

Evaluation of UN Women Sida Strategic Partnership Framework 2011-2016

Final Inception Report

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ACRONYMS

BPA	Beijing Platform of Action
BRIDGE	Building Resources in Democracy, Governance and Elections
CEB	Chief Executive Board of Coordination
CEDAW	Convention on Elimination of All Forms of Discrimination Against Women
DAW	Division for the Advancement of Women
DPKO	Department for Peace Keeping Operations
DRF	Development Results Framework
DRR	Disaster Risk Reduction
EB	Executive Board
GenCap	Gender Standby Capacity Project
GRG	Gender Reference Group
HCT	Humanitarian Country Team
FPI	Flagship Programming Initiative
HLCP	High Level Committee on Programmes
IASC	Inter-Agency Standing Committee
ICMEA	Inter-Agency Coordination Mechanism on Electoral Assistance
INSTRAW	International Research and Training Institute for the Advancement of Women
IPU	Inter-Parliamentary Union
LAC	Latin America and Caribbean
LEAP	Leadership, Empowerment, Access, Protection
JRR	Justice Rapid Response
MENA	Middle East and North Africa
MOPAN	Multilateral Organization Performance Assessment Network
MRF	Management Results Framework
OCHA	Office for Coordination of Humanitarian Affairs
OEE	Organizational Effectiveness and Efficiency
OHCHR	Office of the High Commissioner for Human Rights
OSAGI	Office of the Special Adviser on Gender Issues Advancement of Women
QCPR	Quadrennial Comprehensive Policy Review
SDG	Sustainable Development Goals
SGBV	Sexual and Gender Based Violence
Sida	Swedish International Development Cooperation Agency
SPF	Strategic Partnership Framework
SWAP	UN System-Wide Action Plan
TOC	Theory of Change
TMS	Temporary Special Measures
UN	United Nations
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
UN Women	United Nations Entity for Gender Equality and Empowerment of Women

WCRF

Women and Constitutional Reform Fund

WILP

Women in Politics Fund

WPS

Women, Peace and Security

1 INTRODUCTION

In 2011, the Swedish International Development Cooperation Agency (Sida) and the United Nations Entity for Gender Equality and the Empowerment of Women and Girls (UN Women)¹ concluded an agreement on the Strategic Partnership Framework (SPF) covering the period 2011-2015.² The agreement outlines Sida's financial and partnership commitments contributing to the implementation of UN Women's Strategic Plan 2011-2013 which focused on six strategic goals.³

The SPF agreement aimed to support UN Women to implement its 2011-2013 development results framework in two thematic areas:⁴ *Goal 1/Increasing women's leadership and participation* and *Goal 4/Increasing women's leadership in peace, security and humanitarian response*.

Implementation of the SPF overlapped with the challenges faced by UN Women in terms of institution and capacity building required for the organization's

'pivotal role... to lead and coordinate a holistic United Nations country team response to the demands of countries for support to implement their international and national commitments to gender equality, bringing to bear the full range of gender expertise of the United Nations, including UN Women'.⁵

Sida's financial contribution to implementing the two Goals is reflected in two project documents signed with UN Women. Though the project document on the *Global Initiative on Leadership and Political Participation* does not explicitly refer to the SPF, it flags that Sida will fund two specific components: electoral assistance and constitutional reform.⁶ The project document on Goal 4 explicitly refers to the SPF, and project activities covering the period 2012-2015 funded by Sida.⁷

The SPF Agreement was revised in 2012,⁸ in alignment with *UN Women's Management Results Framework* (MRF) based on four system level output clusters, reflecting the 'pivotal role' assigned to the newly established organization:⁹

¹ UN Women was established on 2 July 2010 and became operational in 2011, pursuant to General Assembly Resolution 64/289, which merged the Division for the Advancement of Women (DAW); the International Research and Training Institute for the Advancement of Women (INSTRAW), the Office of the Special Adviser on Gender Issues Advancement of Women (OSAGI), and the United Nations Development Fund for Women (UNIFEM).

² Swedish International Development Cooperation Agency/ United Nations Entity for Gender Equality and Empowerment of Women and Girls (Sida/UN Women). 2011. 'Agreement Between Sida and UN Women'. December.

³ UN Women. 2011/a. 'UN Women Strategic Plan 2011-2013: A Vision for Women and Girls'. **Goal 1:** Increasing women's leadership and participation; **Goal 2:** Increasing women's access to economic empowerment and opportunities; **Goal 3:** Preventing violence against women and girls, and expanding access to services; **Goal 4:** Increasing women's leadership in peace, security and humanitarian response; **Goal 5:** Strengthening the responsiveness of plans and budgets to gender equality at all levels; **Goal 6:** A set of global norms, policies and standards in gender equality and women's empowerment to provide a basis for action. See UN Women. 2011/a. 'UN Women Strategic Plan 2011-2013: A Vision for Women and Girls', p. 12.

⁴ UN Women. 2011/b. 'UN Women Strategic Plan 2011-2013: A Vision for Women and Girls. Annex I: Development Results Framework'.

⁵ UN Women. 2011/d. UN Women Strategic Plan 2011-2013: A Vision for Women and Girls. Annex IV: Strengthening the presence of UN Women in the field'.

⁶ UN Women. 2012/b. 'UN Women Global Initiative on Leadership and Political Participation 2012-2016'. May.

⁷ UN Women. 2012/a. 'Strengthening Peace and Security in Post Conflict Countries and Fragile States 2012-2015'. January.

⁸ UN Women/Sida. 2012. 'Strategic Partnership Framework' (Revised July 2012).

- To drive more effective and efficient UN system coordination and strategic partnerships
- To institutionalize a strong culture of results-based management, reporting, knowledge management and evaluation
- To enhance organizational effectiveness featuring robust capacity and efficiency at country and regional levels
- To mobilize and leverage adequate resources to enable UN Women to its institutional capacity in line with the ambition and vision leading to its creation.

In 2013, the SPF Logframe was aligned with the UN Women Strategic Plan 2014-2017,¹⁰ and continued to focus on the same thematic impact areas:¹¹

- *Impact 1:* women lead and participate in decision-making at all levels
- *Impact 4:* peace and security and humanitarian action are shaped by women’s leadership and participation, to include a distinct outcome on humanitarian action, disaster risk reduction and preparedness, response and early recovery.

The 2013 SPF Logframe was revised in 2014, covering expected results, indicators, means of verification/sources of information, risks/assumptions and risk mitigation plans,¹² in turn aligned with the Development Results Framework (DRF) of the 2014-2017 Strategic Plan.¹³ The revised 2014 SPF Log Frame reflects UN Women’s particular challenge of establishing its pivotal role in humanitarian action – such as full membership in the Inter-Agency Standing Committee for Humanitarian Action – with implications for ‘building strategic and mutually beneficial partnerships with humanitarian focused UN agencies’.¹⁴ The SPF Log Frame was further revised in 2016, in alignment with the Strategic Plan 2014-2017.¹⁵

⁹ UN Women. 2011/c. ‘UN Women Strategic Plan 2011-2013: A Vision for Women and Girls. Annex II: Management Results Framework’.

¹⁰ The Strategic Plan 2014-2017 covers six impact areas: **Impact 1**/Women lead and participate in decision making at all levels; **Impact 2**/Women, especially the poorest and most excluded, are economically empowered and benefit from development; **Impact 3** Women and girls live a life free from violence; **Impact 4**/Peace and security and humanitarian action are shaped by women leadership and participation; **Impact 5**/Governance and national planning fully reflect accountability for gender equality commitments and priorities; **Impact 6/A** comprehensive and dynamic set of global norms, policies and standards on gender equality and women’s empowerment is in place and is applied through action by Governments and other stakeholders at all levels. See UN Women/Executive Board (UN Women/EB). 2013/a. ‘UN Women Strategic Plan 2014-2017. Making this the century for women and gender equality’.

¹¹ Ibid., pp. 11-14.

¹² UN Women. 2014/a. ‘Strategic Partnership Framework Revised Logframe 2014’.

¹³ UN Women/Executive Board (UN Women/EB). 2013/b. ‘UN Women Strategic Plan 2014-2017. Making this the century for women and gender equality. Annex III: Development Results Framework’.

¹⁴ UN Women. 2014/a. ‘Strategic Partnership Framework Revised Logframe 2014’, pp 11-12. See also United Nations Entity for Gender Equality and Empowerment of Women/Inter-Agency Standing Committee/Gender Reference Group (UN Women/IASC/ GRG). 2015/i. ‘Review of IASC 2008 Policy Statement on Gender Equality in Humanitarian Action’.

¹⁵ UN Women. 2016/b. ‘Sida-UN Women Strategic Partnership Framework. 2016 Log Frame’ (revised to ensure alignment with UN Women Strategic Plan 2014-2017’. The 2016 SPF Log Frame covers impact/outcome, output and indicators, but not means of verification, risks/assumptions and risk mitigation plan.

Relevant to evaluating the programme performance and impact of the SPF is the 2014-2017 Strategic Plan Annex on *Operational Effectiveness and Efficiency* (OEE), with four output clusters, each of which covers key performance indicators, latest baseline data and targets to be annually reviewed.¹⁶

In 2014, following allocation of additional funds to the SPF and ‘the opportunity to build on results achieved so far’, UN Women and Sida agreed on extending the programme up to December 2016.¹⁷ The SPF Operational Plan 2016 presents the activities, inputs and budget covered by Sida funding.¹⁸

The summarized SPF 2016 Logframe essentially adheres to outcomes and output activities presented in the revised 2014 SPF Logframe. There is however no explicit reference in the 2016 SPF Logframe to UN Women’s contribution to ensuring that gender is effectively mainstreamed in the Sustainable Development Goals (SDG) Agenda 2013, rather than being confined to SDG 5 (Achieve gender equality and empower all women and girls),¹⁹ deemed to have been be a key limitation in addressing gender equality and women’s empowerment in the Millennium Development Goals.²⁰ Neither does the 2016 Draft SPF Operational Plan explicitly refer to the SDGs, an observation also applicable to the Third SPF Progress Report 2014-2015 (discussed in the following section of the SPF Evaluation Inception Report). However, the Fourth SPF Progress Report indicates that ‘UN Women successfully led efforts to include a new indicator to measure progress towards SDG target 5.5 on “Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life’.²¹

2 PURPOSE OF THE SPF EVALUATION

The purpose of the evaluation of the Strategic Partnership Framework (SPF) is to assess if and how this funding modality has achieved the stated objectives. In order to do this the Evaluation Team will aim to capture and validate results achieved with SPF support, recognize lessons learnt and provide recommendations for possible cooperation between UN Women and Sida going forward, This includes reviewing whether the SPF funding modality may require adjustments; identifying areas that may require further support and/or strengthening in order to achieve the desired goals.

2.1 Evaluation Scope and Objectives

The evaluation scope and objectives cover five areas of investigation:

¹⁶ **OEE output cluster 1**/To drive more effective and efficient UN system coordination and strategic partnerships on gender quality and women’s empowerment; **OEE output cluster 2**/To institutionalize a string culture of results-based management, reporting, knowledge management and evaluation; **OEE output cluster 3**/To enhance organizational effectiveness, with a focus on robust capacity and efficiency at country and regional levels; **OEE output cluster 4**/To leverage and manage resources. See UN Women/Executive Board (UN Women/EB). 2013/b. ‘UN Women Strategic Plan 2014-2017. Making this the century for women and gender equality. Annex IV: Organizational Effectiveness and Efficiency (OEE)

¹⁷ UN Women (2016.a). ‘Request for Proposal, Reference No: UNWHQRFPS7. Evaluation of UN Women Sida Strategic Partnership Framework 2011-2016, p.4.

¹⁸ UN Women. 2016/c. ‘Sida-UN Women Partnership Framework. Draft Operational Plan for 2016’.

¹⁹ UN Women (2015/a). ‘Monitoring gender equality and the empowerment of women in the 2030 Agenda For Sustainable Development: opportunities and challenges’.

²⁰ See United Nations. 2014. ‘The Millennium Development Goals Report 2014’.

²¹ UN Women. 2016/e. ‘Strategic Partnership Framework 2011-2016. Fourth Progress Report to the Government of Sweden June 2015-May 2016’, p. 9.

- Assess and validate the achievements of the SPF, identifying the strategic, policy, programme and institutional factors that have led to the realization of these achievements (or impediment of results).
- Validate the relevance, efficiency, effectiveness, and sustainability of the programme in achieving the development outcomes of the UN Women SP.
- Provide recommendations for the future of the SPF in relation to its role in supporting UN Women’s strategic role and mandate and inform the expansion and extension of the existing and/ or development of future agreements of this type with other donors.
- Examine the extent to which funding under the SPF has facilitated establishment of new or stronger partnerships, leveraged greater outcomes that go beyond UN Women’s strategic plan and assess the value and relevance of these.
- Assess knowledge generated (including knowledge products), in order to reflect key areas of work from a policy perspective.

2.2 Evaluation Criteria

The evaluation criteria to be addressed follow the OECD/DAC Principles of evaluation of development assistance, namely *relevance, effectiveness, efficiency, sustainability and impact*.²²

The UN Women Request for Proposal identified key evaluation questions to be addressed during implementation of the evaluation. The preliminary key findings of the desk review carried out during the Inception Phase contribute to formulating the Evaluation Team’s preliminary conclusions regarding the evaluation criteria, as well as develop the key questions to be addressed during the next evaluation phase.

2.3 Phases of the Evaluation

The process of implementing the evaluation covers three distinct phases.

Inception Phase involves the following inputs:

- preliminary desk review, to include determining the theory of change and identifying validity of its pathway for discussion with key stakeholders;
- initial interviews with UN Women and the Core Reference Group;²³
- refining the evaluation methodology;
- drafting the Inception Report and its review by the SIPU quality assurance expert;
- finalizing and submitting the Final Inception Report following incorporation of comments and feedback from UN Women.

Data Collection Phase covers the following inputs:

- in-depth desk review, including review of documentation on the selected field mission countries;
- interviews with key stakeholders at global and regional levels;

²² Organization for Economic Cooperation and Development/Development Cooperation Directorate (OECD/DAC). 1991. DAC Principle for Reevaluation of Development Assistance’.

²³ See Annex 4: List of people interviewed. The findings of the interviews will be added to through further discussions with key stakeholders to elicit their views on the SPF Programme.

- field visits to the selected countries; includes interviews of key UN Women staff, SPF programme partners and national counterparts, as well as site visits where applicable;
- electronic survey targeting key UN Women staff involved in the implementation of SPF programme/ project activities at regional and country level.

Data Analysis and Report Writing Phase:

The third phase of the SPF evaluation will focus on analysis of the in-depth desk review, information collected from interviews with key stakeholders and in the field.

The overall aim of the analysis is to elicit the contribution of the SPF modality to UN Women achieving results in the two strategic impact areas 1 and 4 which are the focus of the Sida funded SPF Programme. Assessing the validity of the evaluation findings will be based on a logical cause-effect linkage (see 4.1 on the evaluation approach).

The Draft Final Report prepared by the Evaluation Team will be subject to the SIPU quality assurance process before submission to UN Women.

The Final Evaluation Report will describe the facts assessed in respect of the evaluation criteria, and the Evaluation Team’s judgment criteria applied in analyzing the findings and presenting the conclusions. Recommendations will address both strengths and weaknesses identified from the desk review, interviews with key stakeholders and information collected in the field, and will focus on being strategic and pragmatic.

2.4 Limitations and Risks

Limitations

The formative evaluation of SPF programme performance covering the OECD/DAC evaluation criteria will be inherently qualitative in nature. Due to time constraint it will not be feasible to collect representative samples.²⁴ The sample of countries and interventions will be purposive and may not be truly representative of the target populations of stakeholders and client/beneficiaries; keeping in mind that the process of allocating SPF funding is essentially demand-drive, a fact that also needs to take into account the decentralization process underlying UN Women’s business model.

A related limitation is the process of selecting the field mission countries. A key principle of evaluation is the development of key criteria for country selection by the independent Evaluation Team and – taking budget considerations and time constraints into account - submission of the potential list of countries to the client (in this case UN Women) for discussion and agreement.

Based on discussions with key UN Women staff based in Headquarters, the Evaluation Team does not perceive that the country selection proposed is based on a methodologically sound approach to sampling. It is purposive in that it appears to have been carried out based on some selection criteria,

²⁴ The planned starting date of the evaluation as per the UNW Request for Proposal and the TOR was not adhered to., Moreover as communicated to the Evaluation Team ,UN Women requires the conclusions and recommendations of the SPF evaluation by mid- August 2016 as input into the proposal to be submitted to Sida for a second phase of funding of the SPF Programme (see Annex 6).

though the full list of these criteria is - at the time of compiling the Draft Inception Report - not entirely clear to the Evaluation Team.

According to UN Women, the selection is meant to provide:

- A representative sample of activities covered under the three focus (political participation, WPS, humanitarian operations)
- Ensure the geographical coverage of the programme (which is not necessarily even, due to the nature of the programme).
- Coverage of more than one focus area in one country
- Type of UN Women country presence; including representation of countries where UN Women do not have a country presence at all.

In fact, the Evaluation Team has not been able to verify that the selection proposed by UN Women actually fulfils the criteria listed above as – at the time of compiling the Draft Inception Report – the Team has not as yet been able to assess required information on country level activities in detail due to lack of access to country-level reports.²⁵

There is also the limitation that the countries proposed/selected by UN Women may provide only best practice examples; meaning that the Evaluation Team may not be able to assess the limits of the SPF modality. This is meant in terms of the comparison with a situation where the Team was enabled to make a fully independent country selection, based on more in-depth study of country-level activities and self-reported progress. However, the Team's understanding of the demand-driven nature of the SPF Programme and its funding modality suggests that any country selection can only be examples and cannot provide any representation allowing for generalization of the SPF modality as a whole.

One potential limitation taken into consideration by the Evaluation Team is the time available to cover the six countries proposed by UN Women. Therefore, the field mission planning process will need to define a representative sample of the areas and actors to be covered in-country. This is essential to be able to generate recommendations for the finalization of the SPF Programme and eventual adjustments during the next phase of donor funding. Obviously, logistical aspects should also be taken into consideration, so as to balance time efficiencies for travel and relevance of the aspects to be observed and analysed.

Another potential limitation is delay in receiving the required information from UN Women regarding the stakeholders to be targeted through the survey. This may have implications for launching the survey and receiving the required response for incorporation into the analysis in the Final Evaluation Report.

Risks and Mitigation Strategies

In any participatory process there is potential for disagreement over veracity, or priority of findings. The Evaluation Team will be prepared to mediate and, where necessary, to report multiple opinions.

²⁵ The Evaluation Team notes that the timely receiving of documentation from UN Women relevant to carrying out the preliminary desk review and preparing for the field visits has not been optimal.

Limited credibility and availability of data and findings, to be addressed through triangulation of findings and validation at all stages of the evaluation.

Unavailability of stakeholders at global, regional and national level, potentially linked to the timing of the field missions during July when UN Women staff, staff in partner organizations and national counterparts may be on leave.

The question of security in the field remains a potential risk in some of the field mission countries.²⁶ Should the security situation be too risky for members of the Evaluation Team to travel to the selected country, and time constraint impedes choosing another country, then the alternative will need to be to cover the pertinent country remotely, i.e. via Skype calls and email correspondence.

