			
Category	Survey recipients included	Stakeholders contacted	Responses received
Country & Multi-country Offices	Analysts, Consultants, Country Representatives, M&E personnel, Specialists	227	64
Regional Offices	Analysts, Coordinators, Consultants, Directors, Regional EE Specialists	36	12
Headquarters (EE and related sections)	EE, ISD, L&G, P&S, PPID, R&D, SPD, UNSCD (Chiefs, Directors, Deputy Directors, Advisors, Analysts, Consultants, Managers, Specialists)	46	14
Total		309	90

Regional distribution of UN Women personnel (internal) survey respondents		
Region/Office	Stakeholders contacted	Responses received
Americas and the Caribbean	54	26
Arab States	37	5
Asia and the Pacific	36	12
East and Southern Africa	78	15
Europe and Central Asia	39	11
West and Central Africa	29	8
Headquarters	36	12
Total	309	90¹

¹ Includes one stakeholder

Category	Stakeholders contacted	Responses received
Academia & think tanks	11	5
Beneficiaries	3	1
CSOs and women's organizations	30	21
Donors	3	-
Governments	29	5
Private sector	12	-
UN system	38	3
Other	2	3
Total	128	38

Annex 6: Strategic Plan 2018-2021 monitoring data for WEE Outcome 3

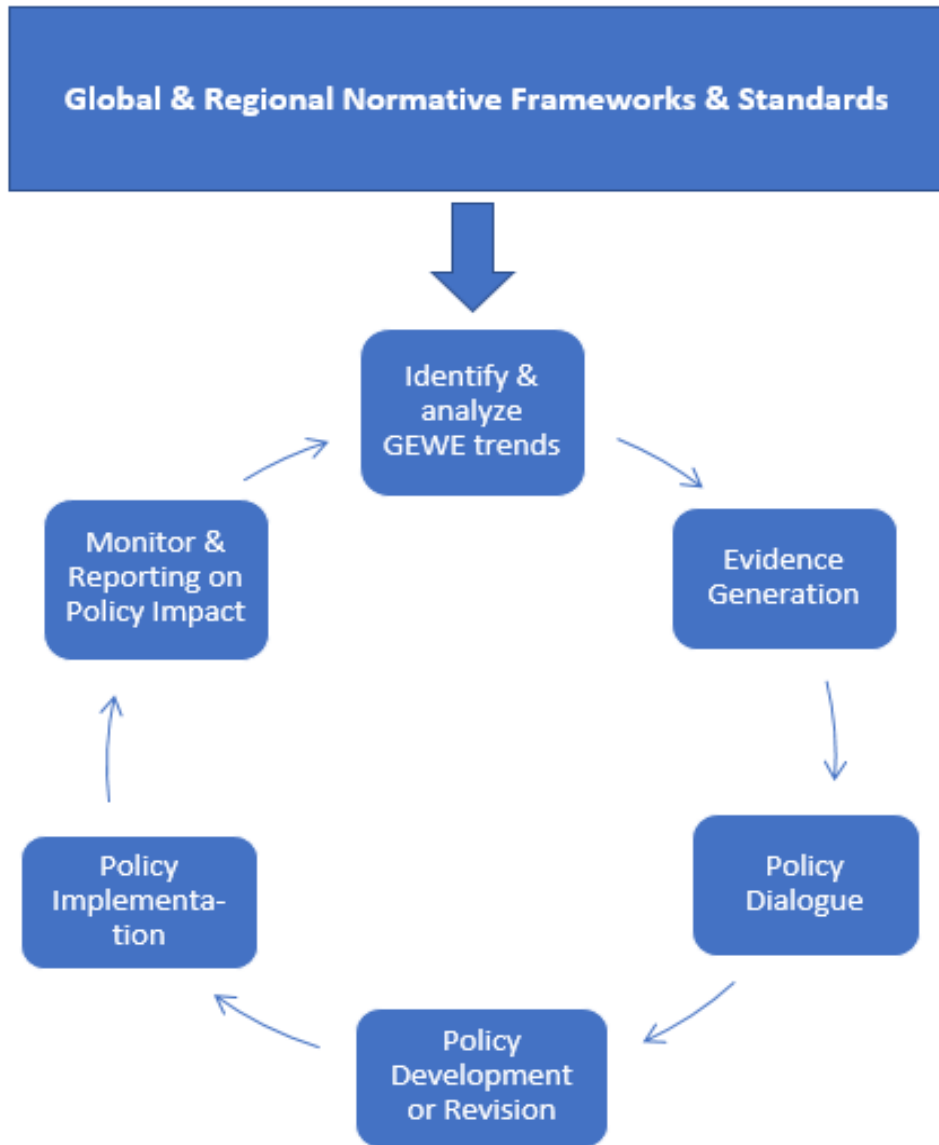
	2018	2021		Attainment (%)
	Baseline	Target	Progress	
8.1 Number of legal, regulatory and/or policy frameworks aligned with international standards that create decent work for women developed and/or being implemented with support from UN-Women	48	164	162	98%
8.2 Number of gender-responsive macroeconomic policies (including fiscal, monetary and trade) developed and/or being implemented with support from UN-Women	12	70	65	91%
8.3 Number of legal, regulatory and/or policy frameworks in support of gender-responsive social protection systems that are developed and/or being implemented with support from UN-Women	41	110	110	100%
8.4 Number of legal, regulatory and/or policy frameworks that address unpaid care work developed and/or being implemented with support from UN Women	12	35	97	150%
8.5 Number of countries with strengthened capacities to undertake gender-responsive socio-economic impact assessments in response to the COVID-19 crisis, with a focus on at-risk populations	0	14	44	150%
8.6 Number of countries with strengthened capacities to implement women's empowerment policies , informed by socio-economic impact assessment, focused on at-risk populations	0	15	27	150%
9.3 Number of government entities, companies, and/or international organizations that develop and/or implement gender-responsive procurement policies, with UN-Women's support	37	470	1,045	150%
9.5 Number of countries developing and/or implementing gender-responsive fiscal stimulus packages for COVID-19 economic response and recovery, with UN-Women's support	0	45	41	91%
10.1 Number of new and/or improved gender-responsive policies on land developed and/or being implemented with the support of UN-Women	22	100	131	140%

