

CPE-DRC 2020-2024 ANNEXES

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ANNEX. 1 RESULT FRAMEWORK OF SN 2020-2024

Impact Area 1: Governance and Women Political Participation	
<p>Outcome 1.1: By 2024, public institutions, the media and civil society, at both central and decentralized levels, effectively exercise their roles for a peaceful, effective, and inclusive democratic governance that is conducive to citizen participation and the strengthening of the rule of law. (UNSDCF OUTCOME 1.3)</p>	<p>Output SN 1.1.1: Improved frameworks to promote gender balance in politics.</p>
	<p>Output SN 1.1.2: Women leaders, including aspirants and elected women, have increased technical capacity to engage in leadership contests, apply leadership skills, and mentor young women as part of a critical mass of women leader's networks.</p>
	<p>Output SN 1.1.3: Diverse networks of support for women leaders created and sustained.</p>
	<p>Output SN 1.1.4: Communities, women's rights institutions including CSOs, youth, men and media are sensitized on the promotion and merits of the participation of women and girls in decision making processes, planning, monitoring and budgeting at the national and local levels through advocacy and social mobilization.</p>
<p>Outcome 1.2: By 2024, people living in the DRC, more specifically the most vulnerable (women, children, refugees, and displaced people) will enjoy their human rights, in particular equitable access to justice (including juvenile justice), legal identity and protection, through strengthening judicial and security systems, the monitoring capacities of civil society organizations on human rights and institutional accountability (UNSDCF OUTCOME 1.3)</p>	<p>Output SN 1.2.1: The capacities of women, young girls and key actors for access to justice and civil status services (SCO, Ministry of Justice, civil status, etc.) is strengthened.</p>
	<p>Output SN 1.2.2: Capacities of the national statistic system, local authorities, and key development stakeholders are reinforced for the production, collection, dissemination and use of robust gender disaggregated data and statistics for strategic planning, monitoring, and budgeting (INS, government, universities, CENI, public services, ...).</p>
	<p>Output SN 1.2.3: Increased awareness of women's rights among women, CSOs, institutions and communities at sub-national and national levels for gender sensitive legislation and justice policies (CENI, Parliament, government, CSOs, political parties...).</p>
Impact Area 2: Women's Economic Empowerment	
<p>Outcome 2.1: By 2024, Congolese people are enjoying sustainable</p>	<p>Output SN 2.1.1: Local mechanisms developed to improve social, economic, technological capacities for empowering women access to markets and</p>

inclusive economic growth driven by agricultural transformation, economic diversification open to innovation and the promotion of young women's entrepreneurship (UNSDCF 2.1)	financial services. Output SN 2.1.2.: Rural and farmers women, including young women, have an increased access to land and others productive assets, through technical facilities, digital literacy and financial services, to improve their production and access to markets (c.f. AGRIFED).
Outcome 2.2: General business climate for SMEs is improved and favourable to women's economic empowerment (UNSDCF 2.1)	Output SN 2.2.1.: The legal framework of the business climate in the DRC is effectively implemented in line with international standards on gender equality; Output SN 2.2.2.: Social norms, attitudes, and behaviors regarding gender change at the community and individual levels to promote women's economic and social rights and improve the business climate for women entrepreneurs.
Impact Area 3: Peace, security and humanitarian action, including EVAW	
Outcome 3.1. Populations, especially the most vulnerable, enjoy equitable, quality and sustainable access to basic social services, including HIV/AIDS (UNSDCF 3.1)	Output SN 3.1.1: By 2024, populations, especially the most vulnerable, including children, adolescents, and mothers, have equitable, quality, and sustainable access to health, nutrition, and water, sanitation, and hygiene services (UNSDCF output 3.1.1). Output SN 3.1.2: By 2024, target populations, particularly people living with HIV, children, adolescents, and key populations have access to HIV prevention, testing and treatment services and protection from gender-based violence (UNSDCF output 3.1.3)
Outcome 3.2: By 2024, the prevalence of violence and armed conflict is reduced, and the security of people and property is improved, especially for vulnerable people, including refugees/displaced persons, women and young people (UNSDCF 1.1.),	Output SN 3.2.1.: Political dialogue at national, provincial, and local levels, as well as alternative conflict resolution mechanisms are promoted and contribute to reconciliation, social cohesion, and a culture of peace (UNSDCF output 1.1.3).
Outcome 3.3: By 2024, humanitarian organizations and government humanitarian organizations are providing a coordinated, rapid and effective humanitarian response to those affected by crises in accordance with humanitarian standards and principles to reduce the excess mortality and over-morbidity of those affected. (UNSDCF 3.2).	Output SN3.3.1: Populations and communities affected by emergencies, especially the most vulnerable, receive effective and timely humanitarian assistance (UNSDC output 3.2.1). Output SN 3.3.2: Humanitarian organizations and government structures (central, provincial, and local levels) are equipped with the capacity to better prepare, coordinate, and respond to emergencies (UNSDC output 3.2.2).

The Results Framework primarily centres on contributing to the six outcomes outlined in the UNSDCF 2020–2024, with a particular focus on coordinating the cross-cutting component related to gender equality and women's empowerment. While this emphasis on UNSDCF outcomes facilitates inter-agency collaboration by establishing a shared programme vision, there is a tension between UN Women's targeted gender equality mandate and the broader, less specific outcomes of the UNSDCF (UN Sustainable Development Cooperation Framework). UN Women's Impact Area 1 on Women's Political Participation maintains a clear, gender-specific focus by aiming to ensure women fully and equally participate in leadership and benefit from gender-responsive governance, which aligns directly with its core mandate. In contrast, UNSDCF Outcome 1.3 pursues the more general goal of having public institutions, media, and civil society effectively exercise their roles for inclusive democratic governance. While commendable, this expansive scope encompasses numerous actors and objectives, making it difficult to clearly attribute progress to UN Women's interventions.

This alignment to UNSDCF outcomes is not reflected in the Country Office's Result Framework in RMS where six outcomes are outlined as follows:

Impact Areas
Impact 1 SP Outcome 2 : Women lead, participate in and benefit equally from governance systems
Impact 2 SP Outcome 3 : Women have income security, decent work and economic autonomy
Impact 3 SP Outcome 4 : All women and girls live a life free from all forms of violence
Impact 4 SP Outcome 5 : Women and girls contribute and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action.

Impact 6 SP Outcome 1 : A comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened and implemented

Similarly, UNSDCF Outcome 1.1 addresses violence reduction and security improvements for vulnerable groups, covering wide-ranging issues like refugee protection and youth empowerment. Although relevant, these broad outcomes risk diluting gender-specific accountability and may constrain UN Women's ability to highlight its unique contributions to advancing gender equality. The broad scope of UNSDCF outcomes could overshadow UN Women's specialized mandate, potentially leading to perceptions that its role is secondary within the larger UN framework. This also complicates resource allocation, monitoring, and reporting, as the Country Office may struggle to align its gender-focused activities with such wide-ranging objectives while maintaining a sharp emphasis on women's empowerment. The same challenge applies to other UNSDCF-centered outcomes adopted by the Country Office, suggesting that a more targeted approach would better serve UN Women's ability to demonstrate and advocate for its distinct impact on gender equality. Without sharper outcome alignment, UN Women risks having its expertise and achievements obscured within the UN's broader, less gender-specific programming.

SN organizational efficiency and effectiveness framework (2020-2024)

Organizational results	Expected products
SP OEE Output 1 Assuring an accountable organization through principled performance	Output 1.4 UN Women DR CONGO operates as an accountable agency with effective results promotes accountability, efficiency and transparency in financial and risk management
SP OEE Output 2 Advancing partnerships & resourcing; Effectively influencing for impact & scale	Output 2.4 UN Women DR Congo effectively leverages partnerships, communication and advocacy to advance GEWE, LNOB and SDG agendas Output 2.5 UN Women DR Congo is recognized as a gender knowledge hub through innovative knowledge products, services and processes to deliver its normative, programmatic and coordination mandate in DR Congo
SP OEE Output 3 Advancing business transformation	Output 3.5: UN Women DR Congo develops practices to transform its business system for relevant impact through innovation initiatives
SP OEE Output 4 Nurturing an empowered workforce and advancing an inclusive UN-Women culture	Output 4.5 UN women DR Congo has an empowered workforce to operate in an inclusive UN-Women culture through well-being, interdependence and women leadership, participation and collaboration
SP OEE Output 5 Effective normative, programmatic and coordination products, services and processes	Output 5.1 UN Women DR Congo is recognized as a gender knowledge hub through innovative knowledge products, services and processes to deliver its normative, programmatic and coordination mandate in DR Congo

Source: Strategic Note 2020-2024

ANNEX. 2 Theory of change

The evaluation team proceeded to reconstruct the theory of change in graphic form (see **below**) to better analyze the causal mechanisms underlying the outcomes and results of the Strategic Note, both desired and undesired.

The achievement of the 16 outputs and 8 outcomes contained in the theory of change is implied by the following 4 hypotheses:

- **WHETHER** women participate fully and equally in leadership and decision-making and whether women and girls benefit from gender-responsive governance.
- **IF** women, particularly the poorest and most excluded, have access to economic opportunities/resources/services and are economically empowered and benefit from development.
- **IF** the environment is favorable to women's rights so that women live a life free from all forms of violence.
- **IF** peace, security, humanitarian action and the response to COVID-19 are shaped by women's leadership and participation, **THEN** the country will be better able to respond to the needs of women and girls.


THEN, the country will be more inclusive and peaceful to ensure sustainable development, which represents the overall objective of the country office's theory of change. This overall objective is underpinned by ultimate results

and intermediate results (also called “outputs”) of the portfolio, which are detailed in the following section.