3 PRELIMINARY FINDINGS OF THE DESK REVIEW

The preliminary desk review covers corporate-level documentation which provide insights relevant to a better understanding of the context within which the Strategic Framework Programme (SPF) is implemented; specifically the 2015 Multilateral Organization Performance Assessment Network (MOPAN) and the 2016 UN Women Mid-Term Review of the 2014-2017 Strategic Plan.

Furthermore, the preliminary desk review covers the Strategic Partnership Framework (SPF) progress reports and related financial statements, as well as notes on the annual UN Women/Sida review meetings.²⁷ How UN Women perceives and addresses the theory of change (TOC) is discussed in a separate section below.²⁸

Information elicited from the preliminary desk review contributes to further developing the questions addressed to UN Women stakeholders in Headquarters and in the regional and country offices, as well as strategic partners and national counterparts. The preliminary key findings of the desk review will be taken into account in implementing the next evaluation phase; i.e. further desk review, analysis of how the SPF Programme has been implemented in the selected field mission countries, key stakeholder interviews and the survey.

3.1 SPF Programme Performance

3.1.1 Relevant Corporate-Level Documentation

a) Multilateral Organization Performance Assessment Network

Overall, the 2014 Multilateral Organization Performance Assessment Network (MOPAN)²⁹ concludes that UN Women progressed towards achieving expected organization-wide results.³⁰ UN Women's

²⁶ The Evaluation Team defines security risk in terms of physical risk due to political unrest, conflict etc.; as well as exposure to health risks not covered by vaccination.

²⁷ Given the multitude of information in the SPF progress reports on interventions under impact areas 1 and 4 fully or partly funded through the SPF funding modality, the Evaluation Team opted for presenting a synopsis of the information in the reviewed SPF progress reports as a means of extracting points presented in the sections on identified challenges and preliminary findings of the SPF evaluation.

²⁸ See Annex 1: List of Documents.

²⁹ The MOPAN evaluation framework covers key performance indicators in the following areas: strategic management; operational management; relationship management; knowledge management; and UN Women's relevance and

Strategic Plan 2014-2017 is perceived to be strongly aligned with its mandate and with the Quadrennial Comprehensive Policy Review (QCPR). Respondents to the MOPAN survey deemed UN Women's work to be relevant, particularly in terms of pursuing results that are in line with its mandate and functions and with global trends and priorities in the development field.

UN Women is perceived to have a reputation for high quality, valued policy dialogue input at different levels, reflecting its ability to work with partners with different perspectives. The organization's relationship management is perceived to be strong, including in supporting national priorities, adjusting procedures, using country systems, contributing to policy dialogue, and harmonising procedures.

UN Women is involved in co-ordination and partnership initiatives, reflected for example in its leadership role as custodian of the UN System Wide Action Plan (SWAP) on gender equality;³¹ and its co-ordination of, for example, gender theme groups and UN Country Team initiatives on gender mainstreaming.

UN Women has joined UN system wide efforts to harmonise business practices, with the aim of increasing efficiencies and reducing administrative costs, thus increasing the proportion of resources available for programming activities on the ground.

UN Women is perceived to be doing well in respect of the systems for financial accountability in place. This ensures that country programming is based on appropriate analysis and sound human resource management practices, also taking into account the ongoing process of decentralisation and delegation of authority to regional and country offices.

Evidence is strongest for the three UN Women impact areas for which corporate evaluations have taken place: advancing global norms, policies and standards (for example, through its support to the Commission on the Status of Women); ending violence against women; and peace and security. UN Women's contribution in these thematic areas is recognised as effective and significant.

However, the MOPAN review also flagged a number of areas where UN Women's performance at corporate, regional and country levels requires further strengthening. For example:

- UN Women strives to coordinate UN Country Team (UNCT) initiatives on supporting gender equality and the empowerment of women and girls, but its coordination capacity has been uneven across the countries where it is operational, due to limited capacity and inadequate strategic planning.
- While UN Women has developed a focus on results and has set up relevant performance management systems, there are problems with the definition of results which prevent the organization from identifying and assessing the contributions of its own activities.

development results, on the basis of response to the survey by a diversity of stakeholders (donors, direct partners, representatives of peer organizations) and interviews with UN Women staff at headquarters, regional level and selected countries. See Multilateral Organization Performance Assessment Network (MOPAN). 2014. 'Synthesis Report. United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)'.

³⁰ This section quotes/summarizes the key findings of the MOPAN on UN Women.

³¹ UN Women. 2013/d. 'UN System-Wide Action (SWAP) for Implementation of the UN System Chief Executive Board of Coordination (CEB) on Gender Equality and the Empowerment of Women. Performance Indicators Technical Notes'.

- Output statements measure “strengthened capacity” without specifying whose capacity, what capacity, for what purposes, or the extent of the strengthening, with the result that assessing progress is difficult since such indicators may measure only one aspect of planned results.
- There is a link with perceived weaknesses in programme results frameworks and outcome-level reporting.
- At the time of the MOPAN evaluation, the lack of explicit programme-level theories of change was noted.
- The joint evaluation of joint gender programmes also found that UN Women’s technical input to programme activities depended largely on the extent to which other United Nations entities were open to their involvement.

b) Development Effectiveness Review of UN Women 2011-2014

The 2015 review of UN Women’s development effectiveness does not include explicit reference to the Sida funded Strategic Partnership Framework (SPF).³² However, similar to the MOPAN mentioned above, the Review sheds light on the context within which the SPF has been implemented during the period under review, as well as the challenges faced by UN Women in addressing its triple mandate and operationalizing the organization’s Strategic Plans.

The Review concludes that overall, that UN Women’s programming is highly relevant in terms of addressing target group needs, strong alignment with national development goals and effective partnerships. This includes UN Women’s contribution to promoting and supporting gender equality as per its mandate. UN Women’s technical expertise has been particularly was found to be particularly relevant in addressing the issue of ending violence against women and mainstreaming gender-responsive budgeting. This is deemed to be facilitated by UN Women’s participatory approach and inclusive processes.

The Review also concludes that overall UN Women programmes have been effective in achieving stated objectives, further facilitated with the organization’s ability to target and work with key actors on gender equality and women empowerment issues. UN Women’s programme effectiveness is also linked to its ability to address cross-cutting themes as per its mandate.

However, the Review also flags the following limitations and challenges that UN Women needs to address in implementing the Strategic Plan:

- When UN Women programs failed to meet their objectives, it was reportedly most often due to weaknesses in project design, often linked to over ambitious objectives, unclear theory of change, lack of a results orientation, excessively short time frame and limited resources.
- The *sustainability* of UN Women supported program results is mixed. The results for the likely continuation of benefits after project/programme completion were negative and this poses a challenge for UN Women supported programming.

³² UN Women. 2015/i. ‘Development Effectiveness Review of the UN Women 2011-2014’. By UN Women Independent Evaluation Office & Policy and Operations Evaluation Department of the Netherlands Ministry of Foreign Affairs.

- A major factor explaining these findings is the continued reliance by government and civil society partners on external programme funding. Findings on sustainability also point out the need for an exit strategy to ensure continuity of programme activities.
- The reported results for the *efficiency* of UN Women programming indicate mixed results and indicate that this is an area requiring improvement. Nevertheless in spite of low coverage, the results for the cost-efficiency of programs were found to be positive and a key factor that contributed to satisfactory findings is the ability to “*achieve more with limited resources*” by leveraging resources and applying internal cost controls, although the system in place to address the latter requires strengthening.
- Key factors further limiting *efficiency* include staff turnover, excessive bureaucratic process requirements and internal management challenges.
- UN Women programs have positive results for evaluation systems and processes but negative for monitoring and reporting, and results-based management. This is largely due to weaknesses in the design of results frameworks, especially in the development of appropriate indicators and the measurement and reporting of baseline information.

The Review confirms that mixed results cannot be evaluated in isolation from the reality and the challenge that UN Women’s strategic areas aiming to support gender equality and the empowerment of women requires a longer-term perspective, with implications for both strategic plan implementation and programming.

On the other hand, the weak monitoring system in place implies that UN Women is deemed to be unable to fully capture programme results. This is perceived to be linked to weaknesses in the results-based management system and the fact that – at the time the Review was carried out – no explicit theory of change was in place, with in turn implications for accountability and learning. This weakness is also perceived to have implications for reporting on capacity development aspects, where information tends to be confined to outputs/activities and evidence for reporting on impact may not be available.

c) Mid-Term Review of UN Women 2014-2017 Strategic Plan

Similar to the two corporate documents discussed above, the 2016 Mid-Term Review of the 2014-2017 Strategic Plan does not explicitly refer to the Sida funded Strategic Partnership Framework (SPF). However, discussions of results under the impact areas 1 and 4 – which are the focus of the SPF Programme – include achievements of the latter, as also presented in the SPF Progress Reports discussed in the following section. In any case, the Mid-Term Review’s conclusions on UN Women’s progress and achievements, as well as the areas flagged as requiring further attention and strengthening, provide an important overview of the context within which the SPF has been implemented during the period under review.

*Overall the Mid-term Review concludes that:*³³

³³ UN Women/Executive Board (UN Women/EB). 2016/b. ‘Report of the Under-Secretary General/Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women on progress made on the strategic plan, 2014-2017, including the mid-term review of the strategic plan’. May, pp. 24-28.

- UN-Women’s ability to leverage its triple mandate of normative support, UN coordination, and operational activities has been an enabler of success and represents a major asset.
- There is also some evidence that Delivering-as-One and the roll-out of the Standard Operating Procedures have enabled UN-Women to leverage its mandate more effectively and to play a greater catalytic role.
- Leveraging the triple mandate has been particularly fruitful in multi-sectoral areas, such as ending violence against women and girls, or women, peace and security,
- The ability of UN-Women to combine its mandates synergistically has enabled the achievement of transformative results.
- UN-Women has been particularly successful in strengthening global frameworks and translating them into national and regional standards.
- UN-Women’s normative and coordination mandates have also contributed to elevating issues within UN country teams and strengthening national dialogue in support of gender equality.
- Evaluations have noted the added value of joint gender programmes in enhancing results by creating shared understandings, partnerships and a common discourse in support of gender equality; increasing visibility for gender issues on the national agenda; and extending UN-Women’s reach into new sectors.
- UN-Women’s partnership with gender equality advocates has played a key role in achieving results.
- UN-Women’s convening role and its ability to build and coordinate multi-stakeholder coalitions have been recognized by Governments and civil society alike as a major asset. All impact areas in the strategic plan include the engagement of women’s organizations as an important strategy, particularly to changing laws and policies.
- Several evaluations have found that UN-Women has been largely successful in delivering planned activities and outputs, as well as securing positive benefits for target groups and in changing national policies and programmes.

However, the Mid-Term Review also notes key areas which need to be addressed to enable UN Women to further strengthen its pivotal role in supporting gender equality and the empowerment of women and thereby ensure that it is strategically placed to fulfil its mandate. The Evaluation Team deems the following areas to be relevant for the SPF evaluation:

- There is scope for greater synergies and a more integrated and systematic approach.
- Reporting systems need to better capture the complementarity of UN-Women’s functions.
- Greater capacity and resources are required for UN coordination, especially at the field level.
- More can be done to take full advantage of synergies across mandates and build greater capacity for UN coordination, especially at the country level.
- Challenges include a level of fragmentation in the work of gender equality advocates, calling for greater focus and coordination to scale up results. Also, the expansion of constituencies and target groups can create debate among closest allies, thus requiring careful calibration and balancing.
- Despite its successful delivery of results overall, UN-Women needs to improve its programmatic focus to use its limited resources strategically. This needs to be undergirded by robust operational systems that enable UN-Women to deliver on time, on scope and on budget.

- UN-Women’s programme delivery is hampered by weaknesses in project design, often linked to overambitious objectives and unclear theories of change, as well as excessively short time frames and the limited scale of many projects.
- The swift roll-out of the regional architecture and effective decentralization of the organization requires greater decentralization of business procedures. These challenges call for a thorough review of business processes.
- Given the long-term nature of changes at the impact level and related attribution issues, indicators in the results framework tend to be process-based or focus on the broader enabling environment.
- To support its programming, UN-Women requires effective and efficient operational systems and business processes to ensure that it can deliver on time, on scope and on budget.
- In light of the regional architecture, UN-Women also needs to match its systems and processes with the decentralized nature of the organization in order to ensure transparency and accountability.

3.1.2 SPF Progress Reports

a) First SPF Progress Report

The First SPF Progress Report, covering the period January 2012-May 2013,³⁴ provides an overview of work commenced and results achieved during the reporting period.³⁵ UN Women perceived this period to be characterized by ‘heightened institutional building efforts, completing the process of organizational design, strengthening country presences, improving business practices and putting in place the foundations of the new structure in the field and corresponding changes in UN Women’s headquarters’.³⁶

In respect of *Goal 1 of the SPF /Increase women’s leadership in peace, security and humanitarian response*.³⁷ The Report highlights the following achievements in respect of the output indicating that strengthening UN Women has enabled it to provide rapid response surge capacity to crisis and humanitarian situations in support of UNCT and political missions:

- A. Deployment of gender advisors and short-term technical assistance to UNCTs³⁸
- B. Short term crisis deployment to further implementation of the 7 Point Action Plan for Women’s Participation in Peacebuilding³⁹

³⁴ In effect the second year of UN Women’s existence. UN Women. 2013/b. ‘First Strategic Partnership Report January 2012-May 2013’.

³⁵ The Evaluation Team notes that reference to the 2 Goals in the First Progress Report is confusing. The latter does not adhere to the numbering and titles of the Goals covered by the UN Women/Sida SPF (revised in July 2012). The cover page of the First SPF Progress Report refers to Project Title: Strengthening Peace and Security in Post-Conflict Countries and Fragile States .

³⁶ UN Women. 2013/c. ‘First Strategic Partnership Report January 2012-May 2013’, p. 21.

³⁷ Referred to as Impact 4 in alignment with UN Women Strategic Plan, in the Second SPF Progress Report June 2013-May 2014. UN Women. 2014/b. ‘Strategic Partnership Framework 2011-2015 (UN Women and the Government of Sweden). Second Progress Report June 2013- May 2014’.

³⁸ Syria, Libya, Kyrgyzstan, Myanmar, Guinea Bissau, Guinea

³⁹ See United Nations. 2010. ‘Report of the Secretary-General on Women’s Participation in Peacebuilding: Tracking Progress: 7-Point Action Plan’, covering conflict resolution, post-conflict planning, post-conflict financing, gender-responsive civilian capacity, women’s representation in post-conflict governance, rule of law, economic recovery.

- C. Development of a roster for surge in the areas of peace, security and humanitarian programming⁴⁰
- D. Knowledge management and research⁴¹

In respect of *Goal 2 of the SPF (Corresponding with UN Women SP Goal/Impact 1)*/Increase women's leadership and participation, the First Progress Report indicates that work was commenced on knowledge management and research; policy guidance and advisory services to UN Women Country Offices; capacity building; and partnership building and advocacy. The *Women in Politics Fund* was established in 2013 as a mechanism for providing financial and technical support to country offices.⁴²

Specifically, in respect of reforming, adopting and implementing constitutions, legal frameworks and policies that advance women's rights, SPF funding enabled UN Women to:

- Provide solid internal guidance and knowledge through comprehensive technical support packages⁴³
- Enhanced national capacities to develop gender responsive constitutional reforms⁴⁴

Promoting women's leadership and participation through gender responsive electoral management, and oversight/dispute services is reflected in the following outputs funded through the SPF:

- Development of technical package on gender responsive electoral assistance⁴⁵
- Strengthened national capacities to develop gender-responsive electoral frameworks⁴⁶
- Development of a roster of experts and trainers for UN Women
- Increased capacity of key stakeholders to ensure gender-responsive electoral process⁴⁷
- increased inter-agency coordination on electoral assistance and temporary special measures (TMS)⁴⁸

The SPF Programme enabled UN Women to strengthen its internal capacity on women, peace and security,⁴⁹ and the establishment of the Gender and Humanitarian Action Unit in October 2012. UN

⁴⁰ Sida SPF funding was used to establish a separate and dedicated roster of expertise to support investigation, documentation, and eventual access to justice for conflict-related sexual and gender based crimes, and included creating a training and deployment mechanism and curriculum with UN Women's Partner Justice Rapid Response (JRR).

⁴¹ In 2012, SPF funding contributed to launching the 'UN Women Sourcebook on Women, Peace and Security'.

⁴² Countries considered for targeting through this Fund as of May 2013 included Afghanistan, Cameroon, Kazakhstan, Malawi, Pakistan, Tanzania.

⁴³ Knowledge products include compiling information on the current status of constitutional gender equality provisions across the world, linked to an innovative searchable database; and 2012 'Guidance Note on Human Rights and National Constitutions'; Vietnam and Zimbabwe mentioned as country examples.

⁴⁴ Country examples mentioned include Egypt, Morocco, Nepal, Nigeria, Zimbabwe.

⁴⁵ 'Niche areas addressed by UN Women through this knowledge product include guidance on electoral assistance, parliamentary support, eliminating VAW in politics, local governance and dealing with the media.

⁴⁶ Afghanistan, Bangladesh, Cambodia, Cameroon, Fiji, Georgia, Kazakhstan, Lebanon, Libya, Malawi, Mali, Moldova, Nepal, Pakistan, Panama, Sierra Leone, Solomon Islands, South Sudan, Tanzania, Yemen, State of Palestine.

⁴⁷ Apart from advocating on implementation of 2011 UN General Assembly Resolution on Women's Political Participation (66/130), UN Women collaborated with UND on fostering its role within the Building Resources in Democracy, Governance and Election (BRIDGE) initiative. Country examples include Belize, Bolivia, El Salvador, Haiti, Honduras.

⁴⁸ Includes UN Women contributing its expertise to the Inter-Agency Coordination Mechanisms on Electoral Assistance (ICMEA) and to the UN Focal Point on Electoral Assistance.

⁴⁹ For example, carrying out the pilot training course on Gender-Responsive Peacebuilding in cooperation with International Alert, attended by staff from other UN agencies and peacebuilding missions.

Women also strengthened its internal capacity on political participation, electoral assistance and constitutional reform.⁵⁰

b) Second SPF Progress Report

The Second SPF Progress Report, covering the period June 2013 - May 2014, reflects the realignment of the SPF Programme with the new UN Women Strategic Plan 2014-2017.⁵¹ Overall, the Report reflects progress in respect of UN Women institution building and widening its scope of programme activities at regional and country levels.

Progress reported under Impact 1 Women lead and participate in decision making at all levels includes:

- Enhanced capacity to develop and implement constitutions, legal frameworks and policies that promote women's political participation;
- Strengthened capacity of women as candidates and voters;
- Improved access of UN Women country offices and national partners to knowledge products and tools that promote women's political participation;
- Coordinated UN action by adopting policies and guidance on Temporary Special Measures and electoral support to women's leadership and political participation.

UN Women contributed to strengthening national capacity to develop gender responsive legislative frameworks and programmes, and supporting gender mainstreaming in electoral and constitutional processes in 24 countries,⁵² and four regional offices (Bangkok, Cairo, Nairobi and Panama).

A further reported achievement is improved access of UN Women country offices and national partners to knowledge products and tools to formulate and implementing constitutions, legal frameworks and policies that promote women's political participation. This includes development and launch of the *UN Women Global Gender Equality Constitutional Database*;⁵³ research on the effects of political finance on women's political participation; increased access to knowledge on women's political participation through *iKNOW Politics*;⁵⁴ continuing advocacy on implementation of the *UN General Assembly Resolution (66/130) on Women's Political Participation*,⁵⁵ and production and launch of the *Women in Politics Map 2014* in collaboration with the Inter-Parliamentary Union

⁵⁰ For example through recruitment of a Policy Advisor on Political Participation based in HQ, and strengthening regional capacities in this thematic area.