Source: Compiled by the evaluation team based on UN Women's SP 2018-2021 dashboard.

Annex 7: Examples of laws, frameworks and policies related to WEE

	UN Women’s sub-thematic area of WEE	Example
Output 8	Gender-responsive macroeconomic policies (including for gender-responsive poverty reduction, inclusive growth, the impacts of economic crisis, and the role of gender in agriculture and trade policy).	Fiscal stimulus package, national trade policies
	Transforming the care economy	National care system, family and care plan
	Decent work and entrepreneurship	National labour codes/a code of conduct against violence at the workplace, labor policies
	Social protection	National Social Protection Strategy/national social protection policy
Output 9	Gender-responsive procurement	Gender responsive public procurement policies
	Women’s Empowerment Principles	Private sector labour market related policies and programmes, Gender-responsive corporate procurement
	Women’s access to finance/markets	Gender responsive policies on women’s access to livelihoods/ financial services
	Migrant women and gender-responsive migration governance	National migration policies
Output 10	Rural women’s economic empowerment	National Food Security and Nutrition Strategy
	Women’s land rights and tenure security	Land Rights Acts, land tenure security policies
	Women’s climate action and green/blue economies (including climate-smart agriculture)	National Gender Policy/land tenure security and access to productive resources, national trade policies

Annex 8: Policy cycle diagram²



² As presented in UN Women (2022) Corporate evaluation on UN Women's policy advocacy work.

Annex 9. UN Women’s methodologies and tools used for policy engagement

Methodology/Tool	Origin	Purpose	Example
Gender Impact Assessment Methodology ³	EU	An ex-ante assessment of a law, policy or programme that makes it possible to identify, in a preventative way, the likelihood of a given decision having negative consequences for the state of equality between women and men.	Georgia CO applied this methodology to assess decent work conditions, alongside ILO conventions ⁴
Participatory Gender Audit ⁵	ILO	A tool and a process based on a participatory methodology to promote organizational learning at the individual, work unit and organizational levels on how to practically and effectively mainstream gender.	Georgia CO utilized this tool with the Rural Development Agency
Time Use Surveys ⁶	The Global Centre of Excellence on Gender Statistics/UN Women	An instrument designed to measure how an individual spends their time with data collected through detailed time diaries and stylized activity lists where respondents indicate the time devoted to each item. Time use surveys are commonly used to influence public policy debates.	Broad application for care economy work including in Mexico, ⁷ Kenya, and developing countries ⁸

³ See <https://eige.europa.eu/gender-mainstreaming/toolkits/gender-impact-assessment/what-gender-impact-assessment>

⁴ UN Women (2021). Gender Impact Assessment Methodology: Georgia.

