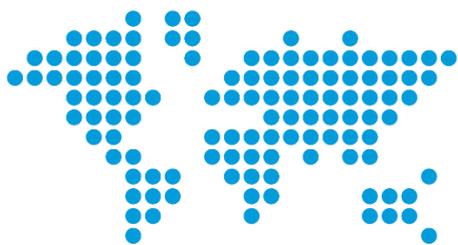Annexes


# EFFECTIVENESS AND EFFICIENCY ASSESSMENT OF UN WOMEN FLAGSHIP PROGRAMME INITIATIVES AND THEMATIC PRIORITIES OF THE STRATEGIC PLAN 2018–2021

# Contents

# ANNEX 1: TERMS OF REFERENCE

*Please see UN Women Global Accountability and Tracking of Evaluation Use (GATE) System for the full Terms of Reference ([accessible here](#)).*

# ANNEX 2: EVALUATION MATRIX

| Evaluation question | Evaluation Criteria | Type of evidence | Key sources of information<br>**Doc: names**<br>**HQ: units names**<br>**RO: FPI implementing staff, SLT**<br>**CO: FPI implementing staff, SLT**<br>**Donors**<br>**Govts:**<br>**Partners: UN agency names** | Tools for data collection<br>(Doc review<br>Online survey<br>Key Informant Interview) |
|---|---|---|---|---|
| **Overarching Q- 1 To what extent did FPI/TP approaches improve and focus strategic programming?** | | | | |
| To what extent have FPIs and thematic priorities guided programmatic prioritization and strategic planning at headquarters and field offices? | Relevance and Coherence | Theories of Change explicitly linked to serve SP Impact Areas/ Outcomes and medium-term/multiyear programme instruments | HQ: Office of Executive Director, Change Management, Policy Programme and Intergovernmental Division, Strategic Planning, Resources and Effectiveness Division<br>Regional Offices<br>Country Offices | Doc Review – FPI guidance<br><br>HQ units |
| | | Clarity and adequacy of Conceptual and Operational Guidance, orientation to HQ and field units. | HQ: Programme Support and Management Unit, WEE, LG, EVAW, P&S units in PPID, Strategic Planning Unit<br>Multi-stakeholder Partnerships and Engagement Section, Resource Mobilization Section<br>Communications and Advocacy Section | Doc Review – FPI guidance<br><br>Survey: HQ units, RO, COs<br>KIIs: HQ, RO |
| | | Broad endorsement and buy-in across HQ divisions, ROs and COs, besides key donors and partners | Regional Offices<br>Country Offices<br>Donors<br>Government partners<br>CSOs<br>UN Agencies | Survey: HQ units, RO, COs<br>KIIs: HQ, RO, donors, partners |
| To what extent have the FPIs and thematic priorities supported delivery of transformative results on gender equality and women's empowerment within the context of SP implementation? | Effectiveness | Evidence of clarity of definitions, terminologies and what transformative meant in each FPI context | HQ: Programme Support and Management Unit, WEE, LG, EVAW, P&S units in PPID, Strategic Planning Unit<br>Multi-stakeholder Partnerships and Engagement Section, Resource Mobilization Section<br>Communications and Advocacy Section<br>Regional Offices<br>Country Offices | Doc Review – FPI guidance<br><br>KII -HQ: FPI leads, key divisions; ROs, COs |
| | | Evidence of FPIs focus on specific dimensions of structural challenges/ barriers to GEWE in:<br>• women's economic empowerment, including women's disproportionate burden of unpaid work. | HQ: Office of Executive Director, Change Management, Policy Programme and Intergovernmental Division, Strategic Planning, Resources and Effectiveness Division<br>Regional Offices<br>Country Offices | Doc Review – FPI Pro Docs<br><br>KIIs: KII -HQ: FPI leads, key divisions; ROs, COs |

| | | | | |
|---|---|---|---|---|
| | | • preventing and responding to gender-based violence.<br>• promoting women's participation and leadership in all forms of decision-making.<br>• strengthening gender-responsive strategies in conflict and disaster prevention, preparedness and recovery. | | |
| | | -Identification of specific elements in the programmes that were expected to trigger transformation. | | Doc Review – FPI Pro Docs<br>KIIs: KII -HQ: FPI leads, key divisions; ROs, COs |
| | | -elements in the FPIs that addressed and promoted government and partners' roles and contributions and sustainability aspects | HQ: Office of Executive Director, Change Management, Policy Programme and Intergovernmental Division, Strategic Planning, Resources and Effectiveness Division<br>Regional Offices<br>Country Offices | KIIs: KII -HQ: FPI leads, key divisions; ROs, COs, government, partners |
| How well have FPIs/thematic priorities supported implementation of UN Women's integrated mandate in a complementary and coherent manner to achieve results? | Coherence | Evidence of how FPIs incorporated the normative and advocacy aspects in their designs | Programme Support and Management Unit, EE, LG, EVAW, P&S units in PPID, Strategic Planning Unit | KIIs: KII -HQ: FPI leads, key divisions; ROs, COs |
| | | Evidence of whether and how they contributed to multi-stakeholder coordination, especially at the national level (outside UN) | Regional Offices<br>Country Offices<br>Implementing partners | Doc review: FPI and SN performance Reports<br>KIIs: KII -HQ: FPI leads, key divisions; ROs, COs |
| | | Evidence of whether and how FPIs influenced quality of UNDAFs and UNCT work on GEWE issues (UN system coordination) | HQ: UN System Coordination Division<br>Regional Offices: Coordination Focal points | KIIs: KII -HQ: FPI leads, key divisions; ROs, COs<br>Doc review: FPI and SN performance Reports |
| To what extent have FPI approaches enabled the right balance between centralized and decentralized priority setting, programming, and implementation? | Relevance and Coherence | Evidence of how consultative the FPI design process was in identifying the 12 FPIs for roll out | HQ: Office of Executive Director, Change Management, Policy Programme and Intergovernmental Division, Strategic Planning, Resources and Effectiveness Division<br>Regional Offices<br>Country Offices | KIIs: KII -HQ: FPI leads, key divisions; ROs, COs |
| | | Evidence that regions and countries used FPIs as programming instruments to apply in their specific contexts and based on their priorities | HQ: Office of Executive Director, Change Management, Policy Programme and Intergovernmental Division, Strategic Planning, Resources and Effectiveness Division<br>Regional Offices<br>Country Offices | KIIs: KII -HQ: FPI leads, key divisions; ROs, COs, government, partners<br><br>Survey |

| | | Distribution of DRF and Operations resources of FPIs among global, regional and country level | | Doc Review: Financial analysis |
|---|---|---|---|---|
| What was the added value of FPI approaches over regular programming? | Relevance | Standardized, replicable approaches based on a coherent theory of change | HQ: Programme Support and Management Unit, EE, LG, EVAW, P&S units in PPID, Strategic Planning Unit Multi-stakeholder Partnerships and Engagement Section, Resource Mobilization Section Communications and Advocacy Section Regional Offices Country Offices | Doc review: FPI and SN performance Reports KIIs: KII -HQ: FPI leads, key divisions; ROs, COs Survey |
| | | Larger scale programmes and resources and partnerships | | |
| | | Expectations of management as to: <ul><li>Fewer results, greater focus and value (in medium to long-term)</li><li>deliver results in efficient manner (staff workload, management ratios, etc.)</li><li>Link development impacts with inputs in a causal and transparent manner.</li><li>Fewer indicators to manage and report (in medium to long-term)</li><li>Focus on transformative results</li><li>Aggregate result and indicator data</li><li>Reduce transaction cost</li></ul> | | Doc review: FPI and SN performance Reports KIIs: KII -HQ: FPI leads, key divisions; ROs, COs Survey |
| | | A strong Results Monitoring System to test Theories of Change and support Knowledge Management. | Programme Support and Management Unit, EE, LG, EVAW, P&S units in PPID, Strategic Planning Unit Regional Offices Country Offices | Doc review: FPI and SN performance Reports KIIs: KII -HQ: FPI leads, key divisions; ROs, COs Survey |
| **Overarching question 2. To what extent FPIs/TP approaches strengthened governance, quality assurance, monitoring, reporting and KM?** | | | | |
| To what extent were institutional capacity, strategic ownership, governance, accountability and quality assurance mechanisms for FPIs and thematic priorities defined and implemented? | Efficiency and Effectiveness | Evidence of Governance structures established for various FPIs | Programme Support and Management Unit, EE, LG, EVAW, P&S units in PPID, Strategic Planning Unit | Doc review: FPI and SN performance Reports KIIs: KII -HQ: FPI leads, key divisions; ROs, COs |
| | | Evidence of Business processes and results ownerships set among implementing teams and partners | Programme Support and Management Unit, EE, LG, EVAW, P&S units in PPID, Strategic Planning Unit Regional Offices Country Offices | Doc review: FPI and SN performance Reports KIIs: KII -HQ: FPI leads, key divisions; ROs, COs Survey |

| | | Evidence of arrangements for quality assurance, reviews and feedback loops | | Doc review: FPI and SN performance Reports<br>KIIs: KII -HQ: FPI leads, key divisions; ROs, COs<br>Survey |
| --- | --- | --- | --- | --- |
| | | Monitoring and knowledge management mechanisms | | Doc review: FPI and SN performance Reports<br>KIIs: KII -HQ: FPI leads, key divisions; ROs, COs |
| | | Training, technical support and capacity development of COs and implementing partners | | Doc review:<br>KIIs: KII -HQ: FPI leads, key divisions; ROs, COs<br>Survey |
| How have FPI approaches contributed to improving organizational systems and process efficiencies in implementation, reporting, knowledge and capacity development? | Efficiency | Evidence of Operational efficiency indicators adopted by FPIs | Programme Support and Management Unit, EE, LG, EVAW, P&S units in PPID, | RMS<br>KIIs: KII -HQ: FPI leads, key divisions; |
| | | Management ratio DR/OP | | RMS<br>KIIs: KII -HQ: FPI leads, key divisions; |
| | | Common support services and sharing of regional/HQ support by all countries implementing same or similar FPIs | | RMS<br>KIIs: KII -HQ: FPI leads, key divisions; |
| | | Knowledge management strategies and practices adopted | Programme Support and Management Unit, EE, LG, EVAW, P&S units in PPID, | RMS<br>KIIs: KII -HQ: FPI leads, key divisions; |
| How have FPIs facilitated internal coordination and alignment to prevent silos or internal competition for resources? | Efficiency | Evidence of internal coordination mechanisms among different divisions for resource mobilization and donor engagement | Programme Support and Management Unit, EE, LG, EVAW, P&S units in PPID, Strategic Planning Unit<br>Multi-stakeholder Partnerships and Engagement Section, Res Mob Section | |
| How responsive have FP approaches been to the principles of LNOB and to advance human rights-based approaches to implement GEWE commitments? | Relevance and Coherence | Evidence of inclusion of specific vulnerable groups (ethnic minority groups, displaced and disabled) in programme design in FPIs | Programme Support and Management Unit, EE, LG, EVAW, P&S units in PPID, Strategic Planning Unit | |
| | | Training and capacity development on good practices on LNOB in FPI implementing teams | Programme Support and Management Unit, EE, LG, EVAW, P&S units in PPID, | |

| | | | | |
|---|---|---|---|---|
| How have FPIs/thematic priorities helped UN Women to leverage economies of scale associated with operations? | Effectiveness Efficiency | Evidence of progressive uptake of FPI concept by more countries than initially covered | Programme Support and Management Unit, EE, LG, EVAW, P&S units in PPID, Regional Offices Country Offices | Doc review: FPI and SN performance Reports KIIs: KII -HQ: FPI leads, key divisions; ROs, COs Survey |
| | | Lateral knowledge sharing and replication of good practices | Programme Support and Management Unit, EE, LG, EVAW, P&S units in PPID, Regional Offices Country Offices | Doc review: FPI and SN performance Reports KIIs: KII -HQ: FPI leads, key divisions; ROs, COs |
| | | Donor-driven/ government driven expansion of FPI coverage to more countries | Programme Support and Management Unit, EE, LG, EVAW, P&S units in PPID, Regional Offices Country Offices | Doc review: FPI and SN performance Reports KIIs: KII -HQ: FPI leads, key divisions; ROs, COs, Donors |
| | | Increase in JPs and other agencies pooling in resources into FPIs | Programme Support and Management Unit, EE, LG, EVAW, P&S units in PPID Regional Offices Country Offices | Doc review: FPI and SN performance Reports KIIs: KII -HQ: FPI leads, key divisions; ROs, COs, Agencies |
| To what extent have the FPIs and thematic priorities played a catalytic role and scaled up results in the SP? | Effectiveness | Evidence of uptake of results and advocacy by government, other stakeholders and partners Evidence of additional resource mobilization from national sources, including government funding | Regional Offices Country Offices Programme Support and Management Unit, EE, LG, EVAW, P&S units in PPID | Doc review: FPI and SN performance Reports KIIs: KII -HQ: FPI leads, key divisions; ROs, COs, Donors, Governments |
| | | Use of FPI methodologies in other agencies' projects leading to results | Regional Offices Country Offices Programme Support and Management Unit, EE, LG, EVAW, P&S units in PPID | KIIs: KII -HQ: FPI leads, key divisions; ROs, COs, Agencies |
| To what extent have the FPI/thematic priorities embedded an adaptive management process that can react to changing contexts such as the COVID-19 pandemic? | Risk Management | Risk management measures invoked post-COVID | | KIIs: KII -HQ: FPI leads, key divisions; ROs, COs, |
| | | Rapid impact assessment and responses to affected communities in COVID-affected states | | KIIs: KII -HQ: FPI leads, key divisions; ROs, COs, |
| **Overarching question3: To what extent FPIs/TP approaches enhanced collaboration and system-wide coordination on GEWE among UN agencies (UNCF, JPs and Pooled Funding) – at global and country levels?** | | | | |
| Did the FPIs/TP implementation arrangements specifically incorporate UN Women's systemwide coordination role at the corporate and country level? | Coherence | Evidence of FPI implementing teams' interactions with relevant UNCT members, UNCCA process and Gender Score Cards | HQ: UN System Coordination Division Regional Offices: Coordination Focal points? | KIIs: HQ: FPI leads, key divisions; ROs, COs Doc review: FPI and SN performance Reports |
| To what extent did FPIs contribute to implementation of Common Chapter of the EXCOM agencies (UNDP, UNFPA, UNICEF)? | Coherence | | HQ: UN System Coordination Division Regional Offices: Coordination Focal points? | KIIs: HQ: FPI leads, key divisions; ROs, COs Doc review: FPI and SN performance Reports |
| **Overarching question 4. To what extent FPIs/TP approaches enhanced engagement of partners around common GEWE goals?** | | | | |

| | | | | |
|---|---|---|---|---|
| To what extent have FPIs and thematic priorities contributed to establishing UN Women's 'identity' and comparative advantages in broadly recognized areas of expertise among partners? | Effectiveness | Evidence of mapping of all partners and their complementing strengths in FPI design | Multi-stakeholder Partnerships and Engagement Section<br><br>Regional Offices<br>Country Offices | Doc review:  partnership documents<br>KIIs: HQ: FPI leads, key divisions; ROs, COs |
| How effective were the FPIs and thematic priorities in promoting strategic partnerships? | Effectiveness | Evidence of Joint programmes and resource contributions to FPIs | Programme Support and Management Unit, EE, LG, EVAW, P&S units in PPID,<br>Multi-stakeholder Partnerships and Engagement Section<br>UN System Coordination Division<br>Regional Offices: Coordination Focal points? | Doc review:  partnership documents<br>KIIs: HQ: FPI leads, key divisions; ROs, COs |
| To what extent have the FPIs and thematic priorities played a catalytic role and scaled up results in the SP? | Effectiveness | Evidence of upscaling of FPI results/workstreams/approaches in national programmes and programmes of other agencies? | UN System Coordination Division<br>Regional Offices: Coordination Focal points?<br>Country offices | Doc review:  partnership documents<br>KIIs: HQ: FPI leads, key divisions; ROs, COs |
| | | Evidence of documenting relevant outcome level results of other UN agencies in FPI/SN results reporting | UN System Coordination Division<br>Multi-stakeholder Partnerships and Engagement Section<br>Regional Offices: Coordination Focal points<br>Country offices | |
| **Overarching question 5: To what extent FPIs/TP approaches enhanced resource mobilization and donor relations, flexible and predictable funding?** | | | | |
| | Effectiveness | Resource mobilization strategy global, regional and national level | Programme Support and Management Unit, EE, LG, EVAW, P&S units in PPID, Strategic Planning Unit<br>Multi-stakeholder Partnerships and Engagement Section, Res Mob Section Multi-Stakeholder Partnerships and Engagement Section | Doc review: FPI and SN performance Reports, Financial analysis<br><br>KIIs: KII -HQ: FPI leads, key divisions; ROs, COs, Donors, Governments |
| | | Operationalization – roles, KPIs and donor engagement modalities for FPIs and TPs | | |
| | | Campaigning, promotion and Communications strategies | | |
| | | Lead generation, follow-up and review mechanisms | | |
| | | Targets and Actual mobilization | | |
| | | Evolution of Thematic Funding mechanisms and adaptation | Office of Executive Director, Change Management, Policy Programme and Intergovernmental Division, Strategic Planning, Resources and Effectiveness Division | |

# ANNEX 3 : INTERVIEW PROTOCOLS[1]

## SAMPLE INTERVIEW GUIDE - UN WOMEN HQ STAFF

**UN Women Flagship Programme Initiatives Evaluation**

**Interview Guide**

**Questions for UN Women HQ Staff**

**Date:**

**Office/Division:**

**Interviewee (name, title):**

**Interviewer:**

### .1.1    *INTRODUCTION*

Thank you for making the time to talk with me.

We greatly appreciate this opportunity to talk with you about your insights and experiences with the UN Women Flagship Programme Initiatives (FPIs) and Thematic Priorities (TPs), which are presently being evaluated by the UN Women's Independent Evaluation Service. The purpose of the evaluation is to assess the relevance, effectiveness, efficiency and coherence of the FPIs as a partnership, operational, resource mobilization and programming model to deliver high-impact and transformative results within the context of implementing the Strategic Plan. The evaluation will assess the strengths and weaknesses of the FPIs and provide forward-looking recommendations to strengthen implementation. The findings of the evaluation will be presented to the Executive Board in 2020 and will be used for strategic decisions including as inputs for the Strategic Plan 2022-2025, besides organizational learning and accountability.

The evaluation includes in-depth portfolio analysis of the 12 FPIs and associated programmes, five FPI case studies, as well as online surveys to all UN Women staff. The purpose of this interview is to bring in the Headquarters' perspective on how the Flagship Programme Initiatives have contributed to a 'fitter and better-funded' UN Women that fully leverages its unique composite mandate.
You were suggested as a key person to inform this activity and we greatly appreciate your perspective and views on the Flagship Programme Initiatives and later, their transition and integration into the Thematic Priorities of the Strategic Plan 2018-2021.

Before we begin, I want to let you know that no information or examples we gather during this interview will  be attributed to a specific person or institution, unless you tell us that you would be willing to have your responses to be either quoted in the report or otherwise attributed to you. You are also free to not respond to any of our questions or stop the interview at any time.

Our interview will take about 1 hour.

Before we begin, do you have any questions about this interview?

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[1] Survey protocols are included in Annex 9 Survey protocols and results.

### .1.2    *INTRODUCTORY QUESTIONS*

1. **Engagement with UN Women**: Tell me about your engagement with UN Women and entry into your current position. How long have you been with UN Women and in what capacities? How long have you been involved with gender equality work and in what ways?

2. **Exceptional experience related to FPIs:** Think about your work with the Flagship Programme Initiatives (rolled out in 2015) and recount any exceptional experience or high points/ *What happened? Who was involved? What was your role in this experience? What made it possible? (Try to get a great quote!)*

   *NOTE TO INTERVIEWER: Check on knowledge and involvement in specific FPIs, selected from the full list.*

3. **Conceptual Clarity and Articulation**:
   The FPIs represented a major and strategic shift in UN Women's way of working and required strong understanding and buy-in from all internal and external stakeholders. The evaluation would like to understand your views on the following:

   a. Did the FPIs clearly articulate their promise and benefits? Was it clear to your unit what key benefits were expected to ensue from FPIs as the principal programming modality at UN Women?

   b. Was there sufficient consultation at HQ among departments on concept, theories of change and operationalization of FPIs? Was there a broad consensus among implementing units on these?

   c. Was there strong buy-in from staff at your unit on the added value of the FPIs as an improved programmatic approach?

   d. Were roles and responsibilities for implementation of FPIs sufficiently clear to staff in HQ, regional and country offices?

   *NOTE TO INTERVIEWER: Check on formal guidance, trainings, management directives relating to implementation arrangements*

4. **Operationalization**:
   a. **Operational guidance:** Was there adequate conceptual and operational guidance on formulation, roll-out and implementation of FPIs?
   *NOTE TO INTERVIEWER: Check on role of Policy Advisors in regions and HQ*

   b. **Change Management to implement FPIs:** The FPIs were an inflection point in UN Women's way of working. Was a comprehensive change management process formulated and implemented to give effect to the programmatic shift implicit in the FPIs? Were lead responsibilities assigned for the success of the FPIs?

   *NOTE TO INTERVIEWER: Probe for issues around change fatigue, changing leadership and priorities, lack of transparency around decisions, programming and funding uncertainty, and strategies around coordination, communications and consultative approaches, etc.*

5. **Most significant changes:** From your perspective, what are the most significant changes introduced in business processes for the implementation of the Flagship Programme Initiatives? Why are these changes significant? Have they been applied and continued?