⁵¹ UN Women. 2014/b. 'Strategic Partnership Framework 2011-2015 (UN Women and the Government of Sweden). Second Progress Report June 2013- May 2014'.

⁵² *Afghanistan, Bhutan, Burundi, China, DRC, El Salvador, Haiti, Honduras, Kazakhstan, Morocco, Myanmar, Kenya, Paraguay, Timor Leste, Turkey, Sudan, Uganda and Vanuatu*

⁵³ During the reporting period, the Database covered 195 constitutions around the world. United Nations Entity for Gender Equality and Empowerment of Women (UN Women). No date. 'UN Women Global Gender Equality Constitution Database'.

⁵⁴ International Knowledge Network of Women in Politics (IKNWP). no date. 'iKNOW Politics'. <http://iknowpolitics.org/en>

⁵⁵ United Nations. 2011. 'General Assembly Resolution 66/130 on Women's Political Participation'.

(IPU).⁵⁶ ; and the Elaboration of the first *Secretary General's Report on the implementation of the GA Resolution 66/130 on Women and Political Participation* for the 68th session of the General Assembly.

Strengthened capacities of women at all levels to promote women's participation in electoral processes both as candidates and voters were reported in Bangladesh, El-Salvador, Honduras, and Kazakhstan. Furthermore UN Women prioritized coordination with UN Partners by continuing to provide gender equality expertise within the ICMEA, working closely on provision of constitutional assistance with, for example, DPKO, OHCHR, UNDP and UNICEF and launching the joint *Newsletter on Constitution-Making* in 2014.⁵⁷

Progress reported under Impact 4 includes:

- Improved UN system ability to meet commitments to women, peace and security;
- UN Women capacity strengthened to respond (immediately and in the longer term) to conflict, post-conflict and crisis situations;
- Knowledge and tools on gender-responsive post-conflict response (transitional justice, security sector, and peace-building) made accessible to gender equality advocates;
- Evidence-based knowledge on gender-responsive humanitarian action made accessible to policy-makers, practitioners and decision-making bodies;
- Enhanced national and regional capacity of institutions and partners to develop and implement gender-responsive policies and measures for humanitarian action; and
- Existing coordination mechanisms are made more gender-responsive.

Various countries are cited where UN Women is reported to have catalyzed the UN system to meet the Women, Peace and Security commitments in country programmes.⁵⁸ Furthermore, UN Women strengthened its capacity to respond in post-conflict and crisis situations through short and long-term deployments in, for example, Iraq and Syria. UN Women supported the *Global Focal Point on Police, Justice and Corrections in the Rule of Law in Post Conflict and Other Crisis Situations*,⁵⁹ for example in Burundi, Mali, Somalia and South Sudan. UN Women also continued to work with the Justice Rapid Response (JRR) to develop the sexual and gender crimes experts' roster.

UN Women supported strengthening access to a body of knowledge and tools relevant to gender responsive post conflict response (transitional justice, security sector, peace building). Pertinent studies were initiated in Guinea Bissau, Kosovo and Myanmar. UN Women supported the Prosecutor of the International Criminal Tribunal for Rwanda (ICTR) to host workshops to review draft best practice manuals, compiled in a manual to which UN Women provided financial and technical support.

⁵⁶ UN Women/ Inter-Parliamentary Union (UN Women/IPU). 2014. 'Women in Politics Map 2014'.

⁵⁷ To date (June 2016) four newsletters have been issued. United Nations Peacemaker. 'UN Constitutional Newsletter.

⁵⁸ Includes Cameroon, Colombia, FYR Macedonia, Great Lakes Region (operated out of Kenya) Guinea, Guinea Bissau, Kosovo, Kyrgyzstan, Myanmar, Serbia, Syria (out of Jordan) and Uganda.

⁵⁹ Department of Peacekeeping Operations/United Nations Development Programme (DPKO/UNDP). no date. 'Global Focal Point for Police, Justice and Corrections in Crisis Countries'.

A further achievement under *Impact 4* is supporting evidence-based knowledge (including performance measurements and accountability frameworks) on gender responsive humanitarian action made accessible to policy-makers, practitioners and decision-making bodies. For example, UN Women drafted the 2013 *Secretary General's Report on Resolution 56/2 on Gender Equality and Women's Empowerment in Natural Disasters*,⁶⁰ based on evidence provided by government and non-government entities, academia, and international networks through response to a questionnaire.

UN Women is an implementing partner in the *Gender Standby Capacity Project*,⁶¹ and sits on its Advisory Steering Committee. The project aims to enhance national and regional capacity of institutions and partners to develop and implement gender-responsive policies and measures for humanitarian action in, for example, Jordan, Kenya, and the Philippines.

In respect of supporting existing mechanisms to be more gender-responsive and better address women's and girl's distinct needs, UN Women has contributed to this output through its involvement in the IASC as Co-Chair of the Gender Reference Group; its input to the Task Teams on Accountability for Affected Populations, Prevention of Sexual Exploitation and Abuse, and Preparedness and Resilience. UN Women established a partnership with OCHA to develop joint action plans in pilot countries as part of supporting the Humanitarian Country Team (HCT).

UN Women supported the 2013 *UN Plan of Action on Disaster Risk Reduction*,⁶² and is a member of the High Level Committee on Programmes (HLCP) tasked with implementing the Plan. It also provided extensive input into the revised IASC *Guidelines for Integrating Gender-based Violence Interventions in Humanitarian Action*.⁶³

c) Third SPF Progress Report

The Third SPF Progress Report - covering the period June 2014-May 2015 - provides insights into how UN Women has further consolidated its 'pivotal role' through the flexible funding support provided by the SPF.⁶⁴ UN Women perceives that its institution-building – referred to as the 'regional architecture' – has managed to strengthen its presence through empowered country offices; stronger regional leadership; and improved organizational effectiveness and efficiency as a result of the role of Headquarters, business processes and communication.

As to be expected, various outputs and activities reported on in the Third SPF Progress Report build on initiatives launched or initiated during the preceding years and reported on in the First and/or Second SPF Progress Reports.

Progress reported under Impact 1 includes:

⁶⁰ United Nations Secretary General (UNSG). 2013. 'Report on Resolution 56/2 on Gender Equality and Women's Empowerment in Natural Disasters. Pursuant to Resolution 56/2 of the Commission on the Status of Women'.

⁶¹ IASC initiative created in 2007 in collaboration with the Norwegian Refugee Council.

⁶² United Nations System/Chief Executives Board for Coordination (UNS/CEBC). 2013. 'United Nations Plan of Action on Disaster Risk Reduction for Resilience.'

⁶³ Inter-Agency Standing Committee (IASC). 2005. 'Guidelines for Integrating Gender-based Violence Interventions in Humanitarian Action'.

⁶⁴ UN Women. 2015/b. 'Strategic Partnership Framework 2011-2016. Third Progress Report to the Government of Sweden June 2014-May 2015'.

- Provision of guidance and technical assistance on knowledge management and research on gender-responsive electoral processes and constitutional and legal reform;
- Provision of policy guidance and advisory services to UN Women Country Offices through targeted advisory services, including in-country programme development missions and direct financial assistance;
- Conduct of workshops on gender-responsive electoral processes with the Building Resources in Democracy, Governance and Elections, and targeted training for women leaders and aspiring women candidates resulting in developing the capacity of priority stakeholders including electoral officials, Members of Parliaments and governmental bodies, civil society organizations (CSOs) and the women's movement;
- Held collaborative United Nations inter-agency activities on electoral assistance and constitutional reform and high-level advocacy on women's political participation within the framework of the UN Women Beijing+20 campaign that led to partnership building.

In respect of enhanced internal and national capacities to develop and implement constitutions, legal frameworks and policies that promote women's political participation, key outputs include:

- Deploying project formulation missions.⁶⁵
- Identification/deployment of international experts as requested by countries, based on roster of experts maintained by the Political Participation Team at Headquarters.
- Continued technical and financial support to country offices through two funding mechanisms: Women in Politics Fund, and Women in Constitutional Reform Fund.⁶⁶

Activities relevant to UN Women country offices and national partners having improved access to knowledge products and tools include:

- Jointly with UNDP developed the *Guidebook on Inclusive Electoral Processes: A Guide to Electoral Management Bodies and Women's Participation* (available in English, Arabic, French, Spanish, Romanian and Russian).
- Increased access to knowledge on women's political participation through iKNOW Politics. UN Women took over the iKNOW Secretariat in 2015.
- Production and launch of the Women in Politics 2015 Map in March 2015.
- Background document on Beijing +20 presented at the High-Level Meeting on Women Leaders in Santiago.
- *Call for Action: Women Leaders. It Is Time to Step It Up for Gender Equality*⁶⁷ in support of implementing, for example, the 12 critical areas of concern of the Beijing Platform of Action (BPA), the SDG Agenda 2030, and ending the gender funding gap.
- Updating the Constitutional Database.
- HeForShe Parliamentary Playbook.

⁶⁵ Burundi, Liberia, Uganda

⁶⁶ Burundi, Chile, Democratic Republic of Congo, Ecuador, Jamaica, Liberia, Malawi, Morocco, Nigeria, Paraguay, Samoa, Solomon Islands, Sierra Leone, Sudan, Tanzania, Uganda.

⁶⁷UN Women. 2015/c. 'Women Leaders: Time To Step It Up For Gender Equality. A Call to Action'. Santiago/Chile, February.

Strengthened capacities of women at all levels to promote women's participation in electoral processes as candidates and voters were implemented in Bangladesh and Burundi. UN Women also continued to provide gender equality expertise and advocacy within the ICMEA. Some 16 UN Women Country Offices⁶⁸ received guidance from HQ on how to work within and contribute to the electoral assistance framework and country electoral needs assessments (led by EAD)

Progress reported under Impact 4 includes:

- Improved United Nations system ability to meet commitments to women, peace and security through targeted expertise.
- Strengthened UN Women capacity to respond to conflict, post-conflict and crisis situations immediately and in the longer term.
- Made accessible to policymakers, practitioners, decision-making bodies and gender equality advocates evidence-based knowledge and tools on gender-responsive post-conflict and humanitarian response.
- Enhanced national and regional capacity of institutions and partners to develop and implement gender-responsive policies and measures for humanitarian action.
- Made existing coordination mechanisms more gender-responsive.

UN Women continued to catalyze the UN system to meet the Women, Peace and Security (WPS) commitments and strengthened its capacity to respond to conflict, post-conflict and crisis situations through short- and long-term deployment of gender specialists. Long-term deployments covered 15 countries,⁶⁹ and short-term deployments covered 12 countries during the reporting period.⁷⁰ Further deployments pertain to investigators to Commissions of Inquiry and the United Nations Fact Finding Bodies.⁷¹

The joint UN Women and JRR Roster for Women Sexual and Gender Crime Experts, established in 2012, includes training experts and their short- or long-term deployment.⁷² UN Women also deployed an SGBV expert to support investigations in the Democratic Republic of Congo and Mali.

Gender equality advocates in various countries were supported under the output/making accessible a body of knowledge and tools about gender responsive post-conflict response.⁷³ The *UN Women*

⁶⁸ Burkina Faso, Comoros, Central African Republic, Cote d'Ivoire, Ecuador, Ethiopia, Guatemala, Grenada, Guyana, Iraq, Lebanon, Nigeria, Papua New Guinea, Philippines, Tunisia, Uganda.

⁶⁹ Ethiopia (Chief of Staff for AU Special Envoy on Peace and Security); Central African Republic (Office of the Resident Coordinator); Democratic Republic of the Congo (ICC); the former Yugoslav Republic of Macedonia; Guinea-Bissau; Kenya (Senior Gender Adviser to the Special Envoy to the Great Lakes); Kosovo; Myanmar; Panama (UN Women Regional Office for the Americas and Caribbean); Serbia; Somalia; Syria (out of Jordan); United States of America (New York); Uganda; Yemen.

⁷⁰ Burundi; Central African Republic (Commission of Inquiry); Colombia; Eritrea (Commission of Inquiry); Ethiopia (AU Commission of Inquiry for South Sudan); South Sudan; Libya; Guatemala; Iraq (Fact Finding Mission); Syria (Commission of Inquiry); and State of Palestine (Commission of Inquiry). One expert supported the ICC investigations in Mali.

⁷¹ Central African Republic, Eritrea, Iraq, South Sudan, Syria.

⁷² Central African Republic, Colombia, Eritrea, Guatemala, Iraq, Syria, State of Palestine, African Union Commission of Inquiry on South Sudan

⁷³ Guinea Bissau, Kosovo, Myanmar, Serbia, Turkey, Tunisia.

Sourcebook on Women, Peace and Security launched in 2012 has since been translated into Arabic, French and Spanish.⁷⁴

SPF funding supported UN Women to finalize the *Guidebook on CEDAW General Recommendation No. 30* and resolutions on WPS.⁷⁵ UN Women commissioned a research study on *The Effect of Gender Equality Programming on Humanitarian Outcomes*.⁷⁶ SPF funding also enabled UN Women to expand the evidence and knowledge base underpinning the *UN Global Study on Implementation of Security Council Resolution 1325 (2000)*.⁷⁷ Furthermore UN Women supported the International Criminal Tribunal of Rwanda (ICTR) to further develop a best practice manual for investigators and prosecutors,⁷⁸ and the International Criminal Tribunal for the Former Yugoslavia (ICTY) to develop a manuscript documenting its legacy in prosecuting sexual violence and providing guidance for future prosecutions.⁷⁹

Progress relevant to making accessible evidence-based knowledge, including performance measurement and accountability frameworks for gender responsive humanitarian action, include the previously mentioned *The Effect of Gender Equality Programming on Humanitarian Outcomes*. Needs assessment support for humanitarian context gender analysis and post disaster support were carried out in a number of countries.⁸⁰ Gender expertise was also provided to various countries to assist in post disaster needs assessment,⁸¹ including Ebola recovery assessments in Liberia and Sierra Leone.

In respect of activities related to the output on enhanced national and regional capacity of institutions and partners to develop and implement gender responsive policies and measures for humanitarian action, pertinent activities included providing gender equality technical support, such as for example in Level-3 emergencies in Iraq and South Sudan, as well as for Syrian refugees. The catalytic effect of SPF funding was noted in a number of countries where UN Women provided gender-in-humanitarian action support.⁸² UN Women's participation in the Gender Standby Capacity Project enabled it to host Advisors in a number of country offices and in its Bangkok Regional Office.⁸³

UN Women's support to developing an embedded, sustainable national capacity was achieved through its partnership with OCHA, focusing on six pilot countries.⁸⁴ UN Women has also compiled a

⁷⁴ UN Women. 2012/c. 'UN Women Sourcebook on Women, Peace and Security'.

⁷⁵ UN Women. 2015/d. 'Guidebook on CEDAW General Recommendation No. 30 and the UN Security Council Resolutions on Women, Peace and Security'.

⁷⁶ UN Women. 2015/e. 'The Effect of Gender Equality Programming on Humanitarian Outcomes' (Produced by UN Women Unit on behalf of IASCGRG. Research by Institute of Development Studies/University of Sussex.

⁷⁷ United Nations. 2015/a. 'Global Study on 1325. Preventing Conflict, Transforming Justice, Securing the Peace

⁷⁸ International Criminal Tribunal for Rwanda (ICTR). 2008. 'Best Practices Manual For the Investigation and Prosecution of Sexual Crimes in Situations of Armed Conflict. Lessons from the ICTR.

⁷⁹ International Criminal Tribunal for the Former Yugoslavia (ICTY). 2015. 'Information Sheet. Prosecuting Sexual Violence Legacy Project'.

⁸⁰ Bosnia and Herzegovina, Cameroon, Colombia, Democratic Republic of Congo, Mozambique, Nepal, Pakistan, South Sudan, Tajikistan, Uganda, State of Palestine.

⁸¹ Bosnia and Herzegovina, Malawi, Mozambique, Nepal, Serbia, Vanuatu.

⁸² Bosnia and Herzegovina, Cameroon, Colombia, Democratic Republic of Congo, Mozambique, Nepal, South Sudan, Tajikistan, Uganda, State of Palestine.

⁸³ Afghanistan, Liberia, Malawi, Sierra Leone.

⁸⁴ Central African Republic, Colombia, Democratic Republic of Congo, Pakistan, South Sudan, State of Palestine.

humanitarian profile for 15 countries where it has engaged in humanitarian action since its establishment in 2011.⁸⁵

At the global level, UN Women activities under the output covering more gender responsive existing coordination mechanisms at the global level included its continuing role as Co-Chair and Secretariat of the IASC Gender Reference Group and funding various activities including the recent *Review of the IASC Policy Statement on Gender Policy in Humanitarian Action*.⁸⁶ UN Women also provided technical support in advance of the Third World Conference on Disaster Risk Reduction (Sendai/Japan),⁸⁷ as well as to the World Humanitarian Summit (Istanbul/Turkey).⁸⁸

d) Fourth SPF Progress Report

As with the previous Progress Reports, the Fourth Progress Report - covering the period June 2015 to May 2016 – provides an overview of outputs and activities launched in previous which may be ongoing or have been completed since the last reporting period (June 2014-May 2015).⁸⁹

The Fourth Report also presents completed activities and new developments funded by Sida that have taken place during the reporting period, and which may be briefly summarized as follows:

- UN Women successfully led efforts to include a *new indicator to measure progress towards SDG target 5.5* on “Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.”
- Building on progress and lessons learned from implementation of the Global Initiative, funded by Sida, UN Women developed a *Flagship Programme to Advance Women’s Political Empowerment and Access to Justice*. The Flagship Programme is designed to contribute to SDG target 5.5 and is guiding UN Women Country Office programming on Impact 1.
- The *flexible and responsive nature of Sida funding* has positioned UN Women as a critical hub of expertise, knowledge, and leadership in the area of women, peace and security (WPS), allowing support to the range of actors critical to the implementation of the WPS agenda.
- *Sida funding has supported catalytic change* within the institutional architecture of the United Nations system.
- *UN Women leveraged Sida funds* and deployments to unlock funding from other partners.
- *UN Women’s human resource capacity was strengthened* by recruitment of three governance, peace and security advisers for regional offices in Eastern and Southern Africa; Western and Central Africa; and Europe and Central Asia.

⁸⁵ The Progress Report does not list these countries.

⁸⁶ Inter-Agency Standing Committee/Gender Reference Group (2015). ‘Review of IASC Policy Statement on Gender Policy in Humanitarian Action. Implemented by UN Women on behalf of the IASC.GRG.

⁸⁷ See United Nations. 2015/b. ‘Gender Responsive Disaster Risk Reduction. A contribution by the United Nations to the consultation leading to the Third UN World Conference on Disaster Risk Reduction’ (Sendai/Japan).

⁸⁸ For example, UN Women. 2015/f. ‘Women in Humanitarian Action’.

⁸⁹ In order to avoid repetition of presenting outputs and activities mentioned in previous SPF Progress Reports, the Evaluation Team has opted for focusing on the new developments presented by UN Women on the SPF programme performance during June 2015-May 2016. UN Women. 2016/e. ‘Strategic Partnership Framework 2011-2016. Fourth Progress Report to the Government of Sweden June 2015-May 2016’.

