THEMATIC EVALUATION

# JOINT EVALUATION OF JOINT PROGRAMMES ON GENDER EQUALITY IN THE UNITED NATIONS SYSTEM

## Final Synthesis Report – Annexes and Appendix

**November 2013**

MDG ACHIEVEMENT FUND

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The evaluation also benefitted from the active participation of reference groups. A global reference group was composed of United Nations staff with expertise in gender equality and women empowerment, joint programmes, and United Nations coherence/coordination at corporate level. Five national reference groups were constituted for case studies and were composed of United Nations staff and national partners engaged in joint gender programmes.

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Disclaimer: The text of these annexes do not necessarily reflect the views of the commissioning United Nations entities and their Executive Boards, the Governments of Spain and Norway or United Nations Members States. The text has not been edited to official publication standards and the commissioning United Nations entities and the Governments of Spain and Norway accept no responsibility for error.

# Thematic Evaluation

# Joint Evaluation of Joint Programmes on Gender Equality in the United Nations System

FINAL SYNTHESIS REPORT – ANNEXES AND APPENDIX
NOVEMBER 2013

## Acronyms

| | |
|---|---|
| BPA | Beijing Platform for Action |
| CCA | Common Country Assessment |
| CIS | Commonwealth of Independent States |
| CEDAW | Convention on the Elimination of All Forms of Discrimination Against Women |
| CRC | Convention on the Rights of the Child |
| CSO | Civil Society Organization |
| DAC | Development Assistance Committee (OECD) |
| DaO | Delivering as One |
| DFID | Department for International Development (United Kingdom) |
| DOCO | United Nations Development Operations Coordination Office |
| ECLAC | Economic Commission for Latin America and the Caribbean |
| EMG | Evaluation Management Group |
| ERG | Evaluation Reference Group |
| EVAW | Ending Violence against Women |
| FAO | Food and Agricultural Organization |
| GBV | Gender-Based Violence |
| GEEW | Gender Equality and the Empowerment of Women |
| HDI | Human Development Index |
| ILO | International Labour Organization |
| MDG-F | Millennium Development Goals Achievement Fund |
| NGO | Non-Governmental Organization |
| OCHA | Office for the Coordination of Humanitarian Affairs |
| OECD | Organisation for Economic Co-operation and Development |
| OHCHR | Office of the High Commissioner for Human Rights |
| QCPR | Quadrennial Comprehensive Policy Review |
| TCPR | Triennial Comprehensive Policy Review |
| UN Women | United Nations Entity for Gender Equality and the Empowerment of Women |
| UN-Habitat | United Nations Human Settlements Programme |
| UNAIDS | Joint United Nations Programme on HIV/AIDS |
| UNAMI | United Nations Assistance Mission for Iraq |
| UNCDF | United Nations Capital Development Fund |
| UNCT | United Nations Country Team |
| UNDAF | United Nations Development Assistance Framework |
| UNDG | United Nations Development Group |
| UNDP | United Nations Development Programme |
| UNEG | United Nations Evaluation Group |
| UNEP | United Nations Environment Programme |
| UNESCO | United Nations Educational, Scientific and Cultural Organization |
| UNFPA | United Nations Population Fund |
| UNHCR | United Nations High Commissioner for Refugees |
| UNICEF | United Nations Children's Fund |
| UNIDO | United Nations Industrial Development Organization |
| UNIFEM | United Nations Development Fund for Women |
| UNODC | United Nations Office on Drugs and Crime |
| UNRWA | United Nations Reliefs and Works Agency |
| WFP | World Food Programme |
| WHO | World Health Organization |

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# ANNEX 1: TERMS OF REFERENCE OF THE JOINT EVALUATION OF JOINT PROGRAMMES ON GENDER EQUALITY

## 1. Background

In July 1997, the Secretary-General of the United Nations launched a reform agenda to create a more effective and efficient United Nations.[1] This led to the creation of the United Nations Development Group (UNDG), whose aim is to coordinate, harmonize and align United Nations development activities, particularly at the country level in order to deliver more coherent, effective and efficient support to governments.[2] Common Country Assessments (CCA) and United Nations Development Assistance Frameworks (UNDAF) were developed to support this effort and were intended to promote joint programming among United Nations agencies. Joint programmes were seen as a relevant means to enhance the effectiveness and efficiency of the United Nations system by harnessing the comparative advantages of agencies in a coordinated manner.

The importance of joint programming for United Nations reform efforts was reiterated by the Secretary-General in 2002 and again in November 2006 when the Secretary General's High Level Panel on System-Wide Coherence in the Areas of Development, Humanitarian Assistance and the Environment (HLP)[3] released its report, which launched the Delivering as One (DaO) initiative to further United Nations reform at the country level.[4] That same year, the Government of Spain established the Millennium Development Goals Achievement Fund (MDG-F) that provided US$ 705 million to improve United Nations effectiveness mainly by providing additional resources for joint programming to promote more coherent United Nations support for MDGs at the country level, including a specific programmatic window on gender equality and women's empowerment. In 2008, United Nations General Assembly TCPR Resolution emphasized the importance of joint programming urging the United Nations development system "to fully utilize such opportunities in the interest of enhancing aid efficiency and aid effectiveness"[5]. These developments led to an increase in the overall number of joint programmes initiated, including those with specific objectives on gender equality and women's empowerment. At the

1 Secretary General Report *Renewing the United Nations: A Program for Reform: Measures and Proposals 1997.*

2 UNDG website

3 Delivering as One, Report of the Secretary-General's High Level Panel on System-wide Coherence in the Areas of Development, Humanitarian Assistance and the Environment (A/61/583)

4 Delivering as One, Report of the Secretary-General's High Level Panel on System-wide Coherence in the Areas of Development, Humanitarian Assistance and the Environment (A/61/583)

5 United Nations A /Res/62/208 Triennial comprehensive policy review of operational activities for development of the United Nations

same time, the HLP's Delivering as One report[6] also found that despite the United Nations system's key role in supporting governments to achieve gender equality and women's empowerment, its contributions in this area had been incoherent, under-resourced and fragmented. It concluded that a gender entity within the United Nations system needed to be created to give a stronger voice to women's issues and to more vigorously pursue gender equality and women's empowerment. General Assembly resolutions in 2009[7] and 2011[8] also emphasized the need to enhance accountability of the United Nations system on gender equality and women's empowerment. This led to the creation of United Nations Women in 2011, with a mandate to lead and promote coherence in the United Nations system on gender equality and coordinate the overall efforts of the United Nations system to support the full realization of women's rights and opportunities.[9] The Government of Spain and Government of Norway, which are participating in this evaluation, took a very active role in supporting the work on gender equality and women's empowerment and the establishment of United Nations Women within the process on United Nations reform.

Joint programmes on gender equality and women's empowerment is a key means to this end. Yet, to date, there have been limited assessments of joint programmes in general and on Joint Gender Programmes specifically, despite the need to better understand the value of joint programming for achieving results on gender equality and women's empowerment and how to improve upon current joint programmes modalities and processes to improve performance. A Joint Nordic Independent Assessment of CCA/UNDAF in 2001 highlighted several barriers to joint programming including lack of clarity, guidance and the administrative systems of individual agencies. [10] In 2006 UNDG assessment of 160 joint programmes found that "they did not exploit their potential to mainstream gender equality and that gender was an area that could be more deeply integrated into implementation when United Nations agencies work together". Furthermore, a joint evaluation of the UNDG contribution to the implementation of the Paris Declaration Principles on Aid Effectiveness concluded in 2007, inter alia, that the mainstreaming of gender equality had been limited in the face of general reform and programming requirements to comply with United Nations coherence/aid effectiveness.

In addition, while a number of corporate level gender evaluations have been undertaken by individual United Nations agencies in the last decade, they have focused on gender mainstreaming within United Nations agencies, and less on the achievement (or lack of) results on gender equality and women's empowerment at the country level.

In recognition of this gap in evaluative information on Joint Gender Programmes and its specific mandate to evaluate Joint Gender Programmes, in 2010 the Evaluation Unit of the former United Nations Development Fund for Women (UNIFEM) conducted a scan and developed a database of Joint Gender Programmes in which UNIFEM partnered. The transition to UN Women the following year provided further impetus and opportunity for commissioning a joint evaluation of Joint Gender Programmes given its strengthened mandate on this issue.

In 2011, the UN Women Evaluation Office undertook a more comprehensive portfolio analysis of Joint Gender Programmes based on the initial UNIFEM scan as a pre-scoping exercise for the initiation of a joint evaluation on Joint Gender Programmes. It also reached out to United Nations agencies and donor countries to partner in the

Evaluation in light of the 2002 SG report and GA resolution 62/208 encouraging United Nations agencies to

6 Delivering as One, Report of the Secretary-General's High Level Panel on System-wide Coherence in the Areas of Development, Humanitarian Assistance and the Environment (A/61/583)

7 United Nations General Assembly Resolution United Nations 63/31163/311, "System-wide coherence", 2009

8 United Nations General Assembly Resolution 65/191, "Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly", 2011

9 Please see General Assembly Resolution 64/289

10 Ljungman, C et al. L*aying the Keystone of United Nations Development Reform: the Joint Nordic Assessment of the CCA/UNDAF Process.* COWI A/S 2001.

conduct joint evaluations and given the collaborative nature of Joint Gender Programmes. [11]

Given the above mandates and information gaps on joint programmes and gender equality and women's empowerment in the United Nations system, a joint evaluation on Joint Gender Programmes is now being commissioned. The seven partners to the joint evaluation include: the United Nations Development Fund for Children (UNICEF), the United Nations Development Programme (UNDP), the United Nations Entity for Gender Equality and Women's Empowerment (UN Women), the United Nations Population Fund (UNFPA), the Millennium Development Achievement Fund (MDG-F); and the Government of Norway and the Government of Spain.

## 2. Evaluation Purpose and Use

This evaluation is being undertaken to provide credible and useful evaluative information on the added value of JPGs in enhancing achievement of results on gender equality and women's empowerment through improved United Nations system coherence and efficiency by using joint design and implementation process.

More specifically, it aims to provide evaluative information for the strategic direction and use of Joint Gender Programmes within the United Nations system reform process and support future policy and guidance on their design, implementation, monitoring and evaluation for a more coordinated and effective United Nations system contribution to advance gender equality at the country level. It will also be a key input to knowledge management on joint programmes and programmes for gender equality and women's empowerment. Furthermore, the evaluation is expected to provide UN Women with relevant information for an enhanced coordination role on gender equality in the United Nations system, and to inform a system-wide coordination strategy on gender equality being developed by UN Women and UNDG.

The main objectives of the evaluation are to assess, taking into account of local and national circumstances:

- the overall contribution of JPGs to national development results on GEEW, including intended and unintended results and the efficiency of Joint Gender Programmes in achieving their objectives
- the extent to which Joint Gender Programme objectives and results are relevant to United Nations and national development goals and policies
- the overall sustainability of Joint Gender Programme results, including the level of national ownership, national capacity development, partnerships between the United Nations system and national partners, as well as sustainability aspects in programme design and programme exit strategies
- the extent to which Joint Gender Programmes have created synergies that contribute to gender mainstreaming and women's empowerment in United Nations efforts at the national level
- the overall level of integration of human rights based approaches in Joint Gender Programmes

The main users of the evaluation include United Nations agencies involved in Joint Gender Programmes – including their governing bodies, senior management, joint programme managers/focal points and gender advisers – governments of the programme countries and donor countries supporting joint programmes. Senior management partners of the joint evaluation will be specifically responsible for developing management responses and action plans to the evaluation findings and recommendations.

It is expected that the evaluation results will also be of use to the United Nations High Level Panel for System-Wide Coherence; the preparation of 2012 Quadrennial Comprehensive Policy Review (QCPR) of United Nations system operational activities by the General Assembly; the UNDG; the wider community of United Nations agencies engaging in joint programmes in general; donor and partner countries; and civil society, particularly women's groups and networks; and evaluation networks.

11 Secretary General's report "Strengthening the United Nations: an Agenda for Further Change" (A/57/387)

## 3. Joint Gender Programmes Portfolio

The UNDG defines joint programmes as those that involve two or more United Nations agencies and/or (sub) national partners. A joint programme is one that is undertaken within the framework of a joint programme document signed by all partners, governed by a joint committee and that adopts an agreed fund management modality. Excluded from this definition are joint events and activities such as conferences and campaigns. In 2003, UNDG developed a Guidance Note on Joint Programmes[12]; this remains the key guidance on joint programmes to date.

Joint programming in the United Nations system covers a wide range of areas and sectors of work, including on gender equality and women's empowerment. The Analytical Overview of the Joint United Nations Gender Programme Portfolio (referred to hereafter as the Portfolio Analysis) commissioned by UN Women Evaluation Office in 2011 defined Joint Gender Programmes as those with an explicit objective of empowering women and/or promoting gender equality. This definition excluded joint programmes that mainstream gender equality, but do not have it as a main programmatic goal.

The Portfolio Analysis identified a total of 113 Joint Gender Programmes initiated during the period 2001 – 2010, with a marked increase in the number and size of Joint Gender Programmes from 2006 onwards.[13] From 2001 – 2005, Joint Gender Programmes were relatively modest in terms of number and budget with only 19 Joint Gender Programmes existing during this period with a median planned[14] budget size of US$320,000. Unfortunately, the reliability of data related to Joint Gender Programmes in the period 2001 – 2005 is low due to the fact that it was not possible to find signed programme document and verify their initiation. Therefore, the Portfolio Analysis focused its analysis mainly on 94 Joint Gender Programmes initiated from 2006 – 2010, for which there is reliability based on signed programme documents.[15]

The period 2006 – 2010 saw an increase in Joint Gender Programmes with a total of 94 Joint Gender Programmes identified with a median planned budget of US$2.1 million. The increase in Joint Gender Programmes after 2006 may be attributed to key developments in United Nations reform including:

- Harmonisation of accounting standards, business practices and human resources management
- Further alignment of the UNDAFs both with national processes and among United Nations agencies
- Initiation of the MDG-Fund, which specifically provided funding for joint programmes[16]
- Delivering as One (DaO) piloted in eight countries (Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay and Vietnam)
- Paris Declaration which spurred interest in and commitment to "jointness" among some countries and United Nations agencies.

12 UNDG. Finalized Guidance Note on Joint Programming. Retrieved 14 September 2011 from UNDG website/Policy and Guidances: http://www.undg.org/index.cfm?P=240

13 UN Women was able to identify only 113 JGPs during this period; however, this does not exclude the possibility that additional JGPs may exist that were not reported: a comprehensive database on United Nations joint programmes or JGPs does not currently exist.

14 The database developed in the framework of the development of the Portfolio Analysis contains information on both the planned budget of each JGP and the funded budget at the time the programme document was signed. Since just over 50 percent of the JGPs were fully funded from the start, these figures are the same for many JGPs. The difference between these two figures (the funding gap) differs from JGP to JGP but is on average 28 percent. It is important to note that unless the programme is fully funded, both figures are indicative. The team did not collected data on the current funding situation of the JGPs.

15 While there is reliability related to information in signed programme documents, it is important to note that this information may not be accurate or updated in terms of resources, fund management, duration, etc., which may have changed since programme initiation.

16 The MDG-Fund has provided funding to 128 joint programmes in 49 countries; 14 of these are considered JGPs.

Overall, during the period 2006 – 2010, Joint Gender Programmes were initiated in 61 countries, with 17 countries having two or more Joint Gender Programmes. The largest number of Joint Gender Programmes is found in Africa (29), followed by Latin America and Caribbean (26) region, Asia Pacific (17), Arab States (13) and Europe and Central Asia (8). Of these, six were regional programmes and only 1 global Joint Gender Programme was identified. Likewise, planned budget size followed a similar pattern with the largest allocations to Joint Gender Programmes in Africa (US$ 254M), followed by LAC (US$ 66M), Asia & Pacific (US$ 66M), Arab States (US$ 54M) and Europe and Central Asia (US$ 8M).

Joint Gender Programmes focusing on ending violence against women and girls (EVAW) and Governance make up the largest segment of the portfolio; however, EVAW Joint Gender Programmes make up almost one- third (27%) of the aggregated planned financial value of the Joint Gender Programme portfolio, while governance Joint Gender Programmes only account for 13% of the total. Other themes identified among Joint Gender Programmes include economic empowerment, health, education, trafficking, and HIV/AIDS, which combined make up 30% of the portfolio and only 27% of the aggregate planned financial value of the portfolio. Multi-sectoral Joint Gender Programmes are only 11% of the portfolio, but they have large budgets that account for 33% of the aggregated planned financial value of the Joint Gender Programme portfolio. Only 5 Joint Gender Programmes representing 4 thematic areas have objectives with a conflict-related angle, but another 8 Joint Gender Programmes are located in conflict countries.

Twenty-four different United Nations entities have participated in Joint Gender Programmes, with UNFPA, UNDP, UN Women (formerly UNIFEM) and UNICEF participating in over 60 Joint Gender Programmes each and UNDP, UNFPA and UN Women most often acting as lead agency. The majority of Joint Gender Programmes are made up of 3 to 4 participating United Nations agencies with one-third having more than 5 and some involving over 11 agencies.

Joint Gender Programmes are mainly financed by core funds from the participating United Nations agencies, 62% to 72% of the Joint Gender Programmes from 2006 to 2010, and amounts to over US$ 98 million. The MDG Fund is the largest non-core source of funding contributing approximately US$ 90 million for 14 Joint Gender Programmes. Other trust funds, bilateral contributions and financial and in-kind contributions by national governments account for the remaining resources available for Joint Gender Programmes.

The Portfolio Analysis provides more in-depth quantitative and qualitative information on the Joint Gender Programmes, including information related to funding modalities, planned programme timeframes, findings from evaluations of Joint Gender Programmes and potential areas of inquiry for scoping of any future evaluation.

## 4. Evaluation Scope

This evaluation will provide an assessment of Joint Gender Programmes within the United Nations system, defined as those joint programmes with a specific and explicit objective related to gender equality and/or women's empowerment.

Taking into account the information collected in the Portfolio Analysis and the timeframe and resources available, the study will be carefully designed to ensure assessment of a sample of the 94 Joint Gender Programmes identified during the period 2006 – 2010 on which to base its findings, conclusions and recommendations. This selection of timeframe is based on the high reliability and completeness of data on Joint Gender Programmes during this period and the need to reflect a number of contextual changes for joint programming that began in 2007 (e.g. initiation of DAO pilots, MDG-Fund, Paris Declaration, etc.).

Given the relatively small size of the portfolio of Joint Gender Programmes and the resources available for the study, the sample selection will not follow a randomized approach, but will be purposeful and allow for a level of comparison and lessons learned based on specific characteristics. Sampling will be based on specific criteria agreed by key stakeholders in order to ensure an adequate basis to emit evaluative judgments and conclusions. The initial criteria to select the sample for scoping the study are listed below and

will be reviewed and further refined by the evaluation team to ensure a robust evaluation design.

- **Geographic level of intervention**. Joint Gender Programmes *implemented at the country level*, given the high number and inherent emphasis of joint programming at the country level; regional and global programmes (6% of Joint Gender Programmes identified in the portfolio analysis) will not be included in the assessment
- **Country Context.** Joint Gender Programmes undertaken in a range of *development, conflict/post-conflict, fragile sates, and middle-income countries* to capture the existing diversity of country contexts. It could be of special interest of this evaluation to include at least one Arab country due to the specific context of the Arab Spring and current political developments.
- **DAO country.** The purposeful sampling will include at least one DAO country to explore how the context of DAO affects the results and implementation of Joint Gender Programmes.
- **Duration.** *Joint Gender Programmes* that will have at least 2 – 3 years of implementation at the time of the evaluation and were initiated no later than 2008 and priority will be given to the initiatives with at least 3 years of implementation.
- **Regional characteristics**. Joint Gender Programmes spanning the five geographic areas (Africa, Asia & Pacific, Arab States, Europe and Central Asia, and Latin America and Caribbean) to capture regional specificities related to gender issues, programmes on gender equality and joint programmes. The EMG may also consider to include a regional representation or prioritize the most prominent regions for Joint Gender Programmes (Africa, LAC, Asia Pacific).
- **Thematic coverage.** Joint Gender Programmes with a thematic focus related to EVAW, governance, economic empowerment, health and multi-sectoral, given the number and size of investment in these areas; Joint Gender Programmes dealing with Human Trafficking and HIV/AIDs will not be assessed. The EMG may also determine the need to focus only on those sectoral areas representing those of greatest investment (EVAW, Governance and multi-sectoral).
- **Governance and funding modalities.** The selection of sample will take into account the diversity related to programme governance, management and funding modalities and the overall number of partners in any given Joint Gender Programme including national stakeholder participation and leadership.
- **Financial value.** Joint Gender Programmes that have a planned budget of US$1M or above, given the greater expected return on results

## 5. Key evaluation issues, questions and criteria

The selected evaluation criteria and questions are closely informed by the information needs outlined in the Portfolio Analysis based on consultations with a range of stakeholders, past evaluations/reviews and other related documentation.

Overall, of key importance throughout the evaluation is the assessment of the design and quality of Joint Gender Programme "jointness", particularly within the following strategic priorities and emerging key issues identified:

- **Design of Joint Gender Programmes assessing** to what extent have Joint Gender Programmes been conceptualized, planned and designed to respond to international, regional and national commitments on GEEW and country context factors.
- **Results and added value of Joint Gender Programmes** assessing to what extent and in what ways collaborating in a Joint Gender Programme has enhanced the GEEW effects achieved by the participating United Nations agencies and their partners. This includes assessing the contribution to results and operational effectiveness.
- **Sustainability, national level partnerships, ownership and people-centered approaches** and assessing to what extent and in what ways Joint Gender Programmes have contributed to governments meeting their commitments to the Beijing Platform for Action and fulfilled their obligations towards women's and girl's human rights; while also supporting rights-holders to demand their rights
- **Synergies between Joint Gender Programmes and other United Nations efforts** and assessing to what extent and in what ways Joint Gender Programmes have contributed to improved gender equality

mainstreaming and women's empowerment in other United Nations programmes and efforts at country level

More detailed corresponding questions are included in the Matrix of Evaluation Questions included in Annex 2. The study will answer the following key overarching questions responding to the strategic priorities and emerging issues identified in the portfolio analysis.

i. To what extent have Joint Gender Programmes been conceptualized, planned and designed jointly to respond to international, regional and national commitments on GEEW; to establish coherence and capitalize on the comparative advantages of participating United Nations agencies; and to integrate a HRBA to programming?
ii. What are the key contributions and added value in terms of short and long term, intended and unintended, positive and negative GEEW results achieved by Joint Gender Programmes to date at the national level?
iii. What is the influence of the specific country context and circumstances (conflict/ post conflict, fragile state, DAO country) on the achievement of JPGs results and operational effectives?
iv. Have Joint Gender Programmes led to improved efficiency in the management of resources and what has been the relationship between increased/decreased efficiency and (potential) results on GEEW? Do certain levels or models of "jointness" lead to better GEEW results?
v. Have Joint Gender Programmes strengthened national ownership through the participation and inclusion of national governments and civil society groups in their programming process and what were the related challenges and opportunities specific to Joint Gender Programmes?
vi. Is there any measurable impact of Joint Gender Programmes both at the national level and in terms of United Nations system processes?
vii. To what extent and how have Joint Gender Programmes led to complementary and synergistic effects on broader United Nations efforts to achieve GEEW (e.g. enhanced collaboration and coordination among UNCTs, improved United Nations programming on GEEW, enhanced gender mainstreaming etc.)?

The evaluation criteria that will frame the assessment of Joint Gender Programmes are outlined below:

- Relevance/coherence of the planning, design and implementation processes of Joint Gender Programmes to international, regional and national commitments, policies and priorities; aid effectiveness principles; United Nations mandates and UNDAFs, and individual agency policies, mandates and comparative advantages in terms of their responsiveness and alignment with country needs on GEEW.
  - Effectiveness and impact of Joint Gender Programmes in achieving their stated objectives on GEEW and any intended or unintended long-term effects at the national level and for gender mainstreaming within the United Nations system, including the use of innovative approaches
  - Participation and inclusion of national duty-bearers and rights-holders – specifically those most marginalized – in Joint Gender Programmes processes
  - Sustainability of the results of Joint Gender Programmes given the level of national ownership generated, effective partnerships established and national capacity strengthened through Joint Gender Programme processes
  - Efficiency increases and/or decreases specific to Joint Gender Programmes and their relationship to the (expected) achievement of both short and long term results on gender equality and women's empowerment

Additional evaluation criteria may be introduced following the final scope of Joint Gender Programmes for review.

## 6. Information sources

The Evaluation Team will have access to a number of information sources compiled in preparation for the evaluation study, including a document repository of the 113 Joint Gender Programmes identified through the Portfolio Analysis (currently the most complete database of its kind for Joint Gender Programmes); 4 final evaluations, 12 mid-term evaluations and 4 reviews of Joint Gender Programmes undertaken from 2006 – 2011; 31 interviews with gender experts, evaluation specialists and others engaged in joint programming in both headquarters and field offices; and a

number of relevant United Nations General Assembly and ECOSOC resolutions and reports to the Secretary-General and governing bodies of United Nations agencies.

The full report "Analytical Overview of Joint United Nations Gender Programme Portfolio" (UN Women, 2011) will be made available to the evaluation team and will act as a key source of information for determining the characteristics of the universe of Joint Gender Programmes identified provide a better understanding of the subject of analysis and ensure adequate focus on the information needs of stakeholders. Additional information will be gathered by partner agencies to fill existing information gaps prior to the start of the evaluation. For instance, the MDG fund will be undertaking a number of evaluations of JPGs in 2011 and will contribute to this evaluation with data sources. Furthermore, this evaluation will identify any evaluation efforts undertaken by partner agencies to avoid the duplication and ensure synergies in data collection.

In summary, the sources of information available include, but are not limited to: the UN Women Analytical Overview of Joint United Nations Gender Programme Portfolio; signed programme documents of identified Joint Gender Programmes; reports of identified Joint Gender Programmes; 20 reviews, mid-term and final evaluations of Joint Gender Programmes; DAO evaluations undertaken in 2010; 2006 UNDG review of joint programmes; evaluations of gender equality policies/ mainstreaming in the United Nations system; UNDAFs and CCAs; and UNDG and agency guidance and reports on joint programming and/or gender equality and documents related to United Nations reform processes.[17]

It should be noted that information on Joint Gender Programmes is not consolidated and scattered among different sources; therefore, proposals should consider that additional time and effort may be required for data gathering.

## 7. Evaluation Approach and Methodology

The evaluation will be utilization-focused, gender and human rights responsive and follow a mixed methods approach. These complementary approaches will be deployed to ensure that the study:

- responds to the needs of users and their intended use of the evaluation results
- provides both a substantive assessment of GEEW results of Joint Gender Programmes, while also respecting gender and human rights principles throughout the evaluation process, allowing for the participation and consultation of key stakeholders (rights holders and duty-bearers) to the extent possible
- utilizes both quantitative and qualitative data collection and analysis methods to enhance triangulation of data and increase overall data quality, validity, credibility and robustness and reduce bias

The evaluation will follow UNEG Norms and Standards for Evaluation in the United Nations system and abide by UNEG Ethical Guidelines and Code of Conduct and any other relevant ethical codes.

Given the characteristics of the portfolio of Joint Gender Programmes, the methodological design of the study will involve the use of collective case studies. It will have a robust approach to the sampling of programmes and selection of case studies in order to enable an adequate level of comparison and generalization regarding the evaluation criteria. The creative use of a counterfactual to assess the difference between "joint" programme modality versus "single agency" intervention, the "Joint Gender Programmes" versus "regular" joint programmes could also be considered in the methodological design.

The Evaluation Team is expected to outline a detailed and comprehensive evaluation methodology in its Inception Report, including the selected sample of joint programmes to be evaluated. It should allow for the assessment of the range of potential effects of Joint Gender Programmes, including those related to capacity development, empowerment of national stakeholders, potential intangible effects and the added value of working "jointly". The methodology should explicitly outline how it will integrate a human rights based approach and explore the possibility of utilizing participatory methods for developing case studies. Data should be disaggregated by sex and according to other relevant parameters.

17 A meta-evaluation of 11 JGPs funded by the MDG-F will also be available in 2011.

The evaluation process will involve the following steps:

**Inception Phase**

- The inception phase will involve the development of a work plan and a comprehensive review of key documents including a number (to be determined) of the Joint Gender Programmes programme documents. Individual and focus group discussions will be undertaken by phone or through an inception mission to New York.
- The team will present an analytical framework and develop an Inception Report that may refine the criteria for scoping the evaluation as outlined in Section 4 and will further refine the evaluation criteria, questions and methodology, and determine the sample of Joint Gender Programmes for further in-depth desk review.

**Data Collection, Analysis and Report Writing Phase**

- The team will conduct a more in-depth desk review of the selected Joint Gender Programmes identified from the inception phase, reviewing relevant programme documentation and conducting phone interviews with key stakeholders. The in-depth desk review will allow for the refinement of selection criteria for 4-6 Joint Gender Programme case studies.
- The team will undertake site visits to develop Joint Gender Programme case studies, which may involve further desk review, interviews, focus group discussions, and the use of surveys.
- Surveys will be administered strategically to collect additional information.
- Preliminary findings PPT/paper will be developed by the team to be shared with key stakeholders and to receive feedback for elaborating the draft and final reports. The team will be present the findings to stakeholders for their validation.

Key elements of the methodology should include, but not be limited to, the following:

- Desk Review

  A comprehensive desk review of the key information sources available and cited above will be conducted initially. This will include the Joint Gender Programme documents of the total pool of Joint Gender Programmes identified for inclusion in the study based on the scoping criteria outlined in Section 4.

  This will provide the basis for identifying data gaps that need to be remedied and will also inform the further selection of a sample of Joint Gender Programmes for more in-depth study from the overall pool that should strive to include Joint Gender Programmes that:

  - are perceived to be innovative
  - are considered successful and will likely provide a number of good practices
  - are known to have faced challenges
  - located in both conflict/post-conflict, developing and middle-income countries
  - In DAO countries and those with more than/less than 4 participating agencies
  - utilize both national and direct execution
  - include a mix of human development and gender equality index levels
  - located in countries with gender mainstreaming strategies or have MDG 3 component in their UNDAF
  - those that have or will be undergoing evaluation
  - are supported by the MDG-Fund

  The above parameters shall be further refined by the evaluation team once the initial desk review is conducted.

- In-Depth Interviews

In depth phone and in-person interviews will be conducted with key stakeholders selected during the inception and conduct phases of the evaluation. Attention will be paid to ensuring inclusion of both headquarter and field perspectives.

- Case Studies

A collective case study involving multiple cases will be a key aspect of the methodology. The inception phase and desk review should inform the selection of approximately 4 – 6 Joint Gender Programme case studies for the evaluation. Case study selection will be guided by agreed criteria that should prioritize inclusion of:

- at least 1 Joint Gender Programme each in a developing, DAO and conflict/post-conflict country
- at least 1 Joint Gender Programmes in an African country, due to the large concentration and investment of Joint Gender Programmes in the region

Selection of case studies will also take into account countries with more than one Joint Gender Programme in order to maximize the potential number of case studies and explore if synergies exist between Joint Gender Programmes

• Focus Group Discussion

Focus group discussions will be conducted with key stakeholders during the inception meeting and site visits. The selection and use of FGDs will be decided based on initial and in-depth desk reviews and the selection of case studies.

• Surveys

Surveys should be utilized to capture both qualitative and quantitative information from a wide range of stakeholders and should be administered using appropriate channels. For example, electronic surveys could be administered to United Nations staff, while national researchers may be needed to administer surveys to national partners.

The Evaluation Team should also clearly outline the data analysis methods to be used and should incorporate gender and human rights analysis when relevant.

## 8. Evaluation Management

The global management structure for this evaluation will engage key stakeholders from Senior Management at the highest levels, central Evaluation Offices, and gender and joint programme focal points and independent experts. Their participation in the evaluation will enhance the quality and credibility of the evaluation, act to validate the findings of the evaluation and strengthen the use of the evaluation findings and recommendations. Key bodies within the global structure will include:

- An **Evaluation Management Group (EMG)** will be the main decision-making body for the evaluation and is composed of designated representatives from the evaluation offices of the key joint evaluation partners. The EMG will be responsible for the overall management of the evaluation and will constitute a Secretariat, managed by UN Women Evaluation Office, a core group within the EMG that will oversee the day to day business of the evaluation and communication with the Evaluation Team. Members of the EMG may accompany the team during site visits.
- A **Reference Group (RG)** composed of Gender Focal Points, Joint Programme Focal Points, UNDG Gender Team members, representatives from donor countries, United Nations Resident Coordinators, UNCT members, United Nations Gender Theme Group members, and CSOs and national counterparts will be consulted on key aspects of the evaluation process. The group will be composed to ensure that both HQ and field perspectives are represented.
- A **Steering Committee (SC)** that is composed of the Executive Directors/Directors of the joint evaluation partners and donor countries will provide political and institutional support for the evaluation at the highest level, endorsing a robust and credible evaluation and ensuring the use of the findings and recommendations elaborated through formalized management responses and associated action plans.
- Separate TORs have been developed for each of the above groups.

## 9. Timeframe and Products

The evaluation process will run from September 2011 to September 2012. The Evaluation Team will undertake the study from December 2011 to July 2012.

1. Development and approval of F-TOR. EMG; RG (November 2011)
2. Engagement of external evaluation team. EMG (January 2011)
3. Work plan. ET. A detailed work plan, including a dissemination strategy, will be developed by the team and agreed upon with the EMG outlining specific dates for key deliverables (January 2011)
4. Inception Phase. ET. (January-March 2012). The Evaluation Team will undertake a preliminary desk review and an inception mission to New York to meet with the Evaluation Management Group and interview key stakeholders. An inception report will

be developed that further refines the overall scope, approach and questions, provides a detailed outline of the evaluation methodology and criteria for selection of in-depth desk review and case studies. The report will include an evaluation matrix and revised work plan, if needed.

5. Data Collection (including field visits) and Analysis (March –May 2012). The Evaluation Team will implement the methodology agreed upon in the inception report and will conduct at least 4 country site visits to collect data. The site visits will be supported by partner agencies offices in the selected locations. Preliminary findings PPT/paper will be shared to gather feedback for the elaboration of the draft report.
6. Reports from Country case studies (approximately 6 cases). Interpretation of data, synthesis and report writing and Validation Process.
7. A draft and final evaluation report, including a concise Executive Summary, will be produced that incorporates the comments and feedback received from the EMG and Reference Group. The draft report will be presented at a validation meeting of key stakeholders to discuss the findings and receive feedback before finalization.
8. An evaluation brief for use in stakeholder presentations, and a methodology brief to faceplate the learning of lessons from evaluation process.
9. PowerPoint presentation for senior management, the executive Board and other stakeholder to be used during stakeholders' feedback sessions.
10. Management Response and Dissemination of Findings

The commissioners of the evaluation are responsible for issuing management responses and disseminating the evaluation findings, including informing their respective governing bodies. The Evaluation Team will be responsible for developing a dissemination product/ pamphlet extracting the key information from the evaluation report.

## 10. Evaluation Team

A highly qualified and committed evaluation team is required to undertake this complex joint evaluation in order to develop a high quality and useful report that will provide actionable recommendations on how to strengthen joint programmes for achieving gender equality and women's empowerment. The evaluation team should ideally be composed of 5 – 8 members that include an experienced Team Leader; a senior gender and evaluation expert; a senior evaluator and 2 evaluation specialists and research assistants.

The team members will have evaluation experience in gender and development and humanitarian/emergency fields and prior experience in working with multilateral agencies. Team composition will reflect a very clear understanding of the United Nations system and human development principles in general and, in particular, of gender equality and women's empowerment.

The evaluation core team will be responsible for document review, design of case studies, coordinating case studies and contributing to the preparation of the synthesis report.

Detailed profiles of individual team members are provided in Annex 3. The combined expertise of the team should include:

- Advanced evaluation expertise and experience in a wide range of evaluation approaches including utilization-focused, gender and human rights responsive and mixed methods
- Previous experience in conducting joint evaluations/ complex multi-stakeholder evaluations, evaluation of capacity development initiatives; experience in evaluating UNDAF an asset
- Knowledge of the United Nations system, United Nations reform processes and United Nations programming at the country level, particularly of joint programming policies and processes
- Expertise in gender equality and women's empowerment, gender mainstreaming, gender analysis and the related mandates within the United Nations system; experience/knowledge of women's movements is an asset
- Strong experience and knowledge in human rights issues, the human rights based approach to programming, human rights analysis and related mandates within the United Nations system

- Excellent analytical, facilitation and communications skills; ability to negotiate with a wide range of stakeholders
- Proficiency in English and other official United Nations languages, particularly Spanish and French
- Balanced in terms of gender and regional representation, with the inclusion of regional/national evaluators

The **team leader** will be responsible for delivering the key outputs outlined in section 9. She/he will prepare the final report and the dissemination strategy and ensuring quality and efficient conduct of work by the members of evaluation team. The team leader will coordinate the work of all other team members during all the phases of the evaluation process, ensuring the quality of outputs and methodology as well as timely delivery of all products. In close collaboration with the EMG she/he will lead the conceptualization and design of the evaluation, the coordination and conduct of the country visits and the shaping of the findings conclusions and recommendations of the final report. More specifically the tasks of the team leader include:

- Conducting an inception mission and developing an inception report outlining the design, methodology and the criteria for the selection of the case studies, required resources and indicative work plan of the evaluation team. Assigning and coordinating team tasks within the framework of the TOR.
- Directing and supervising the research associate/s in carrying out research and analysis of secondary evidence, project documents, databases and all relevant documentation.
- Coordinating the conduct of country case studies and preparation of the case studies report.
- Overseeing and assuring quality in the preparation of the case studies and taking a lead in the analysis of evaluation evidence
- Drafting the evaluation report and leading the preparation of specific inputs from designated team members, based on country reports prepared by the team members, desk research, focus groups, surveys, etc.
- Preparing for meetings with the EMG and other stakeholders to review findings, conclusions and recommendations.
- Leading the stakeholder feedback sessions, briefing the EMG on the evaluation through informal sessions and finalizing the report based on feedback from the EMG.
- Preparing evaluation briefs, PPT presentation and working with the report editor, responding to final edits on the evaluation report.

The senior gender and evaluation expert will provide substantive advice on gender equality programming and the integration of gender equality and women's rights approaches in evaluation. Under the overall supervision of the evaluation team leader, the different evaluation specialists, including the senior gender and evaluation expert, will participate in the inception and the conduct phase of the evaluation. Each specialist will provide inputs for the inception report, will carry out one or two country case studies and will draft the country case studies reports, based on a standardized approach and format. In addition, all the evaluation specialist will contribute to the preparation of the final report and evaluation briefs, as necessary and will support the team leader in the supervision of the research associate/s work.