⁵ See https://www.ilo.org/wcmsp5/groups/public/---dgreports/---gender/documents/publication/wcms_101030.pdf

⁶ The Global Center of Excellence on Gender Statistics (2021). Measuring time use: An assessment of issues and challenges in conducting time-use surveys with special emphasis on developing countries.

⁷ UN Women (2021). Quantifying Care: Design and Harmonization Issues in Time-use Surveys

⁸ The Global Center of Excellence on Gender Statistics (2021). Measuring time use: An assessment of issues and challenges in conducting time-use surveys with special emphasis on developing countries.

<p>A Guide to Public Investments in the Care Economy Policy Support Tool for Estimating Care Deficits, Investment Costs and Economic Returns⁹</p>	<p>ILO and UN Women</p>	<p>A tool to identify the coverage gaps in care services (namely public healthcare, long-term care, early childhood care & education, and primary and secondary education); estimate the costs of public investments and expenditures for eliminating these coverage gaps; and assess the various economic returns to such investments in the short- and the long-run.</p>	<p>Informed the Global joint programme - UN Women-ILO Joint Programme: Promoting Decent Employment for Women through Inclusive Growth</p> <p>Policies and Investments in the Care Economy (implemented in Argentina; Egypt; Ethiopia; Morocco; Nepal)</p>
<p>How to Assess Fiscal Stimulus Packages from a Gender Equality Perspective¹⁰</p>	<p>ILO and UN Women</p>	<p>This methodology focuses on embedding gender equality concerns in national fiscal stimulus packages as well as in the design of national policy responses</p>	
<p>Assessing the gendered employment impacts of COVID-19 and supporting a gender-responsive recovery¹¹</p>	<p>ILO and UN Women</p>	<p>The gendered employment policy tool offers analytical frameworks and data suggestions to enable assessment of the gender differentiated employment effects of the COVID-19 crisis at the country level. It also identifies policy options to promote gender- responsive national employment strategies.</p>	

Source: Compiled by the evaluation team.

⁹ ILO & UN Women (2021). A guide to public investments in the care economy: Policy support tool for estimating care deficits, investment costs, and economic returns.

¹⁰ ILO & UN Women (2021) How to Assess Fiscal Stimulus Packages from a Gender Equality Perspective.

¹¹ ILO & UN Women (2021). Assessing the gendered employment impacts of COVID-19 and supporting a gender-responsive recovery.

Annex 10: Examples of policy engagements from country case studies

Area Reviewed	Intended results	Contributions by UN Women	Policy/legislative change	Critical Success Factors/Challenges
Egypt				
Care work	To develop policy framework for the care economy	Initiated and led the Middle East and North Africa regional report regarding the care economy in Arab states, with Egypt case study Enhanced policy debate around care economy Increased public recognition of the care economy	Policy is work in progress Public investment in the care economy increased	Tools/methodologies used (policy support tool on the care economy, assessment of fiscal stimulus package from GEWE perspective) Convening of policy discussion Awareness raising to challenge social norms
Decent work	Policy amendments to promote women's access to decent work	Drafting of policy/technical papers working closely with Ministry of Manpower Policy dialogue (with ILO)	Ministerial decree related to women's right to work in any job or profession (decree 43/2021) Ministerial decree related to women's right to work in any facility at any time of the night if desire and take precautions (decree 33/2021) Government joined the Equal Pay International Coalition	Partnership with ILO Methodologies (gender pay gap tool)

Area Reviewed	Intended results	Contributions by UN Women	Policy/legislative change	Critical Success Factors/Challenges
Gender-responsive budgeting	Enhance allocation of national budget to SDGs, particularly SDG 5	Technical assistance to review the budget templates from a gender perspective Strengthened capacities of the Ministry of Finance and four sectoral ministries on GRB	Integration of a gender budget statement in the legislative framework of the Ministry of Finance, and issuance of guidance on GRB	Data on related to gender and macroeconomics accessible by national partners
Georgia				
Decent work	Equal pay for equal work policy	Supported a gender pay gap study Policy dialogue	Mandatory to have labour inspections regarding 'equal pay for equal work'	Use of appropriate methodology (gender pay gap tool) Challenge: Aspiration is 'equal pay for equal value' but Government resistant because of challenges calculating value.