- Sida funding contributed to the commissioning of research, global consultations, drafting, *finalization and publication of the Global WPS Study Preventing Conflict, Transforming Justice, Securing the Peace*.⁹⁰
- *With Sida funding, UN Women was well positioned to respond to the calls to reorient the United Nations system.* In particular in the area of countering violent extremism, resolution 2242 (2015) requests the Counter Terrorism Committee and the Counter Terrorism Executive Directorate (CTED) to adequately finance and integrate gender as a cross-cutting issue in their activities.
- The first-ever *World Humanitarian Summit* took place from 23-24 May 2016 in Istanbul, Turkey. *UN Women has been advocating for the inclusion of gender equality and women's empowerment throughout the process leading up to the Summit.* Through the SPF UN Women was able to second a Gender Adviser to the Summit Secretariat from January 2015, which contributed to improving gender equality and women's empowerment in humanitarian action into the consultative preparations for the Summit.
- In response to the escalating number of crisis situations, *UN Women has over the last year strengthened its capacity in the area of humanitarian action.* For its own country programming, UN Women had a total of 34 countries report humanitarian activities in 2015, compared to 12 in 2014, which represents a 183 per cent increase.
- *As a response to the funding environment, UN Women has introduced the Flagship Programming Initiatives (FPIs),* a key part of UN Women's financing strategy and that aims to consolidate a large number of small-scale, short duration UN Women-only projects into a small number of larger multi-stakeholder transformative programmes.
- *Strategic partnerships such as the one between UN Women and Sida, which channels funds directly to the UN Women Strategic Plan, represents a critical strategic investment that enables UN Women to deliver on the Strategic Plan commitments and leverage other resources.* As a direct result of the investment made through the SPF, UN Women has secured support from the governments of Japan, Australia, Spain, Korea, Germany and the United Nations Central Emergency Response Fund for its work on humanitarian action.

Apart from the above reported milestones, UN Women has during the reporting period strengthened its partnership with UNDP on capacity building, knowledge management and programming at country level. An internal coordination structure on constitution making also brings together the DPA, DPKO, OHCHR, UNDP, UNICEF and UN Women, to coordinate efforts between United Nations entities on constitutional assistance. As Chair of the Inter-Agency Standing Committee (IASC) on WPS, UN Women coordinates and works closely with the relevant entities in the United Nations system.

The Fourth Progress Report also presents the next steps which UN Women intends to undertake in the two impact areas supported by Sida funding. A key activity under *Impact 1* is supporting research that 'informs the development of practical tools and knowledge products grounded in research and data compilation and analysis to position UN Women as a global thought leader; such as on:

- violence against women in politics;
- mapping existing training courses on various aspect of women's leadership;

⁹⁰United Nations. 2015/a. 'Global Study on 1325. Preventing Conflict, Transforming Justice, Securing the Peace'. UN Women functioned as the Secretariat of the study.

- global analysis of key constitutional jurisprudence to generate a better understanding of innovation, challenges and common issues.

In respect of *Impact 4*, apart from continuing to provide support to UN agencies, governments and civil society, to develop gender responsive humanitarian action UN Women plans to:

- advocate for membership to the IASC, the primary mechanism for inter-agency coordination of humanitarian assistance;
- roll out the Global FPIs to deepen programming and achieve transformative results for gender equality and women’s empowerment;
- engage in post-World Humanitarian Summit related processes, including the inclusion of the Summit gender equality and women’s empowerment commitments in other United Nations processes and relevant policy processes.

3.1.3 Annual Consultations with Donor/Sida

UN Women and Sida hold annual review meetings to discuss the annual SPF Progress Reports submitted to the donor.

The Evaluation Team notes that - as far as could be ascertained at the time of compiling the Draft Inception Report - the discussion of these annual meetings are captured in ‘Notes for the File’. These are essentially minutes of a summary of issues discussed, where Sida may ask for clarification or for more information on a section or issue presented in the SPF Progress Reports. Sida does not provide detailed comments on the progress reports, and neither does UN Women issue a management response.

The Evaluation Team was accorded access to the Notes of the June 2015 meeting covering the Third SPF Progress Report,⁹¹ but not the Notes covering the 2013 and 2014 annual review meetings. As it was not possible during the inception phase to meet with the Sida counterpart dealing with the SPF Programme, information on how the donor perceives the performance of the SPF Programme could not be elicited in time for incorporation into the Inception Report. The donor’s views will be captured through interviews in Stockholm and New York during the next phase of the evaluation.⁹²

3.2 SPF Funding Modality

Sweden is traditionally one of the top donors of the UN Women (previously UNIFEM). In 2015, Sweden was the overall largest donor in absolute terms – with a total contribution of just over 33 million USD.⁹³ Whereas the Swedish core contribution to UN Women has decreased from some 19.3 million USD in 2013 to 8.3 million USD in 2015 (Sweden ranking 6th after the UK, Switzerland, Finland, Norway and Denmark), Sweden was by far the largest non-core contributor with a contribution of some 25 million USD.

⁹¹ UN Women. 2015/o. ‘Notes for the File. Sida and UN Women Consultation on the Strategic Partnership Framework’. 29 June

⁹² See Swedish International Development Cooperation Agency (Sida). 2012. ‘Portfolio Overview: Sida’s Support to UN Women 2012’; Swedish International Development Cooperation Agency (Sida). 2014. ‘Sida’s support to the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) 2013’.

⁹³ <http://www.unwomen.org/en/partnerships/donor-countries/top-contributions>

The SPF is a non-core funding modality through which Sida provides predictable and loosely earmarked funding for UN Women, specifically targeting impact areas 1 and 4. Under the SPF, Sida has contributed a total of 210 million SEK over a period of five years – 30 million SEK annually 2011-2013 and 60 million annually 2014-2015 – under the SPF. In order to manage the larger funds UN Women recruited a dedicated programme manager (P3) to manage the SPF in May 2016.

In 2015, funding under the SPF represented some 30% of Sweden's total funding to UN Women on an annual basis. Other contributions are provided in the form of core support from the Swedish Ministry of Foreign Affairs and specific country programme contributions through Sida Headquarters and country/regional offices.⁹⁴

Based on information elicited from annual progress reports and support documentation made available to the Evaluation Team during the inception phase, the Evaluation Team notes that UN Women appears to have effectively translated resources into actions geared towards supporting gender equality and the empowerment of women and girls. Reported results are all relevant to the objectives of the SPF Programme, and appear to point to the efficient use of resources.

It should however be noted that the SPF funds represent only about 2.6% UN Women's total expenses in 2014⁹⁵ and 2,2% in 2015⁹⁶ and that plenty of other resources are devoted to the implementation of the Strategic Plan. Looking specifically at resources allocated for Impact Areas 1 and 4, the relative size of the SPF increases. During the biennium 2014-2015, a total of 58.7 million USD was allocated and spent under Impact Area 1; and 72 million USD for Impact Area 4.⁹⁷ SPF funds thus represent some 10,8% of UN Women's total resources allocated for Impact Areas 1 and 4 in 2014-15. From the documentation currently available to the Evaluation Team it is not possible to isolate and determine the relative significance of the SPF funds in relation to the results outlined in reporting (relative to other funding sources and modalities). It is clear, however, that UN Women sees the flexible form of earmarked funding that the SPF represents, as a highly useful modality that allows the organization to allocate (and re-allocate) resources according to needs, to respond to unforeseen needs, to requests from partners and changes in the operational contexts.

Whereas the reported results are important indications of efficient use of resources, the perceived main added value of the SPF funding modality seems to be its flexibility and that resources are earmarked towards results at a strategic level rather than activities at programme level. In its Second Progress Report (June 2013-May 2014) UN Women noted that the SPF had provided 'concrete resources to allow for integrated and cross-institution programming as well as the flexibility required in particular for UN Women's work in the area of peace and security and humanitarian response'⁹⁸ It has also been noted that the Sida funded SPF Programme has allowed an enhanced focus on building

⁹⁴ UN Women. 2014/i. 'Interim Financial Donor Report for Period Ended 31 May 2014. Sida Fund for Strategic Partnership Framework; and UN Women. 2014/j. 'Interim Financial Donor Report for Period Ended 31 December 2014. Sida Fund for Strategic Partnership Framework'.

⁹⁵ UN Women. 2015/n. 'UN Women Annual Report 2014-2015', p. 26.

⁹⁶ UN Women. 2016/d. 'UN Women Annual Report 2015-2016', p. 44.

⁹⁷ UN Women. 2015/kk 'Data Companion and Scorecard 2014', p.37; and UN Women. 2016/dd. 'Data Companion and Scorecard 2015', p. 43.

⁹⁸ UN Women. 2014/b. 'Strategic Partnership Framework 2011-2015 (UN Women and the Government of Sweden). Second Progress Report June 2013- May 2014', p. 34.

the internal capacity of the organisation to effectively implement its triple mandate within the UN family and beyond, and that resources to support the field organisation have been important for the organisations decentralization efforts in the SPF programme period under review.

The Evaluation Team received information on funding of impact area 1 that serves to illustrate how UN Women has utilized Sida funding by providing needs- based support to country offices, and production of knowledge products.

SPF funds have been used to set up the Women in Politics Fund (WiPF)⁹⁹ and the Women and Constitutional Reform Fund (WCRF)¹⁰⁰. The two quick intervention funds allow Country Offices to apply for grants to cover funding gaps that have been identified in their AWP on Impact 1 or provide seed funding to help leverage resources at country level, and provide quick support as needed to position UN Women in UN Electoral Assistance Needs Assessment Missions and programming on electoral assistance and parliamentary support.

Support from the two funds could be granted for a broad range of activities at country level; such as project implementation, project development and fundraising, technical support to government institutions, support to civil society actors, provision of direct technical expertise, support to awareness raising and capacity development and support to South-South exchanges and lessons learning.

However, funding shortfalls continue to be one of the central operational and organizational challenges for UN Women.¹⁰¹ In its dialogue with Sida, UN Women has therefore requested continued support to convince other donors to increase its contributions to the organization, both core and non-core contributions.¹⁰² Whereas there is also a need to enhance core contributions, as indicated earlier the SPF modality is seen as a flexible earmarking that allows the organization to set and adjust its priorities depending on need and more rapidly and effectively respond to developments in its operational environments. UN Women has repeatedly expressed that the SPF modality should serve as a model for other donors to provide flexible non-core funds to support the implementation of its Strategic Plan.¹⁰³

In light of chronic funding shortfalls at the overall level, UN Women appears to have adopted approaches geared towards the strategic and efficient use of limited resources. A regional

⁹⁹ The WiPF was set up to provide advisory and financial support to UN Women Country Offices within four thematic priority areas: “i) Support the development and implementation of robust legal frameworks and administrative arrangements that facilitate women’s participation; ii) Expand the pool of qualified and capable women to run for election; iii) Transform gender norms so that women are accepted as legitimate and effective leaders; and iv) Support women leaders in gender-sensitive political institutions, including parliament, political parties and EMBs. As of 2016, the WiPF considers grants of up to 80.000 USD(10.000-40.000 USD in 2015. UN Women. 2016/d. ‘ Guidelines on Women in Politics Fund’.

¹⁰⁰ The thematic focus of the WCRF is to “support efforts to bring gender equality concerns to constitutional reform processes, initiatives targeting advocacy on newly passed or reformed constitutions, and the documentation of recent constitutional reform processes where gender equality concerns were included. WCRF funds projects ranging from 10.000-50.000 USD. UN Women.no date/g. ‘ Guidelines on Women and Constitutional Reform Fund’.

¹⁰¹ UN Women/Executive Board (UN Women/EB). 2013/i. ‘UN Women Strategic Plan 2014-2017’, p. 20.

¹⁰² UN Women. 2015/o. ‘Notes for the File. Sida and UN Women Consultation on the Strategic Partnership Framework’. 29 June.

¹⁰³ UN Women. 2015/o. ‘Notes for the File. Sida and UN Women Consultation on the Strategic Partnership Framework’. 29 June; see also UN Women). 2014/b. ‘Strategic Partnership Framework 2011-2015 (UN Women and the Government of Sweden). Second Progress Report June 2013- May 2014’.

architecture has been implemented whereby resources at regional level have been consolidated from 15 sub-regional offices to six regional offices, reportedly leading to a strengthened policy and programmatic engagement in every region.¹⁰⁴ Building and leveraging partnerships is highlighted as a central part of the modus operandi of UN Women's Strategic Plan as well as the SPF. The cooperation with the Gender Standby Capacity Project (GenCap) and Justice Rapid Response (JRR) roster mechanisms are such examples. This is an effective way of managing scarce resources.

It has also been noted that the SPF funding modality has had a catalytic impact that has helped leverage other resources. The building of strategic partnerships and providing seed-funding to start or strengthen initiatives by other actors are examples presented in the SPF progress reports. SPF funds have also been successfully utilised to mobilize additional funding from the Peacebuilding Fund.

Yet, despite the reported general funding shortfall the Evaluation Team notes that there appears to have been significant under-spending in the SPF programme.¹⁰⁵ Available documentation indicates spending levels of some 10% of the annual SPF contribution in 2012, 60% in 2013 and 63% in 2014.¹⁰⁶ 'Closing balances' at the end of each programme year are carried over to the next.

The Evaluation Team will - during the next evaluation phase – follow up on the budget and funding allocation aspects of the SPF Programme, to include interviews with pertinent UN Women stakeholders in Headquarters, regional offices and the selected field mission countries in order to better understand the use of available funds under the SPF and the factors influencing the level of utilization.

3.3 SPF and the Theory of Change

The Evaluation Team notes that - as far as could be ascertained at the time of compiling the Draft Inception Report – there is no corporate level theory of change (TOC) showing the underlying pathways to change for UN Women's work. The corporate evaluation on women's economic empowerment highlighted the need to 'develop a better theory of change, consolidate initiatives, and better connect micro-interventions to structural changes in institutions and macroeconomic policies',¹⁰⁷ an area of focus for UN Women going forward.¹⁰⁸ Possibly as a response to this, a series of theories of change have been developed for each of the twelve flagship programmes (FPs) identified through the Flagship Programme Initiative.

The Flagship Programme Initiative was developed in 2015 and is a UN Women-wide exercise which seeks to distil the core elements of UN Women's work and experience into twelve core programmes that can help funnel and focus UN Women's work going forward in a sustainable manner. FPs 'are

¹⁰⁴ UN Women. 2013/f. 'Integrated Budget Estimates for UN Women for the Biennium 2014-2015', p. 4.

¹⁰⁵ UN Women. 2014/g. 'Certified Financial Donor Report for Period Ended 31 December 2013. Sida Fund for Strategic Partnership Framework'.

¹⁰⁶ In this regard, it should be noted that the total annual contribution increased from 30 to 60 million SEK in 2014 (and was maintained at that level in 2015).

¹⁰⁷ UN Women. 2014/f. 'An Empowered Future. Corporate evaluation of UN Women's contribution to women's economic empowerment'. Independent Evaluation Office.

¹⁰⁸ As highlighted in UN Women/Executive Board (UN Women/EB). 2016. 'Report of the Under-Secretary General/Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women on progress made on the strategic plan, 2014-2017, including the mid-term review of the strategic plan'. May.

high impact, scalable programmes that will carry the bulk of UN Women's growth'.¹⁰⁹ 'Each FPI is based on a comprehensive theory of change (TOC), which articulates the causal linkages and actions required by national, CSOs, UN, ODA and private partners in order to achieve transformative change in the lives of women and girls'.¹¹⁰

Of relevance to this exercise are the flagship initiatives linked to impact area 1/*Women's Political Empowerment (WPE) and Women's Access to Justice*. and those linked to impact area 4/*Women's Leadership, Empowerment, Access & Protection (LEAP) in Crisis Response; Addressing the Gender Inequality of Risk & Promoting Community Resilience to Natural Hazards in a Changing Climate, and Women's Engagement in Peace, Security*.

The TOCs for these FPIs are intended to serve as a model to guide the UN Women country office developing a new programme. Each FPI TOC provides a background and brief analysis of the problem identified, as well as proposed generic actions to address it. The process identifies risks and barriers, as well as underlying assumptions, outputs, outcomes and ultimate end goals and is intended to be adapted to each scenario.

For the purpose of the next evaluation phase, the Evaluation Team has developed a draft TOC diagram for the SPF supported impact area 1 and impact area 4 (see the TOC diagram on following pages). This diagram draws from the existing flagship TOCs as well as from preliminary discussions held with key stakeholders in UN Women Headquarters during the inception phase. The diagram attempts to provide detail beyond inputs and outputs, to identify the pathways for change required to happen between UN Women's inputs and the expected outputs and outcomes supported by the SPF Programme. The Team will raise the underlying assumptions, challenges and risks during discussion with the stakeholder to solicit their views on how these issues can best be addressed in terms of the link with the SPF Programme.

The TOC therefore seeks to link UN Women inputs with the stated goals of the SPF, and the role the SPF plays as a funding modality in contributing to achieve stated goals. Lastly, the draft diagram seeks to link all this with UN Women's triple mandate of normative, operational and coordination work.

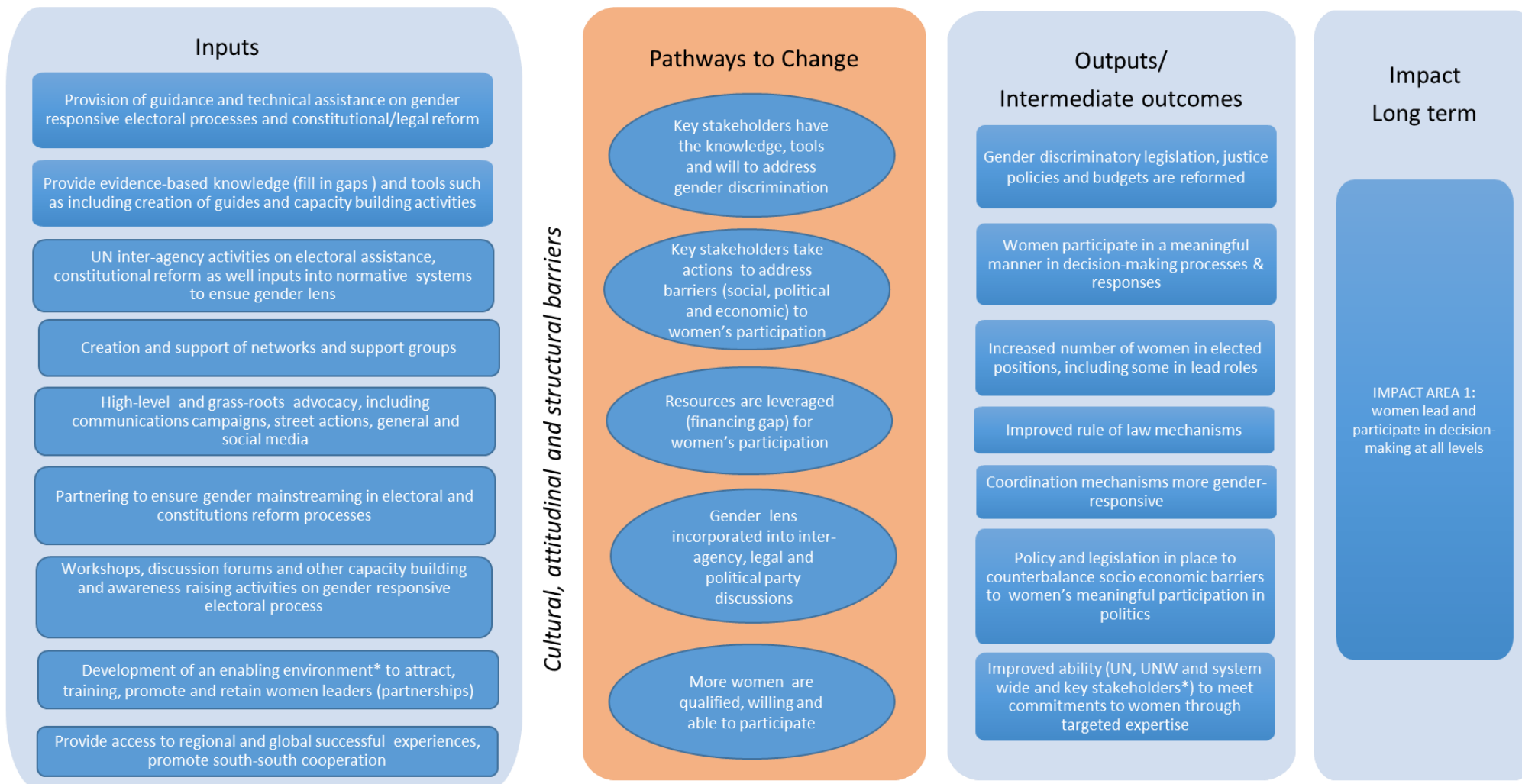
This draft TOC diagram will be further developed through the in-depth desk review, field work and interviews with stakeholders to develop a detailed TOC of the SPF Programme. The Evaluation Team will also seek to incorporate new areas of work (such as, for example, counterterrorism) to further understand the role and contribution of UN Women in peace, security and conflict resolution, and the contribution of the SPF Programme and its flexible funding modality.