   *NOTE TO INTERVIEWER: Probe for changes related to programmatic focus, prioritization, scale effects, strategic partnerships, resource-mobilization, coordination, etc.*

6. **Organizational capacity:**
   a. What specific strategies have you or your office used to build capacity at the regional and country level to deliver the FPIs as intended (programmatic focus, strategic partnerships, high impact programmes, predictable and flexible funding)?
   b. Were skill- and capacity- gaps formally assessed for staff implementing various FPIs?

   *NOTE TO INTERVIEWER: Probe for HR skill mix assessments to ensure capacities to formulate, resource-mobilize and deliver larger-scale programmes were strengthened*

7. **Monitoring and oversight:** Were there dedicated results frameworks with clear indicators of success for FPIs? What would you say as to the adequacy and effectiveness of monitoring and reporting arrangements and mechanisms for FPIs?

   *NOTE TO INTERVIEWER: Check on reporting relationships, use of annual reports, strategic notes, M&E systems.*

8. **Communications:** Were there targeted communications products and engagements with donors, partners and within UN Women on the value added, results and lessons from FPIs? Were stakeholders engaged on analysis of the varied performance of FPIs and the underlying causes?

9. **Learning and Knowledge Management**: As a learning organization, UN Women puts high value on information sharing and growth through learning.
   a. Was/ is there a concrete knowledge management strategy to document lessons from the implementation of the FPI approaches and adapt programmes to address implementation challenges?
   b. Were there systematic reviews of FPI implementation at the corporate/SMT level?
   c. Were there systematic efforts to exchange knowledge and good practices within and between FPIs?

   *NOTE TO INTERVIEWER: Check on implementation of Knowledge management Strategy, and KM provisions in programme documents of FPIs.*

**Results**

The FPIs were implemented from 2015-2017, and then integrated into the Strategic Plan 2018-2021 in the form of Thematic Priorities. We would like to glean the quality of results of the initial period 2015-2017 in order to appreciate the transition thereafter.

10. **Deepening programmatic priorities and focus:** To what extent did the FPIs accomplish to deepen programmatic priorities and focus UN W better in achieving impact towards GEWE?

11. **High-quality resource mobilization**:
   a. Did UN Women formulate a comprehensive resource mobilization strategy for the FPIs?

b. How useful was the 'Structured Dialogue on Financing' mechanism for donor engagement and enhancing understanding of the value addition of FPIs and programmatic approaches?
c. To what extent did the FPIs accomplish their objective of attracting high-quality (predictable, less earmarked, pooled) non-core resources?
d. Were some FPIs more successful than others in raising adequate non-core resources? What factors explain their success?
e. Why did donors not individually fund larger and longer-term FPI programmes if the theories of change and the added value were established clearly?
f. Were there donor concerns over UN Women capacities to implement larger and more complex field programmes than before?

*NOTE TO INTERVIEWER: Check on Resource Mobilization Strategy implementation roles and responsibilities for RM at HQ, Regions and Country Office levels, donor engagement strategies, and their use.*

12. **Development of strategic, multi-stakeholder partnerships towards transformative results**: Did FPIs contribute to more effective partnerships and joint programming among UN agencies? Did UN Women forge specific partnerships around the FPIs with other agencies? Did UN Women engage at corporate level with other agencies for joint programming and resource mobilization of FPIs?

13. **Enhancing system-wide collaboration and coordination on gender equality and women's empowerment among UN agencies at global and country levels:**  What features if any were incorporated into the design and operationalization of FPIs to strengthen the linkages between normative, operational and coordination aspects of UN W at the corporate and decentralized levels?

14. **Delivery of high-impact programmes: to deliver the vision of SP 2018-2021**:   Did the FPIs achieve their results as planned? Did they produce scalable and transformative results? What (if any) have been transformational changes and impacts from/ through the FPIs towards enhancing GEWE at global/ regional/national level?

15. **Contributions to Organizational Efficiency:**
a. In what way if any have FPIs contributed to enhancing efficiencies due to scale, consolidation and aggregation effects in programme implementation?

b. To what extent have FPIs reduced transaction costs associated with programming, resource mobilization, monitoring and reporting?

16. **Capacity for gender analysis:** To what extent did the FPIs enable/support UN Women's capacity to apply rigorous gender analysis and human rights approach in programme design, monitoring and implementation at regional and country levels? What training has been provided? How useful has the training been and is it being used for programming and planning?

17. **Transition from FPIs to TPs**:
a. Is the transition from FPI to Thematic Priorities a significant change? What were the major changes if any to the FPI concepts and programme strategies, organizational systems and processes in the Strategic Plan 2018-2021?
b. Despite their logic being widely appreciated, (why) were FPIs downplayed in the narratives of the Strategic Plan 2018-2021?

18. Is the logic of the programming approach ingrained in the FPIs still valid and practiced in the Strategic Plan? Is a bulk of programming through FPI type modalities in line with the SN Guidance 2018 (that 80% of SNs should reflect FPI type elements)?

19. The concepts of thematic funding entail similar issues and challenges as FPIs (donor policies toward pooled contributions, challenges with UN agency joint programming, establishing clear comparative advantage for UN Women across multiple impact areas, etc.) How is UN Women proposing to overcome these in the proposed thematic funding mechanisms?

20. **Overall conclusions:**
    a. Do you think overall, FPIs adequately lived to their promise and delivered expected results or not?  Which FPIs were successful and which were not?

| FPI/TPs | **Prioritization, Focus, coherence** | **Operational efficiency** | **Predictable, critical mass of resources** | **High impact programmes and partnerships** | **Overall** |
|---|---|---|---|---|---|
| | Successful/ Unsuccessful | Successful/ Unsuccessful | Successful/ Unsuccessful | Successful/ Unsuccessful | Successful/ Unsuccessful |
| FPI Title | | | | | |

    b. What factors – internal and external – influenced the manifestation and quality of results?

| Factor | **Major factor** | **Minor factor** |
|---|---|---|
| Inadequate attention to structural barriers to women's empowerment challenges | | |
| Lack of strong theory of change and action | | |
| Lack of capacities and guidance on thematic areas | | |
| Insufficient articulation of UN Women comparative advantage | | |
| Insufficient engagement duration (still short term) | | |
| Inadequate funding for medium-term programmes | | |
| Lack of partnerships engagement | | |
| Any other you wish to mention (please specify) | | |

*NOTE TO INTERVIEWER: Probe for specific FPIs in which respondent participated.*

21. **Do you consider the concept of Flagship still relevant for the next Strategic Plan? What changes would you suggest improving and strengthen programmatic elements to formulate and deliver high impact programmes?**

Do you wish to make any supplementary observations?

**Thank you for your response, which will be kept confidential and used strictly for the data collection needs of this evaluation and for no other purpose.**

# ANNEX 4: STAKEHOLDER ANALYSIS MATRIX

| Stakeholder group | Key stakeholders | What (their role in the FPIs and thematic priorities) | Why (gains from involvement in the evaluation) | How (informational, reference group, management group, data collection, etc.) | When (in what stage of evaluation) | Priority (importance of involvement in evaluation process) |
|---|---|---|---|---|---|---|
| **UN Women Internal HQ** | UN Women SMT | Decision-making on the FPIs | Evidence for strategic decision-making and development of the new SP. | SMT meetings (informational and reference group) | Conceptualization /Inception phase/data collection | Very High |
| | UN Women Strategic Planning (EDO, SPU, Strategy, Planning, Resources and Effectiveness Division | Strategic Planning, RBM | Development of the new strategic plan & RBM management | Reference group | Conceptualization /Inception phase/data collection | Very High |
| | UN Women Programme and Management support | Programme and management support for the FPIs and thematic priorities | Improved programme management support | Reference group | TOR/Inception phase/data collection | Very high |
| | UN Women thematic area/policy support (WPE, WEE, EVAW, P&G, PSH) | Integral part of the FPIs operationalization and implementation for each thematic area | Improved programme and policy support for each thematic area | Reference group | Inception phase/data collection | Very high |
| | UN Women Global FPIs programmes lead/coordinator | Integral part of the FPIs operationalization and implementation for each thematic area | Improved programme/project and management support, including for development of new FPI programmes. | Key informants | Inception phase/data collection | Very high |
| | UN Women Administration and operations support | Integral part of the operationalization of the FPIs. | Improved operations and business processes | Key informants | Inception phase/data collection | High |

| | | | | | | |
|---|---|---|---|---|---|---|
| | UN Women Strategic partnership and Resource management | Resource mobilization and donor reporting | Development and implementation of UN Women's strategic partnership and RM strategy | Key informants | Inception phase/data collection | Very high |
| | UN System Coordination | UN System-wide coordination /corporate guidance | Improved UN system coordination | Key informants | Inception Phase (HQ) Data collection (RO/COs) | High |
| **External at HQ level** | Donors | Contributed/invested in the global FPIs | Use the evaluation to make strategic directions | Informational | Data collection | High |
| | EB Board members | Interested in the success of the FPIs and buy-ins | Use the evaluation to advise on UN Women's new SP and any strategic decisions | Informational | Data collection | High |
| | UN System partners | Corporate-level inter-agency engagements | Possibly become a beneficiary of lessons from the evaluation/use evaluation for future inter-agency engagements | Informational | Data collection | Desirable |
| **UN Women Regional Internal** | UN Women Regional Directors | Regional guidance and roll out of the FPIs | Better decision making /leadership on the SP implementation the regional level, and possibly become a beneficiary of change from the evaluation | Reference group/key informant | Inception phase/data collection | High |
| | UN Women Regional Planning and Coordination Support | Regional guidance and roll out of the FPIs | Better regional guidance and roll out on UN Women's strategic and coordination support | Key informant | Inception phase/data collection | V high |
| | UN Women Regional thematic leads | Regional guidance and roll out of the FPIs | Better regional guidance and roll out on thematic support | Key informant | Inception phase/data collection | V high |

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| | UN Women Regional M&E | Regional guidance and roll out of the FPIs | Better regional guidance and roll out on thematic support | Informational | Data collection | High |
| | UN Women Regional operations support | Regional guidance and roll out of the FPIs | Better regional guidance and roll out on UN Women's strategic and coordination support | Informational | Data collection | High |
| **UN Women Regional-external** | UN System partners / UN Regional commissions | In partnership with UN Women in implementation of the regional joint programme | Possibly become a beneficiary of change from the evaluation/use evaluation for future inter-agency engagements | Informational | Data collection | High |
| | Donors | Contributed/invested in the regional FPIs | Use evaluation for future partnership with UN Women | Informational | Data collection | High |
| | Regional/CSOs | In partnership with UN Women in implementation of the regional programme | Use evaluation for future partnership with UN Women | Informational | Data collection | Desirable |
| **UN Women country-internal** | COs leadership (Country reps) | Roll out of the FPIs at the CO level | Better decision making on SP implementation at the CO level, and possibly become a beneficiary of change from the evaluation | Reference group/key informant | Inception phase/data collection | High |
| | COs Programme staffs | Operationalization of the FPIs | Better implementation of UN Women's SP and possibly become a beneficiary of change from the evaluation | Informational | Inception phase/data collection | High |
| | CO Operations staff | Operationalization of the FPIs | Better implementation of UN Women's SP and possibly become a beneficiary of change from the evaluation | Informational | Inception phase/data collection | High |

| UN Women country level- external | Implementing partners | Implementation of the FPIs at the programme/project level | Better implementation of the FPIs at the programme/project level | Informational/informant | Data collection | High |
|---|---|---|---|---|---|---|
| | CSOs | In partnership with UN Women in implementation of the FPIs at the country level | Possibly become a beneficiary of change from the evaluation | Interest group | Data collection | High |
| | Governments | In partnership with UN Women in implementation of the FPIs at the country level | Possibly become a beneficiary of change from the evaluation | Interest group | Data collection | High |
| | Private sector | In partnership with UN Women in implementation of the FPIs at the country level | possibly become a beneficiary of change from the evaluation | Interest group | Data collection possibly become a beneficiary of change from the evaluation | Desirable |
| | Beneficiaries of the FPIs programme interventions | Ultimate beneficiaries of the FPIs | Possibly become a beneficiary of change from the evaluation | Informational | Data collection / possibly become a beneficiary of change from the evaluation | Desirable |

## ANNEX 5: STAKEHOLDERS CONSULTED

| | POSITION | ORGANIZATION |
|---|---|---|
| 1 | Chief, Strategic Planning Unit, SPRED | UN Women HQ |
| 2 | Director, Policy Programme Intergovernmental Division | UN Women HQ |
| 3 | Programme Specialist, Strategic Planning Unit | UN Women HQ |
| 4 | Chief, Political Analysis and Programme Development Unit | UN Women HQ |
| 5 | Chief, Programme Support and Management Unit | UN Women HQ |
| 6 | Programme Management Specialist, Programme Support and Management Unit | UN Women HQ |
| 7 | Officer-in-Charge, Research and Data | UN Women HQ |
| 8 | Programme Analyst, Research and Data | UN Women HQ |
| 9 | Statistics Specialist, Research and Data | UN Women HQ |
| 10 | Head, Humanitarian Normative and Coordination Action Peace, Security and Humanitarian Section | UN Women HQ |
| 11 | Humanitarian Analyst, Humanitarian Action and Crisis Response | UN Women HQ |
| 12 | Knowledge Management Specialist | UN Women HQ |
| 13 | OIC, Policy Advisor, Women's Economic Empowerment | UN Women HQ |
| 14 | Programme Manager – Flagship Programme on Stimulating Equal Opportunities for Women Entrepreneurs | UN Women HQ |
| 15 | Secretary of the Executive Board | UN Women HQ |
| 16 | Chief, Resource Mobilization and Donor Relations | UN Women HQ |
| 17 | Resource Mobilization and Communication Specialist | UN Women HQ |
| 18 | Donor Relations and Reporting Specialist | UN Women HQ |
| 19 | Head of the Office of the Executive Director | UN Women HQ |
| 20 | Advisor, Policy and Programme | UN Women HQ |
| 21 | Director, Financial Management | UN Women HQ |
| 22 | Finance Specialist, Financial Management | UN Women HQ |

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| 23 | Programme Specialist, LEAP FPI, Humanitarian Action and Crisis Response | UN Women GVA |
| 24 | Programme Specialist, DRR, Humanitarian Action and Crisis Response | UN Women GVA |
| 25 | Regional Director | UN Women ACRO |
| 26 | Chief, P&S and Humanitarian | UN Women HQ |
| 27 | Policy Advisor, P&S | UN Women HQ |
| 28 | Chief, Ending Violence Against Women | UN Women HQ |
| 29 | Policy Specialist, EVAW | UN Women HQ |
| 30 | Regional Director | UN Women WCARO |
| 31 | Programme and Operations Specialist, Humanitarian Action and Crisis Response | UN Women HACRO |
| 32 | Former Deputy Executive Director of UN Women | |
| 33 | Former Senior Advisor to the DED of UN Women | |
| 34 | Regional Director, Europe and Central Asia Regional Office | UN Women ECARO |
| 35 | Director, Strategic Partnership Division | UN Women HQ |
| 36 | Deputy Director | UN Women ESARO |
| 37 | UN Women Country Representative | Colombia CO, UN Women |
| 38 | Programme Specialist | Colombia CO, UN Women |
| 39 | Policy Advisor, Leadership and Governance | UN Women HQ |
| 40 | Policy Advisor, Gender-Responsive Budgeting | UN Women HQ |
| 41 | Policy Advisor, Rule of Law, Justice and Constitution | UN Women HQ |
| 42 | Policy Advisor, EVAWG | UN Women HQ |
| 43 | Director, Civil Society Engagement | UN Women HQ |
| 44 | Statistical Specialist | UN Women WCARO |
| 45 | Regional Gender and Statistics Specialist | UN Women APRO |
| 46 | Regional Gender and Statistics Specialist | UN Women ECARO |
| 47 | Statistics Specialist | UN Women ESARO |
| 48 | Head of Multilateral Affairs – Ministry of Foreign and European Affairs | Directorate for Development, |

| | | Cooperation and Humanitarian Affairs of Luxembourg |
|---|---|---|
| 49 | First Secretary/Head of Embassy | Luxembourg Embassy in Bamako |
| 50 | Corporate Planning and Reporting Specialist, Planning, Programme & Guidance Unit | UN Women HQ |
| 51 | Programme Specialist, Planning, Programme & Guidance Unit | UN Women HQ |
| 52 | Programme Analyst, Planning, Programme & Guidance Unit | UN Women HQ |
| 53 | Programme Specialist, Planning, Programme & Guidance Unit | UN Women HQ |
| 54 | Senior Advisor to the Deputy Executive Director | UN Women HQ |
| 55 | Vice President of the UN Women Executive Board | UN Women EB |
| 56 | First Secretary | Sierra Leone Mission |
| 57 | Coordination Advisor, UN System Coordination Division | UN Women HQ |
| 58 | Director, UN System Coordination Division | UN Women HQ |
| 59 | Regional Planning and Coordination Specialist | UN Women WCARO |
| 60 | Regional Planning and Coordination Specialist | UN Women APRO |
| 61 | Coordination and Planning Analyst | UN Women ASRO |
| 62 | Regional Director | UN Women ROAP |
| 63 | Country Representative and Liaison, ASEAN | Indonesia CO, UN Women |
| 64 | Programme and Coordination Specialist, FGE | UN Women HQ |
| 65 | M&E Knowledge Manager, UN Women Trust Fund to EVAW | UN Women HQ |
| 66 | Chief, UN Women Trust Fund to EVAW | UN Women HQ |
| 67 | Country Representative | Liberia CO, UN Women |
| 68 | Deputy Regional Director | UN Women ASRO |
| 69 | Policy Officer | DFAT |
| 70 | Policy Graduate | DFAT |
| 71 | Policy Officer | DFAT |
| 72 | Policy Officer | DFAT |

| 73 | Country Representative | Cameroon CO , UN Women |
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| 74 | County Representative | Mali CO, UN Women |
| 75 | Policy Specialist, Women's Economic Empowerment | Mali CO, UN Women |
| 76 | Programme Assistant | Morocco CO, UN Women |
| 77 | Programme Specialist | Morocco CO, UN Women |
| 78 | Country Representative | Guatemala CO, UN Women |
| 79 | Country Representative | Ethiopia CO, UN Women |
| 80 | Policy Specialist, EVAW | UN Women ACRO |
| 81 | Chief, UN Women Training Center | UN Women HQ |
| 82 | Programme Specialist , HACRO | UN Women HQ |
| 83 | Programme Analyst | Jordan CO, UN Women |
| 84 | Programme Analyst | UN Women ECARO |
| 85 | M&E Analyst | Turkey CO, UN Women |
| 86 | Head of Sub Office | Bangladesh CO, UN Women |
| 87 | Policy Advisor, Peace & Security | UN Women ESARO |
| 88 | Programme Specialist | Nigeria CO, UN Women |
| 89 | Programme Specialist, EVAW | India MCO, UN Women |
| 90 | Programme Analyst, EVAW | Viet Nam CO, UN Women |
| 91 | Deputy Director, HR | UN Women HQ |
| 92 | HR Specialist | UN Women HQ |
| 93 | Country Representative | Albania CO, UN Women |
| 94 | Country Representative | Palestine CO, UN Women |
| 95 | Regional Policy Advisor, Rule of Law | Bangkok, APRO |
| 96 | Access to Justice Programme Coordinator | Nepal CO, UN Women |
| 97 | Executive Director | Overcomer's Women's Rights Organization |

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| **98** | Head of Cash-Based Transfers | WFP Jordan |
| **99** | President of the UN Women Executive Board, Permanent Representative of Finland to the UN | UN Women EB |
| **100** | Advisor, Change Management | UN Women HQ |
| **101** | Research and Coordination Analyst | UN Women HQ |
| **102** | Country Director | Transcultural Psychosocial Organization, Uganda |
| **103** | UN Women Focal Point | SIDA |
| **104** | Programme Officer, Unit of Social Development | SIDA |
| **105** | Second Secretary to the Permanent Representative of Japan | Permanent Mission of Japan to the United Nations |
| **106** | Portfolio Specialist | Pakistan CO |
| **107** | Programme Manager, Programme Management and Support Unit | UN Women HQ |
| **108** | HIV/AIDS Advisor, Policy Division | UN Women HQ |
| **109** | Director, SPRED | UN Women HQ |
| **110** | Resident Coordinator's Office | UNRC, Uganda |
| **111** | Senior Programme Manager | CARE Uganda |
| **112** | Head of the Multilateral Cooperation Service | Spanish Agency for International Development Coordination (AECID) |

# ANNEX 6: KEY DOCUMENTS CONSULTED

**UN Women Strategic Plans**
UN-Women Strategic Plan 2014-2017
UN-Women Strategic Plan 2018-2021

**UN Women Annual Reports**
UN-Women Annual Report of the Executive Director on progress made on the strategic plan 2014-2017, including the midterm review of the strategic plan (2016)
UN-Women Annual Report of the Executive Director on the Implementation of the Strategic Plan 2014-2017 (2017)
UN-Women Annual Report of the Executive Director on the Strategic Plan, 2014-2017 (2018)
UN-Women Annual Report of the Executive Director on the implementation of the Strategic Plan, 2018-2021 (2019)
UN-Women Annual Report of the Executive Director on progress made on the Strategic Plan 2018-2021, including midterm review of the Strategic Plan (2020)

**UN Women Guidance Documents**
UN Women Strategic Note Guidance Note for 2018 (2017)
UN Women Strategic Note Guidance Note for 2019 (2018)
UN Women Strategic Note Guidance Note for 2020 (2019)
UN Women AWP Guidance for 2018 (2017)
UN Women AWP Guidance for 2019 (2018)
UN Women AWP Guidance for 2020 (2019)
UN Women COVID-19 AWP Reprogramming and Reprioritization Guidance Note (2020)