The evaluation team was thus able to identify the main elements underlying the intervention logic of the Strategic Note. This includes 7 outputs and 3 outcomes related to governance and women's political participation (impact area 1); 3 outputs and 2 outcomes in the area of women's economic empowerment (impact area 2); 2 output and 1 outcome on eradicating violence against women (impact area 3); and 4 outputs and 2 outcomes for peace, security and humanitarian action. On the other hand, the note highlights the degree of integration and coherence between the expected outcomes and outputs with those of the UNSDCF. Indeed, the expected outcomes of the SN correspond to the outcomes contained in the UNSDCF, as follows:

Outcome label	Outcome statement
Outcome 1.1 of the SN and outcome 1.3 of the UNSDCF	By 2024, public institutions, the media and civil society, both at central and decentralized levels, effectively exercise their role in favor of peaceful, effective and democratic governance, inclusive, conducive to citizen participation and strengthening the rule of law.
SN Outcome 1.2 and UNSDCF Outcome 1.1	By 2024, the prevalence of violence and conflict is reduced and the security of people and property is improved, particularly for vulnerable people, including refugees, displaced people and young people.
Outcome 2.1 of the SN and outcome 2.3 of the UNSDC	By 2024, populations benefit from responsible and sustainable management of natural resources (forestry, mining and land), by the State, decentralized entities, communities and the private sector in a context of climate change and preservation of biodiversity.
Outcome 2.2 of the SN and outcome 2.1 of the UNSDCF	By 2024, the Congolese benefit from sustainable and inclusive economic growth driven by agricultural transformation, economic diversification open to innovation and the promotion of youth entrepreneurship and women.
Outcome 3.1 of the SN and outcome 3.1 of the UNSDCF	Populations, particularly the most vulnerable, benefit from equitable, quality and sustainable access to basic social services, including with regard to HIV/AIDS.
Outcome 4.1 of the SN and outcome 3.2 of the UNSDCF	By 2024, humanitarian organizations and government humanitarian organizations provide a coordinated, rapid and effective humanitarian response to people affected by crises, in accordance with humanitarian standards and principles, in order to reduce excess mortality and the excess morbidity of those affected.
Outcome 4.2 and UNSDCF outcome 1.1	By 2024, the prevalence of violence and armed conflict is reduced and the security of people and property is improved, particularly for vulnerable people, including refugees/displaced persons, women and young people.
Outcome 1.3 of the SN	By 2024, the United Nations system in DRC contributes coherently and systematically to progress in gender equality and women empowerment

Outcome 1.3 of the SN stands out as it serves the general objective of the UNSDCF to contribute effectively to the achievement of the SDGs in a concerted manner within the United Nations, including through their actions in favor of women empowerment.

 Key Assumptions	<ul style="list-style-type: none"> ✔ women participate fully and equally in leadership and decision-making and whether women and girls benefit from gender-responsive governance. ✔ women, particularly the poorest and most excluded, have access to economic opportunities/resources/services and are economically empowered and benefit from development. ✔ the environment is favorable to women's rights so that women live a life free from all forms of violence. ✔ peace, security, humanitarian action and the response to COVID-19 are shaped by women's leadership and participation, THEN the country will be better able to respond to the needs of women and girls.
Inputs across all pathways	Technical and operational Coordination, Standards work, expertise, human and financial resource, Advocacy, knowledge management and communication

	UNSDCF alignment	Outputs	Outcomes	Indicators
■ Pathway 1: Women's governance and political participation	UNSDCF Outcome 1.3 public institutions, media and civil society, at both central and decentralized levels, will effectively exercise their roles for an inclusive democratic governance that is conducive to women's participation and the strengthening of the rule of law	1.1.1 Participation in decision making; 1.1.2 strengthened capacity of women organization, 1.1.3 Elections and gender sensitive legal frameworks; 1.2.1 State authority restored; 1.2.2 Dialogue and conflict resolution mechanisms; 1.3.1 Gender mainstreamed in UNSDCF; 1.3.2 Government gender coordination mechanisms supported	1.1 Public institutions, media and civil society contribute to good governance; 1.2 The prevalence of violence and conflicts is reduced and safety of people and property is improved; 1.3 The UN in the DRC contributes to progress in gender equality and the social empowerment of women and girls	Proportion of seats held by women in (a) national parliaments and (b) local governments Number of legal and policy frameworks that promote gender balance in decision making institutions and processes (CO) Number of national and/or local (multi) sectoral strategies, policies and/or action plans that are adopted with a focus on gender equality (CO) Number of normative, policy, peace and humanitarian processes influenced by civil society organizations (CO, RO, HQ)
■ Pathway 2: Women economic empowerment	UNSDCF Outcome 2.3 By 2024, the populations benefit from responsible and sustainable management of natural resources (forestry, mining and land), by the state, decentralized entities, communities, and the private sector in a context of climate change and biodiversity preservation	2.1.1 Enhanced resilience & adaptability to climate; 2.2.1 Strengthened sectoral capacity for policy making; 2.2.2 Agricultural value chains are developed;	2.1 The population benefits from responsible and sustainable management; 2.2 The population benefits from sustainable, inclusive economic growth	Does DRC incorporate gender equality targets within national investment and financing frameworks (Yes = 1, No = 0)? <u>Number of people whose livelihoods were disrupted or destroyed, attributed to disasters, by sex (Not for unit reporting)</u> <u>Number of micro, small and medium enterprises using supplier development platforms for inclusive and sustainable value chains</u> <u>Number of gender-sensitive sectoral policies developed or updated (land, digital,</u>

	UNSDCF alignment	Outputs	Outcomes	Indicators
				<u>transition to formality, agriculture, employment and training, financial inclusion, housing, climate-resilient infrastructure, employment, labor, industrial...</u> <u>Proportion of informal employment in total employment, by sector and sex (Desk Review)</u> <u>Extent of bias in gender equality attitudes and/or gender social norms among individuals (discontinued for future planning)</u>
 Pathway 3: Eliminating Violence against women	UNSDCF 3.1: Populations, especially the most vulnerable, enjoy equitable, quality and sustainable access to basic social services, including HIV/AIDS	3.1.1 Access to health, nutrition, water and hygiene 3.1.2 Access to HIV prevention, care testing and GBV protection;	3.1 the population has access to basic social services, including for HIV/AIDS	<u>Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual, or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age (Desk Review)</u> <u>Number of institutions putting in places policies and practices to address gender-based discrimination and/or combat gender stereotypes (CO)</u> <u>Does DRC have a comprehensive and coordinated VAW prevention strategy at national and/or sub-national government levels (CO) (Yes = 1, No = 0)?</u>
 Pathway 4: Peace security and humanitarian action	UNSDCF Outcome 4.1: By 2024, humanitarian organizations and government humanitarian	4.1.1 People in emergency situations receive fast, effective humanitarian aid; 4.1.2 Strengthening the	4.1 Humanitarian and governmental organizations provide a coordinated, rapid and effective humanitarian	<u>Percentage of women mediators, negotiators, and signatories in major peace processes (Desk</u>

	UNSDCF alignment	Outputs	Outcomes	Indicators
	organizations are providing a coordinated, rapid and effective humanitarian response to those affected by crises in accordance with humanitarian standards and principles to reduce the excess mortality and over-morbidity of those affected.	capacity of humanitarian and governmental organizations ; 4.2.1 Political dialogue and alternative conflict resolution mechanisms are encouraged; 4.2.2 Citizens and properties are protected by state security forces, with due respect of human rights	response 4.2 The prevalence of violence and armed conflict is reduced and the security of people and property is improved	<p><u>Review)</u></p> <p><u>Does DRC have an increase in the number of women who access services after experiencing violence or discrimination (CO) (Yes = 1, No = 0)?</u></p> <p><u>Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence (Desk Review)</u></p> <p><u>Does DRC have a multi-sectoral systems, strategies or programs are implemented to advance women's equal access to and use of services, goods and/resources, including social protection (CO) (Yes = 1, No = 0)?</u></p>

ANNEX. 3 Non-core funding sources (2020-2024)

	2020	2021	2022	2023	2024	Total (USD)	%
Donor	Total Resources (\$)	Total Resources (\$)	Total Resources (\$)	Total Resources (\$)	Total Resources (\$)	Total Resources (\$)	
UN	5,995,319	0	0	0	1,000,000	6,995,319	16
Peacebuilding Fund	0	1,066,156	574,007	956,500	545,185	3,141,848	8
Multi-Donor Trust Fund Office	0	0	0	0	2,365,810	2,365,810	6
MPTF	0	371,481	96,936	70,000	0	538,417	1
Womens Peace & Humanitarian TF	1,977,321	336,864	200,134	277,125	0	2,791,444	7
FEM-US NATIONAL COMMITTEE	170,000	197,447	0	0	0	367,447	1
GOVERNMENT OF SWEDEN	561,986	934,753	1,472,861	1,707,094	1,213,603	5,890,297	15
GOVERNMENT OF DRC	300,000	2,933,013	4,774,942	2,674,250	0	10,682,205	28
GOVERNMENT OF NORWAY	0	0	0	0	564,144	564,144	1
GOVERNMENT OF ITALY	276,198	93,043	0	0	0	369,241	1
GOVERNMENT OF GERMANY	0	0	175,000	225,768	80,562	481,330	1
GOVERNMENT OF CANADA	0	0	680,057	799,993	246,215	1,726,265	5
GOVERNMENT OF JAPAN	0	0	0	667,826	159,816	827,642	2
MINISTRY OF FOREIGN AFFAIRS	0	0	555,400	665,269	0	1,220,669	3
EUROPEAN UNION	0	0	0	443,244	732,684	1,175,928	3
PRIVATE SECTOR	0	0	85,000	0	0	85,000	0
Total DR + OEE	9,280,824.00	5,932,757.00	8,614,337.00	8,487,069.00	5,918,019.00	38,233,006	

Source : RMS (2024)

ANNEX. 4 STAKEHOLDER MAPPING

Field of work	Category of stakeholders	Partners	Main contribution to UN Women's work streams
Program (operational mandate)	Responsible parties	UN Women	Manages and coordinates all implementation activities of the Strategic Note; provides technical support to implementing partners through quality assurance, monitoring and evaluation, and reporting.
	Joint programs	International Organization for Migration (IOM), United Nations Development Program (UNDP), Peacebuilding Fund (PBF), Office of the High Commissioner for Human Rights (OHCHR), MONUSCO	Coordination and implementation of joint programs
	Government and public institutions	<p>Presidency: Special Advisor to the President</p> <p>Ministries: Ministry of Humanitarian Affairs, Ministry of Social Affairs, Ministry of Agriculture, Ministry of Entrepreneurship and Small and Medium Enterprises, Ministry of Gender, Family and Children, Ministry of the Interior, Ministry of Justice, Ministry of Planning</p> <p>Public institutions : Independent National Electoral Commission (CENI)</p>	<p>Provides guidance on policy and legal frameworks. Supports and collaborates with the national office and implementing partners for effective implementation of the Strategic Note portfolio in relevant ministries and sectors.</p> <p>Participates in capacity building interventions; Strengthens institutional and individual capacities in the field of GEWE</p>
	NGOs and civil society organizations	National Network of Rural Women's Associations of the Democratic Republic of Congo (RENAFER), Dynamics of Women Candidates, Network of Provincial and Elected Women (REFEPL), University Network of Gender Researchers, Incubator of Governance and Women's Leadership (IGLF), Chair of Social Dynamics (CDS), Permanent Framework for Consultation of Congolese Women (CAFCO), National Democratic Institute (NDI), International Foundation for Electoral Systems (IFES)	<p>Implementation partners:</p> <p>Project development, activity planning and development of monitoring and evaluation indicators.</p> <p>Project communication and knowledge management</p>
Coordination within the United Nations system	United Nations Country Team (UNCT)	UN Women, Office of the United Nations System Resident Coordinator (BCR), International Labor Office (ILO), United Nations Joint Human Rights Office (BCNDUH), Food and Agriculture Organization of the United Nations agriculture	Strategic partners for the implementation of the UNSDCF, joint programs and other initiatives