Area Reviewed	Intended results	Contributions by UN Women	Policy/legislative change	Critical Success Factors/Challenges
Decent work	Ratification of ILO Conventions on maternity protection (no.183), workers with family responsibilities (no.156) and domestic workers (no.189)	Conducted regulatory impact assessments Policy dialogue	Work in progress	The potential accession to the EU, and need to comply with conditions, provides opportunities for change. Challenge: Staff resourcing to engage with government exceeded expectations Aspiration is paternity protection too, but taking a pragmatic approach
Sector policy	Gender mainstreaming of the agriculture policy	Participatory gender assessment of Rural Development Agency (institutional gender mainstreaming) Gender impact assessment of national agriculture programme ('Plant the Future') Engaged with government to create a stand-alone programme for women in agriculture	Work in progress	Use of appropriate methodologies (participatory gender audit, gender impact assessment) Challenge: Length of time to negotiate (e.g., standalone women's programme took one year)

Area Reviewed	Intended results	Contributions by UN Women	Policy/legislative change	Critical Success Factors/Challenges
Lebanon				
Gender-responsive procurement	To strengthen the public procurement law	Gender analysis of public procurement law Developed complementary legislations and tools Developed a policy guidance note to policy and decision makers	Work in progress	Law was a requirement from IMF for Lebanese government to receive IMF funding and was fast tracked so the law was already endorsed when UN Women joined the process. Hence UN Women focused upon strengthening of the current law.
Mexico				
Decent work (domestic workers)	Promoting ratification of ILO Convention #189 on domestic workers	Promoted dialogue with national authorities (such as Mexican Social Security Institute) and social actors	ILO Convention #189 ratified (2019)	Civil society played an important role alongside UN Women's advocacy
Care economy	Advocate for development of national care systems	Technical advice for drafting of the Law (General Law on the National Care system) Advocacy to the Legislative regarding international experiences in care legislation and development of national care systems	The Chamber of Deputies approved a bill to amend the Political Constitution to recognize the right of care and the State's responsibility. The Senate's approval is pending.	The pilot programme enabled important data collection around gaps in care and highlighted the need to pay special attention to girls accessing care and educational services and the needs of women caregivers. Proposed initiative National Care System Law (work in progress)

Area Reviewed	Intended results	Contributions by UN Women	Policy/legislative change	Critical Success Factors/Challenges
		<p>Pilot programme for diagnostic and implementation of care systems. A campaign was also carried out to raise awareness on the labor rights of domestic workers</p> <p>UN Women was a key facilitator for multistakeholder dialogues.</p> <p>UN Women is recognized as a leader on care statistics and innovative methodologies for decision making</p> <p>Developed methodology to estimate the costs and returns of investment on care services, and the application in Mexico through three costing studies</p>		<p>A campaign alongside enabled information awareness.</p> <p>The launch of the Global Alliance for Care, convened by UN Women and INMUJERES was a concrete outcome of the Generation Equality Forum.</p>
Nepal				

Area Reviewed	Intended results	Contributions by UN Women	Policy/legislative change	Critical Success Factors/Challenges
Migration	To support the development of a migration policy that is gender responsive	Working on technical support and tools to highlight specific issues, and support ILO and IOM who are working directly with policy makers	Work in progress	<p>Normative work in sensitizing citizens has achieved momentum by increasing the number of trained women about their rights</p> <p>Challenge: Slower than expected due to the current political context and diminished ability to influence macro-economic policies</p>
Nigeria				

Area Reviewed	Intended results	Contributions by UN Women	Policy/legislative change	Critical Success Factors/Challenges
Gender-responsive budgeting	To influence budgeting to be gender responsive	Capacity development and sensitization workshops for staff of the executive and legislative arms of Government	Government (Federal Ministry of Finance, Budget and National Planning) adopted a gender-responsive approach for producing the 2022 Federal budget. There is also a commitment that this is a permanent change.	UN Women engages key stakeholders at community level (community leaders, local government) as well as high level Ministers Challenge: High possibility of policy reversal due to a change in government Inadequate pool of experts with relevant experience in gender-responsive planning and budgeting Insecurity across the country which limits scope of implementation
Tanzania				
Blue economy policy	To engage in the development of the blue economy policy so gender responsive	Conducted baseline study on WEE in fisheries in the Blue Economy Developing a participatory and gender/socially inclusive marine spatial planning process (with Government, UNDP, UNEP and others)	Work in progress	Despite limited resources, ensured that UN Women present from the outset (and then mobilized resources) Challenge: Limited resources

