

TERMS OF REFERENCE

Country Portfolio Evaluation (CPE) UN Women Albania Country Office (CO) Strategic Note (SN) 2017-2021

I. Background

UN Women's mandate (GA resolution 64/289) is to lead, coordinate and promote accountability of the UN system to deliver on gender equality and the empowerment of women with the primary objective of enhancing country-level coherence, ensuring coordinated interventions and securing positive impacts on the lives of women and girls, including those living in rural areas.

The Country Office (CO) Strategic Note (SN) is the main planning tool for UN Women's support to normative, coordination and operational work in Albania. UN Women (previously as UNIFEM) has implemented catalytic initiatives on promoting women's economic, political and social rights and participation in peace and security in the country since 2007. In 2012 the office transitioned into a full Country Office, with full delegation of authority. This evaluation will consider the current Strategic Note covering the period 2017 – 2021. A new Strategic Note is due to be developed in 2020, for the period 2022 – 2026.

The Strategic Note 2017 – 2021 is grounded in the standards, principles and obligations of the Convention to Eliminate all forms of Discrimination Against Women (CEDAW), Beijing Declaration and Platform for Action, Concluding Observations of the Commission on the Status of Women, UNSCR 1325, CEDAW Concluding Observations on the 4th periodic report, Council of Europe Convention on Preventing and Combating Violence Against Women and Domestic Violence (Istanbul Convention). The SN is designed in support of the international commitments and national strategies and in support to efforts led by the government and CSOs.

The SN is aligned to UN Women Global Strategic Plans 2014 – 2017 and 2018 – 2021 and is based on UN Women's comparative advantage, the request of government and CSO partners for UN Women involvement and is fully aligned with the Programme of Cooperation for Sustainable Development (UNDAF) 2017 – 2021, which is guiding the work of UNCT in Albania – four strategic focus areas (Outcomes) that respond to country needs and make use of the UN's comparative advantages: *Governance and Rule of Law, Social Inclusion (education, health social inclusion and protection, child protection, gender-based violence), Economic Growth, Labor and Agriculture and Environment and Climate Change.*

Albania has made significant improvements in advancing the normative framework for gender equality in recent years – however, inequalities still exist, and the institutional set-up for gender equality remains under-resourced and requires additional capacity. The national framework includes the 1998 Albanian Constitution, which provides for and guarantees equality between women and men and the prohibition of discrimination, the Law 'On Gender Equality,' adopted in 2008, and the Law "On Protection from Discrimination,' adopted in 2010. Albania is party to the Istanbul Convention and the Convention on Elimination of Discrimination against Women. In recent years, the country has made important progress

towards the elimination of gender-based discrimination and gender equality. The third National Gender Equality Strategy and Action Plan (NSGE) was adopted for the period of 2016-2020 and legal improvements have been made, including in the areas of labour law and property rights. The gender quota introduced in the electoral legislation and other measures to promote women's participation in political life have placed Albania in a prominent position vis-à-vis many other countries, including in the EU. Albania is taking steps on mainstreaming gender into policy planning and has made progress in the inclusion of Gender Responsive Budgeting in its Medium-Term Budget Programme. In 2018, the government adopted the first National Action Plan 'On the Implementation of United Nations Security Council Resolution 1325: Women, Peace and Security (2018 – 2020),' which, as its first-year monitoring report indicates, is being implemented accordingly. The law on domestic violence was amended in 2018 to bring it in conformity with the Istanbul Convention and efforts have been taken to extend the multi-sectoral mechanisms that address cases of violence in several municipalities. Other laws that reference domestic violence have been amended and approved, including the laws on Social Housing and Free Legal Aid, which provide survivors with much needed social and legal services and support. The first crisis management centre for cases of sexual violence was established in 2018, and the advocacy and monitoring role of civil society in this area have become more prominent.

Nevertheless, many gaps persist. There is no clear information or comprehensive national monitoring reports from government to provide information on the level of implementation of the activities of the NSGE and Action Plan 2016-2020. Albania still has not revised the burden of proof in favour of claimants in cases of alleged gender-based discrimination as recommended by CEDAW, and the national gender equality machinery was weakened after the 2017 elections. Intersecting forms of discrimination that many women face because of their gender and other grounds (ethnicity, disability, sexual orientation, age, socio-economic situation) remain unaddressed. Meanwhile, women from rural areas and various marginalised groups have a very low participation and representation in public and political life, poor access to social protection schemes and low access to formal employment and the formal economy.

Violence against women and domestic violence (VAW-DV) remain a major human rights concern and one of the areas that received the highest number of recommendations from other states during the third UPR review. The number of women murdered by their partners and other family members has increased and the government's response to addressing the issue is considered by civil society to be inadequate. Women, particularly from disadvantaged communities, face challenges to access support services. While the main focus of government response has been on domestic violence, other forms of violence – rape, sexual harassment, and stalking – remain largely unaddressed by the general prevention, protection, and support measures. The same applies to online violence against women, including hate speech, which is present in Albanian society and affects all women, in particular young women, human rights defenders, women in politics, including parliamentarians, journalists, bloggers, and lesbian, bisexual, and transgender women. In addition, violence against women during elections has not been specifically addressed, which has left it silent, unidentified and unreported. It is manifested as physical, psychological, and sexual violence, hate speech, and discrimination on the ground of gender. It prevents women candidates and those who exercise various functions from taking part in elections and politics, as well as women and girls from exercising their right to vote. To date, efforts of the Albanian lawmaker have narrowly focused on consolidating the gender quota system in elections. However, mechanisms are needed that will prevent and combat gender-based violence in elections and politics.

Additional causes for the inadequate response to VAW include low levels of understanding and varying effectiveness at the local level in the application of a multi-sectoral approach to preventing and addressing violence, lack of adequate and accessible specialist support services, including protection for victims of all

forms of VAW-DV, and of rehabilitation programmes for perpetrators, as well as lack of civil and criminal responsibility of public officials and failure to fulfil their duties. GREVIO, CEDAW and UPR point to these and other capacity gaps, common in many sectors, but the judiciary and health system particularly lag behind with regard to the fulfilment of their legal obligations. Insufficient budgeting at the national and local levels to implement strategic and legal obligations related to VAW-DV is another reason for the inadequate response.

Patriarchal attitudes, harmful gender stereotypes, prejudices, often also present in the media, are among the root causes of gender inequality and violence against women in Albania. There is a lack of information among women on anti-discriminatory legal provisions, particularly with regard to the private sector's obligations, and as a result, minimal use of complaint mechanisms, such as NHRIs and the judiciary.