**UN Women Evaluations**
Corporate evaluation of the regional architecture of UN Women (2017)
Corporate evaluation of UN Women's strategic partnerships for gender equality and empowerment of women (2017)
Corporate Evaluation of UN Women's contribution on UN system coordination on gender equality and the empowerment of women (2016)
Informe de la Evaluación Final de Safe Cities Quito (2018)
Mujeres liderando el desarrollo sostenible en la provincia de Loja (2018)
Evaluación de #NoEsdeHombres (2018)
Regional Evaluation on Normative Frameworks (2018)
Independent Evaluation of UN Women's Fund for Gender Equality (2009-2017) (2018)
Securing Rights and Improving Livelihoods of Women (SRILW) evaluation (2018)
Evaluation of UN Women Economic Opportunities under LEAP (2018)
Knowledge Gateway on Women's Economic Empowerment (2018)
UN Women's Contribution to Women's Political Participation and Leadership (2018)

Meta- analysis of evaluations managed by UN Women in 2017 (2018)
Kenya Country Strategy Final Evaluation (2018)
Liberia Country Portfolio Evaluation (2018)
UN Women Rwanda Country Portfolio Evaluation 2014 – 2018 (2018)
UN Women's Corporate Evaluation on Humanitarian Action (2019)
Impact Evaluation of the 'Port Moresby: A Safe City for Women and Girls' and 'Safe Public Transport' Programmes (2019)
KNOWLEDGE MANAGEMENT EVALUATION (2019)
Evaluation of UN Women's Programme Portfolio (Partnerships) (2019)
Guatemala Country Portfolio Evaluation (2019)
Final Evaluation of the Mexico Strategic Note (2019)

**UN Women Flagship Programme Initiatives Booklet & Briefs**
Flagship Programming Initiatives Booklet (2015)
UN Women Flagship Programme Initiatives – A Vision for Coherence, presentation, extended version (2015)
Flagship FAQs (2015)
FPI Brief: Women's Political Empowerment and Leadership (2015)
FPI Brief: Women's Access to Justice (2015)
FPI Brief: Transformative Financing for Gender Equality (2015)
FPI Brief: Demanding Rights to Reproductive, Maternal, Newborn, Child, and Adolescent Services (2016)
FPI Brief: Women's Empowerment Through Climate-Smart Agriculture (2016)
FPI Brief: Women's Entrepreneurship for Sustainable Energy (2016)
FPI Brief: Income Generation for Women: Decent Work and Social Protection (2016)
FPI Brief: Women's Entrepreneurship in Gender-Responsive Procurement (2016)
FPI Brief: Safe Cities and Safe Public Spaces (2020)
FPI Brief: Prevention and Access to Services to End Violence Against Women (2016)
FPI Brief: Women's Leadership, Empowerment, Access and Protection in Crisis Response (2015)
FPI Brief: Addressing the Gender Inequality of Risk in a Changing Climate (2016)
FPI Brief:  Women's Engagement in Peace, Security and Recovery (2016)
FPI Concept Note:  Making Every Woman and Girl Count (2016)

**Executive Board Documents**
Background Note Briefing to the Executive Board 2nd Regular Session 2019: Operational Response at Sub-Regional Level: Fiji Multi-Country Office
Report on the annual session of 2018, 19 to 20 June 2018
Informal briefing on the UN-Women's Global Initiative "Safe Cities and Safe Public Spaces" (2019)
Structured dialogue on financing the gender equality and women's empowerment results of the UN-Women strategic plan, 2018-2021 (2019)
Structured Dialogue on Financing: Investing in Gender Equality and Women's Empowerment through Financing UN-Women's Strategic Plan 2018-2021 (2018)
Structured dialogue on financing: UN-Women's funding overview, gaps and financing strategy (2016)

Informal-Structured Dialogue on Financing Annex A: Funding Landscape Analysis (2018)
PowerPoint: Structured Dialogue on Financing Informal Briefing for the Executive Board (2018)
Annex: Overview of UN-Women's Flagship Programme Initiatives by Strategic Plan Impact Area (2016)
Decision 2016/4 – Report on Structured Dialogue on Financing: UN-Women's funding overview, gaps and financing strategy
Strategic brief on resource mobilization (2015)
Informal briefing on the UN-Women's Global Initiative "Safe Cities and Safe Public Spaces" (2019)
Presentation: Financing Impact, Executive Board Informal Consultation Structured Dialogue on Financing (2019)
Presentation: Making UN Women fit for purpose – Leveraging the UN Reform and inter-agency financing arrangements (2019)

**Strategic Notes**
2019 APRO SN
2019 ECARO SN
2019 ACRO SN
2018 WCARO SN
2018 ESARO SN
2018 ASRO SN
2018 ACRO SN
2017 WCARO SN
2016 WCARO SN
2016 ESARO SN
2016 ASRO SN
2016 APRO SN
2016 ACROSN


**FPI Project documents, reports and publications**
FPI Concept Note:  Making Every Woman and Girl Count (2016)
EVAW FPI Prevention and Services Community of Practice Concept Note
FPI Concept Note: Women's Access to Land and Productive Resources for Climate Resilient Agriculture (2015)
FPI Concept Note: Powering Economies through Gender-Responsive Procurement (2016)
Concept Proposal for the Addis Ababa Safe City and Safe Public Spaces with Women and Girls Programme
Concept Proposal for the Cuenca Safe Cities Programme
Concept Proposal Global Policy Support Activities "Safe Cities Free of Violence against Women and Girls Global Programme"
Concept Proposal Cairo Safe Cities Programme
Concept Proposal for the El Alto Safe Cities Programme
Concept Proposal for the Guadalajara Safe Cities Programme
UNDP Strengthening the Rule of Law and human Rights for Sustaining Peace and Fostering Development

Promoting Social Cohesion, Women's Empowerment and Security in Cox's Bazar, Bangladesh

JP Document on LEAP for Migrant, Asylum Seeker and Refugee Women and Girls in Brazil

Women's LEAP in Crisis Response: Promoting the Empowerment of Women and Girls within the Humanitarian-Development Nexus in Kenya

Women's LEAP in Crisis Response - Yemen

Women's LEAP - Egypt, Iraq, Jordan and Regional Component April 2020 - March 2021

FPI ProDoc: Making Every Woman and Girl Count (2016)

FPI ProDoc: Making Every Woman and Girl Count (2017)

Framework to Underpin Action to Prevent Violence Against Women (2015)

Ensuring Women's Access to Justice: Joint Global Programme Proposal of UN Women and the Justice Education Society of British Columbia to the Government of Canada

Safe Cities Free of Violence against Women and Girls Global Programme ProDoc (2009-2022)

Safe Cities and Safe Public Spaces: Global results report (2017)

Safe Cities and Safe Public Space for Women and Girls Global Flagship Initiative: International compendium of practices (2019)

Safe Cities and Safe Public Spaces for Women and Girls Global Flagship Initiative: Second international compendium of practices (2020)

Narrative Progress Report on LEAP for Migrant, Asylum Seekers and Refugee Women and Girls in Brazil (2019)

Annual Report to Unilever on Global Partnership Framework to End Violence against Women (2019)

**External assessments and other documents:**

Independent Evaluation of The Syria Crisis Humanitarian and Resilience Package (2019), DFAT, Australia

MOPAN Assessments, MOPAN 3.1 (2017-18)

Theories of Change for UN Women's Thematic Priorities: Achieving Transformative Results for Gender Equality and Women's Empowerment

Gender-Responsive Prevention and Management of the COVID-19 Pandemic (27 March 2020)

## ANNEX 7: EVIDENCE GRID FOR EVALUATION QUESTIONS

| Evaluation question: To what extent FPI/ TP approaches improved and focused strategic programming? | |
|---|---|
| Desk review and data analysis (Corporate documents and reports, Independent assessments and evaluations)<br>• UN Women SP 2018-2021 and integration of lessons learned into the 2018-2021 SP<br>• MOPAN Assessment (value of the FPIs acknowledged in the MOPAN assessment)<br>• Flagship Programme founding documents including the FPI booklet and presentation (2015) and resources on UN Women intranet on FPIs<br>• FPIs guidance materials on ToCs, FAQ booklets, presentations on operational mechanisms for programme formulation, results management and financial systems<br>• UN Women Guidance Note for Strategic Notes (SNs)<br>• Desk review and RMS Analysis reflecting significant drop since 2017 in references to FPIs in the corporate documentation and annual reporting across all five impact areas | Case studies<br>Relevant findings from the five case studies including:<br>• SCPS FPI for its holistic, integrated, long-term and multi-stakeholder engagement focusing on systematic and transformative actions rather than standalone, one-off and fragmented interventions & for its strong operational guidance and tools.<br>• LEAP FPI for its the holistic and cross-thematic approaches which guided UN Women's overall programmatic approach to humanitarian and crisis response & for its selective use of key components that limited the clarity and strategic intent of UN Women's HA programming.<br>• Women Count was formulated to position UN Women centrally in addressing major data gaps across the UN System in gender statistics and building national capacities on relevant gender-related SDG indicators. |
| Anonymized surveys and KIIs<br>• Interviews with relevant UN Women staff at all levels and focus group discussions on FPIs approaches and strategic programming, planning and coordination.<br>• Online survey Q A.1 "The concept of FPIs and their added value was sufficiently clear to your office and programme staff".<br>• Online survey Q A.2 "Your office and key staff were adequately consulted over the formulation of FPIs in 2015-16".<br>• Online Survey Q A.3 "Your office and key staff received due orientation and training on formulating and implementing FPIs".<br>• Online Survey Q A.4. "FPI's contributed to UN Women's strategic partnership development and positioning vis-à-vis key actors and were used a s a key tool for developing partnerships with others".<br>• Online Survey Q B.1. "The transition from FPIs to Thematic Priorities (TPs) in the Strategic Plan 2018-2021 was clearly explained".<br>• Online Survey Q B.2. "The transition retained the intervention logic and theories of change of the FPIs".<br>• Online Survey Q B.3 "The Thematic Priorities are fundamentally/essentially similar to FPIs and adopt the same or similar approaches, methodologies and tools".<br>• Online Survey Q B.4 "FPIs are still used as programming and resource mobilization tools in donor engagement". | |

| Level of confidence in the evidence | High |
| --- | --- |

**Evaluation's conclusion:** Conclusion 1. The FPIs were a much needed and significant corporate initiative to strengthen UN Women's programmatic focus, thematic coherence and operational effectiveness to attain the Strategic Plan objectives towards GEWE. They presented a way to consolidate UN Women's then fragmented and sub-scale programme footprint using coherent approaches that could be scaled up as well as aggregated toward corporate results monitoring and reporting.

Conclusion 2. The FPI implementation experience during 2016-2017 and under the Strategic Plan 2018-2021 brought out a mix of successes and challenges, besides adjustments and adaptation based on results. However, as the first experiences with transformative programming, both successes and challenges hold valuable lessons in programming and change management for the next Strategic Plan.

Conclusion 7. FPIs exhibited a huge diversity of performance, results and early impacts. However, the common success factors across FPIs validated the FPI logic and rationale of coherence and standardization, programming and scale, predictable funding, strong partnerships and effective monitoring and knowledge management.

**Evaluation question:**
**Overarching Q2. To what extent has the FPI approach strengthened governance, quality assurance, monitoring and KM?**

| Desk review and data analysis (Corporate documents and reports, Independent assessments and evaluations) | Case studies |
| --- | --- |
| <ul><li>ROs/COs Strategic Notes (SNs) 2016-2019 reflecting uptake of FPIs in formulation of regional and sub-regional initiatives.</li><li>Review of number of operational and financing modalities and initiatives developed from 2016-2019 including RMS, DAMS and LEAD that did not emanate from the FPI, as well as a pooled Fund Code introduced for the FPIs.</li><li>Review of the Structured Dialogue Financing with donors and relations to the FPIs.</li><li>Data analysis of FPI revenue data estimated in RMS provided by SPU vs. audited data of UN Women provided by Financial Management section identifying key discrepancies in data and approaches.</li><li>MOPAN Assessment on UN Women's results-based budgeting system.</li><li>The under-resourced country-level monitoring systems were also noted in the Evaluation Synthesis for 2016.</li><li>UN Women SP 2018-2021 IRRF confirming that the OEEF framework does not include explicit indicators to track the uptake of FPI modalities.</li></ul> | *Relevant findings from the case studies including:*<ul><li>FPI CRA, FPI WC, and FPI SCPS prioritized and featured in the regional SNs, while not many FPIs were prominently featured in respective strategic documents.</li><li>WC FPI for its strong central guidance mechanism at HQ and matrix management structure in the regions, as well as the good practices of its strong operationalization and clear methodology for programme set up and implementation. It also established its own reporting system which was more aligned to donor requirements.</li><li>SCPS FPI for its strong operational guidance and tools, setting out common precepts and standards on diagnosis, programme design, monitoring, impact and communicating results of safe cities' programming.</li><li>LEAP FPI for its quality assurance and technical support as well as its KM support. However, less systematic and varying levels of support available to the field, which may have</li></ul> |

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| • Strategic Dialogue on Finance report (2020) on the flexible funding modalities for partners to support the SP outcomes, such as the FPIs (WC FPI) and the Spotlight Initiatives as well as previous subsequent SDF reports. | limited UN Women's strategic intent in HA programming and operationalization of the FPIs. |

Anonymized surveys and KIIs

- Interviews and focus group discussions contributed to the evidence as well as relevant survey results:
- Interviews with relevant UN Women staffs in operations, knowledge management, financial management, and results-management system at all levels, including interviews with UN Women senior management and key stakeholders at the global level on issues related to standardization.
- Interviews with UN Women staff at the country level on issues related to FPI financial thresholds and limited capacities and support for resource mobilization.
- Interviews with key donors and Member States.
- Online survey Q C.1 "Staff received sufficient guidance materials (design kits) and technical backstopping to understand and apply FPI concepts in programming".
- Online survey question C.3 "Programme staff received adequate training on formulation and results-based management of FPIs/Thematic Priorities".
- Online survey Q C.5 "FPI project designs were systematically reviewed and quality assured by HQ divisions".
- Online survey Q C.6 "Sufficient operational capacities existed in HQ divisions, ROs, and COs to undertake and deliver FPIs".
- Online survey Q F.1 "FPIs simplified reporting by aggregation of outcome level results".
- Online survey Q F.2 "Results indicators/measurements were built into programmes".
- Online survey Q F.3 "Reporting included collective results of other agencies and partners linked to outcomes"
- Online survey Q F.4 "Appropriate systems and processes were/are in place for exchange of experiences among countries implementing similar FPIs".
- Online survey Q F.5 "There was/is systematic collection and dissemination of knowledge and lessons learned in formulating and implementing FPIs between countries/regions".
- Online survey Q G.1 "Senior Management Team and key programme staff have Key Performance Indicators (KPIs) linked to FPIs in their performance assessments".
- Online survey Q G.2 "There were/are metrics linked to contributions to partnerships, resource mobilization, and coordination in monitoring and reporting".

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| **Level of confidence in the evidence** | **High** |

Evaluation's conclusion: Conclusion 3. The FPIs were highly successful in embedding a corporate mind-shift towards programmatic approaches, and also demonstrated the scalable impact of focused and standard approaches unified by clear theories of change, facilitated by global and regional policy support. These are now firmly entrenched in UN-Women's programming, in general.

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| Conclusion 4. In comparison, elements that were weak and constrained several FPIs from performing to their potential were: resource mobilization, quality assurance mechanisms in FPI identification, financial tracking and reporting, corporate performance monitoring against FPI differentiator metrics, and initiatives around structured partnerships.<br><br>Conclusion 6. FPIs were not standalone and independent modalities and their success depended to great extent on the overall enabling environment and business processes. Although much emphasis went into programmatic substantive aspects, a similar degree of emphasis was not evident in change management, especially in corporate level monitoring of their performance to draw lessons and adapt from the implementation experience. Clear accountabilities for business processes and overall leadership of FPIs as corporate programming instruments were not established. |

**Evaluation question: Overarching Q3. To what extent has the FPI approach enhanced engagement of partners around common GEWE goals?**

| Desk review and data analysis (Corporate documents and reports, Independent assessments and evaluations) | Case studies |
|---|---|
| <ul><li>Flagship Initiatives Programmes booklet and FAQs (2015)</li><li>UN Women Flagship Programme Initiatives – A vision for coherence (Presentation), September 2015</li><li>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 2018-2021, including the midterm review of the Strategic Plan</li><li>Common Chapter of the Strategic Plans of UNDP, UNFPA, UNICEF and UN-Women</li><li>UN Women's Resource Mobilization and Partnership Strategy, 2018-2021</li><li>Analysis and review of the RO/CO annual reports (RMS annual reporting)</li><li>Corporate evaluation of UN Women's contribution to Humanitarian Action (2019)</li><li>Safe Cities and Safe Public Spaces for Women and Girls Global Flagship Initiative: International compendium of practices</li></ul> | *Relevant findings from the case studies including:*<ul><li>Examples of corporate partnerships were found in Women Count, Climate Resilient Agriculture and the Access to Justice FPIs, reflecting the FPI's programming modalities' success in convening diverse stakeholders under a common initiative, supporting a comprehensive, thematically focused resource mobilization strategy, and in building new strategic partnerships at the CO level.</li><li>Women Count built significant multi-agency partnerships on global SDG monitoring on gender-specific data, and a number of partnerships at regional level, in addition to local partnerships in over 50 countries</li><li>The Safe Cities FPI's example on a multiplicity of partners - governmental, nongovernmental actors, donors etc., by anchoring it in UN Women's composite mandate and strong corporate positioning on the Violence against Women agenda.</li><li>LEAP, as repeatedly featured in various project documents which include its clearly defined target groups.</li></ul> |

Anonymized surveys and KIIs:

- Interviews with UN Women staffs both at all levels on issues related to strategic partnerships and on their ongoing efforts and challenges in leveraging FPIs as a multi stakeholder engagement
- Interviews and focus group discussions contributing the evidence and relevant survey results
- Interviews with external stakeholders, including donors, member states indicating limited awareness and knowledge on the FPIs.
- Online Survey Q A.4. "FPIs contributed to UN Women's strategic partnership development and positioning vis-a-vis key actors and were used as a key tool for developing partnerships with others."
- Online survey Q E.1 "FPIs succeeded in attracting partnerships with UN agencies/other partners"
- Online survey Q G.2. "There were metrics linked to contributions to partnerships, RM, coordination in monitoring and reporting"

| Level of confidence in the evidence | Moderate |
| --- | --- |

Evaluation's conclusion: (Conclusion 7) FPIs exhibited a huge diversity of performance, results and early impacts. However, the common success factors across FPIs validated the FPI logic and rationale of coherence and standardization, programming and scale, predictable funding, strong partnerships and effective monitoring and knowledge management

**Evaluation question: Overarching Q4. To what extent has the FPI approach enhanced collaboration and system-wide coordination on GEWE among UN agencies at global and country levels?**

| Desk review and data analysis (Corporate documents and reports, Independent assessments and evaluations) | Case studies |
| --- | --- |
| <ul><li>Flagship Initiatives Programmes booklet and guidance documents (2015)</li><li>UN Women Flagship Programme Initiatives – A vision for coherence (Presentation), September 2015</li><li>UN Women's Guidance for Strategic Notes (SNs) 2018</li><li>UN Women's Resource Mobilization and Partnership Strategy, 2018-2021</li><li>Corporate evaluation of UN Women's contribution to UN System coordination on GEWE</li><li>Analysis and review of the RO/CO annual reports (RMS annual reporting)</li><li>MoU between UN women and UNDP on Access to Justice</li><li>Access to Justice - Working Group report on the Justice Gap Gender Justice and Equality before the law-Analysis of Progress and Challenges in the Arab States Region</li></ul> | *Relevant findings from the case studies including:*<br><br><ul><li>Women Count Global inter-agency coordination and advocacy: including UNW contribution to Interagency and Expert groups on Gender Statistics and SDG Indicators, Committee of Chief Statisticians of the UN System, Committee for Coordination of Statistical Activities and Inter-Secretariat Working Group on Household Surveys, all these are mandated by UN Stats Commission. UNW also became an official member of the UN Geospatial Network.</li><li>LEAP: Having a successful and replicable approach in the humanitarian setting, provided a channel/key entry point to engage with other UN partners and other humanitarian actors in the field. Being able to provide a framework to draft the local LEAP joint programmes with other UN partners, such as UNHCR, UNFPA provided a valuable conceptual/logic</li></ul> |

| | |
|---|---|
| • FPIs Joint Programme Document, including LEAP in Brazil (2018) & Donor report to Luxembourg, LEAP for Migrant, Asylum Seeker and refugee women and girls in Brazil (Joint programme with UN Women, UNHCR and UNFAP) 2019 | framework (ToC) and a tool to mobilize partnership as a joint programme.<br>• Access to Justice: UNW has approached A2J primarily through partnerships, instead of pursuing isolated programmes. Working with UNDP- the global leader in SDG 16, UNODC (interface with criminal justice elements), UNOSG (heading the Global Rule of Law Focal Point) provides a strong foundation for joint programming and advocacy within the UN system as well as for individual countries.<br>• Climate-Resilient Agriculture: Demonstrating comparative advantage in agriculture and climate change has not been an easy task for UN Women. However, success in working with specialist partners- the Rome based agencies FAO, WFP and IFAD in an ongoing Rural Women Economic Empowerment Programme enabled UN Women to introduce innovative approaches through the CRA FPI and directly reach a far bigger number of beneficiaries and deliver at scale. This has been a key factor in eliciting donor interest. |