		(FAO), United Nations International Fund for Agricultural Development (IFAD), United Nations Population Fund (UNFPA), Office of the United Nations High Commissioner for Refugees (UNHCR), United Nations Office for the Coordination of Humanitarian Affairs (OCHA), World Health Organization (WHO), IOM, Joint United Nations Program on HIV/AIDS (UNAIDS), World Food Program (WFP), United Nations Industrial Development Organization (UNIDO), United Nations Mine Action Service (UNMAS), United Nations Office for Project Services (UNOPS), United Nations Educational, Scientific and Cultural Organization (UNESCO), United Nations Fund for Children (UNICEF), United Nations Capital Development Fund (UNCDF), United Nations Human Settlements Program (UN-HABITAT)	
	Gender Thematic Groups, eg One+One, One UN Gender Team, HIV Health Sector Group, Nutrition, H6 Group	UNFPA, World Bank, WHO, UNICEF, UNAIDS	Provides technical support and strategic advice to UN agency country offices to strengthen gender mainstreaming efforts
Normative mandate	Government	Ministries and public institutions listed above (see operational mandate)	Designs the legal frameworks, public policies, programs and services necessary to ensure effective application of international standards and ensure that women and girls can benefit from them
OEEF	UN Women staff	Country office, Regional office, Headquarters	Implements the strategic note, develops effective partnerships
Resource mobilization	Bilateral donors and multilateral	African Development Bank, World Bank, Belgium, Canada, Japan, Sweden, European Union	Strategic partners for resource mobilization. financing of projects and programs
	Private sector	Alibaba Foundation; Orange Foundation; Federation of Congolese Businesses (FEC)	Strategic partners for resource mobilization. financing of projects and programs
	United Nations	PBF	Strategic partners for resource mobilization. financing of projects and programs
Rights holders	Direct beneficiaries	Women's cooperatives and networks, youth networks, associations of traditional and religious leaders	Participates, as direct beneficiaries, in implementation activities of country office programs and projects

Bondholders	Government	Ministries and public institutions listed above (see operational mandate)	Designs the legal frameworks, public policies, programs and services necessary to ensure effective application of international standards and ensure that women and girls can benefit from them
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ANNEX. 5 Evaluability assessment

Design of the note and logical framework/theory of change	The logical framework, analyzed based on the reconstruction of the theory of change (see section 4.1), presents in a clear and coherent manner the logical articulations between the activities, products and expected outcomes according to the four main areas of impact. The logical framework is relevant to the DRC context given the challenges related to women's political participation and economic empowerment, gender-based violence and humanitarian action facing the country. The activities, results and expected outcomes are specific, measurable, achievable and attributable to the DRC office team and realistic. The logical framework itself does not include time parameters but the time objective for the end of 2024 is implicit given the period covered by the note (2020-2024). The impact of fully achieving gender equality and women empowerment in the DRC is also implicit.
	<p>The Strategic Note results framework aligns UN Women's Global Strategic Plan 2018-2021 with the DRC context and UNSDCF outcomes, providing a comprehensive results chain based on a theory of change. It includes clear reference and target values, means of verification, and annual resource allocations for each impact area. The framework is rated as high-quality and comprehensive.</p> <p>The Organizational Effectiveness and Efficiency Framework (OEEF) outlines five outcomes and six products, supporting accountability, partnerships, communication, advocacy, and UN Women's role as a gender knowledge hub. A specific output (4.1) focuses on empowering DRC staff, enhancing the organization's internal and external effectiveness. However, outputs 2.2 and 5.1 overlap, and the link between output 5.1 and OEEF 5 on effective products and processes lacks clear causality.</p>
Availability of information and tracking data	A OneDrive folder was created to make documents available to the evaluation team (strategic plans and notes, knowledge products, programmatic documents, annual, mid-term and evaluation reports, monitoring data, etc.) However, this OneDrive file was only partially populated. Access to the Organization's internal platforms facilitated (OneApp, DAMS, ...) use of data related to the budget and human resources.
Conduciveness of context	<p>There is socio-political instability in February-March 2024 due to numerous demonstrations in several large cities in the DRC against a backdrop of heightened tensions between the DRC and Rwanda and increased anti-Western sentiment. An armed conflict saw the Congolese army oppose the M23 rebel group in the east of the country, near Goma, which led tens of thousands of people to flee. 2) The planned disengagement of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) ¹in December 2024 carries increased risks of instability and insecurity.</p> <p>Nevertheless, a good level of stakeholder involvement was reported in CO coordination and monitoring meetings. An evaluation reference group as well as an evaluation management group have been established to ensure the continued involvement of stakeholders throughout the evaluation process.</p>

¹United Nations Security Council, S/RES/27/17, https://monusco.unmissions.org/sites/default/files/res_2717_2023_n2341267_en.pdf.

Culture of learning and accountability	As part of strategic planning, there is a mandatory lessons learned chapter that the Country Office informs based on mid-term reviews and evaluations. Also annual reporting requires the CO to report instances of evaluation use.
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ANNEX. 6 Evaluation Matrix

Evaluation criteria and questions	Indicator	Data sources	Data collection methods	Data analysis methods
1. Relevance				
Is the women's empowerment portfolio and program aligned with national policies and international human rights standards?	Evidence of the existence of common objectives and indicators between UN Women DRC's SN and relevant national and international policies and strategies.	Documents related to UN Women programs and projects, Strategic note of the DRC office, UN Women Strategic Plan, Relevant national and international policies and strategies, Key informant interview notes	Literature review Key informant interviews	Qualitative analysis (thematic)
What is UN Women's comparative advantage in this area of work compared to other UN entities and key partners?	Evidence of UN Women DRC's particular thematic and geographical positioning in relation to other UN organizations, and of the differences in strategic approach to areas of intervention.	Geographic and thematic mapping of UN Women interventions UNSDCF Interview notes with key informants (UN Women staff, staff of other UN entities, staff of government entities, implementing partners)	Literature review Key informant interviews	Qualitative analysis (thematic)
Does the choice of Program interventions reflect and align with international human rights and gender equality standards?	Proof of alignment between UN Women DRC's areas of intervention and international human rights and gender equality standards	Documents related to UN Women programs and projects, Strategic note of the DRC office, UN Women Strategic Plan, Relevant national and international policies and strategies, Key informant interview notes	Literature review Key informant interviews	Qualitative analysis (thematic)
Are Program interventions and outcomes consistent with national objectives and the achievement of these objectives?	Evidence of alignment between UN Women DRC's areas of intervention and results and national objectives	Relevant national policies and strategies Notes from focus groups: staff from government bodies	Literature review Focus groups	Qualitative analysis (thematic)

Evaluation criteria and questions	Indicator	Data sources	Data collection methods	Data analysis methods
To what extent has the support provided by the country program:				
- Adapted to the needs of target populations?	Proof of the alignment of UN Women DRC programs with the needs of target populations	Analyses of the needs of target populations, including gender-disaggregated needs, carried out by UN Women and other institutions Project evaluations and mid-term reports Notes from interviews and focus groups: UN Women DRC staff, beneficiaries of UN Women programs	Literature review Interviews and focus groups	Qualitative analysis (thematic)
- What was the quality of the response?	Proof of the alignment of UN Women DRC's programs with the highest quality standards for development programs.	Project evaluations and mid-term reports Notes from interviews and focus groups: implementing partners, beneficiaries of UN Women programs	Literature review Interviews and focus groups	Qualitative analysis (thematic)
Have the needs and problems identified initially remained the same during implementation or have they changed? If the latter changes, what was the Program's capacity to respond to changes and the emergence of other needs and priorities?	Proof of the adaptability and responsiveness of UN Women DRC's strategic approach in the wake of contextual changes and other emerging challenges, notably the COVID-19 pandemic.	Project evaluations and mid-term reports Notes from interviews and focus groups: UN Women DRC staff, implementing partners, beneficiaries of UN Women programs	Literature review Interviews and focus groups	Qualitative (thematic) and quantitative (descriptive statistics) analysis
2. Coherence				
Is there potential duplication of effort?	Evidence of the added value of UN Women DRC's programs compared to those implemented by other agencies and partners.	Mapping of stakeholders and existing programs Needs analysis of target populations Interview notes: staff from UN agencies and partner institutions, donors	Literature review Key informant interviews	Qualitative analysis (thematic)
Do the key interventions create synergies within the UN Women portfolio and the work of the UN country team or are they compatible with other interventions in the country?	Evidence of joint programming activities and implementation of joint projects	Project documentation Interview notes: UN Women DRC staff, UN agency staff, national stakeholders	Literature review Key informant interviews	Qualitative analysis (thematic)
Are the balance and coherence between operational	Evidence of adequate	Country portfolio	Literature review	Qualitative thematic