## 11. UNEG Ethical Code of Conduct[18]

### List of annexes[19]

Annex 1: Portfolio Analysis of Joint Gender Programmes[20]

Annex 2: Matrix of Evaluation Questions

Annex 3: Team Member Profiles

Annex 4: UNEG Norms and Standards[21]

Annex 5: UNEG Quality Checklist for Evaluation Reports[22]

Annex 6: Description of Evaluation Partners/ Commissioners

Annex 7: Selection of Evaluators/Evaluation Team

Annex 8: UNEG Handbook on Integrating Gender Equality and Human Rights in Evaluation[23]

18 http://www.unevaluation.org/ethicalguidelines

19 Full annexes, included Annexes 2, 3, 6 and 7 which are not hyperlinked in this document can be found at: http://gate.unwomen.org/evaluationadmin/downloaddocument.html?docid=3657

20 http://gate.unwomen.org/evaluationadmin/downloaddocument.html?docid=3501

21 http://www.uneval.org/normsandstandards/index.jsp?doc_cat_source_id=4

22 http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=607

23 http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=980

# ANNEX 2: JOINT GENDER PROGRAMMES REVIEWED[24]

| Region | Country | Name of Programme | Budget Funded (as per signed project document)[25] | Starting Year | End Year | United Nations Partners | United Nations Lead | Source of Funding | Theme |
|---|---|---|---|---|---|---|---|---|---|
| Africa | Eritrea | Joint Programme on Gender Equity | 1,200,000 | 2007 | 2011 | ILO, UNDP, UNFPA, UN Women, WHO | UNFPA | United Nations entities | Integrated |
| | Kenya | Joint Programme on Gender Equality and Women Empowerment | 28,493,372 | 2009 | 2013 | ILO, OCHA, UN-Habitat, UNAIDS, UNDP, UNEP, UNESCO, UNFPA, UNICEF, UNIDO, UN Women, UNODC, WHO | UN Women | United Nations entities, IOM | Integrated |
| | Lesotho | Joint Programme for Maternal and New-born Health | 663,529 | 2010 | 2015 | UNFPA, UNICEF, WHO | WHO | Lesotho One United Nations Fund | Health |
| | Liberia | Joint Programme to Prevent and Respond to Sexual Gender-Based Violence (GBV) | 2,861,345 | 2008 | 2012 | UNDP, UNFPA, UNHCR, UNICEF, UN Women, WHO | UNFPA | United Nations entities (other sources to be agreed, as per specification in the project document) | EVAW |
| | Mozambique | Women's Empowerment and Gender Equality | 2,745,000 | 2007 | 2009 | FAO, ILO, UNDP, UNESCO, UNFPA, UNICEF, UNIDO, UN Women, WHO | UNDP | United Nations entities | Integrated |
| | Namibia | Setting Things Right - Towards Gender Equality and Equity | 8,000,000 | 2009 | 2012 | FAO, UNDP, UNESCO, UNFPA, UNICEF | Not specified | MDG-F | EVAW |
| | Rwanda | Joint Programme on GBV - ISANGE Centre – One Stop Centre for Survivors of Child, Domestic and GBV (CDGBV) at Kacyiru Police Hospital | 324,735 | 2009 | 2010 | UNFPA, UNICEF, UN Women | Not specified | United Nations entities | EVAW |
| | Uganda | Joint Programme on Gender Equality | 24,619,932 | 2009 | 2014 | FAO, ILO, OHCHR, UN-Habitat, UNCDF, UNDP, UNFPA, UNHCR, UNICEF, UN Women, WHO | UN Women | United Nations entities, DFID | Integrated |

24 Data supplied from UN Women Portfolio Review (2011). In several cases this was updated through field study,

25 Unless otherwise stated, currency refers to United States dollars.

| Region | Country | Name of Programme | Budget Funded (as per signed project document)[20] | Starting Year | End Year | United Nations Partners | United Nations Lead | Source of Funding | Theme |
|---|---|---|---|---|---|---|---|---|---|
| Arab States | Iraq | Supporting the Efforts of the Government of Iraq in Developing the Capacity of the Iraqi Education Sector through Enhancing the Learning Environment in Vulnerable Areas in Iraq for Meeting the Education for All Goals | 12,461,062 | 2008 | 2011 | Human Rights Organizations, UNAMI, UN-Habitat, UNESCO, UNICEF, UN Women, WHO | UNICEF | UNDG Iraq Trust Fund | Education |
| | Morocco | Programme to Fight Against GBV by Empowering Women and Girls in Morocco | 8,400,000 | 2008 | 2010 | FAO, ILO, UNAIDS, UNESCO, UNFPA, UNHCR, UNICEF, UN Women | UN Women | MDG-F | EVAW |
| | State of Palestine[21] | Gender Equality and Women's Empowerment | 9,000,000 | 2008 | 2011 | ILO, UNDP, UNESCO, UNFPA, UN Women, UNRWA | UNDP | MDG-F | Governance |
| | Tunisia | Gender Mainstreaming and Violence Against Women | 710,000 | 2007 | 2011 | UNDP, UNFPA | UNFPA | United Nations entities, national government | Governance |

26 Referred to hereafter as Palestine.

| Region | Country | Name of Programme | Budget Funded (as per signed project document)[20] | Starting Year | End Year | United Nations Partners | United Nations Lead | Source of Funding | Theme |
|---|---|---|---|---|---|---|---|---|---|
| Asia-Pacific | Bangladesh | Accelerating Progress Towards Maternal and Neonatal Mortality and Morbidity Reduction (Phase 1) | 8,329,721 | 2007 | 2010 | UNFPA, UNICEF, WHO | UNFPA | European Commission, United Kingdom Department for International Development (DFID) | Health |
| | Nepal | Delivering Essential Reproductive Health Care, Education and Counselling to Vulnerable Women and Adolescent Girls of Nepal affected by conflict | Data not available | 2009 | 2011 | UNFPA, UNICEF, WHO | UNFPA | United Nations Trust Fund for Human Security | Health |
| | Thailand | Every Home a Safe Home: Supporting Thailand towards Effective Implementation of the Act on Protection for Domestic Violence Victims | 999,651 | 2010 | 2012 | UNDP, UNFPA, UN Women | UN Women | United Nations entities, United Nations Trust Fund | Ending Violence against Women (EVAW) |
| | Timor-Leste | Supporting Gender Equality and Women's Rights in Timor-Leste | 4,955,000 | 2008 | 2011 | UNDP, UNFPA, UN Women, UNICEF, | Not specified | MDG-F | Governance |
| | Viet Nam | Joint Programme on Gender Equality | 4,594,706 | 2009 | 2011 | FAO, ILO, UNAIDS, UNDP, UNESCO, UNFPA, UNIEF, UNIDO, UN Women, UNODC, WHO | UNFPA | MDG-F | Governance |

| Region | Country | Name of Programme | Budget Funded (as per signed project document)[20] | Starting Year | End Year | United Nations Partners | United Nations Lead | Source of Funding | Theme |
|---|---|---|---|---|---|---|---|---|---|
| Europe and the Commonwealth of Independent States (CIS) | Albania | Support to the Implementation of National Strategy for Gender Equality and Domestic Violence – Advancing Democratic Governance in Albania | 1,009,207 | 2008 | 2010 | UNDP, UNFPA, UNICEF, UN Women | UN Women | One UN Coherence Fund | Governance |
| | Former Yugoslav Republic of Macedonia[22] | Strengthening National Capacities to Prevent Domestic Violence 2008-2011 | 2,571,239 | 2008 | 2011 | UNDP, UNFPA, UNICEF, UN Women, WHO | Not Specified. UNDP administrative agent | United Nations entities, the Netherlands, national government | EVAW |
| Latin America and the Caribbean | Colombia | Integral Strategy for the Prevention and Awareness of All Forms of GBV | 7,200,000 | 2008 | 2011 | UNFPA, UN Women | UN Women | MDG-F | EVAW |
| | Mexico | Construcción y evaluación de un modelo integral para prevenir la violencia de género en poblaciones indígenas en México desde un enfoque intercultural | 994,122 | 2010 | 2013 | ECLAC, UNDP, UNESCO, UNFPA, UNICEF, UN Women | ECLAC | United Nations entities | EVAW |
| | Nicaragua | From Rhetoric to Reality: Towards Gender Equity and Women's Empowerment | 8,000,000 | 2008 | 2011 | ILO, FAO, UNCDF, UNDP, UNFPA, UNICEF, UN Women, WFP, WHO | Not specified | MDG-F | Economic Empowerment |
| | Paraguay | Economic Capacities and Opportunities for Social Inclusion | 3,872,018 | 2008 | 2011 | UNDP, UNFPA, UN Women, UNICEF, ILO | ILO | MDG-F | Economic Empowerment |
| | Uruguay | Support for Public Policies for the Reduction of Inequities of Gender and Generations | 1,296,000 | 2008 | 2010 | UNDP, UNFPA, UN Women, FAO, WHO, ILO, UNAIDS, UNESCO, UNICEF | UNFPA. UN Women | One UN Coherence Fund | Governance |

27 Referred to hereafter as Macedonia.

# ANNEX 3: DETAILED METHODOLOGY

This Annex has been produced at the request of the Evaluation Management Group (EMG) of the Joint Evaluation of Joint Programmes on Gender Equality in the United Nations System. Its purpose is to set out a transparent record of the process, and capture some of the methodological lessons learned from the evaluation. Its primary audience is therefore expected to be the development evaluation community.

The length of this Annex has occurred in response to the commentary rounds during the development of the Synthesis Report, in which many EMG members requested more detail on the different methodological aspects of the evaluation.

## Section 1: Purpose, scope and management and governance of the evaluation

### 1.1 Purpose, objectives and scope

The Joint Evaluation of Joint Programmes on Gender Equality in the United Nations System was undertaken from May 2012 to September 2013. The purpose of the evaluation, as stated in its Terms of Reference, was 'to provide credible and useful evaluative information on the added value of joint gender programmes in enhancing achievement of results on gender equality and women's empowerment through improved United Nations system coherence and efficiency by using joint design and implementation processes'.

The objectives of the evaluation were: 'To assess, taking into account local and national circumstances:

- The overall contribution of joint gender programmes to national development results on gender equality and the empowerment of women (GEEW), including intended and unintended results and the efficiency of JGPs in achieving their objectives;
- The extent to which joint gender programme focus and support are relevant to United Nations and national development goals and policies;
- The overall sustainability of joint gender programme results, including the level of national ownership, national capacity development, partnerships between the United Nations system and national partners, as well as sustainability aspects in programme design and programme exit strategies;
- The extent to which joint gender programmes have created synergies that contribute to gender equality and women's empowerment in United Nations efforts at the national level; and
- The overall level of integration of a human rights-based approach in joint gender programmes.

These broad objectives were interpreted and operationalized for the evaluation within the evaluation questions and design, below.

The study had both summative and formative aspects. Its two key perspectives, as agreed by the Evaluation Team and the EMG, were:

- Jointness – arising from the post-1997 (and particularly post-2006) reform agenda to create a more effective and efficient United Nations, and the Paris Principles of Aid Effectiveness. The practical implications of jointness, including design, modalities, processes, management, performance assessment and results, were to be assessed from the perspective of participating United Nations entities and national partners. The presumed added value of working through joint programmes – the core thesis of the evaluation – was also a key line of enquiry.
- Results at the national level, including the contribution of joint programming to national development results on GEEW, sustainability (including national ownership), national capacity development, partnerships between the United Nations system

and national partners and improved coordination in United Nations efforts for GEEW nationally, were to be examined.

The evaluation examined joint gender programmes operating at national level established between 2006-2010, across a range of geographical and pre-defined thematic areas (eliminating violence against women; health including HIV and AIDS; education; economic empowerment; governance; human trafficking; and integrated programmes). Aspects not covered by the evaluation, and the reasons for their omission, were:

- Programmes implemented before 2006, since a Portfolio Review, conducted by the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) as part of the preparatory stage of the evaluation, established that joint gender programmes prior to 2006 lacked sufficient documentary record;
- Programmes designed post-2010, since these were considered insufficiently established to assess progress through the programme cycle and to enable assessment of results (except where these were later phases of a pre-existing programme);
- Regional-level programmes. This was a decision taken in the preparatory stage of the evaluation by the EMG who wished to concentrate efforts on results at national level;
- One global-level programme in the portfolio, in line with the country-level focus, above; and
- Programmes which mainstreamed gender, rather than those with an explicit objective of GEEW; and/or which place women and girls as the main beneficiaries/programme partners. This was again a decision of the preparatory phase, since in theory all United Nations joint programmes mainstream gender, and would therefore be eligible for assessment.

## 1.2 Management and governance of the evaluation

The evaluation's management and governance structures were as follows:

- The EMG was the main decision-making body for the evaluation. The EMG was composed of designated representatives from the evaluation offices of the key joint evaluation partners, and included a Secretariat, managed by UN Women's Evaluation Office. The Secretariat was tasked to oversee the day-to-day business of the evaluation and communication with the Evaluation Team. The EMG also held the responsibility for dissemination of the evaluation;
- The Evaluation Reference Group (ERG) was composed of gender focal points, joint programme focal points, United Nations Development Group (UNDG) Gender Team members, representatives from donor countries, United Nations Resident Coordinators, and members of the United Nations country team and United Nations Gender Theme Group. This group's role was to act as a source of knowledge for the evaluation, coordinate feedback from headquarters and the field; support the identification of external stakeholders to be consulted; and support the dissemination of the findings of the evaluation and implementation of the management response;
- The Evaluation Steering Committee was composed of the Executive Directors/Directors of the joint evaluation partners and donor countries. This group was tasked with providing political and institutional support for the evaluation at the highest level; endorsing a robust and credible evaluation; and ensuring the use of the findings and recommendations developed through formalized management responses and associated action plans; and
- National reference groups were formed for the five field studies of joint gender programmes. These were planned to be composed of the different United Nations entities gender focal points, joint programme focal points, UNDG Gender Team members, United Nations Resident Coordinators, United Nations country team (UNCT) members, United Nations Gender Theme Group members, civil society organizations (CSOs) and national counterparts. Their role was to act as a source of knowledge for the evaluation; assist in identifying external stakeholders to be consulted during the field missions; comment on evaluation output from the field studies, with a view to improving the utility of the evaluation at field level.

Terms of reference for each of these groups are available from the UN Women Evaluation Office. Engagement with these different governance layers was varied, as Section 2.4b explains below.

### 1.3 Defining terms

From a very early stage in the study, different understandings were apparent around some of the basic working terms of the evaluation, including 'gender', 'coherence', 'joint programme' and others. A glossary was consequently developed and disseminated to teams. This applied definitions by the United Nations Evaluation Group (UNEG) and/or Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) where available and is attached at Annex 4.

## Section 2: Evaluation design and approach

### 2.1 Theoretical basis of the evaluation

As a theory-based evaluation, it was important that the underlying theories and concept of the key components of the study, such as 'joint programme' and 'joint gender programme', were explored (see Section 1.3 of the Synthesis Report). This would enable the conceptual approach to the study to be developed.

The definition of joint programmes applied for the evaluation is the current one for the United Nations system, provided by UNDG. 'A joint programme is one that is undertaken within the framework of a joint programme document signed by all partners, governed by a joint committee and that adopts an agreed fund management modality'.

The associated UNDG Guidance on Joint Programming did not prescribe a single 'model' for joint programmes. Initial data analysis during the inception phase confirmed the diversity of joint gender programmes; their varied aims, objectives and intended results; diverse designs and implementing strategies; and their different operational modalities and partnerships. Their operating contexts are also highly diverse. As evaluation objects, therefore, they were highly complex and varied.

This made setting out a common theoretical basis for joint programmes a significant challenge. Doing so however was a crucial step in the evaluation, and a key stage in designing the approach and methodology for the study.

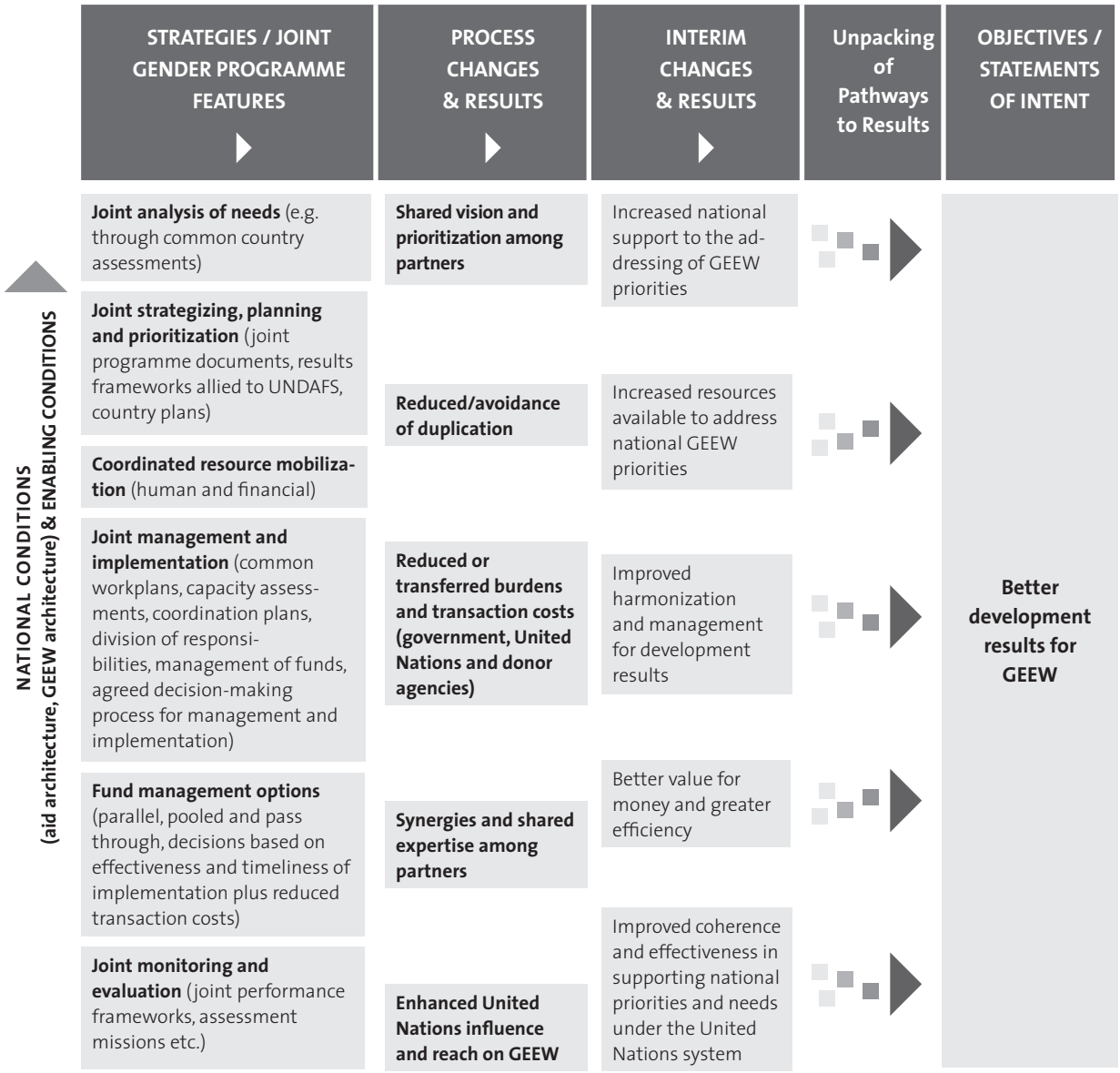
### 2.2 The preliminary programme theory

Inception stage research highlighted the gap of any explicit overarching programme theory for joint gender programmes. The Evaluation Team therefore set out to develop one, applying the source UNDG Guidance and a range of data on JGPs gathered and analysed during the inception phase. This resulted in the production of a very preliminary theory of change, below.

The preliminary theory was structured around the features of joint gender programmes (which could be considered as strategies); the process-level and interim results articulated in the UNDG Guidance and within programme documents surveyed; and the overall objectives conveyed in terms of better development results for GEEW.

The preliminary theory would then be tested and validated by the evaluation, particularly in field studies of joint gender programmes.

## Figure 1: Preliminary Programme Theory




The Evaluation Team recognized many of the significant weaknesses in the preliminary theory of change, making these explicit in the evaluation's Inception Report of August 2012. Gaps and weaknesses included: the need for intended results to be more clearly articulated, particularly at process and interim levels; the lack of explicit interconnections between the stages of different results; and the absence of clearly articulated assumptions at different levels. Even more significant was the gap between such interim results and a joint gender programmes' intended goal and objectives, i.e. whether and how improving United Nations effectiveness and efficiency in supporting national priorities and needs would lead to development results for GEEW. This gap was often linked to the wide range of assumptions underlying joint gender programmes (captured in the available Appendix of Supporting Materials).

This preliminary programme theory, including the set of assumptions identified, formed the basis of the evaluation design. It was recognized as indicative, and the process for its testing, refining and development was the central element of the evaluation process. The final theory of change, relevant to the future planning and implementation of joint gender programmes, was one of the key outputs of the evaluation.

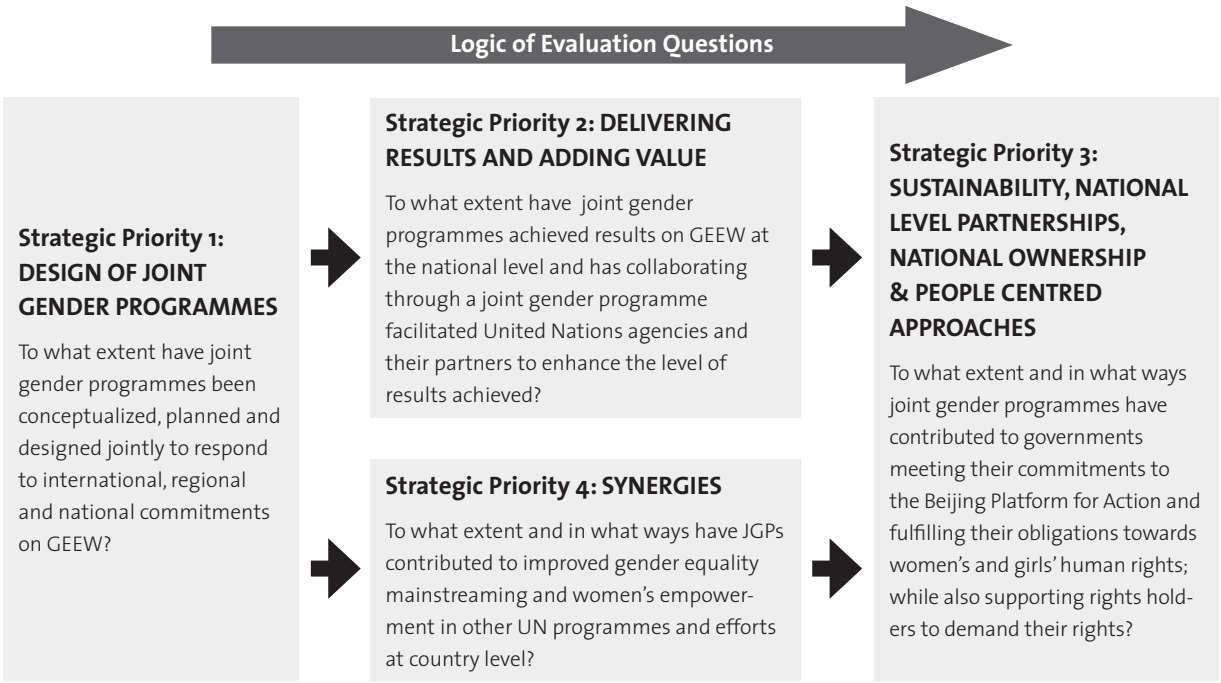
## 2.3 Revising the evaluation questions

One of the first tasks the Evaluation Team faced was the revision of the original evaluation questions. These had been developed prior to commissioning the Evaluation Team, by a consultative process across partner agencies to the evaluation, coordinated by the Evaluation Secretariat. However, they were extremely numerous, constituting some 27 subquestions, grouped under four strategic priority questions, and not prioritized. The four strategic priority questions were as follows:

- **Strategic Priority 1: Design of joint gender programmes** – To what extent were joint gender programmes conceptualized, planned and designed jointly to respond to international, regional and national commitments on GEEW?
- **Strategic Priority 2: Delivering results and added value** – To what extent have joint gender programmes achieved results on GEEW at the national level and has collaborating through a joint gender programme facilitated United Nations entities and their partners to enhance the level of results?
- **Strategic Priority 3: Sustainability, national-level partnerships, national ownership and people centred approaches** – To what extent and in what ways have joint gender programmes contributed to governments meeting their commitments to the Beijing Platform for Action (BPA) and fulfilling their obligations towards women's and girls' human rights, while also supporting rights holders to demand their rights?
- **Strategic Priority 4: Synergies** – To what extent and in what ways have joint gender programmes contributed to improved gender equality mainstreaming and women's empowerment in other United Nations programmes and efforts at country level?

The Evaluation Team constructed a diagram to help set out the logic and flow across these questions (see Figure 2 below).

**Figure 2: Logic and flow of strategic priority questions**



The original list of subquestions was excessively broad for feasible evaluation. Some of the subquestions themselves were very large in scope, being broken down into five or more subcomponents.[28] The Evaluation Team therefore embarked on a process of narrowing down and focusing these questions in the light of the substantive data gathered during the inception phase, as part of scoping evaluability. This resulted in a refined set of 18 evaluation subquestions under the main strategic priority questions.

The first refined set of questions were presented to the EMG during the inception mission in June 2012. Feedback on the first draft of the inception report, from the United Nations Population Fund (UNFPA) in particular requested an in-depth presentation of the evaluation questions, including their logic, understanding, the logic applied to 'break down'/'deconstruct' and operationalize each question, as well as the overall logic and approach to be adopted to answer them. A template for this purpose was provided, although the Evaluation Team found this to be most appropriate for use at the level of the strategic priority questions.

The final list of evaluation strategic priority questions and subquestions; their rationales;[29] the theory of the upwards logic from subquestions to strategic priority questions (chain of reasoning); and the evaluation criteria assigned against them is presented below. As part of assessing evaluability, an initial assessment of their feasibility at the inception stage was also made. This is included below, as well as the reality encountered at end-stage.

Some members of the EMG felt that, where the inception phase had shown a particular question to have limited data available against it, this should not be included for study. However, it was agreed between the EMG and the Evaluation Team that the evaluation should not reject a question simply because the inception phase had not shown whether it was evaluable or not. The important thing for the evaluation was to ask the questions that matter, and to report, as the Synthesis has done, where information is not available.

Table 1 provides the rationale, chain of reasoning, subquestions and feasibility assessment for the four main strategic priority questions:

28 For example Question 1 under Strategic Priority 1: 'When and why is a joint programme design approach considered a viable and relevant execution instrument to attain development results on GE/WE? To what extent did the level of complexity, the funding, and the expected results factor into the decision-making process?'

29 Bearing in mind that the strategic priority questions were largely pre-set by the preparatory phase.

## Table 1

| 1: To what extent have joint gender programmes been conceptualized, planned and designed jointly to respond to international, regional and national commitments on GEEW? | |
|---|---|
| Evaluation Criteria | Relevance, participation and inclusion, sustainability |
| Rationale/theory | The 2008 General Assembly Triennial Comprehensive Policy Review (TCPR) resolution of the United Nations emphasized the importance of joint programming urging the United Nations development system 'to fully utilize such opportunities in the interest of enhancing aid efficiency and aid effectiveness'.4. An evaluation of joint programmes requires an exploration of the design process itself; in line with the preliminary programme theory (and within UNDG guidance) that a harmonized conceptualization, planning and design process, which includes a shared vision of intended results, will support the achievement of process results on the effective and efficient management of aid, which will in turn contribute towards the achievement of interim results on United Nations coordination and efficiency, and better development results on GEEW. |
| Chain of reasoning | A 'joint' process leading up to programme approval includes collaboration around design, a shared vision of intended results, the ways these will be achieved, and how risks will be managed. The ways that agencies have been incentivized to participate in a joint process, and the barriers to their participation, also need to be explored (Q1.1) Similarly, the involvement of national partners is a prerequisite to achieving a design that is relevant for context and to ensuring national ownership from the start. This implies that the design analyses and takes account of national capacities, including the nature of the aid architecture within which the joint gender programmes will be implemented (Q1.2). A joint gender programmes which is 'fit for context' will reflect the GEEW needs of the country, which will be highly varied according to context; this requires sound analysis and prioritization within identified needs (Q1.3). A sound design will take account of individual agency experience, expertise and comparative advantage in programming areas and will adopt a coherent approach in deploying these in terms of roles and modalities ('ways of doing business') (Q1.4). An explicit approach to human rights principles and strategies in programme design is a requirement of the human rights-based approach to programming (HRBAP), to which United Nations partner agencies are jointly committed (Q1.5). |
| Subquestions | 1.1. To what extent did the design process include a collaborative process, shared vision for delivering results, strategies for delivery and sharing of risks among United Nations partner agencies? What incentives/barriers were in place?<br>1.2. To what extent were key national partners involved in conceptualization and design process? To what extent were the capacities of government and national implementing partners, as well as the capacity and conduciveness of the aid architecture, assessed during the design process?<br>1.3. How has the programme prioritized the GEEW and human rights needs of the country (those articulated by the national women's movement or similar), including in fragile situations? Are joint gender programmes designs based on quality analysis?<br>1.4. To what extent do joint gender programmes designs capitalize on the comparative advantage and added value (e.g. strengths and expertise) of each participating agency and establish coherence in regards to their roles, modalities and strategies?<br>1.5. To what extent did joint gender programmes design processes integrate human rights principles and strategies of the HRBAP? |
| Feasibility – Inception stage | High, based upon the results of the inception stage. |
| Feasibility – end stage | High. The most 'evaluable' of the four questions, with data available from all stages of the study, responding to all subquestions. |

| **2. To what extent have joint gender programmes achieved results on GEEW at the national level and did collaborating through a joint gender programmes facilitated United Nations agencies and their partners to enhance the level of results achieved?** | |
|---|---|
| Evaluation criteria | Effectiveness, efficiency |
| Rationale/ theory | General Assembly resolutions5 emphasize the need for the United Nations system to enhance its accountability on GEEW. UN Women was created in 2011, with a mandate to lead and promote coherence in the United Nations system on gender equality and coordinate the overall efforts of the United Nations system to support the full realization of women's rights and opportunities.6 Assessing delivery on these requirements via joint gender programmes requires a focus on the extent to which operation via a joint gender programme has supported and enhanced the achievement of results, and which features of 'jointness' have supported or hindered the achievement of results. |
| Chain of reasoning | In order to assess whether or not operating jointly influenced the achievement of results, it is first necessary to establish what results have been achieved by joint gender programmes, and whether any positive or negative unintended outcomes have arisen (Q2.1). Then, the contribution of the processes surrounding implementation, the extent to which they reflect a coherent process (defined by featured such as delivery strategies, division of labour, methods for monitoring and measurement), and the extent to which they have supported rather than impeded the achievement of results, needs to be assessed (Q2.2). Similarly, the role of operating jointly in supporting or reducing efficiency (defined as, for example, reduced duplication, reduced or transferred burdens or transaction costs, increased cost-sharing etc.), and its consequent contribution to the achievement (or not) of results, is critical (Q2.3). The contribution of the leadership and management of joint gender programmes at national level in their achievement of results can also be hypothesised as a potential contributor to the achievement of results; this is allied to the presence (or not) of an accountability system (upwards, downwards and horizontal) and where this resides (Q2.4). Finally, examples of good practice in joint implementation, where these have contributed positively to results, need to be extracted (Q2.5). |
| Subquestions | 2.1 What evidence exists that joint gender programmes delivered short-, medium- and longer-term results, from processes through to benefits? Have any unintended results been delivered?<br>2.2 To what extent do United Nations agencies act with coherence (shared delivery strategies, division of labour, shared monitoring and measurement etc.) in their implementation and performance assessment of joint gender programmes?<br>2.3 How has the joint nature of joint gender programmes affected efficiency of delivery (reduced duplication and increased cost-sharing, reduced/transferred burdens and transaction costs)? What factors have influenced this?<br>2.4 Has there been effective leadership and management of joint gender programmes at country level, including the structuring of management and administration roles to maximise results? Where does accountability lie?<br>2.5 What, if any, types of innovative/good practices have been introduced in joint gender programmes for the achievement of results in GEEW? In what contexts did these innovative practices worked better? |
| Feasibility – Inception stage | Medium, based on findings from the inception phase. |
| Feasibility – end stage | Medium-low, with Questions 2.1 in particular showing major data constraints, particularly as regards medium- and longer-term results, and only limited 'promising practices' emerging under Question 2.5. |

| **3. To what extent and in what ways have joint gender programmes contributed to governments meeting national and international commitments to GEEW and fulfilling their obligations towards women's and girls' human rights, while also supporting rights holders to demand their rights?** | |
|---|---|
| Evaluation criteria | Sustainability, participation and inclusion. |
| Rationale/theory | Ensuring support for the full realization of women's rights and opportunities requires supporting governments to deliver on their national and international commitments to GEEW, such as the BPA. This in turn requires considering the extent to which joint gender programmes have supported ownership by national structures and institutions and the generation/improvement of national-level partnerships. It also implies ensuring that sustainability strategies are considered, developed and implemented from an early stage, rather than being added as an afterthought or just before completion. |
| Chain of reasoning | Ensuring that results are nationally-owned and sustainable requires in part their inclusion in national plans, structures and processes, which may lie beyond government (Q3.1). At the same time, national partners (not limited to government) need a strong voice and influence in decision-making structures, in order that they can articulate, and ensure that programming responds to national needs (Q3.2). Another element is the capacities of national partners, which need to be developed/reinforced (Q3.3). Finally, sustainability strategies need to be clarified and agreed from an early stage and, where appropriate, implemented on a timely basis (Q3.4). |
| Subquestions | 3.1. To what extent are joint gender programmes integrated into national development plans and budgets, and national machinery (governmental and/or that of civil society and the women's movement?)<br>3.2. What voice and influence do key national partners including women's movements etc, have within joint gender programme decision-making structures and hierarchy? Is consultation carried through into partnership/resource allocation?<br>3.3. What steps were taken to develop and/or reinforce the operating capacities of national partners during implementation?<br>3.4. To what extent, and with what timing, have robust sustainability strategies considered/developed/implemented? Are these feasible and appropriate? |
| Feasibility – Inception stage | Medium to high, based on findings from the inception phase. |
| Feasibility – end stage | High, with desk study interviews and field study providing significant information here |

| 4. To what extent and in what ways have joint gender programmes contributed to improved gender equality mainstreaming and women's empowerment in other United Nations programmes and efforts at country level? | |
|---|---|
| Evaluation Criteria | Effectiveness, sustainability |
| Rationale/theory | Improving the effectiveness and efficiency of United Nations resources to support national efforts towards GEEW requires greater synergies within and beyond the United Nations system, including among within and between partner governments and other stakeholders, including civil society. It also implies increased and more diversified funding sources for joint gender programmes. |
| Chain of reasoning | Improving synergies within and beyond the United Nations requires improvements in communication, planning and coordination etc. between the United Nations and its partners (Q4.1). Similarly, communication, collaboration and synergies should improve between and among national stakeholders (Q4.2). Another dimension of synergies is the level and quality of coordination within the United Nations family itself on GEEW, the extent to which the joint gender programme has catalysed improved gender mainstreaming across United Nations programmes, and whether by acting jointly at national level, information exchange among individual agencies and with headquarters has improved (Q4.3). Finally, the ability of joint gender programmes to attract resources, particularly from new sources, is another measure of improvements in synergies and commitment among partner agencies to GEEW (Q4.4). |
| Subquestions | 4.1. To what extent have joint gender programmes enhanced communication, planning, coordination and collaboration between the United Nations and governments/other development partners?<br>4.2. To what extent have joint gender programmes promoted or led to improved communication, planning, coordination and collaboration among national stakeholders, e.g. between different line ministries and among government and civil society?<br>4.3. To what extent have joint gender programmes promoted or led to improved communication, coordination and information exchange within the 'United Nations family' in relation to GEEW including between headquarters and field offices?<br>4.4. Are joint gender programmes able to attract increased and new resources (such as those from non-traditional donors or philanthropic sources)? |
| Feasibility – Inception Stage | Medium to high, based on findings from the inception phase. |
| Feasibility – end stage | Medium – data gathered systematically, and mainly from desk and field study, but time and resources, particularly in relation to time spent in the field, constrained a more wide-ranging evidence base. |

## 2.4 Conceptual framework

The conceptual approach to the evaluation was rooted in current theory of development evaluation practice. It had four main pillars: the application of a theory-based approach to a collective case study; the use of contribution analysis; a utilization focus; and the application of a human rights-based approach. These are explained below.

### 2.4.1 Collective case study and theory-based approaches

The evaluation was essentially a collective case study across multiple cases.[30] The unit of analysis was the individual and collective set of joint gender programmes. Modern approaches to case study regard the case as a complex entity, operating in a 'real world' setting, in which multiple 'causes' and influences interact not always predictably.[31] joint gender programmes, as the

30 See, for example, Byrne and Ragin (2009).
31 Stern et al (2012).

inception phase revealed, are highly complex objects which operate in complex and diverse environments.

Consequently, the Evaluation Team applied theory-based approaches to the evaluation.[32] These emphasize context, presume complexity, and focus on seeking out 'causative pathways' or the explanations for why what happened, happened, to test the theories implicit in an intervention's design. Theory-based approaches are well-suited to evaluations which seek to assess highly complex and multivariate aid processes which are operating in multiple and diverse settings.[33]

A theory-based approach was applied in the evaluation in several ways:

a) By emphasizing the importance of context in affecting joint gender programme design and results, particularly at field level but also in desk study as far as feasible;

b) By searching out the explanations and reasons for events, recognising that these would likely be complex – again, as the field study indicated;

c) By testing, validating and elucidating the preliminary programme theory above, through the evaluative process; and

d) By generating 'predictive statements' (i.e. a broader programme theory or theory of change) at final synthesis level, to help the subsequent design and implementation of joint gender programmes. Information on this particularly is available in the separate Annex of Supporting Materials.

#### 2.4.2 Contribution analysis

Contribution analysis[34] aims to construct a 'contribution story' by building up the evidence to show the contribution made by an intervention whilst also establishing the relative importance of other influences on outcomes. For joint gender programmes, for example, a contribution analysis approach would assume that many reasons contribute to the achievement of development results on GEEW, with joint gender programmes playing a contributory role. The challenge for the evaluation was to describe the nature, or 'pathways', of this contributory role.[35] Contribution analysis was considered by the Evaluation Team to be particularly appropriate for an evaluation of joint gender programmes because it recognizes that attributing development results on GEEW directly to joint gender programmes is generally complex and often unfeasible. It also enabled the evaluation to explore the very complex interplay between joint gender programme activities, contexts and outcomes part of the complexity paradigm above.

Contribution analysis involves a structured approach of: a) establishing the results of an initiative (here the results at different levels within the programme theory); b) establishing the contributions of the intervention (joint gender programme) to those results as well as any other possible explanations; and c) establishing the pathways of contribution that have occurred. This was applied within the evaluation matrix and within the analytical process at synthesis stage.

#### 2.4.3 Utilization-focused evaluation

Utilization-focused evaluation is also part of the new wave of thinking in development evaluation.[36] It begins with the premise that evaluations should be judged by their utility and actual use.[37] Evaluations therefore need to be designed and implemented with careful consideration of how everything that is done, from beginning to end, will affect use.

The approach recognizes that there is no single 'right' way of doing any given evaluation to maximize use. Instead, the importance is stressed of evaluators and stakeholders working closely together, recognizing the responsibility of stakeholders (here represented in the first instance by the EMG and ERG members) for applying evaluation findings and implementing

32 Stern (2009) (e.g. theory of change [Connell et al, 1995] and realist approaches [Pawson and Tilley, 1997; Koenig, 2009]).

33 Theory-based approaches have been applied in several major cross-national studies in which the evaluators have been involved such as the global Evaluation of the Paris Declaration Phase II.

34 Developed by Mayne (2001).

35 White and Phillips (2012).

36 Quinn Patton (2000).

37 Use 'concerns how real people in the real world apply evaluation findings and experience the evaluation process'. Ibid.

recommendations. Utilization-focused approaches have much in common with the UNEG approach to participation and inclusion (see the glossary in Annex 4).

The evaluation had identified a number of key stakeholders ex ante.[38] These were:

- Government and other national duty bearers including Ministries of Planning and Finance, Gender or similar, national women's machineries and local governments
- Civil society, including national women's movements, networks and federations of women's groups; groups representing rights holders involved in joint gender programmes;
- Donor agencies, including bilateral and multilateral agencies;
- United Nations entities including those involved in joint gender programmes and other partner agencies, including their governing bodies, senior management, joint programme managers/focal points and gender advisers; the United Nations High-Level Panel for System-Wide Coherence; the United Nations Development Operations Coordination Office (DOCO); the United Nations Multi-Party Trust Fund; the preparation of 2012 Quadrennial Comprehensive Policy Review (QCPR) of United Nations system operational activities by the General Assembly; UNDG; and the wider community of United Nations entities engaging in joint programmes; and
- International and regional evaluation networks.

Utilization-focused evaluation also emphasizes, however, that participation should be relevant and appropriate rather than aiming for breadth for the sake of breadth. 'High quality participation is the goal, not high quantity participation'.[39]

The evaluation adopted a utilization (including participatory and inclusive) focus in a range of ways, though with some limitations:

Firstly through ongoing engagement with the EMG, who were themselves representatives of a far wider group of stakeholders;[40]

- Secondly through an extensive round of interviews (over 90 within the inception phase alone) with stakeholders identified by the Secretariat, whose aim was not merely to extract information, but to listen to needs and concerns around the Evaluation, and therefore help refine, the pre-set questions, and to inform design. All interviewees were asked the question 'how can this evaluation be made most useful for you?';
- Thirdly by outreach to stakeholders through an electronic survey, described below, in order that those whose views and opinions could not be accessed through interview had the opportunity to contribute and participate;
- Fourthly through a further range of interviews (over 100 in total) which were conducted during detailed desk review and field study of joint gender programmes, adopting the same principles as above; and
- Fifthly through the production of a range of appropriate evaluation products, such as 'short and long versions' of outputs such as the Desk Review and the first draft Synthesis Report, and producing these in a timely way to inform other aspects of the development agenda, such as the QCPR.[41]

There were four areas in which the Evaluation Team considers that utilization-focused approaches fell short:

- Only one meeting, at the start of the process, took place with the ERG, though the opportunity was provided for commentary on the draft Synthesis Report. No meetings with the Evaluation Steering Committee were held during the evaluation process;
- National reference groups for field study of joint gender programmes were formed only late in the

38 Op. cit. 3.

39 Quinn Patton (2000).

40 See the list of EMG and ERG members in Annex 14.

41 The Quadrennial Comprehensive Policy Review (QCPR) is the primary policy instrument of the General Assembly to define the way the United Nations development system operates to support programme countries in their development efforts. See http://www.un.org/en/ecosoc/about/qcpr.shtml, accessed 3 August 2012.

process and consequently had limited input into the field study process (see discussion in Section 6 for the resulting limitations of this);

- The synthesis report was originally directed by the EMG to be a concise (25-30 pages) policy-oriented document to support utilization by policymakers, guidance which the Evaluation Team supported. Responding to the EMG and other stakeholder demands for additional information during finalization subsequently meant that the final report expanded to nearly 50 pages. The Evaluation Team were concerned about the resulting effects on utility but the change in directive was justified by the EMG as 'utility requires that the key information is present for the audience to be able to understand the purpose and scope, the findings, conclusions and recommendations [of the Synthesis report]';[42]
- As the inception report (August 2012) noted, the main architect of the utilization-approach, Michael Quinn Patton, explains that: 'evaluation use is too important to be left to evaluators'.[43] During the inception mission, the Evaluation Team asked the EMG to propose ways in which use within their individual agencies could be maximized. A communications and dissemination strategy was subsequently developed by the EMG and the idea of further engagement with knowledge management functions within agencies proposed. The Evaluation Team were not made aware of any developments here, though these may be underway post submission of the synthesis report.

## 2.5 Use of a counterfactual

'Counterfactual logic seeks to answer the question: 'what would have happened without the intervention? by comparing an observable world with a theoretical one, where the latter is intended to be identical to the former except for the presence of the cause and effect. The latter is described as 'counterfactual' because it cannot be observed empirically'.[44]

As the Inception Report made clear, the evaluation did not meet the conditions required for a true counterfactual, which in any event was not considered by the Evaluation Team to be methodologically appropriate for the nature and object of the enquiry.[45] Reflecting these concerns, a counterfactual was not integrated into the design of the evaluation from the outset.

That said, the central thesis of the evaluation and its preliminary programme theory, that operating jointly has advantages over a operating in alternate ways, such as via single-agency programmes, did imply the need for a comparator. If not full counterfactual then comparative aspects were recognised, and required by the EMG, as needing to be addressed.

Consequently, the agreement was made to focus on the identification of single-agency comparator programmes in gender, and joint programmes in other thematic areas. At synthesis stage, approximately 30 such programmes and their associated documentation were also screened, applying broad parameters of United Nations and donor-agency-led initiatives in approximately the same time frame, and which had been implemented in the same 24 countries (below) sampled for the evaluation.

The Evaluation Team were not, however, optimistic that such 'comparators' would a) provide methodologically robust information in comparison terms or b) reveal substantive findings of relevance and use to the evaluation. In the event, differences in scale, expenditure, focus, implementation modalities, partnerships and other factors bore out the initial hesitation. Whilst some useful comparator data was identified, this could not be applied systematically to all the areas of enquiry of the evaluation, and its limitations and constraints are noted in the synthesis report.

Rather than a full counterfactual therefore, the Evaluation Team turned to recent thinking on 'counterfactual inference' through a) a focus on comparison,

42 EMG comments to Final Draft Synthesis Report, 12 August 2013.

43 Ibid.

44 Op. cit. 19.

45 'Counterfactuals answer contingent, setting-specific causal questions 'did it work there and then' and cannot be used for generalization to other settings and timeframes, unless they are accompanied by more fine-grained knowledge on the causal mechanisms actually operating within the process leading from potential cause to effect'. Ibid.

even where 'perfect' counterfactuals are not available, and b) the identification/confirmation of causal processes or 'chains', as well as identifying the supporting factors and mechanisms at work in the context.[46] This was applied in a limited way to internal comparisons across joint gender programmes, though it could not be robustly applied to external comparison with other programmes which shared common features or attributes. It did however allow the wider issue of national-level United Nations programming for GEEW to be integrated within the field study.

## 2.6 Application of a human rights-based and gender equality approach to the evaluation

UNEG guidance states that 'an evaluation that is human rights and gender equality responsive addresses the programming principles required by a human rights based approach and gender mainstreaming strategy. It contributes to the social and economic change process that is at the heart of most development programming by identifying and analysing the inequalities, discriminatory practices and unjust power relations that are central to development problems. Human rights and gender equality responsive evaluation, can lead to more effective interventions and better, more sustainable results'.[47]

The principles of the UNEG guidance were fully applied throughout the evaluation. These included: framing the evaluation questions to ensure the recognition of human rights and GEEW issues; the use of disaggregated data where feasible; ensuring stakeholder participation to the maximum extent possible (see utilization, above); using mixed method approaches; and ensuring that individual methods, analytical tools and reporting incorporated human rights and GEEW issues. Particular attention was paid to human rights dimensions during identification of stakeholders and their interests, during selection of interviewees and in the selection of methods.