¹⁰⁹ UN Women. 2015/g. 'Flagship Programme Initiatives'. Brochure

¹¹⁰ UN Women. 2015/g. 'Flagship Programme Initiatives'. Brochure

Comments on ToC below:

Impact Area 1



* An enabling environment includes all key stakeholders, including but not limited to political parties and leaders, women voters, electoral administrators, CSOs, women's networks and institutions like parliaments

Impact Area 4

Inputs

Provide evidence-based knowledge and tools

Advocacy for women and girls' vulnerabilities and needs in emergency and humanitarian crises

Development of gender sensitive crisis management protocols

Participation in key global, regional and national forums

Deployment of gender advisors, technical expert, gender and peacebuilding specialist, and the provision of technical assistance to UNCT and governments (Long term and short term experts)

Capacity building

- UN Women staff
- UN System
- Global Partners

Increase UN Women's surge capacity

Pathways to Change

Key stakeholders accept women as a priority in humanitarian & emergency situations

Decreased resistance to UN Women in emergency response

Admission of UNW to the IASC

Women are invited to provide substantive inputs participate of decision making

Leverage resources (financing gap for gender)

Fast track response mechanisms developed within UN Women

Surge Roster (In-house & shared)

Cultural, attitudinal and structural barriers

Output

Intermediate outcomes

Humanitarian, development Women, Peace and Security commitments and accountability frameworks are adopted and implemented in conflict and post-conflict situations

Women participate in a meaningful manner in decision-making processes & responses (conflict prevention and peace negotiations)

Gender-responsive policies and normative frameworks in place

Improved rule of law mechanisms

Coordination mechanisms more gender-responsive

Improved ability (UN, UNW and system wide) to meet commitments through targeted expertise

Improved UNW capacity to respond to conflict, post-conflict and crisis immediate and long-term

Better access to justice for gender based crimes

Impact Long term

IMPACT AREA 4 peace and security and humanitarian action are shaped by women's leadership and participation

Goals (outcomes) on humanitarian action, disaster risk reduction and preparedness, as well as response and early recovery include and address women and girls' specific vulnerabilities

3.4 Key Challenges

Information elicited from the preliminary desk review of corporate and SPF documentation reveal key challenges that in various ways and to varying extent have impacted on SPF programme performance. Review of the Fourth SPF Progress Report reveals that many of these key challenges remain to be addressed.

These key challenges need to be addressed within the wider context in which UN Women operates and within an environment of competing demands for human and financial resources in the developmental and humanitarian fields.

'Growing Pains'

- Ongoing institutional building and systemizing processes which includes country offices taking on more decentralized authority slowed the process of attaining various planned results.
- Completing the process of organisational design, strengthening country presences, improving business practices and putting in place the foundations of the new structure in the field and corresponding changes in UN-Women's headquarters triggered some delays in decisions relating to recruitment processes affecting the first year of implementation of the programme
- The setup phase of the Global Initiative proved lengthy in the midst of a change management exercise, keeping in mind that the Political Participation Unit was created when UN Women was established.
- Continuing challenges of the humanitarian system to deliver on gender equality commitments with implications for UN Women fulfilling its mandate has implications for UN Women addressing its triple mandate.¹¹¹

Human Resources

- Overall, in spite of progress in placing experts with the required professional experience to contribute to the implementation of impact areas 1 and 4, capacity gaps continue to exist; keeping in mind that experts were provided for short-term support in respect of impact 1, while impact 4 involved longer-term deployment; to some extent this is linked to growing expectations for UN Women's technical support.
- Need to strengthen standardizing the process of rapid deployments.
- Need for strengthening coordination within the UN system to ensure effective leveraging of synergies between the different components of the SPF.
- Insufficient resources and vacancies in key positions in some country offices may have a significant impact on the organisation's ability to deliver its triple mandate at the country level.

UN Women Country Offices

- Ensuring that UN Women Country Offices have the required capacity and financial resources to implement the organization's pivotal role as per its triple mandate.

¹¹¹ As concluded in the Inter-Agency Standing Committee/Gender Reference Group (IASC.GRG). 2015. 'Review of IASC Policy Statement on Gender Policy in Humanitarian Action. Implemented by UN Women on behalf of the IASC.GRG: gender mainstreaming in humanitarian action requires concerted efforts to address weaknesses and limitations..

- UN Women's capacity to co-ordinate with its partners is somewhat challenged (particularly at the country level) by the relatively limited available resources.
- In turn, this may be exacerbated in countries where UN Women has not yet established a country office; depending instead on deployment of a Gender Specialist hosted by the UN system; or a gender specialist placed in the UN Women Regional Office.
- The effectiveness of the decentralised organisation may be limited by staff shortages at the country level and the lack of adequate oversight and monitoring mechanisms at country and project levels.
- UN Women Regional Offices are relatively new and may not be at the same level of functioning due to human and financial resources, keeping in mind the regional architecture is not meant to lead to an 'extra layer of bureaucracy'.
- The development of timely and concise guidance to support the implementation of SPF activities at the country level needs to be strengthened, specifically in impact area 1..
- Not having the operational mandate to implement election programmes at country level, keeping in mind the alignment of UN Women's work with electoral priorities of the UN system.
- Aligning UN WOMen's work with electoral priorities of the UN
- Challenges faced by UN Women to be recognized as an equal partner in humanitarian field.
- Need for a systematized process to channel support from United Nations strategic partners and national counterparts on constitutional and electoral technical assistance, and gender responsive humanitarian action.

Defining results and presenting results

- At the time of the Mid-Term Review of the 2014-2017 Strategic Plan, UN-Women had not presented explicit theories of change (TOC) for its impact areas that explain how outputs are intended to contribute to the outcomes identified in its development results framework. While this has since been addressed – as part of the Flagship Programme Initiative – the thematic area-based TOCS are referred to as 'drafts'.
- One-third of performance indicators in the 2014-2017 Development Results Framework initially lacked baseline data.
- The annual UN Women Data Companion documentation reveals that gender-related statistics are not available in certain domains, are often not comparable, and the quality of data varies significantly between countries. Disaggregation of available statistics by sex remains a challenge, particularly in the humanitarian field.

Insufficient resources

- Global challenge between expectations/demands and available resources, and between competing demands on the use of SPF funds.
- UN women still identifying its niche and opportunities for funding
- Insufficient funding to cover countries other than the LDCs
- UN Women had to compromise on technical expertise at the regional level due to limited funds received; means need to be creative to deploy priority advisors as not all the required advisors could be afforded; need to ensure a hybrid of advisors at regional offices or HQ.
- Exchange rate fluctuations may impact on deployments and on level of disposable funding.

Volatility of countries in which UN Women works

- Continued volatility and geopolitical, peace and security, human rights, and economic challenges.
- Political crisis in the countries of intervention and lack of a conducive environment to a peaceful democratic electoral process, national dialogue and credible government institutions - in particular, defence and security sectors.

Difficulties of working within the selected impact areas

- Implementing the process by which countries are prioritized in order to receive targeted technical assistance and expert missions is a challenge.
- The changing nature of electoral and constitutional processes requires flexibility and long term investment to capture results.
- Making progress in women's political participation in various regions requires change of mindset at global, regional and national levels.
- Not yet enough buy-in for gender equality and women's empowerment in humanitarian action.
- United Nations agencies working in the humanitarian field do not draw a distinction between UN Women's triple mandate – reflected for example in its role as the custodian of SWAP – and UN Women's aim to strengthen its operational capacity in support of humanitarian action, with possible implications for UN Women achieving intended results in SPF funded interventions.

IASC

- To date – at the time of drafting the Inception Report - application for membership in the IASC has not been successful, in spite of UN Women's role in the IASC Gender Reference Group, and funding research and key activities on gender responsive in humanitarian action (including through SFP funding).
- Not being a member of IASC complicates matters as UN Women is not an equal partner in fora where decisions on humanitarian action/response are made, even though the SPF funding has supported research and deployment of gender specialists.

Partnerships

- Challenge of strengthening existing partnerships and pursuing new partnership opportunities, especially in humanitarian action.
- Link with the challenge of expediting the UN system objective of *Delivering as One* and implementing agreements in the Quadrennial Comprehensive Policy Review (QCPR).
- Link with continuing challenge of UN Women reinforcing its pivotal role and niche in fulfilling its triple mandate.

3.5 Preliminary Conclusions

The preliminary conclusions presented by the Evaluation Team take into account the caveat that it is not the purpose of the evaluation of the SPF Programme to assess results of individual project outcomes, outputs and activities, nor compare results on the same type of project in impact areas 1 and 4 across the countries selected for field missions.

Rather, the aim is to take examples of interventions implemented in the two impact areas 1 and 4 which are the focus of the SPF Programme, and follow up in the selected countries if and to what extent the expected results have been achieved; i.e. how effectively and efficiently Sida funding

support has been used in support of stated objectives, and investigate implications for sustainability and - if feasible - impact of the programme interventions funded by the SPF model. By implication the evaluation aims investigate the value of the SPF model, and identify how it may be strategically implemented in a following phase.

There is, moreover, the caveat that the SPF Programme cannot be evaluated in isolation of what UN Women has been experiencing since it became operational in 2011, and which the organization itself refers to as 'growing pains'. Specifically this includes institution building; organizational set-up involving decentralization; putting in place and strengthening results-based management and financial systems; ensuring the required human resources/staff are in place in UN Women Headquarter as well as regional and country levels, in turn linked to capacity-building; and securing the required funding for implementing UN Women's strategic plan, in itself a major challenge given that the organization largely depends on volunteer funding..

Following on from the above statements, and based on the preliminary desk review of available documentation relevant to evaluating SPF programme performance, as well as keeping in mind the continuing challenges affecting the implementation of UN Women's triple mandate at the global/corporate, regional and country levels respectively,¹¹² the Evaluation Team highlights the following preliminary conclusions.

Relevance

In respect of the *relevance of the SPF Programme*, findings of the 2014 Multilateral Organization Performance Assessment Network (MOPAN) survey conclude that UN Women's work is relevant, particularly in terms of pursuing results that are in line with its triple mandate, as well as with global trends and priorities in addressing gender equality and the empowerment of women.

Findings of the Mid-Term Review of the UN Women Strategic Plan 2014-2017 point to UN-Women's ability to leverage its triple mandate, perceived to be an enabler of success and a major asset of the organization. The Mid-Term Review also points to evidence that *Delivering-as-One* and the roll-out of the Standard Operating Procedures have enabled UN Women to leverage its triple mandate more effectively and to play a greater catalytic role.

Indeed, findings of the preliminary desk review indicate that overall the SPF programme approach is relevant in terms of contributing to UN Women achieving its triple mandate as per its 2011-2013 and 2014-2017 Strategic Plans respectively, i.e. through the focus on two impact areas that contributes to the organization establishing its niche in respect of promoting and supporting gender equality and the empowerment of women and girls.

Effectiveness

¹¹² To support inter-governmental bodies, such as the Commission on the Status of Women, in their formulation of policies, global standards and norms; to help Member States to implement these standards, standing ready to provide suitable technical and financial support to those countries that request it, and to forge effective partnerships with civil society; and to lead and coordinate the UN system's work on gender equality as well as promote accountability, including through regular monitoring of system-wide progress.

Keeping the above statements and caveats in mind, the Evaluation Team notes that in respect of *effectiveness*, the corporate documentation reviewed (see section 3.1.1) indicates that overall UN Women has been effective in reaching the stated corporate objectives. In turn, this is deemed to be linked to the organization's ability to work with key actors on gender equality and women empowerment issues, as well as address the cross-cutting themes inherent in its triple mandate.

The Evaluation Team concludes that this statement is largely supported by the SPF progress reports indicating that programme achievements have been realized through provision of technical support at country level; building strong partnerships at global, regional and country levels; knowledge generation through practical research, and development of tools for country implementation, and supporting wide-ranging activities relevant to implementing the two impact areas focused on in the SPF Programme. Though UN Women is to date not a full member of the IASC, it is reported to have advanced towards establishing its role and credibility in the humanitarian community, specifically through its function as co-chair and Secretariat of the IASC Gender Reference Group, as well as its involvement and support to various IASC objectives in the humanitarian field - including research, advocacy and technical support on mainstreaming gender in humanitarian action.¹¹³

But the above mentioned corporate documentation as well as the SPF progress reports also flag factors and challenges affecting the overall effectiveness of UN Women's interventions. This includes:

- continuing challenge of strengthening organization-related issues affected by the 'growing pains' referred to earlier, including the process of putting in place the regional architecture and setting up UN Women country offices rather than relying on technical expertise hosted by the in-country UN system or based in the regional office;
- strengthening coordination with partners and pursuing new partnerships in spite of limited financial resources;
- strengthening synergies between different components of the SPF Programme, also as part of operationalizing UN Women's triple mandate at global, regional and country level;
- addressing mindsets that may not be supportive of interventions aiming to address gender inequalities; due to limited political will to reform discriminatory laws and structural barriers to women's access to legal support, services etc, further exacerbated in times of conflict;
- capacity to achieve some outputs under impact areas 1 (such as the electoral process) and impact area 4 (full membership in the IASC; humanitarian aid).;
- mobilizing financial resources and capacity to scale up results.

A further caveat that needs to be taken into account when evaluating effectiveness of the SPF Programme, is that the longevity of the technical experience underlying the two UN Women Strategic Plan impact areas may differ. The Evaluation Team notes that in respect of *impact area 1/ Women lead and participate in decision making at all levels* UN Women has been able to build on the track record of the four UN entities that preceded it.¹¹⁴ In respect of *impact area 4/ Peace and security and humanitarian action are shaped by women leadership and participation* UN Women

¹¹³ The limitations identified in the Review of the IASC Gender Policy in respect of effective and efficient gender mainstreaming are deemed to point to the importance of UN Women contribution in this thematic area.

¹¹⁴ DAW, INSTRAW, OSAGI and UNIFEM-

builds on the experience particularly of UNIFEM which, however, was more focused on the normative and policy levels, and less on humanitarian operations *per se*.¹¹⁵ By implication, this has required investment in organizational set-up (establishment of the UN Women Humanitarian Unit in Headquarters) and in the required technical capacity to establish UN Women's niche in humanitarian action, which in effect the Sida funded SPF Programme has enabled.

Efficiency

In respect of SPF programme efficiency, available documentation on UN Women's performance in operationalizing its triple mandate concludes that overall the organization has focused on increasing resources available for programming through, for example, harmonizing business practices aiming to increase efficiency and accountability and thereby reducing administrative costs. These sources also conclude that overall UN Women is achieving cost-efficiency by leveraging resources, though internal cost controls are deemed to require strengthening. Furthermore, these information sources point to the need to address internal challenges such as results-based management, project design, and improving the quality of the monitoring and results-based reporting systems.

In light of chronic funding shortfalls at the overall level, UN Women appears to have adopted approaches geared towards the strategic and efficient use of limited resources. A regional architecture has been implemented whereby resources at regional level have been consolidated from 15 sub-regional offices to six regional offices, reportedly leading to a strengthened policy and programmatic engagement in every region.¹¹⁶ Building and leveraging partnerships is highlighted as a central part of the modus operandi of UN Women's Strategic Plan as well as the SPF. The cooperation with the Gender Standby Capacity Project (GenCap) and Justice Rapid Response (JRR) roster mechanisms are such examples. This is an efficient way of managing scarce resources.

It has also been noted that the SPF funding modality has had a catalytic impact that has helped leverage other resources. The building of strategic partnerships and providing seed-funding to start or strengthen initiatives by other actors are examples presented in the SPF progress reports. SPF funds have also been successfully utilised to mobilize additional funding from the Peacebuilding Fund. and UN Electoral Assistance Programmes.

According to the SPF progress reports, Sida funding has been utilized to deploy a large number of long-term and short-term gender advisors and experts with specific gender competencies to various UN missions and agencies, providing technical advice and capacity building, supporting various UN affiliated roster systems with expertise and training. In addition it has served to produce toolkits and has provided capacity building and training for other UN agencies as well as for CSOs, NGOs and national government entities. Funds have also been used to conduct needs assessments, produce policy papers including conducting policy advocacy interventions targeting the international community as well as national governments.

¹¹⁵ Specifically this pertains to UNIFEM's work on peace and security issues (pursuant to UNSCR 1325); and strengthening the protection of women affected by conflict and in post-conflict settings, including addressing VAW as part of advocacy on improving the status of women.

¹¹⁶ UN Women. 2013/f. 'Integrated Budget Estimates for UN Women for the Biennium 2014-2015', p. 4.

In the documentation reviewed UN Women also highlights the importance of the SPF in allowing an enhanced focus on building the internal capacity of the organisation to effectively implement its triple mandate within the UN family and beyond. In relation to humanitarian assistance specifically, UN Women highlights the importance of the SPF in supporting its efforts to establish itself as a credible actor in the humanitarian community and attain membership of the IASC, reflected in funding of research and other technical activities enabled through Sida funding. The SPF progress reports also reveal how SPF resources have been allocated for capacity building through training, building the data base, investing in production of relevant knowledge products supporting UN Women's advocacy activities in the two impact areas covered by the SPF Programme, and strengthening ties with key strategic partners.

Given that UN Women largely relies on voluntary financial contributions, the un-earmarked funding provided by Sida appears to have been instrumental in enabling the organization to move forward in addressing its triple mandate, specifically its strategic plan focusing on the two impact areas covered by the SPF Programme. Funding flexibility has enabled UN Women to be more strategic in the use of the allocated funds, in turn supporting efficiency and value added through joint approaches within the organization as well as with strategic partners, including leveraging additional funding sources.