Evaluation criteria and questions		Indicator	Data sources	Data collection methods	Data analysis methods
programming, coordination and political and normative work optimal?		resource allocation and multiple interventions in the various areas of the mandate	Financial and human resources review Survey with UNW personnel Interview notes: UN Women DRC staff	Key informant interviews	and quantitative analysis (budget analysis, descriptive statistics)
3. Effectiveness					
Operational mandate	Has a results-based management system been implemented?	Evidence of alignment of UN Women DRC portfolio implementation with results-based management principles and best practices	Project documentation (implementation reports, mid-term and end-of-term reports, donor reports) UN Women good practice guide/training on RBM	Literature review	Qualitative analysis (thematic)
	What is the change in indicator values between the start and the end? To what extent were the expected results achieved on time?	Proof of achievement of the results contained in the Strategic Note's results framework within the allotted timeframe and existence of project extensions	Project documentation (project agreements, implementation reports, mid-term and end-of-term reports, reports to donors) Survey: national stakeholders, implementing partners, Work plans, Evaluations, Interview notes: UN Women DRC staff, national stakeholders, implementing partners	Literature review Key informant interviews	Comparative descriptive analysis
	What are the main factors promoting and hindering the achievement of the observed results?	Evidence of enabling factors and challenges encountered in implementing planned activities and achieving expected results	Project documentation (implementation reports, mid-term and final reports, donor reports) Evaluations Interview notes: UN Women DRC staff, national stakeholders, implementing partners Survey: UNW personnel	Literature review Key informant interviews	Qualitative (thematic) and quantitative (descriptive statistics) analysis
	What unexpected results (positive and negative) were obtained?	Evidence of change in results other than those expected by UN Women	Project documentation (project agreements, implementation reports, mid-term and end-of-term reports, reports to donors) Survey: national stakeholders, implementing partners, Work plans, Evaluations, Interview notes: UN Women DRC staff, national stakeholders, implementing partners	Literature review Key informant interviews	Qualitative (thematic) and quantitative analysis (descriptive statistics)
	What is UN Women's contribution to UN coordination on gender equality and women's empowerment?	Project progress indicators, thematic area indicators, achievement of expected results	Project documentation (implementation reports, mid-term and final reports, donor reports) Evaluations	Literature review Interviews and focus groups with key	Thematic qualitative analysis

Evaluation criteria and questions		Indicator	Data sources	Data collection methods	Data analysis methods
Coordination			Communication products Interview notes: UN Women staff, staff of other UN agencies, implementing partners Focus group notes: national stakeholders	informants	
	To what extent have GEWE been mainstreamed into joint UN programming, such as the UNSDCF?	Evidence of gender mainstreaming in UN joint programming	UNSDCF, Joint program documentation, Implementation reports, Reports to donors, Interview notes: Resident Coordinator's Office staff, partner agency staff, national stakeholders	Literature review, Interviews	Thematic qualitative analysis
Normative aspects	What is UN Women's contribution to the implementation of global norms and standards on gender equality and women's empowerment?	Evidence of gender-sensitive policies, laws and tools developed and implemented by national and local actors	National and local policy documents, laws and tools Interview notes: national stakeholders, UN Women DRC staff	Literature review Key informant interviews	Thematic qualitative analysis
4. Efficiency					
To what extent does the management structure promote effective implementation?		Evidence of a robust, proactive management structure for SN implementation	Organizational chart of UN Women DRC, Work plans, Interview notes: UN Women DRC staff, including management level	Literature review, Key informant interviews	Organizational analysis
Does the organization have access to the skills, knowledge and capabilities required to produce the results of the strategic note?		Proof of the existence of sufficient skills, competencies, knowledge and training mechanisms to carry out the NS	Human resources documentation (office skills inventories, personnel planning, training plans), Training content and certificates, Organizational architecture documentation (DRC office organizational chart), Interview notes: UN Women DRC staff	Literature review Key informant interviews	Descriptive analysis of office staff and their skills
To what extent can the organizational architecture of UN Women (DRC) provide effective support for the implementation of the Agenda?		Existence of organizational units and support mechanisms for country portfolio implementation	Organizational architecture documentation (UN Women DRC organizational chart, etc.) Work plans Interview notes: UN Women DRC staff	Literature review Key informant interviews	Organizational analysis
To what extent has joint programming facilitated the achievement of results? Did this cause any obstacles?		Evidence of joint operational procedures such as procurement efforts and asset sharing. Comparison of results of similar programs	Program documentation (country portfolio, organizational and financial documents, funding agreements), Implementation reports, Reports to donors, Evaluations Interview notes: UN Women DRC staff and other agencies,	Literature review Key informant interviews	Qualitative thematic and quantitative analysis (financial analysis)

Evaluation criteria and questions		Indicator	Data sources	Data collection methods	Data analysis methods
		between joint programs and programs implemented by UN Women DRC alone.	implementing partners, donors		
How donor resources contribute -ellesto achieving meaningful results ?How do the processes and implementation of the resource mobilization strategy contribute to the implementation of the strategic note ?		Proof of diversified mobilization of financial resources	Resource mobilization strategy Project documentation (funding agreements, donor reports, budget data) Interview notes: UN Women DRC staff, donors	Literature review Key informant interviews	Quantitative and evolutionary analysis of resource mobilization
5. Sustainability and modalities of exit strategies					
5.1. Capacity Building	To what extent have capacities been developed to ensure sustainability of efforts and achievements ?	Proof of capacity-building activities, certificates and other supporting documents for UN Women and partner organization staff	Human resources documentation (office skills inventories, personnel planning, training plans) Training content and certificates Interview notes: UN Women DRC staff, implementing partners	Literature review Key informant interviews	Evolving skills analysis
	To what extent has the portfolio strengthened the technical and operational capacities of implementing partners, thereby ensuring the sustainability of Program results?	Evidence of strengthened gender mainstreaming processes within institutions and of gender-sensitive resource allocation Evidence of the results of capacity-building activities, improved organizational and management processes among implementing partners	Documentation of training and other capacity-building interventions carried out by UN Women Interview notes: UN Women staff, national stakeholders, implementing partners	Literature review Key informant interviews	Evolving skills analysis
5.2. Appropriation	Is there national ownership and are there national champions for different parts of the portfolio?	Evidence of commitment to gender equality, at individual and institutional levels (processes, policies)	Declarations of commitment by national stakeholders Documentation on national stakeholder initiatives Interview notes: national stakeholders, implementing partners	Literature review Key informant interviews	Thematic and communication analysis
	What local accountability and control systems have been put in place?	Evidence of active monitoring mechanisms at national level	Terms of reference and monitoring committee reports Interview notes: UN Women DRC staff	Literature review, Key informant interviews	Analysis of monitoring systems

Evaluation criteria and questions	Indicator	Data sources	Data collection methods	Data analysis methods
6. Human rights and gender equality				
Do interventions help target the underlying causes of gender inequality?	Proof of alignment between UN Women DRC's areas of intervention and data from gender analyses	Gender analyses carried out by UN Women and other entities active in the field of gender equality Interview notes: UN Women staff, national stakeholders, implementing partners	Literature review Key informant interviews	Thematic and quantitative analysis of gender-disaggregated data
Has the portfolio been implemented in accordance with the principles of human rights and development effectiveness:				
- Participation/empowerment	Proof that UN Women DRC programs are designed and implemented with the participation of beneficiaries, in a spirit of empowerment.	Project documentation Notes from interviews and focus groups: implementing partners, program beneficiaries	Literature review Interviews and focus groups with key informants	Thematic analysis
- Inclusion/non-discrimination	Evidence that marginalized people (e.g. women, people with disabilities, LGBTQI people, displaced people) have been involved in project development	Project documentation Notes from interviews and focus groups: program beneficiaries	Literature review Interviews and focus groups with key informants	Thematic analysis
- National accountability/transparency	Proof that the principles of accountability govern the decisions and communications of government bodies. Evidence that these bodies act without conflict of interest. Existence of a clear division of tasks and responsibilities between UN Women DRC and government institutions for the implementation of interventions.	Documentation related to decision-making and consultations by government bodies Interview notes : national stakeholders	Literature review Key informant interviews	Organizational, communication and monitoring system analysis
Is the choice of interventions most relevant to the situation of women and marginalized groups, including women with disabilities? Which groups	Evidence that strategic choices and sampling of programs and projects are	Project documentation	Analyse documentaire Entretiens et groupes de	

Evaluation criteria and questions	Indicator	Data sources	Data collection methods	Data analysis methods
does the portfolio reach most and which are excluded?	aligned with vulnerability analyses. Presence of data disaggregation based on vulnerability status, including disability.	Selection of project participants Mid-term and final reports Evaluations	discussion avec informateurs clés	Thematic analysis
To what extent has the portfolio changed the power dynamics between different groups?	Preuves de changements dans les perceptions des parties prenantes du projet concernant la dynamique du pouvoir et le rôle des femmes dans la société Preuve de la redistribution du pouvoir au niveau national (participation politique, budgétisation sensible au genre, lois sensibles au genre)	Documents de politiques Rapports à mi-parcours et rapports annuels, rapports aux donateurs Evaluations Produits de communication Notes d'entretiens : parties prenantes nationales, partenaires de mise en œuvre Notes de groupes de discussion : bénéficiaires des projets	Analyse documentaire Entretiens et groupes de discussion avec informateurs clés	Thematic analysis (normative, political and societal levels)

ANNEX. 7 SAMPLING APPROACH

Separate purposive sampling approaches were adopted for assessing the three aspects of UN Women's mandate, in line with UN Women's CPE Guidelines. The appraisal of results for the coordination mandate was based on the review of all available documents, on interviews with UN Women's personnel, personnel from other UN entities, implementing partners and other actors operating in the gender sphere, and a survey disseminated among the same categories of respondents.

UN Women's operational mandate was assessed through documentary review of the portfolio projects – with particular attention to project evaluations and other results-based reports. Primary data collection focusing on a sample of projects allowed a deeper assessment of results achieved through project implementation. The sample was constructed to ensure that at least one project from each thematic area was considered for primary data collection. Criteria for selecting the sample included project budget, geographic location – aiming to ensure coverage of different areas while guaranteeing access to project participants - implementation timeline, and existence of project evaluations (see Annex 7, highlighted in yellow). Primary data collection included members of UN Women personnel involved in project implementation, representatives from implementing partners, and project participants.

Consultations with UN Women project staff during field mission planning allowed to refine the sample initially proposed in the Inception Report, as a consequence of considering accessibility of sites and logistical implications of proposed field visits.

The assessment of the normative dimension of UN Women's work covers all initiatives focused on influencing laws and policies to advance gender equality in the country. Data collection focused on documentary review of process records and final outputs, and interviews with UN Women personnel, national stakeholders, and implementing partners.

The evaluation has reached overall 83 individuals for consultations during primary data collection efforts. Details are provided below by category and gender.

Category of stakeholder	Total	Including women	Further details
Members of UN Women personnel (KII)	11	8	Includes members of personnel working in programmatic areas, operations, M&E and Senior Management
National actors/ Government and public institutions (KII)	10	4	Government, public institutions, decentralized services and local authorities
UN actors (KII)	7	7	UN sister agencies, including implementing joint projects, financial partners,
Civil society organizations (KII)	15	11	
Donors (KII)	5	1	
Survey respondents	35	22	13 stakeholders 22 UN Women staff
Total	83	52	

ANNEX. 8 PROJECT LIST BY SN OUTCOME AREAS, BUDGET AND DONORS.