Anonymized surveys and KIIs
Interviews with UN Women staffs both at HQ and at the regional and country levels on issues related to UN System coordination.
- Interviews with UN Women senior management at the global level on issues related to UN System coordination.
- Interviews with UN System partners.
- Online survey Q E.1 "FPIs succeeded in attracting partnerships with UN agencies/other partners"
- Online survey Q E.2 "Your FPIs were able to draw on UN Women's coordination mandate to ensure coherence and synergies with the Gender Equality and Women Empowerment initiatives of other UN agencies."
- Online survey Q E.3 "The rationale and theory of change of FPIs was/is adequately understood and on-boarded by other agencies"
- Online survey Q E.4 "FPIs were able to drive joint programming, joint resource mobilization, and joint monitoring and reporting"
- Online survey Q F.3 "Reporting included collective results of other agencies and partners linked to the outcomes"

| Level of confidence in the evidence | Low |
|---|---|

Evaluation's conclusion:   UN Women has elaborated a cogent approach on collaborative and comparative advantage in delivering its mandate over the years; however, its strategic position for UN coordination is shaped by several factors including the extent to which the UN and other partners recognize its added value and demand for its thematic coordination efforts.

| Evaluation question: Overarching Q5. To what extent has the FPI approach enhanced resource mobilization and donor relations, flexible and predictable funding? | |
|---|---|
| <ul><li>Desk review and data analysis (Corporate documents and reports, Independent assessments and evaluations)</li><li>UN Women's overall growth in resources, including revenue over the years (UN Women financial report and audit financial statements)</li><li>UN Women' Structured dialogue on financing EB reports including Structured Dialogue on Financing the Results of the UN-Women Strategic Plan 2018–2021 (UNW/2020/7), Structured dialogue on financing the gender equality and women's empowerment results of the UN-Women strategic plan, 2018–2021 (UNW/2019/8).</li><li>UN Women's briefing on Strategic Plan 2014-2017 noting UN Women's commitment to use the FPIs to grow joint programming, focus results and RM.</li><li>UN Women guidance on Strategic Note (SNs).</li><li>A comparison of UN Women's annual resource trends with the audited FPI revenue trends, reflecting FPIs as not a major resource modality for UN Women.</li><li>Discrepancy between audited figures and (much higher) management estimates of the revenues through the FPIs.</li><li>Actual FPIs revenue against pipeline estimates, 2017-2020 - Data from the LEADS system for revenue pipeline projections 2017-2020, reflecting UN Women not meeting its FPIs revenue projections since 2017.</li></ul> | Case studies<br>*Relevant findings from the case studies including:*<br><br><ul><li>Women Count: A major differentiator was the success in convincing donors to support strong HQ based technical expertise. Donors' appreciation of the need to support recruitment of staff at the HQ level that could provide clear guidance to the countries was a tipping point. Women Count was among the few FPIs that got adequate and multi-year funding for the global support component, which was key to progressively implement the programme across regions.</li><li>Women Count: Women Count had a dedicated advocacy strategy which was instrumental in bringing stakeholders to the table for resource mobilization, but also saw donors as advocates for gender statistics. Donor participation in high level awareness events also led to addition of new partner countries and donors.</li><li>Safe Cities: the ability of UN Women to demonstrate stories of change at impact level has allowed uninterrupted multi-year funding from the 'anchor' donor (Spain). The major value added is that the programme provided seed resources to COs and this has strengthened COs capacity to run and provide specialized technical assistance to cities.</li><li>LEAP: One of the key success factors for LEAP's resource mobilization was its programmatic approach, pairing the donor's interest based on the needs and context on the ground. The LEAP had a donor champion, Government of Japan, who recognized the value UN Women brought to the crisis response setting, and its alignment with donor priorities and provided support from the very first launch of the project.</li></ul> |

Anonymized surveys and KIIs

- Interviews with UN Women staffs both at HQ and at the regional and country levels on issues related to resource mobilization, FPI financial thresholds and limited capacities and support for resource mobilization as well as on tracking resources.
- Interviews with UN Women senior management and key stakeholders at the global level on issues related to resource mobilization.
- Interviews with key donors and Member States.
- Online survey Q B.4 "FPIs are still used as programming and resource mobilization tools in donor engagement"
- Online survey Q D.1 "Roles and responsibilities of HQ, ROs and COs in donor engagement and resource mobilization were clear"
- Online survey Q D.2 "There was/is a dedicated resource mobilization strategy for the FPIs"
- Online survey Q D.3 "There were/are dedicated account management teams assigned to key donors and coordinated resource mobilization efforts at HQ, regional and country office level"
- Online survey Q D.4 "UN Women was successful in raising adequate resources for FPIs and FPIs were successful in attracting dedicated financing around FPI themes (please specify based on each FPI)"
- Online survey Q D.5 "What factors in your view were key enablers or constraints in raising adequate resources?"

| Level of confidence in the evidence | High |
|---|---|

Evaluation's conclusion:
There has been distinct growth in revenues as well as multi-year commitments and average agreement sizes since 2016. However, FPIs had a minor share of these trends, and even experienced a steady decline since 2017, even though overall non-core resources grew for UN Women in this period.

# ANNEX 8: FPIS AND CORRESPONDING STRATEGIC PLAN OUTCOMES AND OUTPUTS

| SP relevant outcomes | SP relevant outputs | Corresponding FPIs | Mode of delivery | Planned partnerships | Revenue (2016–2020 June, US$, non-core) [2] | Geographic rep. |
|---|---|---|---|---|---|---|
| **Outcome 2: Women lead, participate in and benefit equally from governance systems** | **Output 4**: More women of all ages fully participate, lead and engage in political institutions and processes | **FPI 1: Women's Political Empowerment and Leadership**<br>**FPI outcomes:**<br>- robust legal frameworks and administrative arrangements<br>- pool of qualified and capable women to run for election<br>- transforming gender norms<br>- supporting women leaders in gender-sensitive political institutions | Portfolio of country and regional projects with the assistance of a Policy Support Unit | International organizations, regional parliamentary assemblies, Civil Society Organizations (CSOs), UN and implementing partners | 8,321,975 | Regional FPIs in Arab States and West and Central Africa Regions, country-level programmes in Senegal, Nigeria, Liberia and Palestine. Further geographic distribution TBD |
| | **Output 7**: More justice institutions are accessible to and deliver for women and girls | **FPI 2: Women's Access to Justice**<br>**FPI outcomes:**<br>- sustained justice reform<br>- strengthening capacities of formal and informal justice actors<br>- increasing demand for justice by women and their visibility in justice administration | A combination of a portfolio of branded country programmes and one global programme | UN system and other partners[7] | 699,367 | Asia Pacific Region, Uganda, ROAS, Sierra Leone, Nigeria, Uganda, Ethiopia, Lebanon, Palestine and Morocco |

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[2] FPI Revenue from 2016 to June 2020, Data compiled by UN Women Finance Section based on Atlas data by Fund codes for each FPI

| SP relevant outcomes | SP relevant outputs | Corresponding FPIs | Mode of delivery | Planned partnerships | Revenue (2016–2020 June, US$, non-core) [2] | Geographic rep. |
|---|---|---|---|---|---|---|
| | | | | | | Liberia and Senegal |
| | **Output 6**. More and better quality data and statistics are available to promote and track progress of gender equality and women's empowerment | **FPI 11: Better Production and Use of Gender Statistics for Evidence-Based Localization of the SDGs (Making Every Woman and Girl Count)**<br>**FPI outcome:**<br>- gender-responsive localization and effective monitoring of the SDGs<br>- quality, comparable and regular gender statistics<br>- gender statistics are accessible to all users to inform research, advocacy, policies and programmes and promote accountability | Joined-up approach at global, regional and national levels | Gov't, including Non-governmental Organizations (NGOs), regional commissions, international agencies, private foundations, CSOs and academic institutions | 17,925,084 | First Tier of five countries (2017) – Bangladesh, Kenya, Morocco, Senegal and Uganda<br><br>Second Tier of seven countries– Albania, Cameroon, Colombia, Jordan, Nepal, Sierra Leone and Tanzania |
| | **Output 5**. More national and local plans and budgets are gender responsive | **FPI 12: Transformative Financing for Gender Equality**<br>**FPI outcomes:**<br>- political consensus created to address the GEWE financing gap<br>- fiscal laws, policies and national action plans prioritize revenue and budgetary allocations in favour of GEWE<br>- additional financing for GEWE is mobilized<br>- accountability on spending for results is increased | A portfolio of regional and country projects with the assistance of a Global Policy Support Unit | Bilateral, multilateral, and CSOs, World Bank, IMF, private sector, Ministries of Finance and Economy, Planning, line ministries, Women's Affairs and other National Women's Machinery, academic and research institutions and think tanks | | Afghanistan, Ethiopia, Liberia , Serbia (included in ECA Regional Project), Turkey, Uganda; LAC Regional Project and ECA |

| SP relevant outcomes | SP relevant outputs | Corresponding FPIs | Mode of delivery | Planned partnerships | Revenue (2016–2020 June, US$, non-core) [2] | Geographic rep. |
|---|---|---|---|---|---|---|
| | | | | | | Regional Project |
| **Outcome 3: Women have income security, decent work and economic autonomy** | **Output 10.** More rural women secure access to, control over and use of productive resources and engage in sustainable agriculture | **FPI 3: Women's Access to Land and Productive Resources for Climate-Resilient Agriculture** **FPI outcomes:** - engendering climate-smart policies and women's land tenure security - women farmers' access to finance to invest in climate-smart agriculture - increasing women farmers' access to higher-added value markets | A portfolio of country projects and a regional programme for the Sahel supported by a Global Policy Project. The initiative complements the Rural Women Economic Empowerment joint programme, implemented with FAO, IFAD and WFP in Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger and Rwanda. | Development banks, UN agencies (FAO, WFP and IFAD), national governments and NGOs | 11,841,260 | Sub-Saharan Africa (Senegal, Liberia, Kenya, Mozambique, Malawi, Uganda, Burundi and Sierra Leone) |
| | **Output 8.** More policies promote decent work and social protection for women | **FPI 4: Stimulating Equal Opportunities for Women Entrepreneurs through Affirmative Procurement, Investment and Supply Chain Policies** **FPI outcomes:** - gender-responsive public procurement - gender-responsive corporate procurement - access to finance for women entrepreneurs - strengthen the capacity of women-owned businesses | A portfolio of country projects with leadership from a Global Policy Support Project (GPSP) | UN system, UN Secretary-General's High-Level Panel on Women's Economic Empowerment, the UN Global Compact and the Global Platform for Action on Sourcing from Women Vendors | 9,040,330 | Nigeria, the Great Lakes Region, South Africa, Papua New Guinea, Egypt, Pakistan |
| | **Output 9.** More women own, launch and/or better manage small, medium and large enterprises | **FPI 5: Income Security through Decent Work and Social Protection for Women** **FPI outcomes:** - creating political consensus for macroeconomic policies - promoting decent work for women - recognizing, reducing and redistributing unpaid care work - Increasing women's access to social protection | A portfolio of country projects, with support from the Global Policy Project | National and local partners, national, regional and multilateral financial institutions and development banks, regional economic institutions, and specialized UN agencies (ILO, UNRISD, UNCTAD, etc.). | 303,082 | Sierra Leone, Turkey, Iraq, Pakistan and India |

| SP relevant outcomes | SP relevant outputs | Corresponding FPIs | Mode of delivery | Planned partnerships | Revenue (2016–2020 June, US$, non-core) [2] | Geographic rep. |
|---|---|---|---|---|---|---|
| **Outcome 4: All women and girls live a life free from any form of violence** | **Output 11.** More countries and stakeholders are better able to prevent violence against women and girls and deliver quality essential services to victims and survivors | **FPI 6: Prevention and Access to Essential Services to End Violence Against Women**<br>**FPI outcomes:**<br>- comprehensive laws addressing VAWG and gender-based inequality and discrimination<br>- effective prevention strategy<br>- women-centered quality essential services to all survivors | Country projects with the technical support of headquarters<br><br>A portfolio of branded regional and country projects<br><br>UN Joint Global Programme on Essential Services | Women's machinery, sectoral ministries, grassroots women, youth and men's groups, UN agencies (UNFPA, UNDP, UNODC, WHO), and other partners[8] | 13,975,790 | Geographic representation TBD |
| | **Output 12.** More cities have safe and empowering public spaces for women and girls | **FPI 7: Safe Cities and Safe Public Spaces for Women and Girls**<br>**FPI outcomes:**<br>- gender-responsive locally relevant and owned interventions<br>- comprehensive legislation and policies to prevent and respond to SVAWG in public spaces<br>- investments in the safety and economic viability of public spaces<br>- Social and cultural transformations[5] | A combination of a portfolio of branded country programmes and one global programme | Gov't partners and ministries, grassroot organizations, the private sector, media, Women in Cities International, Women and Habitat Network of Latin America, the Huairou Commission, the Council of European Municipalities and Regions, UN-Habitat, UNICEF | 13,678,763 | 51 cities[9] - case studies (Papua New Guinea, Rwanda Ecuador India, Egypt) |
| **Outcome 5: Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally** | **Output 14.** More women play a greater role and are better served by humanitarian response and recovery efforts | **FPI 8: Women's Leadership, Empowerment, Access & Protection (LEAP) in Crisis Response**<br>**FPI outcomes:**<br>- gender-responsive humanitarian/crisis response planning, frameworks and programming<br>- access to protection and economic opportunities for vulnerable and displaced women<br>- promoting sustainable livelihoods for marginalized women | **Three parallel tracks:**<br>- regional/multi country projects<br>- a portfolio of country projects<br>- a window through the Global Acceleration Instrument focused on crisis response to support regional and country level initiatives through UN Women's field offices | Member States, women's machineries and CSOs, OCHA, UNICEF, UNFPA | 8,316,291 | Bangladesh, Nigeria, Jordan, Palestine Cameroon, Uganda, Turkey, Colombia and Brazil, Yemen, South Sudan, Kenya and Iraq |

| SP relevant outcomes | SP relevant outputs | Corresponding FPIs | Mode of delivery | Planned partnerships | Revenue (2016–2020 June, US$, non-core) [2] | Geographic rep. |
|---|---|---|---|---|---|---|
| **from the prevention of natural disasters and conflicts and from humanitarian action** | **Output 15**. More women play a greater role in and are better served by disaster risk Management processes | **FPI 9: Addressing the Gender Inequality of Risk & Promoting Community Resilience to Natural Hazards in a Changing Climate** **FPI outcomes:** - strengthen assessments of the gender dimensions of disaster risk - promote gender-responsive National DRM Policy and Governance - close the financing gap for gender-responsive prevention, preparedness and recovery - strengthen the capacity of women to prevent, prepare for, and recover from disasters in a changing climate | A global programme which includes a portfolio of country and regional projects supported by a global policy component | UN agencies, Member States, women's machineries, women's organizations and CSOs in coordination with UNISDR and IFRC | 2,410,714 | Five countries in Sub-Saharan Africa, the Caribbean, Asia and the Pacific |
| | **Output 13.** More commitments on women, peace and security are implemented by Member States and the UN system, and more gender equality advocates influence peace and security processes | **FPI 10: Women's Engagement in Peace, Security and Recovery** **FPI outcomes:** - enabling environment for the implementation of Women Peace and Security (WPS) commitments - women's participation in decision-making and responses related to conflict prevention - women's meaningful participation in formal and informal peace negotiations - protect women and girls' human rights, safety, physical and mental health and security - socio-economic recovery and political participation of women and girls in post-conflict situations | Three parallel tracks: - WPS Global Facility "From Resolutions to Accountability", - regional/multi-country projects - country level projects with the support of the Global Policy Project and the Multi-Partner Trust Fund *"Global Acceleration Instrument on Women, Peace and Security and Humanitarian Action"* | Intergovernmental actors including *inter alia* DPPA, DPKO, OHCHR, UNDP, the Security Council, the Human Rights Council, regional and key state institutions and CSOs | 18,781,116 | Geographic representation TBD |
| | | | | | **Total: 105,293,770** | |

*During the data collection phase, two online surveys were distributed using SurveyMonkey to two stakeholder groups: 1) UN Women HQ staff (92 respondents out of 360 staffs reached) 2) UN Women RO staff (30 respondents out of 261 reached) and CO staff (34 respondents out of 59 reached), indicating total 23 % response rate (n=156/680).*

*In addition to RO representatives, the RO/CO survey was sent to the heads of the COs, intending to obtain one response per each CO. Some of the survey results tables below have been further disaggregated by the evaluation team according to the specific FPIs to which the respondents indicated their involvement. These tables are indicated with an asterisk (*).*

ONLINE SURVEY TEMPLATE FOR UN WOMEN HQ STAFF, REGIONAL OFFICES AND SELECT COUNTRY OFFICES THAT IMPLEMENTED FPIS

This survey is one of the data collection tools for the on-going evaluation of effectiveness and efficiency of Flagship Programme Initiatives and Thematic Priorities. The evaluation seeks to assess the efficacy of the rationale and implementation arrangements for the Flagship Programme Initiatives launched in 2015 as well as their subsequent evolution into the Thematic Priorities under the SP 2018-2021, in enabling UN Women to become "fit for purpose".

**At the country level:** Please provide one completed survey questionnaire per country office. Inputs to the survey on the different FPIs should preferably be coordinated and completed by the Deputy Representatives.

**At regional level:** The survey can be filled out by any interested personnel individually.

Your responses are very important to the evaluation and would take no more than ten minutes of your time.

**Thank you for your response, which will be kept confidential and used strictly for the data collection needs of this evaluation and for no other purpose.**

A. BACKGROUND INFORMATION

You have been identified as a key respondent to assess the effectiveness and efficiency of FPIs/thematic priorities. However, before answering the questionnaire, we would like to gather some background information to enable a more nuanced analysis of the data.

1. **SEX**
What is your gender?

| HQ Survey | | | RO/CO Survey | | |
|---|---|---|---|---|---|
| Answer Choices | Responses (%) | Responses (#) | Answer Choices | Responses (%) | Responses (#) |
| Female | 82.61% | 76 | Female | 79.69% | 51 |
| Male | 13.04% | 12 | Male | 17.19% | 11 |
| Prefer not to answer | 4.35% | 4 | Prefer not to answer | 1.56% | 1 |
| Other (please specify) | 0.00% | 0 | Other (please specify) | 1.56% | 1 |
| Total | | 92 | | | 64 |

**2. OFFICE TYPE**

What is your office type?

| HQ Survey | RO/CO Survey | | |
|---|---|---|---|
| N/A | Answer Choices | Responses (%) | Responses (#) |
| | Regional | 46.88% | 30 |
| | Country Office | 50.00% | 32 |
| | Multi-country office | 3.13% | 2 |
| | Total | | 64 |

**3. LOCATION**

Where is your office usually located?

| HQ Survey | | | RO/CO Survey | |
|---|---|---|---|---|
| Answer Choices | Responses (%) | Responses (#) | Please specify | |
| New York | 83.70% | 77 | Answered | 64 |
| Geneva | 2.17% | 2 | Responses | |
| Other (please specify) | 14.13% | 13 | Panama, Senegal (Dakar), South Sudan (Juba), Bangladesh (Cox's Bazaar), Malawi, Ecuador (Quito), Mexico (Mexico City), Colombia, Morocco, Brazil, Sierra Leone, Turkey (Istanbul, Ankara), Sudan, Thailand (Bangkok), Egypt (Cairo), Cote d'Ivoire, Tirana, Albania, Yangon, Tanzania, Uganda | |
| Total | | 92 | | |
| Other (please specify) | | | | |
| ECA Region, Uganda, Brussels, Guatemala, Morocco, Abu Dhabi, UAE, UAE, Mexico, Colombia, Kenya, Tanzania, Ecuador, Ukraine | | | Somalia (Mogadishu), Guatemala, Nairobi, Honduras, Caribbean, Jordan, Fiji, New York, Sarajevo, Kyrgyzstan (Bishkek) | |

**4. LENGTH OF ASSOCIATION WITH UN WOMEN**

How long have you been working with the organization since it became UN Women?

| HQ Survey | | | RO/CO Survey | | |
|---|---|---|---|---|---|
| Answer Choices | Responses (%) | Responses (#) | Answer Choices | Responses (%) | Responses (#) |
| Less than 1 year | 9.78% | 9 | Less than 1 year | 10.94% | 7 |
| 1 year to 3 years | 17.39% | 16 | 1 year to 3 years | 34.38% | 22 |
| 3+ years | 72.83% | 67 | 3+ years | 54.69% | 35 |
| Total | | 92 | | | 64 |

**5. JOB LEVEL**

What is your job level?

| HQ Survey | | | RO/CO Survey | | |
|---|---|---|---|---|---|
| Answer Choices | Responses (%) | Responses (#) | Answer Choices | Responses (%) | Responses (#) |
| USG to D1 | 3.26% | 3 | USG to D1 | 1.56% | 1 |

| P5 to P4 | 41.30% | 38 | P5 to P4 | 39.06% | 25 |
|---|---|---|---|---|---|
| P3 to P1 | 34.78% | 32 | P3 to P1 | 17.19% | 11 |
| NOD to NOA | 3.26% | 3 | NOD to NOA | 20.31% | 13 |
| G7 to G5 | 10.87% | 10 | G7 to G5 | 6.25% | 4 |
| G4 to G1 | 0.00% | 0 | G4 to G1 | 1.56% | 1 |
| N/A | 6.52% | 6 | N/A | 14.06% | 9 |
| Total | | 92 | Total | | 64 |

## 6. CONTRACT TYPE

What is your contract type?

| HQ Survey | | | RO/CO Survey | | |
|---|---|---|---|---|---|
| Answer Choices | Responses (%) | Responses (#) | Answer Choices | Responses (%) | Responses (#) |
| Permanent | 4.35% | 4 | Permanent | 3.13% | 2 |
| Fixed Term | 69.57% | 64 | Fixed Term | 60.94% | 39 |
| Temporary | 11.96% | 11 | Temporary | 6.25% | 4 |
| JPO | 0.00% | 0 | JPO | 1.56% | 1 |
| Service Contractor | 6.52% | 6 | Service Contractor | 12.50% | 8 |
| Consultant/SSA/IC | 5.43% | 5 | Consultant/SSA/IC | 7.81% | 5 |
| UN Volunteer | 0.00% | 0 | UN Volunteer | 7.81% | 5 |
| Intern | 0.00% | 0 | Intern | 0.00% | 0 |
| Other (please specify) | 0.00% | 0 | Other (please specify) | 0.00% | 0 |
| Total | | 92 | Total | | 64 |