The evaluation was conducted in full coherence with the UNEG Ethical Guidelines and Code of Conduct. Key features of the ethical code applied were:

- Ensuring that the evaluation matrix integrated commitments to the Convention to Eliminate All Forms of Discrimination against Women (CEDAW) and human rights commitments;
- Disaggregating data by gender and social group where feasible;
- Ensuring that outputs use human rights and gender-sensitive language;
- Respecting gender and human rights principles throughout the evaluation process including; the protection of confidentiality; the protection of rights; the protection of dignity and welfare of people; and ensuring informed consent; and
- Maximizing the degree of participation of stakeholders in the evaluation itself wherever feasible and the application of participatory approaches in field studies in particular where possible.

The feeding back of evaluation findings via partner to stakeholders including rights holders and duty bearers rests with the evaluation's governance structures, notably the EMG and ERG. The Evaluation Team do not have direct sight of these processes, but consider them key to ensuring that a human rights-focused approach is maintained.

## 2.7 The evaluation matrix

The theoretical and conceptual basis for the evaluation, above, formed the basis of the evaluation's approach. It also defined the methodological strands within the strategic priority questions, above. The next step was the development of the framework into a feasible mechanism for data collection and analysis: the evaluation matrix.

The matrix formed the main 'spine' of the evaluation. Its function was to guide analysis and enable robust and evidence-based assessments to be made against the evaluation questions. As such, it included relevant indicators (along a continuum of positive direction) around which evidence would be collated. It also included detail on anticipated methods and forms of analysis, and the evaluation criteria to be applied. The full Evaluation Matrix can be seen in Annex 5 of the Synthesis Report.

The matrix integrated the preliminary theory of change in the following ways:

46 Op. cit. 19.

47 UNEG (2011), Integrating Human Rights and Gender Equality in Evaluation – Towards UNEG Guidance.

- The strategies/features of joint gender programmes were all reflected in the matrix 'indicators of positive progress' (joint analysis of needs, joint strategizing, planning and prioritization; coordinated resource mobilization; joint management and implementation; fund management options; and joint monitoring and evaluation);
- The process changes or results (shared vision and prioritization among partners; reduced/avoidance of duplication; reduced or transferred burdens and transaction costs; improved synergies and shared expertise among partners; and enhanced United Nations influence and outreach on GEEW) were all reflected within the evaluation subquestions/ Strategic Priority Questions 1-4, around which the matrix was constructed; and
- The interim changes and results (increased national support to the addressing of GEEW priorities; increased resources available to address national GEEW priorities; improved harmonization and management for development results; better value for money and greater efficiency; improved coherence and effectiveness in supporting national priorities and needs under the United Nations system) were all reflected within Strategic Priority Questions 2, 3 and 4 (Strategic Priority Question 1 being concerned with the precursor issue of design) within the matrix.

The matrix was an operational, rather than a conceptual tool. It was applied to all four stages of the evaluation, below. All enquiry tools and data collection were geared towards it. Its design, with each strategic priority question being extrapolated through the supporting subquestions and explored through the indicators assigned, allowed findings to emerge robustly where data permitted, and analysis to follow a logical path. Particular emphasis was placed on making the tool feasible to apply at field study level, given the Evaluation Team's experience that over-ambitious evaluation matrices often result in thinner data coverage against evaluation questions. When supported by specific tools for field study, this approach paid dividends in allowing for the generation of systematic data at field level particularly.

# Section 3: Implementing the evaluation

## 3.1 Structure of evaluation stages

The four phases of the evaluation were as follows:

- Preparatory and inception stages (May–July 2012);
- Detailed desk review (August–September 2012);
- Field study of joint gender programmes (November–December 2012, with a later field study in Palestine in February 2013); and
- Synthesis (March – September 2013).

An electronic survey was also implemented during November and December 2013.

Within the evaluation design, each stage acted as a building block in generating the composite evidence base. Detailed desk review, for example, was informed by the data gathered from initial document screening and interviews during the inception phase. Field study of joint gender programmes built on the evidence created during detailed desk review of a wider sample of joint gender programmes. The synthesis stage drew together the composite body of evidence for full analysis.

**Preparatory stage:** The preparatory stage of the evaluation, undertaken by partner United Nations agencies, included the following activities:

- Scan of joint gender programmes and development of a database (produced in 2010 by the UN Women Evaluation Office);
- Production of a more comprehensive portfolio analysis of joint gender programmes, based on the initial UN Women scan (conducted in 2011 by the UN Women Evaluation Office);
- Developing the set of evaluation questions, through a fully consultative process;
- Reaching out to United Nations agencies and donor countries to partner in the evaluation in light of the 2002 Secretary-General's Report and General Assembly resolution 62/208 encouraging United Nations agencies to conduct joint evaluations, and given the collaborative nature of joint gender

programmes [48] (undertaken by UN Women in 2011); and

- Design and development of the terms of reference for the evaluation.

**Inception phase:** The inception phase involved the following activities:

- Initial inception discussions with the EMG and Secretariat around study design, approach and workplan;
- Screening of an initial sample of 21 joint gender programme and other documents for data availability/ completeness/ indicative substantive issues;
- Inception mission to New York to meet with the EMG and ERG, including understanding of their perspectives on the study, and views on utilization;
- Over 70 semi-structured phone interviews in person and by telephone to key stakeholders, including their perspectives on how to maximize the use of the study;
- Development of sampling criteria and main sample base for analysis 24 joint gender programmes to be included for in-depth desk review;
- Refinement of evaluation questions;
- A two-day team meeting in London (United Kingdom), to orient the full team on the approach, methodology and evaluation matrix for the study; and
- Draft and revised inception reports.

The inception phase did not concentrate only on study design, but was substantive in itself, including a combination of document review; discussions with the EMG; and over 90 detailed interviews conducted both in person during the inception mission and by telephone during the follow-up period. This substantive content yielded valuable perspectives and information which guided the development of the evaluation design and methodology. The main output of the inception phase was the inception report, whose final version after taking into account two rounds of EMG comments, issued in August 2012. A lesson from this process was the need for a fully comprehensive standalone inception report, notwithstanding the EMG's earlier requirements for production and sharing of referenced interim outputs. This is particularly important where, as in this case, representation on the EMG changes.

48 A/57/387 (Secretary-General's report Strengthening the United Nations: an Agenda for Further Change, 2002).

**Detailed desk study:** This stage of the evaluation involved a detailed systematic analysis of a sample base of 24 joint gender programmes. Specifically, using a structured approach, it aimed to:

- Identify key contextual parameters within which joint gender programmes are operating and which may have influenced the achievement of results;
- Allow for initial findings to be developed against the evaluation questions (thereby testing the theories and assumptions explained above), which could then be further explored/triangulated/validated during fieldwork;
- Generate a composite evidence base against the evaluation questions, which could then be systematically analysed across all 24 joint gender programmes; and
- Interrogate and refine the preliminary programme theory, above.

**Field study:** A field study of joint gender programmes was a major element of the evaluation. It was agreed with the EMG that five field studies would be conducted. The field studies aimed to:

- Complement and deepen the evidence base generated by detailed desk review, above, of 24 joint gender programmes, while retaining the systematic approach adopted;
- Validate and enrich the desk review and to generate new information that would confirm or refute the conclusions of the desk review;
- Deepen enquiry in areas where desk review alone, even where supplemented by interviews, was considered insufficient. This applied to all evaluation questions, e.g. the Evaluation Team recognized that a detailed assessment of design could not take place through desk analysis alone;
- Map, where feasible, some of the causative relations and pathways of contribution in detail, grounded in a solid understanding of the operating conditions in the country; and
- Further elaborate the preliminary theory of change.

**Synthesis:** Finally, the synthesis stage of the evaluation was a primarily analytical phase. Its purpose was to bring together the composite body of evidence arising from the different streams of data: interviews, initial

and detailed desk review; and field study in a coherent form, to present findings, lessons learned and conclusions that were logically interconnected, fully respond to the evaluation questions subject to the availability of evidence, and with a clear chain of evidence behind them. A meeting of the EMG in May 2013 indicated to the Evaluation Team that the synthesis report should be a concise, policy-oriented document of around 25-30 pages.

## Section 4: Sampling

Each stage of the evaluation required sampling of joint gender programmes, to ensure maximum spread and coverage within the time and resources available. Sampling at the different stages is detailed below.

### 4.1 Selecting joint gender programmes for study

An initial 'universe' of joint gender programmes was identified by the portfolio review. Of a total of 113 joint gender programmes identified by the portfolio review, 80 were eligible for study within the evaluation, having criteria of: being designed and implemented post-2006; operating at the national level; and having a budget of over $100,000.

The universe of joint gender programmes for sampling was as follows:

**Table 2: Universe of joint gender programmes for sampling**

| JGPs | n= |
|---|---|
| Total number of joint gender programmes available for study | 113 |
| Total number of joint gender programmes designed and implemented post-2006 | 94 |
| Total number of joint gender programmes which are single-country | 87 |
| Total number of joint gender programmes which are single-country, post-2006 and with a budget of less than $100,000 | 7 |
| Total universe for sampling | 80 |

The Evaluation Team were directed[49] to develop a 'fully representative' sample of 24 joint gender programmes for detailed desk review, of which five would be selected for in-depth field study. The sample was to be derived from the 'universe' of 80 joint gender programmes.

Sampling criteria and content were developed accordingly, though the Evaluation Team felt that geography (region) and thematic area were the only feasible areas in which the sample could be made truly 'representative'. Other parameters (country income; human development index [HDI]/gender inequality index status; programme budget; lead agency; range of partners; fragility; Delivering as One [DaO] status etc.), agreed with the EMG during the inception mission, were included on the principle of maximizing spread, on the basis that exploring a wider distribution of programmes across varied contexts would likely provide greater depth and breadth of data.

Sampling took place in three stages:

1. Application of primary sampling parameters, to develop an initial sample base presented;
2. Assessment of data availability following the minimum criteria set out in the inception mission note; and
3. Screening of the sample by secondary parameters to ensure that the sample is fully balanced as far as possible.

This order of process was undertaken for efficiency reasons, given the issues of data paucity encountered during initial document screening.

To achieve the representative sampling required by the EMG, even though study was not aiming for full generalizability per se, was challenging, particularly since, as the portfolio analysis pointed out, representative distributions of programme theme/budget/lead agency etc. did not occur evenly within regions. Similarly, contextual parameters were heavily region-specific. Most of the low-income and low-HDI/high-gender inequality index countries are located in Africa, for instance.

The Evaluation Team were therefore clear that a fully representative sample could not be generated.

49 By EMG members.

However, to maximize representation, joint gender programmes were stratified (weighted) by region and thematic area. These are the two primary parameters for which a representative sample was considered essential.

For all the other primary parameters (country income; human development index/gender inequality index status; programme budget; lead agency; range of partners; fragility; Delivering as One status etc.) the team opted to maximize spread. This was on the basis that exploring a wider distribution of programmes across varied contexts would give greater depth and breadth of data.

The tables below show sample's representative ness for region and thematic area:

## Table 3: Sampling by region

| Joint gender programmes | Universe: n= | % = | Sample: n= |
|---|---|---|---|
| Asia-Pacific | 16 | 20 | 5 |
| Europe and the CIS | 6 | 8 | 2 |
| Arab States | 13 | 16 | 4 |
| Africa | 27 | 34 | 8 |
| Latin America and the Caribbean | 18 | 22 | 5 |
| Totals | 80 | 100 | 24 |

## Table 4: Sampling by thematic area

| Joint gender programmes | Universe: n= | % = | Sample: n= |
|---|---|---|---|
| Governance | 20 | 25 | 6 |
| Eliminating Violence against Women | 27 | 35 | 8 |
| Integrated (multiple strands) | 9 | 12 | 3 |
| Education | 2 | 3 | 1 |
| Health including HIV & Aids | 11 | 14 | 3 |
| Human trafficking | 3 | 4 | 1 |
| Economic Empowerment | 6 | 8 | 2 |
| Unknown | 2 | 3 | X |
| Totals | 78 | 100% | 24 |

Following comment by the EMG, the remaining sampling parameters were prioritized into Category 1 (essential) and Category II (desirable), as follows:

## Table 5: Secondary sampling parameters

| CATEGORY | PARAMETERS |
|---|---|
| 1. Country typology and region | Upper-, middle- and-low income status (World Bank) plus poverty and social indicators (human development index, Gini etc.) (I)<br>Gender Empowerment Measure (GEM) and Gender-Related Development Index (GDI) status (I)<br>Fragile situation/post-conflict (World Bank classification, which applies CPIA rating) (I)<br>Degree of aid dependency (share of national budget provided by official development assistance) (II)<br>Nature of aid effectiveness environment (assessed from Paris Declaration Evaluation and other reports) (II) |
| 2 Programme types | Joint gender programme thematic areas (eliminating violence against women, gender-responsive budgeting (GRB), governance, education, health, economic empowerment, integrated - all to be interrogated / validated through analysis) (I)<br>Budget size (categories applied: under -$3 million, $3 million -$7 million, over $7 million) (I)<br>Outreach in terms of level (macro, meso, micro) (II) |
| 3. Level of organization | Lead United Nations agency (I)<br>Number of United Nations partners (II)<br>Source of funding (II)<br>Funding modalities (pass through, pooled etc.) (II)<br>DaO country (I)<br>Self-starter DaO country(I) |

The EMG were presented with, and agreed, the sampling criteria for selection of 24 joint gender programmes included in the study during the inception mission of June 2012. The sample base was constructed accordingly, with just three joint gender programme substitutions to the sample made.[50] The full sample base can be found in Annex 2, with the characteristics of the individual JGPs selected in Annex 4.

Field Study Sampling - Sampling for the field study of joint gender programmes was debated between the Evaluation Team, the Secretariat and the EMG throughout the inception and desk study stages. The original directive[51] to the Evaluation Team was that sampling criteria, and the consequent group of countries, should arise from the findings of desk study - that is, be fully evidence-based and representative. The Evaluation Team recognized the rigour of this approach, but highlighted to the EMG the need to balance it with a) feasibility issues, including the requirement for sufficient lead-time between finalizing criteria, selecting countries, and organizing visits and b) a methodological emphasis on illustration, rather than full generalizability.

A Proposal for Field Study Sampling was developed and sent to the Secretariat on 17 July 2012[52] and resubmitted to the EMG with the first, second drafts and final Inception Report, in July and August 2013. This proposed that the sample of joint gender programmes selected for field study:

a) Be drawn from the sample base of 24 joint gender programmes, since this was a broadly representative of the universe of the portfolio analysis, covered the range of regions, operating environments, size, scale and thematic area of joint gender programmes and would enable field study to be built on an already solid base of evidence generated from desk study;

50 Those screened out for various reasons were: Ecuador and Equatorial Guinea (programmes non-operational/not official); Moldova and Sierra Leone (lack of evaluative information within the required timeframe). These were substituted by JGPs from Albania, Colombia, Eritrea and Namibia respectively.

51 This point was emphasized by the UN Women in particular.

52 This set out some proposed categories for stratification by context such as middle- and low-income status, DaO and self-starter, fragile and non-fragile, gender inequality index ratings etc; to confirm whether the sample would include a range of thematic areas of JGPs and cover all five geographical regions and a spread of budget size/range of lead agencies.

b) Be conceived as illustrative rather than generalizable; focused on exploring the theories and assumptions surrounding joint gender programme design and implementation, and potential causative connections to results; and

c) Be focused, as for the sampling criteria for desk review, on the principle of maximizing spread within the framework for comparability, since exploring a wider distribution of programmes across varied contexts would likely give greater depth and breadth of data.

This led to the following set of criteria for field study sampling:

## Table 6: Criteria for field study sampling

| Criterion | Rationale |
|---|---|
| Regional diversity plus maturity of aid architecture7); DaO context; fragile situation | Exploring a range of operating environments would enable the assumptions underlying the role of the context in influencing the design, implementation and results of joint gender programmes to be assessed. |
| Income status and gender inequality index rating | The extent of aid dependency and poverty incidence among women, plus the gender inequality status of the country, were considered likely to be key determinants in affecting design, implementation and results of joint gender programmes. |
| Thematic area | Assessing a range of joint gender programmes across diverse thematic areas would enable the 'conduciveness' of different thematic areas to joint programming for GEEW to be assessed, as well as whether the interconnections and assumptions within different design and implementation processes were common or different for particular thematic areas. |
| Scale/budget | Combined with other features, this would allow assessment of whether and how budget and scale affected the design and implementation of joint gender programmes and the different challenges and opportunities arising. |
| Number of partners | As for budget and scale, combined with other features, this would allow the challenges and opportunities of designing and implementing joint gender programmes with both large and small numbers of partners to be explored. |
| Recent/current evaluation | The Evaluation Team considered that there would be little value to be gained from reviewing programmes which had been recently evaluated, and would likely risk overburden country offices. Some Millennium Development Goals Achievement Fund (MDG-F) programmes were also being evaluated during the time period. |
| Comparator joint gender programmes and/or more than one JGP in the country exists | Reasons of comparability, described above, this was at the time being explored through desk analysis. |
| Whether the joint gender programme is funded through the MDG-F | These programmes were generally well-documented which could possibly imply strong management and a potential link to improved results. It was considered important to avoid bias by ensuring proportionate representation. |
| Strengths and weaknesses identified | Studying a range of joint gender programmes whose desk study identified different strengths and weaknesses would enable better exploration of causative connections and explanatory factors |

Applying these parameters in composite, and aiming for a cross-section of contexts which satisfy the range of criteria, gave rise to a sample set of five joint gender programmes: those in Mexico, Nepal, Palestine, Uganda and either Albania or a further Africa-based joint gender programme (with the Evaluation Team recommending the latter given the density of the joint gender programme 'universe' in Africa). Five alternates were also proposed namely, Iraq, Kenya, Lesotho, Liberia, Thailand and Uruguay. The Evaluation Team requested that, to facilitate final selection, contact be made at an early stage with the programmes in these countries, and their willingness to host a field study mission explored.

The EMG was hesitant to finally decide on field study locations until after the submission of the desk review, programmed for end September 2013. Consequently, and included within the desk analysis, a refined version was presented to the EMG with the Desk Study report, presented on 29 September 2013. This included recommendations for field study in Albania, Kenya, Nicaragua and Palestine, and either Liberia or Nepal.

No final decision was made on final case study selection location until a meeting of the EMG on 9 October 2013, attended by the Evaluation Team leader. During this meeting, joint gender programmes in Albania, Kenya, Liberia, Nicaragua and Palestine were confirmed for field study. Since the field studies were intended to be conducted in November 2012, given pressing end-deadlines for the evaluation emphasized by the Secretariat, this placed considerable time pressure on the mobilization of the field studies. It also affected their conduct and process. These issues are discussed in Limitations, below.

# Section 5: Implementing the evaluation

## 5.1 Specific methods

The evaluation applied a mixed-method approach, advocated by some current thinkers[53] as a compensatory principle and as a means of meeting criteria for causal inference. A summary of the methods applied is presented in Table 7 below.

53 Op. cit. 19.

## Table 7: Methods applied per phase of the evaluation

| Evaluation Phase | Specific methods applied | Output generated |
|---|---|---|
| Detailed desk review of 24 joint gender programmes | Systematic analysis of joint gender programme documentation,8 according to a pre-devised analytical tool geared to the evaluation matrix<br>Semi-structured interviews of three stakeholders per programme, applying a format also geared to the evaluation matrix:<br>• Key informant from the United Nations intensively involved in the joint gender programme at country level, e.g. Programme Coordinator.<br>• Key national stakeholder informant, e.g. representative from Ministry of Women's Affairs, Ministry of Planning, Civil Society.<br>• A stakeholder with significant insight/oversight and engagement with the joint gender programme, e.g. a representative of a funding/donor agency or an evaluator. | Full and summary output of detailed analysis, including interview data.<br>Proposals for field study sampling.<br>Refinement of preliminary programme theory. |
| E-survey (concurrent to desk review/field study) | Systematic survey of four key stakeholder groups at national level (United Nations agency, donor, government, civil society): using the Likert scale, to collect perception and qualitative data on relevant indicators of the evaluation matrix. | Survey data analysis reports. |
| Field study of five joint gender programmes | Stakeholder and perceptual analysis; interviews using a semi-structured interview format and standard stakeholder analysis tool.<br>Financial and budgetary analysis of joint gender programme performance against targets (note: in all five cases this was limited).<br>Analysis of national datasets e.g. gender equality profile, data on GBV prevalence, political representation, women's share of national income etc.); other datasets relevant to the programme, e.g. education, health, HIV and AIDS.<br>Systematic documentary review of data unavailable centrally applying the common analytical tool developed and geared towards the matrix, above.<br>Interviews, using semi-structured interview guides (developed based on detailed desk review).<br>Focus groups (all five case studies) and process tracing in two instances (Albania and Palestine).<br>Comparison with the body of evidence from available comparator joint gender programmes.<br>Analysis/elaboration of specific theory of change. | Field study reports, written to a standardized structure (geared to the matrix) and length, including a specific theory of change for the programme as an analytical output). |
| Synthesis | Analytical methods included:<br>• Application of a standardized analytical filter across different data categories, geared to the evaluation matrix.<br>• Identification of common trends, contradictions and differences.<br>• Identification of common assumptions, and how these can/have been identified and managed.<br>• Identification of explanatory factors (including alternative explanations) related to the operating environment, the internal design, implementation and synergies.<br>• Identification of different pathways of contribution and added value of joint gender programmes.<br>• Analysis of evidence arising from comparator joint programmes. | Emerging findings note, issued in March 2013.<br>Synthesis report, including a populated and validated programme theory; issued in September 2013. |

## 5.2 Application of methods

**Detailed desk study**

This was the first substantive phase of the evaluation. A document set for the 24 selected joint gender programmes was collated, including some or all of: a concept note, memorandum of understanding, programme document (prodoc), workplan, budget, annual progress report, mid-term review, evaluations; any available CCAs, country programme action plan, United Nations Development Assistance Frameworks (UNDAF), donor review, and external evaluation; plus relevant wider evaluations commenting on joint gender programmes.

**Gender Empowerment Measure DaO evaluations.**

The key to the systematic data analysis of documents was the application of a core analytical tool which applied analytical categories geared to the evaluation matrix. This was pre-developed, applying the indicators of the evaluation matrix, and was approved by the EMG before analysis took place. A human rights-based approach to joint gender programmes was integrated though specific indicators. It was anticipated that as analysis progressed, it would prove appropriate to add or amend categories as indicated by the data: in practice, the tool's original design proved appropriate, with no new categories required.

A cross-cutting issue for analysis of joint gender programme documents was evidence of innovation (in design, programme focus, ownership, results monitoring and reporting etc.). This was sought at the desk analysis stage, using relatively open parameters. None of the programmes surveyed at desk analysis stage showed any clear evidence of innovation, so this was deferred for field study.

Systematic documentary review was supplemented by semi-structured interviews with (where feasible) key stakeholders of joint gender programmes, classified as:

- Key informant from the United Nations intensively involved in the joint gender programme at country level, e.g. Programme Coordinator or someone from the lead agency;
- Key national stakeholder informant with an interest in and good knowledge of the joint gender programme, e.g. representative from Ministry of Women's Affairs, Ministry of Planning or a women's organization; and
- A stakeholder with significant insight/oversight and engagement with the joint gender programme, e.g. a representative of a funding/donor agency or an evaluator.

The Evaluation Team aimed to conduct a minimum of two interviews per joint gender programme, and preferably three, applying a semi-structured format approved by the EMG (available in Annex 8). In the event, 58 individual consultations plus one focus group were conducted.[54] A summary spread of the interviews conducted is set out in Table 8 below.

### Table 8: Summary spread of interviews:

| | Aggregate |
|---|---|
| United Nations Coordinator or Programme Manager | 25 |
| Donor | 11 |
| Government | 11 |
| Civil Society | 4 |
| Evaluator | 1 |
| Other | 6 |

The desk study resulted in a number of interim analytical outputs. These included:

- A set of generic Assumptions, arising from desk study, to be tested, added to and refined through field study;
- A set of generic conditions for results on joint gender programmes;
- Four 'models' of joint gender programmes, which captured different dimensions of jointness;
- A set of indicative barriers to achievement;
- A partly-refined programme theory, building on the preliminary programme theory developed at inception stage;

54 For three JGPs (those in Lesotho, Namibia and Thailand) contact was not successful, despite efforts from the Evaluation Team, the Secretariat and the EMG.

• A set of further lines of enquiry for field study; and

• Recommendations for field study selection, above.

A full 53-page version of the desk review, plus a 21-page summary were produced. At the EMG's request, a 27-page extended summary was also produced, and a briefing note for QCPR input.

## 5.3 Survey

An electronic survey was conducted as part of efforts to maximize participation and inclusion, to reach out to stakeholders – particularly at country level - whose opinions and views could not be accessed through interview. Although the Evaluation Team's expectations regarding the substantive data likely to be generated through the survey were limited, it was hoped that its application would support the triangulation and validation of data.

Accordingly, an e-questionnaire was designed, using the FluidSurveys web-based tool. This constituted a targeted questionnaire (drawn from the evaluation matrix) for different groups of respondents. Respondents comprised programme and partner agency staff; representatives of national governments; and representatives of civil society or the women's movement.

The survey was distributed by joint gender programme focal points to the designated groups of respondents based on their formal involvement in the joint gender programme. The focal point then informed the Evaluation Team of the numbers of distributions against the four respondent categories. This distribution mechanism was selected since a) it is only at country level that stakeholders in the joint gender programme were known, b) to maximize likely response rates, since respondents would receive the survey from a known contact point in the United Nations and c) for efficiency of process, since the only other viable option of first collecting names of respondents from United Nations contact points, and then distributing the survey (from a source unknown to the respondent) would have increased the time required for implementation.

The survey was distributed to 193 contacts. Respondents initially had a two-week period in which to complete the questionnaire; this was eventually extended to over eight weeks, given the emphasis placed by the Secretariat on ensuring maximal response rates. Seventy-eight responses were received, meaning a completion rate of 40.4 per cent.

Responses were not received from joint gender programmes in: Iraq, Lesotho, Morocco, Namibia, Rwanda, or Thailand (=6 joint gender programmes out of 24). A breakdown of respondents by category is as follows:

### Table 9: Survey responses by category

| Respondent category | No / % |
|---|---|
| United Nations agencies | 49/78 (62.8%) |
| Donors | 3/78 (3.8%) |
| National government | 11/78 (14.1%) |
| Civil society | 10/78 (12.8%) |
| Other | 2/78 (2.5%) |
| Unknown | 2/78 (2.5%) |

The survey tool allowed for standardization of data to permit rapid data analysis and synthesis. The survey design included as much space for free-flowing information as possible, in order to generate maximal qualitative data.

Once analysis was complete, four survey reports were generated, one for each category of respondents. These are available in Annex 12. A composite synthesis of data, including a collation of all qualitative responses, was developed and shared with the Secretariat.

## 5.4 Field Study

The evaluation, as stated, was a collective case study involving multiple cases. To ensure that findings are comparable for synthesis purposes, whilst remaining illustrative, field studies needed to apply a systematic approach, whilst allowing for the diversity of context and joint gender programmes to arise.

Summary details of the five joint gender programmes selected for field study were as follows:[55]

55 See summary reports of field studies, separately available.

## Table 10: Field Study joint gender programmes

| Location | Key context features and income status | Thematic area | Scale (USD) | Partner United Nations agencies (lead in bold) | Status |
|---|---|---|---|---|---|
| Albania | DaO; upper middle-income | Governance | $4.5m | UN Women, UNDP, UNFPA and UNICEF | One of five concurrent joint programmes |
| Kenya | Early movement towards United Nations system reform; low-income | Integrated | $36.7m (initial estimated budget of $56m | ILO, IOM, OCHA, UN Women, UN-Habitat, UNAIDS, UNDP, UNEP, UNESCO, UNFPA, UNICEF, UNIDO, UNODC, WHO | One of four concurrent joint programmes |
| Liberia | Post-conflict/reconstruction; self-starter for Delivering as One; low-income | Eliminating Violence against Women | $2.8m | UNDP, UNFPA, UNHCR, UNICEF, UNIFEM, WHO | One of six concurrent joint programmes |
| Nicaragua | Political change during programme implementation; lower-middle-income | Economic Empowerment | $8m | FAO, IOM, UN Women, UNCDF, UNFPA, UNICEF, WFP, WHO | One of seven concurrent joint programmes |
| Palestine | Fragile; lower-middle-income | Governance | $9m | ILO, UN Women, UNDP, UNESCO, UNFPA, UNRWA | First joint programme in the location (now one of three) |
| **Additional desk research** | | | | | |
| Nepal | Fragile; low-income | Health | $1.1m | UNFPA, UNICEF, WHO | Mainly implemented through non-governmental organization (NGO) partners |

Field visits lasted seven days in each location. In advance of field study, a detailed set of 11 separate field study tools and materials were developed – within the three-week period allowed for field study preparation. These included:

- A generic introduction to the field study, which clearly set out that these were not evaluations, but contributions to a wider global evaluation;
- A specific version of the evaluation matrix for field study, geared to the overarching matrix but tailored for country-level;
- A methodology outline;
- A methodology guide for field study, which set out the likely methods to be applied;
- A semi-structured interview guide, to be tailored as appropriate for field study – important given the diversity of contexts and joint gender programmes;
- A set of generic assumptions, arising from desk study, to be tested, added to and refined through field study;
- A set of generic conditions for results on joint gender programmes, also identified through desk study and also to be tested in the field (these eventually became the pathways presented in the Appendix of Supporting Materials)

- Analytical templates for the analysis of human resource allocations and budget allocations/ expenditure;
- The four 'models' of joint gender programmes identified through desk study, to be applied and tested at field level;
- A timeline template, applying the example of the joint gender programme in Palestine, for each field study team to populate and present in the final report;
- The partly-refined theory of change, developed from desk study stage; and
- A stakeholder analysis template, to be populated for each joint gender programmes.

A description of team roles was also developed. This was particularly important since teams comprised: a member of the global Evaluation Team as team leader; a local consultant; and a member of one of the participating United Nations agencies' Evaluation Offices. This structure had been agreed during pre-contracting discussions for the global evaluation, being proposed by the Secretariat in large part to address resource constraints. The Evaluation Team agreed to this, providing that safeguards for independence were in place (e.g. the member of the United Nations agency participating in the team was not also a member of the lead agency for that joint gender programme; interview conduct was managed so that, e.g. government and civil society interviews were largely covered by members of the independent Evaluation Team; clarifying that the team leader's decision on all matters was final; and making clear statements of the status of the participating United Nations agency staff as a team member to all interviewees). These measures are considered to have proven effective in safeguarding independence.

The particular set of methods for field study was dependent on the locations of field studies. However, all field studies combined both qualitative and quantitative approaches. Specific methods applied were:

- Stakeholder and perceptual analysis;
- Interviews using a semi-structured interview format;[56]
- Focus group discussions;
- Financial and budgetary analysis;
- Analysis of national datasets;
- Documentary review of data unavailable centrally applying systematic tools; and
- Process tracing was also used in Albania and Palestine.

For each case study, a specific theory of change was developed as an analytical output of the study, applying the model of the preliminary theory. None of the joint gender programmes studied at field level were designed around ex ante programme theories or theories of change; and constructing this - even had the time been available for it prior to field study – would have taken the studies into evaluation territory, rather than as the intended contributory evidence streams for the synthesis. The field studies were explicitly not evaluations of the joint gender programmes, and agreement had been sought by the Secretariat from their respective field offices on this basis.

Field study involved: systematically plotting findings from desk review onto the country evaluation matrix template in advance of field study, and identifying areas where enquiry needed to be deepened/validated and tested/interrogated identified. As well as a populated country evaluation matrix, several individual tools were also developed to support synthesis analysis. These were:

- A set of joint gender programme-specific assumptions;
- A set of specific conditions for results;
- A detailed stakeholder analysis;
- A budget breakdown;
- An outline of human resource allocations; and
- A specific interpretation of the model for the joint gender programme, selected and adapted from the four available models developed at desk review stage.

These were attached to the resulting field study reports, whose first versions were issued in December 2012. Reporting in these followed the structure and indicators of the evaluation matrix, as required by the EMG. Resulting discussion on the field study reports indicated a difference of understanding between the EMG and the Evaluation Team on the intended nature of these outputs, and whether they were intended as 'publishable reports' or not. This was not resolved

56 See Annex 8 for draft tools.

until September 2013, when the development of final versions of the reports as case studies was separately contracted.

National reference groups were set up in each location by the EMG, as a means of providing guidance, and supporting validation and triangulation for the field study team. Their establishment had mixed success, with some national reference groups being more broadly representative of a range of stakeholders (e.g. Liberia) and some involving mainly United Nations agencies (e.g. Albania, Kenya and Palestine). A challenge was that since the national reference groups were still in the process of being established during field studies, they had no direct contact/input to the field study process, including in-country briefings at the beginning of the field study (though in-country debriefings were organized at the end of missions in three of the five locations, with telephone debriefings in the two others).[57]

# Section 6: Triangulation, validation and analysis

## 6.1 Triangulation and validation

To help support triangulation and validation, methods were combined in the evaluation in several different ways:

- Triangulation – to confirm and corroborate results reached by different methods, e.g. confirming the articulation of a joint design process present in documentation;
- Complementarity - to explain and understand findings obtained by one method by applying a second, e.g. explaining and understanding the nuances around the results of joint gender programmes encountered in field study; and
- Interrogation - where diverging results emerged from the application of different methods – these were interrogated to either reconcile, or explain, the differences apparent.

Other methods of triangulation and validation included:

- Through feedback – including of field study findings with national reference groups at country level as far as feasible; through the commentary process on reports; and through EMG at global level; and
- Through ongoing reversion to original data sources, to check for validity as new analytical findings emerged (particularly the case at synthesis level);

## 6.2 Methods for analysis

Different methods for analysis were applied at different stages of the study. As follows:

**Desk Study:** Analysis took place across the composite body of evidence generated by combining individual analyses (on spreadsheets), within a composite database. Attributes of context and joint gender programmes were compared, to identify and interpret concentrations of evidence within the analytical categories, and differences and divergence interrogated.

**Survey:** Analysis took place using a standard computerized data synthesis tool. Reports were generated across the four different categories of stakeholder and a composite report.

**Field study:** Analysis for field study reports applied the country evaluation matrix as the main analytical tool across data streams, grouping different sources of evidence around the indicators within it, including those on human rights and gender equality. From the evidence groupings, findings identified were tested and triangulated with other evidence sources, to ensure validity. Once tested, they were reflected in the resulting reports as narratives against the indicators of the evaluation matrix.

**Synthesis:** As noted, all components and tools of the evaluation design were geared towards the evaluation matrix, which itself formed the basis for the synthesis report. This maximized the comparable basis of the data. At the analysis stage, the Evaluation Team developed a core analytical tool, geared to the evaluation matrix, to allow for the robust aggregation of data at

57 Kenya, Albania and, Liberia, though for Kenya, meetings were held separately, and for the Albania debriefing, only United Nations agency representatives were available. For Palestine, the only meeting of the national reference group was held mid-week of the field visit, though a teleconference debriefing was held subsequently; for Nicaragua, a teleconference debriefing was held after the mission.

synthesis level. This filtered the composite body of evidence (findings arising from the detailed Desk Review plus field study of joint gender programmes), in the following ways:

- Across the analytical fields developed, which were drawn from the preliminary programme theory and applied across the evaluation questions and all enquiry tools, common trends, contradictions and difference were sought out and explored;
- The different pathways of contribution and causality at different levels of results were tracked and identified as far as feasible (though the limited results data available made this challenging – see Limitations, below);
- Explanatory factors related to the operating environment, the internal design, implementation and synergies of joint gender programmes were assessed;
- Common assumptions, and how these can/have been identified and managed, were drawn out; and
- Findings at the different levels of the preliminary programme theory were identified and reported.

**Theory of Change:** The analytical tools for the evaluation, as stated, were all geared towards the testing, validation and refinement of the preliminary theory of change through the evaluative process. At the synthesis stage, the composite body of evidence provided information on the results generated at different levels; the interconnections and assumptions between them; and allowed for an overall testing and validation of the logic inherent within it. Drawing on the series of programme-specific theories developed, a composite programme theory could be developed by applying analysis to extract commonalities and interrogate differences. This was presented in the final Synthesis Report.

## Section 7: Limitations

Overall, the evaluation experienced a number of limitations to its design. These, and whether/ how they were mitigated, were as follows:

1. The complex nature of the object, namely joint gender programmes which operate at policy level, involving multiple stakeholders, within complex and fluid environments, and which have changed over time. This limited the possibilities for applying standard evaluation methodologies which imply more linear causality.

   Mitigation: The application of a theory-based model, as discussed, enabled complexity and context to be explored and understood, and causative pathways to be developed – leading ultimately to an overarching programme theory for joint gender programmes.

2. Data paucity – For some joint gender programmes, there was inadequate information to robustly assess results, particularly at higher levels of intent and given the long-term nature of gender equality transformation (in the event, this was largely the case across the full sample base). This limited the full application of contribution analysis at the upper levels of results particularly.

   Mitigation strategies include: Opting for a more qualitative appraisal; the use of only partial contribution analysis, mapping plausible contributions to lower levels of results, where only these were available; the adoption of a mixed-method approach to ensure triangulation through the use of multiple sources (qualitative and quantitative) and cross-checking these on an ongoing basis. At the synthesis analysis stage, assumptions of pathways to results based on the different theories of change were tested and collated.

3. Impact evaluation in the strict OECD DAC sense of the term could not be conducted, firstly because time-lag issues mean that many joint gender programme activities had not yet delivered demonstrable results at this level; secondly, because the evaluation questions focused on broader issues than impact including the design process itself such as unintended outcomes, ownership and sustainability; and thirdly, since impact level results were the most challenging to obtain.

   Mitigation: the evaluation has never claimed to be an impact evaluation in the classic sense. As above, the difficulty of attribution and the multiplicity of actors within joint gender programmes rendered a contribution analysis model the most logical approach.

4. Timing - Practical issues of timing and resources were also significant influences on feasibility. The gap between the confirmation of field study sites by the EMG – which occurred on 9 October 2012 – and their implementation three weeks later, in November 2013, was a significant constraint. It limited the preparation time for team members; the stakeholders available for consultation; and the scope for national reference group involvement. These concerns had been discussed with the EMG over the preceding four months.[58]

   Mitigation: Although preparatory time was short, the detailed desk study phase of the evaluation had enabled much substantive data to be gathered against the joint gender programmes selected, providing mission teams with a valuable starting point. Since some stakeholders were unavailable at relatively short notice, follow-up interviews were conducted in all cases, and supplementary documentation reviewed post-mission.

5. Duration - Field study missions were limited, due to resource constraints, to seven days' duration. This limited the time that could be spent with stakeholders; the nature of the methods that could be deployed; and the location of the field study, with visits to project sites beyond the capital city for example unfeasible.[59]

   Mitigation: This was managed through dividing teams, to ensure as much coverage as possible, across all five field studies; by developing and reviewing agendas in advance, again to maximize coverage; by making maximum use of techniques such as focus groups, to ensure that as many stakeholders as possible could be met; and in some cases, by bringing stakeholders to a central point for focus groups (e.g. Albania and Nicaragua case studies).

6. Engagement with ERG, ESC and national reference groups: One meeting was organized with the ERG during the inception phase of the evaluation, though no engagement took place with the ESC during the period. For national reference groups, although the Secretariat had developed a terms of reference, this was not issued and national reference groups constituted until relatively late in the process (just before field mission departure). As explained, this limited participation in national reference groups, particularly by non-United Nations members, as well as national reference groups' substantive engagement in the field studies, both during the mission and in terms of later commentary on field reports. For example, no national stakeholders commented on the Albania draft report and the International Labour Organization (ILO) was the only non-Secretariat comment received from Kenya – meaning the participation of only one United Nations agency and no national stakeholders at all. On the final Synthesis report, only one comment was received from a national reference group (a factual correction on a budget figure).

   Mitigation: The EMG, as the main management and governance body for the evaluation, was responsible for handling engagement with wider stakeholders and structures. The draft Synthesis Report was distributed to EMG members for comment. For national reference groups, the respective field study teams made considerable efforts to support their formation and to consult their members. Validation sessions were eventually held with all national reference groups, though as stated, membership and participation from national stakeholders was limited, and two debriefings took place by telephone. Comments were also invited from national reference group members on all the draft reports. However, the most substantive form of validation, in the field study teams' view, was the ongoing testing and interrogation of analytical themes emerging in interview with stakeholders at national level – particularly in the final two days of each field mission.

7. Comparability – The diversity of contexts within which joint gender programmes operate, and the varied nature of joint gender programmes themselves, meant that data generated was likely to suffer from comparability constraints. Yet ensuring a common and robust core analytical approach was essential if the evidence base generated is to permit comparison at synthesis level.

58 See Proposals for Field Study Sampling of JGPs, prepared for the EMG on 17 July 2012 (available from Evaluation Secretariat).

59 This was particularly the case for the Nicaragua case study, where most implementation had been undertaken outside Managua, by implementing partners who are mainly NGOs.

Mitigation: The evaluation design placed a strong focus on comparing across contexts, applying a common framework for analysis across diverse joint gender programmes in very varied operating circumstances. Common enquiry tools were therefore applied around the core evaluation matrix, and all geared to the preliminary programme theory, above. The application of common core questions, methods for data collection, and analytical frameworks; as well as common formats for reporting, e.g. for field study reports, supported this. Evaluative data from comparator joint programmes in other thematic areas in the same country was also examined, as was that from single-United Nations agency gender programmes and wider literature including thematic and country programme evaluations. These were screened for any reference to joint and other programme modalities, in an attempt to maximize the scope and breadth of comparator data analysis.

## Section 8: Evaluation criteria and their application

The evaluation criteria of the study were pre-assigned to the original list of evaluation questions. These are mainly the OECD DAC criteria, with the addition of 'participation and inclusion', which was defined for the evaluation by the EMG based on UNEG guidance.[60]

The definitions of the criteria are listed in the Glossary in Annex 5. The table below sets out how the evaluation criteria were applied within the study. They were also reflected in the evaluation matrix.