Special attention was accorded to projects highlighted in yellow, based on thematic diversity and budget size.

Agreement ID	Title	Thematic Area	SN Outcome	Donor Name	Budget
12835	Women's Peace and Humanitarian Fund in the Democratic Republic of the Congo (DRC)	WPS	Outcome 4.1	Multi-Donor Trust Fund Office	1 576 450,00
13350	Create a favorable environment to identify and unlock the potential for additional financing of the SDGs in the DRC	WPP	Outcome 1.3	MPTF-SDG Fund	107 000,00
13372	Strengthening social cohesion and trust between the population and the authorities through community policing, dialogue and socio-economic revitalization	WPS	Outcome 4.1	Peacebuilding Fund	879 540,00
13388	WPHF Emergency Response Window Covid-19 in DRC	WPS	Outcome 4.1	Multi-Donor Trust Fund Office	56 526,00
13401	Strengthening the role of women and youth in local governance and peacebuilding in Kasai province	WPS	Outcome 4.2	Peacebuilding Fund	465 630,00
13539	Concerted action with forcibly displaced women, girls and host communities against consequences of the COVID-19 crisis (DRC)	WPS	Outcome 4.2	MPTF-UN COVID-19 Response Revy	260 914,00
13584	Reform and dissemination of laws favorable to women-owned businesses in 4 provinces of the DRC	WEE	Outcome 2.2	GOVERNMENT OF DEM REPUBLIC OF THE CONGO	6 425 345,77
13725	Improving the Resilience of the Health System to Ensure the SSDR of Women and Girls in the DRC	EVAWG	Outcome 3.1	UNITED NATIONS POPULATION FUND	990 741,00
13760	Promoting the Women, Peace and Security agenda in DRC	WPS	Outcome 4.1	GOVERNMENT OF NORWAY	14 850 000,00
13870	Strengthening the transformative role of women in peace building and their economic empowerment against the consequence of conflict, natural disaster and Covid 19 in the East of DRC	Humanitarian	Outcome 4.1	GOVERNMENT OF JAPAN	134 074,00
13929	Promoting Localized Gender Accountability to Address Inequality and GBV in Humanitarian Crisis	Humanitarian	Outcome 4.1	GOVERNMENT OF GERMANY	3 062 527,00
13950	Strengthening women's leadership for peace in Kasai and Kasai Central	WPP	Outcome 1.2	Peacebuilding Fund	1 100 000,00
14106	Establishing a biofortified cassava chain to empower women in their communities	WEE	Outcome 2.2	Multi-Donor Trust Fund Office	500 000,00
14191	Project implementing specific objective 1 of the "united for gender equality" program	EVAWG	Outcome 3.1	EUROPEAN COMMISSION	1 500 000,00
14254	Promoting the Leadership, Empowerment, Access, and Protection (LEAP) of Women & Girls affected by conflict, severe drought and forced displacement in Uganda and DR Congo (LEAP III JSB, Uganda and DRC)	Humanitarian	Outcome 4.1	GOVERNMENT OF JAPAN	667 775,00
14283	Promoting the inclusion of PDs and their full participation.(UNPRPD)	WPP	Outcome 1.3	Multi-Donor Trust Fund Office	74 900,00
14288	Promoting the inclusion of PDs and their full participation.(UNPRPD)	WPP	Outcome 1.3	Multi-Donor Trust Fund Office	74 900,00
14336	Support for the prevention of electoral violence in the provinces of Haut Katanga, Lualaba and Kasai Central in the DRC	WPP	Outcome 1.2	Peacebuilding Fund	383 950,00
14406	Support for the Gender Scorecard project, support for the consultant	Coordination		UNITED NATIONS CHILDREN'S FUND	22 642,00
14486	ME-WPHF DRC (Outcome 5)	WPS	Outcome 4.1	Multi-Donor Trust Fund Office	1 647 204,34

Source: Data from DAMS was compiled by Evaluation Team

ANNEX. 9 BUDGET PER THEMATIC AREA (2020-2024)

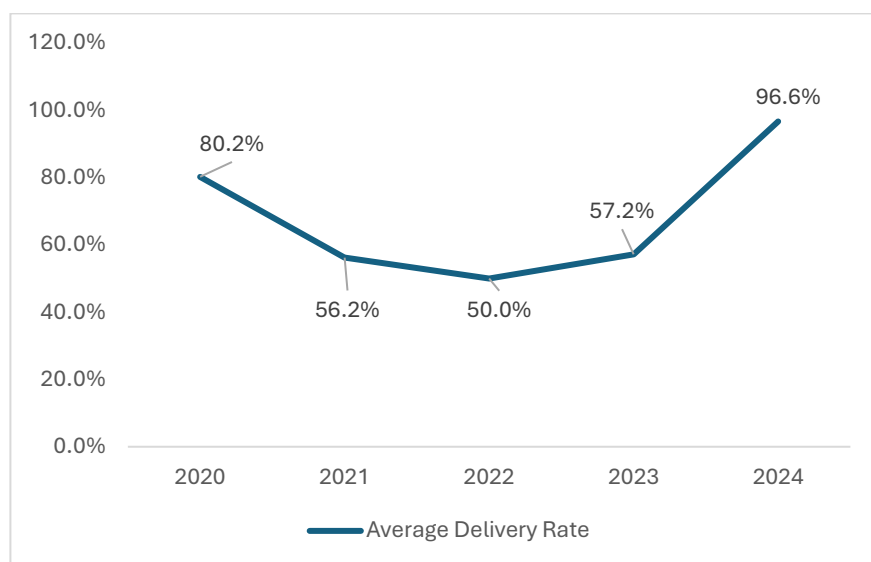
Budget per Thematic Area \$USD						
	2020 (source transparency portal)	2021	2022 (source transparency portal)	2023 (source transparency portal)	2024 Quantum	TOTAL
Women, peace and security, humanitarian action and disaster risk reduction	0	2238050	2848255	2848255	2129098,71	10063658,71
Women's economic empowerment	75055	1129420	2098784	2098784	822581,98	6224624,98
Ending violence against women	0	0	896910	896910	810918	2604737,73
Governance and participation in public life	100273	33000	368055	368055	106564,81	975947,81
Total	175328	3400470	6212004	6212004		19868969,23

Source : UN Women's corporate database Quantum, December 2024. Prepared by the Evaluation Team Transparency

Source : Atlas (2020-2022) / Quantum (2022-2024)

The Country Office budget rose steadily between 2020 and 2022 (+5,380,077 USD), then fell steadily back to its 2020 level. Expenses followed the same trend (Annexes 8 and 9).

ANNEX. 10 ANNUAL DELIVERY RATES (2020-2024)



Source : Atlas (2020-2022) / Quantum (2022-2024)

ANNEX. 11 LIST OF DOCUMENTS

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2. Guidance on Country Portfolio Evaluations in UN Women, UN Women 2016
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4. Key-stakeholders-perspectives-for-UN-Womens-next-strategic-plan-2022-2025-en, UN Women, 2021
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34. World Economic Forum, Global Gender Gap Report, 2014
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39. Rapport de l'Examen (Revue) à Mi-Parcours : Note stratégique 2020 – 2024
40. Progrès vers la réalisation des Objectifs de Développement Durable : Egalité des sexes en République Démocratique du Congo, ONU Femmes RDC, 2024
41. Analyse de la situation des statistiques de genre, ONU Femmes RDC, décembre 2020
42. Stratégie nationale de lutte contre les violences basées sur le genre révisée (SNVBG révisée), République Démocratique Du Congo, Ministère Du Genre, Famille Et Enfant, juin 2020
43. Plan d'action national de la mise en œuvre de la résolution 1325 du conseil de sécurité de nations unies, sur les femmes, la paix et la sécurité IIème génération, République Démocratique Du Congo, Ministère Du Genre, Enfant Et Famille, 2019 -2024.
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ANNEX. 12 TOOLS OF DATA COLLECTION

I. Interview guide: UN WOMEN staff

IDENTIFICATION
Name of respondent: _____
Function of the Respondent: _____
Phone number
E-mail :
Date of interview:/...../2024
Start time:h.....mns

PRESENTATION AND CONSENT

Good morning. My name is _____ We are here today as part of the evaluation of UN Women's support in connection with the Strategic Note of the UN Women DRC country portfolio. We examine the contributions of the DRC portfolio to development outcomes related to gender equality at the national level. This evaluation will help address accountability requirements and learning needs on what aspects of its 2020-2024 strategic note worked well and what should be improved. We would like to ask you a few questions to this outcome. This interview will take approximately a few minutes. Any information you give us will be kept strictly confidential and will not be shared with anyone else. The interview is voluntary. Do you have any questions to ask us? If not, can we start the interview?

- 1. Yes (Continue)**
- 2. No (end of interview and move on to the next one)**

1. Relevance

Q1.1. Is the women's empowerment portfolio and program aligned with national policies and international human rights standards? -----

Q1.2. What is UN Women's comparative advantage in this area of work compared to other UN entities and key partners?

Q1.3. Does the choice of Program interventions reflect and align with international human rights and gender equality standards?

Q1.4. Are Program interventions and outcomes consistent with national objectives and the achievement of these objectives?..

Q1.5. Did the support provided by the country program:

- Adapted to the needs of target populations?
- What was the quality of the response?

Q1.6. Have the needs and problems identified initially remained the same during implementation or have they changed

If the latter changes, what was the Program's capacity to respond to changes and the emergence of other needs and priorities?

2. Coherence

Q2.1. Is there potential duplication of effort?

Q2.2. Do the key interventions create synergies within the UN Women portfolio and the work of the UN country team or are they compatible with other interventions in the country?

Q2.3. Are the balance and coherence between operational programming, coordination and political and normative work optimal?

3. Effectiveness

3.1. Operational mandate

Q3.1.1. Has a results-based management system been implemented? if yes, explain.....

Q3.1.3. What are the main factors promoting and hindering the achievement of the observed results?.....

Q3.1.4. What unexpected results (positive and negative) were obtained?

3.2. Coordination

Q3.2.1. What is UN Women's contribution to UN coordination on gender equality and women's empowerment?

Q3.2.2. Have gender equality and women's empowerment been mainstreamed into joint UN programming, such as the UNSDCF? If yes, in what way.....

3.3. Normative aspects

Q3.3. What is UN Women's contribution to the implementation of global norms and standards on gender equality and women's empowerment?