Sustainability

The Mid-term Review of the UN Women Strategic Plan 2014-2017 presents various statements on programme sustainability, for example:¹¹⁷

- ✓ UN Women continue to be hampered by resource constraints that prevent sustainability and scaling-up of successful interventions. Ensuring adequate financing will be critical to the successful implementation of the 2030 Agenda. UN-Women can do more to track resource gaps and quantify its implications.
- ✓ Several evaluations and assessments have emphasized that the resource gap has constrained UN-Women's ability to fully deliver on the strategic plan and represents a threat to programme sustainability
- ✓ The development of a productive engagement and multi-year partnership frameworks that allow for greater predictability and sustainability of financing will be a priority.

From the documentation available to the Evaluation Team during the inception phase, statements on sustainability of the Sida funded SPF Programmes may be extrapolated, for example, from reporting on progress on implementation of Sida funded SPF initiatives.¹¹⁸ The four SPF progress reports which were reviewed by the Evaluation Team focus on presenting outputs and activities. Examples of sustainability include funding of technical positions by other stakeholders that had hitherto been covered by the SPF Programme. Moreover, UN Women has leveraged funding from Japan which may further contribute to sustainability of SPF supported interventions. . In other instances, small funding accompanied by technical support from HQ on Impact 1 programming, has provided a way for UN

¹¹⁷ UN Women/Executive Board (UN Women/EB). 2016. 'Report of the Under-Secretary General/Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women on progress made on the strategic plan, 2014-2017, including the mid-term review of the strategic plan'. May, pp. 28, 33.

¹¹⁸ Also keeping in mind that at the time of compiling the Draft Inception Report, the Evaluation Team was not able to meet with the pertinent Sida staff, nor have access to relevant documentation produced by Sida on the SPF Programme.

Women COs to position the Entity as a key stakeholder in electoral assistance programming; and also to leverage additional resources from Sida and other Donors like USAID.

From the challenges and next steps flagged in respect of implementing the two impact areas supported by the SPF Programme it may be tentatively concluded that the mechanisms put in place to ensure sustainability of results requires further strengthening, and by implication securing the necessary funding. UN Women aims to address SPF programme sustainability through requesting Sida to fund a second phase of the SPF, but also by leveraging other funding sources and strengthening business practices at global, regional and country levels respectively.

Impact

Eliciting information on impact of the SPF Programme from the four progress reports is at this stage of the evaluation process less straightforward, not least given the long-term nature of changes at the impact level and the challenge of addressing attribution issues.¹¹⁹ Indeed a major challenge to supporting gender quality and the empowerment of women and girls as per UN Women's triple mandate is the impact of political crisis exacerbating conflicts and civil war, and the socially conservative trends that increasingly question achievements in addressing gender-based inequalities.

The Evaluation Team therefore expects to address the key evaluation questions covering the impact evaluation criteria during the field work phase covering UN Women regional offices and the selected countries, as well as interviews with key global level stakeholders. In respect of country field missions, the Evaluation Team will aim to review how SPF relevant project documents address the exit strategy and the link with sustainability, as well as investigate if and to what extent the project results have achieved the desired impact, while taking the specific political, economic and social context into account. While, as stated earlier, it is not the purpose of the SPF programme evaluation to compare specific outcomes and outputs across the countries selected, country-level information on impact, as well as effectiveness, efficiency and sustainability, is expected to provide insights conducive to addressing the OECD/DAC evaluation criteria.

3.6 Addressing SPF Evaluation Terms of Reference

Based on the preliminary findings presented above, the Evaluation Team points out that it may not be feasible to cover all the objectives of the five investigation areas listed below:

- Assess and validate the achievements of the SPF, identifying the strategic, policy, programme and institutional factors that have led to the realization of these achievements (or impediment of results).
- Validate the relevance, efficiency, effectiveness, and sustainability of the programme in achieving the development outcomes of the UN Women SP.
- Provide recommendations for the future of the SPF in relation to its role in supporting UN Women's strategic role and mandate and inform the expansion and extension of the existing and/ or development of future agreements of this type with other donors.

¹¹⁹ UN Women/Executive Board (UN Women/EB). 2016. 'Report of the Under-Secretary General/Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women on progress made on the strategic plan, 2014-2017, including the Mid-term review of the strategic plan'. May, p. 28.

- Examine the extent to which funding under the SPF has facilitated establishment of new or stronger partnerships, leveraged greater outcomes that go beyond UN Women’s strategic plan and assess the value and relevance of these.
- Assess knowledge generated (including knowledge products), in order to reflect key areas of work from a policy perspective.

Partly this is due to that fact that given the Evaluation Team’s interpretation of the actual focus of the SPF evaluation - i.e. investigating how the flexible SPF funding modality has contributed to UN Women achieving the strategic objectives of impact areas 1 and 4 – the documentation reviewed so far does not provide the required hard evidence to validate the achievements presented in the four progress reports, nor how the SPF has concretely contributed to achieving the development outcomes in UN Women’s Strategic Plan.

The fact that as far as could be ascertained - there is no mid-term review of the SPF Programme; nor is there a detailed report of the annual review meetings that indicate the view of the donor/Sida on reported progress; nor has the donor/Sida apparently required a management response from UN Women - have also not facilitated the Evaluation Team’s effort to present more concrete conclusions during the inception phase.

Given the factors flagged above, the Evaluation Team will – through key stakeholder interviews at global and regional levels, and field mission in the selected countries - aim to collect and triangulate as much information as feasible to investigate how and to what extent the SPF funding modality has contributed to achieving expected outcomes of (demand-driven) interventions in impact areas 1 and 4. By implication the Evaluation Team will aim to provide insight into the Sida funded SPF Programme as a possible model to be replicated, and whether this may require adjustments during a following funding phase which UN Women is applying for.

Keeping in mind that time constraint and the relatively limited number of example countries agreed upon for the field missions are added factors that need to be taken into account when addressing the above mentioned fields of investigation and the Evaluation Team’s efforts to validate reported SPF funded progress achieved in impact areas 1 and 4.

4 EVALUATION METHODOLOGY

4.1 Evaluation Approach

The preliminary desk review confirms that contribution analysis is the appropriate evaluation approach for this assignment. This approach is expected to provide more insights in assessing wider outcomes and impact, and does not try to quantify with precision the influences of a range of different factors contributing to impact. Rather, it seeks to use careful and logical analysis to draw up hypotheses of causality, to make and test judgements about the importance (and strength) of these different influences in an iterative process, and to draw “plausible casual narrative” between the inputs and the wider outcomes, impacts and conclusions.

Triangulating the information elicited from the desk review, field missions and observations will contribute to validating the pathway to change reflected in the Evaluation Team’s proposed theory of change. This underpins the Team’s understanding of how UN Women perceives the pathways to

change underlying its interventions in the strategic impact areas 1 and 4 of the 2014-2017 Strategic Plan.

As mentioned previously, the approach is based on the Evaluation Team's understanding that the evaluation focus is on the Strategic Partnership Framework (SPF) as a funding modality, and its and its overall results, rather than assessment of the results of specific activities *per se* supported by donor funding; i.e. evaluating *how* the SPF funding modality supports implementation of various activities and outputs; the extent to which the UN Women country presence 'models'¹²⁰ influence outcomes; and the significance and contribution of the SPF funding modality in enabling UN Women to fulfill its triple mandate.

Taking into account UN women's triple mandate aiming to promote and support gender equality and the empowerment of women and girls across the UN system – and the link with *Delivering as One*¹²¹ – the evaluation methodology approach is also based on the principle of integrating human rights and gender equality in the analysis, conclusions and recommendations.¹²²

4.2 Refinement of the Evaluation Matrix

The Evaluation Team reviewed the evaluation matrix presented in the SIPU proposal. The Team concludes that the key evaluation questions remain relevant to the scope and objective for evaluating the SPF Programme. These key questions provide the framework for formulating the questionnaires for key stakeholders at UN Women Headquarters, regional and country office levels, taking into account the caveats presented in the preceding section 3.5 (see the evaluation matrix presented on the following pages).

With regard to the indicators, based on the Evaluation Team's current understanding of the purpose of the evaluation of the SPF Programme and its funding modality, some of these indicators and means of verification have been adjusted accordingly. The matrix – and risk assessments - will be further reviewed during the next evaluation phase and, if deemed necessary, may be subject to further refinement.

¹²⁰ Specifically, existence of an independent UN Women Country Office; or the UN Women Gender Specialist is hosted by the UN system; or the pertinent country is covered by pertinent UN Women staff based in the UN Women Regional Office.

¹²¹ Refers to the United Nations system working coherently and effectively across the world in the areas of development, humanitarian assistance and the environment.

¹²² See United Nations Evaluation Group (UNEG). 2014. 'Integrating Human Rights and Gender Equality in Evaluations'. Guidance Document.

Evaluation criteria	Evaluation questions	Indicators	Means of verification	Risk assessment
Relevance	<p>Have activities and expected results of the programme been consistent with the overall goal and the attainment of objectives as well as intended impacts?</p> <p>Were selected programmatic approaches and strategies appropriate to address the identified needs of stakeholders and beneficiaries?</p> <p>How, and in what way, did the programme build synergies with other similar UN system or donor interventions?</p> <p>Is the programme design the most appropriate way to reach intended outcomes, are there more efficient ways to achieve similar results</p>	<p>Alignment of SPF Programme with triple mandate and strategic objectives of UN Women.</p> <p>Relevance and coherence of the SPF Programme in respect of contributing to implementation of impact areas 1 and 4.</p> <p>Alignment of SPF Programme with regional/national strategies in support of women’s leadership and participation in decision-making at all levels and in peace, security and humanitarian action.</p> <p>Adjustments if any to building blocs underlying the Theory of Change (TOC) during SPF programme implementation.</p>	<p>Review of UN Women Strategic Plan</p> <p>Review/content analysis of relevant key SPF programme documents.</p> <p>Review/contents analysis of national development policy/strategy supporting women’s leadership and participation at all levels, and in peace, security and humanitarian action in the selected field mission countries.</p> <p>Review of SPF Programme Theory of Change at design stage and adjustments if any to pathways of change during SPF programme implementation.</p> <p>Interviews/SWOT analysis with key stakeholders/informants at global, regional and national levels,</p> <p>Response of key stakeholders to indicative evaluation questions in the online survey.</p>	<p><i>The following risk assessment may be relevant to addressing all or some of the evaluation criteria:</i></p> <p>Time constraint affecting interviews with representative number of key stakeholders at global, regional and national levels.</p> <p>Timely availability/ accessibility of relevant UN Women and Sida documents relevant to implementing the SPF Programme.</p> <p>Timely availability/ accessibility of baseline, monitoring and financial/human resources reports on implementing the SPF Programme.</p> <p>Availability of key stakeholders at global, regional and national levels for interviews.</p>
Effectiveness	<p>Were stated SPF programme results achieved?</p> <p>What progress toward the results has been made?</p> <p>Is the implementation arrangement for the programme effective for each planned objectives, if not, how can it be improved?</p> <p>What factors have contributed to achieving or not achieving intended results?</p>	<p>Clarity and measurability of SPF programme objectives as reflected in the Log Frame.</p> <p>Provision of technical support at regional and country levels in support of implementing demand-driven interventions in impact areas 1 and 4.</p> <p>Global, regional and country level partnerships conducive to supporting synergies and avoiding duplication of interventions covering impact areas 1 and 4.</p> <p>Knowledge products relevant to implementing impact areas 1 and 4 and conducive to supporting UN Women’s advocacy role in support of objectives of impact areas 1 and 4.</p>	<p>Review (if available) SPF Programme process of backwards mapping and link with preconditions in place to assess performance of programme interventions.</p> <p>Review/content analysis of baseline, monitoring and evaluation reports.</p> <p>Review of management/ dissemination of knowledge produced during SPF programme implementation.</p> <p>Interviews with stakeholders at global, regional and national levels, including relevant government and civil society counterparts in</p>	<p>Timely response of key stakeholders to the online survey.</p> <p>Time constraint affecting focus group discussions with representative sample of SPF Programme beneficiaries.</p> <p>Security risks with implications for field missions in the 6 field mission countries indicated in the TOR.</p> <p>Logistical and security factors with implications for visiting SPR Programme activities/ project sites in remote areas</p>

	<p>Have the SPF partnerships been appropriate and effective?</p> <p>What factors contributed to the SPF effectiveness or ineffectiveness?</p> <p>How did the deployment of Gender Advisors to countries with no UN Women presence contribute to the achievement of expected results and specific objectives?</p>	<p>Type of interventions and participatory mechanisms in place to monitor expected outcomes and outputs.</p> <p>Participatory mechanisms in place to cooperate/ coordinate/ communicate with SPF programme partners and national counterparts in activities implemented in impact areas 1 and 4.</p> <p>Capacity building of key UN Women staff at global, regional and country levels relevant to implementing SPF supported interventions in impact areas 1 and 4.</p> <p>Capacity building of national government and civil society counterparts in support of implementing SPF Programme activities in impact areas 1 and 4.</p>	<p>the selected field mission countries.</p> <p>Interviews with Gender Advisors and WPD Advisers.</p> <p>Response to indicative evaluation questions in the online survey.</p>	<p>in the selected field mission countries.</p> <p>Level of clarity and relevance of information documented throughout implementation impact on the ability for the team to understand choices made as a result of contextual changes and/or risk mitigation measures.</p>
Efficiency	<p>Have resources (financial, human, technical support, etc.) been allocated strategically to achieve programme outcomes?</p> <p>Have programme resources been sufficient to deliver results and contribute to programme outcomes?</p> <p>Were the actions to achieve the results efficient?</p> <p>To what extent have programme management arrangements facilitated (or hindered) effective implementation and efficient achievement and delivery of results?</p>	<p>Functioning of SPF funding modality and link with achieving SPF programme results.</p> <p>UN Women business practices in place conducive to reducing administrative and other costs with implications for optimal use of Sida funding in implementing interventions in impact areas 1 and 4.</p> <p>Cost effective process indicators in place to monitor programme outcome, output and activities.</p> <p>Cost effective mechanisms in place to collect and utilize monitoring data on SPF Programme activities.</p> <p>Utilization of Sida funds and possible under-spending.</p> <p>Leveraging funding from donors other than Sida</p>	<p>Review/content analysis of key SFP programme documents including overall and country specific work plans and monitoring reports.</p> <p>Review of programme budget, allocated UN Women staff/human resources and other technical input/support.</p> <p>Interviews with stakeholders at global, regional and national levels, including relevant government and civil society counterparts in field mission countries.</p> <p>Response to indicative evaluation questions in the online survey.</p>	
Sustainability	<p>Are there any indications (such as structural changes) that the results achieved are sustainable?</p> <p>How has the programme set in place mechanisms to ensure</p>	<p>Enabling environment and accountability mechanisms in place to sustain SPF Programme outcomes/ results.</p> <p>Coherence of SPF risk assumptions and exit strategy and implications for SPF Programme sustainability.</p> <p>Knowledge management mechanisms and platform in place</p>	<p>Context analysis of country specific economic, social and political dynamics relevant to supporting gender equality in general and SPF Programme Goals in particular.</p> <p>Review/content analysis of key SFP programme</p>	

	<p>sustainability of its results?</p> <p>What factors supported or hampered sustainability?</p> <p>How can the SPF be improved in its next phase?</p>	<p>conducive to SPF Programme sustainability of outcomes/results.</p> <p>Contribution of national government and civil society counterparts to sustainability of SPF Programme outcomes/results.</p> <p>Contribution of UN/non-UN stakeholders to sustainability of SPF Programme outcomes.</p> <p>Views of SPF Programme beneficiaries on sustainability of SPF Programme outcomes.</p> <p>Examples of how beneficiaries have changed perceptions/attitudes/working methods/behaviour as a (self-assessed) result of programme activities.</p> <p>Appropriate funding and capacity in place to replicate and scale up SFP Programme interventions and activities.</p>	<p>documents including overall and country specific work plans and monitoring reports.</p> <p>Review of programme budget, allocated UN Women staff/human resources and other technical input/support.</p> <p>Interviews with stakeholders at global, regional and national levels, including relevant government and civil society counterparts in the selected field mission countries.</p> <p>Focus group discussions with key national government and civil society counterparts.</p> <p>Focus group discussions with representative sample of programme beneficiaries.</p> <p>Response to indicative evaluation questions in the online survey.</p>	
<p>Impact</p>	<p>Does the program achieve the intended goals and objectives? What are the gaps?</p> <p>Should the program be continued?</p> <p>Are there any unintended effects of the program, either positive or negative?</p> <p>How effective is the program in comparison with alternative interventions?</p>	<p>Cause/effect linkages and observed changes during SPF programme implementation.</p> <p>Changes in awareness of, attitudes towards, women's leadership and participation in decision-making at all levels and in peace, security and humanitarian action at national and local/ community levels in the selected field mission countries.</p> <p>Type/extent of changes in relevant legislation and policies in countries covered by the SPF Programme relevant to women's leadership and participation at all levels and women's participation in peace, security and humanitarian action in the selected field mission countries .</p> <p>Extent of national ownership of SPF programme results.</p> <p>Extent to which national institutions and systems have been strengthened to support women's leadership and participation at all levels and in peace, security and humanitarian action in the selected field mission countries.</p>	<p>Review/content analysis of key SFP programme documents including overall and country specific work plans and monitoring reports.</p> <p>Review of SPF Programme Theory of Change and link with the Log Frame.</p> <p>Available/accessible data on women participation in relevant decision-making bodies, in leadership positions, participation in elections, and participation in peace, security and humanitarian action.</p> <p>Response to indicative evaluation questions in the online survey.</p>	

		Percentage increase in number of women in leadership positions at national and local/community levels.		
Lessons learnt	<p>What are best practices emerging from the programme?</p> <p>How many potential practices or tools used during the programme that could be replicated elsewhere?</p> <p>What areas can be improved in regards to programme design, planning and implementation?</p> <p>What are the main challenges that affected the programmes ability to achieve desired results?</p>	<p>Classification of lessons learnt and best practices from evaluation findings covering criteria of relevance, effectiveness, efficiency, sustainability and impact.</p> <p>Key Indicators for developing knowledge management platform conducive to disseminating SPF Programme outcomes/results and impacts.</p>	Review of evaluation findings covering criteria of relevance, effectiveness, efficiency, sustainability and impact.	

4.3 Field Mission Phase

4.3.1 Country Selection

Following discussion between SIPU, the Evaluation Team, and UN Women Headquarters the following countries have now been selected for the field phase:

Ethiopia

The focus here is on the peace and security funds that have been invested in supporting the Office of the Special Envoy of the African Union on Women, Peace and Security but also where this was brought together with support provided to the AU commission of inquiry on South Sudan through our justice deployments. The Evaluation Team anticipates that, based on current information, this visit will focus on data collection in Addis Ababa.

Jordan

One of the key focus areas for this field visit will be the work done in the Za'atari refugee camp, under Impact area 4 (Humanitarian), the support of the programme to the humanitarian response. This is an established programme that UN Women hopes to replicate under the LEAP Flagship Initiative.

Based on current information available to the Evaluation Team, the understanding is that the field visit will involve some time in Amman, meeting with the country office and other stakeholders, as well as a visit to the Za'atari refugee camp on the Syrian border. The visit to Jordan will be coupled with a visit to the Regional Office in Cairo.

Myanmar

Myanmar represents a country in Asia and one where there is no UN Women presence. The focus here is on Impact Area 4 and the deployment of gender experts for WPS mainly. We anticipate that the field work will focus in Yangon and that stakeholders will include other UN agencies and other donors and partners. Depending on how the programme is managed, this would include either a visit or a remote interview with the regional office in Bangkok.