While the overall economic activity rate for the population aged 15-64 in both women and men in Albania has steadily increased over the period 2013-2019, the gender gap remains persistent, at an average of 18 percentage points. According to the Labour Force Survey, women work predominantly in economic areas such as human health and social work, education, manufacturing, and agriculture. The vast majority of women work in unpaid, informal family jobs, and their contribution is poorly compensated in money and their unpaid work is rarely recognised and appreciated. Women's entitlements to productive resources and services that directly derive from holding a land title are limited by land titles being usually in the names of the men of the family. Women in rural areas have limited access to agricultural and market information, and experience high levels of inequality in family decision-making. According to the Labour Force Survey, women are less likely to participate in the labour market, primarily because they are busy with unpaid work at home or are attending school.

In the area of education, most recent data on education does not reflect any education participation gaps until upper secondary level, where participation becomes lower for girls. The gender gap participation on vocational education is very high in favour of boys, and studies show that this is a result of mentality on the so-called "male professions" and the curricula of vocational schools. At higher education level the gender gap is highly in favour of girls, who dominate the fields of education sciences, health and wellbeing, and arts and human sciences. Though more women graduate from university compared to men, they do not enter the labour force in the same numbers and not in line with their professional qualification. The stereotypical division of family responsibilities upon marriage, significantly contribute to the gender disparities in the labour market and the gender wage gap. This points to the obstacles women face in entering, remaining, and progressing in the labour market, which is not exclusively related to gender-stereotyped patterns in education, but also to the lack of affirmative action, and scarce or missing social care policies and investments, particularly for childcare provision.

II. Description of the Albania CO Strategic Note 2017-2021

The work of UN Women is focused around its three-fold mandate.

1. **Normative work:** to support inter-governmental bodies, such as the Commission on the Status of Women (CSW) and the General Assembly, in their formulation of policies, global standards and norms;
2. **Operational work:** to help Member States to implement international standards and to forge effective partnerships with civil society; and
3. **Coordination work:** entails both 1) work to promote the accountability of the United Nations system on gender equality and empowerment of women (GEEW), including regular monitoring of system-wide progress, and more broadly 2) work to mobilize and convene key stakeholders to ensure greater coherence and gender mainstreaming across the UN.

The main interventions undertaken across three mandate areas under the Albania Country Office Strategic Note 2017 – 2021 are:

Normative	Coordination	Country programmes	Regional programmes
<p>Provide support to the authorities for implementing Gender Action Plan (2016 – 2020)</p> <p>Supporting the authorities in development, implementation and monitoring of the National Action Plan for the implementation of the UNSCR 1325 (2018-2020)</p> <p>Support to Beijing +25 National Review and CSO shadow report</p> <p>Support to development of a national action plan and online tracking mechanism for the implementation of UPR (2nd cycle) recommendations and CEDAW 4th periodic report concluding observations</p> <p>Support to MHSP for developing action plan for the implementation of GREVIO urgent recommendations as well as overall recommendations</p>	<p>Member of the UNCT</p> <p>Lead of UNCT Gender Results Thematic Group (GTRG)</p> <p>Co-chair of UNDAF Outcomes 1 and 3</p> <p>Chair of UNDAF Output Working Group 1.5</p> <p>Co-chair of donor gender coordination group</p> <p>Consultations with Civil Society Advisory Group (CSAG)</p> <p>Participation in UNCT joint advocacy, resource mobilization and JPs</p> <p>Member of OMT (chair of OMT in 2018)</p> <p>Member of UN-INSTAT Joint Data Group</p>	<p><i>SN Impact Area 1</i> Women’s Political Empowerment (linked to current SP Outcome 2) Women lead, participate in and benefit equally from governance systems</p> <ul style="list-style-type: none"> • Sida bridging fund – support to the UN Coherence Fund for Output 1.1 “Human Rights” of the GoA-UN Programme of Cooperation 2017-2018, (related to Women’s political empowerment) • UN Women seed funds on Women’s political participation (2018) <p><i>SN Impact Area 2</i> Women’s Economic Empowerment (linked to current SP Outcome 3): Women have income security, decent work and economic autonomy</p> <ul style="list-style-type: none"> • Gender Rural Equality and Tourism (GREAT), 2020 – 2023, (the project is being signed with the donor and will initiate in early 2021) <p><i>SN Impact Area 3</i> Ending Violence Against Women (linked to current SP Outcome 4): All women</p>	<p><i>SN Impact Area 3</i> Ending Violence Against Women (linked to current SP Outcome 4): All women and girls live a life free from all forms of violence</p> <ul style="list-style-type: none"> • Regional EVAW programme (Phase I&II) “Implementing Norms, Changing Minds” 2017-2021 <p><i>SN Impact Area 5</i> Planning and Budgeting (linked to current SP Outcome 2) Women lead, participate in and benefit equally from governance systems</p> <ul style="list-style-type: none"> • Regional Project “Promoting Gender Responsive Policies in the South Eastern Europe”, January 2017 – January 2019 • Regional Project “Transformative Financing for Gender Equality in the Western Balkans”, 2020 – 2024 • Regional Project, “Women Count”, 2019 - 2020

<p>from the first monitoring report</p> <p>Support to CEDAW and Istanbul Convention national and shadow and alternative reports</p>	<p>Member of UN communications Group</p> <p>Member of UN-Ombudsoffice working group</p> <p>Leading the UNCT-SWAP gender scorecard exercise and monitoring of the implementation of the action plan.</p>	<p><i>and girls live a life free from all forms of violence</i></p> <ul style="list-style-type: none"> • “UN Joint Programme on ERAW” 2019-2021 • Sida bridging fund – support to the UN Coherence Fund for Output 2.5 – GBV of the GoA-UN Programme of Cooperation 2017-2018 • Youth Project to the UN Wide Innovation Platform – UN DOCO Delivering Together Fund (2018-2019) • Norway support to PoCSD Output 1.6 Migration and Asylum with a focus on enhancing reception conditions at borders & ensure systematic border monitoring: increase state capacities to manage mixed migration flows, with focus on un-accompanied minors, women at risk, victims/ survivors of violence (2020-2021) <p><i>SN Impact Area 5 Planning and Budgeting (linked to current SP Outcome 2 Women lead, participate in and benefit equally from governance systems</i></p> <ul style="list-style-type: none"> • UN Joint Programme on Social Inclusion “Leave No One Behind”, funded by SDC, 2017-2021 • UN Joint Programme on “Improving Social Protection Service Delivery” 2020-2021 	
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Based on the national development priorities and the comparative advantage, UN Women implements a range of development interventions, providing a comprehensive response through the synergy of five key functions: technical assistance, advocacy, knowledge generation and management, coordination and programming. UN Women Albania programme addresses priorities in four main impact areas as follows:

*SN Impact Area 1 **Women’s Political Empowerment** (linked to current SP Outcome 2 **Women lead, participate in and benefit equally from governance systems**):* Strategic approach in this area combines efforts to promote participation of women in the governance structures, and to include gender perspective in policy making processes. In promoting the increased equal participation on candidates’ lists of political parties, UN Women engages parties for more political financing to women politicians and engages in voluntary reforms to party statutes to support internal women political careers. UN Women coordinates efforts to mitigate the currently prevailing violence against women politicians in elections and parliament and carries out women voters’

education to allow them to make their own decisions in national and local elections. UN Women strengthens the capacities of women politicians' – including aspirants' capacities and their ability to function as role models, and thus lead by example, such as the National Network of Alliances of Women Councillors. The promotion of the positive portrayal of women political leaders by male and female political leaders, the media and diverse civil society networks does not only contribute to a better chance for women politicians to succeed, but to deescalate the polarized political discussion in Albania. Preparing the ground for women political candidates, activities aim at increasing the understanding of gender equality and of women's right to political participation by communities and civil society. An approach to do that is the institutionalization of Community Based Scorecards, which ensures the sustained advocacy, capacity building, accountability and monitoring of decision makers commitment to GEWE in decision-making at community level.

Key activities and partnerships in this area are:

- Partnerships and support with public oversight bodies such as the Central Election Commission (CEC) and Parliament, and support to political parties' efforts to promote gender balance in elections;
- Further support to the women's MP Alliance and civil society advocacy efforts with regards to improvement of quota in law and its implementation;
- Technical support to the CEC to further improve its work by introducing quota for women as commissioners by establishing a Gender Action Plan and by promoting a professional gender sensitive electoral management.

*SN Impact Area 2: **Women's Economic Empowerment** (linked to current SP Outcome 3: **Women have income security, decent work and economic autonomy*** In this impact area UN Women works toward recognising women's pivotal role in the rural economy and agriculture, making a business case for women equality (equal rights) and equity (equal access) in rural economies. Due to women's limited resources, UN Women works to allow rural women to identify opportunities, and to make rural women and men aware of the economic advantages of a fairer inclusion of women in the rural economy and decision-making at smallholder household level. To remove barriers to women's successful engagement in rural value chains on the ground, the Ministry of Agriculture and subordinate institutions have capacities to improve the quality and outreach of services to rural women entrepreneurs and smallholders to move up the value chain. Considering that barriers to reach services are as technical as much as cultural, UN Women supports the promotion of women staff among agricultural extension professionals. Further, a number of measures were introduced in order to address specific financial and advisory needs of rural women entrepreneurs and smallholders. The nationwide dissemination of the agri-business cluster model developed by UN Women to strengthen the competitiveness of rural women's enterprises is complementary to UN Women's supply-side interventions of rendering agricultural and business support services more gender-responsive.

Key activities and partnerships in this area are:

- Support to respective line ministries to make agriculture extension services accessible to women, and build capacities so that national subsidy and grant schemes for rural development are gender-responsive.;
- Work jointly with line ministries to identify barriers in economic institutions to women economic participation in rural and urban areas;

- Key partners: Ministry of Economic Development, Tourism, Trade and Entrepreneurship, Ministry of Agriculture, Rural Development and Water Management and subordinate institutions

*SN Impact Area 3 **Ending Violence Against Women** (linked to current SP Outcome 4: **All women and girls live a life free from all forms of violence**):* In Ending Violence against Women, UN Women continues to engage in enhancing prevention and protection from violence against women and domestic violence by localizing the standards defined by the Istanbul Convention. UN Women builds the capacity of government bodies and civil society as well as human rights institutions and the justice sector to fulfil Albania's international commitments with respect to eliminating violence against women. Specifically, this concerns implementing recommendations from CEDAW, CSW57 agreed conclusions, national report on Beijing +20, UPR, and the Istanbul Convention. UN Women has also addressed and involved men and boys as well as women and girls in awareness raising on the effects and extent of violence against women in Albania and prevention and protection options for community members, including innovative approaches such as involving directly religious leaders. Efforts are still needed to break the cultural resistance in Albania when it comes to men and boys engaging publicly and stepping up for women's rights. To improve ERAW policies through CSOs' lobbying and advocacy, CSOs from vulnerable groups of women capacities to voice women's positions, to advocate for improvement of laws and policies and monitor their implementation are being strengthened. UN Women programming in the area of eliminating violence against women has led to establishment of a network of 50 women's organizations, which act in unison, coordinate actions and collaborate to advocate and seek accountability from public institutions. Strong cooperation with Impact Area 5 will support the regular collection and analysis of data on gender equality indicators through Human Rights Institutions and the Justice Sector such as legal professionals and State Police. Working further on monitoring and implementation of norms and standards, UN Women's comparative advantage as globally recognised advocate and expert for ERAW as well as past and current work with CSOs around the 16 Days Campaign and Men and Boys and UN Trust Fund grants in Albania were utilised. This work on the ground complements work on the normative level and other UN Women programme areas such as WEE, and thus intervenes on different systemic elements to eliminate VAW.

Key activities and partnerships in this area are:

- Capacity building of key Ministries, sub-Parliamentary Committee on Gender Equality and Ending Violence Against Women and Local Government Units to regularly review and reform legislation, policies and budgets on ERAW;
- Capacity building of key service providers and strengthening of referral mechanisms at local level to provide better support to survivors;
- Partnerships and capacity building for CSOs, specifically women organisations, as service providers and to advocate for improvement of laws and policies and monitor their implementation;
- Inclusion of men and boys in prevention of gender-based violence, including as peer educators in schools and local communities;
- Capacity building and targeted engagement of media in responsible reporting on gender-based violence and prevention;
- Involvement of religious leaders in the local initiatives to promote prevention and response to gender-based violence and domestic violence;
- Key partners: Gender Institutional Mechanisms, institutional actors involved in the multi-sectoral response to violence against women, selected CSOs, National Human Rights Institutions

SN Impact Area 5 Planning and Budgeting (linked to current SP Outcome 2 **Women lead, participate in and benefit equally from governance systems**): Strategic approach in this area aims at triggering reforms of a number of national policies, programmes, plans, and funding instruments to include gender-sensitive objectives and indicators, embedding the EU Gender Equality *acquis* within them, while concomitantly supporting compliance with the international normative framework on gender equality and women's rights. Building on earlier work, various government institutions are now supported to actually work according to their gender and social responsive action plans, and monitoring and evaluation frameworks for plans, programmes and policies are developed and operational reflecting sex-disaggregated data and gender indicators. The office regards the under-development FPI on data as a strong area of engagement under the Planning and Budgeting programme area. UN Women advocated and provided technical advice on integrating the gender equality principle into all laws, policies and budgets on the basis of earlier analyses. Tracking and monitoring gender-sensitive allocations and results through the operationalisation of gender-responsive medium-term budget programmes (MTBP) to increase national accountability on spending for gender equality results is one intervention. Another focuses on gender-responsive budgeting on local government level. A basis for this has been built by UN Women in previous years through the application of GRB as a tool for equitable planning and budgeting in 7 municipalities.