## 7. Were you involved in formulating and/or implementing one or more FPIs in your office? Please check the FPIs that you were involved in.

| | HQ | RO/CO |
|---|---|---|
| Answer Choices | Tick | Tick |
| FPI 1: More women of all ages fully participate, lead and engage in political institutions and processes | 9.78% (9) | 28.13% (18) |
| FPI2. Women's Access to justice | 7.61% (7) | 14.06% (9) |
| FPI 5. Income Generation and Security | 5.43% (5) | 20.31% (13) |
| FPI 4 Equal Opportunities for women entrepreneurs | 8.70% (8) | 15.63% (10) |
| FPI3. Climate Resilient Agriculture | 4.35% (4) | 7.81% (5) |
| FPI 6. Prevention and access to essential Services | 16.30% (16) | 17.19% (11) |
| FPI 7. Safe Cities and Safe Public Spaces | 16.30% (16) | 18.75% (12) |
| FPI 8. Women's LEAP in Crisis response | 7.61% (7) | 21.88% (14) |
| FPI 9. Gender inequality of risk | 2.17% (2) | 4.69% (3) |
| FPI 10. Women's Engagement in Peace Security and Recovery | 8.70% (8) | 18.75% (12) |
| FPI 11. Gender Statistics for localizing SDG | 10.87% (8) | 18.75% (12) |
| FPI 12: Transformative Financing for Gender Equality and Women's Empowerment /More national and local plans and budgets are gender responsive | 4.25% (4) | 12.50% (8) |
| Was not involved in FPI formulation or implementation | 53.26% (49 | 20.31% (8) |
| Total | 92 | 64 |

*Some of the survey results tables below have been further disaggregated by the evaluation team according to the specific FPIs to which the respondents indicated their involvement. These tables are indicated with an asterisk (\*).*

**A.1 The concept of FPIs and their added value was sufficiently clear to your office and programme staff\*:**

| Response (HQ & RO/CO) | FPI 1 | FPI 2 | FPI 3 | FPI 4 | FPI 5 | FPI 6 | FPI 7 | FPI 8 | FPI 9 | FPI 10 | FPI 11 | FPI 12 | Not involved | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Strongly Agree | 10 | 6 | 7 | 7 | 4 | 12 | 14 | 6 | 1 | 6 | 7 | 6 | 3 | 89 |
| Agree | 12 | 6 | 7 | 5 | 2 | 10 | 9 | 9 | 3 | 9 | 11 | 5 | 11 | 99 |
| Neither agree nor disagree | 2 | 2 | 2 | 1 | 1 | 2 | 1 | 2 | 0 | 1 | 1 | 0 | 11 | 26 |
| Disagree | 2 | 2 | 2 | 3 | 2 | 2 | 2 | 3 | 1 | 3 | 3 | 1 | 9 | 35 |
| Strongly disagree | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 8 | 10 |
| Don't know | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 10 | 11 |
| Total | 27 | 16 | 18 | 16 | 9 | 26 | 27 | 20 | 5 | 20 | 22 | 12 | 52 | 270 |

**A.2 Your office and key staff were adequately consulted over the formulation of FPIs in 2015-16\*:**

| Response (HQ & RO/CO) | FPI 1 | FPI 2 | FPI 3 | FPI 4 | FPI 5 | FPI 6 | FPI 7 | FPI 8 | FPI 9 | FPI 10 | FPI 11 | FPI 12 | Not involved | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Strongly Agree | 5 | 5 | 1 | 1 | 1 | 4 | 3 | 2 | 0 | 1 | 3 | 2 | 4 | 32 |
| Agree | 5 | 2 | 4 | 2 | 1 | 8 | 7 | 3 | 2 | 5 | 6 | 2 | 3 | 50 |
| Neither agree nor disagree | 5 | 2 | 4 | 4 | 2 | 5 | 6 | 4 | 2 | 5 | 5 | 1 | 8 | 53 |
| Disagree | 3 | 5 | 2 | 5 | 3 | 4 | 3 | 3 | 1 | 3 | 4 | 3 | 10 | 49 |
| Strongly disagree | 3 | 1 | 0 | 0 | 1 | 2 | 2 | 2 | 0 | 2 | 0 | 1 | 7 | 21 |
| Don't know | 5 | 1 | 6 | 4 | 1 | 3 | 6 | 6 | 0 | 4 | 4 | 3 | 20 | 63 |
| Total | 26 | 16 | 17 | 16 | 9 | 26 | 27 | 20 | 5 | 20 | 22 | 12 | 52 | 268 |

**A.3 Your office and key staff received due orientation and training on formulating and implementing FPIs\*:**

| Response (HQ & RO/CO) | FPI 1 | FPI 2 | FPI 3 | FPI 4 | FPI 5 | FPI 6 | FPI 7 | FPI 8 | FPI 9 | FPI 10 | FPI 11 | FPI 12 | Not involved | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Strongly Agree | 2 | 1 | 0 | 1 | 0 | 3 | 4 | 0 | 0 | 1 | 0 | 0 | 4 | 16 |
| Agree | 11 | 5 | 8 | 5 | 2 | 8 | 2 | 5 | 2 | 6 | 11 | 3 | 3 | 71 |
| Neither agree nor disagree | 2 | 2 | 4 | 1 | 1 | 4 | 7 | 3 | 0 | 2 | 0 | 3 | 6 | 35 |
| Disagree | 5 | 4 | 3 | 6 | 3 | 4 | 2 | 6 | 2 | 5 | 4 | 3 | 10 | 57 |
| Strongly disagree | 7 | 4 | 2 | 2 | 2 | 6 | 5 | 4 | 1 | 4 | 5 | 2 | 10 | 54 |
| Don't know | 0 | 0 | 1 | 1 | 1 | 1 | 1 | 2 | 0 | 2 | 2 | 1 | 19 | 31 |
| Total | 27 | 16 | 18 | 16 | 9 | 26 | 21 | 20 | 5 | 20 | 22 | 12 | 52 | 264 |

**A.4. FPI's contributed to UN Women's strategic partnership development and positioning vis-à-vis key actors and were used a s a key tool for developing partnerships with others*:**

| Response (HQ & RO/CO) | FPI 1 | FPI 2 | FPI 3 | FPI 4 | FPI 5 | FPI 6 | FPI 7 | FPI 8 | FPI 9 | FPI 10 | FPI 11 | FPI 12 | Not involved | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Strongly Agree | 7 | 6 | 4 | 5 | 4 | 10 | 16 | 6 | 1 | 5 | 6 | 2 | 5 | 77 |
| Agree | 13 | 5 | 10 | 8 | 1 | 10 | 7 | 6 | 2 | 9 | 12 | 5 | 10 | 98 |
| Neither agree nor disagree | 3 | 2 | 2 | 1 | 0 | 4 | 1 | 2 | 1 | 1 | 2 | 1 | 10 | 30 |
| Disagree | 3 | 2 | 1 | 1 | 2 | 2 | 3 | 4 | 1 | 3 | 0 | 3 | 7 | 32 |
| Strongly disagree | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6 | 7 |
| Don't know | 0 | 0 | 0 | 1 | 2 | 0 | 0 | 2 | 0 | 2 | 1 | 1 | 14 | 23 |
| Total | 26 | 16 | 17 | 16 | 9 | 26 | 27 | 20 | 5 | 20 | 21 | 12 | 52 | 267 |

**B.1. The transition from FPIs to Thematic Priorities (TPs) in the Strategic Plan 2018-2021 was clearly explained*:**

| Response (HQ & RO/CO) | FPI 1 | FPI 2 | FPI 3 | FPI 4 | FPI 5 | FPI 6 | FPI 7 | FPI 8 | FPI 9 | FPI 10 | FPI 11 | FPI 12 | Not involved | Total | HQ | RO/CO |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Strongly Agree | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 0 | 1 | 0 | 0 | 3 | 13 | 3.90% | 7.27% |
| Agree | 6 | 3 | 5 | 3 | 0 | ` | 7 | 2 | 0 | 3 | 6 | 2 | 4 | 41 | 16.88% | 14.55% |
| Neither agree nor disagree | 6 | 3 | 4 | 3 | 1 | 6 | 4 | 4 | 1 | 5 | 6 | 1 | 8 | 52 | 15.58% | 29.09% |
| Disagree | 10 | 6 | 6 | 6 | 6 | 8 | 8 | 8 | 3 | 6 | 6 | 8 | 13 | 94 | 33.77% | 29.09% |
| Strongly disagree | 0 | 3 | 2 | 3 | 0 | 1 | 2 | 2 | 1 | 1 | 2 | 0 | 7 | 24 | 12.99% | 5.45% |
| Don't know | 2 | 0 | 0 | 0 | 0 | 2 | 3 | 3 | 0 | 2 | 2 | 1 | 12 | 27 | 16.88% | 14.55% |
| Total | 26 | 16 | 18 | 16 | 8 | 18 | 25 | 20 | 5 | 18 | 22 | 12 | 47 | 251 | | |

**B2. The transition retained the intervention logic and theories of change of the FPIs*:**

| Response (HQ & RO/CO) | FPI 1 | FPI 2 | FPI 3 | FPI 4 | FPI 5 | FPI 6 | FPI 7 | FPI 8 | FPI 9 | FPI 10 | FPI 11 | FPI 12 | Not involved | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Strongly Agree | 3 | 1 | 1 | 1 | 1 | 1 | 2 | 1 | 0 | 1 | 2 | 0 | 3 | 17 |
| Agree | 11 | 5 | 8 | 5 | 3 | 10 | 9 | 8 | 1 | 7 | 8 | 5 | 7 | 87 |
| Neither agree nor disagree | 5 | 6 | 5 | 6 | 1 | 7 | 7 | 5 | 2 | 5 | 7 | 3 | 11 | 70 |
| Disagree | 5 | 2 | 2 | 2 | 3 | 2 | 3 | 2 | 1 | 2 | 1 | 2 | 5 | 32 |
| Strongly disagree | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 6 |
| Don't know | 2 | 1 | 2 | 1 | 0 | 3 | 4 | 4 | 1 | 3 | 4 | 2 | 17 | 44 |
| Total | 26 | 16 | 18 | 16 | 8 | 23 | 25 | 20 | 5 | 18 | 22 | 12 | 47 | 256 |

**B.3 The Thematic Priorities are fundamentally/essentially similar to FPIs and adopt the same or similar approaches, methodologies and tools*:**

| Response (HQ & RO/CO) | FPI 1 | FPI 2 | FPI 3 | FPI 4 | FPI 5 | FPI 6 | FPI 7 | FPI 8 | FPI 9 | FPI 10 | FPI 11 | FPI 12 | Not involved | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Strongly Agree | 2 | 0 | 1 | 1 | 1 | 3 | 3 | 2 | 0 | 1 | 2 | 0 | 1 | 17 |
| Agree | 11 | 8 | 8 | 4 | 1 | 10 | 12 | 7 | 1 | 6 | 13 | 5 | 13 | 99 |
| Neither agree nor disagree | 5 | 3 | 2 | 0 | 2 | 4 | 2 | 3 | 1 | 3 | 3 | 1 | 9 | 38 |

| | FPI 1 | FPI 2 | FPI 3 | FPI 4 | FPI 5 | FPI 6 | FPI 7 | FPI 8 | FPI 9 | FPI 10 | FPI 11 | FPI 12 | Not involved | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Disagree | 2 | 2 | 1 | 2 | 1 | 1 | 3 | 2 | 1 | 2 | 1 | 3 | 7 | 28 |
| Strongly disagree | 1 | 1 | 1 | 2 | 1 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 2 | 12 |
| Don't know | 4 | 2 | 4 | 3 | 2 | 4 | 5 | 5 | 2 | 2 | 3 | 2 | 15 | 53 |
| Total | 25 | 16 | 17 | 12 | 8 | 23 | 25 | 20 | 5 | 15 | 22 | 12 | 47 | 247 |

**B.4 FPIs are still used as programming and resource mobilization tools in donor engagement:**

| Response (HQ & RO/CO) | FPI 1 | FPI 2 | FPI 3 | FPI 4 | FPI 5 | FPI 6 | FPI 7 | FPI 8 | FPI 9 | FPI 10 | FPI 11 | FPI 12 | Not involved | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Strongly Agree | 5 | 2 | 6 | 5 | 2 | 8 | 8 | 2 | 0 | 1 | 6 | 3 | 2 | 50 |
| Agree | 15 | 8 | 8 | 7 | 3 | 10 | 13 | 13 | 3 | 11 | 10 | 5 | 11 | 117 |
| Neither agree nor disagree | 2 | 2 | 3 | 1 | 1 | 1 | 2 | 1 | 2 | 1 | 2 | 1 | 11 | 30 |
| Disagree | 2 | 2 | 0 | 1 | 1 | 2 | 1 | 3 | 0 | 3 | 2 | 2 | 6 | 25 |
| Strongly disagree | 1 | 2 | 1 | 1 | 0 | 1 | 1 | 0 | 0 | 1 | 1 | 0 | 3 | 12 |
| Don't know | 1 | 0 | 0 | 1 | 1 | 1 | 0 | 1 | 0 | 1 | 1 | 1 | 14 | 22 |
| Total | 26 | 16 | 18 | 16 | 8 | 23 | 25 | 20 | 5 | 18 | 22 | 12 | 47 | 256 |

**C.1. Staff at the HQ level received sufficient guidance materials (design kits) and technical backstopping to understand and apply FPI concepts in programming\*:**

| Response (HQ & RO/CO) | FPI 1 | FPI 2 | FPI 3 | FPI 4 | FPI 5 | FPI 6 | FPI 7 | FPI 8 | FPI 9 | FPI 10 | FPI 11 | FPI 12 | Not involved | Total | HQ | RO/CO |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Strongly Agree | 4 | 2 | 3 | 1 | 1 | 3 | 4 | 0 | 0 | 0 | 2 | 1 | 2 | 23 | 11.67% | 11.90% |
| Agree | 9 | 4 | 1 | 1 | 2 | 10 | 8 | 6 | 1 | 6 | 9 | 3 | 2 | 62 | 28.33% | 23.81% |
| Neither agree nor disagree | 4 | 3 | 5 | 1 | 1 | 1 | 0 | 2 | 0 | 3 | 2 | 2 | 7 | 31 | 11.67% | 21.43% |
| Disagree | 5 | 2 | 2 | 4 | 3 | 5 | 5 | 7 | 3 | 5 | 2 | 3 | 7 | 53 | 20.00% | 21.44% |
| Strongly disagree | 0 | 2 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 0 | 7 | 14 | 11.67% | 9.52% |
| Don't know | 2 | 0 | 1 | 2 | 1 | 0 | 2 | 1 | 0 | 1 | 0 | 0 | 8 | 18 | 16.67% | 11.90% |
| Total | 24 | 13 | 13 | 10 | 8 | 19 | 19 | 16 | 4 | 15 | 18 | 9 | 33 | 201 | | |

**C.1.1 Staff at the RO level received sufficient guidance materials (design kits) and technical backstopping to understand and apply FPI concepts in programming\*:**

| Response (HQ & RO/CO) | FPI 1 | FPI 2 | FPI 3 | FPI 4 | FPI 5 | FPI 6 | FPI 7 | FPI 8 | FPI 9 | FPI 10 | FPI 11 | FPI 12 | Not involved | Total | HQ | RO/CO |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Strongly Agree | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 2 | 2.04% | 2.63% |
| Agree | 8 | 2 | 3 | 2 | 0 | 7 | 9 | 4 | 1 | 1 | 6 | 3 | 4 | 50 | 24.49% | 38.84% |
| Neither agree nor disagree | 4 | 2 | 3 | 1 | 1 | 1 | 1 | 4 | 2 | 4 | 0 | 0 | 4 | 27 | 10.20% | 21.05% |
| Disagree | 4 | 3 | 1 | 1 | 1 | 5 | 5 | 3 | 1 | 3 | 4 | 4 | 4 | 39 | 16.33% | 21.05% |
| Strongly disagree | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 4 | 17 | 8.16% | 2.63% |
| Don't know | 1 | 2 | 1 | 3 | 1 | 2 | 4 | 0 | 0 | 4 | 3 | 0 | 15 | 36 | 38.78% | 15.79% |
| Total | 20 | 10 | 9 | 8 | 4 | 16 | 20 | 12 | 5 | 13 | 14 | 8 | 32 | 171 | | |

**(HQ Survey) C3  Programme  staff received adequate training on formulation and results-based management of FPIs/Thematic Priorities**

| Response | HQ |
|---|---|
| Strongly Agree | 2 |
| Agree | 15 |
| Neither agree nor disagree | 15 |
| Disagree | 14 |
| Strongly disagree | 7 |
| Don't know/Can't say | 16 |
| **Total** | **69** |

**(RO/CO Survey) C.3 Programme staff received adequate training on formulation and results-based management of FPIs/Thematic Priorities (please specify based on each FPI):**

| Response (CO/ROs) | FPI 1 | FPI 2 | FPI 3 | FPI 4 | FPI 5 | FPI 6 | FPI 7 | FPI 8 | FPI 9 | FPI 10 | FPI 11 | FPI 12 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Strongly Agree | 3 | 2 | 1 | 1 | 0 | 0 | 1 | 1 | 0 | 1 | 3 | 1 |
| Agree | 4 | 2 | 5 | 5 | 4 | 8 | 7 | 7 | 6 | 8 | 6 | 5 |
| Neither agree nor disagree | 9 | 9 | 6 | 7 | 7 | 7 | 6 | 7 | 5 | 12 | 5 | 6 |
| Disagree | 6 | 6 | 8 | 6 | 5 | 6 | 6 | 5 | 5 | 3 | 4 | 6 |
| Strongly disagree | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 6 | 5 | 4 | 5 | 6 |
| Don't know/Can't say | 11 | 13 | 13 | 14 | 16 | 11 | 14 | 14 | 15 | 11 | 13 | 12 |
| | 38 | 37 | 38 | 38 | 0 | 37 | 38 | 40 | 36 | 39 | 36 | 36 |

**(HQ) C.4. There was a demonstrable shift to developing larger, more impactful programmes in line with the FPIs*:**

| Response (HQ) | FPI 1 | FPI 2 | FPI 3 | FPI 4 | FPI 5 | FPI 6 | FPI 7 | FPI 8 | FPI 9 | FPI 10 | FPI 11 | FPI 12 | Not involved | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Strongly Agree | 1 | 0 | 1 | 1 | 0 | 1 | 2 | 0 | 0 | 0 | 1 | 0 | 1 | 8 |
| Agree | 6 | 3 | 0 | 0 | 1 | 9 | 8 | 4 | 1 | 3 | 4 | 0 | 8 | 47 |
| Neither agree nor disagree | 0 | 0 | 0 | 2 | 1 | 1 | 1 | 0 | 0 | 1 | 2 | 1 | 0 | 9 |
| Disagree | 0 | 0 | 1 | 0 | 0 | 1 | 1 | 1 | 0 | 1 | 0 | 1 | 2 | 8 |
| Strongly disagree | 1 | 1 | 1 | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 8 | 21 |
| Don't know | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 13 | 15 |
| Total | 9 | 4 | 4 | 5 | 3 | 13 | 13 | 6 | 2 | 6 | 8 | 3 | 32 | 108 |

**(HQ) C.5 FPI project designs were systematically reviewed and quality assured by HQ divisions:**

| Response | HQ |
|---|---|
| Strongly Agree | 8 |
| Agree | 18 |
| Neither agree nor disagree | 6 |
| Disagree | 7 |
| Strongly disagree | 7 |
| Don't know/Can't say | 23 |
| **Total** | **69** |

**(RO/CO Survey) C.5 FPI project designs were systematically reviewed and quality assured by HQ divisions and ROs (please specify based on each FPI):**

| Response (CO/ROs) | FPI 1 | FPI 2 | FPI 3 | FPI 4 | FPI 5 | FPI 6 | FPI 7 | FPI 8 | FPI 9 | FPI 10 | FPI 11 | FPI 12 | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Strongly Agree | 5 | 5 | 4 | 1 | 1 | 2 | 2 | 1 | 0 | 4 | 6 | 2 | 33 |
| Agree | 12 | 7 | 9 | 8 | 5 | 11 | 11 | 12 | 5 | 10 | 11 | 7 | 108 |
| Neither agree nor disagree | 9 | 6 | 6 | 7 | 7 | 5 | 10 | 7 | 8 | 6 | 5 | 7 | 83 |
| Disagree | 1 | 2 | 2 | 3 | 3 | 1 | 1 | 3 | 2 | 3 | 1 | 2 | 24 |
| Strongly disagree | 1 | 2 | 1 | 2 | 2 | 2 | 1 | 2 | 2 | 1 | 1 | 2 | 19 |
| Don't know/Can't say | 11 | 16 | 17 | 17 | 19 | 15 | 14 | 15 | 19 | 15 | 13 | 17 | 188 |

**C.6 Sufficient operational capacities existed in HQ divisions, ROs, and COs to undertake and deliver FPIs:**

| | HQ responses | | | | | | | ROs/COs responses | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Don't know | Total | Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Don't know | Total |
| HQ | 9 | 18 | 5 | 15 | 6 | 15 | 68 | 5 | 13 | 13 | 6 | 1 | 4 | 42 |
| RO | 4 | 7 | 7 | 15 | 3 | 22 | 58 | 0 | 18 | 12 | 10 | 2 | 3 | 45 |
| CO | 5 | 7 | 4 | 17 | 6 | 18 | 57 | 0 | 16 | 13 | 11 | 3 | 2 | 45 |