Paraguay

For reasons of expediency and to enable a greater focus at the global of global activities, we propose to cover Paraguay remotely 'with a lighter touch'. This would involve a desk review and a few key remote interviews.

The rationale to include Paraguay is that the SPF supported generation of knowledge to feed into a NAM, UN Coordination on Electoral Assistance and implementation of NAM recommendations through joint UN programming. This focus would be to provide valuable lessons learned and guidance on UN Women's engagement on a NAM process and developing of UN Electoral Assistance programming.

Sierra Leone

The Evaluation Team's understanding is that the focus of the field mission in Sierra Leone will be on both impact areas:

- UN Women work on the Ebola response, covering Impact Area 4, humanitarian response. According to UN Women it highlights their ability to establish credible and worthwhile partnerships with governments to develop their strategic response to crises, but also had more community based programme.
- UN Women support to enhanced internal and national capacities to develop and implement constitutions, legal frameworks and policies that promote women's political participation.

Somalia

Somalia is interesting for two reasons – one, it is an example of partnership and sustainability in short term deployments of gender experts (under Impact Area 4, WPS) but also it was a country hugely invested in by the rule of law expert covered under this programme.

The Evaluation Team proposes to cover Somalia either through our local team, **Translink**, which is based in Mogadishu, with the Evaluation Team Member meeting with this team in Nairobi. He would meet before and after data collection and in between conduct the mission to Ethiopia, if feasible to organize for UN Women. Alternatively, the Team Member handles the visit to Mogadishu himself.

The decision depends on i) where in the country interviews would need to take place, ii) the type of interviewees and their location. If the majority of stakeholders are other UN agencies that are based at the UN compound in Mogadishu, it may be preferable for the Team Member to do this himself. Based on our current information about activities, we anticipate that the field work would take place mostly in Mogadishu. CVs for the local team will be sent to UN Women as soon as feasible. The Team Member would also meet with the regional office in Nairobi.

Global Level

Due to the Evaluation Team's better understanding of the nature of the SPF Programme as a funding modality, there is the anticipated need for an increased focus at the global level to be able to answer the evaluation questions adequately. This is also partly due to the fact that there are activities and knowledge products funded by the SPF Programme that are not region-or country-specific.

Moreover, SPF funding has been used to fund technical positions in UN Women Headquarters relevant to addressing impacts 1 and 4. In particular, to ensure adequate coverage of impact area 1 during the SPF evaluation, the Evaluation Team's investigations at the global level would focus on this area and particularly, e.g. *Output 1.1.2: UN Women Country Offices and national partners have improved access to knowledge products and tools to formulate and implement constitutions, legal frameworks and policies that promote women's political participation*, and questions around the overall result of the SPF that cannot be extrapolated only through country level analysis.

The Evaluation Team also proposes to extend the number of interviews in New York with partners of UN Women and also carry out some remote interviews via Skype. Stakeholders here include DPA, DPKO, OCHA, OHCHR, Swedish Mission to UN, UNDP and other potential key stakeholders identified in the next evaluation phase.

Country	Impact area(s)	Region	Country presence
Jordan	Impact Area 4: WPS, humanitarian	MENA	Country office
Ethiopia	Impact area 4: WPS	East Africa	Country Office
Myanmar	Impact area 4: WPS, humanitarian	Asia	Adviser at RCO acts as focal point for UN Women
Paraguay	Impact area 1	LAC	Country office
Sierra Leone	Impact area 1 Impact area 4: humanitarian	West Africa	Country office
Somalia	Impact area 4: WPS	East Africa	Adviser at RCO acts as focal point for UN Women
Global	All, but particularly Impact Area 1 (Output 1.1.2 and 1.2.2)	N/A	N/A

4.3.2 Key Documentation

The Evaluation Team will – in advance of carrying out the agreed-upon field missions – collect the following country specific documentation:¹²³

- UN Women Regional Office and Country Office documentation pertinent to implementing the SPF Programme
- Reports – including assessments and evaluations if available - on SPF project activities implemented by the UN Women country office
- United Nations Development Assistance Framework (UNDAF)
- Key United Nations partners involved in implementing SPF project activities
- National development plan
- National policy/strategy/action plan supporting gender equality
- National policy/strategy/action to combat gender-based violence.
- National legislation relevant to the focus of Impact 1 and Impact 2
- Civil society activities relevant to implementing the SPF project activities

4.3.3 Provisional Field Mission Schedules

The following table provides an overview of the planned timeline for the field visits.

Countries	Suggested timing	Responsible
Egypt	<ul style="list-style-type: none"> • Tuesday 12 July: fly to Cairo/Egypt • Wednesday 13 July/Thursday 14 July: UNW Regional Office • Friday 15 July/Cairo, work on report 	Camillia El-Solh

¹²³ The Evaluation Team’s expectation is that UN Women at Headquarters, regional and country levels will ensure that UN SPF and other relevant documentation will be shared well in advance of travel to the selected field mission countries.

Ethiopia	<ul style="list-style-type: none"> Monday 4 July fly to Addis Ababa 5- 8 July; meetings with limited number of stakeholders; unable to meet with UN Women Regional Office Nairobi Return 8 July to Stockholm 	Hannes Berts and Camille Pellerin
Jordan	<ul style="list-style-type: none"> Saturday 16 July: fly to Amman/Jordan Sunday 17 July to Thursday 21 July: mission in Jordan Friday 22 July: fly back to Heathrow/UK 	Camillia El-Solh and Lamis Nasser
Myanmar, and possibly Bangkok	<ul style="list-style-type: none"> Saturday 9th July: fly UK to Yangon/Myanmar Monday 11th – Friday 15th July: Mission in Myanmar Saturday 16th: Fly back to UK 	Paul Balogun and Ca Lian Thang
Nairobi/Somalia	<ul style="list-style-type: none"> During the period 15-22 August; depending on security situation and team set up 	Hannes Berts and possibly Translink
Paraguay	<ul style="list-style-type: none"> Monday 4-Friday 8 July: Interviews with country office and selected key stakeholders 	Angelica Arbulu
Sierra Leone	<ul style="list-style-type: none"> Saturday 23 July: Fly UK-Sierra Leone Monday 25-Friday 29 July: Mission in Sierra Leone Saturday 30/31 July: Return to UK 	Camillia El-Solh and Allan Quee
Global/NY	<ul style="list-style-type: none"> Monday 27 June-Friday 8 July: face to face interviews in New York Monday 4-Friday 29 July 	Angelica Arbulu and rest of team

4.4 Key Stakeholder Interviews

The key questions presented in the evaluation matrix (see Annex 6) have been translated into specific questions to be raised with key stakeholders in UN Women Headquarters and regional offices.

Separate questions have been developed for UN Women country staff, UN partners, and national counterparts in the selected countries.¹²⁴

4.5 Survey

4.5.1 Methodology

The Evaluation Team will design and circulate an electronic survey (using Survey Monkey) to collect stakeholder perceptions related to the relevance, efficiency, effectiveness, sustainability and impact of the Strategic Partnership Framework (SPF).

¹²⁴ See Annex 2: Questions for Key Stakeholders.

The target audience will include stakeholders at UN Women’s headquarters, regional and country offices that have applied for SPF funding support and carried out activities under the two impact areas which are the focus of the SPF. The list of stakeholders to be targeted will be finalized upon receiving the required information from UN Women. UN Women will initiate the process through a cover letter explaining the objective of the survey and expected cooperation of UN Women staff.

4.5.2 Survey Questions

The survey questions will constitute both qualitative and quantitative elements in order to effectively capture information related to results and achievements of implementing activities under Impact 1 and Impact 4 funded by the SPF Programme. The questions build on the key issues identified for discussion with key stakeholders targeted for face-to-face to Skype interviews (see section 4.4.3 above).

More specifically, survey respondents will be presented with a list of questions and statements, of which they will be asked to provide their feedback through five or six-point scales. Themes and patterns will be drawn out from the survey responses and demonstrated through relevant graphs and tables. For the purpose of the Inception Report, the Evaluation Team has identified the key questions for the survey, to be further developed into a questionnaire administered through Survey Monkey.¹²⁵

The focus and results of the electronic survey will be to further comprehend SPF programme outcomes and results and to triangulate with the findings from the document review, semi-structured interviews, focus group discussions and country field missions.

4.5.3 Limitations

Without the survey input of partners, survey results can only reflect the personal viewpoints of UN Women in Headquarters, and regional and country levels respectively. Instead, these inputs will be accounted for with interviews with key partners.

While survey response rates can typically be lower than anticipated – keeping in mind this response is not based on random sampling but pertains to a self-selected target group - the timing of the survey in mid-July when stakeholders may be on holiday, could contribute to even lower response rates. The Evaluation Team will attempt to provide as much time as possible for responses, within the limited timeframe available for this assignment.

4.6 Evaluation Work Plan

Please refer to Annex 5 for the evaluation work plan – as of July 2016. In this we suggest a slight change in the delivery of the Draft Final Evaluation Report until the 15th of August and delivery of the Final Evaluation Report by the 1st of September. We hope that UN Women can agree to this slight change, made necessary by some delays in the start of the evaluation. The Evaluation Team - with guidance and support from the SIPU Task Manager - aims to adhere to the milestones flagged in the Evaluation Work Plan; in the assumption that the limitations and risks discussed in an earlier section

¹²⁵ See Annex 3: Draft Survey Questions

of the Inception Report do not arise, with implications for delivering the final product – the Final SPF Evaluation Report – by the suggested deadline.

ANNEX 1: LIST OF DOCUMENTS

This list includes documents already reviewed for the inception report and others that will be reviewed during the evaluation phase. The list includes all the documents that have been sent to the Evaluation Team and others that they have collated themselves. Not all of these documents will be reviewed in depth.

SPF Program/Country Documents

African Union. 2015/a. 'The African Union 15 Years of Women, Peace and Security Agenda in Africa: Stocktaking and Perspective.'

African Union. 2015/b. 'Consultative Meeting of Member States and Regional Economic Communities that have Developed Action Plans on UNSCR 1325: Reviewing and sharing Experiences towards Enhanced Implementation and Monitoring.'

Actions Humanitaires D'Onu Femmes En Republiques Democratique du Congo. No date. 'DRC Showcase.'

Building Resources in Democracy, Governance and Elections. 2012/a. 'TTF Workshop Bolivia Final Report.'

Building Resources in Democracy, Governance and Elections. 2012/b. 'TTF Workshop Honduras Final Report.'

Building Resources in Democracy, Governance and Elections. 2012/c. 'TTF Workshop Nicaragua Final Report.'

Building Resources in Democracy, Governance and Elections. 2012/d. 'UN Women TTF Workshop Bangladesh.'

Building Resources in Democracy, Governance and Elections. 2013/a. 'Gender and Elections Workshop Report.'

Building Resources in Democracy, Governance and Elections. 2013/b. 'Mission Report Belize.'

Building Resources in Democracy, Governance and Elections. 2013/c. 'Taller Bridge, Modulo "Genero y Elecciones Informe Final".' El Salvador Report.

Building Resources in Democracy, Governance and Elections. 2013/d. 'Taller Bridge, Modulo "Genero y Elecciones".' Honduras BRIDGE Final Report.

Building Resources in Democracy, Governance and Elections. 2014/a. 'Electoral System and Temporary Special Measures Report Kazakhstan.'

Building Resources in Democracy, Governance and Elections. 2014/b. 'Gender and Elections Workshop Report Burundi'

Building Resources in Democracy, Governance and Elections. 2015. 'Creating a Network of Democratic Capacity Builders in Bangladesh.'

Candidatas Mejor Democracia. 2015. 'Jornada de Capacitacion de Candidatas. El derecho a ser Electas'

Candidatas Mejor Democracia. 2015. Jornada de Capacitación de Candidatas. Fortaleciendo las candidaturas femeninas en las Elecciones Municipales 2015.' Paraguay.

Caribbean Institute for Women in Leadership. 2015/a. 'Consultation with Female Parliamentarians to Share CIWiL Strategic Plan.'

Caribbean Institute for Women in Leadership. 2015/b. 'Strategic Plan 2015-2020.'

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ANNEX 2: QUESTIONS FOR KEY STAKEHOLDERS

- A. UN Women Headquarters
- B. UN Women Regional Office
- C. UN Women Country Office
- D. Sida/Donor
- E. UN Partners
- F. National Counterparts

A. UN WOMEN HEADQUARTERS

Background on Interviewee:

1. *Name:*
2. *Current position:*
3. *Professional experience:*
4. *Deployment in UN Women Regional Office:*

SPF Programme Performance

1. Can you briefly describe how the SPF is implemented in your thematic area, and what has been the role of UN Women Headquarters in this process.
2. Who are UN Women's key partners in implementing the SPF Programme?
3. What have been the main challenges in the process of implementing the SPF Programme?
4. Have there been any changes/adjustments/challenges to the SPF model during the period under review?
5. What have been the advantages and /or disadvantages of the SPF model.
6. In your view is this the most effective way of achieving results in impact areas 1 and 4 of the 2014-2017 Strategic Plan?
7. Does UN Women have a theory of change? How is this articulated?
8. In your view what other factors have contribute to achieving./not achieving intended outcomes for impact areas 1 and 4?
9. Have the partnerships identified in the SPF Programme implementation been appropriate and effective?
10. In your view what is the added value of global level activities and knowledge products linked to implementing impact areas 1 and 4?
11. In your view, how has the SPF model contributed to UN Women capacity building?
12. The flexibility of the SPF funding modality is highlighted as a positive factor in the SPF progress reports. How has this funding flexibility contributed to SPF programme effectiveness and efficiency?

13. UN Women documentation and the SPF progress report indicate that in the initial years of programme implementation there was under-spending of Sida funds, and that the closing balance in recent years continue to highlight this fact. To your knowledge, what are the key reasons for this.

14. What if any changes would you suggest to the current SPF model would you advocate for the next phase of Sida funding?

15. Are there any other focus areas that would be of particular interest to you in the context of the SPF evaluation?

B. UN WOMEN REGIONAL OFFICE

Background on Interviewee:

1. *Name:*
2. *Current position:*
3. *Professional experience:*
4. *Deployment in UN Women Regional Office:*

SPF Programme Performance

1. *What is the process for the UN Women:*

- a) Regional Office to apply for SFP funding?
- b) Country Office to apply for SPF funding?
- c) How is the decision to support a country specific intervention using SPF funding reached?
- d) Has this process been subject to change since the start of implementing the Sida funded SPF Programme?

2. *To what extent is the UN Women Regional Office response to expression of interest/application for SFP funding:*

- a) Demand-driven?
- b) Linked to UN Women Regional Office strategic objectives?
- c) Linked to the UN Women Strategic Plan 2014-2017?
- d) Other issues and facts relevant to this process?

3. *What in your view have been the main achievements in implementing initiatives funded by the SPF modality in respect of:*

- a) Impact area 1: please describe
- b) Impact area 4: please describe
- c) To what extent are these achievements linked to the flexible SPF funding modality? Does this apply to both impact areas covered by the SPF Programme?
- d) Could these achievements have been achieved under a different programme design and funding modality?

4. *Have these achievements contributed to strengthening UN Women's ability to implement its triple mandate?*

- a) Does this apply to both impact areas 1 and 4?
- b) Please provide examples.

5. *What in your view are the main challenges in implementing the Sida funded SPF initiatives?*

- a) UN Women human resources/capacity:

- a.1 Impact area 1.
- a.2 Impact area 4.
- a.3 Do these human resources/capacity challenges apply equally to both impact areas 1 and 4?
- b) Financial resources to cover the SPF initiative:
 - b1. Impact area 1.
 - b.2 Impact area 4.
 - b.3 Do financial challenges apply equally to both impact areas 1 and 4?
- c) Link with UN Women organizational challenge of implementing its triple mandate?
- d) Link with UN Women decentralization process/regional architecture being put in place?
- e) Are there any unintended effects of the SPF programme funding modality? Please describe.
- f) Other?

6. *The Evaluation Team has developed a TOC diagram to discuss the pathways to change underlying the Strategic Partnership Framework.*

The assumption is that although a TOC for the SPF was not developed, there is an implicit underlying theory of change that guides the implementation process (how to use the SPF funds in order to achieve the stated goals).

Please indicate if the proposed TOC diagram is relevant and useful for this purpose.

7. *Have the partnerships identified for implementing SPF initiatives/projects implemented in the country covered by UN Women been appropriate and effective?*

- a) Cooperation/synergy with other UN regional offices covering the same thematic areas as UN Women strategic impact areas 1 and/or 4.
- b) Cooperation/synergy with regional networks focusing on the thematic areas covered by impact area 1 and impact area 4?
- c) Reasons for judging the partnerships to have been/are appropriate?
- d) Reasons for judging the partnerships to have been/are effective?
- e) Other?

8. *In your view, what have been the advantages or disadvantages of the SPF funding modality:*

- a) Advantages: please specify
- b) Disadvantages: please specify
- c) Is there alternative funding model that you believe may more appropriate? If yes, reasons?

9. *The flexibility of the SPF funding modality is highlighted as a positive factor in the SPF progress reports.*

- a) How has this funding flexibility contributed to SPF programme effectiveness and efficiency?
- b) UN Women corporate documentation and the SPF progress reports indicate that in the initial years of programme implementation there was under-spending of Sida funds, and that the closing balance in recent years continue to highlight this fact. To your knowledge, what are the key reasons for this.

10. *Leveraging funding additional to Sida funding support for SFP initiatives/projects;*

- a) To your knowledge, have HQ/ROs/COs leveraged additional resources based on SPF funding provided?
- b) Source of such funding?
- c) Pertinent to which SPF supported initiatives:
 - d.1 Impact area 1
 - d.2 Impact area 4

11. *Sustainability of initiatives implemented through SPF funding. In your view, if SPF funding is no longer available can project outcomes/outputs be:*

- a) Replicated? reasons?
- b) Up-scaled? reasons?

12. *What if any changes would you suggest for the SPF modality to be implemented in the next phase, i.e. agreement with Sida?*

- a) Sida support to implementing initiatives related to impact area 1:
 - a.1 type of change
 - a.2 reason for cited change(s)
- b) Sida support to implementing initiatives related to impact area 4:
 - b.1 type of change
 - b.2 reason for type of change(s)

13. *Knowledge management*

- a) Which global and regional level UN Women knowledge products relevant to impact area 1 and impact area 4 are you familiar with?
 - a.1 title of knowledge product
 - a.2 available in the local/country language?
- b) Are these knowledge products shared with/disseminated to:
 - b.1 UN agencies in the country?
 - b.2 Other international agencies?
 - b.3 National counterparts
 - b.4 Civil society activists/NGOs
- c) Channels and mechanisms of disseminating knowledge products:
 - c.1 Advocacy
 - c.2 Training
 - c.3 Other?

14. *Are there any other focus areas that would be of particular interest to you to discuss but have not been covered by the SPF evaluation questions presented above?*

C. UN WOMEN COUNTRY OFFICE

Type of UN Women 'model':

- 1. *Country Office*
- 2. *Technical/gender expertise hosted by UN system (specify)*
- 3. *UN Women technical expertise based in UN Women Regional Office*

Background on Interviewee:

- 1. *Name:*
- 2. *Interviewee current position:*
- 3. *Professional experience:*
- 4. *Deployment in country covered by UN Women:*

SPF Programme Performance

1. Please *briefly describe the SPF initiatives/projects relevant to UN Women strategic impact area 1 and/or impact area 4 implemented with funding support from Sida.*¹²⁶

- a) Type of initiative/project covering impact area 1; indicate implementation year.
- b) Type of initiative/project covering impact area 4; indicate implementation year.