4. Efficiency

Q4.1. Does the management structure promote the effectiveness of country portfolio implementation?

Q4.2. Does UN WOMEN have access to the skills, knowledge and capacities required to produce the results of the strategic note?.....

Q4.3. Can the organizational architecture of UN Women (DRC) provide effective support for the implementation of the Program?

Q4.4. Did joint programming make it easier to achieve results?

Did this cause any obstacles?.....

Q4.5. How do donor resources contribute to achieving meaningful results? How do the processes and implementation of the resource mobilization strategy contribute to the implementation of the strategic note?

5. Sustainability and modalities of exit strategies

5.1. Capacity Building

Q5.1.1. Have capacities been developed to ensure the sustainability of efforts and achievements?

Q5.1.2. Has the portfolio helped strengthen the technical and operational capacities of implementing partners, thereby ensuring the sustainability of Program results?

5.2. Appropriation

Q5.2.1. Is there national ownership and are there national champions for different parts of the portfolio?

Q5.2.2. What local accountability and control systems have been put in place?

6. Human rights and gender equality

Q6.1. Do interventions help target the underlying causes of gender inequality?

Q6.2. Does the portfolio address the root causes of gender inequality? If yes, in what way

Q6.3. Has the portfolio been implemented in accordance with the principles of human rights and development effectiveness:

- Participation/empowerment
- Inclusion/non-discrimination
- National accountability/transparency

Q6.4. Is the choice of interventions most relevant to the situation of women and marginalized groups, including women with disabilities? Which groups does the portfolio reach most and which are excluded?

Q6.5. Has the implementation of the portfolio changed the power dynamics between different groups?

II. Interview Guide: UN Staff

IDENTIFICATION
Respondent structure: _____
Name of respondent: _____
Function of the Respondent: _____
Phone number
E-mail :
Date of interview:/...../2024
Start time:h.....mns

PRESENTATION AND CONSENT

Good morning. My name is _____. We are here today as part of the evaluation of UN Women's support in connection with the Strategic Note of the UN Women DRC country portfolio. We examine the contributions of the DRC portfolio to development outcomes related to gender equality at the national level. This evaluation will help address accountability requirements and learning needs on what aspects of its 2020-2024 strategic note worked well and what should be improved. We would like to ask you a few questions to this outcome. This interview will take approximately a few minutes. Any information you give us will be kept strictly confidential and will not be shared with anyone else. The interview is voluntary. Do you have any questions to ask us? If not, can we start the interview?

3. Yes (Continue)
4. No (end of interview and move on to the next one)

1. Relevance

- Q1.1.** What are the areas of intervention of UN WOMEN in the DRC? -----
- Q1.2.** What is the comparative advantage of UN Women's work in this area compared to other UN entities and key partners?
- Q1.3.** Does the choice of UN WOMEN interventions reflect and align with international standards on human rights and gender equality? If yes, explain

2. Coherence

- Q2.1.** Is there any potential duplication of UN WOMEN's efforts with your focus areas?
- Q2.2.** Do UN Women interventions create synergies within the UN country team? If yes, explain

3. Effectiveness

3.2. Coordination

- Q3.2.1.** What is UN Women's contribution to UN coordination on gender equality and women's empowerment?

3.3. Normative aspects

- Q3.3.** What is UN Women's contribution to the implementation of global norms and standards on gender equality and women's empowerment?

6. Human rights and gender equality

- Q6.1.** Do interventions help target the underlying causes of gender inequality?

III. Interview guide: national partners

IDENTIFICATION
Province : _____
Municipality: _____
Neighborhood _____
Name of the structure : _____

Name of respondent: _____
Function of the Respondent: _____
Phone number
E-mail :
Date of interview:/.../2024
Start time:h.....mns

PRESENTATION AND CONSENT

Good morning. My name is _____. We are here today as part of the evaluation of UN Women's support in connection with the Strategic Note of the UN Women DRC country portfolio. We examine the contributions of the DRC portfolio to development outcomes related to gender equality at the national level. This evaluation will help address accountability requirements and learning needs on what aspects of its 2020-2024 strategic note worked well and what should be improved. We would like to ask you a few questions to this outcome. This interview will take approximately a few minutes. Any information you give us will be kept strictly confidential and will not be shared with anyone else. The interview is voluntary. Do you have any questions to ask us? If not, can we start the interview?

1. Yes (Continue)
2. No (end of interview and move on to the next one)

1. Relevance

Q1.1. Is the women's empowerment portfolio and program aligned with national human rights policies? ----

Q1.2. What is UN Women's comparative advantage in this area of work compared to other UN entities and key partners?

Q1.4. Are UN Women country portfolio interventions and results consistent with national goals and the achievement of those goals?

Q1.5. To what extent has the support provided by the country program:

- Adapted to the needs of target populations?
- What was the quality of the response?

Q1.6. Have the needs and problems identified initially remained the same during implementation or have they changed?

If the latter changes, what was the Program's capacity to respond to changes and the emergence of other needs and priorities?

2. Coherence

Q2.1. Is there potential duplication of effort?

Q2.2. Do key UN Women interventions create synergies or are they compatible with other interventions in the country?

3. Effectiveness

3.1. Operational mandate

Q3.1.1. Has a results-based management system been implemented? if yes, explain.....

Q3.1.3. What are the main factors promoting and hindering the achievement of the observed results?.....

Q3.1.4. What unexpected results (positive and negative) were obtained?

3.3. Normative aspects

Q3.3. What is UN Women's contribution to the implementation of global norms and standards on gender equality and women's empowerment?

5. Sustainability and modalities of exit strategies

5.1. Capacity Building

Q5.1.1. Have capacities been developed to ensure the sustainability of efforts and achievements?

Q5.1.2. Has the portfolio strengthened your technical and operational capacities, thereby ensuring the sustainability of Program results?

5.2. Appropriation

Q5.2.1. Is there national ownership and are there national champions for different parts of the portfolio?

Q5.2.2. What local accountability and control systems have been put in place?

6. Human rights and gender equality

Q6.1. Do interventions help target the underlying causes of gender inequality?

Q6.2. Does the portfolio address the root causes of gender inequality? If yes, in what way

Q6.4. Is the choice of interventions most relevant to the situation of women and marginalized groups, including women with disabilities? Which groups does the portfolio reach most and which are excluded?

Q6.5 . Has the implementation of the portfolio changed the power dynamics between different groups?

IV. Interview guide: implementing partners (NGOs)

IDENTIFICATION
Province : _____
Municipality: _____
Neighborhood _____
Name of the structure : _____
Name of respondent: _____
Function of the Respondent: _____
Phone number
E-mail :
Date of interview:/...../2024
Start time:h.....mns

PRESENTATION AND CONSENT

Good morning. My name is _____. We are here today as part of the evaluation of UN Women's support in connection with the Strategic Note of the UN Women DRC country portfolio. We examine the contributions of the DRC portfolio to development outcomes related to gender equality at the national level. This evaluation will help address accountability requirements and learning needs on what aspects of its 2020-2024 strategic note worked well and what should be improved. We would like to ask you a few questions to this outcome. This interview will take approximately a few minutes. Any information you give us will be kept strictly confidential and will not be shared with anyone else. The interview is voluntary. Do you have any questions to ask us? If not, can we start the interview?

1. Yes (Continue)
2. No (end of interview and move on to the next one)

1. Relevance

Q1.1. Is the women's empowerment portfolio and program aligned with national policies and international human rights standards? -----

Q1.2. What is UN Women's comparative advantage in this area of work compared to other UN entities and

key partners?

Q1.4. Are Program interventions and outcomes consistent with national objectives and the achievement of these objectives?

Q1.5. Did the support provided by the country program:

- Adapted to the needs of target populations?
- What was the quality of the response?

Q1.6. Have the needs and problems identified initially remained the same during implementation or have they changed?

If the latter changes, what was the Program's capacity to respond to changes and the emergence of other needs and priorities?

2. Coherence

Q2.1. Is there potential duplication of effort?

Q2.2. Do key UN Women interventions create synergies or are they compatible with other interventions in the country?

3. Effectiveness

3.1. Operational mandate

Q3.1.1. Has a results-based management system been implemented? if yes, explain.....

Q3.1.3. What are the main factors promoting and hindering the achievement of the observed results?.....

Q3.1.4. What unexpected results (positive and negative) were obtained?

5. Sustainability and modalities of exit strategies

5.1. Capacity Building

Q5.1.1. Have capacities been developed to ensure the sustainability of efforts and achievements?

Q5.1.2. Has the portfolio strengthened your technical and operational capacities, thereby ensuring the sustainability of Program results?

5.2. Appropriation

Q5.2.1. Is there national ownership and are there national champions for different parts of the portfolio?

Q5.2.2. What local accountability and control systems have been put in place?

6. Human rights and gender equality

Q6.1. Do interventions help target the underlying causes of gender inequality?

Q6.4. Is the choice of interventions most relevant to the situation of women and marginalized groups,

including women with disabilities? Which groups does the portfolio reach most and which are excluded?

Q6.5. Has the implementation of the portfolio changed the power dynamics between different groups?

ANNEX. 13 Survey results

Stakeholder survey - UN Women DRC Country Portfolio Evaluation

Coordination efforts through Thematic Gender Groups emerged as a key mechanism, with stakeholders rating UN Women's advocacy and technical support in gender mainstreaming as highly effective. However, while some stakeholders found UN Women's interventions to be well-coordinated, others felt there was room for improvement in ensuring coherence across different initiatives.

The use of UN Women's research and knowledge products received mixed responses. While some stakeholders had engaged with these materials, others were either unaware of or had not utilized them in their work. UN Women's communication strategies were largely appreciated, with respondents acknowledging efforts to adapt messages for different audiences and integrate innovative approaches. However, some stakeholders expressed uncertainty about whether these messages were effectively reaching socially vulnerable groups.

To strengthen its impact, stakeholders recommended increased sensitization efforts and more direct support for women's organizations. Additionally, they highlighted the need to enhance women's political participation, expand economic empowerment initiatives, and further develop masculinities programming to address gender norms more comprehensively.

Staff survey- UN Women DRC Country Portfolio Evaluation

Opinions on workload and work-life balance were mixed, with some staff members finding their workload manageable, while others expressed concerns about maintaining a healthy balance between work and personal life. Retention sentiments varied; while some staff members were inclined to stay even if offered a comparable position elsewhere, others were less certain. Regarding resources, perceptions of financial and human resource adequacy were divided, with some agreeing that the office had sufficient resources while others partially or completely disagreed.