Key activities and partnerships in this area are:

- Support to line ministries in data collection and analysis for future reporting on international commitments to promoting gender equality as well as enabling tracking of impact of wide-ranging reform on women and men in society as well as on gender equality in general, enabling targeted, fact and evidence-based prioritisation, policy adjustment, decision-making, and budgeting;
- Capacity building for selected municipalities to adopt and operationalise gender-responsive medium-term budget programmes (MTBP), to implement participatory gender-responsive planning and budgeting;
- Key partners: National Human Rights Institutions, Ministry of Finance and Economy, Institute of Statistics (INSTAT), CSOs.

In line with UN Women's commitment to Results Based Management, a Development Results Framework (DRF) was developed with performance indicators. The Strategic Note includes an Organisational Effectiveness and Efficiency Framework (OEEF) with performance indicators on coordination and strategic partnership, organizational effectiveness, communications and financial management. The evaluation is expected to use this to assess organizational performance.

A Mid-Term Review (MTR) of the SN was undertaken in 2019 with a purpose to analyse and reflect the validity of UN Women's strategy in Albania. The MTR found UN Women CO well positioned, with a positive image and ability to provide value to its partners. Theories of change in each impact area were re-confirmed and found to be relevant to the ongoing work and results achieved. However, the MTR highlighted concerns regarding the achievement of results including the lack of sustainable funding and other external risks stemming from the country's protracted political crisis, which have the potential of disrupting ongoing work. The MTR recommended that the CO continue its fundraising efforts, as a key element of its programmatic, coordination and partnership function. Further, it was recommended to be considered in moving forward with the SN implementation that the CO explore opportunities to partner with the academia, the media, reach out to the private sector and engage with more grassroots organisations, especially youth.

The office is based in Tirana and organized based on the standard CO structure: Representative (P5), Programme Specialist (NOC), Operations Manager (NOC), Finance Associate (G6) and Administrative Assistant (G6). Representative, Programme Specialist and Finance Associate are funded by IB, Operations Manager is funded by Core and Administrative Assistant is funded by Extrabudgetary funds. The office has additional 7 service contracted staff, funded by Non-Core funds.

III. Evaluation Purpose

Evaluation in UN Women is guided by the normative agreements described below to be gender-responsive and utilizes the entity's strategic plan as a starting point for identifying the expected outcomes and impacts of its work and for measuring progress towards the achievement of results. The [UN Women Evaluation Policy](#), UN Women Evaluation Strategy 2018-2021 [UN Women Evaluation Strategy 2018-2021](#) and the [UN Women Evaluation Strategic Plan 2018-2021](#) are the main guiding documents that set forth the principles and organizational framework for evaluation planning, conduct and follow-up in UN Women. These principles are aligned with the United Nations Evaluation Group (UNEG) Norms for Evaluation in the UN System, Standards for Evaluation in the UN System¹ and Ethical Guidelines.²

It is a priority for UN Women that the CPE will be gender-responsive and will actively support the achievement of gender equality and women's empowerment. The key principles for gender-responsive evaluation at UN Women are: 1) National ownership and leadership; 2) UN system coordination and coherence with regard to gender equality and the empowerment of women; 3) Innovation; 4) Fair power relations and empowerment; 5) Participation and inclusion; 6) Independence and impartiality; 7) Transparency; 8) Quality and credibility; 9) Intentionality and use of evaluation; and 10) Ethics.

Country Portfolio Evaluation (CPE) is a systematic assessment of the contributions made by UN Women to development results with respect to gender equality at the country level. The UN Women portfolio responds to three core mandates, which include normative, operation and coordination work. The CPE focuses on their individual and combined success in advancing gender equality in Albania. It uses the Strategic Note as the main point of reference.

This CPE is being commissioned by the Regional Office (RO) as a primarily formative (forward-looking) evaluation to support the Country Office (CO) and national stakeholders' strategic learning and decision-making for the next Strategic Note, due to be developed in 2021. The evaluation is expected to have a secondary summative (backwards looking) perspective, to support enhanced accountability for development effectiveness and learning from experience.

The primary intended users of this evaluation are:

- UN Women Albania CO, Regional ECA Office, and UN Women HQ
- Target groups, their households and community members, programme/project partners
- National and local government institutions
- Civil society representatives
- Donors and development partners

¹ UNEG, "Norms for evaluation in the UN system", 2005, available online at: <http://www.unevaluation.org/document/detail/21>, and "Standards for evaluation in the UN system", 2005, available online at: <http://www.unevaluation.org/document/detail/22>.

² UNEG, "Ethical guidelines", 2008, available online at: <http://www.unevaluation.org/document/detail/102>.

- UN Country Team and GTRG

Primary intended uses of this evaluation are:

- a. Learning and improved decision-making to support the development of the next Strategic Note 2022-2026;
- b. Accountability for the development effectiveness of the CO Strategic Note 2022-2026 in terms of UN Women’s contribution to gender equality and women’s empowerment;
- c. Capacity development and mobilisation of national stakeholders to advance gender equality and the empowerment of women.

IV. Objectives (evaluation criteria and key questions)

The specific evaluation objectives include:

1. Assess the relevance and coherence of UN Women contribution to the intervention at national levels and alignment with international agreements and conventions on gender equality and women’s empowerment;
2. Assess effectiveness and organizational efficiency in progressing towards the achievement of gender equality and women’s empowerment results as defined in the Strategic Note;
3. Support the UN Women Albania CO to improve its strategic positioning to better support the achievement of sustained gender equality and women’s empowerment;
4. Analyse how human rights approach and gender equality principles are integrated in the design and implementation of the Strategic Note;
5. Identify and validate lessons learned, good practices and examples of innovation that supports gender equality and human rights;
6. Provide insights into the extent to which the UN Women Albania CO has realized synergies between its three mandates (normative, coordination and operations);
7. Provide actionable recommendations with respect to the development of the next UN Women Albania CO Strategic Note.

The evaluation will apply four OECD/DAC evaluation criteria (relevance, effectiveness (including normative, and coordination mandates of UN Women), efficiency, and sustainability) and Human Rights and Gender Equality as additional criteria. The evaluation will seek to answer the following key evaluation questions and sub-questions:

Key Criteria	Key Questions	Sub Criteria	Sub Questions
Relevance	Are we doing the right things?	Alignment	Is the portfolio aligned with national policies and international human rights norms?
		Human Rights and Gender Equality	Is the choice of partners most relevant to the situation of women and marginalized groups?