Area Reviewed	Intended results	Contributions by UN Women	Policy/legislative change	Critical Success Factors/Challenges
Securing land tenure rights	Actualization of land tenure rights for women	<p>Equipped District office with furniture, cabinets, equipment to administer</p> <p>Capacity support to local government for land demarcation software and gender mainstreaming</p> <p>Baseline study</p> <p>Community radio to advocate for rights</p>	<p>Issuance of land certificates for women and men (still ongoing)</p> <p>Increased ownership by women as a result</p> <p>Observing better production can be used as collateral.</p>	<p>Land demarcation software (USAID) which improved efficiency</p> <p>Collaboration with local government Community radio campaigns</p> <p>Challenge: One district to date, resources for scaling up.</p>
Gender-responsive procurement	Actualization of procurement law that required to set aside a percentage to women and other special groups	<p>Analysis during programme on increasing entrepreneurship skills and participation in public procurement</p> <p>Awareness raising to members of parliament</p> <p>Finding champions to promote special groups participation</p> <p>Sensitization of local government</p>	Actualization of procurement law is work in progress	<p>Enabling policy environment in place</p> <p>Current political situation (more space for inclusive democracy)</p> <p>Role of partnerships with local government</p> <p>Women capacitated to identify opportunities</p> <p>Challenge: Limited political will 2017-2020</p> <p>Unfavorable economic/fiscal space and environment for mobilizing resources</p>

Area Reviewed	Intended results	Contributions by UN Women	Policy/legislative change	Critical Success Factors/Challenges
Kenya				
Climate smart agriculture	<p>Engendering agriculture policy, including policy on climate smart agriculture</p> <p>Budgeting for gender responsive CSA in local/county government budgets</p>	<p>Capacity building and training of county officials on how to develop and implement gender-responsive CSA and County development plans, including embedding tech officers</p> <p>Advocacy for resource allocation to gender-responsive CSA in county development plans and budgets</p> <p>Technical support for policy change</p> <p>Use of media to advertise GRB, bringing on board Elders and Govt officials</p> <p>Convening multi stakeholder meetings, supporting technical working groups</p> <p>Supported research on engendering fiscal stimulus package in response to COVID-19</p>	<p>Engendering fiscal stimulus packages study informed Agenda items 1 and 6 in the priority agenda for WEE</p> <p>Updated agriculture policy expected to be launched by Dec 2022</p> <p>Guidance on CSA awaiting validation by county government.</p>	<p>Timing capacity building with development timeline of County development plans</p> <p>Capacity building among women groups and setting up community of practice to share learning.</p> <p>Capacity building for technical staff, who will not change with changes in govt to ensure long term learning and knowledge retention</p> <p>Advocating for gender responsive development plans</p> <p>Challenge: Guidance on CSA Likely to be adopted as county government was engaged in development, but elections means personnel are all new.</p> <p>Significant disruption and delays to activities due to the COVID-19 pandemic</p>

Area Reviewed	Intended results	Contributions by UN Women	Policy/legislative change	Critical Success Factors/Challenges
		<p>Conducted studies on gender in agriculture, access to finance</p>		
<p>Gender responsive procurement</p>	<p>Actualization of affirmative procurement policy with 30% reservation for women, youth and persons with disabilities (PWD)</p>	<p>Research: Baseline survey to map needs of women; Study on women in agriculture and finance; Impact assessment on affirmative action funds</p> <p>Training and capacity development for officers, governors</p> <p>Developed handbook for women, youth and PWD entrepreneurs (previously lacked information)</p> <p>Developed pocket guide on Act</p>	<p>Policy is already in place; Official government statistics show an increase in uptake</p> <p>Number and value of contracts awarded by procuring entities have been on the increase after the interventions</p> <p>Government in undertaking a survey to track beneficiaries by vulnerable group</p> <p>Quality of reporting data from counties has improved</p>	<p>UN Women worked with all three identified groups of persons with vulnerabilities</p> <p>Trained women, PWD, youth on how to access the program</p> <p>Advocated for county and national govts to include funding</p> <p>Worked with private sector to provide affirmative funds</p> <p>Challenge: Late payments to entrepreneurs</p> <p>“Women fronted” businesses Less than 30% uptake</p>

Area Reviewed	Intended results	Contributions by UN Women	Policy/legislative change	Critical Success Factors/Challenges
		<p>Supported capacity development and M&E training for officials</p> <p>Technical support to council of governors</p>	<p>Change of registration guidelines to streamline process</p>	<p>Need for improvements in government accountability</p> <p>Need to ensure adequate funding for programme</p>

Annex 11. Summary of Memorandums of Understanding between UN Women and International Financial Institutions