**D.1. Roles and responsibilities of HQ in donor engagement and resource mobilization were clear*:**

| Response (HQ & RO/CO) | FPI 1 | FPI 2 | FPI 3 | FPI 4 | FPI 5 | FPI 6 | FPI 7 | FPI 8 | FPI 9 | FPI 10 | FPI 11 | FPI 12 | Not involved | Total | HQ | RO/CO |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Strongly Agree | 3 | 1 | 1 | 1 | 1 | 2 | 2 | 1 | 0 | 2 | 3 | 1 | 5 | 23 | 12.50% | 11.36% |
| Agree | 4 | 3 | 3 | 2 | 1 | 6 | 7 | 3 | 0 | 2 | 7 | 3 | 1 | 42 | 10.94% | 27.27% |
| Neither agree nor disagree | 8 | 4 | 3 | 0 | 1 | 6 | 2 | 6 | 2 | 5 | 3 | 1 | 5 | 46 | 17.19% | 25% |
| Disagree | 5 | 5 | 4 | 4 | 3 | 5 | 6 | 4 | 3 | 5 | 4 | 3 | 11 | 62 | 26.56% | 18.18% |
| Strongly disagree | 1 | 1 | 0 | 2 | 1 | 1 | 2 | 1 | 0 | 0 | 0 | 2 | 7 | 18 | 12.50% | 11.36% |
| Don't know | 1 | 0 | 0 | 1 | 1 | 1 | 2 | 3 | 0 | 1 | 1 | 0 | 8 | 19 | 20.31% | 6.82% |
| Total | 22 | 14 | 11 | 10 | 8 | 21 | 21 | 18 | 5 | 15 | 18 | 10 | 37 | 210 | | |

**D1.1 Roles and responsibilities of RO in donor engagement and resource mobilization were clear*:**

| Response (HQ & RO/CO) | FPI 1 | FPI 2 | FPI 3 | FPI 4 | FPI 5 | FPI 6 | FPI 7 | FPI 8 | FPI 9 | FPI 10 | FPI 11 | FPI 12 | Not involved | Total | HQ | RO/CO |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Strongly Agree | 3 | 1 | 1 | 1 | 1 | 1 | 0 | 1 | 0 | 2 | 0 | 1 | 3 | 15 | 5.36% | 7.14% |
| Agree | 6 | 4 | 4 | 4 | 4 | 6 | 9 | 5 | 1 | 3 | 5 | 3 | 1 | 55 | 14.29% | 33.33% |
| Neither agree nor disagree | 6 | 4 | 1 | 0 | 0 | 4 | 3 | 4 | 2 | 4 | 6 | 4 | 4 | 42 | 10.71% | 28.57% |
| Disagree | 3 | 1 | 3 | 3 | 2 | 3 | 5 | 5 | 2 | 3 | 4 | 2 | 8 | 44 | 25.00% | 19.05% |
| Strongly disagree | 1 | 1 | 0 | 0 | 0 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 4 | 9 | 7.14% | 7.14% |

**D.1.2  Roles and responsibilities of CO in donor engagement and resource mobilization were clear*:**

| Response (HQ & RO/CO) | FPI 1 | FPI 2 | FPI 3 | FPI 4 | FPI 5 | FPI 6 | FPI 7 | FPI 8 | FPI 9 | FPI 10 | FPI 11 | FPI 12 | Not involved | Total | HQ | RO/CO |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Strongly Agree | 6 | 4 | 2 | 1 | 2 | 3 | 3 | 3 | 0 | 3 | 3 | 2 | 4 | 36 | 10.71% | 13.95% |
| Agree | 7 | 5 | 4 | 3 | 2 | 12 | 13 | 7 | 2 | 7 | 5 | 2 | 3 | 72 | 16.07% | 41.86% |
| Neither agree nor disagree | 3 | 1 | 0 | 1 | 1 | 3 | 2 | 3 | 2 | 1 | 3 | 4 | 3 | 27 | 10.71% | 20.93% |
| Disagree | 3 | 1 | 3 | 3 | 2 | 1 | 1 | 3 | 1 | 2 | 5 | 2 | 7 | 34 | 23.21% | 9.30% |
| Strongly disagree | 1 | 1 | 0 | 0 | 0 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 3 | 8 | 7.14% | 4.65% |
| Don't know | 1 | 0 | 0 | 2 | 1 | 1 | 1 | 0 | 0 | 2 | 3 | 0 | 14 | 25 | 32.14% | 9.30% |
| Total | 21 | 12 | 9 | 10 | 8 | 21 | 21 | 17 | 5 | 15 | 19 | 10 | 34 | 202 | | |

**D.2. There was/is a dedicated resource mobilization strategy for the FPIs***

| Response (HQ) | FPI 1 | FPI 2 | FPI 3 | FPI 4 | FPI 5 | FPI 6 | FPI 7 | FPI 8 | FPI 9 | FPI 10 | FPI 11 | FPI 12 | Not involved | Total | HQ |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Strongly Agree | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 2 | 5 | 7.69% |
| Agree | 2 | 2 | 1 | 0 | 1 | 3 | 4 | 1 | 0 | 0 | 2 | 0 | 4 | 20 | 21.54% |
| Neither agree nor disagree | 9 | 0 | 0 | 0 | 0 | 4 | 3 | 2 | 1 | 2 | 0 | 0 | 2 | 23 | 13.85% |
| Disagree | 10 | 3 | 2 | 3 | 2 | 4 | 3 | 2 | 1 | 3 | 3 | 2 | 5 | 43 | 23.08% |
| Strongly disagree | 1 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 1 | 6 | 10 | 12.31% |
| Don't know | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 0 | 1 | 1 | 0 | 11 | 16 | 21.54% |
| Total | 22 | 5 | 3 | 4 | 3 | 13 | 12 | 6 | 2 | 6 | 8 | 3 | 30 | 117 | |

**D.3. There were/are dedicated account management teams assigned to key donors and coordinated resource mobilization efforts at HQ level*:**

| Response (HQ & RO/CO) | FPI 1 | FPI 2 | FPI 3 | FPI 4 | FPI 5 | FPI 6 | FPI 7 | FPI 8 | FPI 9 | FPI 10 | FPI 11 | FPI 12 | Not involved | Total | HQ | RO/CO |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Strongly Agree | 4 | 2 | 2 | 0 | 0 | 4 | 4 | 0 | 0 | 1 | 6 | 1 | 4 | 28 | 17.19% | 7.14% |
| Agree | 3 | 3 | 2 | 2 | 1 | 6 | 6 | 2 | 0 | 5 | 5 | 1 | 1 | 37 | 12.50% | 21.43% |
| Neither agree nor disagree | 3 | 1 | 1 | 2 | 2 | 2 | 0 | 3 | 0 | 1 | 3 | 0 | 4 | 22 | 9.38% | 11.90% |
| Disagree | 5 | 1 | 3 | 2 | 2 | 3 | 2 | 4 | 3 | 3 | 2 | 4 | 5 | 39 | 15.63% | 9.52% |
| Strongly disagree | 0 | 1 | 0 | 1 | 1 | 0 | 1 | 1 | 1 | 2 | 0 | 1 | 7 | 16 | 14.06% | 7.14% |
| Don't know | 8 | 5 | 3 | 3 | 2 | 6 | 8 | 7 | 1 | 3 | 2 | 3 | 16 | 67 | 31.25% | 42.86% |
| Total | 23 | 13 | 11 | 10 | 8 | 21 | 21 | 17 | 5 | 15 | 18 | 10 | 37 | 209 | | |

**D.3.1 There were/are dedicated account management teams assigned to key donors and coordinated resource mobilization efforts at RO level*:**

| Response (HQ & RO/CO) | FPI 1 | FPI 2 | FPI 3 | FPI 4 | FPI 5 | FPI 6 | FPI 7 | FPI 8 | FPI 9 | FPI 10 | FPI 11 | FPI 12 | Not involved | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Strongly Agree | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| Agree | 4 | 3 | 1 | 0 | 1 | 1 | 3 | 2 | 0 | 3 | 4 | 0 | 0 | 22 |
| Neither agree nor disagree | 3 | 1 | 2 | 2 | 2 | 5 | 3 | 2 | 1 | 1 | 3 | 1 | 5 | 31 |
| Disagree | 6 | 3 | 2 | 2 | 2 | 4 | 4 | 5 | 2 | 5 | 4 | 5 | 5 | 49 |
| Strongly disagree | 2 | 3 | 2 | 2 | 1 | 3 | 4 | 2 | 1 | 1 | 2 | 2 | 4 | 29 |
| Don't know | 6 | 2 | 3 | 3 | 2 | 8 | 7 | 5 | 1 | 4 | 5 | 2 | 18 | 66 |
| Total | 21 | 12 | 10 | 9 | 8 | 21 | 21 | 16 | 5 | 14 | 18 | 10 | 33 | 198 |

**D.3.1 There were/are dedicated account management teams assigned to key donors and coordinated resource mobilization efforts at CO level*:**

| Response (HQ & RO/CO) | FPI 1 | FPI 2 | FPI 3 | FPI 4 | FPI 5 | FPI 6 | FPI 7 | FPI 8 | FPI 9 | FPI 10 | FPI 11 | FPI 12 | Not involved | Total | HQ | RO/CO |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Strongly Agree | 2 | 2 | 1 | 0 | 1 | 2 | 2 | 1 | 0 | 0 | 2 | 1 | 2 | 16 | 5.45% | 4.65% |
| Agree | 3 | 2 | 2 | 1 | 0 | 3 | 6 | 1 | 0 | 4 | 3 | 0 | 1 | 26 | 9.09% | 16.28% |
| Neither agree nor disagree | 3 | 2 | 1 | 2 | 2 | 5 | 4 | 4 | 1 | 2 | 3 | 3 | 3 | 35 | 14.55% | 23.26% |
| Disagree | 9 | 6 | 5 | 4 | 3 | 7 | 7 | 6 | 3 | 6 | 6 | 5 | 3 | 70 | 16.36% | 25.58% |
| Strongly disagree | 1 | 1 | 0 | 1 | 1 | 0 | 1 | 2 | 1 | 1 | 0 | 0 | 4 | 13 | 10.91% | 6.98% |
| Don't know | 3 | 0 | 0 | 1 | 1 | 4 | 1 | 3 | 0 | 2 | 4 | 1 | 20 | 40 | 43.64% | 23.26% |
| Total | 21 | 13 | 9 | 9 | 8 | 21 | 21 | 17 | 5 | 15 | 18 | 10 | 33 | 200 | | |

**E.1. FPIs succeeded in attracting partnerships with UN agencies/other partners*:**

| Response (HQ & RO/CO) | FPI 1 | FPI 2 | FPI 3 | FPI 4 | FPI 5 | FPI 6 | FPI 7 | FPI 8 | FPI 9 | FPI 10 | FPI 11 | FPI 12 | Not involved | Total | HQ | RO/CO |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Strongly Agree | 5 | 3 | 3 | 3 | 2 | 7 | 6 | 5 | 1 | 2 | 5 | 0 | 0 | 42 | 20.31% | 13.64% |
| Agree | 7 | 4 | 4 | 5 | 3 | 6 | 6 | 5 | 2 | 7 | 4 | 3 | 12 | 68 | 28.13% | 40.91% |
| Neither agree nor disagree | 4 | 3 | 4 | 0 | 0 | 3 | 4 | 1 | 1 | 2 | 4 | 2 | 3 | 31 | 14.06% | 13.64% |
| Disagree | 5 | 4 | 1 | 1 | 2 | 4 | 5 | 5 | 1 | 2 | 3 | 5 | 8 | 46 | 10.94% | 25.00% |
| Strongly disagree | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 0 | 3 | 5 | 7.81% | 0.00% |
| Don't know | 1 | 0 | 0 | 1 | 1 | 1 | 0 | 0 | 0 | 1 | 1 | 0 | 11 | 17 | 18.75% | 6.82% |
| Total | 22 | 14 | 12 | 10 | 8 | 21 | 21 | 17 | 5 | 15 | 17 | 10 | 37 | 209 | | |

**E.2. Your FPIs were able to draw on UN Women's coordination mandate to ensure coherence and synergies with the Gender Equality and Women Empowerment initiatives of other UN agencies*:**

| Response (HQ & RO/CO) | FPI 1 | FPI 2 | FPI 3 | FPI 4 | FPI 5 | FPI 6 | FPI 7 | FPI 8 | FPI 9 | FPI 10 | FPI 11 | FPI 12 | Not involved | Total | HQ | RO/CO |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Strongly Agree | 3 | 1 | 1 | 1 | 1 | 4 | 5 | 4 | 1 | 4 | 1 | 1 | 0 | 27 | 11.11% | 9.30% |

| Response | FPI 1 | FPI 2 | FPI 3 | FPI 4 | FPI 5 | FPI 6 | FPI 7 | FPI 8 | FPI 9 | FPI 10 | FPI 11 | FPI 12 | Not involved | Total | HQ | RO/CO |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Agree | 10 | 5 | 4 | 3 | 2 | 8 | 6 | 7 | 1 | 5 | 9 | 1 | 7 | 68 | 25.40% | 44.19% |
| Neither agree nor disagree | 5 | 4 | 5 | 2 | 1 | 5 | 5 | 1 | 1 | 1 | 5 | 3 | 6 | 44 | 19.05% | 23.26% |
| Disagree | 3 | 2 | 1 | 2 | 2 | 2 | 2 | 3 | 2 | 2 | 2 | 4 | 10 | 37 | 19.05% | 11.63% |
| Strongly disagree | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 2 | 3 | 4.76% | 2.33% |
| Don't know | 1 | 1 | 0 | 2 | 2 | 2 | 1 | 2 | 0 | 2 | 0 | 1 | 11 | 25 | 20.63% | 9.30% |
| Total | | | | | | | | | | | | | | | | |

**E.3. The rationale and theory of change of FPIs was/is adequately understood and on-boarded by other agencies*:**

| Response (HQ & RO/CO) | FPI 1 | FPI 2 | FPI 3 | FPI 4 | FPI 5 | FPI 6 | FPI 7 | FPI 8 | FPI 9 | FPI 10 | FPI 11 | FPI 12 | Not involved | Total | HQ | RO/CO |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Strongly Agree | 2 | 1 | 1 | 1 | 1 | 1 | 2 | 3 | 1 | 3 | 2 | 1 | 0 | 19 | 3.13% | 9.09% |
| Agree | 7 | 3 | 4 | 3 | 2 | 10 | 8 | 5 | 1 | 4 | 7 | 0 | 6 | 60 | 34.38% | 27.27% |
| Neither agree nor disagree | 3 | 1 | 3 | 1 | 0 | 2 | 2 | 0 | 0 | 1 | 3 | 1 | 7 | 24 | 10.94% | 20.45% |
| Disagree | 5 | 4 | 2 | 3 | 2 | 6 | 5 | 8 | 2 | 4 | 4 | 5 | 4 | 54 | 15.63% | 22.73% |
| Strongly disagree | 2 | 2 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 4 | 10 | 7.81% | 6.82% |
| Don't know | 3 | 3 | 2 | 2 | 3 | 2 | 3 | 1 | 1 | 3 | 1 | 1 | 16 | 41 | 28.13% | 13.64% |
| Total | 22 | 14 | 12 | 10 | 8 | 21 | 21 | 17 | 5 | 15 | 17 | 9 | 37 | 208 | | |

**E.4. FPIs were able to drive joint programming, joint resource mobilization, and joint monitoring and reporting*:**

| Response (HQ & RO/CO) | FPI 1 | FPI 2 | FPI 3 | FPI 4 | FPI 5 | FPI 6 | FPI 7 | FPI 8 | FPI 9 | FPI 10 | FPI 11 | FPI 12 | Not involved | Total | HQ | RO/CO |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Strongly Agree | 2 | 0 | 1 | 1 | 1 | 2 | 2 | 2 | 1 | 2 | 1 | 1 | 0 | 16 | 6.25% | 4.55% |
| Agree | 6 | 5 | 4 | 3 | 2 | 7 | 8 | 6 | 0 | 5 | 6 | 2 | 8 | 62 | 28.13% | 40.91% |
| Neither agree nor disagree | 5 | 4 | 5 | 3 | 2 | 5 | 4 | 2 | 3 | 2 | 4 | 2 | 6 | 47 | 17.19% | 20.45% |
| Disagree | 6 | 4 | 1 | 2 | 1 | 5 | 6 | 6 | 1 | 4 | 5 | 4 | 7 | 52 | 20.31% | 25.00% |
| Strongly disagree | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 6 | 7.81% | 0.00% |
| Don't know | 2 | 1 | 0 | 1 | 2 | 2 | 1 | 1 | 0 | 2 | 1 | 1 | 12 | 26 | 20.31% | 9.09% |
| Total | 22 | 14 | 12 | 10 | 8 | 21 | 21 | 17 | 5 | 15 | 17 | 10 | 37 | 209 | | |

**F.1. FPIs simplified reporting by aggregation of outcome level results*:**

| Response (HQ & RO/CO) | FPI 1 | FPI 2 | FPI 3 | FPI 4 | FPI 5 | FPI 6 | FPI 7 | FPI 8 | FPI 9 | FPI 10 | FPI 11 | FPI 12 | Not involved | Total | HQ | RO/CO |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Strongly Agree | 4 | 3 | 2 | 2 | 3 | 3 | 3 | 2 | 0 | 2 | 1 | 1 | 0 | 26 | 7.94% | 6.82% |
| Agree | 8 | 5 | 5 | 2 | 1 | 7 | 9 | 5 | 1 | 6 | 6 | 3 | 7 | 65 | 22.22% | 38.64% |
| Neither agree nor disagree | 2 | 1 | 1 | 0 | 0 | 3 | 3 | 2 | 2 | 1 | 1 | 0 | 10 | 26 | 14.29% | 25.00% |
| Disagree | 5 | 5 | 2 | 4 | 2 | 5 | 5 | 7 | 1 | 3 | 6 | 4 | 0 | 49 | 20.63% | 18.18% |

| Response | FPI 1 | FPI 2 | FPI 3 | FPI 4 | FPI 5 | FPI 6 | FPI 7 | FPI 8 | FPI 9 | FPI 10 | FPI 11 | FPI 12 | Not involved | Total | HQ | RO/CO |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Strongly disagree | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 2 | 2 | 1 | 4 | 19 | 7.94% | 4.55% |
| Don't know | 0 | 0 | 0 | 1 | 1 | 2 | 0 | 0 | 0 | 1 | 1 | 1 | 16 | 23 | 26.98% | 6.82% |
| Total | 21 | 15 | 11 | 10 | 8 | 21 | 21 | 17 | 5 | 15 | 17 | 10 | 37 | 208 | | |

**F.2. Results indicators/measurements were built into the programmes*:**

| Response (HQ & RO/CO) | FPI 1 | FPI 2 | FPI 3 | FPI 4 | FPI 5 | FPI 6 | FPI 7 | FPI 8 | FPI 9 | FPI 10 | FPI 11 | FPI 12 | Not involved | Total | HQ | RO/CO |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Strongly Agree | 6 | 2 | 2 | 2 | 2 | 4 | 4 | 4 | 0 | 3 | 3 | 1 | 1 | 34 | 11.29% | 18.18% |
| Agree | 11 | 8 | 6 | 5 | 3 | 12 | 13 | 8 | 2 | 6 | 11 | 8 | 10 | 103 | 35.48% | 56.82% |
| Neither agree nor disagree | 1 | 1 | 1 | 0 | 0 | 2 | 2 | 3 | 2 | 3 | 1 | 0 | 5 | 21 | 12.90% | 15.91% |
| Disagree | 2 | 2 | 2 | 1 | 1 | 2 | 2 | 1 | 1 | 2 | 2 | 1 | 3 | 22 | 8.06% | 0.00% |
| Strongly disagree | 1 | 0 | 0 | 1 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 5 | 3.23% | 4.55% |
| Don't know | 0 | 0 | 0 | 1 | 1 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 17 | 21 | 29.03% | 4.55% |
| Total | 21 | 13 | 11 | 10 | 8 | 21 | 21 | 17 | 5 | 15 | 17 | 10 | 37 | 206 | | |

**F.3. Reporting included collective results of other agencies and partners linked to the outcomes*:**

| Response (HQ & RO/CO) | FPI 1 | FPI 2 | FPI 3 | FPI 4 | FPI 5 | FPI 6 | FPI 7 | FPI 8 | FPI 9 | FPI 10 | FPI 11 | FPI 12 | Not involved | Total | HQ | RO/CO |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Strongly Agree | 3 | 2 | 1 | 1 | 2 | 2 | 1 | 3 | 0 | 2 | 1 | 1 | 0 | 19 | 3.13% | 6.82% |
| Agree | 7 | 5 | 6 | 3 | 2 | 6 | 6 | 4 | 1 | 5 | 7 | 2 | 4 | 58 | 15.63% | 34.09% |
| Neither agree nor disagree | 8 | 3 | 3 | 2 | 1 | 5 | 4 | 2 | 2 | 2 | 5 | 2 | 6 | 45 | 17.19% | 27.27% |
| Disagree | 2 | 3 | 1 | 0 | 0 | 5 | 6 | 5 | 0 | 2 | 1 | 3 | 2 | 30 | 15.63% | 18.18% |
| Strongly disagree | 2 | 1 | 1 | 2 | 1 | 1 | 1 | 2 | 2 | 2 | 1 | 2 | 2 | 20 | 7.81% | 0.00% |
| Don't know | 0 | 0 | 0 | 2 | 2 | 2 | 3 | 1 | 0 | 2 | 2 | 0 | 23 | 37 | 40.63% | 13.64% |
| Total | 22 | 14 | 12 | 10 | 8 | 21 | 21 | 17 | 5 | 15 | 17 | 10 | 37 | 209 | | |