			<p>Is the choice of interventions most relevant to the situation in the target thematic areas?</p> <p>Do interventions contribute to target the underlying causes of gender inequality?</p>
Coherence	How well do interventions fit?	Internal coherence	<p>Are the interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team?</p> <p>Is the balance and coherence between programming- operational, coordination and policy-normative work optimal?</p>
		External coherence	<p>What is UN Women’s comparative advantage in this area of work compared with other UN entities and key partners?</p> <p>Are the interventions achieving synergies between the UN Women portfolio and the work of UN Women key partners including in the UN system, national government and CSOs?</p>
Efficiency	Are we doing things right?	Organizational Efficiency	<p>To what extent does the management structure support efficiency for implementation?</p> <p>Does the organization have access to the necessary skills, knowledge and capacities needed to deliver to portfolio?</p> <p>Has a Results Based Management system been established and implemented?</p>

		Human Rights and Gender Equality	<p>Which groups is the portfolio reaching the most, and which are being excluded?</p> <p>Has the portfolio been implemented according to human rights and development effectiveness principles:</p> <ul style="list-style-type: none"> a. Participation/empowerment; b. Inclusion/non-discrimination; c. National accountability/transparency.
Effectiveness	Are the things we are doing working?	Achievements	<p>To what extent have planned outputs been achieved on time?</p> <p>Are interventions contributing to the expected outcomes? For who?</p> <p>What unexpected outcomes (positive and negative) have been achieved? For who?</p> <p>What has been the contribution of UN Women's to the progress of the achievement of outcomes?</p> <p>What are the main enabling and hindering factors of observed outcomes?</p>
		Human Rights and Gender Equality	<p>Is the portfolio addressing the root causes of gender inequality?</p> <p>To what extent is the portfolio changing the dynamics of power in relationships between different groups?</p>
		UN Coordination	<p>What contribution is UN Women making to UN coordination on GEEW?</p> <p>To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming such as UNDAF?</p>
		Normative	<p>To what extent have lessons learned been shared with or informed global normative work and other country offices?</p>

			What contribution is UN Women making to implementing global norms and standards for gender equality and the empowerment of women?
Sustainability	Will the changes last?	Capacity development	To what extent was capacity developed in order to ensure sustainability of efforts and benefits?
		Ownership	Is there national ownership and are there national champions for different parts of the portfolio? What local accountability and oversight systems have been established?

As part of the inception meeting the evaluation team is required to review agreed indicators for answering each evaluation question. A model template will be provided to the evaluation team for this purpose. All indicators are encouraged to include the following elements:

1. A pre-defined rubric for evaluative judgement in the form of a definition of success, a benchmark, or a minimum standard;
2. Mainstreaming gender-responsiveness (where appropriate):
 - a. Gender-disaggregated;
 - b. Gender-specific (relating to one gender group);
 - c. Gender-redistributive (balance between different gender groups).
3. Mainstreaming a human rights-based approach (where appropriate):
 - a. Reference to specific human rights norms and standards (including CSW agreed conclusions?);
 - b. Maximising the participation of marginalised groups in the definition, collection and analysis of indicators.

The evaluation is expected to take a gender-responsive approach. Gender-responsive evaluations use a systematic approach to examining factors related to gender that assesses and promotes gender equality issues and provides an analysis of the structures of political and social control that create gender equality. This technique ensures that the data collected is analysed in the following ways:

1. Determining the claims of rights holders and obligations of duty bearers;
2. Assessing the extent to which the intervention was guided by the relevant international (national and regional) normative frameworks for gender equality and women’s rights, UN system-wide mandates and organizational objectives;
3. Comparing with existing information on the situation of human rights and gender equality in the community, country, etc.;
4. Identifying trends, common responses and differences between groups of stakeholders (disaggregation of data), for example, through the use of graphs or illustrative quotes (that do not allow for identification of the individual);
5. Integrating into the analysis the context, relationships, power dynamics, etc.;
6. Analysing the structures that contribute to inequalities experienced by women, men, girls and boys, especially those experiencing multiple forms of exclusion;

7. Assessing the extent to which participation and inclusiveness (with respect to rights holders and duty bearers) was maximized in the interventions planning, design, implementation and decision-making processes;
8. Triangulating information to identify similarities and/or discrepancies in data obtained in different ways (i.e., interviews, focus groups, observations, etc.) and from different stakeholders (e.g., duty bearers, rights holders, etc.);
9. Identifying the context behind the numbers and people (using case studies to illustrate broader findings or to go into more depth on an issue);
10. Comparing the results obtained with the original plan (e.g., through the application of the evaluation matrix);
11. Assessing the extent to which sustainability was built into the intervention through the empowerment and capacity building of women and groups of rights holders and duty bearers.

The preliminary findings obtained through this process should be validated through a stakeholder workshop with evaluation management and reference groups towards the end of the primary data collection stage.

V. Scope of the evaluation

The timing of this Country Portfolio Evaluation is intended to assess the effectiveness and lessons as UN Women Albania CO approaches the end of its current Strategic Note. The period covered by the evaluation will be 2017-2021. The CPE will focus on all activities undertaken by the CO under the Strategic Note, including general support to normative policy and UN coordination. Programme work will be considered in relation to the thematic areas established by the UN Women Strategic Plan 2018-2021.

As majority of the CO project work takes place around the country, including municipalities, the evaluators are expected to visit several sites during the field mission to Albania if the travel conditions will allow.

The evaluation will not consider impact (as defined by UNEG) as it is considered too premature to assess this. The evaluation team are expected to establish the boundaries for the evaluation, especially in terms of which stakeholders and relationships will be included or excluded from the evaluation. These will need to be discussed in the inception phase of the evaluation.

Joint programmes and initiatives are within the scope of this evaluation. Where joint initiatives are included in the analysis, the evaluation will consider both the specific contribution of UN Women, and the additional benefits and costs from working jointly.

The evaluation is expected to consider the main cultural, religious, social and economic differences when analysing the contributions of UN Women.

The evaluation is recommended to apply the Women's Empowerment Framework (developed by Sara Hlupekile Longwe)³ as a way to conceptualize the process of empowerment. This will help frame progressive steps towards increasing equality, starting from meeting basic welfare needs to equality in the control over the means of production⁴.

³ [http://awidme.pbworks.com/w/page/36322701/Women%27s Empowerment Framework#_ftn1](http://awidme.pbworks.com/w/page/36322701/Women%27s+Empowerment+Framework#_ftn1)

⁴ The five "levels of equality" in the Women's Empowerment Framework include:

1. *Welfare*, meaning improvement in socioeconomic status, such as income, better nutrition, etc. This level produces nothing to empower women.
2. *Access*, meaning increased access to resources. This is the first step in empowerment as women increase their access relative to men.
3. *Conscientisation*, involving the recognition of structural forces that disadvantage and discriminate against women coupled with the collective aim to address these discriminations.