### Table 11: Application of evaluation criteria

| Criterion | Extent of application | Definition |
|---|---|---|
| Relevance | Fully applied | The planning, design and implementation processes of joint gender programmes in relation to responsiveness and alignment with national priorities and needs, as well as national, international and United Nations commitments, policies and priorities, United Nations mandates and UNDAFs, and individual agency policies, mandates and comparative advantages. The joint gender programme in relation to the operating context. |
| Effectiveness | Fully applied | The success or otherwise of joint gender programmes in achieving their stated objectives on GEEW; any intended or unintended long-term effects (particularly whether and how the joint programme has enhanced ownership, including within the United Nations system, and contributed to developing national capacity). Included evidence of innovation. |
| Participation and inclusion | Partly applied through use of human rights-based approaches: unfeasible to explore in depth within field study | The extent to which a development intervention is designed, implemented and monitored to promote the meaningful participation of a range of stakeholders (both rights holders and duty bearers) and to minimize the negative effects of social exclusion.[56]<br>Note: the Evaluation Team believe this definition has potential overlaps with the international criterion of 'coverage' and with a human rights-based approach; and that it would require redefinition if being considered as a formal evaluation criterion. |
| Efficiency | Fully applied | Whether the joint gender programme has affected (in terms of reducing or transferring) transaction costs or burdens in terms of joint working; that is, whether working jointly has maximised the use of resources; allowed for cost-sharing; and reduced time and resource requirements; streamlined management and administrative burdens; and affected the pace of implementation for national partners and participating United Nations organizations and how. |
| Impact | Not applied – no JGPs had joint gender programmes long-term results data available | The positive and negative, primary and secondary long-term effects produced by a joint gender programmes, directly or indirectly, intended or unintended. |
| Sustainability | Fully applied | The extent to which the results of joint gender programmes given the level of national ownership has generated effective partnerships and national capacity strengthened through joint gender programme processes. |

60 http://www.oecd.org/dac/evaluationofdevelopmentprogrammes/daccriteriaforevaluatingdevelopmentassistance.html. Also UNEG Guidance, op. cit. 35.

61 Definition provided by the EMG. See UNEG Guidance, op. cit. 35.

## Section 9: Lessons learned

The experience of the evaluation has provided some valuable lessons on the complexities of conducting multi-country and multi-agency studies at the level of a development cooperation instrument applied to a cross-cutting thematic area such as GEEW. Some of the most critical identified from the Evaluation Team's perspective are summarized here:

i. Evaluators and managers need to work collectively for evaluable frameworks of results in the design of complex evaluations, whilst remaining cautious of over-simplified measures of complex issues such as efficiency;

ii. Complex studies require experienced and professional management and governance arrangements, focused on the maintenance of international standards, and particularly the protection of the evaluation's independence. Consistency of guidance is essential. A culture of cooperation between managers and evaluators, combined with demands for high standards and rigorous approaches, should prevail;

iii. The working language, and outputs, of complex evaluations should be clear and non-technical, minimizing jargon. The perspective of ultimate readers, beyond the development evaluation community, should provide the guiding framework for outputs;

iv. Ownership is essential: but needs to be fostered by ongoing engagement with participants and particularly the relevant governance structures of the evaluation. Engagement with stakeholders should not be tokenistic, but should be planned, resourced, designed for and implemented from an early stage;

v. Timeliness is key: Acknowledge that in complex and uneven processes which involve multi-site study – particularly those in fragile situations – delays are likely to occur, but setting and adhering to deadlines (both for output delivery and comments) is essential to maintain momentum and deliver timely results. Field study requires sufficient lead-in time to maximize the presence of in-country stakeholders; enhance ownership and utility at country level; and ensure maximum benefit from the field time available through early preparation;

vi. Agree and clarify the nature of expected outputs, their purpose and intended use at an early stage, and remain consistent in requirements throughout. Ensure that understandings and agreements on the nature of the outputs are clear and agreed between the Evaluation Team and wider management and governance structures;

vii. Communication lines between Evaluation Teams and management structures need to be fully open and transparent (whilst managed appropriately in order not to overburden busy individuals); and key substantive agreements/decisions jointly reached and shared;

viii. Clear standards and agreed rules need to be set in place and consistently applied to protect the independence of the Evaluation Team, and the integrity of the evidence generated. he acceptance or rejection of comments received should not be considered the basis of 'sign off' of the report by its commissioners, but should be subject to the professional judgment of the evaluation team, their knowledge of the evidence base, and a sound professional rationale for treatment or otherwise recorded;

ix. To support utility, key stakeholders need to engage with the Evaluation Team in a process of refining recommendations to fit the reality of the universe in which they will be implemented;

x. A realistic and focused communication and dissemination plan should be developed at the outset of the evaluation, and implemented on an ongoing basis, with a flow of tailored information generated to target key events and key stakeholders; and

xi. For a fully human rights-based approach oriented evaluation which, of necessity, requires significant engagement with beneficiaries, additional resources are essential for the inclusive and participatory approach demanded. This need cannot be met in a tokenistic way.

# ANNEX 4: CHARACTERISTICS OF SAMPLE JOINT GENDER PROGRAMMES

| Sample Set of Programmes Reviewed: Main Features | | |
|---|---|---|
| Geography | Asia-Pacific region | Five joint gender programmes (Bangladesh, Nepal, , Thailand, Timor-Leste and Viet Nam) |
| | Europe/CIS region | Two joint gender programmes (Albania and Macedonia) |
| | Africa region | Eight joint gender programmes (Eritrea, Kenya, Lesotho, Liberia, Mozambique, Namibia Rwanda, and Uganda) |
| | Latin America and Caribbean region | Five joint gender programmes (Colombia, Mexico, Nicaragua, Paraguay and Uruguay) |
| | Middle East and North Africa region | Four joint gender programmes (Iraq, Morocco, Palestine and Tunisia ) |
| Delivering as One | Five joint gender programmes (Albania, Mozambique, Rwanda, Viet Nam, Uruguay,) are original DaO pilots | |
| | Lesotho is a 'self-starter' pilot | |
| | Liberia has adopted the One United Nations model (Kenya is also adopting the One United Nations principles) | |
| Fragile situations | Eritrea, Iraq, Liberia, Nepal and Timor-Leste are classified as fragile situations | |

| Sample Set of Programmes Reviewed: Main Features | | |
|---|---|---|
| Income status | Low-income | 10 joint gender programmes (Bangladesh, Eritrea, Kenya, Lesotho, Liberia, Namibia, Nepal, Mozambique, Rwanda and Uganda) |
| | Middle-income | 13 joint gender programmes |
| | Low-middle range | Seven joint gender programmes (Colombia, Iraq, Morocco, Nicaragua, Palestine, Timor-Leste, and Viet Nam) |
| | High-middle range | Seven joint gender programmes (Albania, Macedonia, Mexico, Paraguay, Thailand, Tunisia and Uruguay) |
| Thematic area | Governance | Six joint gender programmes (Albania, Palestine Timor-Leste, Tunisia, Uruguay and Viet Nam) |
| | Economic empowerment | Two joint gender programmes (Nicaragua and Paraguay) |
| | Education | One joint gender programme (Iraq) |
| | Eliminating violence against women | Seven joint gender programmes (Colombia, Liberia, Macedonia, Mexico, Morocco Rwanda and Thailand,) |
| | Health including HIV and AIDS | Three joint gender programmes (Bangladesh, Lesotho and Nepal) |
| | Integrated (i.e. multi-themed) | Five joint gender programmes (Eritrea, Kenya, Mozambique, Namibia and Uganda) |
| Funding | Less than $3 million | 12 joint gender programmes (Albania, Eritrea, Lesotho, Liberia, Macedonia, Mexico, Mozambique, Nepal, Rwanda, Thailand, Tunisia and Uruguay) |
| | $3 million to $5 million | Three joint gender programmes (Paraguay, Timor-Leste and Viet Nam) |
| | Above $5 million | Nine joint gender programmes (Bangladesh, Colombia, Iraq, Kenya, Morocco, Namibia, Nicaragua, Palestine and Uganda). |
| United Nations agency partners | 13 of the joint gender programmes involve more than 4 agencies in total.<br>Economic Commission for Latin America and the Caribbean (ECLAC) and ILO lead one JGP each (Mexico and Paraguay respectively). | |

| Sample Set of Programmes Reviewed: Main Features | | |
|---|---|---|
| | UNFPA is the most common lead agency (seven joint gender programmes: Bangladesh, Eritrea, Liberia, Nepal, Tunisia, Uruguay and Viet Nam) followed by UN Women (seven JGPs: Albania, Colombia, Kenya, Morocco, Thailand, Uganda and Uruguay). | |
| | UNDP is lead agency for three joint gender programmes (Macedonia, Mozambique and Palestine), and UNICEF for two (Iraq and Uganda). | |
| | Five joint gender programmes do not specify the lead agency | |
| Specific function | Eight joint gender programmes are geared at implementing national strategies or plans on GEEW (Albania, Colombia, Eritrea, Liberia, Macedonia, Thailand, Uruguay and Viet Nam). | |
| | Seven joint gender programmes include a component of creating national strategies or plans (Colombia, Morocco, Mozambique, Namibia, Timor-Leste, Tunisia and Uganda). | |
| | Two joint gender programmes have some elements of both (those in Kenya and Mexico) | |
| Funding mechanism | Parallel funding only | |
| | Five joint gender programmes (Albania, Bangladesh, Mozambique, Nepal and Rwanda) | |
| | Pass-through only | 10 joint gender programmes (Colombia, Lesotho, Macedonia, Mexico, Nicaragua, Palestine, Paraguay, Thailand, Timor-Leste and Uruguay) |
| | Pooled funding only | Two joint gender programmes (Iraq and Morocco) |
| | Parallel and pass-through | Three joint gender programmes (Kenya, Liberia, Uganda) |
| | Pooled and pass-through | Two joint gender programmes (Tunisia and Viet Nam) |
| | Combination of all three | Two joint gender programmes (Eritrea and Namibia) |

# ANNEX 5: GLOSSARY

The terms used by the evaluation, their definitions and their sources, are as follows. Standard international definitions have been applied as far as feasible.

| Term | Definition | Source |
|---|---|---|
| Terms relevant to joint gender programmes | | |
| Burdens and transaction costs | The administrative, management and legal obligations incurred by partners (donors, partner governments, United Nations and other agencies) as part of the aid relationship and specifically within joint programmes12 | Evaluation Team |
| Coherence | United Nations coherence involves United Nations partners working together more closely to increase effectiveness (improved results relevance (alignment with national priorities) and efficiency (reduced duplication and transactions costs) at country, regional and global levels. | UNICEF Delivering Better Results for Children: Handy Guide to United Nations Coherence. |
| Donors | Entities, governments and organizations that provide resources in cash and in kind. | UNDG Financial Policies Working Group, cited in Guidance Note on Joint Programming (2003) |
| Joint Gender Programme | A joint programme (below) with an explicit objective of empowering women and/or promoting gender equality. This definition excludes joint programmes that mainstream gender equality, but do not have it as a main programmatic goal. | Analytical Overview of Joint United Nations Gender Programme Portfolio; Scoping for the Joint Gender Programme Evaluation (UN Women, 2011) |
| Joint Programme | A joint programme is one that is undertaken within the framework of a joint programme document signed by all partners, governed by a joint committee and that adopts an agreed fund management modality. | UNDG Finalised Guidance Note on Joint Programming, cited in Terms of References. |
| Joint Programming | Joint programming is the collective effort through which the United Nations organizations and national partners work together to prepare, implement, monitor and evaluate the activities aimed at effectively and efficiently achieving the Millennium Development Goals (MDGs) and other international commitments arising from United Nations conferences, summits, conventions and human rights instruments. Through joint programming, common results and the modalities for supporting programme implementation are identified. | UNDG Guidance Note on Joint Programming (2003) |
| Joint Programme Steering Committee | A coordination mechanism for the joint programme. 'The composition shall include all the signatories to the joint programme document. The mechanism may also have other members in an observer capacity, such as donors and other stakeholders'. | UNDG Guidance Note on Joint Programming (2003) |
| National Partners | Government ministry, sub-national partner, department, section or CSOs. | UNDG Guidance Note on Joint Programming (2003) |
| Parallel Fund Management | A fund management mechanism where each organization participating in the joint programme manages its own funds, whether coming from regular or other resources. | UNDG Guidance Note on Joint Programming (2003) |

| Term | Definition | Source |
|---|---|---|
| Pass- Through Fund Management | A fund management mechanism where a donor(s) and United Nations participating organizations agree to channel the funds for a joint programme through one participating United Nations agency. The United Nations agency channelling resources (Administrative Agent) would be jointly selected by all participating organisations. The programmatic and financial accountability will rest with the participating agency and (sub-)national partners that would be managing their respective parts of the joint programme. | UNDG Guidance Note on Joint Programming (2003) |
| Pooled Fund Management | A fund management mechanism where participating United Nations agencies work for common results with a common national or sub-national partner (e.g. department, provincial office, NGO) and/or in a common geographical area. Under this option, participating United Nations agencies pool funds together to one United Nations agency, called the Managing Agent, chosen jointly by the participating United Nations agencies in consultation with the (sub-)national partner. | UNDG Guidance Note on Joint Programming (2003) |
| Results-Based Management (RBM) | A management strategy by which an organization ensures that its processes, products and services contribute to the achievement of desired results (outputs, outcomes and impacts). RBM rests on clearly defined accountability for results, and requires monitoring and self-assessment of progress towards results, and reporting on performance. | UNDG Guidance Note on Joint Programming (2003) |
| Simplification and Harmonization | The process through which programme preparation, implementation, and monitoring and evaluation procedures of the agencies are being revised in response to General Assembly resolution 56/201. It is meant to reduce transaction costs for government and other partners by streamlining complex rules and procedures, raise development effectiveness, increase impact and sustainability and improve financial and programme accountability and transparency. | UNDG Guidance Note on Joint Programming (2003) |
| Stakeholders | People, groups or entities that have a legitimate interest in a programme or project. They include target groups, direct beneficiaries, those responsible for ensuring that the results are produced as planned, and those accountable for the resources that they provide to the programme or project. | UNDG Financial Policies Working Group, cited in UNDG Guidance Note on Joint Programming (2003) |
| Theme Group | A United Nations inter-agency mechanism, which may also include government, NGOs, CSOs, and other stakeholders who coordinate their work in one area (e.g. HIV/AIDS, food security, gender). | UNDG Financial Policies Working Group, cited in UNDG Guidance Note on Joint Programming (2003) |
| Evaluation criteria | | |
| Efficiency | A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results. | OECD DAC Criteria for Evaluating Development Assistance13 (current at 2012) |
| Effectiveness | The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance. | OECD DAC Criteria for Evaluating Development Assistance14 (current at 2012) |
| Impact | The positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended. | OECD DAC Criteria for Evaluating Development Assistance15 (current at 2012) |

| Term | Definition | Source |
|---|---|---|
| Ownership | 'Countries have more say over their development processes through wider participation in development policy formulation, stronger leadership on aid coordination and more use of country systems for aid delivery'.<br>Thus ownership implies the exercise of control and command over development decisions and activities. | Accra Agenda for Action |
| Participation and Inclusion | The extent to which a development intervention is designed, implemented and monitored to promote the meaningful participation of a range of stakeholders (both rights holders and duty bearers) and to minimize negative effects of social exclusion. | UNEG (2011) Integrating Gender Equality and Human Rights in Evaluation – Towards UNEG Guidance |
| Relevance | The extent to which the objectives of a development intervention are consistent with beneficiaries' requirement, country needs, global priorities and partners' and donors' policies. | |
| Sustainability | The continuation of benefits from a development intervention after major development assistance has been completed. The probability of long-term benefits. The resilience to risk of the net benefit flows over time. | As above |
| Evaluation-related terms | | |
| Accountability | Obligation to demonstrate that work has been conducted in compliance with rules and standards or to report fairly and accurately on performance results vis-à-vis mandated roles and/or plans. This may require a careful, even legally defensible, demonstration that the work is consistent with the contract terms. | OECD DAC Glossary of Key Terms in Evaluation and Results-Based Management (2010) |
| Assumptions | Hypotheses about factors or risks which could affect the progress or success of a development intervention. Also can also be understood as hypothesized conditions that bear on the validity of the evaluation itself, e.g., about the characteristics of the population when designing a sampling procedure for a survey. Assumptions are made explicit in theory based evaluations where evaluation tracks systematically the anticipated results chain. | OECD DAC Glossary of Key Terms in Evaluation and Results-Based Management (2010) |
| Counterfactual | The situation or conditions which hypothetically may prevail for individuals, organizations, or groups were there no development intervention. | OECD DAC Glossary of Key Terms in Evaluation and Results-Based Management (2010) |
| Goal | The higher-order objective to which a development intervention is intended to contribute. | OECD DAC Glossary of Key Terms in Evaluation and Results-Based Management (2010) |
| Indicator | Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor. | OECD DAC Glossary of Key Terms in Evaluation and Results-Based Management (2010) |

| Term | Definition | Source |
|---|---|---|
| Joint evaluation | An evaluation to which different donor agencies and/or partners participate. There are various degrees of 'jointness' depending on the extent to which individual partners cooperate in the evaluation process, merge their evaluation resources and combine their evaluation reporting. Joint evaluations can help overcome attribution problems in assessing the effectiveness of programmes and strategies, the complementarity of efforts supported by different partners, the quality of aid coordination, etc. | OECD DAC Glossary of Key Terms in Evaluation and Results-Based Management (2010) |
| Lessons learned | Generalizations based on evaluation experiences with projects, programmes, or policies that abstract from the specific circumstances to broader situations. Frequently, lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome and impact. | OECD DAC Glossary of Key Terms in Evaluation and Results-Based Management (2010) |
| Outputs | The products and services which result from the completion of activities within a development intervention. | UNDG Guidance Note on Joint Programming (2003) |
| Outcome | The intended or achieved short-term and medium-term effects of an intervention's outputs, usually requiring the collective effort of partners. Outcomes represent changes in development conditions, which occur between the completion of outputs and the achievement of impact. | UNDG Guidance Note on Joint Programming (2003) |
| Theory of change | 'Theory of change' is an approach to the design/planning and evaluation of social programmes. In broad terms, theory of change thinking encourages organizations and programmes to elaborate and document their views on:<br>• The long-term change they seek;<br>• What needs to change and why;<br>• The context for change and others active in it; and<br>• How and why the programme's strategy, activities and outputs will help to stimulate outcomes that contribute to long-term change. | Vogel (2012) Draft report for DFID on Review of the Use of Theory of Change in International Development |
| Triangulation | The use of three or more theories, sources or types of information, or types of analysis to verify and substantiate an assessment. By combining multiple data sources, methods, analyses or theories, evaluators seek to overcome the bias that comes from single informants, single methods, single observer or single theory studies. | OECD DAC Glossary of Key Terms in Evaluation and Results-Based Management (2010) |
| Synergy | The interaction of two or more agents or forces so that their combined effect is greater than the sum of their individual effects. | Online dictionary |
| Validity | The extent to which the data collection strategies and instruments measure what they purport to measure. | OECD DAC Glossary of Key Terms in Evaluation and Results-Based Management (2010) |

# ANNEX 6: EVALUATION MATRIX

| Evaluation questions | Indicators of positive direction | Methods of data collection/Data sources | Evaluation criteria |
|---|---|---|---|
| **Strategic Priority Question 1: Design of joint gender programmes**<br>To what extent have joint gender programmes been conceptualized, planned and designed jointly to respond to international, regional and national commitments on GEEW? | | | |
| 1.1. To what extent did the design process include a collaborative process, shared vision for delivering results, strategies for delivery and sharing of risks among United Nations partner agencies? What incentives/barriers were in place? | Levels and degree of participation by all partner agencies in design process appropriate to scale of intended role<br>Shared statements of intended results present, with appropriate allocation of responsibilities and clear strategies for achieving results<br>Joint risk assessments conducted, accompanied by shared mitigation strategies | Portfolio review<br>Semi-structured interviews with key stakeholders at headquarters and national level<br>Initial and detailed desk review of joint gender programmes<br>E-survey data<br>Documentary analysis of UNDAFs, CCAs, United Nations Resident Coordinator annual reports, UNCT reports, MDG reports, DaO reports and evaluations, and other relevant data<br>Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programmes or by donors which include the joint gender programmes<br>Field study of joint gender programmes | Relevance<br>Participation and inclusion |

| Evaluation questions | Indicators of positive direction | Methods of data collection/Data sources | Evaluation criteria |
|---|---|---|---|
| 1.2. To what extent were key national partners involved in conceptualization and design processes? To what extent were the capacities of government and national implementing partners, as well as the capacity and conduciveness of the aid architecture, assessed during the design process? | Key national partners (including government and civil society and representatives of women's organizations) participate in design teams<br>Capacity of national implementing partners/nature of aid architecture analysed during the design process<br>Design explicitly responds to the capacity of national implementing partners and the conditions of the aid architecture | Portfolio review<br>Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programme or by donors which include the joint gender programmes<br>National partner reports and analyses, including meeting minutes, progress reports etc.<br>Semi-structured interviews with key stakeholders at headquarters and national level<br>E-survey data<br>Participatory approaches, if appropriate, at field level | Relevance<br>Participation and inclusion<br>Sustainability |
| 1.3. How has the programme prioritized the GEEW needs of the country (those articulated by the national women's movement or similar), including in fragile situations? Are joint gender programmes designs based on quality analysis? | Relevant joint analysis (e.g. gender and human rights-based analysis, socio-cultural and political analysis and conflict assessments etc.) commissioned or utilized to inform design<br>Design includes explicit recognition of, and strategies to address, prioritized national needs and commitments, including those of the women's movement, on GEEW<br>Common approach adapted to prioritization of target population, strategies for implementation etc. | Documentation analysis of national GEEW statements (CEDAW reporting, MDG reporting, relevant line ministry reporting etc.)<br>Analysis of national and international statistics on gender equality e.g. gender index indicators, national datasets<br>Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programme or by donors which include the joint gender programme<br>Semi-structured interviews with key stakeholders at national and headquarter levels<br>Initial and detailed desk review of joint gender programmes<br>Field study of joint gender programmes | Relevance |
| 1.4. To what extent do joint gender programmedesigns capitalize on the comparative advantage and added value (e.g. strengths and expertise) of each participating agency and establish coherence in regards to their roles, modalities and strategies? | Individual agency roles assigned in programme areas according to comparative advantage (beyond division of labour)<br>Roles, modalities and strategies of individual agencies deployed in a unified framework to maximize results (rather than as discrete components) | Semi-structured interviews with key stakeholders at national and headquarter levels<br>Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programmeor by donors which include the joint gender programme<br>Documentary analysis of partner agency and national partner reports, records, minutes etc.<br>E-survey data | Relevance |

| Evaluation questions | Indicators of positive direction | Methods of data collection/Data sources | Evaluation criteria |
|---|---|---|---|
| 1.5. To what extent did joint gender programmedesign processes integrate human rights principles and strategies of the human rights-based approach? | Voice of rights holders reflected in design process through representation from women's movement, ethnic minorities or similar/as relevant<br>Design contains explicit response to the GEEW-related needs and priorities articulated by rights holders, e.g. the women's movement<br>Design contains explicit strategies, with appropriately allocated responsibility among partner agencies, to the capacity development of both rights holders and duty bearers | Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programmeor by donors which include the joint gender programme<br>Semi-structured interviews with key stakeholders at national and headquarter levels<br>E-survey data | Relevance<br>Participation and inclusion |

1. CONCLUSIONS SECTION – Within the evaluation report, comment on:
2. Whether the joint gender programme was responsive to context, including the capacities of key stakeholders and the capacity/conduciveness of the operating environment
3. Whether and how the design process of joint gender programmes was inclusive and built upon a shared vision
4. What were the incentives and barriers in place for joint design?
5. Whether joint gender programmes have been designed to maximize coherence among United Nations agencies, and whether and how efforts were made to balance demands for agency inclusion and those of a coherent programme

| Evaluation questions | Indicators of positive direction | Methods of data collection/Data sources | Evaluation criteria |
|---|---|---|---|
| **Strategic Priority Question 2: Delivering Results and Added Value**<br>To what extent have joint gender programmes achieved results on GEEW at the national level and has collaborating through a joint gender programme facilitated United Nations agencies and their partners to enhance the level of results achieved? | | | |
| 2.1. What evidence exists that joint gender programmes have delivered short-, medium- and longer-term results, from processes through to benefits? Have any unintended results been delivered? | *Application of contribution analysis:*<br>• Identification of relevant outcome-or impact-level results in GEEW at national level (applying national datasets) such as:<br>• Reductions in harmful and/or discriminatory practices against women such as GBV;<br>• Increased leadership and political participation;<br>• Economic empowerment;<br>• Enhanced political will, e.g. CEDAW reporting; implementation of United Nations Security Council resolution 1325 on the impacts of conflict on women and their role in peacebuilding; development of an effective national women's machinery; gender equitable decision-making at ministry/departmental level; budgetary commitments; and<br>• Changes in attitudes and behaviour related to gender in general or amongst specific groups.<br>Identification of relevant interim level results according to programme area (applying national and/or programme datasets) in areas such as:<br>• Capacity development of both duty bearers and rights holders;<br>• Improved policy development capacity;<br>• Greater advocacy efforts and training; and<br>• Legislative and statistical work to promote the national application of international norms, standards and actions on human rights and global GEEW issues.<br>Additionally (going beyond specific indicators):<br>• Any intangible results deducible in terms of target populations, partners and processes; and<br>• Any unintended results deducible.<br>Beyond contribution of joint gender programmes, other explanatory pathways to be identified such as (examples):<br>• Influence of the country context (policy environment, maturity of aid architecture, role of aid, fragility, DaO context etc.) on results'<br>• Application of human rights principles in joint gender programmes' design, implementation, monitoring and evaluation processes on results'<br>• Influence of donor and United Nations agency policy orientation and any shifts; and<br>• Others identifiable. | Application of contribution analysis: identifying results first, then pathways of contribution<br>Quantitative analysis of relevant results datasets at national level (e.g. human development index, gender index indicators, GBV prevalence, political representation, poverty incidence, women's share of national income etc.)<br>Documentation analysis of national GEEW statements (CEDAW reporting, MDG reporting, relevant line ministry reporting etc.)<br>Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the JGP or by donors which include the JGP<br>Analysis of programme level results information (applying or reconstructing programme baselines where necessary)<br>Semi-structured interviews with key stakeholders at national and headquarter levels<br>E-survey data | Effectiveness<br>Impact |

| Evaluation questions | Indicators of positive direction | Methods of data collection/Data sources | Evaluation criteria |
|---|---|---|---|
| 2.2. To what extent do United Nations agencies act with coherence in their implementation and performance assessment of joint gender programmes? | Shared implementation plans developed which are synchronized among participating agencies<br>Use of joint strategies for performance monitoring and measurement<br>Strategies applied for joint resource mobilization | Semi-structured interviews with key stakeholders at national and headquarter levels<br>Documentary analysis of UNDAF reports, United Nations country team and Resident Coordinator annual reports, DaO reports and evaluations etc.)<br>Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programmeor by donors which include the joint gender programme<br>E-survey data | Effectiveness |
| 2.3. How has the joint nature of joint gender programmes affected efficiency of delivery (reduced duplication and increased cost-sharing, reduced/transferred burdens and transaction costs)? What factors have influenced this? | Reduced burdens through streamlined policy dialogue, harmonized programme management and monitoring etc., for governments and other national partners<br>Streamlined financial management e.g. through synchronized fund release<br>Cost-sharing opportunities utilized where feasible/appropriate | Semi-structured interviews with key stakeholders at national and headquarter levels<br>Financial analysis of budgets/costing models<br>E-survey data<br>Documentary analysis of individual agency and national partner reports<br>Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programmeor by donors which include the joint gender programme<br>E-survey data | Efficiency |
| 2.4. Has there been effective leadership and management of joint gender programmes at country level, including the structuring of management and administration roles to maximize results? Where does accountability lie? | Management and leadership strategies and roles are clearly understood by all stakeholders, including the functions of the United Nations country team, the Resident Coordinator, United Nations Development Operations Coordination Office, regional offices and agency headquarters<br>Clear accountability strategies in place, including sanctions for poor delivery<br>Incentives available to promote accountability (at each level). | Documentary analysis of national UNDAFs, CCAs, Resident Coordinator and United Nations country team annual reports, DaO evaluations etc.<br>Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programmeor by donors which include the joint gender programme<br>Semi-structured interviews with key stakeholders at national and headquarter levels<br>Field study of joint gender programmes<br>E-survey data | Efficiency |

| Evaluation questions | Indicators of positive direction | Methods of data collection/Data sources | Evaluation criteria |
|---|---|---|---|
| 2.5. What, if any, types of innovative/ good practices have been introduced in joint gender programmes for the achievement of results in GEEW? In what contexts have these innovative practices worked better? | [identify example of good/innovative practices arising and why/how they have contributed to results]<br>Identification and dissemination of information on good/innovative practices<br>Identification of contextual features (DaO, middle-income, mature aid architecture, fragility etc.) that have supported development of innovation | Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programmeor by donors which include the joint gender programme<br>Semi-structured interviews with key stakeholders at national and headquarter levels<br>E-survey data | Effectiveness |

CONCLUSIONS SECTION – Within the evaluation report, comment on:

1. Whether and how joint gender programmes have delivered coherent and joint GEEW/human rights outputs and outcomes that add up to something greater than a series of activities
2. Whether and how United Nations agencies and other stakeholders have acted with coherence in joint gender programmeimplementation, and how this has influenced the achievement of results.
3. Taking into account potential medium- and long-term results, whether and how specific characteristics/models of joint gender programmes led to increases/ decreases in operational effectiveness and achievement of results
4. Whether and how joint gender programmes have led to improved efficiency in the management of resources and what has been the relationship between increased/decreased efficiency and (potential) results on GEEW?
5. Whether and how the sites of accountability for joint gender programmes have been clearly defined and strategies for accountability implemented.

| Evaluation questions | Indicators of positive direction | Methods of data collection/Data sources | Evaluation criteria |
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| **Strategic Priority Question 3: Sustainability, National-Level Partnerships, National Ownership & People Centred Approaches**<br>To what extent and in what ways have joint gender programmes contributed to governments meeting their commitments to the BPA and fulfilling their obligations towards women's and girls' human rights, whilst also supporting rights holders to demand their rights? | | | |
| 3.1. To what extent are joint gender programmes integrated into national development plans and budgets, and national machinery (governmental and/or that of civil society and the women's movement?) | joint gender programmes fully represented within national partner plans and strategies as well as work plans and staffing<br>National partner budgetary allocations (government and civil society) reflect joint gender programmes<br>Annual country performance reporting (against CEDAW, Convention on the Rights of the Child (CRC) or similar) reflects joint gender programmes | Documentary and financial analysis of national plans and budgets (mainly through field study of joint gender programmes), relevant line ministry reporting, CEDAW, CRC reporting, UNDAF, United Nations counry team and Resident Coordinator reporting, DaO reports and evaluations etc.<br>Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programme or by donors which include the joint gender programme<br>Semi-structured interviews with key stakeholders at national and headquarter levels<br>E-survey data | Sustainability |
| 3.2. What voice and influence do key national partners including women's movements etc. have within joint gender programmedecision-making structures and hierarchy? | Key national partners hold leadership roles, and are present and active in, steering groups, management committees or equivalent<br>Decisions taken reflect views and opinions of national stakeholders<br>Consultation is carried through into partnership/resource allocation? | Stakeholder analysis (field level)<br>Semi-structured interviews with key stakeholders at national level<br>Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programmeor by donors which include the joint gender programme<br>E-survey data | Participation and inclusion<br>Sustainability |
| 3.3. What steps were taken to develop and/or reinforce the operating capacities of national partners during implementation? | National partners demonstrate capacity improvements such as improved networks, management strategies, governance arrangements, advocacy and statistical capacity<br>Mitigation strategies for capacity gaps in operating partners implemented in full | Stakeholder analysis (field level)<br>Semi-structured interviews with key stakeholders at national and headquarter levels<br>Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programme or by donors which include the joint gender programme<br>E-survey data | |

| Evaluation questions | Indicators of positive direction | Methods of data collection/Data sources | Evaluation criteria |
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| 3.4. To what extent, and with what timing, have robust sustainability strategies been considered/developed/implemented? Are these feasible and appropriate? | Clear statement of understanding of, and strategies for, 'ownership' and 'sustainability' present in programme documentation<br>Sustainability and ownership strategies, such as integration of joint gender programme into national strategies, plans and budgets, implemented in a timely fashion (concurrent to programme implementation) | Initial and detailed desk review of joint gender programmes<br>Semi-structured interviews with key stakeholders at national and headquarter levels<br>Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programmeor by donors which include the joint gender programme<br>E-survey data<br>Documentary and financial analysis of national plans, strategies and budgets | Sustainability |

**CONCLUSIONS SECTION – Comment on:**

1. Whether and how joint gender programmes have strengthened national ownership through the participation and inclusion of national partners groups (including women) in their programming and what were the challenges and opportunities arising
2. Whether and how progress has been made on helping governments meet their commitments to GEEW (e.g. CEDAW, BPA or equivalent and national policies, strategies and action plans)
3. What progress has been made on helping rights holders' ability to demand their rights?
4. Whether and how the gains of joint gender programmes likely to be carried forward, and what gaps or omissions are evident
5. What measures have best supported strengthened national ownership of joint gender programmeand sustainability of efforts and benefits

| Evaluation questions | Indicators of positive direction | Methods of data collection/Data sources | Evaluation criteria |
|---|---|---|---|
| **Strategic Priority Question 4: Synergies**<br>To what extent and in what ways have joint gender programmes contributed to improved gender equality mainstreaming and women's empowerment in other United Nations programmes and efforts at country level? | | | |
| 4.1. To what extent have joint gender programmes enhanced communication, planning, coordination and collaboration between the United Nations and governments/other development partners? | New or increased lines of communication between the United Nations and national government line ministries/agencies established as a result of joint gender programmes<br>New or increased communication/platforms for dialogue with new government line ministries or departments, not previously involved with joint gender programmes (i.e. beyond the Ministry of Women's Affairs or similar) established as a result of joint gender programmes<br>New or more communication/platforms for dialogue with key national planning/finance ministries on GEEW issues than previously as a result of joint gender programmes | Documentation analysis (mainly UNDAF, United Nations country team, Resident Coordinator annual reports, DaO reports and evaluations, individual agency reports etc.)<br>Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the JGP or by donors which include the JGP<br>Semi-structured interviews with key stakeholders at national and headquarter levels<br>E-survey data | Effectiveness<br>Sustainability |
| 4.2. To what extent have joint gender programmes promoted or led to improved communication, planning, coordination and collaboration among national stakeholders, e.g. between different line ministries and among government and civil society? | New or increased lines of communication/platforms for dialogue specific to joint gender programmes among line ministries/between government and the women's movement established as a result of joint gender programmes<br>New or intensified partnerships or networks among line ministries/ between government and the women's movement established as a result of joint gender programmes<br>Joint plans or initiatives developed as a result of joint gender programmes | Semi-structured interviews with key stakeholders at national level<br>Documentation analysis (mainly line ministry reporting, national plans and budgets, women's movement reports etc.)<br>Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender program-meor by donors which include the joint gender programme<br>E-survey data | Effectiveness<br>Sustainability |
| 4.3. To what extent have joint gender programmes promoted or led to improved communication, coordination and information exchange within the 'United Nations family' in relation to GEEW including between headquarters and field offices? | Presence of GEEW issues in United Nations CCA, UNDAF and Resident Coordinator reports as a result of joint gender programmes<br>GEEW issues reflected in annual reports of UNCT and the Resident Coordinator<br>New or increased lines of communication between headquarters and field offices on GEEW. | Documentation analysis (mainly UNDAF, UNCT, Resident Coordinator annual reports, DaO reports and evaluations, individual agency reports etc.)<br>Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programme or by donors which include the joint gender programme<br>Semi-structured interviews with key stakeholders at national and headquarter levels<br>E-survey data | Effectiveness<br>Sustainability |

| Evaluation questions | Indicators of positive direction | Methods of data collection/Data sources | Evaluation criteria |
|---|---|---|---|
| 4.4. Are joint gender programmes able to attract increased and new resources (such as those from non-traditional donors or philanthropic sources)? | Increased fundraising efforts towards GEEW issues including gender mainstreaming by individual agencies and collaboratively at national level<br>Joint gender programmes meet funding targets, from diversified sources including public/private resources and/or counterparts at national level | Initial and detailed desk review of joint gender programmes<br>Field study of joint gender programmes<br>Financial analysis of individual agency budget allocations to GEEW if available, or funding sources if not (within field studies)<br>Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programme or by donors which include the joint gender programme<br>Semi-structured interviews with key stakeholders at national and headquarter levels<br>E-survey data | Effectiveness<br>Sustainability |

**CONCLUSIONS SECTION – Comment on:**

The extent to which, and how, joint gender programmes have led to complementary and synergistic effects on broader United Nations and partner efforts to achieve GEEW, e.g. enhanced collaboration and coordination among UNCTs, government and national stakeholders (including civil society and the women's movement), and improved United Nations coordination on GEEW?

**OVERALL FRAMEWORK FOR CONCLUSIONS**

- What is the influence of the country context (fragile status, DaO, middle-income etc.) on the achievement of joint gender programmeresults? What are enabling factors and constraints?
- When and why is a joint programme design approach a viable and relevant execution instrument to attain development results on GEEW? To what extent did the level of complexity, the funding and the expected results factor into the decision-making process?
- How has 'jointness' contributed to any results?
- Are there any specific joint gender programmedesign characteristics that can be linked to the successful achievement of results, e.g. particular joint planning, implementation and monitoring processes, number of United Nations and national partners, number and range of outcomes, robustness of baseline, role of Resident Coordinator, UNCT and Gender Theme Group?
- What types of joint arrangements work best and in which contexts (e.g. DaO)? What models are available?
- What are the implications for national ownership and sustainability of joint vs. single-agency programmes? How have these been managed?