MoU	Signed	Collaboration Framework/Areas of Cooperation
World Bank	2014	<ul style="list-style-type: none"> • Global goal setting and implementation of the SDGs • Financing for gender equality • Knowledge exchange –good practices and lessons learned
Asian Development Bank	March 2022	<ul style="list-style-type: none"> • Strengthening gender data and statistics to track and monitor the SDGS • Promoting gender-responsive governance tools • Supporting women’s entrepreneurship and gender-responsive value chains • Tackling gender-based violence <p>Advancing knowledge, evidence and tools on gender and climate change</p>
African Development Bank	June 2021	<ul style="list-style-type: none"> • Gender Mainstreaming and women economic empowerment including mainstreaming of gender equality and women's empowerment principles in policy formulation, programing and operations management. • Technical support and gender expertise to African Member States though joint outreach/advocacy and assessment activities • Alignment and joint delivery of women economic empowerment activities
European Bank for Reconstruction and Development	February 2021	<ul style="list-style-type: none"> • Participation in the Gender Equality Forum, including in the preparation of the Action Coalitions • Support for efforts to increase the quality and availability of sex disaggregated data and gender statistics across sectors • Promotion of gender-responsive COVID-19 response measures, including through the UNDP/UN Women Policy Response Tracker • Identification of gender policy reform priorities in key countries and thematic areas • Coordination of efforts in areas of common interest, inclusive of gender equality and green economy in addition to skills development, inclusive procurement, women’s entrepreneurship, access to employment, digital transformation and access to justice and accession to legal profession

Source: Compiled by the evaluation team.

Annex 12: Documents Consulted

UN Women Corporate Documents, Data, & Reporting

Annual Workplans

- 2018 Annual Work Plan – Economic Empowerment Section
- 2019 Annual Work Plan – Economic Empowerment Section
- 2020 Annual Work Plan – Economic Empowerment Section
- 2021 Annual Work Plan – Economic Empowerment Section
- 2022 Meta Analysis of UN Women Work Plans – SPREAD

Strategic Documents

- UN Women’s Strategic Plan 2018-2021
- UN Women’s Strategic Plan 2022-2025
- UN Women’s Integrated Resource and Results Framework (2018-2021)
- UN Women’s Integrated Resource and Results Framework (2022-2025)
- UN Women’s Strategic Plan Data Compendium (2018-2021)
- Signature Interventions 1-page Summaries
- Signature Interventions Overview (May 2022)
- Signature Interventions: Update & Next Steps (as of August 2022)
- Theories of Change of Strategic Plan Outputs (2018-2021)
- Development Results Theory of Change (2018-2021)
- WEE Theory of Change and Action (as of October 2021)

Annual Reports

- UN Women Annual Report 2018–2019
- UN Women Annual Report 2019–2020
- UN Women Annual Report 2020–2021

Monitoring and Reporting Databases

- UN Women ATLAS Human Resources data (as of Dec 2021)
- UN Women RMS Executive Dashboard Annual Reporting on WEE (2018-2021)
- UN Women list of donor agreements under WEE Impact Area (DAMS; 2018-2021)

UN Women Publications and Evaluations

Headquarters

- UN Women (2014). An Empowered Future: Corporate Evaluation of UN Women’s Contribution to Women’s Economic Empowerment.
- Evidence Gap Mapping (EGM) Outcome 3. Economic Empowerment document (2019, 2020)
- UN Women (2022). Shaping the law for women and girls: Experiences and lessons from UN Women’s interventions: 2015-2020.

Regional Offices

- Americas and the Caribbean Regional Office (2020). Regional Evaluation of Women’s Economic Empowerment.

- Americas and the Caribbean Regional Office (2021). El Programa Mujeres, Economía Local y Territorios—Evaluation of MELyT Programme.

Country Offices

- Cambodia. Country Portfolio Evaluation – Synthesis Report
- Cameroon. Country Portfolio Evaluation (2018-2020)
- Central African Republic (2021). Femmes, Arbres de Paix: Pionnières de la gouvernance locale inclusive en République Centrafricaines.
- China (2021). Final Evaluation Report: Women's Access to Equal Employment and Leadership in China Programme.
- China (2021). Project Evaluation: Strengthening Qinghai women farmer's income security and resilience in a changing climate (QWFIS; Qinghai, Chanel funded).
- Ethiopia. Country Portfolio Evaluation (2017-2020)
- Ethiopia (2019). Evaluation of Joint Program on Rural Women Economic Empowerment.
- Ethiopia (2021). Final Evaluation Transformative Financing for Gender Equality and Women's Empowerment in Ethiopia Programme.
- Georgia (2021). Final Evaluation of the Programme Joint Action for Women's Economic Empowerment.
- Georgia (2021). Final Evaluation of Women's Economic Empowerment in the South Caucasus Project (2021)
- Haiti. Country Portfolio Evaluation – Strategic Note (2018-2021)
- Malawi (2019). Mid-term Evaluation for the Women's Empowerment Programme.
- Malawi (2021). End of Project Evaluation for the Women's Empowerment Programme.
- Morocco (2019). Evaluation of the Project "Support for the economic empowerment of women through the promotion of the agro-ecological value chain for better resilience to climate change."
- Mozambique (2019). Final Evaluation of WEE Project in Gaza.
- Nepal. Developmental Evaluation UN Women Nepal Country Office
- Nepal (2019). UN Women's Contribution to Women's Economic Empowerment.
- Pakistan. Country Portfolio Evaluation and Audit – Synthesis Report.
- Pakistan (2020). Economic Empowerment of Women Home-Based Workers and Excluded Groups in Pakistan.
- Viet Nam. Country Portfolio Evaluation and Audit – Synthesis Report.