**F.4. Appropriate systems and processes were/are put in place for exchange of experiences among countries implementing similar FPIs*:**

| Response | HQ | RO/CO |
|---|---|---|
| Strongly Agree | 2 (3.23%) | 2 (4.55%) |
| Agree | 15 (24.19%) | 13 (29.55%) |
| Neither agree nor disagree | 5 (8.06%) | 9 (20.45%) |
| Disagree | 13 (20.97%) | 11 (25.00%) |
| Strongly disagree | 4 (6.45%) | 3 (6.82%) |
| Don't know | 23 (37.10%) | 6 (13.64%) |

**F.5. There was/is systematic collection and dissemination of knowledge and lessons learned in formulating and implementing FPIs between countries/regions**

| Response | HQ | RO/CO |
|---|---|---|
| Strongly Agree | 4.69% | 6.82% |
| Agree | 18.75% | 20.45% |
| Neither agree nor disagree | 12.50% | 22.73% |
| Disagree | 23.44% | 22.73% |
| Strongly disagree | 9.38% | 11.36% |
| Don't know | 31.25% | 15.91% |

| SURVEY QUESTION | HEADQUARTERS | | | | RO/CO | | | |
|---|---|---|---|---|---|---|---|---|
| | TOTAL | SA/A | D/SD | Neither/DK | TOTAL | SA/A | D/SD | Neither/DK |
| G.1. SMT and programme staff have KPIs linked to FPIs in performance assessments | 58 | 13 | 12 | 33 | 42 | 13 | 13 | 16 |
| G.2. Metrics were linked to contributions to partnerships, resource mobilization, coordination in monitoring and reporting | 57 | 14 | 11 | 32 | 42 | 17 | 8 | 17 |
| G.3. Your FPIs achieved results as planned | 58 | 21 | 9 | 28 | 42 | 23 | 3 | 16 |
| G.4. FPIs produced better more scalable and transformative results than comparable interventions | 57 | 21 | 13 | 23 | 42 | 17 | 4 | 21 |

**G.5 Please list FPIs/Thematic Priorities that in your opinion were successful or unsuccessful (in terms of delivering on the intent of the FPI logic – enhanced focus, coordination, resource mobilization, etc.)**

| FPIs | HQ | | RO/CO | | Total | |
|---|---|---|---|---|---|---|
| | Most successful (of 54 responses) | Least successful (of 37 responses) | Most successful (of 40 responses | Least successful (of 33 responses | Most successful (of 94 responses | Least successful (of 70 responses) |
| 1. Women's leadership in politics | 5 | 2 | 4 | 2 | 9 | 4 |
| 2.women's access to justice | 2 | 2 | 3 | 1 | 5 | 3 |
| 3. Climate resilient agriculture | 3 | 4 | 10 | 2 | 13 | 6 |
| 4. Equal opportunities for women entrepreneurs | | 3 | 1 | 4 | 1 | 7 |
| 5. Income generation and security | | 3 | | 1 | | 4 |
| 6. Prevention and access to essential services | 18 | | 11 | 4 | 29 | 4 |
| 7. Safe cities and safe public spaces | 18 | 1 | 5 | | 23 | 1 |
| 8.Women's leap in crisis response | 6 | | 10 | | 16 | |

| | | | | | | |
|---|---|---|---|---|---|---|
| 9. Gender equality of Risk DRMs | | 1 | 1 | 7 | 1 | 8 |
| 10. Women's engagement in peace, security and recovery | **10** | 1 | 4 | | 14 | 1 |
| 11. Gender stats for localizing SDGs | **24** | | **8** | 1 | **32** | 1 |
| 12.Transformative financing for GEWE | 3 | **7** | 1 | **4** | 4 | **11** |

**G.6 What factors explain the failure of the less successful FPIs in attaining their intended results?**

| Factors explaining failure of less successful FPIs | HQ | | | RO/CO | | |
|---|---|---|---|---|---|---|
| | Responses | Major | Minor | Responses | Major | Minor |
| Inadequate attention to structural barriers to women empowerment challenges | 53 | 4 | 9 | 37 | 9 | 8 |
| Lack of strong theory of change | 53 | 6 | 8 | 36 | 8 | 10 |
| Lack of capacities and guidance on thematic areas | 52 | 20 | 5 | 36 | 19 | 8 |
| Insufficient articulation of UN Women comparative advantage | 51 | 20 | 5 | 36 | 17 | 7 |
| Insufficient engagement duration | 51 | 12 | 9 | 37 | 14 | 6 |
| Inadequate funding for medium term programmes | 51 | 21 | 7 | 36 | 19 | 5 |
| Lack of partnership engagement | 52 | 14 | 12 | 36 | 11 | 11 |

## ANNEX 10  SUMMARIES OF SELECT FPI CASE STUDIES

**Climate-Resilient Agriculture**

| Output 10. More rural women secure access to productive resources and engage in sustainable agriculture | |
|---|---|
| **Indicators** | **Countries reporting results[3]** |
| **# of new and/improved gender-responsive policies on land developed and/implemented with UN W support 17/92** | Of 29 countries/territories reporting under this indicator for 2018, 9 reported results: Cameroon, Central African Republic, Ethiopia, Guinea-Bissau, Kenya, Mali, Niger, Senegal, Uganda.<br>Of 25 countries/territories reporting under this indicator for 2019, 11 reported results: Bolivia, Ecuador, Ethiopia, Kenya, Kyrgyzstan, Liberia, Mozambique, Rwanda, Senegal, Uganda, Viet Nam. |
| **# of rural women supported to gain access, use and/ or control of productive resources by UN Women 80,000/220,000** | Of 29 countries/territories reporting under this indicator for 2018, 24 reported results: Bolivia (Plurinational State of), Cameroon, Central African Republic, Côte d'Ivoire, Democratic Republic of Congo, Ethiopia, Georgia, Guatemala, Guinea-Bissau, Haiti, Lebanon, Liberia, Mali, Morocco, Mozambique, Nepal, Niger, Nigeria, Rwanda, Senegal, South Sudan, Sudan, United Republic of Tanzania, Uganda.<br>Of 29 countries/territories reporting under this indicator for 2019, 25 reported results: Albania, Bolivia (Plurinational State of), China, Côte d'Ivoire, Democratic Republic of Congo, Ethiopia, Georgia, Guatemala, Haiti, Kenya, Liberia, Malawi, Mali, Morocco , Mozambique, Nepal, Niger, Nigeria, Occupied Palestinian Territory, Paraguay, Rwanda, Senegal, United Republic of Tanzania, Uganda, Viet Nam. |
| **# of countries use 'Buy from Women Platform to connect women farmers to information, markets and/ finance 1/15** | Of 2 countries/territories reporting under this indicator for 2018, both reported results: Haiti and Mali.<br>Of 10 countries/territories reporting under this indicator for 2019, all 10 reported results: Cameroon, Democratic Republic of Congo, Haiti, Liberia, Malawi, Mali, Niger, Rwanda, Senegal, South Africa |
| **Caste Study highlights** | |
| **What worked** | Alignment with national and regional priorities: Alignment with national and regional priorities is key for traction and scalable investments. The CRA FPI, even without funding for a global support component, saw high national demand and donor interest in WCA and ESA given the implications of climate change on food security. The impact of climate change on agriculture and food security has been a major priority for national governments and is reflected in the UN Integrated Strategy for Sahel (UNISS). The ToC provided a common framework for several countries to embark on WEE in climate resilient agriculture value chains, which represented a good fit with national investment priorities. UN Women invested in regional policy advisers in WCA and ESA to backstop the countries implementing CRA projects.<br>Leveraging partnerships: Demonstrating comparative advantage in agriculture and climate change has not been an easy task for UN Women. However, success in working with specialist partners – the Rome-Based Agencies FAO, WFP and IFAD in |

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[3] These include the countries which reported on results under each output/indicator in the scorecard of UN Women's strategic plan 2018-2021 linked with each FPI.

| | an ongoing RWEE Programme – enabled UN Women to introduce innovative approaches through the CRA FPI and directly reach a far bigger number of beneficiaries and deliver at scale, which has been a key factor in eliciting donor interest.  UN Women also worked with a number of agriculture research, extension support and financing institutions to strengthen climate-smart practices and enhance women's access to resources and markets. |
|---|---|
| **Opportunities for improvement** | Global Uptake: low (Almost entirely in Africa, especially in Sahel countries) |
| **Partners** | FAO, WFP, IFAD, ILO, UNIDO<br>UNEP, FAO regional office for Africa, African Development Bank (AfDB), ECOWAS, UNECA, African Union Commission<br><br>BNP Paribas, Standard Bank, National Bank of Malawi, Cote d Ivoire: FIKA, Senegal: REFAN, Rwanda: Rwanda Cereals and Grains Corporation International Centre for Research on Women, African Institute for Corporate Citizenship, Alliance for a Green Revolution in Africa (AGRA), Climate change, Agriculture and Food Security (CCAFS), Consultative Group for International Agricultural Research (CGIAR), International Potato Centre (CIP-SSA), International Center for Tropical Agriculture (CIAT), International Development Research Center (IDRC), Center for Agricultural and Rural Cooperation (CTA),<br>Jomo Kenyatta University of Agriculture and Technology (JKUAT)<br>G-5 Sahel |

**Women Count**

| Output 6: More and better-quality date and statistics available to promote and track progress of GEWE | |
|---|---|
| **Indicators** | Countries reporting results |
| **# of national strategies for dev of statistics integrating gender perspective, developed with UNW support 19/35** | Of 19 countries/territories reporting under this indicator, 5 reported results for 2018: Afghanistan, Ethiopia, Mexico, Sierra Leone, Uganda. In these countries, UN-Women had sufficiently substantive engagement in the baseline year and also for reporting 2018 results.<br>Of 15 countries/territories reporting under this indicator for 2019, 7 had reportable results for 2019: Egypt, Ethiopia, Kenya, Mexico, Senegal, United Republic of Tanzania, Uganda. |
| **# of national reports on a. SDG implemented from gender perspective, or b. status of women men girls, boys developed in the country with UN W support 33/85** | Of 23 countries/territories reporting under this indicator for 2018, 19 reported results: Afghanistan, Albania, Algeria, Ecuador, Ethiopia, Fiji, Georgia, Kenya, Kuwait, Malawi, Mexico, Nepal, Pakistan, Rwanda, Senegal, Sierra Leone, United Republic of Tanzania, Tunisia, Uganda.<br>Of 18 countries/territories reporting under this indicator for 2019, 13 reported results: Bangladesh, Egypt, Ethiopia, Kenya, Malawi, Mexico, Morocco, Pakistan, Senegal, United Republic of Tanzania, Tunisia, Uganda, Zimbabwe |

| | |
|---|---|
| **# of national coordination mechanisms governing production of gender stats established or strengthened with UNW support: 23/63** | Of 19 countries/territories reporting under this indicator for 2018, 11 reported results: Afghanistan, Bangladesh, Cameroon, Kenya, Mexico, Pakistan, Rwanda, Sierra Leone, United Republic of Tanzania, Tunisia, Uganda.<br>Of 18 countries/territories reporting under this indicator for 2019, 14 reported results: Bangladesh, Cameroon, Democratic Republic of Congo, Egypt, Ethiopia, Kenya, Malawi, Mexico, Pakistan, Senegal, United Republic of Tanzania, Tunisia, Uganda, Zimbabwe |
| **# of data producers and users with strengthened capacities in the collection, analysis, dissemination and use of gender statistics, including in improving Tier II and Tier III SDGs indicators, with UN-Women's support** | Of 20 countries/territories reporting under this indicator for 2018, 11 reported results: Algeria, Cameroon, Ethiopia, Kenya, Malawi, Mexico, Rwanda, Sierra Leone, United Republic of Tanzania, Tunisia, Uganda.<br>Of 17 countries/territories reporting under this indicator for 2019, 14 reported results: Bangladesh, Cameroon, Democratic Republic of Congo, Egypt, Ethiopia, Kenya, Malawi, Mexico, Morocco, Mozambique, Nepal, Senegal, United Republic of Tanzania, Uganda. |
| **Caste Study highlights** | |
| **What worked** | Timing and positioning:  In the evaluation's view the most important factor for the success of the programme was UN Women's timing and positioning, which helped identify, articulate and maintain a comparative advantage in data and gender statistics. UN Women took the lead in addressing the huge gaps in monitoring gender indicators across the SDGs, with a mix of upstream and downstream interventions.<br><br>Effective donor engagement: A major differentiator for the Women Count FPI was its success in convincing donors to support strong headquarters-based technical expertise. Donors' appreciation of the need to support the recruitment of staff at the headquarters level who could provide clear guidance to countries was a turning point. Women Count was among the few FPIs that received adequate and multi-year funding for the global support component, which was key to progressively implementing the programme across regions. The Bill and Melinda Gates Foundation was an important anchor donor that contributed to galvanizing more partners and support for the FPI.<br><br>Calibrated approaches: Women Count followed an incremental approach to rolling out the programme based on the experience of pathfinder countries. The programme's success depended on national commitment to strengthen gender statistics and the buy-in of national statistical bodies was critical. Progress was faster in countries which had a well-established national statistics system or were committed to periodic investment in |

| | |
|---|---|
| | data collection and statistical analysis. The FPI's incremental approach enabled calibration based on what works and what doesn't work.<br><br>Dedicated advocacy strategy: Women Count had a dedicated advocacy strategy which was instrumental in bringing stakeholders to the table for resource mobilization, but also saw donors as advocates for gender statistics. Donor participation in high-level awareness raising events also led to the addition of new partner countries and donors.<br><br>Matrix management structure: Women Count provided regional specialists in each region who had two lines of reporting to the regional directors and also to the headquarters-based programme leader. Similarly, country programme staff reported to regional specialists while also reporting to country representatives at country level. This allowed effective backstopping and the exchange of lessons learned on the way forward and strengthened operational support to implementing countries. The role of the regional policy specialists was very useful in coordinating country-level implementation and developing a suitable regional knowledge product. |
| Partners | ILO, UN Habitat, World Bank, PARIS 21, UN E, several committees mandated by UN Statistical Commission<br>Regional Commissions: UNESCAP, UNECA, UN Geospatial Network, Africa Group on Gender Statistics, Africa Statistical Commission, African Development Bank, IUCN, National and local governments:  Kenya National Bureau of Statistics, Tanzania, Uganda Cameroon, Nepal, Mexico, Senegal, Sierra Leone |

**Safe Cities and Safe Public Spaces**

| Output 12: | |
|---|---|
| **More cities and other settings have safe and empowering public spaces for women and girls** | |
| **Indicators** | **Countries reporting results** |
| **Number of safe cities/safe public spaces partnerships in place which include women in decision-making positions** | Of 20 countries/territories reporting under this indicator for 2018, 6 reported results: Bolivia (Plurinational State of) (El Alto), Canada (Vancouver), Mexico (Guadalajara and Monterrey), Spain (Madrid), United Kingdom of Great Britain and Northern Ireland (London), Uruguay (Montevideo).<br>Of 19 countries/territories reporting under this indicator for 2019, 9 reported 13 partnerships: Canada (Montreal and Halifax), Ecuador (Guayaquil), Egypt (Alexandria and Damietta), Ethiopia (Addis Ababa and Hawassa City), Kenya (Kericho), Mexico (Coahuila), United Republic of Tanzania (Dodoma and Shinyanga), Ukraine (Rubizhne), Uruguay (Canelones). |
| **Number of local development plans developed or strengthened with the support of UN-Women that are gender-responsive and address sexual harassment against women and girls in public spaces** | Of 16 countries/territories reporting under this indicator for 2018, 4 reported 17 local development plans: Egypt (5), Mexico (1), Papua New Guinea (3), Philippines (8).<br>Of 14 countries/territories reporting under this indicator for 2019, 3 reported 6 local development plans: Kenya (2), Mexico (1), Viet Nam (3). |

| | |
|---|---|
| **Number of countries where different sectors address the elimination of sexual violence against women and girls in public spaces through the transformation of social norms** | Of 16 countries/territories reporting under this indicator for 2018, 9 reported results: Ecuador, Egypt, Honduras, Indonesia, Morocco, Mozambique, Papua New Guinea, Philippines, Viet Nam. <br><br> Of 15 countries/territories reporting under this indicator for 2019, 7 reported results: Dominican Republic, Egypt, Kenya, Mexico, Mozambique, Ukraine, Viet Nam. |
| **Number of partners supported by UN-Women whose knowledge and skills to influence legislation and policies on sexual violence against women and girls in public spaces are improved, disaggregated by sex** | Of 17 countries/territories reporting under this indicator for 2018, 11 reported a total of 7,094 partners: Afghanistan (3,112), Dominican Republic (5), Ecuador (2,008), Egypt (187), Indonesia (217), Mexico (159), Morocco (266), Mozambique (12), Philippines (573), Tunisia (310), Viet Nam (245). <br><br> Of 18 countries/territories reporting under this indicator for 2019, 10 reported a total of 3,583 partners: Afghanistan (24), Egypt (200), India (550), Mexico (342), Morocco (2,217), Mozambique (45), Papua New Guinea (86), Republic of Moldova (11), Ukraine (47), Viet Nam (61) |
| **Caste Study highlights** | |
| **What worked** | A multi-year commitment from an anchor donor, with a range of donors supporting multi-year commitments to several SC/SPS programmes: The ability of UN Women to demonstrate stories of change at impact level has allowed uninterrupted multi-year funding from the 'anchor' donor (Spain), and from some country-level donors (e.g. NZAID, USAID and the Netherlands). The major value added was that the programme provided cross-regional technical support and a global package of tools with dedicated induction sessions/missions combined with seed funding to COs to start up programmes adapting the global framework. This has strengthened COs' capacity to run and provide specialized technical assistance to cities. <br><br> Built on solid foundation and pre-existing programme: The SC/SPS FPI was developed based on a pre-existing programme, a very solid grounding, established brand and a robust method for adaptation at the country level. The SC/SPS began with five starter countries in 2010 and grew to more than 51 cities in 2020. This strong foundation positioned the SC/SPS FPI ahead of the curve to quickly consolidate and adapt compared to other FPIs initiated at the same time. <br><br> A responsive, adaptive management approach: UN Women's management experience in this pioneering FPI highlights the importance of incorporating versatile expertise, strong quality assurance, effective knowledge management and attention to developing and validating programme documents. The intensive and inclusive approach from design to |

| | evaluation; high-quality global guidance and tools; the type of expertise provided; and the length of programmes were the drivers for this FPI's effectiveness and efficiency. Instituting a multi-pronged approach: A common feature of the SC/SPS FPI was its holistic, integrated, long-term and multi-stakeholder engagement focusing on systematic and transformative actions rather than stand-alone, one-off interventions. The FPI also succeeded in providing a common package of ready-to-use global guidance and tools, with demonstrated adaptation in several cities. This has helped UN Women to consolidate the gains from the Global Programme and reinforced coordinated, coherent and strategic planning with clear and tangible results at different levels.<br><br>Robust monitoring and evaluation: A key distinguishing feature of the SC/SPS FPI was the focus on integrated evidence-based programming and evaluability of results at outcome and impact level, which made it attractive for decision makers and donors. A significant accomplishment was the FPI's success in terms of building a common conceptual understanding and clear pathways for short, medium and longer-term results across the chain of results.<br><br>Strong knowledge management system: The FPI was successful in institutionalizing a multi-faceted learning approach which stimulated collaborative learning and commitment across a broad range of stakeholders. Many appreciated the viable conceptual and evaluable design of the FPIs and its adaptability into local contexts. In addition, the intentional participatory programme design; the sequencing of the overall programmatic approach; and intentional regional/cross-country support were strong elements of the programme. |
|---|---|
| **Opportunities for improvement** | Coordination with ROs was not always well defined, and this was impacted in part by the lack of EVAW Regional advisors in the field.  To trigger maximum impact, initial work to to make links with the Spotlight Initiative and its focus on sexual based violence in Africa region, including at subnational level (e.g. Uganda)  needs to be strengthened at country level. more synergies needed to be built between FPIs, trust funds and the Spotlight Initiative at country level. While these programmes were budding examples of programmesjects addressing intersectionality, many agree that there is still more work to be done to limited knowledge on what works to transform social norms to prevent sexual harassment in public spaces. Resources that were mobilized at CO level appeared to be very small, risking high transaction costs. |
| **Partners** | UNODC (prevention of violence) and UN Habitat (urban safety programme) and UNDP and World Bank on transportation<br> Multiplicity of partners – governmental, non-governmental actors, covil society organizations |