# ANNEX 7: EVALUATION MATRIX FOR FIELD STUDY

| Evaluation questions | Indicators of positive direction | Methods of data collection/Data sources |
|---|---|---|
| **Strategic Priority Question 1: Design of joint gender programmes**<br>**To what extent have joint gender programmes been conceptualized, planned and designed jointly to respond to international, regional and national commitments on GEEW?** | | |
| 1. To what extent did the design process include a collaborative process, shared vision for delivering results, strategies for delivery and sharing of risks among United Nations partner agencies? What incentives/barriers were in place?<br>**Evaluation criteria:**<br>*Relevance*<br>*Participation and inclusion* | Levels and degree of participation by all partner agencies in design process appropriate to scale of intended role<br>Shared statements of intended results present, with appropriate allocation of responsibilities and clear strategies for achieving results<br>Joint risk assessments conducted, accompanied by shared mitigation strategies | Semi-structured interviews with key stakeholders at national level<br>Documentary analysis of UNDAFs, CCAs, Resident Coordinator annual and other reports, United Nations country team reports, MDG reports, DaO reports and evaluations and other relevant data<br>Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programme or by donors which include the joint gender programme |
| 1.2. To what extent were key national partners involved in conceptualization and design process? To what extent were the capacities of government and national implementing partners, as well as the capacity and conduciveness of the aid architecture, assessed during the design process?<br>**Evaluation criteria:**<br>*Relevance*<br>*Participation and inclusion*<br>*Sustainability* | Key national partners (including government and civil society and representatives of women's organisations) participate in design teams<br>Capacity of national implementing partners/nature of aid architecture analysed during the design process<br>Design explicitly responds to the capacity of national implementing partners and the conditions of the aid architecture<br>National partner reports and analyses, including meeting minutes, progress reports etc. | Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programme or by donors which include the joint gender programme<br>National partner reports and analyses, including meeting minutes, progress reports etc.<br>Semi-structured interviews with key stakeholders at national level<br>Participatory approaches if appropriate at field level |

| Evaluation questions | Indicators of positive direction | Methods of data collection/Data sources |
|---|---|---|
| 1.3. How has the programme prioritised the GEEW needs of the country (those articulated by the national women's movement or similar), including in fragile situations? Are joint gender programmedesigns based on quality analysis?<br>**Evaluation criteria:**<br>*Relevance* | Relevant joint analysis (e.g. gender and human rights-based analysis, socio-cultural and political analysis and conflict assessments etc.) commissioned or utilized to inform design<br>Design includes explicit recognition of, and strategies to address, prioritised national needs and commitments, including those of the women's movement, on GEEW<br>Common approach adapted to prioritization of target population, strategies for implementation etc. | Documentation analysis of national GEEW statements (CEDAW reporting, MDG reporting, national reports etc.)<br>Analysis of national and international statistics on GEEW e.g. gender indicators index, national datasets<br>Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programmeor by donors which include the joint gender programme<br>Semi-structured interviews with key stakeholders at national level |
| 1.4. To what extent do joint gender programme designs capitalize on the comparative advantage and added value (e.g. strengths and expertise) of each participating agency and establish coherence in regards to their roles, modalities and strategies?<br>**Evaluation criteria:**<br>*Relevance* | Individual agency roles assigned in programme areas according to comparative advantage (beyond division of labour)<br>Roles, modalities and strategies of individual agencies deployed in a unified framework to maximize results (rather than as discrete components) | Semi-structured interviews with key stakeholders at national level<br>Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programme or by donors which include the joint gender programme<br>Documentary analysis of partner agency and national partner reports, records, minutes etc. |
| 1.5. To what extent did joint gender programme design processes integrate human rights principles and strategies of the human rights-based approach?<br>**Evaluation criteria:**<br>*Relevance*<br>*Participation and inclusion* | Voice of rights holders reflected in design process through representation from women's movement, ethnic minorities or similar/as relevant<br>Design contains explicit response to the GEEW-related needs and priorities articulated by rights holders, e.g. the women's movement<br>Design contains explicit strategies, with appropriately allocated responsibility among partner agencies, to the capacity development of both rights holders and duty bearers | Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programme or by donors which include the joint gender programme<br>Semi-structured interviews with key stakeholders at national level |

**CONCLUSIONS SECTION– Within the evaluation report, comment on:**

1. Whether the joint gender programme was responsive to context, including the capacities of key stakeholders and the capacity/conduciveness of the operating environment.
2. Whether and how the design process of joint gender programmes was inclusive and built upon a shared vision
3. What were the incentives and barriers are in place to joint design?
4. Whether joint gender programmes have been designed to maximize coherence among United Nations agencies, and whether and how efforts were made to balance demands for agency inclusion and those of a coherent programme

| Evaluation questions | Indicators of positive direction | Methods of data collection/Data sources |
|---|---|---|
| **Strategic Priority Question 2: Delivering Results and Added Value**<br>**To what extent have JGPs achieved results on GEEW at the national level and has collaborating through a joint gender programme facilitated United Nations agencies and their partners to enhance the level of results achieved?** | | |
| 2.1. What evidence exists that joint gender programmes have delivered short-, medium- and longer-term results, from processes through to benefits? Have any unintended results been delivered?<br><br>**Evaluation criteria:**<br>*Effectiveness*<br>*Impact* | (application of contribution analysis)<br><br>Identification of relevant outcome- or impact-level results in GEEW at national level (applying national datasets) such as:<br>• Reductions in harmful and/or discriminatory practices against women such as GBV;<br>• Increased leadership and political participation;<br>• Economic empowerment;<br>• Enhanced political will, e.g. CEDAW reporting; implementation of United Nations Security Council resolution 1325 on the impacts of conflict on women and their role in peacebuilding; development of an effective national women's machinery; gender equitable decision-making at ministry/departmental level; budgetary commitments; and<br>• Changes in attitudes and behaviour related to gender in general or amongst specific groups.<br><br>Identification of relevant interim level results according to programme area (applying national and/or programme datasets) in areas such as:<br>• Capacity development of both duty bearers and rights holders;<br>• Improved policy development capacity;<br>• Greater advocacy efforts and training; and<br>• Legislative and statistical work to promote the national application of international norms, standards and actions on human rights and global GEEW issues<br><br>Additionally (going beyond specific indicators):<br>• Any intangible results deducible in terms of target populations, partners and processes; and<br>• Any unintended results deducible.<br><br>Beyond contribution of joint gender programmes, other explanatory pathways to be identified such as (examples):<br>• Influence of the country context (policy environment, maturity of aid architecture, role of aid, fragility, DaO context etc.) on results<br>• Application of human rights principles in joint gender programmes' design, implementation, monitoring and evaluation processes on results;<br>• Influence of donor and United Nations agency policy orientation and any shifts; and<br>• Others identifiable. | Application of contribution analysis: identifying results first, then pathways of contribution.<br><br>Quantitative analysis of relevant results datasets at national level (e.g. human development index, gender indicators index, GBV prevalence, political representation, poverty incidence, women's share of national income etc.)<br><br>Documentation analysis of national GEEW statements (CEDAW reporting, MDG reporting, relevant line ministry reporting etc.)<br><br>Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programme or by donors which include the joint gender programme<br><br>Analysis of programme level results information (applying or reconstructing programme baselines where necessary)<br><br>Semi-structured interviews with key stakeholders at national level |

| Evaluation questions | Indicators of positive direction | Methods of data collection/Data sources |
|---|---|---|
| 2.2. To what extent do United Nations agencies act with coherence in their implementation and performance assessment of joint gender programmes?<br>**Evaluation criteria:**<br>*Effectiveness* | Shared implementation plans developed which are synchronized among participating agencies<br>Use of joint strategies for performance monitoring and measurement<br>Strategies applied for joint resource mobilization | Semi-structured interviews with key stakeholders at national level<br>Documentary analysis of UNDAF reports, United Nations country team and Resident Coordinator annual reports, DaO reports and evaluations etc.)<br>Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programmeor by donors which include the joint gender programme |
| 2.3. How has the joint nature of joint gender programmes affected efficiency of delivery (reduced duplication and increased cost-sharing, reduced/transferred burdens and transaction costs)? What factors have influenced this?<br>**Evaluation criteria:**<br>*Efficiency* | Reduced burdens through streamlined policy dialogue, harmonized programme management and monitoring etc., for governments and other national partners<br>Streamlined financial management, e.g. through synchronized fund release<br>Cost-sharing opportunities utilized where feasible/appropriate | Semi-structured interviews with key stakeholders at national and headquarter levels<br>Financial analysis of budgets/costing models<br>Documentary analysis of individual agency and national partner reports<br>Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programmeor by donors which include the joint gender programme |
| 2.4. Has there been effective leadership and management of joint gender programmes at country level, including the structuring of management and administration roles to maximize results? Where does accountability lie?<br>**Evaluation criteria:**<br>*Efficiency* | Management and leadership strategies and roles are clearly understood by all stakeholders, including the functions of the UNCT, Resident Coordinator, DOCO, regional offices and agency headquarters<br>Clear accountability strategies in place, including sanctions for poor delivery<br>Incentives available to promote accountability (at each level). | Documentary analysis of national UNDAFs, CCAs, Resident Coordinator and UNCT annual reports, DaO evaluations etc.<br>Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programmeor by donors which include the joint gender programme<br>Semi-structured interviews with key stakeholders at national level |

| Evaluation questions | Indicators of positive direction | Methods of data collection/Data sources |
|---|---|---|
| 2.5. What, if any, types of innovative/good practices have been introduced in joint gender programmes for the achievement of results in GEEW? In what contexts have these innovative practices worked better?<br><br>**Evaluation criteria:**<br>*Effectiveness* | [identify example of good/innovative practices arising and why/how they have contributed to results]<br><br>- Identification and dissemination of information on good/innovative practices<br><br>- Identification of contextual features (DaO, middle-income, mature aid architecture, fragility etc.) that have supported development of innovation | Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programmeor by donors which include the joint gender programme<br><br>Semi-structured interviews with key stakeholders at national level |

**CONCLUSIONS SECTION – Within the evaluation report, comment on:**

1. Whether and how joint gender programmes have delivered coherent and joint GEEW/human rights outputs and outcomes that add up to something greater than a series of activities
2. Whether and how United Nations agencies and other stakeholders have acted with coherence in joint gender programme implementation, and how this has influenced the achievement of results
3. Taking into account potential medium- and long-term results, whether and how specific characteristics/models of joint gender programmes led to increases/decreases in operational effectiveness and achievement of results
4. Whether and how joint gender programmes have led to improved efficiency in the management of resources and what has been the relationship between increased/decreased efficiency and (potential) results on GEEW?
5. Whether and how the sites of accountability for joint gender programmes have been clearly defined and strategies for accountability implemented.

| Evaluation questions | Indicators of positive direction | Methods of data collection/Data sources |
|---|---|---|
| **Strategic Priority Question 3: Sustainability, National-Level Partnerships, National Ownership & People Centred Approaches**<br>**To what extent and in what ways joint gender programmes have contributed to governments meeting their commitments to the BPA and fulfilling their obligations towards women's and girls' human rights, while also supporting rights holders to demand their rights?** | | |
| 3.1. To what extent are joint gender programmes integrated into national development plans and budgets, and national machinery (governmental and/or that of civil society and the women's movement?)<br>**Evaluation criteria:**<br>*Sustainability* | joint gender programmes fully represented within national partner plans and strategies as well as workplans and staffing<br>National partner budgetary allocations (government and civil society) reflect joint gender programmes<br>Annual country performance reporting (against CEDAW, CRC or similar) reflects joint gender programmes | Documentary and financial analysis of national plans and budgets (mainly through field study of joint gender programmes), relevant line ministry reporting, CEDAW, CRC reporting, UNDAF, United Nations country team and Resident Coordinator reporting, DaO reports and evaluations etc.<br>Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programmeor by donors which include the joint gender programme<br>Semi-structured interviews with key stakeholders at national level |
| 3. 2. What voice and influence do key national partners including women's movements etc., have within joint gender programme decision-making structures and hierarchy?<br>**Evaluation criteria**<br>*Participation and inclusion*<br>*Sustainability* | Key national partners hold leadership roles, and are present and active in, steering groups, management committees or equivalent<br>Decisions taken reflect views and opinions of national stakeholders<br>Consultation is carried through into partnership/resource allocation | Stakeholder analysis (field level)<br>Semi-structured interviews with key stakeholders at national level<br>Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programmeor by donors which include the joint gender programme |
| 3.3. What steps were taken to develop and/or reinforce the operating capacities of national partners during implementation?<br>**Evaluation criteria**<br>*Sustainability* | National partners demonstrate capacity improvements such as improved networks, management strategies, governance arrangements, advocacy and statistical capacity<br>Mitigation strategies for capacity gaps in operating partners implemented in full | Stakeholder analysis (field level)<br>Semi-structured interviews with key stakeholders at national level<br>Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programme or by donors which include the joint gender programme |

| Evaluation questions | Indicators of positive direction | Methods of data collection/Data sources |
|---|---|---|
| 3. 4. To what extent, and with what timing, have robust sustainability strategies been considered/developed/implemented? Are these feasible and appropriate?<br>**Evaluation criteria**<br>*Sustainability* | Clear statement of understandings of, and strategies for, 'ownership' and 'sustainability' present in programme documentation<br>Sustainability and ownership strategies, such as integration of joint gender programme into national strategies, plans and budgets, implemented in a timely fashion (concurrent to programme implementation) | Semi-structured interviews with key stakeholders at national level<br>Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programme or by donors which include the joint gender programme<br>Documentary and financial analysis of national plans, strategies and budgets |

**CONCLUSIONS SECTION – Comment on:**

1. Whether and how joint gender programmes have strengthened national ownership through the participation and inclusion of national partners groups (including women) in their programming and what were the challenges and opportunities arising
2. Whether and how progress has been made on helping governments meet their commitments to GEEW (e.g. CEDAW, BPA or equivalent and national policies, strategies and action plans)
3. What progress has been made on helping rights holders' ability to demand their rights?
4. Whether and how the gains of joint gender programmes likely to be carried forward, and what gaps are omissions are evident
5. What measures have best supported strengthened national ownership of joint gender programme and sustainability of efforts and benefits?

| Evaluation questions | Indicators of positive direction | Methods of data collection/Data sources |
|---|---|---|
| Strategic Priority Question 4: Synergies<br>To what extent and in what ways have joint gender programmes contributed to improved gender equality mainstreaming and women's empowerment in other United Nations programmes and efforts at country level? | | |
| 4.1. To what extent have joint gender programmes enhanced communication, planning, coordination and collaboration between the United Nations and governments/other development partners?<br>**Evaluation criteria:**<br>*Effectiveness*<br>*Sustainability* | New or increased lines of communication between the United Nations and national government line ministries/agencies established as a result of joint gender programmes<br>New or increased communication/platforms for dialogue with new government line ministries or departments, not previously involved with JGPs (i.e. beyond the Ministry of Women's Affairs or similar) established as a result of joint gender programmes<br>New or increased communication/platforms for dialogue with key national planning/finance ministries on GEEW issues than previously as a result of joint gender programmes | Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programme or by donors which include the joint gender programme<br>Semi-structured interviews with key stakeholders at national level |

| Evaluation questions | Indicators of positive direction | Methods of data collection/Data sources |
|---|---|---|
| 4.2. To what extent have joint gender programmes promoted or led to improved communication, planning, coordination and collaboration among national stakeholders, e.g. between different line ministries and among government and civil society?<br>**Evaluation criteria**<br>*Effectiveness*<br>*Sustainability* | New or increased lines of communication/platforms for dialogue specific to JGPs among line ministries/between government and the women's movement established as a result of joint gender programmes<br>New or intensified partnerships or networks among line ministries/ between government and the women's movement established as a result of joint gender programmes<br>Joint plans or initiatives developed as a result of joint gender programmes | Semi-structured interviews with key stakeholders at national level<br>Documentation analysis (mainly line ministry reporting, national plans and budgets, women's movement reports etc.)<br>Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programmeor by donors which include the joint gender programme |
| 4.3. To what extent have joint gender programmes promoted or led to improved communication, coordination and information exchange within the 'United Nations family' in relation to GEEW including between headquarters and field offices?<br>**Evaluation criteria**<br>*Effectiveness*<br>*Sustainability* | Presence of GEEW issues in United Nations CCA, UNDAF and Resident Coordinator reports as a result of joint gender programmes<br>GEEW issues reflected in annual reports of the UNCT and Resident Coordinator<br>New or increased lines of communication between headquarters and field offices on GEEW | Documentation analysis (mainly UNDAF, United Nations country team, Resident Coordinator annual reports, DaO reports and evaluations, individual agency reports etc.)<br>Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programmeor by donors which include the joint gender programme<br>Semi-structured interviews with key stakeholders at national level |

| Evaluation questions | Indicators of positive direction | Methods of data collection/Data sources |
|---|---|---|
| 4.4. Are joint gender programme s able to attract increased and new resources (such as those from non-traditional donors or philanthropic sources)?<br>**Evaluation criteria**<br>*Effectiveness*<br>*Sustainability* | Increased fundraising efforts towards GEEW issues including gender mainstreaming by individual agencies and collaboratively at national level<br>Joint gender programmes meet funding targets, from diversified sources including public/private resources and/or counterparts at national level | Financial analysis of individual agency budget allocations to GEEW if available, or funding sources if not<br>Documentary analysis of programme documents including Prodoc; memorandum of understanding; annual progress reports; mid-term and end of programme evaluations and any studies or reviews generated by the joint gender programmeor by donors which include the joint gender programme<br>Semi-structured interviews with key stakeholders at national level |

**CONCLUSIONS SECTION – comment on:**

The extent to which, and how, joint gender programmes have led to complementary and synergistic effects on broader United Nations and partner efforts to achieve GEEW, e.g. enhanced collaboration and coordination among UNCTs, government and national stakeholders (including civil society and the women's movement), and improved United Nations coordination on GEEW?

**OVERALL FRAMEWORK FOR CONCLUSIONS**

- What is the influence of the country context (fragile status, DaO, middle-income etc.) on the achievement of joint gender programme results? What are enabling factors and constraints?
- When and why is a joint programme design approach a viable and relevant execution instrument to attain development results on GEEW? To what extent did the level of complexity, the funding, and the expected results factor into the decision-making process?
- How has 'jointness' contributed to any results?
- Are there any specific joint gender programme design characteristics that can be linked to the successful achievement of results, e.g. particular joint planning, implementation and monitoring processes, number of United Nations and national partners, number and range of outcomes, robustness of baseline, role of Resident Coordinator, UNCT and Gender Theme Group?
- What types of joint arrangements work best and in which contexts (e.g. DaO)? What models are available?
- What are the implications for national ownership and sustainability of joint vs. single-agency programmes? How have these been managed?

# ANNEX 8: INTERVIEW TOOLS

## Semi-structured interview guide: GENERIC (tailored by teams for specific interlocutors)

### Introduction

Brief description of evaluation/purpose of interview/ confidentiality and anonymity

### 1. DESIGN

a. What were the main drivers for design of the joint gender programme in the country at the time? How did it respond to national need?

b. How did the main features of the operating context (DaO, fragile situation, middle-income, the aid architecture and the policy context for GEEW etc.) influence the design process?

c. To what extent were national partners (government and civil society) involved in the design process? Would you say that the design process was a truly collaborative one?

d. To what extent were issues of capacity, including the capacity of the aid architecture, national stakeholders and the United Nations itself, addressed?

e. What has been the role of donors as drivers of joint gender programmes?

f. What efforts were made to develop a common vision and understanding among stakeholders? Who led the visioning process?

g. What efforts were made to develop a common terminology and discourse among stakeholders? Who led this?

h. How were roles of individual agencies and partners decided?

i. What incentives and barriers were found to conducting the design process jointly?

j. Did any tensions and difficulties arise? How were these resolved?

k. How was gender expertise deployed within the design process?

l. Was the design process for the joint gender programme perceived as different from a single-agency approach? How?

m. Was the design process sufficiently robust in your view or would you suggest anything different from hindsight?

### 2. DELIVERING RESULTS & VALUE ADDED

a. Which staff were assigned to work on the joint gender programme by different agencies, at which level, and with what expertise on GEEW? Was dedicated staff time built into implementation?

b. What was the role of gender expertise in implementation? Advisory or other?

c. What factors – if any - bound agencies together in joint delivery? (shared vision, coordination function, accountability etc.). How did this work and why?

d. What were any barriers to joint implementation? What effects did these have on the achievement of results?

e. How effective was the joint gender programme in achieving development outcomes in terms of benefits for girls and women/reduction in gender inequalities?

f. What were some of the specific pathways/facilitating factors towards results?

g. What tangible changes have occurred in terms of United Nations and partner coordination? (Beyond 'improved relationships'). How have these affected the delivery of results?

h. What effects on normative commitments can be seen?

i. What was it about the joint gender programme which helped and hindered the achievement of results?

j. Did you observe any difference in (a) the types of result aimed for by the joint programme and (b) how results are achieved (compared with other/ prior single agency programmes)?

k. Was the timeframe realistic for the expected results?

l. How did performance reporting work? Was this a joint responsibility, or did each agency report separately on results? What was its quality and was it cohesive?

m. Were the accountability measures/strategies for performance on results adequate to ensure full responsibility by all partners (United Nations agencies, national partners)?

   a. Where does/did accountability rest?
   b. What is/was the role of the Resident Coordinator's Office and Gender Theme Groups?

n. Did any areas of poor performance by specific agencies arise, and how were these addressed?

o. What do you feel was/is most needed to ensure increased joint gender programme focus on and reporting on results?

p. Did the joint approach, in your view, lead to a programme which was 'more than the sum of its parts'? Or was the approach more of 'business in parallel'?

## 3. NATIONAL OWNERSHIP AND SUSTAINABILITY

a. What measures did you observe within the joint gender programme to strengthen national ownership and sustainability (capacity-building, cost sharing, decision-making etc.) and how effective were these? joint gender programme Did the implementation and monitoring of the JGP support meaningful participation of different categories of duty bearers and rights holders and promote social inclusion? What helped to ensure this and what were the main challenges?

b. What voice did national partner groups (including civil society and women's organization) have in implementation? Were they perceived as strategic partners?

c. What has been the influence of the joint gender programme on national practices and approaches for GEEW, and institutional strengths? Is there any evidence of strengthened capacity and momentum of partner institutions to deliver GEEW results?

d. Has the introduction of GEEW tools and approaches in government agencies and ministries had any effect on increased government resource allocation to GEEW?

e. Have government of other national partners made any budgetary or other in-kind commitments to the joint gender programme?

f. Do you have any examples or suggestions about how the joint gender programme can help overcome challenges to national ownership?

g. Any there examples of new innovation in the joint gender programme, leading to strategic entry points for mainstreaming GEEW in government, with potential impact nationally?

## 4. SYNERGIES

a. To what extent has the joint gender programme contributed to synergies with other national (or regional) initiatives in relation to GEEW:

   i. Within the United Nations family (e.g. UNCT, Gender Team, United Nations Theme Groups, mainstreaming of GEEW within other thematic JPs);
   ii. With national partners (e.g. strengthened partnerships, wider engagement of non-traditional gender partners, more effective networking and collaboration between government and civil society on GEEW); and
   iii. With other development partners (e.g. Development Partners Gender Group; Gender in Accountability Frameworks; Gender on the agenda of Joint Assistance Strategy/equivalent priorities)

b. What are the incentives and barriers (administrative, procedural, structural and cultural) to working jointly on GEEW issues?

c. Has the joint gender programme been able to attract any new resources (including in-kind contributions, human and financial), beyond those in the original design? What are the sources of these resources?

# ANNEX 9: RESULTS TABLES

| HIGHER LEVEL RESULTS FOR RIGHTS HOLDERS | | HIGHER LEVEL RESULTS FOR DUTY BEARERS | |
|---|---|---|---|
| Results Area | Specific results / examples | Results Area | Specific results / Examples |
| **GBV:** Albania, Colombia, Liberia, Macedonia, Mozambique, Rwanda | • Reductions in tolerance reflected in increases in number of cases reported (Albania, Colombia, Liberia, Macedonia, Mozambique, Rwanda)<br>• Increase in follow-up activities by authorities increase in number of prosecutions by courts (Liberia) | **GBV:** Kenya, Liberia | • Health systems have greater capacity in the management of GBV cases (Liberia)<br>• Updated rape law (2009), increasing the level of legal protection for survivors (Liberia)<br>• Referral pathways for victims operational (Albania and Liberia,) with standard procedures provided (Liberia)<br>• Correctional facilities for female prisoners constructed (Liberia). |
| **Women's political or civic participation:** Albania, Mexico, Nicaragua, Palestine, Paraguay, Tunisia, Uganda, | • Highest participation of female voters in 2009 elections during democratic times (linked to joint gender programme nationwide advocacy campaign on women's political participation as voters, candidates and commissioners) – Albania<br>• Double the number of women Members of Parliament elected, from 7% in 2005 to 16.4% in 2009 (linked to dialogue initiated on women's needs and priorities with political parties/ candidates) – Albania<br>• Palestine - Proportion of seats held by women in national parliament doubled from 5.7% in 1996 to 12.9% in 2012<br>• Palestine - Representation on local councils up in 2012 to 20%, from 16% in the 2006 elections<br>• Palestine - 25% of members of the Council of Ministers female in 2012 | **Improvements in the policy and institutional environment for GEEW:** Albania, Colombia, Iraq, Kenya, Liberia, Macedonia, Namibia, Nicargaua, Palestine, Paraguay, Thailand, Timor-Leste, Uruguay, Viet Nam | • Improved national plans, strategies, policies or action plans targeting GEEW issues developed, validated or implemented. (13 joint gender programme s including Albania and Kenya). Examples include:<br>◦ In Namibia, the joint gender programme has supported the updating of the National Gender Policy, approved by cabinet and parliament;<br>◦ In Thailand, the joint gender programme has supported the implementation of the Domestic Violence Act and National Action Plan on the Elimination of Violence Against Women;<br>◦ In Viet Nam, the National Strategy on Gender Equality and a National Plan of Action on Gender Equality has been approved by Government Ministries including the Ministry of Culture, Sports and Tourism and Health;<br>◦ In Nicaragua, gender policies developed for municipalities and institutionalised, identifying both roles and functions;<br>◦ In Palestine, draft of the violence against women strategy endorsed by the Palestinian Ministers Cabinet in January 2011 and memorandums of understanding signed with five Palestinian National Authority ministries to apply it;<br>◦ Also in Palestine, development of the Participatory Gender Audit Strategy under the lead of Ministry of Women's Affairs [using tools supplied by the joint gender programme]; and<br>◦ In Kenya, a new national Gender Policy aligned with new Kenya Constitution.<br>• Enhanced institutional capacity to respond to GEEW needs<br>◦ National GBV Task Force established in Liberia;<br>◦ In Kenya, GBV emergency Task Force in humanitarian settings established to coordinate prevention and response; and<br>◦ In Kenya, a new National Gender and Equality Commission with oversight role – support to resolution of mandate clarity<br>• Enhanced policy design capacity - increased policy design capacity (Iraq, Palestine, Timor-Leste and Uganda)<br>• Increase in staffing within Government for GEEW issue (Liberia) |

| HIGHER LEVEL RESULTS FOR RIGHTS HOLDERS | | HIGHER LEVEL RESULTS FOR DUTY BEARERS | |
|---|---|---|---|
| | | **Improvements in the accountability environment for GEEW:** Albania, Liberia, Palestine | Greater reporting of results on GEEW within Ministries to feed into national monitoring systems (Liberia)<br>Harmonized indicators on gender equality formalized and metadata developed. First National Status of Women Report issued (2011) (Albania)<br>Development of gender equality scorecards in seven regions (Albania) |
| **Health and reproductive health:** Bangladesh, Nepal, Nicaragua, Timor-Leste | • Changes in attitude towards maternal and neo-natal health among the target population<br>• Increased health intervention-seeking behaviour<br>• Increased proportion of births in health facilities and births by caesarean section<br>• Reduced maternal and neo-natal case fatalities in the target population<br>• (HIV and AIDS) increased numbers of people going for voluntary counselling and testing (VCT) services<br>• Increased use of condoms | **Gender mainstreaming:** Colombia, Eritrea, Iraq, Kenya, Viet Nam, Mozambique, Namibia, Nicaragua, Timor-Leste, Tunisia, Uganda and Uruguay | Many examples, including:<br>• In Albania, Mozambique, Nicaragua, Palestine and Uganda governments have appointed gender focal points across a range of ministries;<br>• In Nicaragua, the Ministry of property and credit has constituted the Commission on Gender to ensure continued use of gender sensitive practices;<br>• In Eritrea, six ministries have drafted a Gender Mainstreaming Strategy and appointed gender focal persons; and four ministries developed gender action plans;<br>• In Colombia, the JPG focal point for the government was recruited by the main national counterpart to continue coordinating End Violence Against Women;<br>• In Albania, two full time gender equality employees are now in place, with terms of reference for focal points in other Ministries and municipalities developed and approved;<br>• In Nicaragua, incorporation of gender practices in the formulation and development of plans, projects and budgets of the 15 municipalities; and<br>• In Nicaragua, inclusion of gender sensitive indicators in the guide for the development of budgets at national level. |
| **Economic Empowerment:** Eritrea, Macedonia, Mexico, Mozambique, Paraguay, Timor-Leste | • Increased access to assets and services among target populations<br>• Increased employability / entrepreneurship among beneficiaries or existing skills improved (Kenya, Palestine)<br>• Gender integrated into the revised Social Assistance/Economic Aid Law (Albania) - Categories of 'female headed households' eligible for economic aid now includes: victims of domestic violence; women who are separated from their husbands; elderly women who are abandoned; and trafficked women<br>• The legal constitution of 24 women's cooperatives under the Food Production Programme in Nicaragua and around 700 cooperatives formed in Palestine<br>• Palestine - Increased employment rates for women participants in job placement training (11/44 women engineers; 5/7 photography graduates)<br>• Palestine and Nicaragua - micro and small business started | **Gender budgeting:** Morocco, Namibia Nicaragua, Timor-Leste, Uganda and Uruguay | Many examples of the institutionalization of gender responsive budgeting processes, including:<br>• In Uganda, the institutionalization of Gender Responsive Gender Budgeting (GRB) has been led by the Ministry of Finance, Planning and Economic Development, and has been rolled out to the local government levels across the districts. A CSO-led process is rolling out GRB capacity-building for women's CSOs and NGOs<br>• In Kenya, application of GRB in government planning and budgeting processes<br>• In Nicaragua, gender sensitive indicators are now included in the national fiscal monitoring system<br>• In Albania, gender budgeting pilots being conducted in MOLSAEO and the Ministry of Agriculture in 2012. At local level, women's participation in participatory budgeting processes increased by 40% during 2010 compared to 2008<br>• In Nicaragua, gender integrated into municipal budgets by linking women producers and their projects with municipal budgets.<br>• In Nicaragua, promotion of participatory methodologies, such as assemblies and councils, which increase access of women to participatory budgeting process<br>• In Nicaragua, the creation of a gender unit in the Treasury, which has remained and will be able to oversee and ensure GRB in all the national budgets<br>• Also in Nicaragua, the Ministry of Property and Credit has reformed its tools to ensure inclusion of gender in the medium-term budget and institutional spending |

| HIGHER LEVEL RESULTS FOR RIGHTS HOLDERS | | HIGHER LEVEL RESULTS FOR DUTY BEARERS | |
|---|---|---|---|
| **Education:** Iraq, Nicaragua, Timor-Leste, Uganda, Viet Nam | Increased enrolment and retention among girls (Iraq, Timor-Leste) | **Legislative changes or legal reforms:** Albania, Liberia, Macedonia and Timor-Leste | • In Timor-Leste, draft and approval of the Law on Domestic violence and its national action plan have taken place with the direct support of the joint gender programme; the corresponding national action plan was also drafted and costed by the joint gender programme<br>• In Liberia, the Special Court to prosecute GBV cases is established and operational, and meeting targets<br>• In Albania, the legal duty of confidentiality to the domestic violence counsellors passed as part of reforms to the Law on Measures Against Violence in Family Relations<br>• In Albania, Adoption of amendments to the Law on Measures Against Violence in Family Relations (October 2010)<br>• In Albania, development of secondary legislation to the Gender Equality Law (2008) and package of amendments to ensure compliance with gender equality commitments developed (2010)<br>• In Albania, domestic violence and stalking introduced in the Criminal Code (March 2012)<br>• In Kenya, passing of the Prohibition of Female Genital Mutilation (FGM) Act, the National Gender and Equality Commission Act and the inclusion of gender specific articles in electoral and land laws |
| | | **Political or financial commitments to GEEW:** Albania, Eritrea, Liberia, Macedonia Mozambique, Nicaragua, Uganda, Uruguay, Viet Nam | • Improvements in resource allocation to delivering on GEEW issues and concerns reported by at least seven joint gender programme s<br>• Joint gender programme s in Eritrea and Uganda cite enhanced government willingness to support CEDAW and shadow CEDAW reporting<br>• Nicaragua - Creation of Investment Fund for Gender Equality with contribution from the joint gender programme, municipal budgets, and communities (note: this initiative was not in the joint gender progamme design but arose during implementation)<br>• In Nicaragua, 2011 municipal budgets allocated $84,000 towards the implementation of 14 projects identified through direct consultations with women<br>• Four agreements with municipalities and private companies to support maternity homes in Nicaragua |

# ANNEX 10: LIST OF DOCUMENTS REVIEWED

The following does not include documentation reviewed for case study research, which is separately available.

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# B: DOCUMENTATION CONSULTED FOR DESK REVIEW

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- Project Proposal 2007.
- Prodoc.
- European Commission contract and addendum 2011.
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- UNDP Country Programme Document 2012-2016.
- UNDP Draft Country Programme Document for Bangladesh, 2012-2016.
- UNDP Country Programme Action Plan, 2006-2010.
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- Evaluation of UNFPA Country Programme 2006-2010.
- Midterm Review of UNFPA Country Programme 2009.
- Combined 6th and 7th CEDAW Reports 2001-2009.
- CEDAW 1997 report.
- MDG Progress Report 2012.
- Bangla National Women Development Policy.
- Government of Bangladesh Sixth Five Year Plan 2011-2015.
- Government of Bangladesh Poverty Reduction Strategy Paper 2005-1010.

**Timor-Leste – Supporting Gender Equality and Women's Rights in Timor-Leste**

- Approved joint programme documents.
- Periodical progress reports.
- Annual progress reports 2008 and 2010.
- Biannual progress report July-December 2009, 2010 and 2011.
- Quarterly progress reports 2009 and 2010.
- Results framework as attached with the approved Prodoc.
- Revised and updated results framework January 2011, April 2011, July 2011, October 2011 and January 2012.
- Annual workplans 2009, 2010 and 2011-2012.
- Monitoring and evaluation (M&E) framework with the approved Prodoc
- Revised approved M&E framework -12 December 2009, 2010 and 2011.
- Mission report from MDG-F Secretariat.
- MDG-F Secretariat mission reports September 2009 and March 2011.
- Sustainability strategy.
- Baseline survey report – 2009, survey report - four districts and survey report- Dili district.
- Summary data of the baseline survey report.
- Mid-term evaluation report.
- Internal review report - October 2011.
- UNDAF 2009-2013.
- National Development Plan 2002.
- Strategic Development Plan 2013-2030.
- National MDG Reports.

- Timor-Leste MDG Report 2009 and Booklet 2010.
- Demographic Health Survey Report 2010.
- MDG-F other initiatives.
- MDG-F M&E initiative in Timor-Leste.
- MDG-F advocacy and communication initiative in Timor-Leste.

**Viet Nam – Joint programme on gender equality**

- ProDoc.
- M&E framework 2009, 2010, 2011.
- Results rramework 2009, 2010, 2011.
- Biannual and annual progress reports 2009, 2010 and 2011.
- Workplan 2011-12.
- Fact sheet 2010, 2011.
- Annual Performance Review 2009 and final report 2012.
- Mid-term evaluation 2011.
- Monitoring report 2010.
- Improvement plan 2011.
- Final evaluation 2012.
- Communications and advocacy strategy 2010.
- Country-led DaO evaluation 2010.
- Final narrative report 2012.
- One UN Plan 2012-2016
- UNCT gender scorecard 2011.
- Common Country Assessment 2004.
- UNDP Country Programme Action Plan 2006-10.
- UNDAF 2006-2010.
- CEDAW Report 2005.
- National strategy for gender equality 2011-2010.
- UNICEF Draft Country Programme Document 2012-2016.
- Government of Viet Nam National Gender Strategy 2011-2020.
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- Government of Viet Nam, Ministry of Health – Decision on approval of the Plan of Action on Gender Equality of the Health Sector, Phase 2011-2015.
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**Nepal – Delivering essential reproductive health care, education and counselling to vulnerable women and adolescent girls of Nepal affected by conflict**

- Proposal to the UN Trust Fund for Human Security and proposal resubmission.
- Prodoc.
- Performance indicators framework (included in proposal).
- Workplan (included in proposal).
- Annual Progress Report 2010, 2011.
- Mid-term review 2010.
- End of project evaluation, terms of reference (2012).
- Common Country Assessment 2007.
- UNDAF 2008-2010.
- UNFPA Impact Assessment of Mobile Reproductive Health Outreach Camps 2007.
- UNFPA Impact of Conflict in Population and Reproductive Integrated Project Activities, 2005.
- Evaluation of Gender Equality and Social Inclusion prepared for OCHA, 2011.
- Draft Report: Assessing UNFPA's Humanitarian Response in Nepal, 2009.
- UNFPA's humanitarian response 2009; Evaluation of Reproductive Health Education 2007.
- European Commission (2008). Emergency Reproductive Health Services to Conflict Areas.
- UNDP Draft Country Programme Document 2008-2010 and extension 2011-2012.
- UNFPA Country Programme Action Plan 2008-2010.
- CEDAW 2003 and 2009 reports.
- Project Document: UNFPA and UNICEF: Ensuring recognition of sexual violence as a tool of conflict in the Nepal peacebuilding process through documentation and provision of comprehensive services to women and girl victims/survivors.

- Evaluation of UNFPA's 6th Country Programme in Nepal (2008-12).
- Ministry of Health: Health Sector Gender Equality and Social Inclusion Strategy & Evaluation (2009).
- Situational Analysis of Gender-Based Violence in Surkhet and Dang districts, Nepal

**Thailand – Every Home a Safe Home: Supporting Thailand towards Effective Implementation of the Act on Protection for Domestic Violence Victims**

- ProDoc and annexes.
- Budget 2009.
- Activities matrix 2009.
- Memorandum of understanding 2007.
- Workplan (included in ProDoc Annexes).
- Annual Progress Report 2010, 2011.
- Common Country Assessment 2005.
- UNDP Country Programme Document 2012-2016.
- UNDP Country Programme Action Plan 2007-2011.
- UNDAF 2002-2006.
- CEDAW 2004 report.
- Thai Women's Development Plan 2007-2011.

## EUROPE and the CIS

**Macedonia – Strengthening National Capacities to Prevent Domestic Violence 2008-2011**

- Concept Note, 2008.
- Financial Report 2011.
- Memorandum of understanding.
- Monitoring reports 2010 and 2011.
- Workplans 2010, 2011, 2012.
- Consolidated Annual Progress Report 2009, 2010, 2011.
- Draft terms of reference for final evaluation 2012.
- Final evaluation and evaluation brief 2012.
- United Nations Continuity Plan for Domestic Violence, 2012.
- Common Country Assessment 2003.
- UNCT performance indicators for gender equality 2009.
- UNDP Country Programme Document/ Action Plans 2005-2009 and 2010-2015, results and resources frameworks.
- UNDAF 2010-2015 and annexes.
- UNDAF monitoring framework, social inclusion.
- Government of Macedonia, Ministry of labour and Social Policy – Next steps in domestic violence area.
- National action plan for gender equality 2007-2012.

**Albania – Support to the Implementation of National Strategy for Gender Equality and Domestic Violence (NSGE-DV) – Advancing Democratic Governance in Albania**

- ProDoc.
- Gender Fast Facts Sheet.
- Annual Progress Report 2009.
- Mid-term evaluation methodology 2008 and evaluation report 2009.
- DaO evaluation.
- Situation of women leaders in Albania 2010.
- Project manual.
- Common Country Assessment 2004.
- UNFPA Country Programme Document 2006-2010.
- UNDAF 2006-2010.
- CEDAW report 2008.
- Country-led DaO evaluation, 2010.
- Government of Albania, National Strategy and Action Plan on Gender Equality and Domestic Violence 2007.
- Millennium Development Goal reports 2002 and 2011.

## AFRICA

**Mozambique –Women's Empowerment and Gender Equality**

- ProDoc.
- Proposal.
- Annual workplans 2010 and 2011.
- Annual progress reports 2009, 2010 and 2011.
- Common Country Assessment 2000.
- Delivering as One joint programme document.
- Country-led DaO evaluation, 2010.

- MDG-F final evaluation, joint culture programme 2012.
- UNCT performance indicators for gender equality 2008.
- UNDP Country Programme Document 2012-2015.
- UNICEF Country Programme Action Plan 2007-2009.
- UNDAF 2012-2015.
- CEDAW 2005 report.
- National Plan for Advancement of Women 2006-2009.

**Namibia – Setting Things Right - Towards Gender Equality and Equity**

- ProDoc
- M&E framework 2011.
- Monitoring reports 2009, 2010 and 2011.
- Factsheet 2010, 2011.
- Mid-term evaluation 2010.
- Improvement plan 2011.
- Manual for community multimedia centres and community radio stations in Namibia (produced as part of programme), undated.
- Common Country Assessment 2004.
- UNDP Country Programme Document 2006-2010.
- UNICEF Country Programme Action Plan 2007-2011.
- UNDAF 2006-2010.
- CEDAW 2007 Report.

**Liberia – Joint Programme to Prevent and Respond to Sexual Gender-Based Violence**

- Mapping HIV/AIDS and Sexual Gender-Based Violence Programming Needs in Liberia (2005).
- Prevention and Response to Sexual Exploitation and Abuse in Liberia 2008.
- ProDoc and extension document, 2008-2012.
- Workplan 2009, 2010, 2011.
- Progress report (from Ministry of Gender to UNFPA) 2009, 2010, 2011.
- Phase 1 delivery and recommendations report, 2010.
- Six month report 2009, 2010, 2011.
- Donor progress report (Swedish International Development Agency [Sida]) 2010.
- Sida workplan 2011.
- Analysis of the courts in Liberia, 2011.
- Sexual Violence Update, 2009.
- Common Country Assessment 2006.
- UNDAF 2008-2012
- UNICEF Country Programme Action Plan 2008-2012.
- UNFPA Country Programme Action Plan 2008-2012.
- UNFPA Liberia country programme evaluation 2011.
- Government of Liberia Poverty Reduction Strategy 2008-2011.
- Government of Liberia National Health Plan 2007-2011.
- Government of Liberia: National Gender Policy 2009.
- Government of Liberia National Plan of Action for prevention of GBV (2006).

**Kenya – Joint Programme on Gender Equality and Women Empowerment**

- ProDoc.
- Memorandum of understanding, 2011.
- Process report 2009.
- Annual Progress Reports 2009, 2010, 2011 and 2012.
- Resource allocation process document, 2011.
- Performance Norms, Joint Gender Programme Kenya, undated.
- Mid-term evaluation 2012.
- Common Country Assessment 2001.
- UNDP Country Programme Document 2009-2013.
- UNDP Country Programme Action Plan 2009-2013.
- UNDAF 2009-2013.
- 2006 Report, NGO Report 2011.
- Government of Kenya, National Commission on Gender and Development: National Framework Response & Prevention of GBV in Kenya, 2009.
- State of Kenya Population 2011.
- Government of Kenya: Ministry of Gender, Sports, Culture, and Social Services: Plan of Action 2008-2012 to Implement the National Policy on Gender & Development and M&E Framework.
- CEDAW report 2006.
- Shadow CEDAW report 2011.
- 2011 CEDAW concluding observations.

**Uganda – Joint Programme on Gender Equality**

- Prodoc.
- Performance monitoring framework.
- Financial reports 2010, 2011.
- Memorandum of understanding, administrative arrangements and amendments 2009.
- Workplan 2012.
- Annual Progress Reports 2010, 2011 and financial statement.
- Annual Review 2011 and 2012.
- DFID annual reviews 2010 and 2011.
- Common Country Assessment 2004.
- UNDP Draft Country Programme Document 2010-2014.
- UNDAF 2010-2014.
- CEDAW 2000 Report.
- National Gender Policy 2007.
- Internal evaluation team documentation.

**Rwanda – Joint Programme on GBV - ISANGE Center – One Stop Center for Survivors of Child, Domestic and GBV (CDGBV) at Kacyiru Police Hospital**

- Prodocs Phase 1 and extension.
- Memorandum of understanding 2009-10 and 2010-2011.
- Programme budget 2011.
- Narrative and financial reports to UN Women, 2012.
- Statistics on survivors of GBV treated at the Isange centre 2011.
- Annual workplan and monitoring tool, 2009.
- UN Women project report.
- United Nations Division for Public Administration and Development Management, annual award letter.
- Terms of Reference, Final Evaluation, 2012.
- Terms of Reference – One UN Evaluation September 2012
- Country-ed Evaluation of DaO in Rwanda, 2010.
- Analysis of cases of GBV in Rwanda 2008.
- Presentation to UN Women Executive Board, undated.
- Baseline survey on sexual and GBV in Rwanda, 2008.
- Common Country Assessment 1999-2000.
- UNDAF 2008-2012.
- UNFPA Draft Country Programme Document 2008-2012.
- UNCT performance indicators for gender equality, 2011.
- Gender and human rights mainstreaming within DaO presentation, 2010.
- Government of Rwanda Draft National Scaling Up strategy for One Stop Centres in Rwanda, 2012.
- Government of Rwanda, National Gender Policy (undated).

**Lesotho – Joint Programme for Maternal and Newborn Health**

- Prodoc.
- Annual Progress Report 2010.
- World Health Organization 2011 Annual Report, Lesotho.
- Maternal and Newborn Health Lesotho 2009.
- Common Country Assessment 2005.
- UNFPA Country Programme Document 2008-2012.
- UNDP Country Programme Action Plan 2008-2012.
- UNDAF 2008-2012.
- CEDAW Report 2011.

**Eritrea – Joint Programme on Gender Equity**

- Prodoc.
- Memorandum of understanding.
- Annual workplans 2009-2011, including revised 2011.
- Progress reports to UNFPA, 2009 and 2011.
- Memorandum of understanding between UNDP, UNIFEM, UNICEF and UNFPA for pooled funding under the joint gender programme 2007-2011.
- Final evaluation terms of reference and report, undated.
- Gender Profile Eritrea 2008, Impact Assessment of Gender Equity Programme 2007-2011.
- Common Country Assessment 2007.
- UNCT Scorecard on Performance Indicators for Gender Equity and Women's Empowerment.

- UNDP Country Programme Action Plan 2007-2011.
- UNDAF 2007-2011.
- CEDAW Report 2011.

## CENTRAL and LATIN AMERICA

**Uruguay – Support for the Public Policies for the Reduction of Inequities of Gender and Generations**

- Prodoc
- Memorandu.m of understanding 2008.
- Annual Progress Report 2008, 2009, 2010.
- DaO country evaluation and evaluability assessment, 2010.
- Common Country Assessment 2005 and 2009.
- UNDP Country Programme Document 2011-2015.
- Country Programme Action Plan 2011-2015.
- UNDAF 2007-2010 and 2011-2015.
- CEDAW 2007 report.
- Plan de Igualdad de Oportunidades y Derechos entre Mujeres y Varones 2007-2010.
- Project document: Hacia la equidad política: Representación política de las mujeres en al Uruguay.
- Project Document: Implementación de un Programa de Gestión de Calidad con Equidad.

**Colombia**

- Integral strategy for the prevention and awareness of all forms of GBV.
- Prodoc.
- M&E framework 2009, 2010, 2011.
- Results framework 2009, 2010, 2011.
- Factsheet 2010, 2011.
- Mid-term evaluation 2011.
- Final evaluation 2012.
- Improvement plan 2011.
- Common Country Assessment 2006.
- UNDP Country Programme Action Plan 2008-2012.
- UNDAF 2008-2012.
- Acciones de Comunicación e Incidencia, 2009.

**Paraguay – Economic Capacities and Opportunities for Social Inclusion**

- Concept note.
- Prodoc.
- M&E framework 2009, 2010, 2011.
- Results framework 2009, 2010, 2011.
- Workplan (included in prodoc).
- Status reports 2009, 2010, 2011.
- Mid-term evaluation 2010.
- Improvement Plan 2011.
- Common Country Assessment, undated.
- UNDP Country Programme Action Plan 2007-2011.
- UNDAF 2007-2011.
- CEDAW 2004 report.
- Plan Nacional de Igualdad de Oportunidades entre Mujeres y Hombres 2008-2017.