The evaluation team is expected to undertake a rapid evaluability assessment in the Inception. This should include the following:

1. An assessment of the relevance, appropriateness and coherence of the implicit or explicit theory of change, strengthening or reconstructing it where necessary through a stakeholder workshop;
2. An assessment of the quality of performance indicators in the DRF and OEEF, and the accessibility and adequacy of relevant documents and secondary data;
3. A review of the conduciveness of the context for the evaluation;
4. Ensuring familiarity with accountability and management structures for the evaluation.

The CO has undertaken an initial assessment and rated the availability of secondary data necessary for the evaluation:

Data	Availability
Baseline data	Medium
Activity reports	High
Output results monitoring	High
Outcome results monitoring	High
Financial records	High
Management reports	High
Communications products	High

Where these constraints create limitations in the data that can be collected, these limitations should be understood and generalizing findings should be avoided where a strong sample has not been used. In addition, cultural aspects that could impact the collection of data should be analysed and integrated into data collection methods and tools. Evaluators are expected to include adequate time for testing data collection tools.

Furthermore, the evaluation is expected to be informed by the centralized and de-centralized evaluations undertaken during the strategic note period, namely the Thematic Evaluation of “Women’s Leadership and Political Participation” 2012-2017 (SN Outcome 1)⁵, Final Evaluation of the Phase III of the Regional Programme “Promoting Gender Responsive Policies in South East Europe 2017-2019”⁶, Final evaluation of Phase I of the programme “Ending violence against women in Western Balkans and Turkey: Implementing norms, changing minds”⁷; Mid-term review evaluation of the UNJP “Leave no One Behind” 2017-2021); Final Evaluation of the GoA and UN Programme of Cooperation for Sustainable Development 2017-2021⁸; Albania case study as part of UN Women’s Corporate thematic evaluation of UN Women’s contribution to Governance and National Planning (2018); Evaluation of Swedish Support to One UN in

4. *Mobilization*, implementing actions related to the conscientisation of women.

5. *Control*, involving the level of access reached and control of resources that have shifted as a result of collective claim making and action

⁵ <https://gate.unwomen.org/Evaluation/Details?EvaluationId=11240>

⁶ This programme was implemented in Albania, BiH, The Republic of North Macedonia and Moldova. The final evaluation report and related evaluation management response is available on UN Women GATES.

⁷ This programme is implemented in Albania, BiH, Montenegro, Serbia, the Republic of North Macedonia Kosovo and Turkey. The final evaluation is ongoing and is expected to be completed by January 2020.

⁸ <https://albania.un.org/en/89437-evaluation-report-government-albania-and-united-nations-programme-cooperation-sustainable>

Albania for gender equality work 2012-2017. The UNCT-SWAP scorecard report could also be considered to inform the evaluation process under the coordination component.⁹

VI. Evaluation design (process and methods)

The evaluation will use a theory-based¹⁰ cluster design¹¹. The performance of the country portfolio will be assessed according to the theory of change stated in the Strategic Note 2017 -2021. To achieve sufficient depth, the evaluation will cluster programming, coordination, and policy activities of the Country Office around the thematic areas stated in the UN Women Strategic Plan 2018-2021.

The evaluation will undertake a desk-based portfolio analysis that includes a synthesis of secondary results data for the Development Results Framework (see Annex 2) and the Organizational Effectiveness and Efficiency Framework (see Annex 3) of the Country Office. This will cover all activities undertaken by the Country Office.

The portfolio analysis will be triangulated through a mixed methods approach that will include:

1. Desk review of additional documentary evidence;
2. Consultation with all main stake holding groups; and
3. An independent assessment of development effectiveness using Contribution Analysis.

The evaluation is expected to apply a **gender responsive** approach to assessing the contribution of UN Women to development effectiveness. It should identify expected and unexpected changes in target and affected groups. It is anticipated that the evaluation will apply process tracing to identify the mechanisms of change and the probable contributions of UN Women.

The evaluation is expected to assess the strategic position of UN Women. It is anticipated that mixed qualitative/quantitative cases of different target groups will be developed, compared and contrasted. The evaluation team will identify which factors, and which combinations of factors, are most frequently associated with a higher contribution of UN Women to expected and unexpected outcomes.

The method should include a wide range of data sources (including documents, field information, institutional information systems, financial records, beneficiaries, staff, funders, experts, government officials and community groups).

The evaluation is particularly encouraged to use participatory methods to ensure that all stakeholders are consulted as part of the evaluation process within the limitations presented by the Covid-19 situation. At a minimum, this should include participatory tools for consultation with stakeholder groups and a plan for inclusion of women and individuals and groups who are vulnerable and/or discriminated against in the consultation process (see below for examples). Considering the current travel restrictions due to COVID-19 pandemic, on site data collection in the event onsite data collection is not possible the evaluation team will develop an alternative proposal for remote data collection.

⁹ https://www.un.org.al/sites/default/files/Gender%20Equality%20Scorecard%20final%20report_0.pdf

¹⁰ A theory based-design assesses the performance of the Strategic Note based upon its stated assumptions about how change happens. These assumptions can be challenged, validated or expanded upon by the evaluation.

¹¹ A cluster evaluation assess a large number of interventions by 'grouping' similar interventions together into 'clusters', and evaluating only a representative sample of these in depth.

The use of participatory analysis, video, photography or other methods are particularly encouraged as means to include rights holders as data collectors and interpreters. The evaluator should detail a plan on how protection of participants and respect for confidentiality will be guaranteed.

The evaluation is encouraged to use the following data collection tools:

- Interviews;
- Secondary document analysis;
- Observation;
- Multimedia (photography, drawing);
- Others.

The evaluators should take measures to ensure data quality, reliability and validity of data collection tools and methods and their responsiveness to gender equality and human rights; for example, the limitations of the sample (representativeness) should be stated clearly and the data should be triangulated (cross-checked against other sources) to help ensure robust results.

The evaluation is encouraged to use the following data analysis tools:

- Synthesis of results data and evidence;
- Qualitative Comparative analysis.

The evaluation is expected to reconstruct the theories of change using a participatory process during the evaluation. This should be critiqued based on feminist and institutional analysis

The evaluation will apply Contribution Analysis to assess the effectiveness of UN Women’s country portfolio. This will use a model template to be provided to the evaluation team.

The evaluation will include a basic analysis of risks in the country portfolio based on the following framework: 1) potential fiduciary risks, 2) risks of causing harm, 3) reputational risks, 4) programme performance risks, 5) risks of entrenching inequity and 6) risks of doing nothing. This will use a model template to be provided to the evaluation team.