Knowledge Products

See the link below for a list of knowledge products identified during the Inception Phase of this evaluation:

<https://unwomen.sharepoint.com/:x:/t/WEECorporateEval2022/EUMP1v77ludEnGHUrx6LSkkBm0WDXT1JY4c0wrs2XYbGTQ?e=VLhH6k>

External Documents

- Buvinic, M., O'Donnell, M., Knowles, J.C., and Bourgault, S. (2020). Measuring Women's Economic Empowerment: A Compendium of Selected Tools, Center for Global Development.
- Christopherson, K., Yiadom, A., Johnson, J., Fernando, F., Yazid, H. and Thiemann, C. (2022). Tackling Legal Impediments to Women's Economic Empowerment, International Monetary Fund (Working Paper).

- International Center for Research on Women (2022). WeProsper: Advocacy Strategy and Theory of Change.
- WeProsper: Global Coalition for Women's Economic Empowerment (2022)
- World Bank (2022). Women, Business and the Law. Washington, DC.

Annex 13: Internal Reference Group Members

Internal Reference Group		
Name	Title/Unit	Email
Headquarters		
Jemimah Njuki	Chief, Economic Empowerment Section (EE)	jemimah.njuki@unwomen.org
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Yllka Gerdovci	Regional Policy Advisor, ASRO	yllka.gerdovci@unwomen.org
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Janneke Kukler	Deputy Regional Director, ASRO	janneke.kukler@unwomen.org

Annex 14: External Reference Group Members

External Reference Group		
Name	Title/Organization	Email
Ben Lewis	Human Rights Officer for Migration and Human Rights, OHCHR	blewis@ohchr.org
Caren Grown	Feminist Economist, Brookings Institute (previously World Bank)	cgrown@worldbankgroup.org
Marc Kofi Kouakou	Principal Statistician, African Development Bank	m.koffi@afdb.org
Ruth Graham Goulder	Gender and Social Protection Lead, UNICEF	rugraham@unicef.org
Veronika Wodsak	Social Protection Officer, ILO	wodsak@ilo.org

Annex 15: Stakeholder engagement

Group	Remarks	Interviews and Focus Groups	Survey Respondents
UN Women Headquarters	Chiefs, Directors, Policy Advisors/Analysts/Specialists, Programme Mangers/Specialists	19	14
UN Women Regional Offices	Regional Policy and Programme Specialists, Regional Directors, Regional Policy Advisor	6	12
UN Women Country Offices (including Multi-Country Offices, Programme Presence, Liaison Office, Non-Resident Agency among survey respondents)	Country Representatives, Deputy Country Representatives, Programme Analysts/Associates/Officers/Specialists	24	64
UN System	UN Global Compact Network, UNICEF, OHCHR, ILO	6	3
Academia/Think Tanks	University of Nairobi, Kenyatta University	2	5
Beneficiary Representatives	County level, Kenya	3	1
Donors	KOIKA Office, Swiss Cooperation Office for the South Caucasus	2	1
International Financial Institutions	African Development Bank, World Bank	2	0
National/Sub-national Governments	Mix of country-level partners	9	6
Civil Society Organizations and Non-governmental Organizations	Mix of global- and country-level partners	9	21
Private Sector	TBC Bank	1	0
Other		0	1
Total stakeholders		83	128

List of stakeholders consulted	
Title	Organization
Acting Regional Director, RO Asia and the Pacific	UN Women
Analyst, Monitoring & Reporting, CO Georgia	UN Women