**Nicaragua – From Rhetoric to Reality: Towards Gender Equity and Women's Empowerment**

- ProDoc
- M&E framework 2009, 2010, 2011.
- Results framework 2009, 2010, 2011.
- Memorandum of understanding.
- Workplan and budget 2009.
- Factsheet 2010, 2011.
- Annual Progress Report 2008, 2009.
- Mid-term evaluation 2010; final evaluation 2012.
- Improvement plan.
- Common Country Assessment 2007.
- Country Programme Document 2008-2012.
- Country Programme Action Plan 2008-2012.
- UNDAF 2008-2012.
- CEDAW 2005 report.
- Programa Nacional de Equidad de Género 2006-2010.

**México – Construcción y evaluación de un modelo integral para prevenir la violencia de género en poblaciones indígenas en México desde un enfoque intercultural**

- Proposal
- Prodoc.
- Memorandum of understanding.
- Work Plans, 2010, 2011, 2012.

- Annual Progress report 2010-2011, 2011-2012.
- Common Country Assessment 2007.
- UNDP Country Programme Action Plan 2008-2012.
- MDG report 2010.
- UNDAF 2008-2012.
- CEDAW report 2006.
- Shadow CEDAW report 2007.
- Programa Nacional para la Igualdad entre Mujeres y Hombres 2008-2012.

## ARAB STATES

**Iraq - Supporting the Efforts of the Government of Iraq in Developing the Capacity of the Iraqi Education Sector through Enhancing the Learning Environment in Vulnerable Areas in Iraq for Meeting the Education for All (EFA) Goals**

- ProDoc.
- Signed approval.
- Workplan (in the approved proposal).
- Quarterly programme reports 2010 and 2011.
- Annual Report 2010, 2011.
- Education Sector Report under the UN Trust Fund, 2009.
- Common Country Assessment 2009.
- UNDP Country programme Action Plan 2011-2014.
- UNICEF Country Programme Action Plan 2007-2011 & 2011-2014.
- UNDAF 2011-2014.
- CEDAW 2011.
- National Development Plan 2010-2014.

**Palestine – Gender Equality and Women's Empowerment**

- Prodoc (signed front cover and proposal).
- Situation analysis by the European Commission, 2011.
- M&E framework 2010, 2011.
- Results framework 2010, 2011.
- Factsheet 2010, 2011.
- Mid-term evaluation 2011.
- Improvement plan.
- UNCT Performance indicators for gender equality 2011.
- Palestinian National Authorities: Cross-Sectoral National Gender Strategy: Promoting Gender Equality and Equity 2011-2013.

**Tunisia – Gender Mainstreaming and Violence Against Women**

- ProDoc.
- Memorandum of understanding.
- Evaluation of the Gender Component of the 8th Programme of Cooperation between UNFPA and Tunisia (2007-2011).
- Mission reports 2007-2008.
- Annual workplans 2008, 2009, 2010.
- Activity Report 2010, 2011; quarterly monitoring meeting 2010.
- Evaluation of UNFPA Gender Component 2007-2011 (2010).
- Common Country Assessment 2001.
- UNFPA Country Programme Document 2006, 2007-2011.
- UNDAF 2007-2011.
- CEDAW 2000 Report.
- Plan d'Action D'Integration Genre el Plans Sectoriels de Mise en Oeuvre du MAFFEPA (Ministry of Women,Family, Children and Elderly Affairs)
- Gender Audit of MAFFEPA (Ministry of Women, Family, Children and Elderly Affairs) 2010.
- Atelier violence fondée sur le Genre et Droits humains, Rapport de l'atelier de formation.
- Projet de coopération MAFFEPA-UNFPA-PNUD 'Intégration du genre et lutte contre la Violence fondée sur le genre' Produits, Résultats et Impacts.
- Plus many other project documents.

**Morocco – Programme to Fight against GBV by Empowering Women and Girls in Morocco**

- ProDoc
- M&E framework 2009, 2010, 2011.
- Results framework 2009, 2010, 2011.
- Workplans 2010, 2011.

- Monitoring reports 2010, 2011.
- Factsheet 2010, 2011.
- Newsletter 2011.
- Annual Report 2009.
- Mid-term evaluation 2010.
- Improvement plan.
- Final evaluation, characterization and summary of best practices 2012.
- Common Country Assessment 2000.
- UNDP Country Programme Document 2012-2016.
- UNDAF 2007-2011 and 2012-2016.
- CEDAW Report 2006.
- Shadow CEDAW report 2007.
- Agenda Gouvernemental por l'egalite des sexes 2011-2015.

# ANNEX 11: LIST OF INTERVIEWEES

The following are the list of interviewees consulted during the main phases of the study. Interview details for case study interlocutors are separately available.

## Main phase interviewees

| Department | Title |
|---|---|
| UNDG | |
| Programming, Business Operations and Joint Funding, DOCO | Director |
| Programming, Business Operations and Joint Funding, DOCO | Policy Adviser |
| Programming, Business Operations and Joint Funding, DOCO | Policy and Programme Analyst |
| MDG-F | |
| MDG-F Secretariat | Director |
| MDG-F Secretariat | Deputy Director |
| MDG-F Secretariat | Senior Adviser |
| MDG-F Secretariat | Monitoring and Evaluation Adviser |
| MDG-F Secretariat | Programme Adviser |
| UNDP | |
| Multi-Partner Trust Fund Office | Portfolio Analyst |
| Regional Bureau for Europe and the Commonwealth of Independent States | Assistant Programme Manager |
| United Nations Development Cooperation Panama Regional Centre | Gender Adviser |
| Multi-Partner Trust Fund Office | Deputy Executive Coordinator |
| Regional Bureau for the Europe and the CIS | Senior Adviser |
| Gender Unit | Practice Manager, Gender Team |
| Gender Unit | Senior Policy Advisor |
| Gender Unit | Gender Advisor |
| Gender Unit | Monitoring and Evaluation Specialist |
| Regional Bureau for Asia and the Pacific | Programme Specialist; focal point for gender |
| Evaluation Office | Evaluation Specialist |
| Poverty Unit | Practice Manager of Poverty Practice |
| UNFPA | |
| Department of Oversight Services Evaluation Branch | Chief |
| Gender, Reproductive Health and Culture Branch | Chief |

| Department | Title |
|---|---|
| HIV and AIDS branch | Technical Adviser |
| Gender-Based Violence | Technical Adviser |
| Evaluation Office | Evaluation Specialist |
| **UNICEF** | |
| UNICEF | Deputy Executive Director (Programmes) |
| Programme Information & Performance Monitoring | Chief |
| Education | Education Specialist |
| Office of Emergency Programmes | Gender Policy Specialist |
| Evaluation Office | Director<br>Senior Evaluation Specialist |
| Multilateral Affairs | Deputy Director |
| Child Protection | Consultant on Adolescent Participation |
| Gender and Human Rights Unit | Gender Specialist |
| Child Protection | Senior Adviser |
| Education | Senior Adviser |
| **UN Women** | |
| UN Women | Executive Director |
| Palestine office | Country Representative |
| Fund for Gender Equality | Chief |
| Leadership and Governance Section | Chief |
| Asia and the Pacific Section | Chief |
| Asia and the Pacific Section | Programme Specialist |
| Fund for Gender Equality | Deputy Manager |
| Fund for Gender Equality | Programme & Reporting Specialist |
| Peace and Security Section | Senior Policy Adviser |
| Asia and the Pacific Section | Programme Specialist |
| UN Trust Fund on Eliminating Violence Against Women | Chief |
| UN Trust Fund on Eliminating Violence Against Women | Monitoring and Evaluation specialist |
| Programme Support Division | Director |
| Coordination Division | Inter-Agency Coordination Specialist |
| Evaluation Office | Chief |
| Evaluation Office | Evaluation Specialist (x2) |
| Evaluation Office | Evaluation Analyst |
| Programme Support Division | Programme Communication Specialist |
| Bureau of Policy and Programmes | Deputy Director |
| Strategic Partnerships, Advocacy, Civil Society, Communications and Resource Mobilization Division | Director |
| Africa Section | Chief |
| Africa Section | Programme Specialist |
| Eliminating Violence Against Women Section | Chief Adviser |

| Department | Title |
|---|---|
| Latin and Central America Region | Programme Specialist |
| Coordination Division | Director |
| Leadership and Governance Section | HIV/AIDS Policy Advisor |
| Leadership and Governance Section | National Planning and Budgeting Policy Advisor |
| Policy Division | Director |
| Programme Support Division | Policy Advisor |
| Coordination Division | Senior Advisor, Gender Mainstreaming |
| Economic Empowerment | Economic Empowerment Adviser |
| **Donors (in addition to those interviewed in five case studies)** | |
| Norway | Director, Gender Team |
| Canada (CIDA) | Analyst, Global Initiatives Directorate, Multilateral and Global Programs Branch |
| Switzerland (Swiss Development Cooperation) | Senior Advisor, Global Institutions Division |
| Spain (Government of Spain) | Responsable de Género DGPOLDE/FIIAPP |
| United States (USAID) | Senior Gender Advisor, Bureau of Policy, Planning, and Learning, New York |
| Finland | First Secretary, Finland Mission to New York |

## Interviews conducted for desk study of joint gender programmes

| Country of the joint gender programme | Interviewee |
|---|---|
| Albania | Coordinator of the joint gender programme (2008-2011) and now National Programme Coordinator, Gender Mainstreaming (UN Women)<br>Deputy Minister of Labour, Social Affairs and Equal Opportunities<br>Director of Centre for Civic Legal Initiatives |
| Colombia | Former joint programme focal point for the Government counterpart, current EVAW coordinator for the Alta Consejeria de la Mujer<br>Programme Coordinator<br>Coordination specialist with the Resident Coordinator's Office |
| Eritrea | Programme Officer UNFPA formerly responsible for the joint programme |
| Iraq | Education Specialist, UNICEF Iraq |
| Kenya | Programme Coordinator, Joint programme<br>Managing consultant, Leading Edge Consultancy<br>Programme Specialist, Ministry of Gender, Children and Social Development |
| Lesotho | No response to requests for interview |
| Liberia | Programme Advisor, Government of Liberia Joint United Nations GBV<br>Joint Programme, Ministry of Gender and Development<br>National Programme Officer (Democratic Governance and Human<br>Rights), Sida Liberia<br>GBV Unit Coordinator, Ministry of Gender and Development, Government of Liberia |
| Macedonia | Former Senior Management Team Member, Quality Assurance for the joint programme<br>Head of Social Inclusion Unit, Ministry of Labour and Social Policy<br>Advisor Good Governance and Culture, Embassy of the Kingdom of the Netherlands |
| Mexico | Chief, UN Trust Fund<br>Monitoring and Evaluation Specialist, UN Trust fund<br>Programme Specialist (Portfolio Manager for Latin America and The Caribbean, and Arab States), UN Trust Fund<br>Joint programme coordinator |
| Morocco | Head of the Multi-Country Office for North Africa, UN Women<br>Deputy Coordinator of the Spanish Agency for International Cooperation and Development |
| Mozambique | Programme Officer, UNDP (project coordinator) |
| Namibia | No response to request for interview |
| Nepal | Reproductive Health Officer, UNFPA<br>Gender Programme officer, UNFPA<br>National Humanitarian Officer, UNFPA<br>Women Development Officer, Women and Children<br>Development Department, Ministry of Women, Children and Social<br>Welfare |

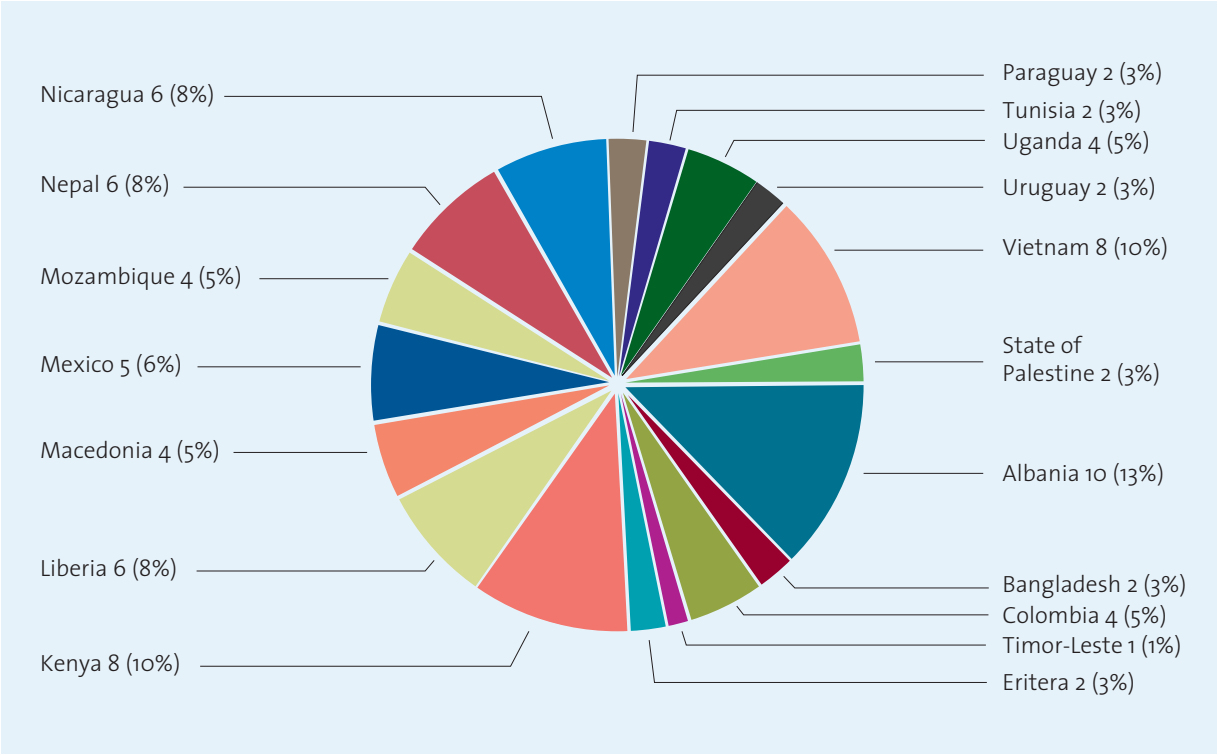
| Country of the joint gender programme | Interviewee |
|---|---|
| Nicaragua | Joint programme focal point at the Nicaragua Institute for Women<br>UNFPA focal point for the joint programme<br>Spanish Agency for International Development Cooperation Nicaragua, Gender Unit |
| Palestine | Programme Manager, UNDP<br>UN Women Country Director<br>General Director of planning and policies, Ministry of Women's Affairs, Palestinian National Authority (written responses to questions)<br>Governance Projects Manager, Spanish Agency for International Development Cooperation |
| Paraguay | Programme Coordinator |
| Rwanda | GBV Programme Manager, UN Women Central Africa Regional Office, Kigali<br>Programme Analyst Gender and Human Rights, UNFPA Rwanda<br>Chief Social Protection and Governance for Child Rights, UNICEF Rwanda |
| Thailand | No response to requests for interview |
| Timor-Leste | UNFPA focal point for the joint programme<br>Focal point for gender and rural development, Spanish Agency for International Development Cooperation, Timor-Leste |
| Tunisia | Programme Associate, UNDP Tunisia<br>Assistant representative UNFPA Tunisia |
| Uganda | Focus group held including:<br>Joint Programme Officer, Ministry of Gender Labour and Social Development (MGLSD)<br>Director of Programmes, Uganda Women's Network (UWONET)<br>Joint Programme Coordinator, UN Women<br>National Programme Officer, UN Women<br>National Consultant, UN Women |
| Uruguay | Programme Associate, UN Women<br>Uruguayan Agency for Cooperation, responsible for the Government-UN relations<br>Uruguayan agency for co-operation, social and gender projects with a focus on gender violence<br>Coordinator of the Joint Gender Programme 2008-2010 |
| Viet Nam | Head, UNFPA Viet Nam<br>Programme Director, Spanish Agency for International Development Cooperation, Viet Nam<br>Senior Officer of Gender Equality Department, Ministry of Labour, Invalids and Social Affairs (Molisa) |

# ANNEX 12: COMPOSITE SURVEY RESPONSES

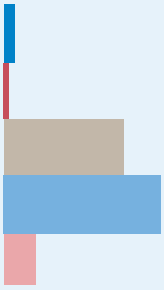
The below presents the composite responses from survey data across four groups of stakeholders: United Nations agencies; national government; donors; and civil society representatives. Narrative or identifying information has been removed, to protect confidentiality.

## 1. Organizational Background

### 1.a Please select which country you are based:



## 1.b Which joint gender programmes have you been involved with since 2006?

| Response | Chart | Percentages | Count |
|---|---|---|---|
| Equal Opportunities |  | 2 | 2 |
| Food Security and Nutrition | | 1 | 1 |
| GBV | | 34 | 26 |
| GEEW | | 44 | 34 |
| Other | | 9 | 7 |

## 1.c What was your role in the joint gender programme?

| Response | Chart | Percentages | Count |
|---|---|---|---|
| Consultant / Advisor | | 2 | 2 |
| Coordinator | | 29 | 22 |
| Donor | | 2 | 2 |
| Focal Point | | 5 | 4 |
| Manager / Director | | 14 | 11 |
| Other | | 6 | 5 |
| Programme Officer / Team Member | | 16 | 12 |
| Strategey Implementation | | 8 | 6 |
| Technical Assisatnce | | 5 | 4 |

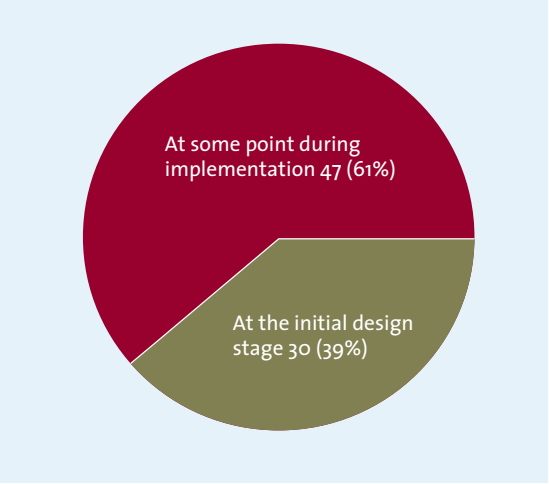
# 2. Joint Gender Programme Background Information

Please note: If you were involved in more than one joint gender programme, please answer the rest of the survey based on the one joint gender programme that you have been most involved with.

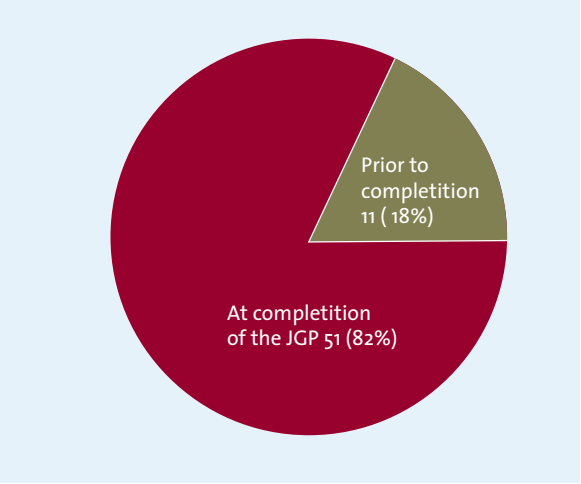
## 2.a. The current status of the joint gender programme is:

| Response | Chart | Percentages | Count |
|---|---|---|---|
| Completed, as intended | | 40 | 31 |
| Completed, but with early termination (please give details) | | 4 | 3 |
| Completed, but after delays / extension (please give details) | | 19 | 15 |
| Ongoing, as intended | | 29 | 22 |
| Ongoing, due to delays / extension (please give details) | | 8 | 6 |
| | Total Responses | | 77 |

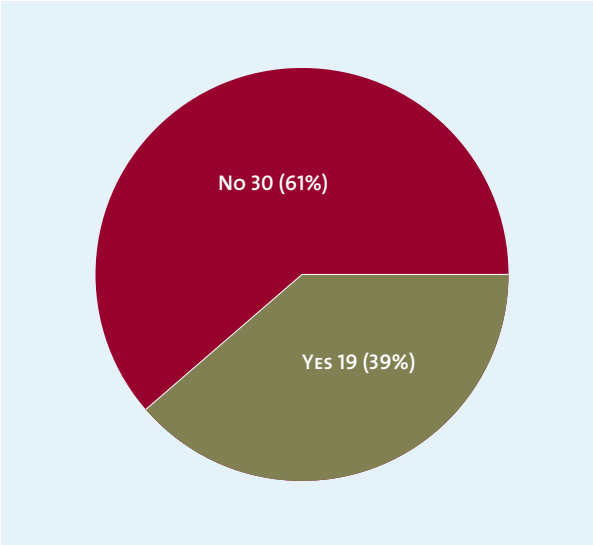
## 2.b When did you become involved in the joint gender programme?




## 2.c When did you finish being involved in the joint gender programme?



2.d Was your organization the lead United Nations agency for the joint gender programme?




2.e How many United Nations agencies or bodies were involved in the joint gender programme?

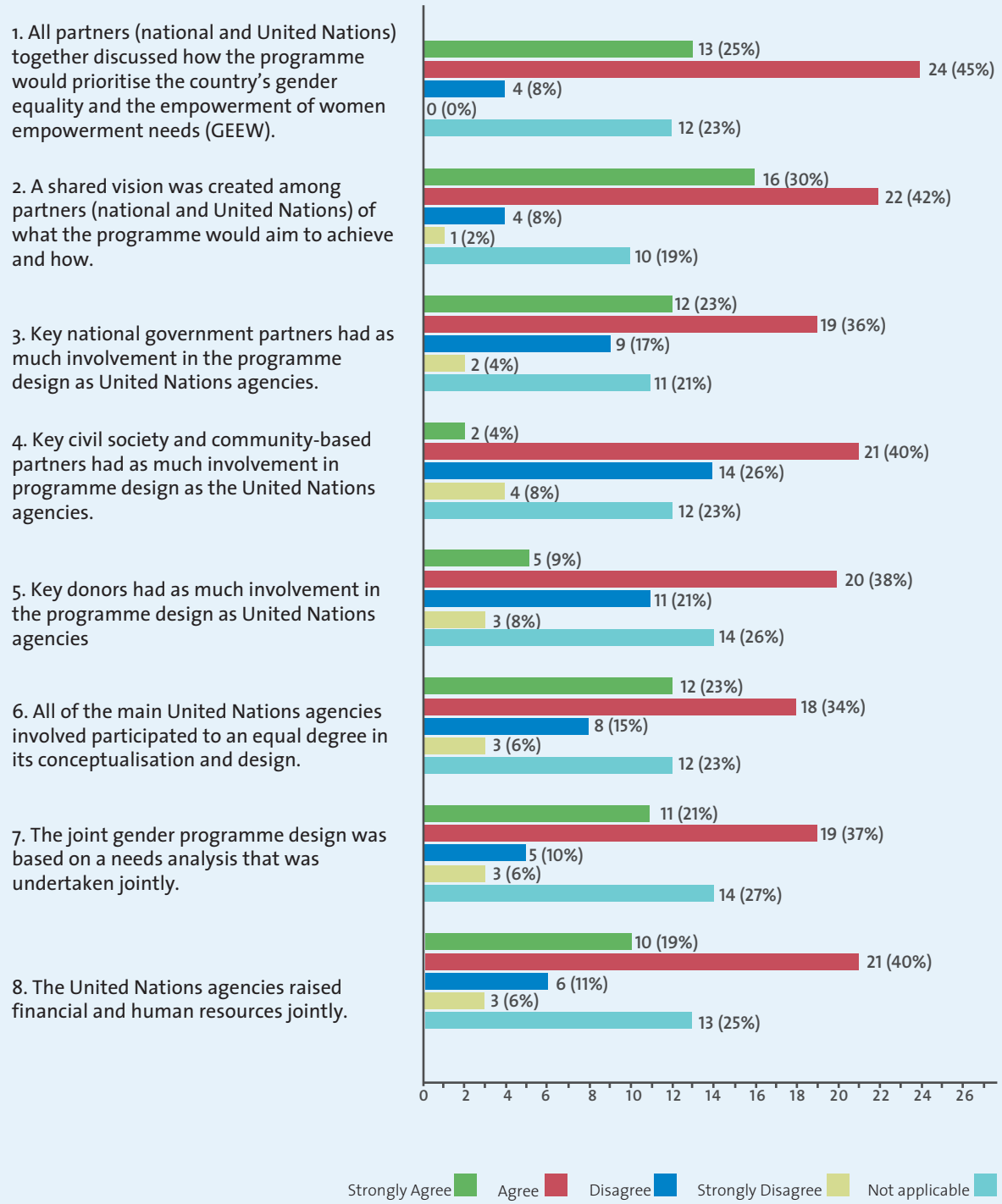
| Response | Chart | Percentages | Count |
|---|---|---|---|
| 1 | | 4 | 3 |
| 2 | | 3 | 2 |
| 3 | | 9 | 7 |
| 4 | | 16 | 12 |
| 5 | | 21 | 16 |
| 6 | | 11 | 8 |
| 7 | | 3 | 2 |
| 8 | | 1 | 1 |
| 9 | | 14 | 11 |
| 11 | | 1 | 1 |
| 12 | | 9 | 7 |
| 14 | | 5 | 4 |
| 15 | | 1 | 1 |
| 20 | | 1 | 1 |
| | Total Responses | | 76 |

## 3. Design of Joint Gender Programmes

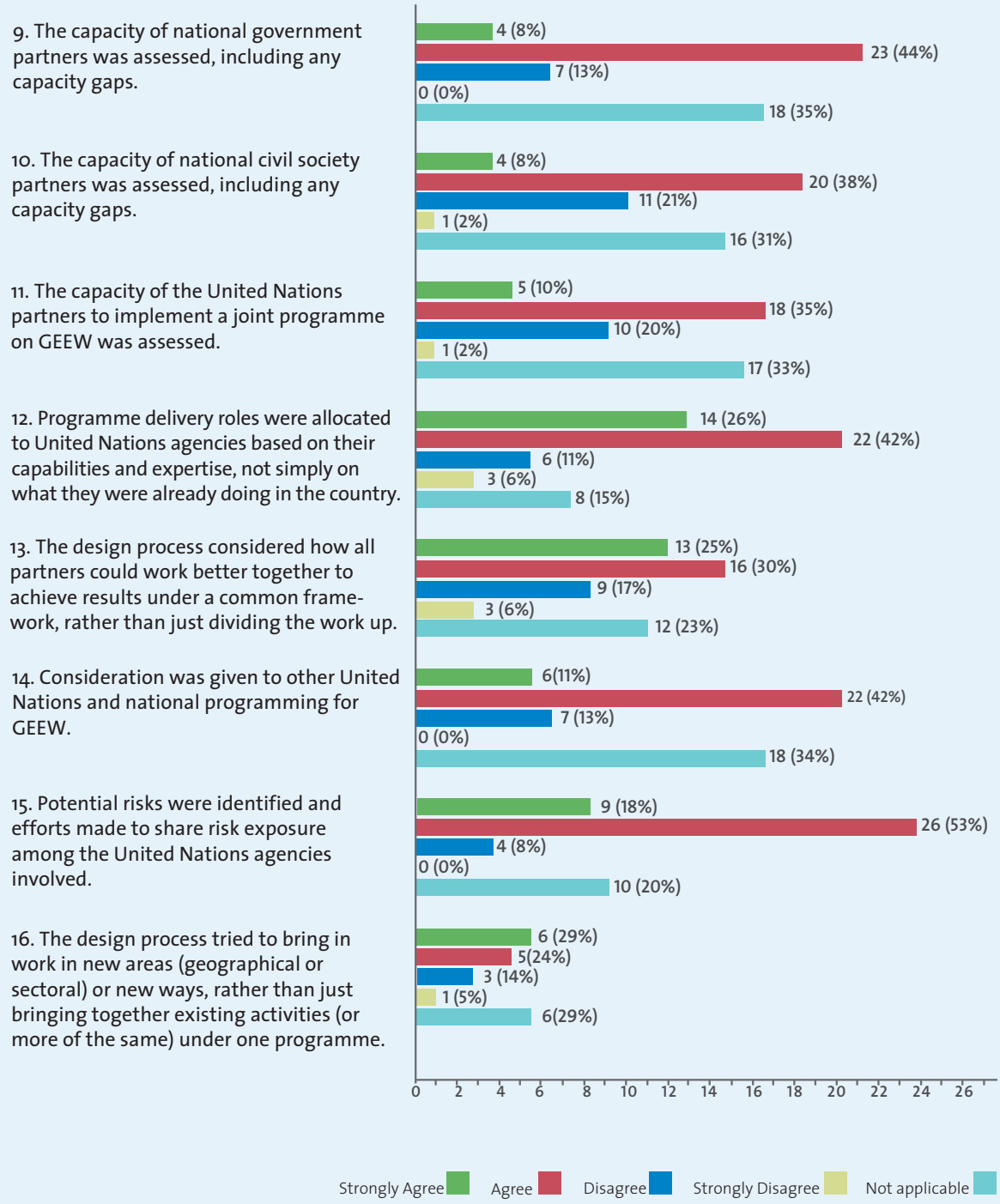
We are interested in how the design of the JGP was decided.

### 3.a For the joint gender programme you have been involved with, please select to what extent you agree with the following statements

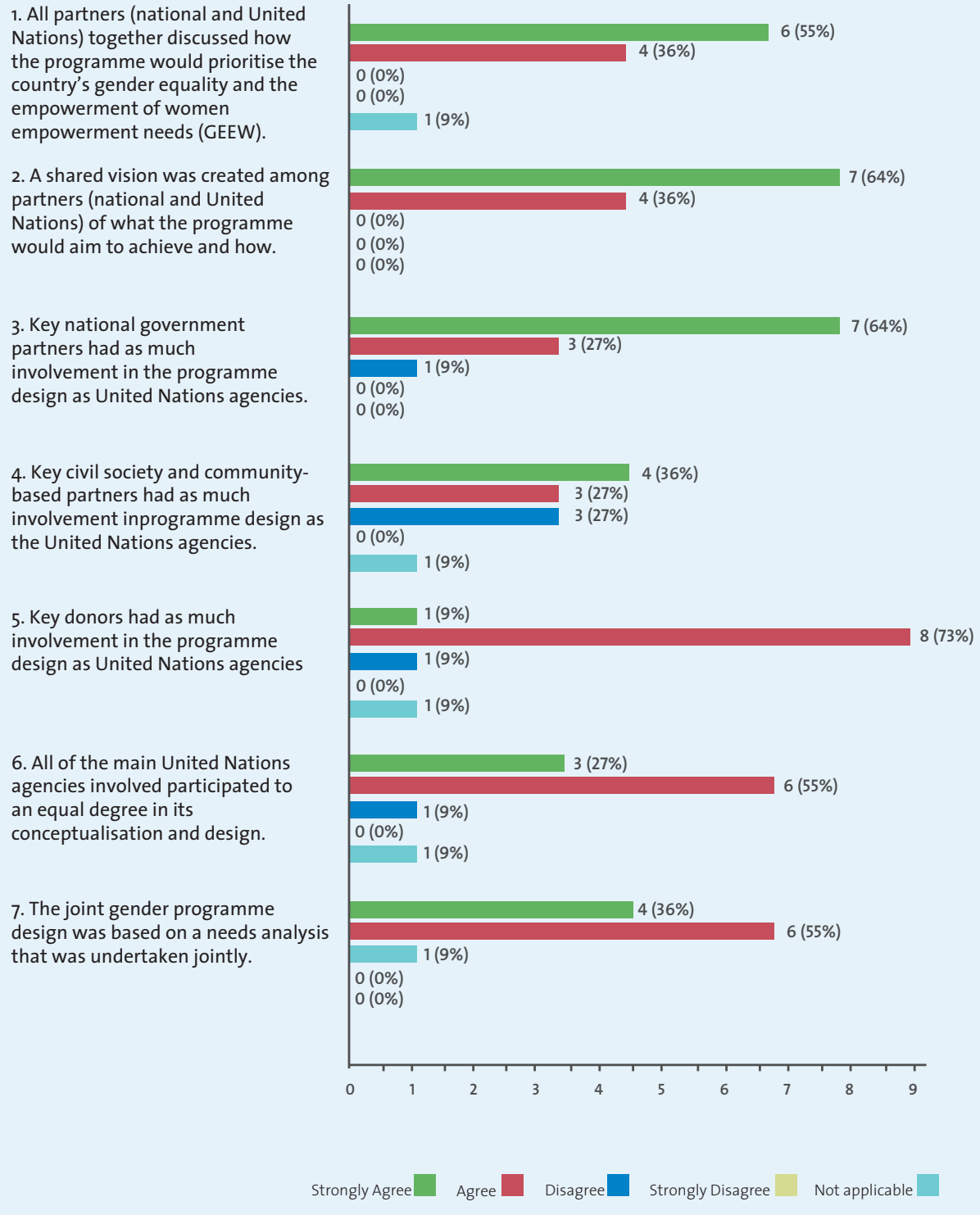
**United Nations agencies and donors**



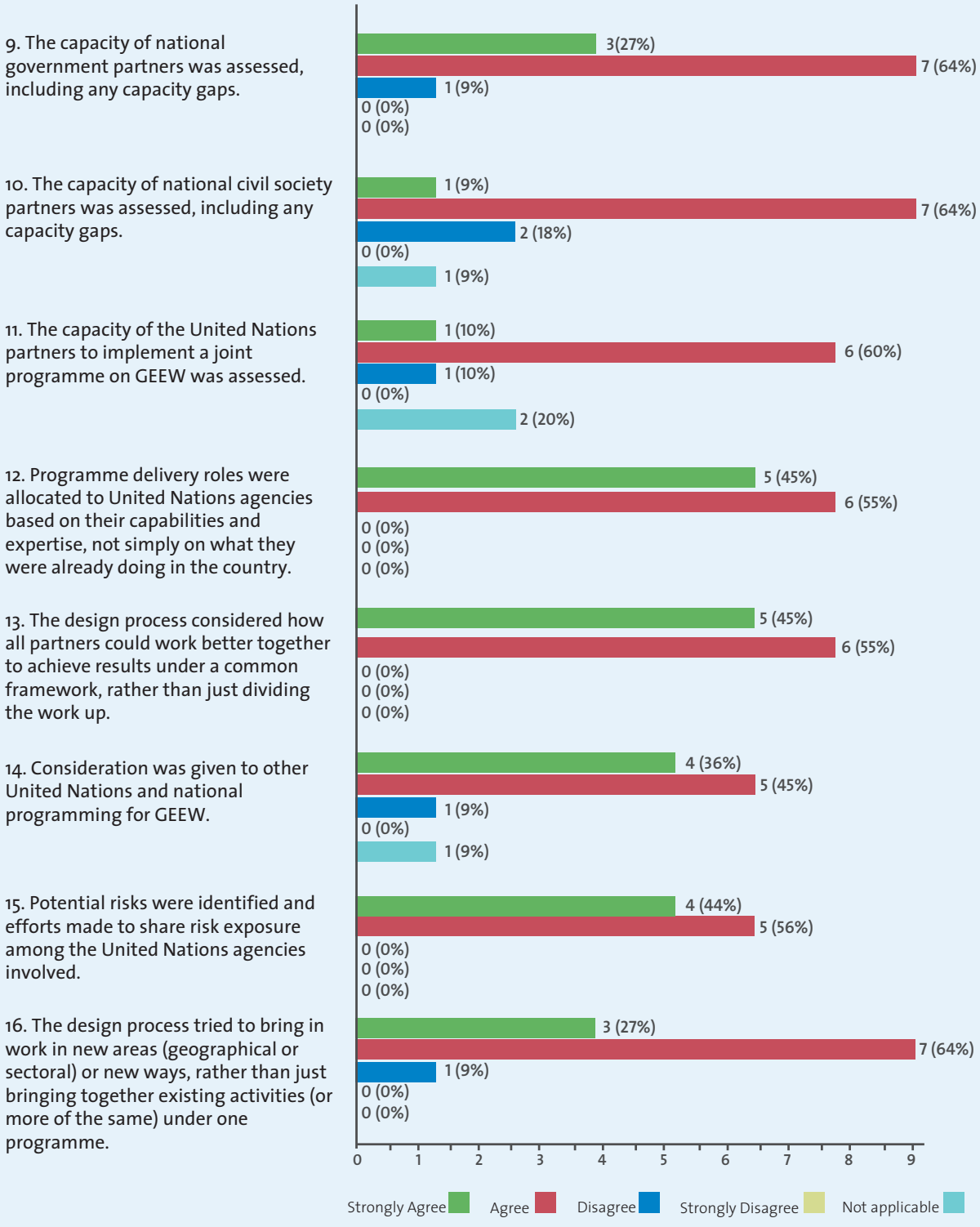
## United Nations agencies and donors continued