In terms of partnerships, government institutions, NGOs, and international organizations were generally viewed as somewhat or highly effective in their collaboration with UN Women, whereas financial institutions were perceived as less effective. Staff members expressed satisfaction with UN Women's normative support, policy advice, and advocacy efforts, though some pointed to challenges related to data availability. To enhance the effectiveness of its interventions, respondents

suggested continued staff training, stronger leadership and ownership in decision-making, and better resource allocation for programs.

ANNEX. 14 CONSENT FORM FOR EVALUATION PARTICIPANTS

" We are conducting an evaluation to assess the results of the work implemented by UN Women DRC Country Office between 2020 and 2024. As part of our work, we wish to learn more about stakeholder's perceptions of UN Women's interventions, and of their contributions in addressing the needs and expectations of targeted beneficiaries.

We would like to hear your opinions on activities and results, to better understand the achievements and challenges faced during realization. Your perspective will help us better understanding the Country Office's work, and will support us in making recommendations to improve future interventions in the field of gender equality and women's empowerment in DRC.

Please note that there are no expectations linked to the participation in the evaluation. The opinions expressed during the conversation and the conduct of the evaluation itself will have no direct implications on the likelihood of future projects being implemented in this area or in collaboration with former implementing partners.

We will solely use the collected information for the purpose of this evaluation. All personal information that may be disclosed during the data collection session will be treated in a confidential manner and never disclosed to the public. The final evaluation report will not include any specific reference to respondents' identity, unless they explicitly wish so. All online information stored by the team concerning this data collection exercise will be solely accessible to the Evaluation Team and will be destroyed within three months of evaluation completion. No recordings will take place during data collection.

Please note participation is fully voluntary, and that you are free to interrupt data collection at all times should you wish not to proceed. "

ANNEX. 15 DATA MANAGEMENT PLAN

The evaluation team handled all data collection. Notes from interviews and focus group discussions (both virtual and face-to-face) were temporarily stored in a protected OneDrive folder, accessible only to evaluation team members. After data analysis, notebooks have been be destroyed. Once the evaluation concludes, access to SharePoint folders will be revoked for all external evaluation team members.

Personal data collected and used in this evaluation includes interviewees' names, last names, functions in the organization/institution, and email addresses. Names and last names were not published in evaluation products and are only known to the evaluation team, ensuring that any sensitive information in the report cannot be traceable to its source.

UN Women's policy is to preserve data for four years, aligned with the four-year Strategic Note period. After the evaluation, the team leader will create a clean dataset for potential future use in evaluations and research by UN Women. Unarchived data will be deleted upon completion of the evaluation. The dataset will be deleted four years

after the evaluation's completion.

All data collection sessions begun start with an explanation of the evaluation's aim and data management procedures. Verbal consent, based on the text presented in the following section, was collected from participating stakeholders. Sessions were not recorded, and information documented through handwritten or typed notes, used solely for the evaluation. As introduced above, respondents' identity will remain confidential in the evaluation report, with quotes attributed generically (e.g., member of personnel, implementing partner) to ensure confidentiality of opinions shared. For remote interviews, special attention was dedicated to online data management using the overall data protection mechanisms of UN Women IT service.

ANNEX. 16 REFERENCE GROUP OF THE EVALUATION

No	Nom	Adresse/Title	Email
ONU Femmes			
1	Adama Moussa	Country Representative	adama.moussa@unwomen.org
2	Catherine Odimba	Deputy Country Representative, Program Specialist.	catherine.odimba@unwomen.org
3	Jean Bahati	ME Specialist	Jean.bahati@unwomen.org
4	Clementine Sangana	WPP Specialist	clementine.sangana@unwomen.org
5	Aurelie Ngueti Nziwoue	Gender Humanitarian Specialist	aurelie.nziwoue@unwomen.org
6	Valery Kabamba	Operation Manager	valery.kabamba@unwomen.org
7	Sylvie Gougoua	WPS Specialist	sylvie.gougoua@unwomen.org
8	Kaboyi Mulimbi	EVAWG Program specialist	jules.mulimbi@unwomen.org
9	Arlene Agneroh	WEE Specialist	arlene.agneroh@unwomen.org
Partenaires ethniques et Financier			
10	Olivier Baliahamwabo	Charge de Programme Ambassade de sued.	<olivier.baliahamwabo@gov.se
11	Mwamini Batumike	Ambassade de Norvege	Mwamini.Rubasha.Batumike@mfa.no
Gouvernement			
12	Cecile Lepira Tshibanda	Directrice genre	celiatshib@yahoo.fr ;
13	Jean Mbo Nvanga	Cellule Plannification Min Genre	jeanvambo@gmail.com
OSCs			
14	Lyliane Moseka	Chargé de Programme DFJ	lyliane.moseka@dfj-rdc.org 0990495424
15	Ezra Kambale	DFJ	ezrakambale@dfj-rdc.org 0994380025
16	Carine Kanku	Coordonatrice de la DYNAFEC	carinekanku000@gmail.com

ANNEX. 17 ALIGNMENT WITH INTERNATIONAL NORMS AND NATIONAL POLICIES

1. The interventions in the Strategic Note (SN) 2020-2024 are well aligned with the DRC's National Gender Policy and international standards and norms on gender equality. It is developed around four priority thematic areas for the period 2021-2024 and is aligned with the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2020-2024. The strategic note is also aligned with the national priorities of the National Strategic Development Plan (PNSD) and its pillar number 4 related to social protection and gender equality and with the five-year development plan 2020-2023 which integrates the DRC's priorities of the 2030 Agenda as well as the African Agenda 2063. It was based on the key findings of the 2019 Joint Country Analysis (CCA) situation analysis, as well as the findings of the first phase of implementation of the UNSCR 1325 National Action Plan. The SN duly integrates the recommendations of the evaluations (C.F. Resolution 1325) of the First-Generation Action Plan (NAP1) organized in 2017 and the UN Women 2017 Country Portfolio with the aim of strengthening GEWE and the positioning of UN Women in the country.

The DRC's National Strategic Development Plan (NDSP 2019-2023) has been articulated around four priority pillars, three of which have been targeted by UN Women's 2020-2024 Strategic Note. Within these pillars, the actions taken into account by NS can be summarized as follows. In pillar 1 related to the enhancement of human capital, social and cultural development, the NS has targeted actions to combat poverty and social marginalization and the integration of vulnerable groups (P13) and the empowerment of women and the promotion of youth and children. At the level of pillar 2 of Strengthening good governance, restoring state authority and consolidating peace, these actions of the NS are the strengthening of state authority, the promotion of the rule of law and democracy (P2) and the pacification of the country, the promotion of reconciliation, of cohesion and national unity (P1). For pillar 3 of Consolidation of economic growth, diversification and transformation of the economy, the NS has taken into account actions to diversify the economy and create the conditions for inclusive growth (P7) and improve the business climate and promote entrepreneurship and the middle class (P6).

The National Gender Policy (PNG) (2009) is based on four fundamental pillars, namely: - Equitable promotion of the situation and social position of women as well as men within the family and in the community; - Equitable promotion of the potential and position of women as well as men in the household economy and in the market economy; - Promoting the equitable exercise of the rights and duties of women and men and strengthening women's access to and position in decision-making spheres; - Improving the impact of interventions in favour of gender equity and equal access for men and women. The main actions that were noted by the SN are, among others: (i) the integration of gender into the policies, programs and development projects of partner ministries; (ii) the promotion of women's leadership and participation in decision-making bodies; and (iii) the elimination of gender-based violence, including child marriage and harmful practices. The PNSD also aimed to strengthen multisectoral planning and programs at the national, sectoral, provincial and local levels, providing access to (i) support for ministries in the development of sectoral policies; (ii) the support of provincial executives in the elaboration of their development plans and; (iii) the creation of a higher school dedicated to peace, security and conflict management studies, etc. These actions were supported by SN.

As for the national strategy on sexual and gender-based violence, it includes the components of the Global Strategy to Combat Sexual Violence initiated by the United Nations System in the DRC and adopted by the Government. It is structured around the following components: Strengthening the application of the law and the fight against impunity (i), prevention and protection (ii), support for reforms of the army, police, justice and security forces (iii), responding to the needs of victims and survivors (iv), management of data and

information related to SGBV (v), Analysis and awareness-raising on gender-based violence (vi) Institutional capacities to combat gender-based violence (vii) Women's empowerment.

The DRC is committed to the 2030 Agenda and has articulated its strategy around the Sustainable Development Goals (SDGs). The Government has been fully involved in the identification of the priority themes selected for a Nexus approach, which has been applied in: (i) insecurity, (ii) access to basic services; (iii) the forced movement of populations; and (iv) sexual and gender-based violence. A common framework has been developed in these four themes in the form of collective results to ensure joint planning and programming by development, humanitarian and peacebuilding actors, whether they are the Government, the UN family, national and international NGOs, bilateral donors or multilateral development banks. The NS has aligned itself with international legal commitments and instruments, including the 2030 Agenda on the Sustainable Development Goals. UN Women, the African Development Bank and the European Union (EU) have joined forces to develop a gender profile for the Democratic Republic of Congo (DRC), through a joint agreement between the three partners and the Government. UN Women contributed its expertise in Gender and Equality. The development of the National Gender Policy aims not only to operationalize the constitutional principles of equity and equality between men and women and respect for human rights, but also to translate the DRC's national and international commitments to gender promotion into reality.

The Government of the Democratic Republic of the Congo and the agencies of the United Nations System are working together to achieve the objectives contained in the United Nations Sustainable Development Cooperation Framework (UNSDCF) for the period 2020-2024. Gender is one of the cross-cutting principles of implementation of the UNSDCF. Its implementation is ensured through the country program documents of the various entities of the United Nations System operating in the DRC as well as through the development of joint work plans of agencies, funds and program. In the NS, UN Women has made its contribution in the area of gender equality and women's empowerment. The main elements underlying the intervention logic of the Strategic Note concern women's governance and political participation (impact area 1), women's economic empowerment (impact area 2), the eradication of violence against women (impact area 3); and the last impact area (4) on peace, security and humanitarian action. The note highlights the degree of integration and coherence between the expected outcomes and outputs and those of the UNSDCF. Indeed, the results of the NS correspond to the results contained in the UNSDCF, as follows: NS Result 1.1 and UNSDCF Result 1.3, NS Result 1.2 and UNSDCF Result 1.1; NS Result 2.1 and UNSDCF Result 2.3, NS Result 2.2 and UNSDCF Result 2.1, NS Outcome 3.1 and UNSDCF Result 3.1, NS Outcome 4.1 and UNSDCF Result 3.2.