2. *What is the process for the UN Women Country Office to apply for SFP funding?*

- a) To what extent are UN Women Country Office applications:
 - a.1 demand-driven?
 - a.2 linked to the country UNDAF?
 - a.3 Other?
- b) What is the role of the UN Women Regional Office in the process of application for SPF funding?
- c) Has this process been subject to change since the start of implementing the Sida funded SPF Programme?
- d) Other issues and facts relevant to this process?

3. *What in your view have been the main achievements and challenges in implementing initiatives/projects funded by the SPF modality in respect of:*

- a) Impact area 1: please describe
- b) Impact area 4: please describe
- c) To what extent do country specific development and /or humanitarian contexts have implications for achieving the expected programme results?
- d) Could these achievements have been achieved under a different programme design and funding modality?

4. *What in your view are the main achievements and challenges in implementing the Sida funded SPF initiatives/projects in respect of:*

- a) Human resources/capacity in the country covered by UN Women:
 - a.1 Impact area 1.
 - a.2 Impact area 4.
- b) Financial resources to cover SPF initiatives/projects:
 - b.1. Impact area 1.
 - b.2 Impact area 4.
- c) Availability of sex disaggregated data; baseline data; other data?
- d) Cooperation with other UN organizations covering the same thematic areas as UN Women strategic impact areas 1 and/or 4.
- e) Cooperation/support from national government counterparts.
- f) Cooperation/support from civil society and NGO sector.
- g) Link with UN Women organizational challenge of implementing its triple mandate?
- h) Link with UN Women decentralization process/regional architecture being put in place?
- i) Other?

5. *Taking the **SWOT** analysis as framework (enclosed), and based on a SPF funded initiative under impact area 1 and/or impact area 4 which you believe may be a particularly relevant example to analyze, what would you identify in respect of the SWOT analysis for:*

- a) Impact area 1/ project example.

¹²⁶ **Impact 1**/Women lead and participate in decision making at all levels; **Impact 4**/Peace and security and humanitarian action are shaped by women leadership and participation.

- b) Impact area 4/project example.
- c) How has SPF programme funding contributed to addressing SWOT?

6. *The Evaluation Team has developed a TOC diagram to discuss the pathways to change underlying the Strategic Partnership Framework. The assumption is that although a TOC for the SPF was not developed, there is an implicit underlying theory of change that guides the implementation process (how to use the SPF funds in order to achieve the stated goals).*

Please indicate if the proposed TOC diagram is relevant and useful for this purpose.

7. *The Evaluation Team has compiled a simplified version of the TOC focusing on inputs (normative, coordination, operational); required changes; outputs/intermediary outcomes; impacts (diagram attached):*

- a) Taking as example an SPF funded initiative in *impact area 1*, please briefly describe how the pathway to change is addressed; assumptions? risks?
- b) Taking as example an SPF funded initiative in *impact area 4*, please briefly describe the pathway to change is addressed; assumptions? risks?

8. *Have the partnerships identified for implementing SPF initiatives/projects implemented in the country covered by UN Women been appropriate and effective in promoting synergies?*

- a) Type of partnership/by thematic area relevant to impact 1 and/or impact 4.
- b) Reasons for judging the partnerships to have been/are appropriate?
- c) Reasons for judging the partnerships to have been/are effective?
- d) Other?

9. *In your view, what have been the advantages or disadvantages of the SPF un-earmarked funding modality:*

- a) Advantages: please specify
- b) Disadvantages: please specify
- c) Is there alternative funding model that you believe may more appropriate? If yes, reasons?

10. *In your view, what have been the advantages or disadvantages of the SPF un-earmarked funding modality:*

- a) Advantages: please specify
- b) Disadvantages: please specify
- c) UN Women corporate documentation and the SPF progress reports indicate that in the initial years of programme implementation there was under-spending of Sida funds, and that the closing balance in recent years continue to highlight this fact. To your knowledge, what are the key reasons for this.
- d) Is there alternative funding model that you believe may more appropriate? If yes, reasons?

11. *Leveraging funding additional to Sida funding support for SFP initiatives/projects;*

- a) To your knowledge, have HQ/ROs/COs leveraged additional resources based on SPF funding provided?
- b) Pertinent to which SPF supported initiatives:

12. *Sustainability of initiative/project implemented through SPF funding. In your view, if SPF funding is no longer available/accessible, can project outcomes/outputs be:*

- a) Replicated? reasons?
- b) Up-scaled? reasons?

13. *What changes would you suggest for the SPF modality to be implemented in the next phase, i.e. agreement with Sida?*

- a) Sida support to implementing initiatives/projects related to impact area 1:
 - a.1 type of change
 - a.2 reason for cited change(s)
- b) Sida support to implementing initiatives/projects related to impact area 4:
 - b.1 type of change
 - b.2 reason for type of change(s)

14. *Knowledge management*

- a) Which global and regional level UN Women knowledge products relevant to impact area 1 and impact area 4 are you familiar with?
 - a.1 title of knowledge product
 - a.2 available in the local/country language?
- b) In the country covered by UN Women, are these knowledge products shared with/disseminated to:
 - b.1 UN agencies in the country?
 - b.2 Other international agencies?
 - b.3 National counterparts?
 - b.4 Civil society activists/NGOs?
- c) Through which channels and mechanisms are these knowledge products disseminated?
 - c.1 Advocacy
 - c.2 Training
 - c.3 Other?

15. *Are there any other areas of focus that would be of particular interest to you but have not been covered by the SPF evaluation questions presented above?*

SWOT ANALYSIS

STRENGTH	WEAKNESS
OPPORTUNITY	THREAT

D. Sida/DONOR

Background on Interviewee:

1. *Name:*
2. *Current position in Sida:*
3. *Professional experience:*

SPF Programme Performance

1. What are Sida’s reasons for choice of a flexible funding modality for the SPF Programme implemented by UN Women?
2. Has Sida applied the same flexible funding modality to other UN agencies it funds? If yes, what were the key results (provide an example).

3. From Sida's point of view: What are advantages and/or disadvantages affecting the process of implementing the SPF Programme by UN Women?
4. Have there been any changes and/or adjustments to the SPF model discussed between Sida and UN Women during the period under review? If yes, please briefly explain the reasons.
5. Is Sida satisfied with the quality of the annual SPF progress reports presented by UN Women?
6. Have the partnerships identified in the SPF Programme implementation been appropriate and effective?
7. What are Sida's expectations of UN Women's efforts to leverage other donor funding? To what extent has UN Women been successful in this?
8. Has the SPF funding model contributed to UN Women internal Capacity building?
9. Has the SPF funding model contributed to strengthening UN Women's catalytic role in support of gender quality and women's empowerment?
10. What if any changes would you suggest to the current SPF model for the next phase of Sida funding?
11. UN Women documentation and the SPF progress reports indicate that in the initial years of programme implementation there was under-spending of Sida funds, and that the closing balance in recent years continue to highlight this fact. To your knowledge, what are the key reasons for this.
12. Are there any other focus areas that would be of particular interest to you to discuss in the context of the SPF evaluation?

E. UN PARTNERS

Background of Interviewee:

1. *Name of interviewee:*
2. *Name of UN organization:*
3. *Interviewee current position in UN agency:*
4. *Professional experience:*

UN Women has implemented/is in the process of implementing initiatives/projects funded by SIDA through the Strategic Partnership Framework (SPF) Programme in two thematic areas:

- * Women lead and participate in decision making at all levels; please describe
- * Peace and security and humanitarian action are shaped by women leadership and participation

1. *How familiar are you with the SPF Programme funding modality?*
2. *Has this modality enabled UN Women to leverage additional funding for its country activities?*
 - a) *If so, what is the source of such funding?*
 - b) *If not, what in your view may be the reasons?*

3. *In which of the two thematic areas listed above does your UN organization cooperate with UN Women? Type and extent of cooperation? Please specify.*

4. *Has such cooperation between UN Women and your UN organization served to support synergies in these specific thematic areas? Please describe.*

5. *What is the value added of cooperation between UN Women and your Un organization in cooperating in the pertinent thematic area? Please describe.*

6. *In your view, has UN Women achieved the stated objectives and expected outcomes in respect of the thematic area in which you cooperate?*

7. *In your view, what are the challenges faced by UN Women in implementing the two thematic areas?*

- a) human resources and capacity
- b) required funding to cover UN Women's country programme?
- c) Other?

8. *UN Women is the custodian of SWAP focusing on development interventions. In your view*

- a) Has this role served to establish and strengthen UN Women's niche as the entity with the triple mandate of promoting and supporting gender equality and women's empowerment?
- b) Should SWAP also cover humanitarian action?

9. *Knowledge management:*

- a) Which UN Women global and regional knowledge products relevant to the thematic areas mentioned above are you familiar with?
- b) How did you learn about these knowledge products?
- c) In your view, has UN Women been effective and efficient in sharing/disseminating these knowledge products?

F. NATIONAL COUNTERPART/FIELD MISSION COUNTRIES

Background of Interviewee:

1. *Name:*
2. *Interviewee current position:*
3. *Professional experience:*

1. *Are you familiar with how UN Women funds initiatives/projects in your country in the two thematic areas:*

- a) Women lead and participate in decision making at all levels.
- b) Peace and security and humanitarian action are shaped by women leadership and participation.
- c) Do these funded initiatives contribute to supporting your country's national development plan and national women strategy?

2. *What in your view are the main achievements in implementing the initiatives funded by UN Women:*

- a) Women lead and participate in decision making at all levels; please describe
- b) Peace and security and humanitarian action are shaped by women leadership and participation; please describe

3. *What in your view are the main challenges in implementing these initiatives?*

a) National human resources/capacity:

a.1 Women lead and participate in decision making at all levels.

a.2 Peace and security and humanitarian action are shaped by women leadership and participation.

b) Financial resources/government contribution:

b.1. Women lead and participate in decision making at all levels.

b.2 Peace and security and humanitarian action are shaped by women leadership and participation

c) Sex disaggregated data; baseline data; other data?

d) Cooperation with civil society/NGO sector?

e) Other?

4. *UN Women's Strategic Plan calls for synergy and value added in implementing objectives, including strengthening: In your view, has UN Women achieved this through its country programme in your country?*

ANNEX 3: SURVEY QUESTIONS

1. What SPF initiatives and/or projects relevant to UN Women **strategic impact area 1** (women lead and participate in decision-making at all levels) have been implemented through the Sida funded Strategic Partnership Framework by your Country Office? (Please briefly list below.)
2. What SPF initiatives and/or projects relevant to UN Women **strategic impact area 4** (peace and security and humanitarian action are shaped by women's leadership and participation) have been implemented through the Sida funded Strategic Partnership Framework by your Country Office? (Please briefly list below.)
3. Is the process for the UN Women Country Offices to apply for SFP funding:
(Please tick all that may apply):
 - Demand-driven
 - Linked to the country UNDAF
 - Includes involvement from the regional offices
 - Other. Please briefly describe:
4. Specifically, what have been the **facilitating factors** to implementing the SPF supported initiatives with respect to the following (Please tick all that may apply):
 - Human Resources
 - Financial Resources
 - Sex disaggregated data availability
 - Cooperation with other UN organizations covering the same thematic areas funded by the SPF (UN Women strategic impact areas 1 and 4)
 - Cooperation with national counterparts
 - Other:
 - Please briefly indicate which facilitating factor has/is in your view particularly important to implementing the Sida funded SPF initiatives:
5. What in your view have been **the key challenges** to implementing the SPF (Please briefly describe):
6. The Mid-Term Review of the UN Women 2014-2017 Strategic Plan indicated that UN Women needs to develop the theory of change (TOC). Accordingly, the Flagship Programming Initiatives (FPI) incorporate a draft TOC for each impact area covered by the Strategic Plan. How useful are these TOCs for your area of intervention and operation? (Please tick one and briefly indicate the reason)
 - Very useful
 - Somewhat useful
 - Not very useful
 - Not at all useful
 - Don't know

7. The partnerships identified for implementing SPF initiatives/projects implemented in the countries covered by UN Women have been appropriate and effective in promoting synergies and value added. (Please tick one and briefly indicate reason).
- Strongly agree:
 - Agree:
 - Neither agree nor disagree
 - Disagree
 - Strongly Disagree
 - Don't know
8. In your view, what have been the key advantages of the SPF un-earmarked funding modality? Please tick as applicable
- Flexibility in selecting the focus of the SPF supported activity
 - Enabling UN Women to strengthen existing strategic partnerships
 - Enabling UN Women to pursue new strategic partnerships
 - Enabling UN Women to leverage additional funding
 - Investing in capacity building
 - Enabling UN Women to strengthen advocacy in the strategic impact areas 1 and 4
 - Other: Please specify
9. In your view, are there possible disadvantages to the SPF un-earmarked funding modality? (Please briefly describe below.)
10. How successful has UN Women been in leveraging additional funding to support implementation of the SPF Programme? (Please tick one.)
- Very successful (please indicate source)
 - Somewhat successful (please indicate source)
 - Not very successful
 - Not at all successful
 - Don't know
11. If response to above is *not very successful* or *not at all successful*, please briefly indicate what in your view are the reasons.
12. What changes would you suggest for the SPF modality in the next phase, i.e. agreement with Sida? (Please tick as applicable)
- Application process for SPF funding
 - Ensuring that request for SPF funding is demand-driven
 - Ensuring that the required amount of funding available for a SPF supported project enables scaling up
 - Ensuring that required longer term technical capacity is in place
 - Other:
13. Which global and regional level UN Women knowledge products relevant to impact area 1 are you familiar with? (Please tick all that apply.)
- UN Women Constitutional Database

- Guidebook on Inclusive Electoral Processes: A Guide to Electoral Management Bodies and Women's Participation
- iKNOW Politics
- Women in Politics Map
- The Background Document on Beijing+20
- Women Leaders. It Is Time to Step It Up for Gender Equality Call for Action
- The Secretary General's Report on the implementation of the GA Resolution 66/130 on Women and Political Participation for the 68th session of the General Assembly
- HeForShe Parliamentary Playbook
- UN Global Study on Implementation of Security Council Resolution 1325 (2000)
- Global Initiative on Leadership and Political Participation
- Peacebuilding Architecture review
- Peace Operations review
- Other, please describe:

14. Which global and regional level UN Women knowledge products relevant to impact area 4 are you familiar with? (Please tick all that apply.)

- Best Practices Manual for the Investigation and Prosecution of Sexual Crimes in Situations of Armed Conflict
- The Secretary General's report on Resolution 56/2 Gender Equality and Women's Empowerment in Natural Disasters
- UN Plan of Action on Resilience for Disaster Risk Reduction
- United Nations Guidebook on CEDAW General Recommendation 30 and Resolutions on Women, Peace and Security
- Gender Intensity Measure
- The UN Women Sourcebook on Women, Peace and Security
- The Impact of Gender Equality Programming on Humanitarian Outcomes" report
- Humanitarian Context Gender Analysis and Post Disaster Needs Assessment Support
- Peacebuilding Architecture review
- Peace Operations review
- The Global Study on implementation of Security Council resolution 1325 (2000)
- IASC Guidelines for Integrating Gender-based Violence Interventions in Humanitarian Action
- Other, please describe:

15. Through which channels and mechanisms are these knowledge products disseminated? (Please tick all that apply.)

- The IASC
- The deployment of short and long-term experts
- Inter-agency
- UN Women country offices
- UN Women regional offices
- Partner organizations
- Trainings and workshops
- Other

ANNEX 4: LIST OF PERSONS INTERVIEWED JUNE/JULY 2016

NAME	POSITION
Alvarez, Alejandro	Global Focal Point for Police, Justice and Correction Areas in Rule of Law, post-conflict and other crisis situations
Ballington, Julie	Political Participation Advisor (Core Reference Group)
Blackman, Dawn	Programme Management Specialist (Task Manager)
Cafferty, Elizabeth	Un Women Seconded to the WHS Secretariat
Cano, Maria Angelica	Paraguay, current political party
Coffey, David	Gender and Humanitarian Specialist
Cueva-Beteta, Hanny	Regional Governance and WPS Advisor
Duarte, Nida	Paraguay, Communication
Duncan, Beatrice	Constitutional and Access to Justice Advisor
El-Khyari, Ghita	Programme Management Specialist, Arab States
Hersh, Nancy	Senior Advocacy Officer, Women' Refugee Commission
Oluoch-Olunya, Simone Ellis	Deputy Regional Director, East & Southern Africa
Piersami, Susana	Paraguay, Technical Coordinator
Seymour, Daniel	Deputy Director Programme (Core Reference Group)
Soto, Eliana	Paraguay, Programme Coordinator and Researcher
Strahinjic, Zeljka	Programme Management Specialist (Task Manager)
Thylin, Anna Theresia	Gender and Humanitarian Specialist (Core Reference Group)
Val, Marta	Programme Specialist, Leadership and Governance
Valji, Nahla	Policy Advisor, Peace and Security (Core Reference Group)

ANNEX 5: EVALUATION WORK PLAN

Activities	CFES	AA	HB	PB	KS	NSE JOR	NSE SOM	NSE ETH	NSE MMR	NSE SL	QAE - AP	PM - JL	June				July				August				September			
													6-10	13-17	20-24	27-01	4-8	11-15	18-22	25-29	1-5	8-12	15-19	22-26	29-2	5-9	12-16	19-23
Inception phase																												
Initial contact with the UN Women	1	0.5		0.5								1																
Conduct desk review & analysis of existing data	1	1	1		5																							
Conduct initial interviews	1	2	1																									
Development of methodology	2	1	1																									
Agreement of country selection															17													
Draft of inception report	3	1	1	1								1																
Quality assurance of draft IR											1				22													
Submission of draft IR												1																
Meeting with UN Women to discuss Inception Report	1	0.5	0.5	0.5								1																
Written comments on IR from UN Women																												
Revision of IR	2		0.5																									
Submission of Final IR												1																
	11	6	5	2	5	0	0	0	0	0	1	5																
Data Collection Phase																												
Team meeting	1	1	1	1								1																
In-depth desk review and analysis of existing data	3		3	3	10																							
Quantitative survey	2				5							1																
Preparation for field missions						2	2	2	2	2		1																
Field visit Jordan and Egypt	7					5																						
Field visit Sierra Leone	5																											
Field visit Myanmar				7					5	5																		
Field visit Somalia			6				5																					
Field visit Ethiopia			6					5																				
Remote Paraguay		3																										
Global level interviews: NYC and skype	2	3																										
	20	7	16	11	15	7	7	7	7	7	0	3																
Analysis and Report Writing Phase																												
Triangulation and analysis	6	1	4	4		2	2	2	2	2																		
Writing of draft report	6	1	3	3																								
Quality assurance of draft evaluation report											1										11th							
Submission of Draft Final Evaluation report												1										15th						
Meeting to discuss findings of the evaluation	1	1	1	1								1										TBC						
Written comments on report from UN Women																							TBC					
Revision and submission of final report	2										1	1												1st				
	15	3	8	8	0	2	2	2	2	2	2	3																
Total number of days per expert	46	16	29	21	20	9	9	9	9	9	3	11																