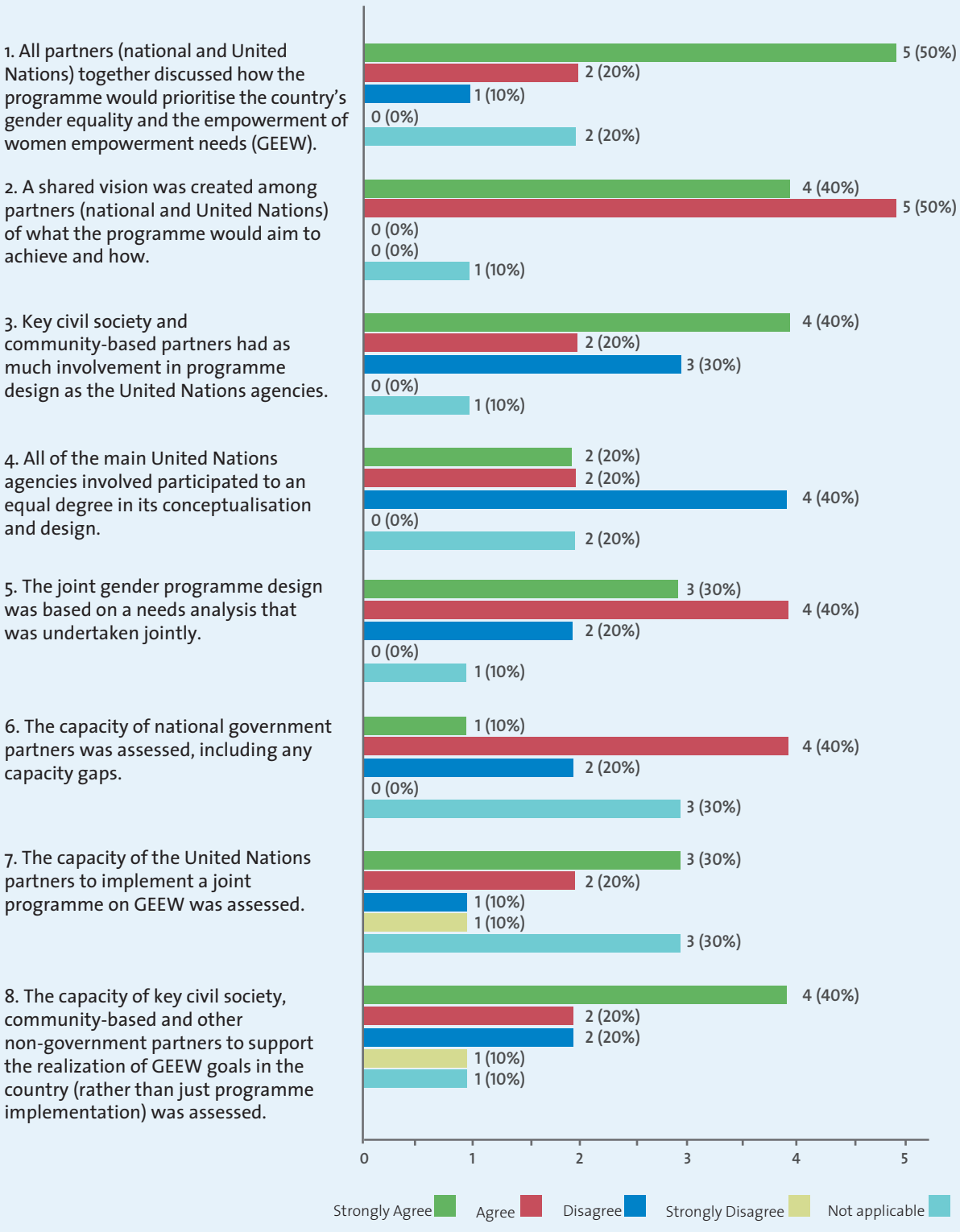
## United Nations agencies and donors



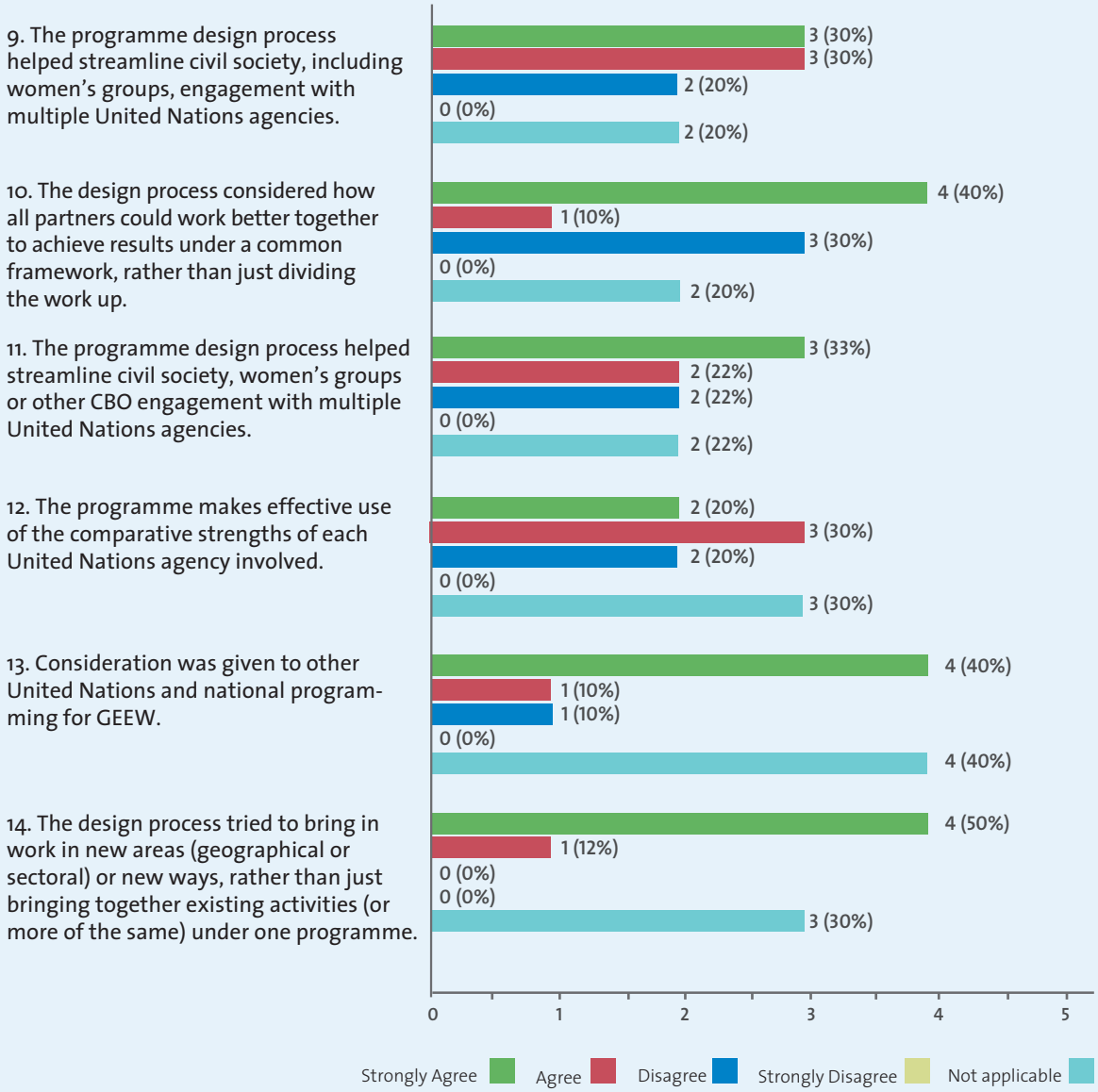
## National Governments continued



## Civil society organizations



## Civil society organizations, continued

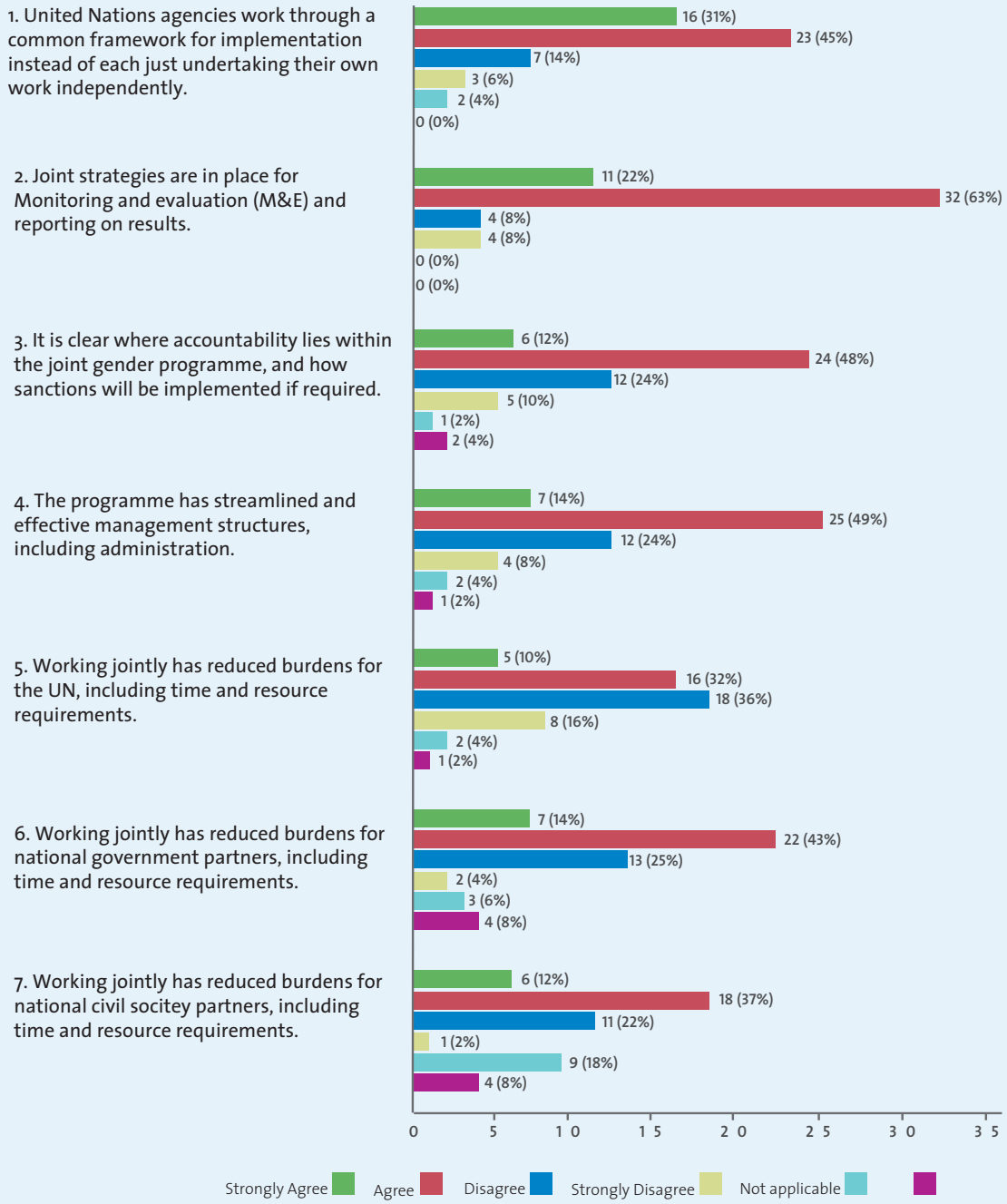


## 4. Delivering Results and Added Value

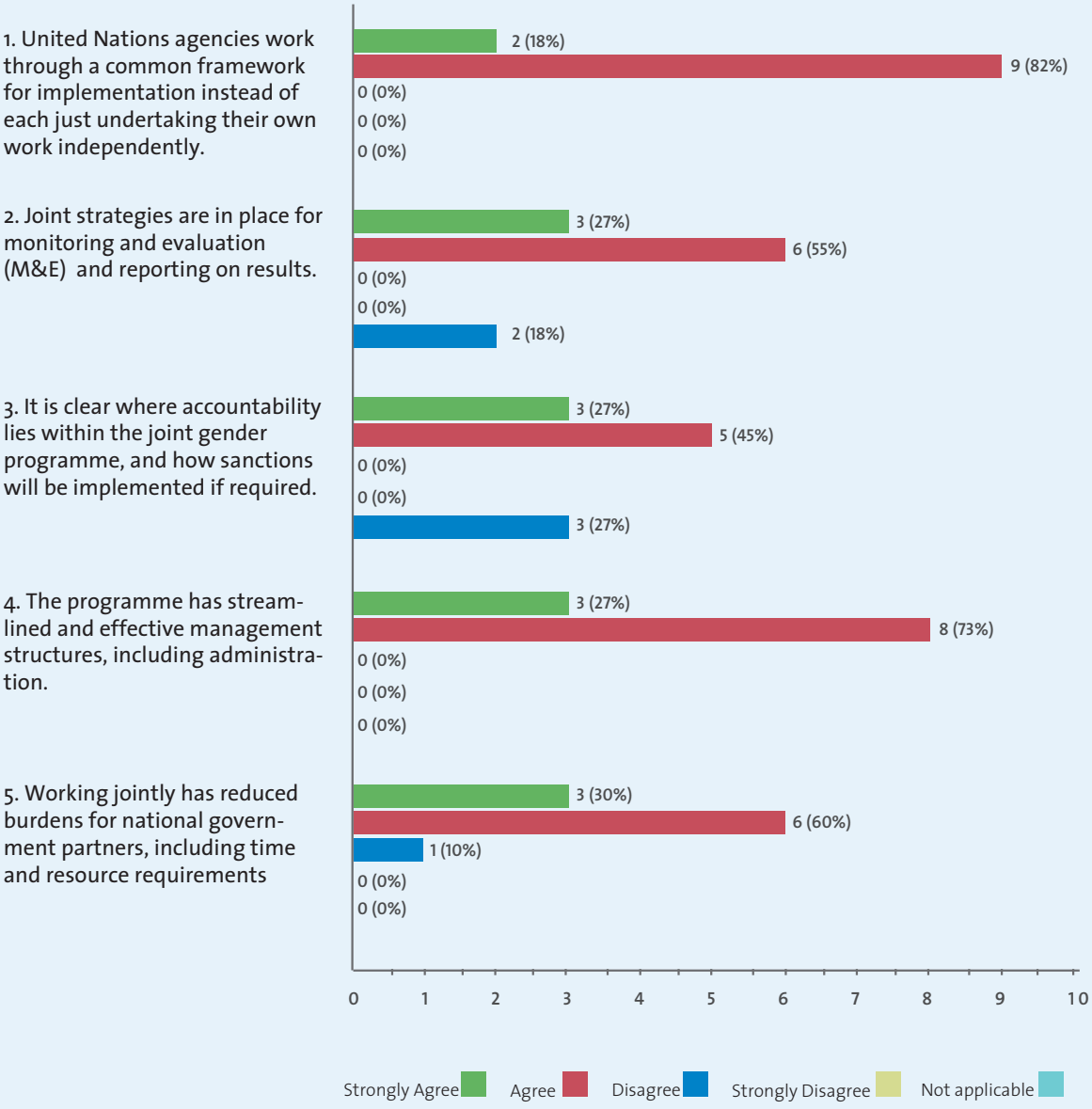
We are interested in how the joint gender programme achieved results and added value, compared to other approaches.

### 4.a For the joint gender programme you have been involved with, please select to what extent you agree with the following statements.

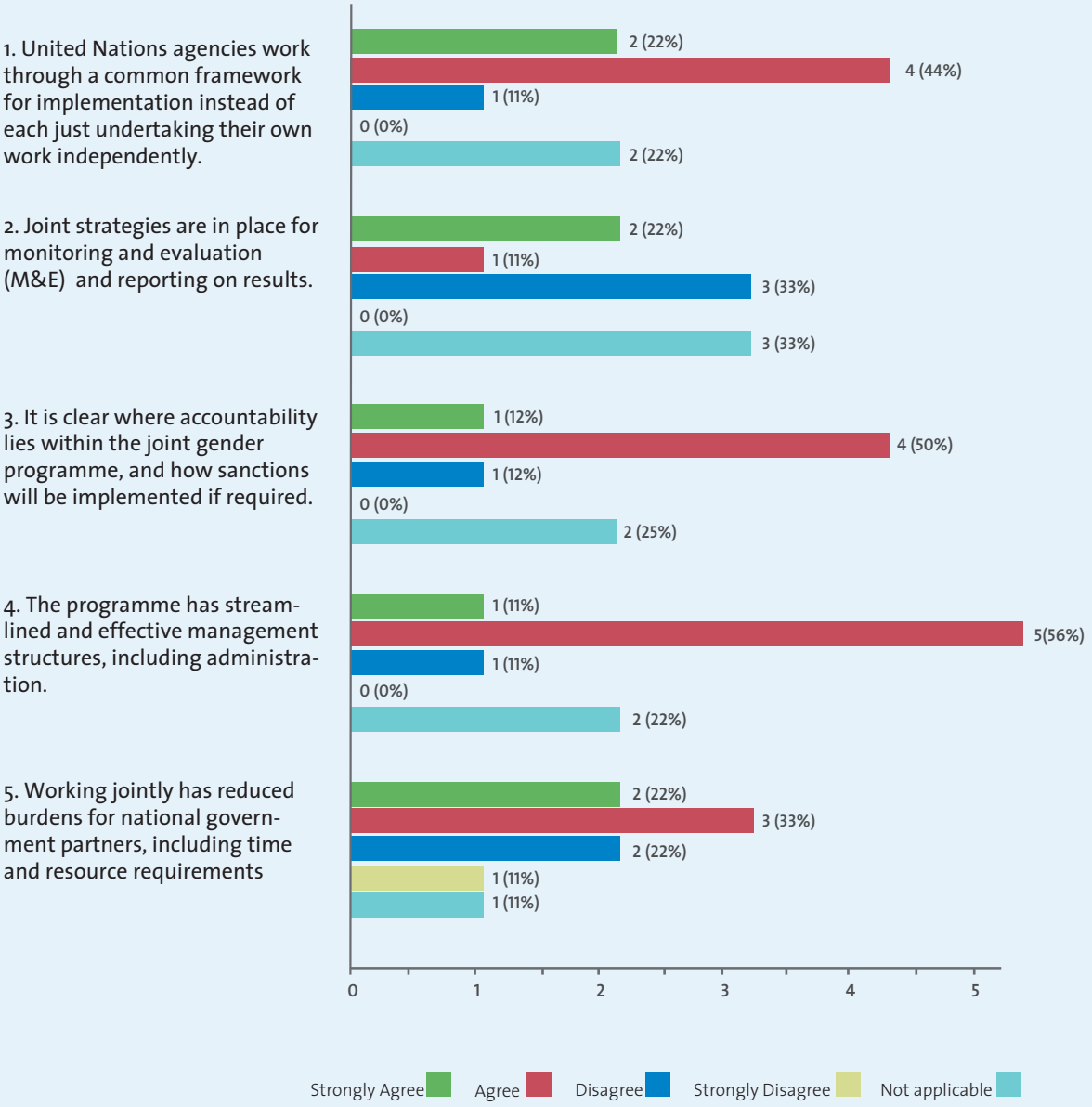
#### United Nations agencies and donors



## National Governments



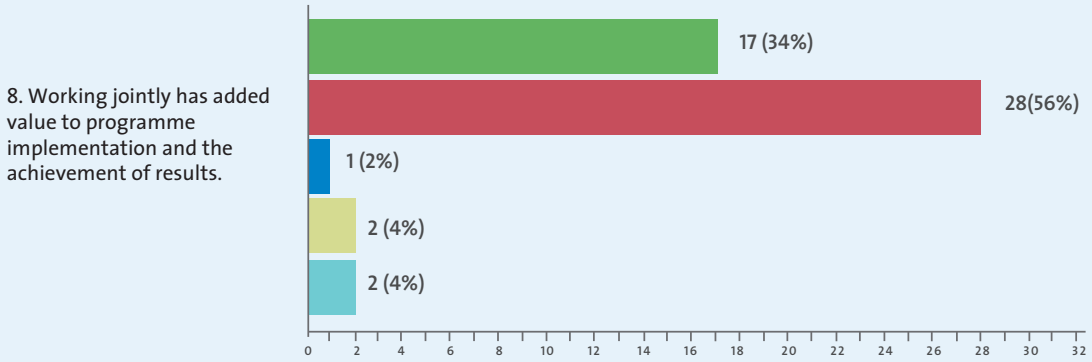
## Civil society organizations



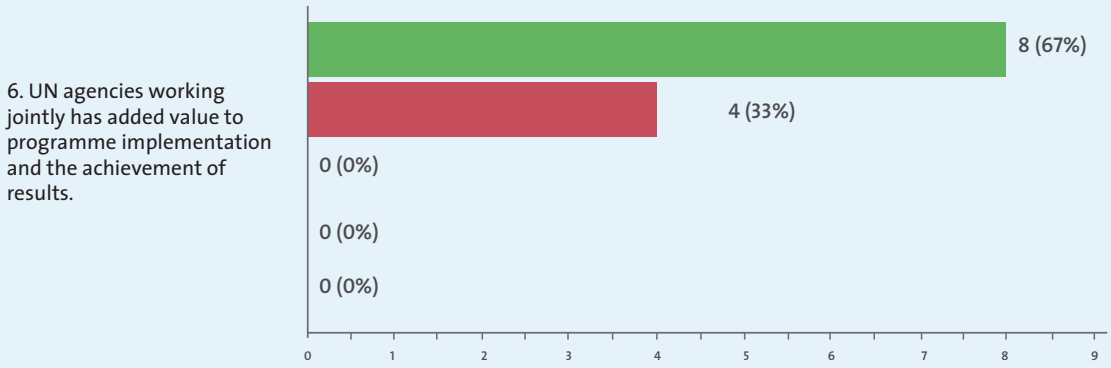
## 4.b Please select to what extent you agree with the following statements and provide further details if requested.

4.b.1 Working jointly has added value to programme implementation and the achievement of results.

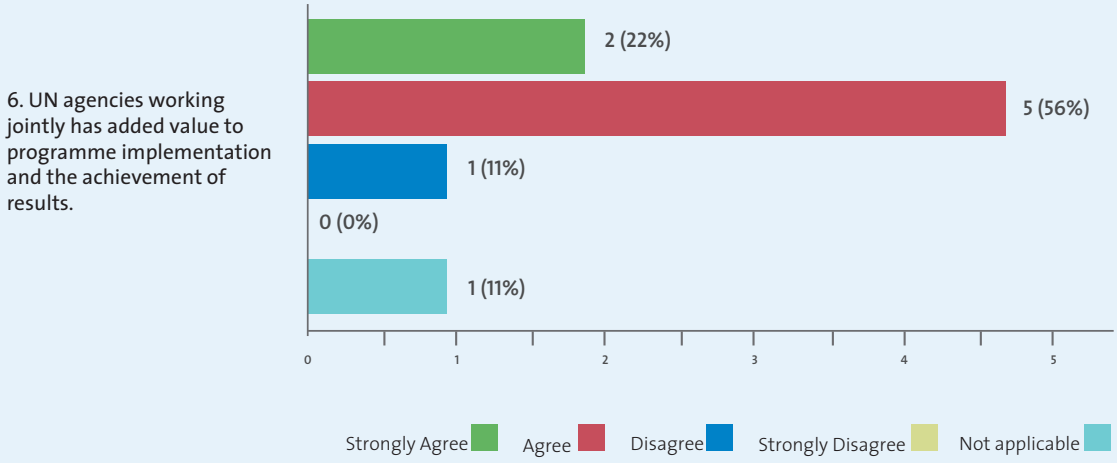
### United Nations agencies and donors



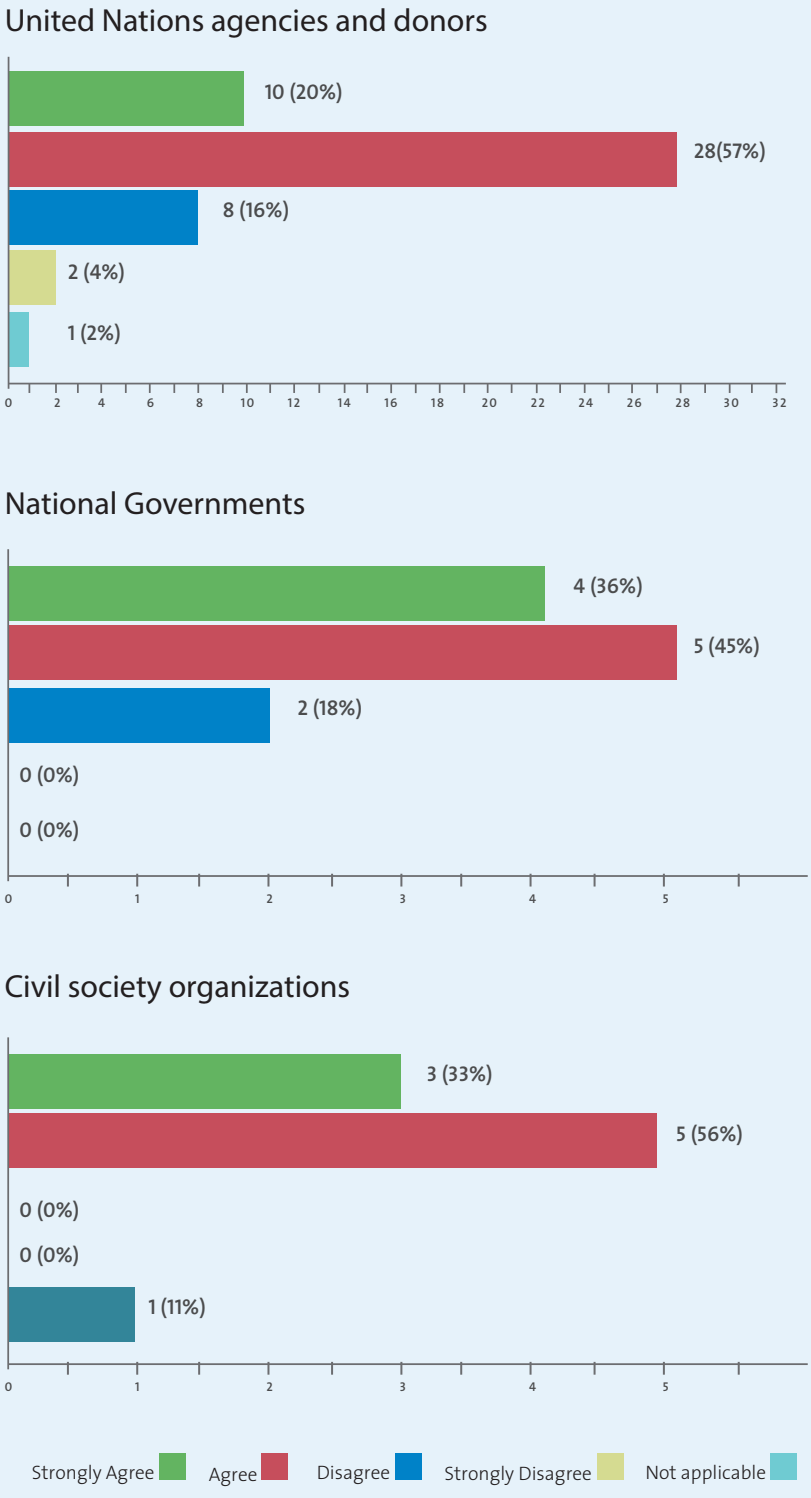

### National Governments



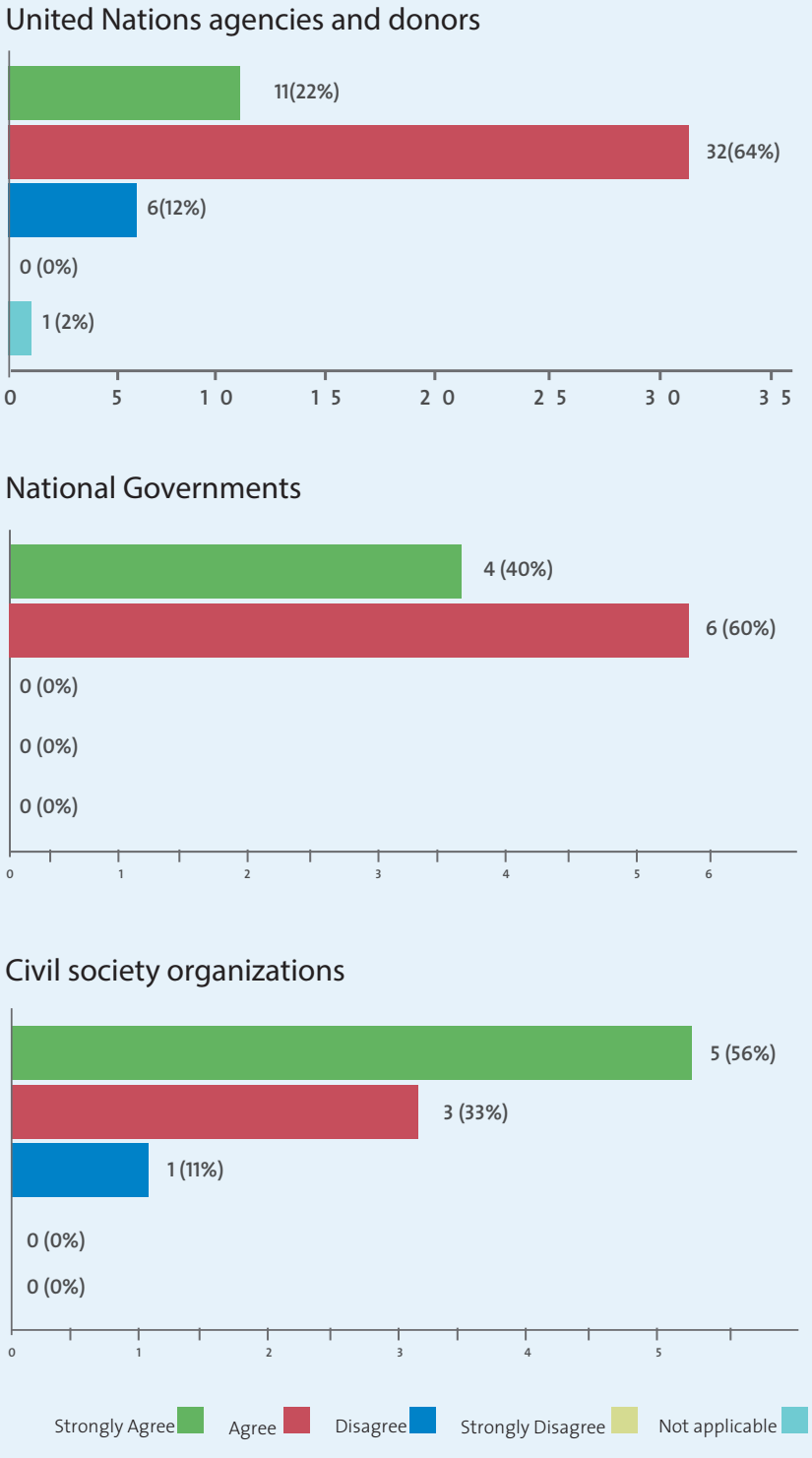

### Civil society organizations



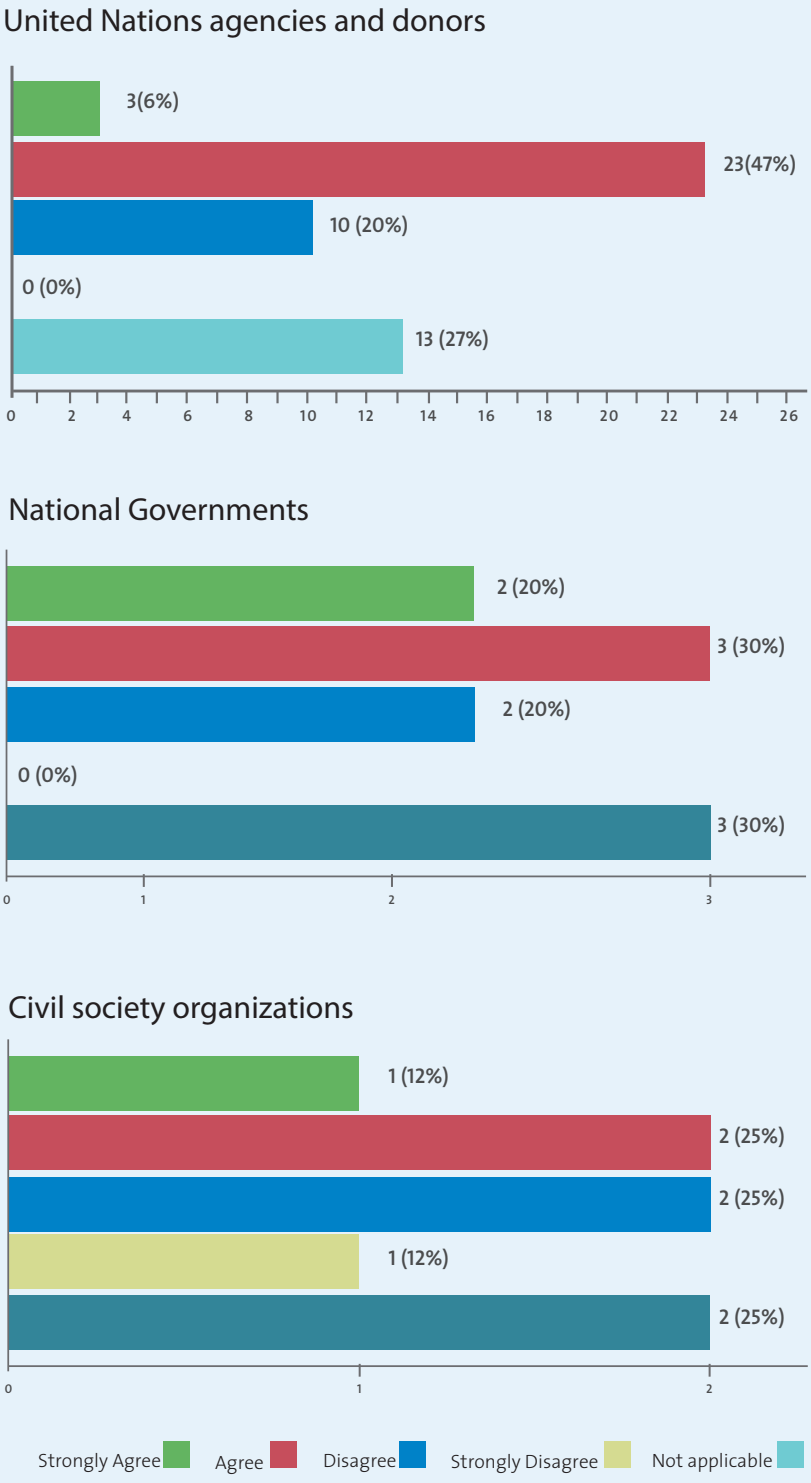
4.b.2 The joint gender programme had achieved the results it intended to within the intended time frame (such as improving overall gender mainstreaming within the government, or enhancing the capacity/experience on gender equality of the United Nations agencies involved).



4.b.3 The joint gender programme included particularly innovative or good practices to help achieve results for GEEW.



4.b.4 The joint gender programme has achieved some unintended effects within the country.

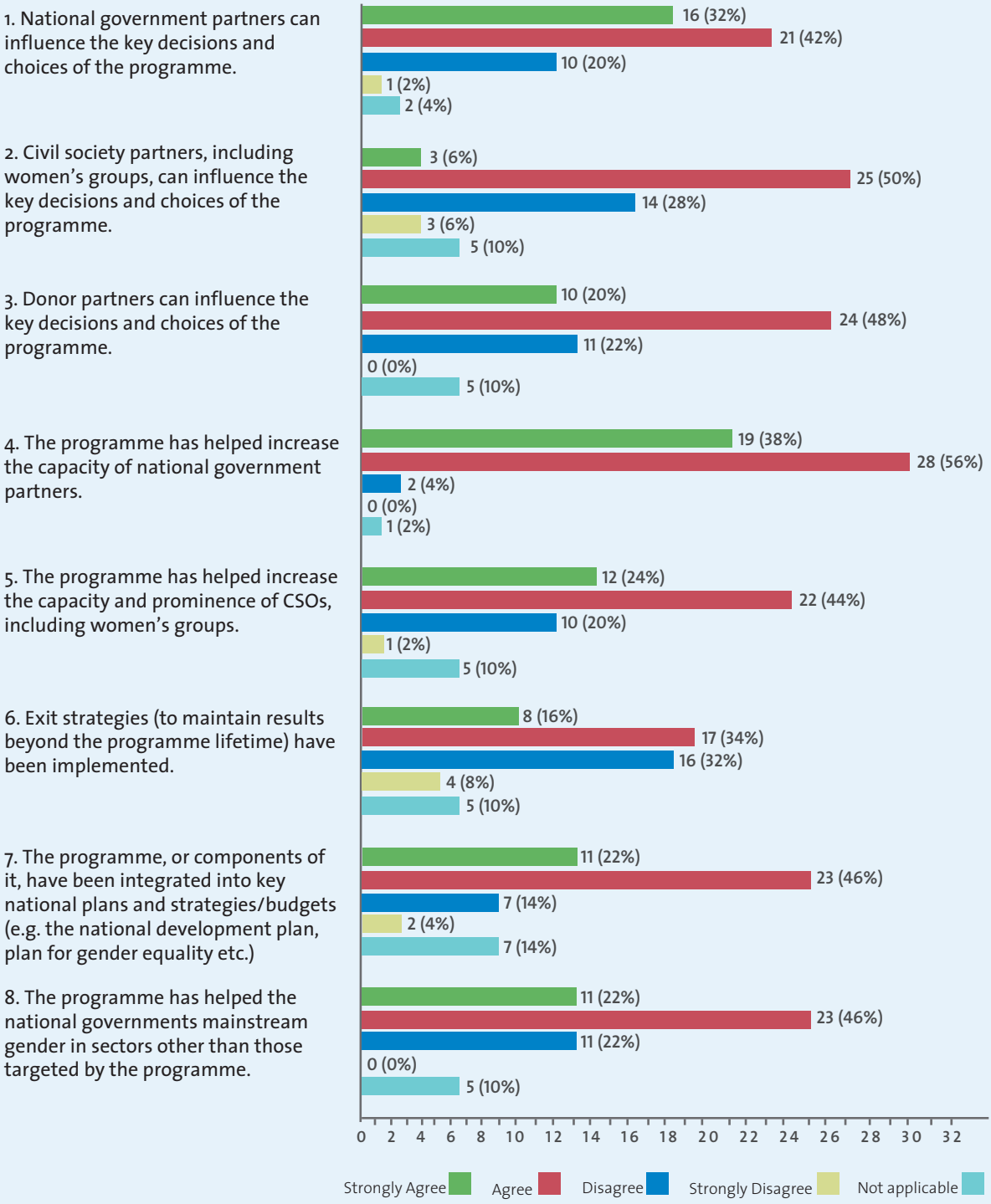


## 5. Sustainability, national-level partnerships, national ownership and people centred approaches.

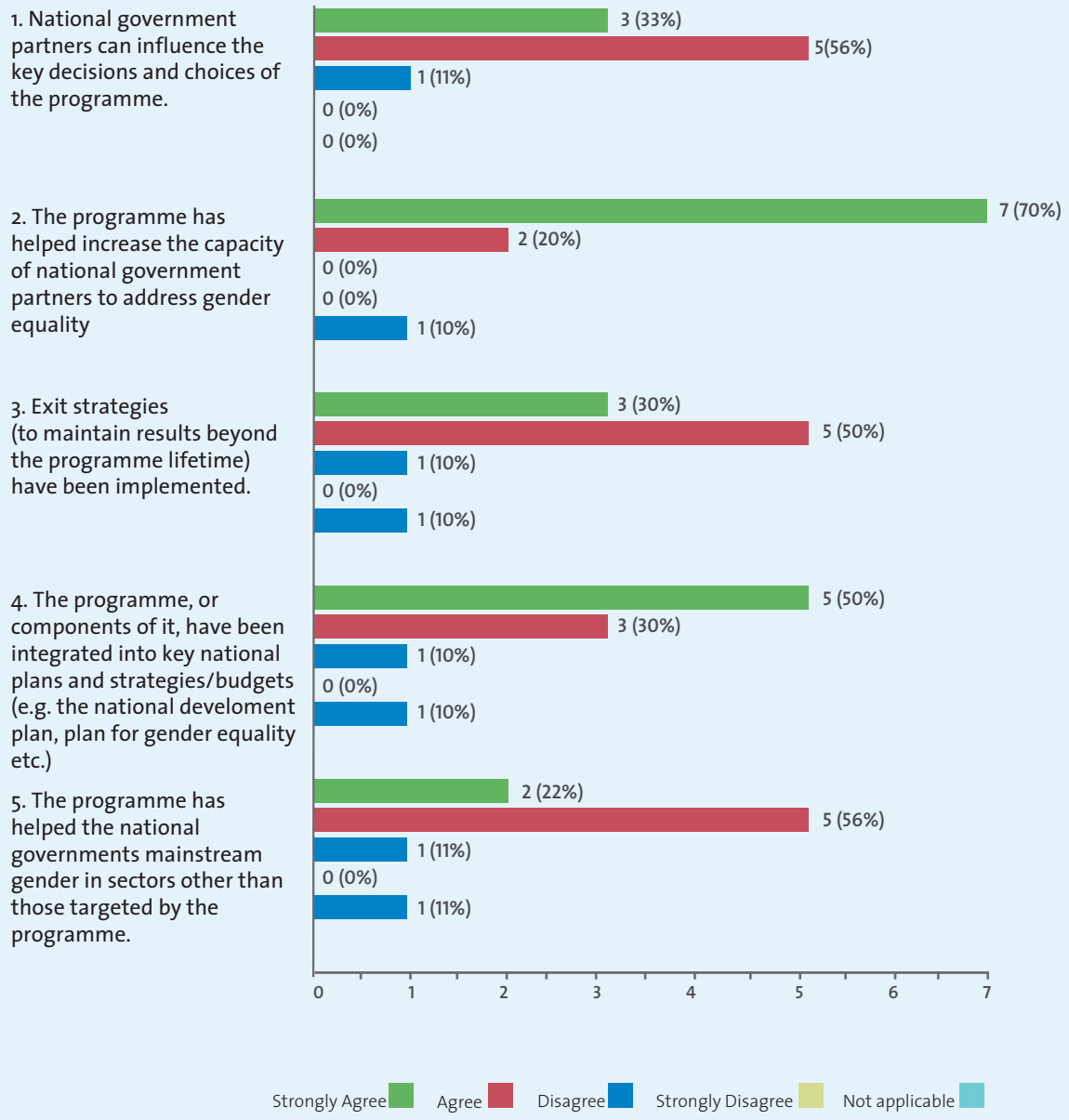
We are interested in how joint gender programmes have helped national governments work towards their commitments related to GEEW.

### 5.a For the joint gender programme you have been involved with, please select to what extent you agree with the following statements:

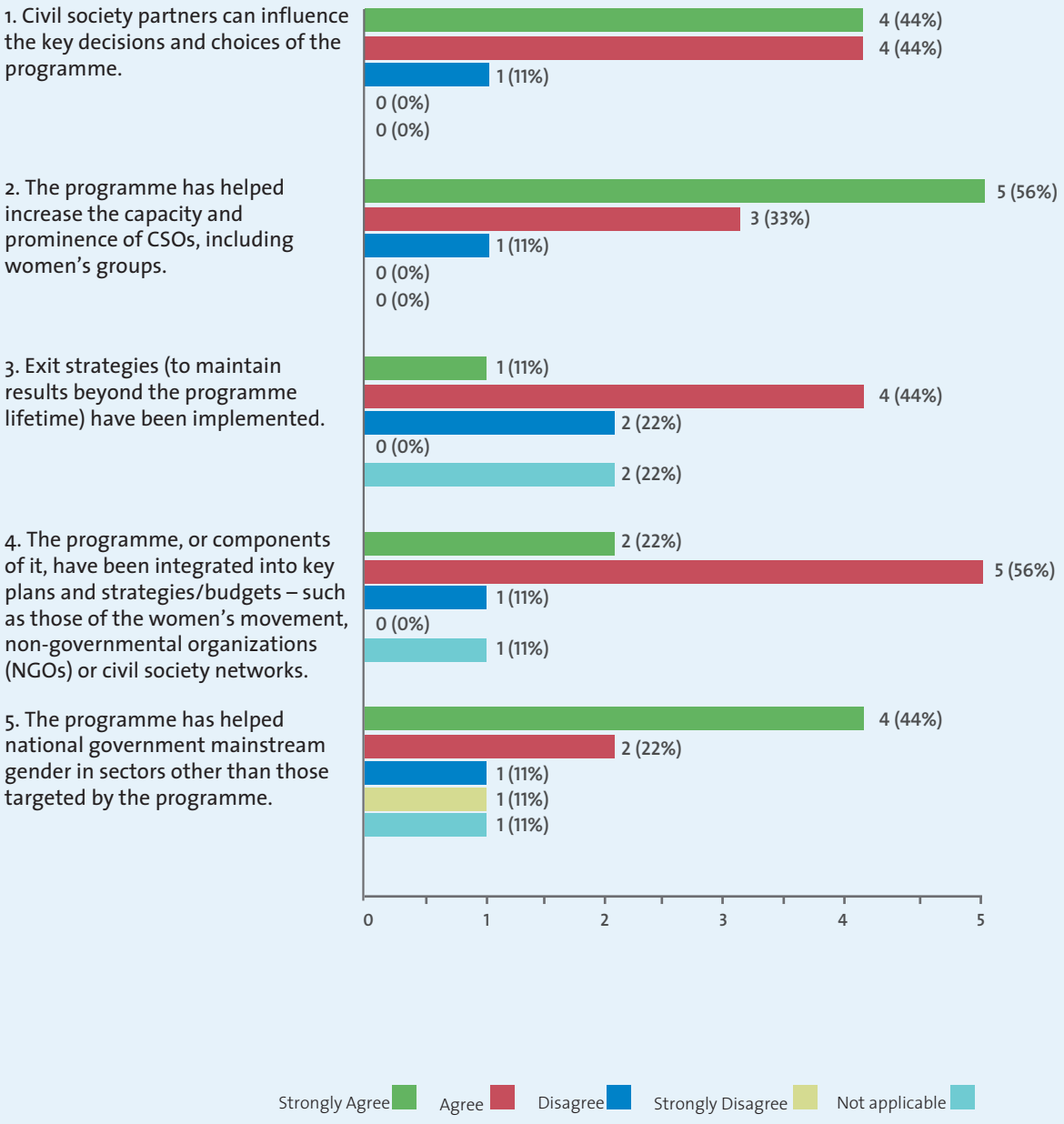
United Nations agencies and donors



## National Governments



## Civil society organizations

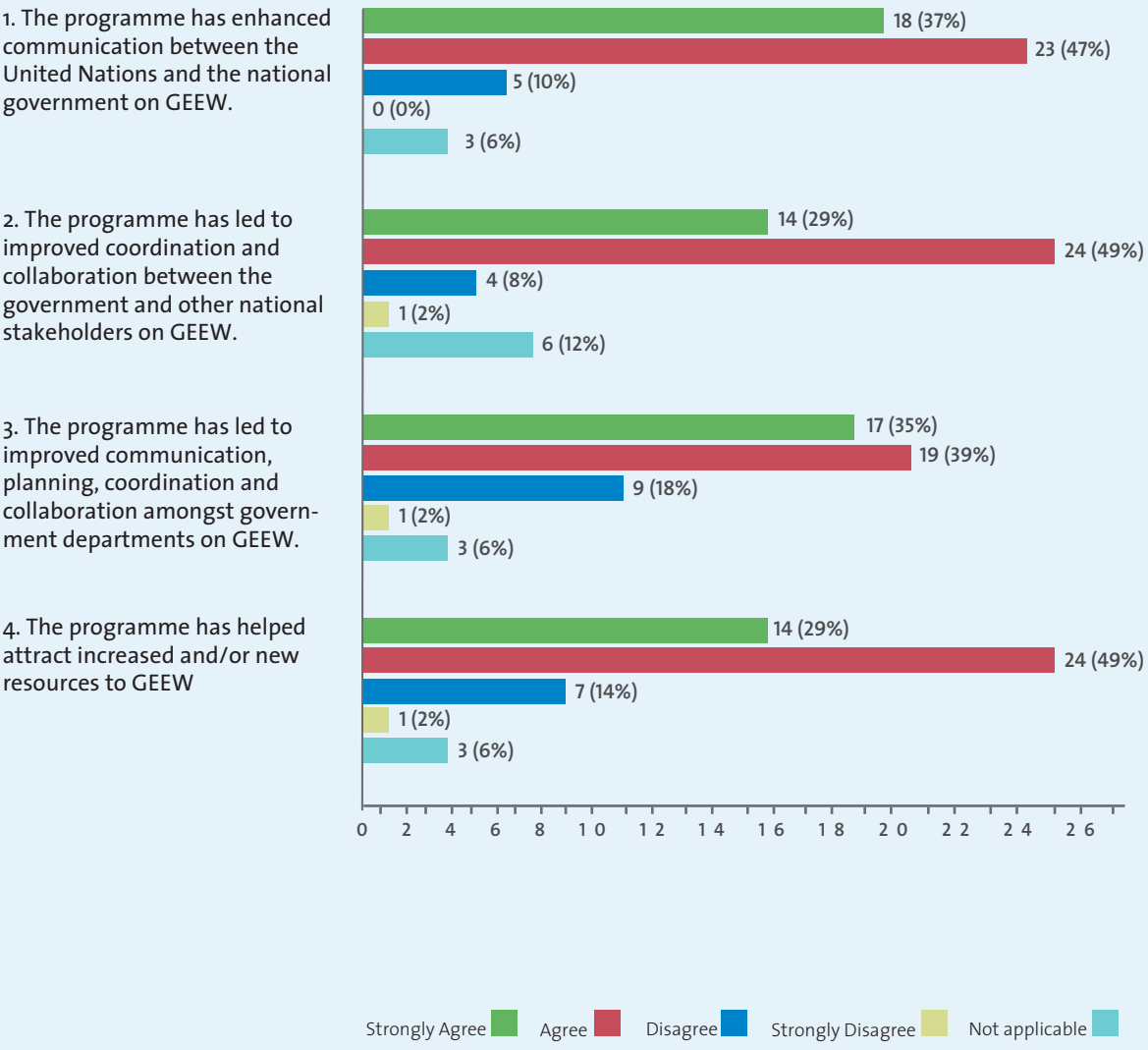


## 6. Synergies

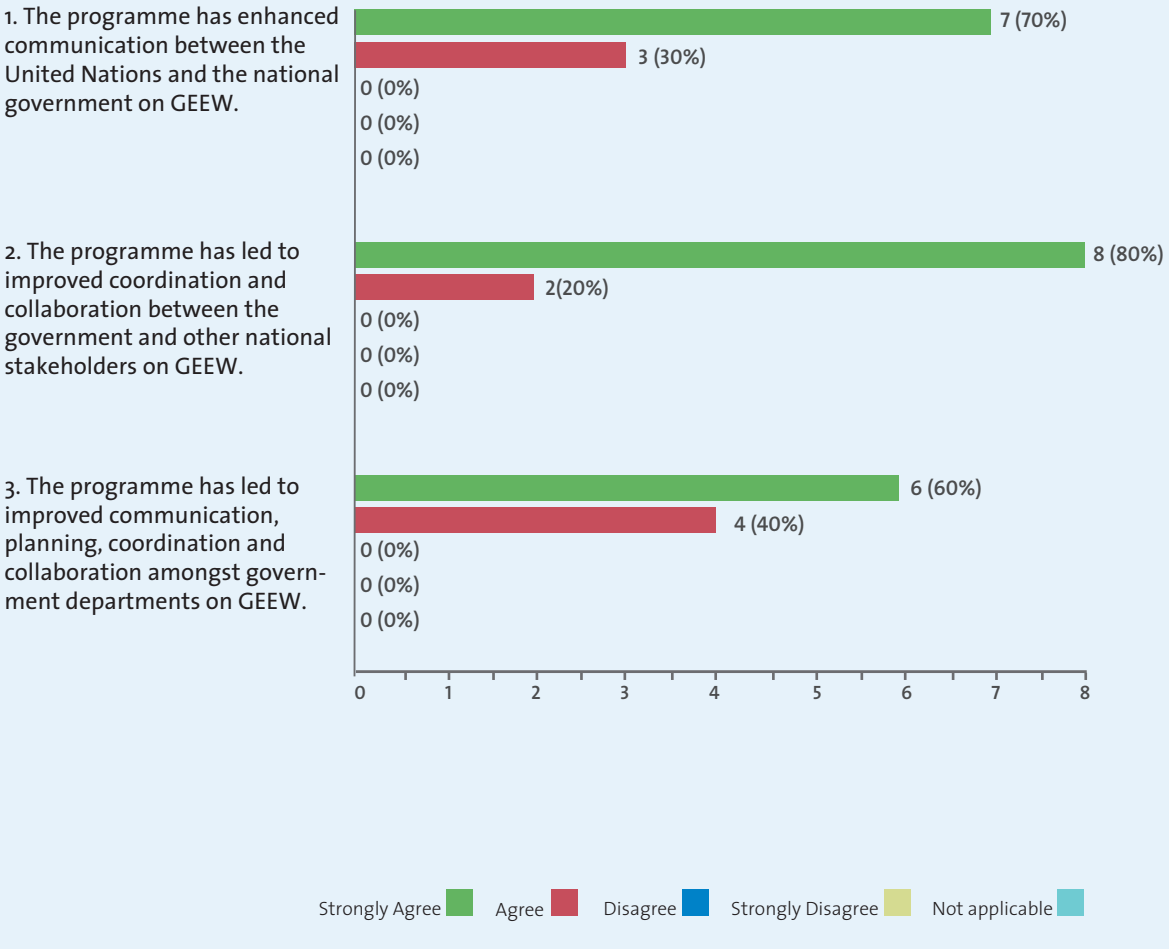
We are interested in how joint gender programmes have contributed to improving communication and collaboration around GEEW issues in your country.