ANNEX. 18 DRC STRATEGIC NOTE



SN%202020%20202
4%20_Narrative_Repr

ANNEX. 19 REPORTED EVIDENCE ON EVAW PROJECTS

Reported results of « Ensuring the SRH (sexual and reproductive health) for women and girls in the DRC»

Output	Indicator(s)	Reported Activities & Participation Figures	Observed Limitations in Reporting
<i>On gender equity norms and practices</i>	Percentage of women making autonomous decisions in SRMNEA	Community workshops, training for religious/community leaders	No clear evidence showing direct causality between workshops and changes in SRMNEA decision-making autonomy for women
		Awareness campaigns (e.g., masculinity-positive initiatives) targeting men and boys	No post-campaigns analysis of shifts in male attitudes or sustained community impact
<i>On mobilizing leaders and institutions</i>	Percentage of women and girls involved in decision-making in community organizations	296 women trained in advocacy and leadership; 55 clubs of men/boys on gender equity formed	Evidence gap on the application of skills acquired, or on leadership influence in SRMNEA governance and decision-making

Reported results of « United for Gender Equality »

Axis	Intended Results	Reported Achievements	Evidence Value	Consistency with Planned Results
Axis 1: Database Functioning and Data Dissemination	Improve database functionality and hotline usage, promote data on VBG	Workshops, sensitization on VBG laws, promotion of hotline 122	Moderate – lacks outcome metrics for database improvement or hotline impact	Partial – Activities are relevant but lack focus on database and hotline performance
Axis 2: CTZI Operationalization and Monitoring	Implement and monitor the CTZI action plan, institutionalize within ministries	Developed CTZI communication plan, workshops, and sensitization efforts with ministries	Moderate – No specific data on policy shifts or CTZI adoption rates	Fair – Alignment present but lacks detailed impact on institutional frameworks
Axis 3 : Communication and Political Dialogue	Share CTZI results, document best practices, promote SGBV policies	Communication spots, legal training, 16 Days of Activism	Low to moderate – Activities align with awareness but lack evidence on political dialogue or policy shifts	General – Consistent activities but lack of documented outcomes, especially in best practices and political impact

ANNEX. 20 List of interviews and focus group respondents

Number	Title	Organization	Method	Female	Male
1	Country Representative	UN Women	Interview	1	
2	Deputy Country Representative	UN Women	Interview		1
3	WPP Program Manager	UN Women	Interview	1	
4	Gender Coordination Assistant within the United Nations System	UN Women	Interview		1
6	WEE Program Manager	UN Women	Interview	1	
7	EVAW Program Manager	UN Women	Interview		1
8	Women Count/DRC Project Manager	UN Women	Interview		1
9	Gender Coordination Assistant with National Partners	UN Women	Interview		1
10	Humanitarian program manager	UN Women	Interview	1	
11	Women Peace and Security manager	UN Women	Interview	1	1
12	HR Focal Point UNWomen	UN Women	Interview	1	
13	Financial resource officer	UN Women	FG Discussion	1	1
14	Monitoring & Evaluation Officer	UN Women	Interview		1
15	Procurement officer	UN Women	FG Discussion	1	1
16	PSMU (Program Support Management Unit)	UN Women	Interview		1

UN AGENCIES

17-18	Head of gender affairs & Gender Affairs Officer	United Nations Stabilization mission in the DRC (MONUSCO)	FG Discussion	2	
19	Gender specialist	RCO	Interview	1	
20-21	Senior advisor and National Expert	PBF	FG Discussion		2
22-26	UNDP Country office program officers	UNDP	FG Discussion	3	2
27	Gender Focal Point	UNFPA	Interview	1	
28	Monitoring and evaluation specialist	UNICEF	Interview		1

GOVERNMENT AND PUBLIC INSTITUTIONS

29	Director of gender affaires	Ministry of Gender	Interview		1
20-22	General Secretary	Ministry of Gender	FG Discussion	1	2
23	Gender Focal point	Ministry of Environment	Interview	1	
24	Gender Focal point	PDDRCS	Interview	1	
25	Gender Focal point	Ministry of Finance	Interview	1	
26	Gender specialist / Economic Recovery	Ministry of Gender	Interview		1
27-32	SDGs Observatory	Ministry of Plan	FG Discussion	2	4

LOCAL AUTHORITIES AND DECENTRALIZED SERVICES

33-34	Focal points	Provincial Directorate of gender Nord Kivu	FG Discussion	1	1
35-37	Project officer & Planning officer	Provincial Directorate of gender	FG Discussion		3
Nord Kivu					
38-43	Directors and Managers	ECC, Inter Action, Mon village Natale	FG Discussion	2	4

CIVIL SOCIETY ORGANIZATIONS - DRC					
44-47	RESEAU POUR L'AUTONOMISATION DE LA FEMME	CSO	FG Discussion	3	1
48-50	INTERNAT. INSTITUTE OF TROPICAL AGRICULTURE	CSO	FG Discussion	2	1
51-53	WOMEN ENTREPRENEUR ASSOCIATION (MEMBERS)	CSO	FG Discussion	3	
54-55	BUILDING TOGETHER ASSOC. (MEMBERS)	CSO	FG Discussion	2	
56-57	DENISE NYAKERU TSHISEKEDI FOUNDATION	CSO	FG Discussion	2	
58-64	NATIONAL DYNAMIC FOR FEMALE CANDIDATES	CSO	FG Discussion	6	1
65-67	NATIONAL HUMAN RIGHTS COMMISSION	CSO	FG Discussion	3	
68-70	METHODIST UNITED CHURCH OF CONGO	CSO	FG Discussion	3	
71-72	INTER ACTIONS	CSO	FG Discussion	2	
73-74	ASS. FOR WOMEN DIGNITY	CSO	FG Discussion	2	
75-77	WOMEN JOURNALISTS COLLECTIVE	CSO	FG Discussion	3	
78-81	WOMEN AND FAMILY PROMOTION	CSO	FG Discussion	2	2
DONORS					
82	Development programs focal Point	Swedish International Development Cooperation	Interview		1
83-85	PADMPME Project coordinator and managers	Government	FG Discussion	1	2
86-87	Governance analyst and Gender analyst	MPTF-SDG Fund; UNDP	FG Discussion	2	
88	Program Manager	Government of Norway	Interview	1	

ANNEX. 21 METHODOLOGICAL DETAILS

Desk review

The desk review was conducted throughout the evaluation cycle, beginning in the Inception Phase. It provided the foundation for the Inception Report, as well as the evaluation methodology and sampling. This review encompassed project documentation from UN Women DRC, strategic organizational documents and background information on the country and its gender context. Videos and visuals were also incorporated to complement the analysis of UN Women's work.

Key informant interviews

Interviews were conducted with UN Women project personnel, programme partners, national stakeholders identified through stakeholder analysis and UN system representatives. Tailored interview guides, based on the evaluation matrix, were developed for various stakeholder categories to focus on different aspects of UN Women's strategic work, coordination, project design and implementation. Focus group discussions

The evaluation engaged project participants through focus group discussions, offering insights into beneficiaries' perceptions of the projects and their satisfaction with the strategies, implementation and outcomes.

Survey

To enrich data collection, a survey on Microsoft Forms was developed for three different stakeholder categories, including donors. The questions were delivered into coordination and strategic partnerships; UN system personnel, to explore UN Women's role in coordination and gender mainstreaming; and UN Women personnel, to assess internal aspects such as human resources management and organizational performance. The survey collected both quantitative and qualitative data to triangulate with other findings.

Data analysis

The analysis of data was made against the evaluation matrix, to assess evidence against the questions guiding this CPE. To ensure the accuracy and quality of the collected data, the evaluation team compared notes during data collection to identify emerging trends and gaps, which allowed the team to carry out additional data collection sessions when needed. Collected data was quality assured as part of triangulation and analysis processes to validate findings and identify other perspectives worth incorporating. At the end of the data collection process, a workshop held with key evaluation stakeholders, which provided an opportunity to identify information gaps for complementary data collection. The workshop was carried out remotely. The contribution analysis assesses the outcome of a programme by examining the strength of evidence for achieving the target outcome and the role played by UN Women, as well as the influence of other factors and the testing of assumptions. Contributions of other factors were also considered, testing the assumptions underlying the outcome with the broader context in mind.

Ethics

The main ethical and methodological framework of this evaluation is constituted by existing UN guidance documents² and UN Women standards on ethics. The evaluation followed strict guidelines to ensure respect for the dignity of all participants, including those who are disabled and/or marginalized. At the start of each interview, participants were provided with a clear understanding of the evaluation's purpose and how the information they shared would be used by the evaluators. The evaluators emphasized their independence; participants were informed about their rights, including the option to decline participation (Annex 15); and were assured that their responses would be treated confidentially. To maintain confidentiality, online survey information was kept completely anonymous and transcripts from interviews did not refer to individual identities. Information gathered was stored in line with IES Data Management Guidance.

Limitations and mitigations

The evaluation process was hindered by the limited availability of project documentation and significant limitations mentioned in Section 3 regarding results chains and indicators. The evaluation collaborated with the Country Office to ensure available project documentation was progressively shared. The anticipated limitations in relation to primary data collection were confirmed: security challenges affected access to programme locations for data collection and the evaluation team was only able to reach urban sites.

Field work was complemented by remote data collection to reach a wider number of evaluation stakeholders. This allowed for more flexibility and facilitated the conduct of follow-up meetings where needed. Considerations concerning data management are included in Annex 16.

Dissemination and use

The dissemination approach for sharing the evaluation findings involves different strategies tailored to specific audiences, along with methods for tracking the effectiveness and reach of these dissemination efforts. The evaluation team will share a two-page brief with the Country Office and host a meeting to discuss the next steps. For Regional Office and headquarters colleagues, the evaluation team will distribute a two-page brief and conduct a webinar. To monitor the adoption of the recommendations, Country Office M&E personnel will regularly collect data from the Global Accountability and Tracking of Evaluation Use website, which features the implementation status of the Management Response actions committed to by the Country Representative

ANNEX. 22 ORGANIZATIONAL CHART

² The evaluation adhered to UNEG and UN Women Ethical Guidelines and Code of Conduct, and UNEG guidance on integrating Human Rights and Gender Equality in evaluations with gender-responsive and human rights approaches was integrated into the evaluation.