Chief, Economic Empowerment Section	UN Women
Chief, Research & Data	UN Women
Country Representative, Kenya	UN Women
Deputy Country Representative, CO Egypt	UN Women
Director, PPID	UN Women
Gender Data Specialist, CO Georgia	UN Women
International UN Volunteer, CO Tanzania	UN Women
M&E Specialist, CO Kenya	UN Women
National Economist, CO Nigeria	UN Women
National Programme Officer, CO Georgia	UN Women
Policy Advisor, Intergovernmental Support Division	UN Women
Policy Advisor, Intergovernmental Support Division	UN Women
Policy Advisor, Research and Data	UN Women
Policy Advisor, GRB, Leadership and Governance	UN Women
Policy Advisor & Policy Specialist, WEE, RO East and Southern Africa	UN Women
Policy Advisor, Macroeconomics	UN Women
Policy Advisor, Sustainable Development	UN Women
Policy Analyst, Economic Empowerment	UN Women
Policy Analyst, Migration and Sustainability	UN Women
Policy Specialist, Leadership and Governance	UN Women
Policy Specialist, Sustainable Development	UN Women
Policy Specialist, Sustainable Development	UN Women
Policy Specialist, Economic Empowerment	UN Women
Programme Analyst, WEE, CO Tanzania	UN Women
Programme Analyst, WEE, CO Tanzania	UN Women
Programme Analyst, WEE, CO Georgia	UN Women
Programme Analyst, WEE, CO Kenya	UN Women
Programme Associate, WEE, CO Kenya	UN Women
Advocacy and Knowledge Management Specialist, Economic Empowerment	UN Women
Programme Manager, WEE, CO Lebanon	UN Women
Programme Officer (Eco Empower), CO Nepal	UN Women
Programme Specialist, CO Tanzania	UN Women
Programme Specialist, DRR	UN Women
Programme Specialist, WEE, CO Tanzania	UN Women
Programme Specialist, WEE, CO Georgia	UN Women
Project Analyst, WEE, CO Kenya	UN Women
Project Coordinator, CO Lebanon	UN Women
Project Officer, CO Lebanon	UN Women
Regional Director, RO Arab States	UN Women
Regional Evaluation Specialist, RO Arab States	UN Women

Regional Policy Advisor & Policy Specialist, WEE, RO, Americas and the Caribbean	UN Women
Regional Policy Advisor, WEE, RO, West and Central Africa	UN Women
Regional Policy and Programme Specialist, WEE, RO Arab States	UN Women
Specialist, Coordination, CO Mexico	UN Women
Economic Specialist, Economic Empowerment	UN Women
Specialist, Research & Data	UN Women
UN Women Special Representative, CO Ethiopia	UN Women
Principal Statistician	African Development Bank
Economist	AGPO secretariat, National Treasury, Government of Kenya
Senior Planning Officer	Agriculture Finance Corporation, Kenya
Chief Programs Manager	Anglican Development Services Eastern, Kenya
Gender Officer	Council of Governors, Government of Kenya
Executive Director	Echo Network
Head of Programmes	Echo Network
Head of Operations	Food For ALL International (FFAI)
Operations and Administration Manager	Hand in Hand Eastern Africa
Coalition Lead	ICRW/WE Prosper
Economic Hub Leader	ICRW/WE Prosper
Senior Policy Advisor	ICRW/WE Prosper
Policy Specialist, Social protection	ILO
Gender Statistics Advisor	Kenya National Bureau of Statistics
Gender Officer	Kenya National Bureau of Statistics
Statistician	Kenya National Bureau of Statistics
Beneficiary Representative	Kitui County, Kenya
Beneficiary Representative	Kitui County, Kenya
Country Director	KOIKA Office, Kenya
Beneficiary Representative	Laipikia County, Kenya
Gender Officer	Ministry of Agriculture, Government of Kenya
State Attorney/Gender Focal Person	Ministry of Blue Economy and Fisheries, Government of Tanzania
Officer, Human Rights and Migration	OHCHR

Deputy Director State Department of Gender	State Department of Gender, Government of Kenya
Head of Programme in Georgia, Governance, Environment, Climate Change Portfolio, Swiss Cooperation Office for the South Caucasus	Swiss Cooperation Office for the South Caucasus
Head of Taso Foundation	Taso Foundation, Georgia
Coordinator, ESG TBC Bank	TBC Bank, Georgia
Network Program Manager	UN Global Compact Network Kenya
Lead, Sex and social protection	UNICEF
Social Policy and social Assistance Specialist	UNICEF
Social Protection Policy Specialist	UNICEF
Lecturer	University of Nairobi
Project Director	Village Enterprise Kenya
Senior fellow, Center for Sustainable Development (Formerly Global Director, Sex at WB)	World Bank