### 6.a For the programme you have been involved with, please select to what extent you agree with the following statements:

United Nations agencies and donors

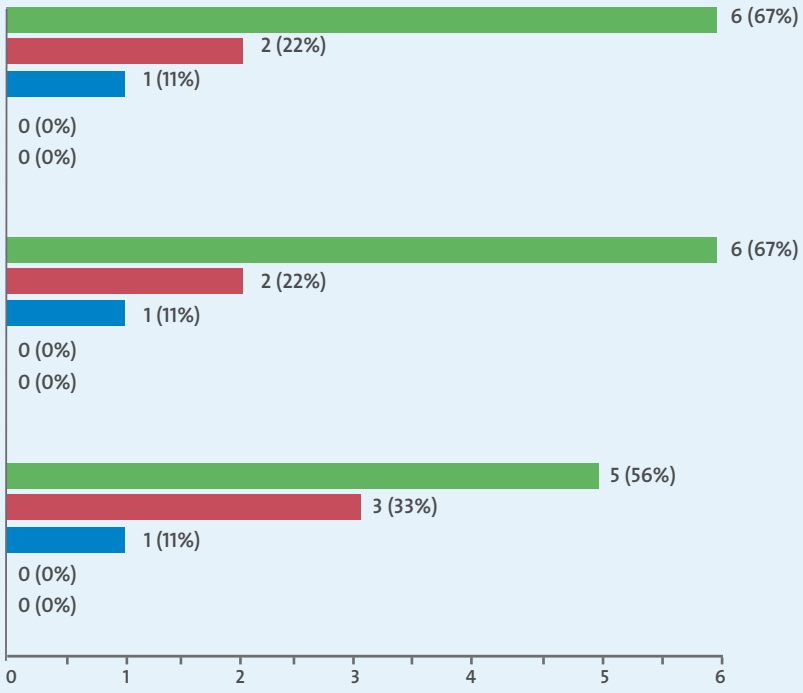


## National Governments



## Civil society organizations

1. The programme has enhanced communication between the United Nations and civil society, including the women's movement and CBOs, on GEEW



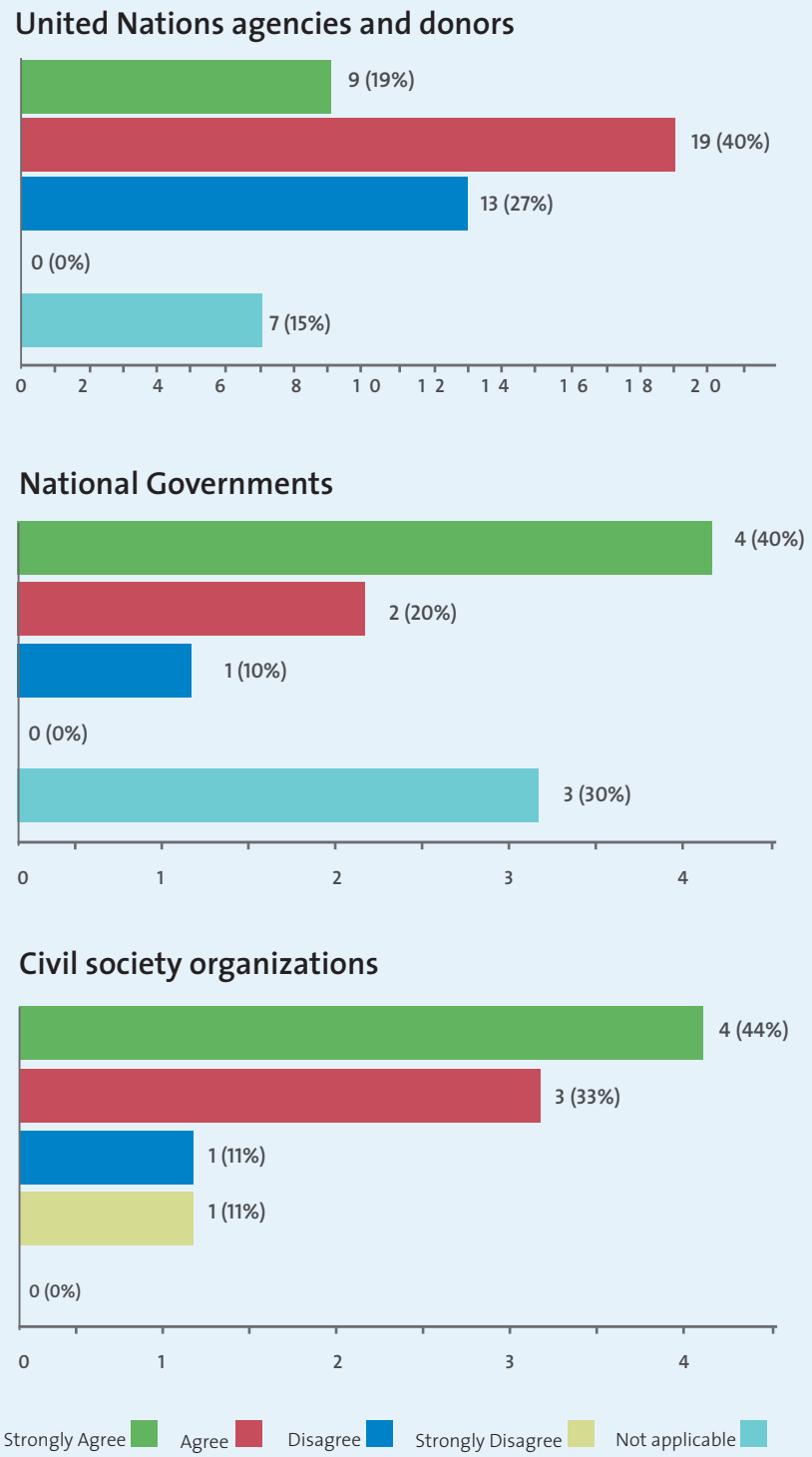

2. The programme has led to improved communication, planning, coordination and collaboration between national government and civil society, including the women's movement and CBOs on GEEW.




3. The programme has led to improved communication, planning, coordination and collaboration amongst CSOs on GEEW.

## 6.b Please select to what extent you agree with the following statement and provide further details if requested.

The programme has helped attract increased and/or new resources to GEEW in the country.



# APPENDIX: EXPERIENCE OF JOINT GENDER PROGRAMME IMPLEMENTATION – SUPPORTING MATERIALS

The following materials have been garnered from evidence generated by the Joint Evaluation of Joint Programmes on Gender Equality in the UN System. They present experience garnered from review of 24 joint gender programmes, including field study of five. They may support the future design and implementation of such programmes, and are presented here with such intent. Further details are available in the Evaluation Synthesis Report and supporting Annexes.

## 1. Theory of change

No agreed common framework for joint gender programmes exists. The evaluation therefore established that below, against which to conduct analysis.

The model overleaf indicates the pathway along which the joint gender programmes can be reasonably expected to travel in order to achieve their ultimate objectives of transformational change.

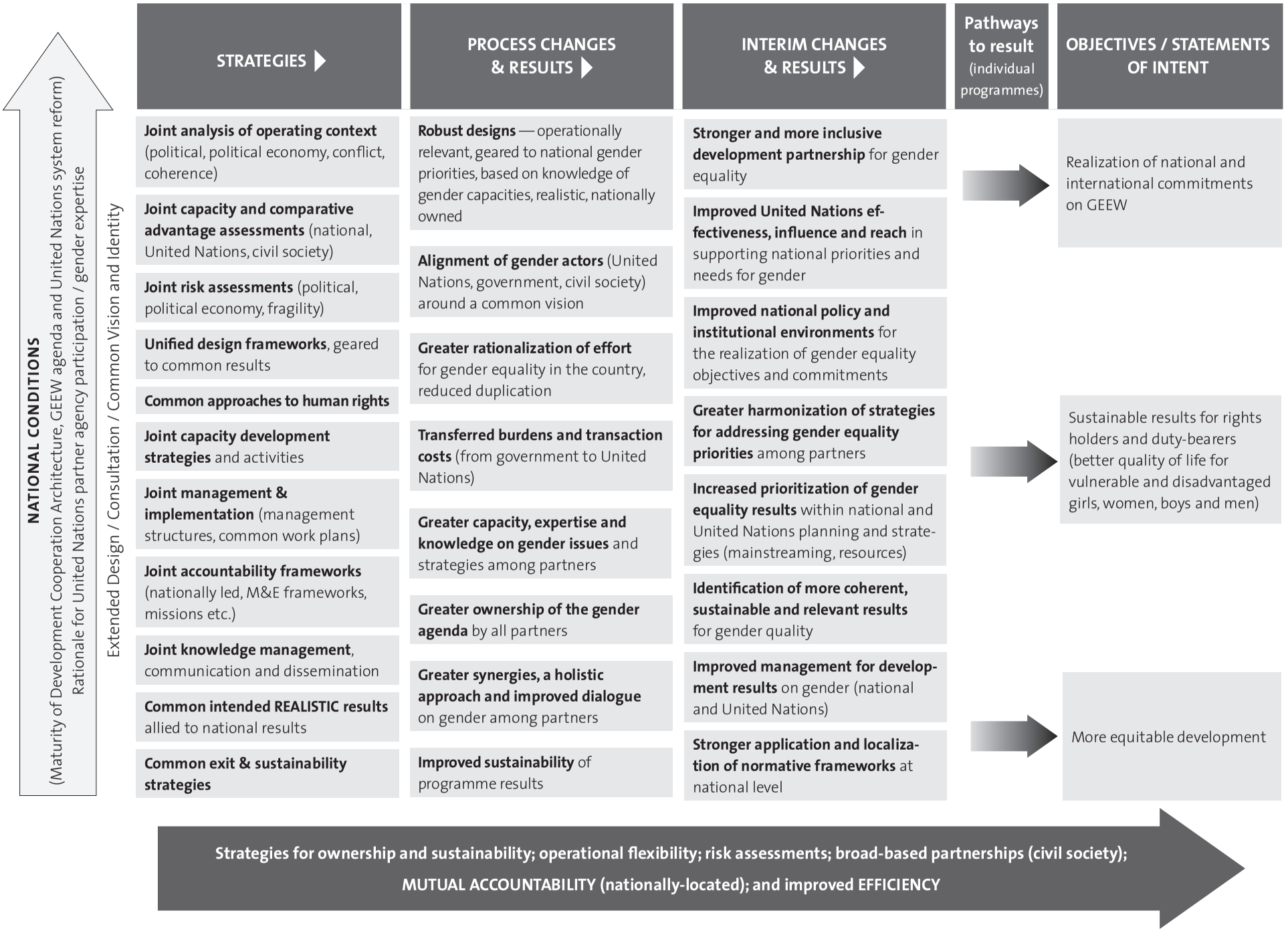
The theory is a high level, aggregate one, which recognises that all joint gender programmes are individual, with their own specific strategies and intended results.

The strategies applied – which are the core changes introduced by the joint modality – are intended to contribute to a series of process changes and results. These reflect the effects – for UN agencies and national partners - of changed business practices which arise from the use of the joint modality.

These in turn are expected to lead to a set of intermediate changes in the operating environment and partnership, including greater effectiveness, accountability, harmonisation, stronger partnership working and an intensified focus on managing for development results.

These effects in themselves would not necessarily automatically deliver the ultimate objective of changed lives for women and men on the ground. From changed ways of working to changes in lives requires travelling a range of different pathways, at different speeds and in different ways given the wide range of operating contexts above. The evaluation has identified a number of different such pathways, but since these are highly specific to individual programmes, they are listed – along with a series of assumptions that are equally specific, below:

## Final theory of change



## 2. Supportive factors and barriers in implementing Joint Gender

### Programmes

The following factors were identified from analysis as supporting or constraining the implementation of joint gender programmes:

| Exogenous supportive factors | Endogenous supportive factors |
|---|---|
| • A conducive policy and operating context including a mature aid architecture and operating system(s)<br>• Maximising Delivering As One or DAO-trajectory process – these have been supportive where effectively levered– but are far from a panacea<br>• External and domestic political drivers and incentives<br>• A capable and empowered national women's movement, with clear goals and structures for co-ordination with international partners<br>• An empowered and well-resourced National Women's Machinery, with clear strategies and intended results<br>• Cross-government buy-in to gender priorities | • An understanding of the conceptual and operational dimensions of joint programming and a willingness to make business changes to support this<br>• Applying comprehensive early analysis, including capacity assessments, to prioritise and strategize against national needs for gender equality<br>• An extended design process which prioritises the development of a shared vision, with results allied to this and agreed strategies for achieving them<br>• Prioritising ownership and national leadership, including the needs of the national women's movement, and developing and implementing clear strategies for this<br>• Commitment by all partners to adopting and implementing a joint approach – and being prepared to be held to account for this<br>• Applying a pooled funding modality which is located and managed in-country<br>• Valuing the role of the co-ordination function, locating it within the national partner ministry, and resourcing and staffing accordingly – and including co-ordination as a results area<br>• Maximising staffing seniority and expertise, particularly in gender, within UN partner agencies<br>• Integrating comprehensive monitoring and evaluation systems, and ensuring that agencies are accountable, and have the capacity for joint delivery on these<br>• Prioritising and disseminating full accountability strategies including sanctions for poor delivery<br>• Gearing design and delivery to sustainability, and implementing strategies from the start<br>• Recognising the importance of knowledge management and communication and planning, strategizing and implementing accordingly |

| Exogenous barriers | Endogenous barriers |
|---|---|
| • Non-mature or constrained operating contexts – particularly where the ability of national structures and systems to absorb and manage a joint gender programmes is limited<br>• A disempowered or fragmented national women's movement / National Women's Machinery, which lacks clear goals and co-ordination structures<br>• A weak policy and operating architecture surrounding gender equality<br>• Limited preparedness of national partners to define expectations from the UN in terms of a joint gender programme to embed this firmly within national priorities, and to hold the UN to account for its commitments for 'jointness | • Over-ambition in terms of timelines, resources and objectives. This is particularly the case in conflict/reconstruction settings<br>• Insufficient analysis (operating context, political, and political economy, fragility and conflict, status of UN system reform)<br>• In conflict, post-conflict/reconstruction contexts, lack of political or conflict analysis, and the lack of application of a state-building lens<br>• Truncated design periods, including a weak analytical basis (including of the operating context and UN agencies' own ability to absorb and manage a joint gender programme)<br>• Lack of a shared vision and agreed intended results<br>• A lack of understanding of what joint working implies, the change in business procedures and mind-sets needed, and a grasp of the conceptual issues involved<br>• Lack of organisational incentives for co-ordination<br>• Limited attention to ownership in a broad-based sense<br>• A lack of clear and nationally-oriented accountability (including mutual, horizontal and downwards)<br>• Limited attention to sustainability strategies, designed and implemented from the outset<br>• Systemic UN barriers to harmonisation and a lack of co-ordinated effort to find ways around these<br>• Lack of dedicated staff time, plus allocation of high quality and experienced staff with gender expertise |

## 3. Assumptions arising

The following assumptions arose across the sample of joint gender programmes analysed as underlying designs and implementation:

- That the national context and aid architecture is conducive to UN joint programming, including capacity and political will for design and implementation– this proved not to be the case for many joint gender programmes. Some programmes lacked reflection on the volatility of the environment as a possible constraint, and/or on the lack of UN experience in joint planning and programming;
- That the national context and aid architecture has the capacity to absorb, manage and implement the JGP – this was limited in many cases, such as Liberia and Nicaragua, although in the latter joint structures have been developed to support joint programmes operating concurrently. In Palestine, the lack of national experience in managing joint programmes was not cited or analysed in design;
- That civil society groups / the women's movement can easily be recruited as part of the joint gender programme, and that 'involving' civil society as implementers equates to building a representative partnership – in Nicaragua, the relationship between Government and civil society is extremely contested and dialogue very limited; in Palestine and Kenya, few entry points for building common ground were provided and little effort was placed on building comprehensive networks among the women's movement. There were also doubts in Albania and Palestine about the representativeness of the civil society organisations involved;
- That a national vision, intended results for gender equality and women's empowerment, and the modalities for supporting programme implementation exists –in fact this did not exist or existed only to a very limited degree in many contexts – a factor which many programmes omitted to analyse or address;
- That the inclusion of the main Ministry partner, in design and implementation would automatically

result in strong national ownership – whilst this did enhance capacity development, visibility and accountability of the main Ministry partner, cross-government engagement and ownership proved more challenging to achieve in most programmes;

- That working to deliver common outcomes for gender equality within a common framework would be feasible within current UN agency processes and procedure, and that sufficient incentives existed for partner agencies to overcome institutional barriers where they existed – in fact, in all the programmes analysed, these did not exist; and even efforts to develop them proved neither simple nor easy, particularly where there was limited prior experience of working collaboratively or limited understanding of the joint programme modality. Joint gender programmes encountered many barriers, ranging from differences in operational approaches to barriers over 'turf' and competitiveness;
- That the capacity and resource (human, financial and time) requirements for joint planning do not differ from regular programming – the different modalities involved proved challenging for all stakeholders involved in joint gender programmes, particularly the underestimation of the time required for co-ordination;
- That differences among stakeholders in intentions and approach can be identified and resolved at an early stage – in fact these differences continued throughout implementation in Nicaragua, and in Albania and Palestine also;
- That coherent policy messages from the UN on gender equality would automatically follow from joint implementation; this proved not to be the case for programmes in Albania or Liberia;
- That donor policies and funding would be supportive of joint gender programmes –in fact, in Kenya shifts in donor policy towards investing in Delivering As One significantly affected anticipated funding for the JGP;
- That adequate dedicated expertise to address gender equality issues would be available within the UN and partner agencies – expertise levels were recurring issue of complaint for national partners, who felt that the UN was not prioritising this. In Kenya, few dedicated gender experts were located in output groupings, and a high turnover of staff reported;
- That in fragile or reconstructions situations, engaging with national stakeholders on gender issues could happen outwith the state-building process and agenda of the UN – in Palestine and Liberia, the state-building lens was significantly lacking throughout design and implementation, which both challenged implementation and ultimately constrained effectiveness.

## 4. Pathways to results

The following Pathways to Results were identified by the evaluation within different joint gender programmes. All are specific to individual programmes.

| DUTY-BEARERS | RIGHTS HOLDERS |
|---|---|
| **Improving the national / local policy environment for GEWE**<br>• Building the evidence base – producing surveys, case studies, reports or other forms of data-gathering, in all JGPs reviewed, and particularly on Gender-based violence<br>• Improving national systems for data gathering on GEWE issues (Morocco, Eritrea, Vietnam, Tunisia)<br>• Supporting the development or implementation of national GEWE-related strategies or policies at local or national level–such as Gender-based violence strategies or plans - 13 JGPs including Albania, Palestine, Kenya, Nicaragua<br>• Forming national oversight bodies or task forces for GEWE– Liberia, Kenya<br>• Establishing a national partnership for GEWE involving the international community, government and civil society, in Albania/ Nicaragua<br>• Supporting the development of local- level for a for dialogue and planning on GEWE (Nicaragua, Albania)<br>• Supporting an inclusive policymaking processes – improving the inclusiveness of policymaking and its gender-sensitivity at local level (Nicaragua, Albania) | **Increasing awareness of GEWE and women's rights**<br>• Improving rights-holders awareness of gender-related issues, through media and communications strategies, to raise awareness around: GEWE, normative frameworks and rights; Gender-based violence and rights; political participation; child labour; and women's health issues (Bangladesh, Macedonia, Vietnam, Colombia, Liberia, Palestine, Albania, Nicaragua, Kenya, Morocco)<br>**Gender budgeting**<br>• Gender budgeting pilots, which led to greater mainstreaming of gender issues into national and municipal budgets (Nicaragua, Albania) and to a national directive for all Ministries to implement gender budgeting in the Medium Term Budget Programme(Albania)<br>**Political participation**<br>• Supporting national quota systems for political participation, which led to greater political participation of women (Albania, Palestine)<br>• Communications campaigns, which supported greater political participation of women (Albania, Palestine) – in Albania this actively contributed1towards the highest percentage of female voter turnout in democratic times in Albania for the 2009 elections and double the number of female MPs elected since the last election<br>**Gender-based violence**<br>• Communications campaigns, which led to greater awareness of and increased reporting in Rwanda, Colombia, Mozambique Albania, Macedonia, Liberia<br>• Supporting national or local authorities to improve their systems for responding to victims of Gender-based violence through referral pathways at the local level (Liberia, Albania, Palestine)<br>• Developing national or local guidelines for the support of victims of Gender-based violence (Mexico, Palestine, Albania, Liberia)<br>• Expanding access to support services for victims of domestic violence / sexual and gender-based violence (Liberia, Palestine, Albania, Mozambique)<br>• Using helplines to provide a reporting mechanism for victims of Gender-based violence (Palestine) |

| DUTY-BEARERS | RIGHTS HOLDERS |
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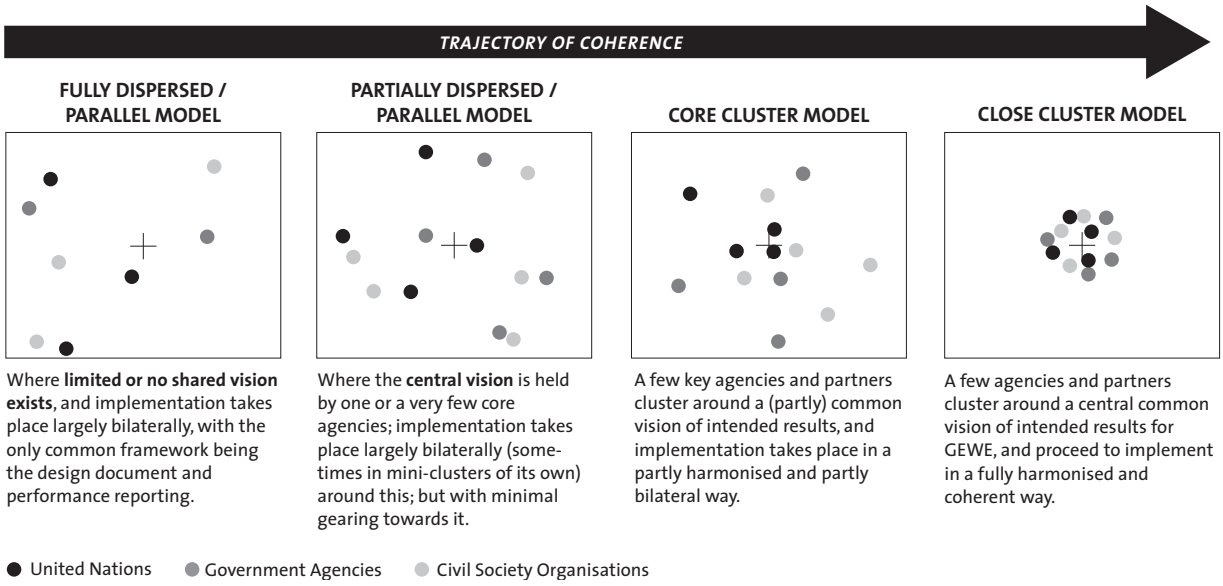
| • Supporting institutional reform of the National Women's machinery e.g. through the use of tools such as Participatory Gender Audits (Palestine, Kenya, Uganda)<br>• Improving national capacity development for GEWE-related policymaking - all<br>• Improving the accountability environment for GEWE – Through the development of national indicators or M&E functions responsible for reporting on GEWE, or through the use of local-level Gender Scorecards (Nicaragua, Albania, Palestine, Liberia)<br>• Sensitising key duty-bearers – through training for civil services (Kenya, Liberia, Mozambique, Colombia), the Police (Liberia), health services involved with victims of Gender-based violence (Kenya, Liberia, Albania, Macedonia, Mexico, Nicaragua, Namibia, Bangladesh, Nepal, Thailand, Tunisia, Nicaragua, Palestine), prison service (Liberia)<br>• Developing operational guidance for the implementation of national GEWE-related commitments, reforms, strategies and plans – multiple examples | **Economic empowerment**<br>• Supporting legal revisions to expand the categories of vulnerable women eligible for economic assistance (Albania)<br>• Supporting employability/entrepreneurship among women through training and enterprise development support ( (Kenya, Palestine)<br>• Formation of women's co-operatives (Nicaragua, Palestine)<br>**Improving women's health**<br>• Improving healthcare facilities for women or constructing clinics (Lesotho, Bangladesh, Nicaragua and Nepal)<br>• Promoting safe birth through the construction of maternity homes (Nicaragua)<br>**Improving legal protection and redress for women**<br>• Analysis of legal frameworks, which in Albania ultimately led to reforms in the Domestic Violence Law being implemented (Albania)<br>• Legal amendments (Albania, Liberia, Kenya, Timor)<br>• Sensitising the judiciary (Albania, Liberia)<br>• Creating legal institutions Liberia (the establishment of the Criminal Court E dedicated to prosecution of Sexual and Gender-Based Violence Crimes –supported the prosecution of rape crimes ((though there remains a backlog)<br>**Improving the capacity of rights-holders to claim their rights**<br>• Building entrepreneurial capability and leadership within women at local level through training and capacity development (Palestine)<br>• Developing organised community networks e.g. for the prevention of Gender-Based Violence, Female Genital Mutilation or electoral quotas (Nicaragua, Kenya, Albania)<br>• Building the capacity of civil society to advocate and lobby for GEWE<br>• Creating federations and networks of CSOs at national and regional level (Morocco, Namibia, Kenya, Albania) |

## 5. Models of Joint Gender Programmes

Based on field study analysis in particular, the following models indicate a documented trajectory of jointness, along which past programmes have progressed and along which future programmes may travel.

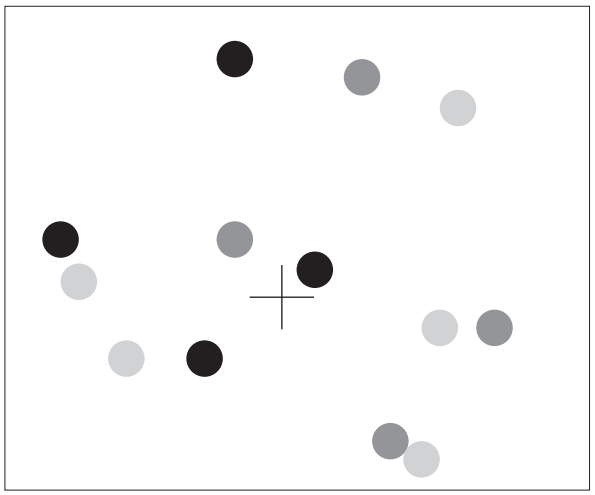
Clearly the starting point for any joint gender programme significantly depends on the prevailing national and UN context at the time. In field studies of programmes, many respondents highlighted the trajectory of change that they were embarked on as a more appropriate measure than an absolute position. Equally important is that the status and trajectory are explicit and understood such that they can provide incentive and focus for joint gender programmes to work towards greater coherence. Being conscious of the factors which support or might constrain coherence; recognising the possible trajectory; and having a shared goal in sight, may help future designs situate themselves on the continuum and design-in strategies for coherence from the start.




For the five field studies of the Evaluation, specific applications of these models were as follows. These were developed through evaluation team analysis and validated / discussed with interlocutors in-country. The models presented are the final case study team assessment.

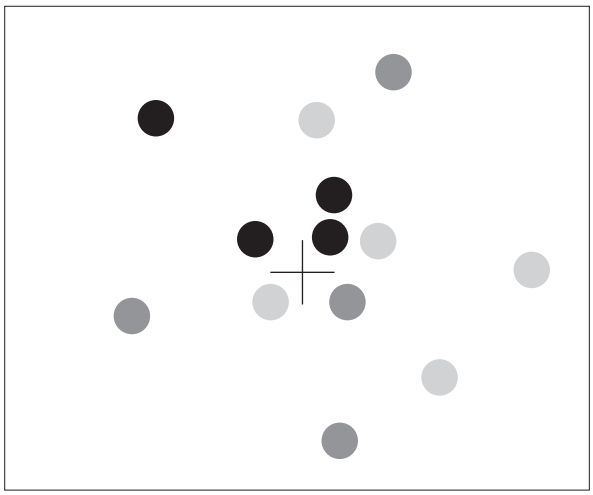
**Liberia**

Phase 1: dispersed / parallel model



Central vision held by one or a few core agencies; implementation mostly bilateral; with minimal gearing to the central vision

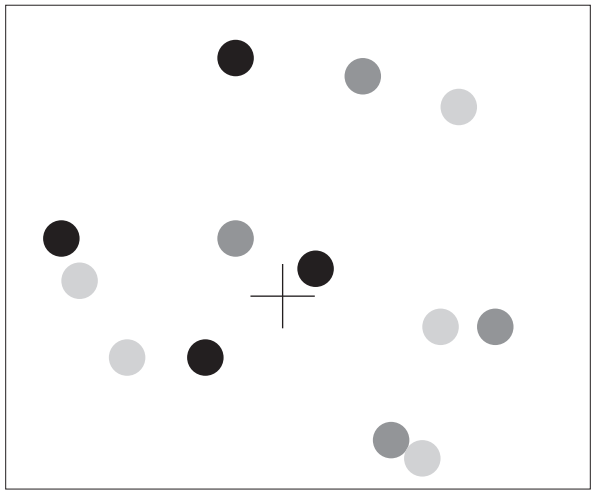
Phase 2: Core Cluster Model



A few key agencies and partners cluster around a (partly) common vision of intended results, and implementation takes place in a partly harmonised and partly bilateralised model

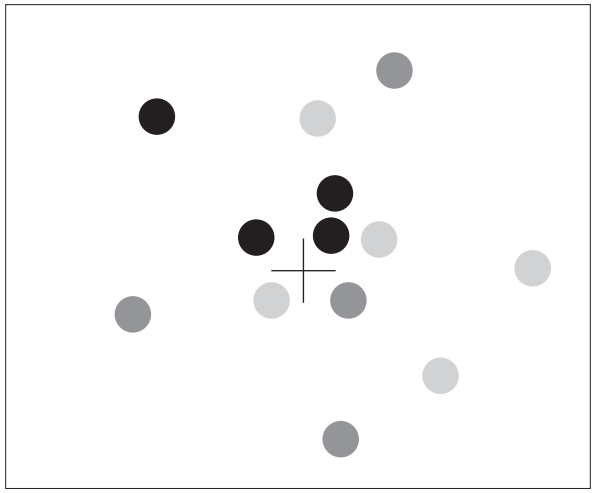
**Kenya**

Partially dispersed / parallel model



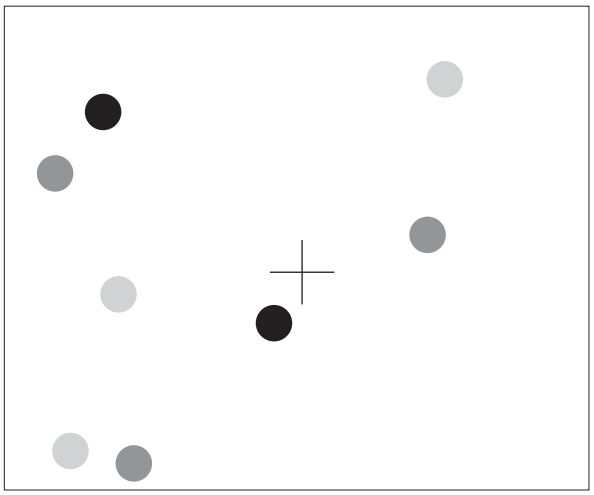
**Albania**

Core Cluster Model

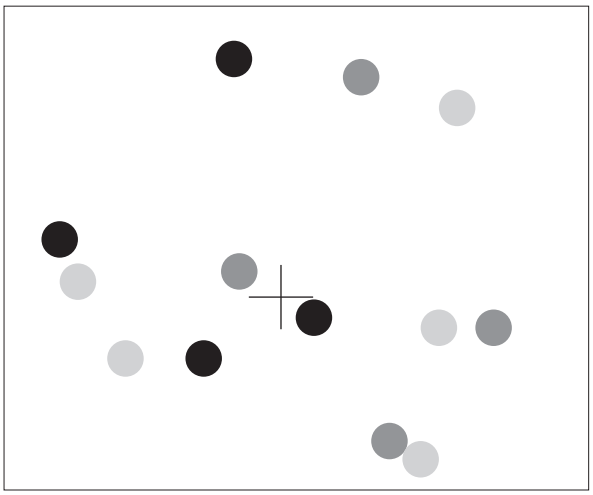


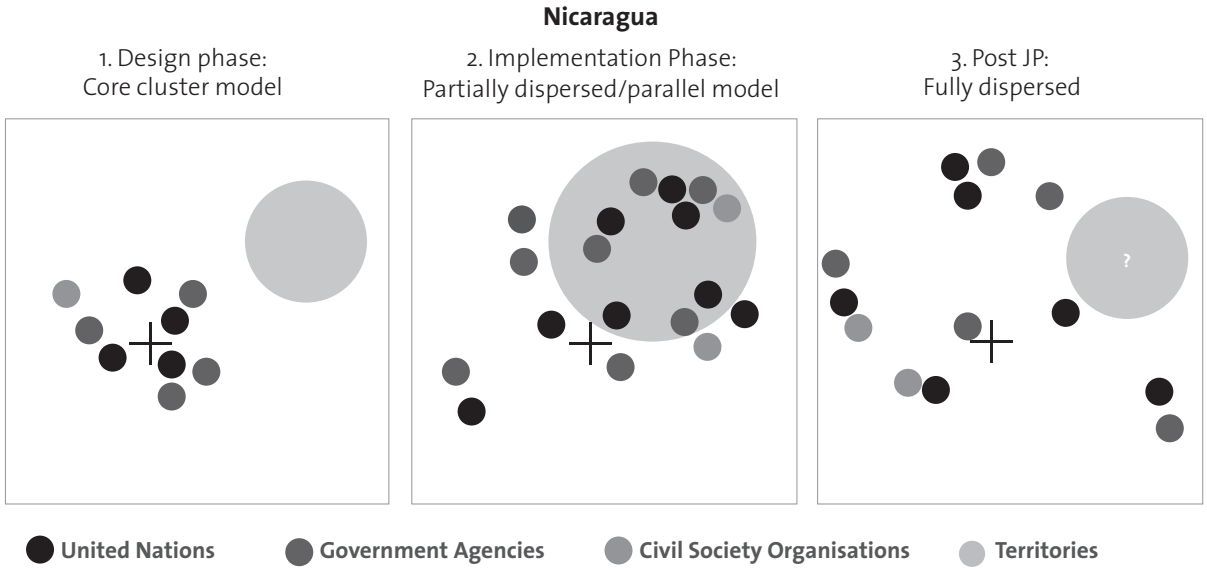
**Palestine**

Phase 1: Fully dispersed / parallel model



Phase 2: Partially dispersed / parallel model






## 6. Lessons learned and examples of good practice

The following lessons learned, if applied within the designs of new joint gender programmes, may help support the theory of connection between strategic and operational-level coherence. They should also support the UN to better manage and leverage those factors which are under its control, to support the implementation and realisation of the Theory of Change above. As follows:

- Successful implementation and the delivery of results within joint gender programmes is strongly connected to a robust analytical basis, including the positioning of programmes within the operating and national political architecture, and of the maturity of the operating context/UN system reform
- A detailed and inclusive design process of a joint gender programme is the cornerstone of operational coherence – it is central to developing a common vision, aligning partners behind this, ensuring adequate integration of a human rights based to programming, and a precursor for results
- Working to ensure the understanding, capacity and commitment of partners to coherence is also key, particularly at leadership level. Embedding this as a performance management requirement helps ensure sustained attention to it during implementation
- Realism is essential when seeking coordination and coherence across individual UN agencies with their own diverse systems and ways of operating. UN country team management commitment and leadership can help push the boundaries of the possible, including in relation to joint resource mobilisation, the allocation of staff time and appropriate incentives for joint work on gender
- Large-scale joint gender programmes have the potential to address systemic gender issues and to stimulate inclusive ownership and accountability for gender equality and empowerment of women. However, larger numbers of partners also present challenges in terms of resource requirements for ensuring coherence. In most instances therefore there is an optimal number of participating UN agencies (approximately 4-5)
- The potential for coherence is maximised where the capacity, capability and empowerment of the lead agency is analysed from the outset – and their role, remit and responsibilities fully understood and agreed by all partners from the start, including distinctions with the role of administrative agent and their role in monitoring and reporting.
- Ownership and sustainability are maximised where accountability is grounded within the national context and understood as truly mutual, core to the development partnership
- Clear planning for and designing-in of risk management strategies in advance, particularly in fragile and conflict-affected locations, is key to ensuring timely delivery and contextual sensitivity.

Finally, implementing joint gender programmes within fragile and reconstruction settings is a challenging undertaking which requires an intensive focus on political factors, on capacity levels, and on the demands of the context. For these initiatives, individual theories of change are highly specific, and are more usefully developed in context.

### Box 1: Key approaches to apply for joint gender programmes in fragile and conflict-affected settings

- Results which, whilst geared to the long term statebuilding agenda, also contain short-term intentions linked to the immediate reconstruction or transition needs of the context;
- Application of a statebuilding lens in design and implementation (below[2]);
- Ongoing contextual analyses, including of the drivers and gender dimensions of conflict;
- More frequent monitoring and reporting, with clear feedback loops into programming;
- Flexible, regularly-reviewed programme strategies, use of course corrections;
- Prioritising risk identification, monitoring and mitigation rather than as an 'add-on'.

Aspects of the statebuilding lens in Joint Gender Programmes: Building up the institutional capacity of the State, both centrally and locally, to develop and implement gender-sensitive policies, strategies and programmes; enhancing the contract between State and citizens through the reinforcement of an inclusive partnership for gender equality; and continuing to build up the legitimacy and representativeness of the State through efforts on political participation for women

Some promising practices have also emerged. These include:

- The MDG-Fund's efforts to establish as standard joint governance structures; investments in performance management, monitoring and evaluation; and the distillation and dissemination of lessons learned
- The location of project co-ordinators in government ministries and departments, such as in Liberia, where the context is judged to be conducive to this
- The use of performance norms geared to co-ordination, such as in Kenya
- The development of a common 'spirit' of jointness and inclusive approach, such as in Albania.