**Access to Justice**

| Output 7 | |
|---|---|
| **Indicators** | **Countries reporting results** |
| **Number of personnel of formal and informal justice institutions whose capacities to** | Of 61 countries/territories reporting under this indicator for 2018, 54 reported results: Afghanistan, Albania, Bolivia, Bosnia and Herzegovina, Burundi, Cameroon, Central African Republic, Colombia, Dominican Republic, Ecuador, Egypt, El Salvador, Ethiopia, Fiji, Georgia, Guatemala, Haiti, India, Indonesia, Iraq, Jordan, Kenya, Kiribati, Kosovo, Kyrgyzstan, Lao PDR, Liberia, Malawi, Mali, Mexico, Republic of Moldova, Morocco, Nepal, Niger, Nigeria, Pakistan, State of Palestine, Papua New Guinea, Paraguay, Philippines, Senegal, Sierra Leone, Solomon Islands, Somalia, South Sudan, Sudan, Tajikistan, United Republic of Tanzania, Thailand, Tunisia, Turkey, Uganda, Ukraine, Viet Nam. |

| | |
|---|---|
| **provide justice to women are strengthened, with UN-Women's support** | Of 21 countries/territories reporting under this indicator for 2019, all 21 reported results: Algeria, Bolivia, Cambodia, Democratic Republic of Congo, Guatemala, Haiti, India, Iraq, Kosovo, Morocco, Mozambique, Myanmar, Pakistan, Occupied Palestinian Territory, Philippines, Rwanda, Somalia, South Sudan, Tanzania, Uganda, Zimbabwe. In addition, the Asia Pacific regional office reported eligible results under this indicator. |
| **Number of affirmative action policies developed and/or being implemented, with UN-Women's support, to enhance women's participation in formal and informal justice** | Of 10 countries/territories reporting under this indicator for 2018, 4 reported results: Burundi, Kyrgyzstan, United Republic of Tanzania, Ukraine. Of 7 countries/territories reporting under this indicator for 2019, 2 reported results: Liberia, Uganda. |
| **Number of women accessing legal aid with UN-Women's support** | Of 25 countries/territories reporting under this indicator for 2018, 19 reported results: Burundi, Cameroon, Ethiopia, Haiti, Honduras, Iraq, Kenya, Lao PDR, Liberia, North Macedonia, Myanmar, State of Palestine, Senegal, Sierra Leone, Somalia, South Sudan, United Republic of Tanzania, Turkey, Uganda. Of 12 countries/territories reporting under this indicator for 2019, all 12 reported results: Afghanistan, Egypt, Haiti, Kosovo, FYR Macedonia, Pakistan, Occupied Palestinian Territory, Sierra Leone, Somalia, Tanzania, Uganda, Yemen. The Asia Pacific Regional Office also reported working on this indicator |
| **Caste Study highlights** | |
| **What worked** | Anchoring in international commitments: The SDG 16+ agenda has been the main driver of A2J programming across the UN system. SDG target 16.3 promotes the rule of law at national and international levels and ensures equal access to justice for all. This has provided additional entry points with governments for UN Women COs which were developing the bulk of their programmes around SDG 5 and to an extent SDG 10. With the Pathfinders Initiative and adoption of the flagship Justice for Women Report recommendations as the larger blueprint for the UN system as a whole, UN Women's comparative advantage and identity have been recognized. |
| | Overcoming fragmentation within UN Women approaches: The cross-cutting nature of the subject and overlaps with the WPS and EVAW pillars led to fragmentation in programming as well as donor engagement and resource mobilization for A2J. Fragmentation in corporate approaches at UN Women led to separate programming and resource mobilization for transitional justice programmes which affected positioning, strategic communications and resourcing of A2J programmes. This has gradually been addressed through comprehensive approaches including post-conflict and peace contexts which are more appealing to donors and development partners. Using A2J as a programming framework rather than a programme has enabled flexible approaches for COs to integrate |

| | A2J components as elements within programmes or as a means to other ends such as EVAW, WEE and WPS.<br><br>Leveraging partnerships: UN Women has approached A2J primarily through partnerships, instead of pursuing isolated programmes. Working with UNDP – the global leader in SDG 16, UNODC (interface with criminal justice elements) and UNOSG (heading the Global Rule of Law Focal Point) provides a strong foundation for joint programming and advocacy within the UN system as well as within countries. |
|---|---|
| **Opportunities for improvement** | Programme consolidation: low (Most programmes are standalone, however a few were global or regional programmes with common components across countries)<br><br>Multi-year funding commitments: low (Funding for most projects was multi-year, except Japan (whose policy does not allow multi-year commitments) |
| **Partners** | UN agency partners : UNDP, UNODC, UNHCR, UNFPA, UNICEF<br>Regional National and local governments: Uganda, Pakistan, Guatemala, Sierra Leone, Palestine |

**LEAP**

| **Output 14: More women play a greater role and are better served by humanitarian response and recovery efforts.** | |
|---|---|
| **Indicators** | Countries reporting results |
| **Percentage of humanitarian country cluster systems with dedicated gender expertise in countries with UN-Women humanitarian presence** | Of 25 countries/territories reporting under this indicator for 2018, 21 reported results: Bangladesh, Cameroon, Central African Republic, Colombia, Democratic Republic of Congo, Fiji, Haiti, Iraq, Jordan, Lebanon, Mali, Myanmar, Niger, Nigeria, State of Palestine, Papua New Guinea, Sierra Leone, Somalia, Turkey, Ukraine, Yemen.<br>Of 28 countries/territories reporting under this indicator for 2019, 23 reported results: Bangladesh, Brazil, Cameroon, Central African Republic, Colombia, Democratic Republic of Congo, Fiji , Haiti, Jordan, Lebanon, Mali, Myanmar, Niger, Nigeria, Occupied Palestinian Territory, Papua New Guinea, Sierra Leone, Solomon Islands, Somalia, South Sudan, Turkey, Uganda, Yemen. |
| **Number of women's organizations or institutions supported by UN-Women to play a role in humanitarian response and recovery** | Of 26 countries/territories reporting under this indicator for 2018, 22 reported results: Brazil, Cameroon, Central African Republic, Colombia, Democratic Republic of Congo, Fiji, Iraq, Jordan, Kenya, Lebanon, Myanmar, Niger, Nigeria, State of Palestine, Papua New Guinea, Sierra Leone, Solomon Islands, South Sudan, Sudan, Turkey, Uganda, Yemen.<br>Of 25 countries/territories reporting under this indicator for 2019, all 25 reported results: Bangladesh, Brazil, Cameroon, Colombia, Democratic Republic of Congo, Egypt, Fiji , Haiti, Iraq, Jordan, Kenya, Lebanon, Malawi, Mali, Mozambique, Myanmar, Niger, Nigeria, Occupied Palestinian Territory, Papua New Guinea, Solomon Islands, South Sudan, Turkey, Uganda, Yemen |
| **Number of women and girls directly accessing UN-Women supported humanitarian services** | Of 36 countries/territories reporting under this indicator for 2018, 25 reported results: Bangladesh, Brazil, Cameroon, Central African Republic, Colombia, Democratic Republic of Congo, Ecuador, Ethiopia, Georgia, Haiti, Iraq, Jordan, Kenya, Lebanon, Mali, Myanmar, Nigeria, State of Palestine, Papua New Guinea, Sierra Leone, South Sudan, Sudan, Turkey, Uganda, Yemen.<br>Of 26 countries/territories reporting under this indicator for 2019, 23 reported results: Bangladesh, Brazil, Cameroon, Colombia, Democratic Republic of Congo, Egypt, Georgia, |

| | Haiti, Iraq, Jordan, Kenya, Lebanon, Malawi, Mali, Myanmar, Niger, Nigeria, Occupied Palestinian Territory, Sierra Leone, South Sudan, Turkey, Uganda, Yemen. |
|---|---|
| **Caste Study highlights** | |
| **What worked** | Bottom-up approach: Unlike some of the FPIs, which were first formulated at the global level and later populated in the field, the LEAP programme, prior to its launch as an FPI, had been developed and started in Arab States in response to the Syrian crisis. The first cohort of projects were implemented in Jordan in 2012 and later (from 2014) in Egypt, Iraq and Lebanon. Having been tested and piloted, including its key implementation models, the LEAP was further refined at the global level through FPI development and consultation processes in 2015. Consequently, the LEAP was widely implemented at the country level, through joint programmes or adopted as a programmatic approach under SP Output 14: More women play a greater role and are better served by humanitarian response and recovery effort.<br><br>Flexibility and adaptability: While transformative results were expected through integrated implementation of the key components of the LEAP's ToC, COs were afforded the flexibility to pick and choose those areas that mattered most to their local context. Therefore, the LEAP and its corresponding ToC were viewed as a global framework with a menu of services to strengthen the pre-existing position of UN Women and to respond to emerging opportunities.<br><br>Replicable approach for UN system coordination: Having a successful and replicable approach, such as the LEAP in the humanitarian setting, provided a channel/key entry point to engage with other UN partners and other humanitarian actors (as observed in most of the joint LEAP programmes where UN Women executed the programmes as the lead agency). Being able to provide a framework to draft local LEAP joint programmes with other UN partners, such as UNHCR and UNFPA, provided a valuable conceptual/logic framework (ToC) and a tool to mobilize partnerships as a joint programme.<br><br>Alignment with donor interests: One of the key success factors for LEAP's resource mobilization was its programmatic approach, pairing donor interest based on the needs and context on the ground. The LEAP had a donor champion  which recognized the value UN Women brought to the crisis response setting, its alignment with donor priorities and provided support from the launch of the project. |
| **Opportunities for improvement** | Administrative bottlenecks : While the UN Women's overall portfolio, particularly on humanitarian setting was increased, there was no increase or adjustment to the threshold limit to cover the administrative capacity and delegation of authority at the regional and country level, which could have supported smoother operational and administrative procedures.<br><br>Visibility of the FPI: Interviews with the key donors also suggested that that the LEAP being the global flagship was not necessarily the key factors in them partnering with UN Women. For example, some partners were not fully aware that that proposed country programme was part of the global FPI during the qualitative interviews. Rather, it was seen as the programmatic approach of the LEAP, which was tested and proved to be effective for supporting refugee women in the crisis response, and which were aligned |

| | with the donor priorities and the political context played which all played key roles in decision to partner with UN Women. |
|---|---|
| **Partners** | UN Agencies: UNHCR, WFP, UNFPA, ILO, IOM<br><br>National and local governments:  High Council of Women's Affairs (Iraq), National Council of Women (Egypt), National governments and local municipality (Turkey)<br>International NGOs and regional and local CSOs:  Oxfam, CARE, Action Aids, Arab Women Organization (Regional), Arab Women Crisis Committee (Regional) , Refugee Law Project Commissioner for refugees, Association for Solidarity with Asylum Seekers and Migrants (ASAM), Overcomers women's rights organization in Transcultural Psychosocial Organization |

*Based on available evidence from desk reviews and case studies, the evaluation populated a few of indicators, summarized below.*

**Table 3. FPI uptake, programme consolidation, multi-year funding and structured partnerships**

| FPI | UPTAKE | PROGRAMME CONSOLIDATION | MULTI-YEAR FUNDING | STRUCTURED PARTNERSHIPS |
|---|---|---|---|---|
| **Women Count** | Rolled out in more than 30 countries, demand increasing across all regions. | Being implemented as a single global programme with regional and country components. No comparable non-FPI programmes. | Secured close to US$ 40 million for a five-year period 2016–2020. Mix of donors from both public and private sectors, such as Gates, SIDA, DFID, DFAT and Irish Aid. | Anchor partnerships with PARIS 21, data partnerships with ILO, UN Habitat, World Bank and at regional level with UN Regional Commissions. |
| **Climate Resilient Agriculture** | Programmes in over 20 countries, mostly in Africa, especially in Sahel countries | Implemented as single country programmes, with the exception of some multicounty projects, huge variations in scale (US$ 0.18 million to US$ 22 million), but most were above US$ 1.5 million. | Funding was secured for projected project durations, which were mostly around two years. | Built on existing partnerships with UN agencies (FAO, IFAD, WFP, UNDP, UNEP) among others, but also partnered with banks and financial institutions, several agriculture and climate research bodies, CSOs and rural cooperatives, local traditional and private sector actors. |
| **Access to Justice** | Uptake in more than 20 countries across regions, also links to components in EVAW and WPS interventions. | Most programmes are stand-alone; however, a few were global or regional programmes with common components across countries. | Funding for most projects was multi-year, except funding from Japan (whose policy does not allow multi-year commitments). | UNDP, UNODC are standard partnerships in rule of law programmes, also UNHCR, UNFPA, UNICEF. International Commission of Jurists. |

| | | | | |
|---|---|---|---|---|
| **Safe Cities and Safe Public Spaces for Women and Girls** | The programme expanded from five founding programmes in 2010 to over 50 cities (in over 30 countries) by 2020, 11 of which are in developed countries. | Implemented as a global programme, including with a global framework to support self-starter programming. Seed money to countries and also stand-alone country programmes that adapt the global framework. | A total of US$ 20.7 million raised during 2015–2019. Multi-year funding for global programme by AECID, the Republic of Korea, and Unilever at global level, and other donor partners at country level (NZAID, DFAT, the Netherlands, USAID). Under this period of review, many country-level contributions for select interventions were at a smaller scale except for Papua New Guinea and Egypt (US$ 5.6 million and US$ 2.2 million, respectively). | Less structured partnerships except for biennial Global Leaders' Forum and other global policy forums in partnership with UNDP and UN Habitat. Mostly country-level partnerships with UNODC (prevention of violence) and UN Habitat (urban safety programme) and UNDP and World Bank on transportation. |
| **LEAP** | Uptake in more than 26 countries – varied programming at the country level – either countries in protracted crisis, or countries with a refugee response. | Implemented as regional programmes (in Arab States) and mostly as country programmes; also, as programmatic interventions not strictly following the LEAP framework (rather loosely associated with the key components of the LEAP's ToC. | The key donor for the LEAP programme was Japan (contributions over US$ 35 million for the period from 2016 to 2019[4]) whose commitment was often on an yearly-basis; however, the programmes were often implemented on a 'multi-year' basis through funding extensions. | Less structured partnership at the corporate level. Mostly regional/country-level partnerships with UNHCR, WFP, UNFPA, ILO, IOM, including through a joint programme in Brazil (UNHCR and UNFPA). |

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[4] P&S and HA funds overview (2019).

# ANNEX 11. LNOB Specific Outputs & Indicators of Select FPIs

| FPI | LNOB SPECIFIC OUTPUTS/INDICATORS INCLUDED IN TOC | TARGET GROUP |
|---|---|---|
| **Women's Access to Justice** | FPI INDICATOR: % of countries which reform discriminatory national laws<br>FPI INDICATOR: Access to legal aid by sex and income<br>FPI INDICATOR: % of countries which provide for court waivers for indigent populations | Economically disadvantaged and indigent women |
| **Climate-Resilient Agriculture** | FPI INDICATOR: Share of women among agricultural landowners by age and location<br>FPI INDICATOR: Average daily time spent on agricultural work by sex<br>FPI INDICATOR: % change in loans to women small-holder farmers | Rural women, economically disadvantaged women |
| **Equal Opportunities for Women Entrepreneurs** | FPI INDICATOR: % change in public procurement directed towards WBEs (migrant, black, indigenous, women with disabilities or other vulnerable groups) | Migrant, black, indigenous, women with disabilities or other vulnerable groups |
| **Safe Cities & Safe Public Spaces** | OUTPUT 4.1: Capacity of women and girls and men and boys recognize SVAWG in public spaces as violation of women's rights, to respond and prevent it, enhanced. (capacity gap analysis on understanding root causes of SVAWG in public spaces, bystander role; trainings through women's organizations, civil society, government, etc. special focus on groups facing multiple discriminations) | Marginalized groups facing discrimination in urban environments |
| **Women's LEAP in Crisis Response** | FPI INDICATOR: % change in income of displaced women in temporary shelters and in host communities<br>FPI INDICATOR: % change in incidences of GBV of displaced women in temporary shelters and host communities<br>FPI INDICATOR: % of FHH and marginalized women with access to support services | Marginalized women including displaced women and refugees |
| **Gender Inequality of Risk (DRM)** | OUTPUT 2.2 Inter-sectoral and multi-level coordination mechanisms for DRM established (mainstream and integrate DRM policies within and across all sectors, support local authorities to work with civil society, communities, indigenous people and migrants in DRM) | Marginalized communities including indigenous peoples and migrant women |
| **Women's Engagement in Peace, Security and Recovery** | FPI INDICATOR: Proportion of women victims of SGBV and/or proportion of people that reported feeling safe walking alone in the area where they live, by sex<br>FPI INDICATOR: Proportion of peacebuilding and recovery funds allocated to programmes targeting gender (principal and significant objective)<br>FPI INDICATOR: Percentage of benefits from temporary employment through early economic recovery programmes received by women and girls | Marginalized groups including women victims of SGBV, women affected by conflict/humanitarian crises |

## ANNEX 12. TOTAL 2016-2019 BUDGET FOR PROJECTS ACCURATELY MAPPED TO FPIS

| Related FPI | Field office | Total 2016-2019 Budget ($) for projects accurately mapped to FPIs (and where it exceeds $1 million per country per FPI per year) |
|---|---|---|
| FPI 1 | Kenya | 4,363,418 |
| FPI 1 | Tanzania | 5,792,787 |
| FPI 4 | Fiji | 4,696,135 |
| FPI 5 | Lebanon | 5,300,807 |
| FPI 6 | Colombia | 4,249,349 |
| FPI 6 | Afghanistan | 14,132,722 |
| FPI 6 | Fiji | 7,146,717 |
| FPI 6 | Uganda | 7,261,696 |
| FPI 6 | Georgia | 4,251,110 |
| FPI 6 | Mali | 4,418,710 |
| FPI 7 | Papua New Guinea | 7,465,008 |
| FPI 8 | Iraq | 7,882,401 |
| FPI 8 | Jordan | 14,602,800 |
| FPI 8 | South Sudan | 5,540,152 |
| FPI 8 | Turkey | 6,492,063 |
| FPI 10 | Colombia | 6,915,474 |
| FPI 10 | Jordan | 4,002,600 |
| FPI 10 | Kenya | 6,104,611 |
| FPI 10 | Mali | 6,179,954 |
| FPI 10 | Nigeria | 6,120,851 |
| **Total** | | **132,919,365** |

Source: Compiled by the Evaluation Team from the RMS dashboard data

The evaluation team developed a simplified visual model to map out the FPI building blocks to increase programmatic and operational effectiveness and efficiency and eventually facilitate the delivery of SP outcomes and impact.

In the context of the overall SP ToC, the FPIs were established to achieve the following results:

(i) Enhanced focus, scale and value through UN coordination (capacity to coordinate, convene and implement gender-responsive FPIs at scale within the continuum of development, humanitarian action and peacekeeping and also through joint programme [JP] and pooled funds).

(ii) Development of strategic, multi-stakeholder partnerships to scale up transformative results on GEWE (leveraging collaborative advantages through UN Women's integrated mandate).

(iii) Deepened programmatic focus and strengthened results orientation in strategic planning, monitoring and reporting.

(iv) Streamlined business processes and systems and increased quality and flexibility of non-core contributions.

**Figure 3: Theory of Change for the Flagship Programme Initiatives – alignment with UN Women's Strategic Plan 2018–2021**
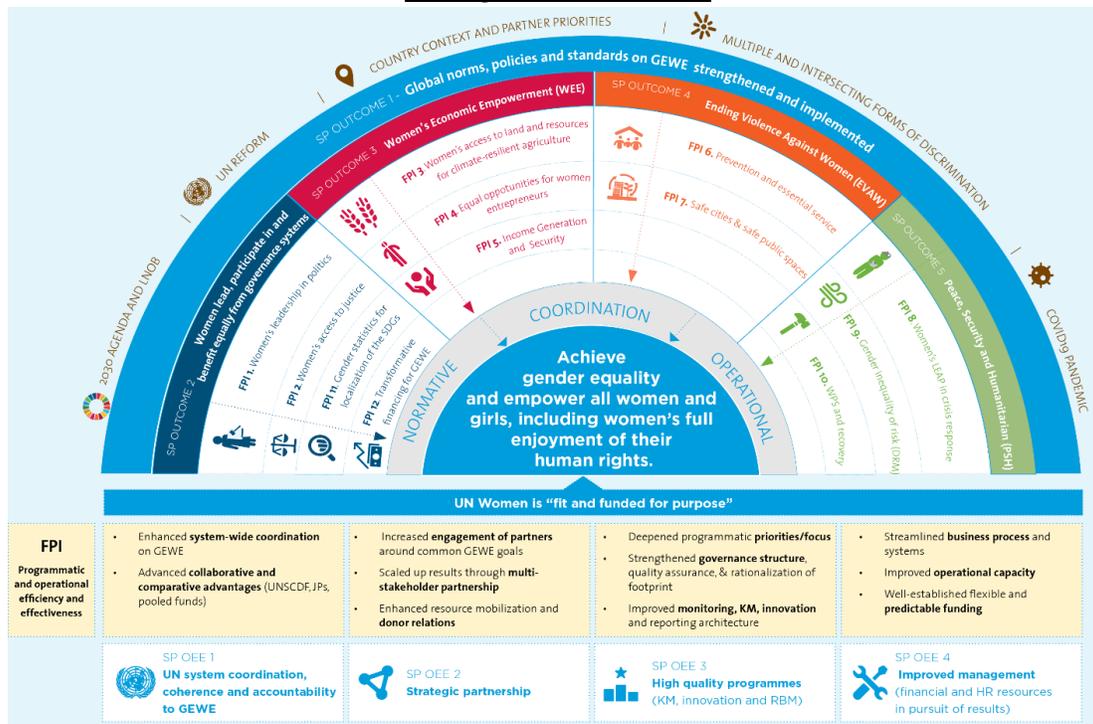


Source: Developed by IEAS evaluation team

The broad logic/ToC expresses that:

**If FPI processes and mechanisms ensure:**

- improved, more focused/strategic programming;
- enhanced collaboration and system-wide coordination on GEWE among UN agencies (UNCF, JPs and pooled funding) – at global and country levels;
- enhanced engagement of partners around common GEWE goals;
- enhanced resource mobilization and donor relations, flexible and predictable funding; and
- strengthened governance, quality assurance, monitoring, reporting and KM

**Then**

FPIs individually and collectively contribute more effectively to UN Women's composite mandate and show enhanced and transformative results towards: WLP, WEE, EVAW and PSHA.

**Because they result in:**

- coherent and standard programming (based on robust ToCs with due contextualization) approaches across countries and regions;
- improved coordination around common GEWE goals (based on stronger linkages between normative, coordination and operational work at country level);
- enhanced scale and economies (through multi-stakeholder partnerships, pooled funding and larger magnitude of resources and investments, and fewer, longer-duration and larger value programmes with strategic impact); and
- learning and knowledge exchange across countries and partners (through effective knowledge management systems and communities of practices), and more effective aggregated reporting (based on integrated monitoring and reporting on standardized indicators of the Corporate Results Framework).