It is proposed that the evaluation will use a sampling unit based on UN Women impact areas. The main interventions undertaken by the Country Office have been mapped into a sample frame for the evaluation:

Impact Areas	Projects and Activities
<p><i>SN Impact Area 1 Women’s Political Empowerment (linked to current SP Outcome 2 Women lead, participate in and benefit equally from governance systems)</i></p>	<p>- Sida bridging fund - support to the UN Coherence Fund for Output 1.1 “Human Rights” related to Women’s Political Empowerment as part of the POCSD (2017-2018, budget 121,200 USD)</p> <p>- Seed funding from ECA RO – support to strengthen local alliances of women municipal councilors (2018, budget 25,000 USD)</p>
<p><i>SN Impact Area 2 Women’s Economic Empowerment (linked to current SP Outcome 3: Women have income security, decent work and economic autonomy)</i></p>	<p>- Norway support to PoCSD Output 4.2 Natural Resources with a focus on Inclusive Green Economy (focus on environment, climate change and DRR) - complement gov. 100 villages programme: Effective management of natural resources supporting the green economy for a sustainable development of Vjosa Valley – Zagori (2020-2021) (budget 60,000 USD, of which 30,000 USD for ILO);</p>

	<ul style="list-style-type: none"> - Seed funding from ECA RO - Develop a ProDoc with Albania as pilot country within the frame of the “FPI Engendering Inclusive Growth and Employment Policies”, 2017, budget 25,000 USD) - Gender Rural Equality and Tourism (GREAT), 2020 – 2023, budget 1,350,000 EUR, this project is being signed with the donor and will initiate in early 2021)
<p><i>SN Impact Area 3 Ending Violence Against Women (linked to current SP Outcome 4: All women and girls live a life free from all forms of violence</i></p>	<ul style="list-style-type: none"> - “UN Joint Programme on EAW” (2019-2021, UNDP – lead agency, UN Women, UNFPA, budget for UN Women 1,137,000 USD) - Regional EU/UN Women EAW programme (Phase I&II) “Implementing Norms, Changing Minds” (7 countries, 2017 – 2021, budget for Albania 763,200 EUR, European Commission)- Sida bridging fund - support to the UN Coherence Fund for Output 2.5 – GBV of the GoA-UN Programme of Cooperation (2017-2018, budget 64,640 USD) - Norway support to PoCSD Output 1.6 Migration and Asylum with a focus on enhancing reception conditions at borders & ensure systematic border monitoring: increase state capacities to manage mixed migration flows, with focus on un-accompanied minors, women at risk, victims/ survivors of violence (2020-2021, budget 45,000 USD) - Youth Project to the UN Wide Innovation Platform – UN DOCO Delivering Together Fund (2018-2019, budget 15,000 USD) - Support to organization of International Women’s Film Festival on the occasion of IWD 2019 (budget 2,400 USD, Intesa Sanpaolo Bank Albania) - Women and girls recover from the November 2019 earthquake in Albania and increase their resilience to natural hazards, including pandemics as part of the support to Albania post-earthquake recovery efforts 2020-2021, budget for UN Women 1 million EUR, Sweden’s contribution to SDG acceleration fund, the project will start at the end of 2020)
<p><i>SN Impact Area 5 Planning and Budgeting (linked to current SP Outcome 2 Women lead, participate in and benefit equally from governance systems</i></p>	<ul style="list-style-type: none"> - Regional Project “Promoting Gender Responsive Policies in the South Eastern Europe” (Albania, BiH, North Macedonia and Moldova), January 2017 – January 2019, budget for Albania 258,247 USD, Austrian Development Agency);

	<ul style="list-style-type: none"> - Regional project “Transformative Financing for Gender Equality in the Western Balkans” (Albania, BiH, Kosovo¹² and Serbia, 2020-2024, budget for Albania 815,360 USD, Sida) - UN Joint Programme on Social Inclusion “Leave No One Behind”, funded by SDC, (2017 – 2021, (UNDP – lead agency, UNICEF, UN Women, UNFPA, budget for UN Women 622,354 USD) - UN Joint Programme on Improving Social Protection Service Delivery”,funded by the SDG Global Fund on Social Protection, (2020-2021, UNDP – lead agency, UNICEF, UN Women, WHO, budget for UN Women 200,000 USD) - UN Joint Programme on Strategic policy options for SDG financing July 2020-July 2022 (UNDP- convening Agency, UNICEF, ILO, UN Women as indirect recipient under UNICEF, budget for UN Women 110,000 USD) - Regional project “Women Count”, 2019-2020 (Albania is one of the countries prioritized for support as part of the regional project, 2018-2020, budget 145,000 USD, Australian DFAT and Sida) - UN Women seed funding for Gender Equality Facility project: Support to develop Local Gender Action Plans in the Municipalities of Tirana, Durres, Elbasan, Korca, and Shkoder (2016-2017, budget 50,000 USD, UN Women core funds)
<i>Coordination</i>	<ul style="list-style-type: none"> - Member of the UNCT - Chair of UNCT Gender Results Thematic Group (GTRG) - Co-chair of UNDAF Outcomes 1 and 3 - Chair of UNDAF Output Working Group 1.5 - Co-chair of donor gender coordination group - Consultations with Civil Society Advisory Group (CSAG) - Participation in UNCT joint advocacy, resource mobilization and Joint Programmes - Member of OMT (also chair of OMT in 2018) - Member of UN-INSTAT Joint Data Group - Member of UN communications Group - Member of UN-Ombudsoffice working group- Leading the UNCT-SWAP gender scorecard exercise and monitoring of the implementation of the action plan.
<i>Normative Support</i>	<ul style="list-style-type: none"> - Provide support to the authorities for implementing Gender Action Plan of the NSGE 2016-2020

¹² References to Kosovo* in this project document shall be understood to be in the context of Security Council Resolution 1244 (1999).

	<ul style="list-style-type: none"> - Supporting the authorities in development, implementation and monitoring of the National Action Plan for the Implementation of the UNSCR 1325 (2018 – 2020). - Support to Beijing+25 National Review and CSO shadow report - Support to development of a national action plan and online tracking mechanism for the implementation of UPR (2nd cycle) recommendations and CEDAW 4th periodic report concluding observations; - Support to MHSP for developing action plan for the implementation of GREVIO urgent recommendations as well as overall recommendations from the first monitoring report; - Support to CEDAW and Istanbul Convention national and shadow and alternative reports
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The evaluation is expected to apply a purposive sampling design based on the following minimum standards:

1. One or two projects per thematic cluster of operational work;
2. The most strategically important thematic interventions to the CO:
 - a. Relevance of the subject. Is the project a socio-economic or political priority of the mandate and role of UN Women? Is it a key priority of the national plan, UN Women strategic note or the AWP? Is it a geographic priority of UN Women, e.g., levels of gender inequality and the situation of women in the country?
 - b. Risk associated with the project. Are there political, economic, funding, structural or organizational factors that present potential high risk for the non-achievement of results or for which further evidence is needed for management decision-making?
 - c. Significant investment. Is the intervention considered a significant investment in relation to the overall office portfolio (more than one-third)?
3. The richest learning opportunities:
 - a. Potential for replication and scaling-up. Would the evaluation provide the information necessary to identify the factors required for the success in a thematic area and determine the feasibility of replication or scaling-up? Does the thematic area include a pilot and/or an innovative initiative?
 - b. Knowledge gap. Will the evaluation help to fill a pressing knowledge gap in relation to achieving gender equality or the empowerment of women?

VII. Stakeholder participation

The evaluators are expected to detail how the evaluation will ensure participation of stakeholders at all stages, with a particular emphasis on rights holders and their representatives taking into account limitations imposed by the pandemic which may limit the ability to ensure engagement of stakeholders as per normal practice:

1. Design (inception phase);
2. Consultation with stakeholders;
3. Stakeholders as data collectors;

4. Interpretation;
5. Reporting and use.

Stakeholders should include:

1. Target groups, their households and community members;
2. Programme and project partners;
3. National government institutions;
4. Internal UN Women stakeholders;
5. Civil society representatives;
6. Private sector representatives;
7. Political leaders and representatives;
8. Donors and development partners;
9. UN Country Team;
10. Others.

The evaluators are encouraged to further analyse stakeholders according to the following characteristics:

1. System roles (target groups, programme controllers, sources of expertise, and representatives of excluded groups);
2. Gender roles (intersections of sex, age, household roles, community roles);
3. Human Rights roles (rights holders, principal duty bearers, primary, secondary and tertiary duty bearers);
4. Intended users and uses of the evaluation.

The evaluators are encouraged to extend this analysis through mapping relationships and power dynamics as part of the evaluation. It is important to pay particular attention to participation of rights holders—in particular women and vulnerable and marginalized groups—to ensure the application of a gender-responsive approach. It is also important to specify ethical safeguards that will be employed.

The evaluators are expected to validate findings through engagement with stakeholders at stakeholder workshops, debriefings or other forms of engagement.

VIII. Time frame

The evaluation is expected to be conducted according to the following time frame (preliminary estimations):

Task	Time frame	Responsible party
Virtual inception meeting	A one-day virtual inception meeting/workshop between evaluators and CO will take place in December 2020	Evaluators / UN Women CO

Inception report and ERG and EMG comments	Submission 1 week after the virtual inception workshop (1 week for commenting) by beginning of January	Evaluators ERG, EMG
Data collection ¹³	2 weeks (by mid-February)	Evaluators
Reporting stage (analysis and presentation of preliminary findings)	5 weeks (post final data collection) – by end of March	Evaluators
Evaluation Reference Group and Evaluation Management Group validation	2 weeks – by mid- April	ERG and EMG
Final Report including validation	2 weeks- beginning of May	Evaluators
Use and follow-up	6 weeks post final report	UN Women RO
TOTAL	20 weeks	

Under the guidance of evaluation team leader, the evaluators are expected to design and facilitate the following events:

1. Virtual inception workshop (including refining evaluation uses, the evaluation framework, stakeholder map, and theories of change);
2. In-country participatory data collection mission for UN Women staff and key stakeholders;
3. Findings, validation and participatory recommendations session.

IX. Expected deliverables

This section describes the type of products (reports, briefs or other) that are expected from the evaluation, who will use them and how they will be used.

Deliverable	Time frame for submission	Person responsible
Inception report Word format (including 2 rounds of revision)	December 2020	Evaluator (EMG and ERG feedback)
Preliminary findings presentation	March 2021	Evaluators (EMG and ERG feedback)
Draft report Word format (including 2 rounds of revision)	April 2021	Evaluator (EMG and ERG feedback)

¹³ During the inception phase of the evaluation it will be decided whether onsite data collection mission can be conducted or alternative remote data collection will be planned.

Final report	April 2021	Evaluator (EMG and ERG feedback)
Management Response	May 2021	Albania CO Representative

A model Evaluation Report will be provided to the evaluators based on the following outline. The evaluation manager and the Regional Evaluation Specialist will quality assure the evaluation report. The draft and final evaluation report will be shared with the evaluation reference group, and the evaluation management group for quality review. The final report will be approved by the Evaluation Management Group.

- 1) Title and opening pages;
- 2) Executive summary;
- 3) Background and purpose of the evaluation;
- 4) Programme/object of evaluation description and context;
- 5) Evaluation objectives and scope;
- 6) Evaluation methodology and limitations;
- 7) Findings¹⁴: relevance, effectiveness (normative, coordination, operational), efficiency, sustainability, and gender and human rights;
- 8) Conclusions;
- 9) Lessons learnt and innovations.
- 10) Recommendations;

ANNEXES:

- Terms of reference;
- Documents consulted;
- Lists of institutions interviewed or consulted and sites visited (without direct reference to individuals);
- Analytical results and methodology related documentation, such as evaluation matrix;
- List of findings and recommendations.

X. Management of the evaluation

This is a UN Women Independent Evaluation Service led evaluation. The management structure for this evaluation will include:

1. ECA Regional Evaluation Specialist (RES) will be the evaluation team leader and the evaluation manager for this evaluation and will be supported by the UN Women Albania CO M&E Focal Point during the evaluation process.

2. Evaluation Management Group for administrative support and accountability will include: UN Women ECA RES, UN Women Albania CO Country Representative, M&E Focal Point and any additional relevant UN Women Albania CO staff members;
3. Evaluation Reference Group for substantive technical support: UN Women Albania CO programme staff; government partners; development partners (including donors); representative of the UNCT, and from civil society organizations.

The main roles and responsibility for the management of the evaluation reports are:

Evaluation team leader (UN Women ECA RES)	<ol style="list-style-type: none"> 1. Leads the conceptual and methodological approach and other aspects of the evaluation design; 2. Leads logistics for data collection; 3. Leads the preparation of deliverables; 4. Coordinates feedback on the draft and final report from the management and reference groups; <ol style="list-style-type: none"> 1. Maintains an audit trail of comments on the evaluation products so that there is transparency in how the evaluation team is responding to the comments.
Evaluation team (international and national consultants)	<ol style="list-style-type: none"> 2. To avoid conflict of interest and undue pressure, the members of the evaluation team need to be independent, implying that they must not have been directly responsible for the design, or overall management of the subject of the evaluation, nor expect to be in the near future; 3. Evaluators must have no vested interest and must have the full freedom to conduct their evaluative work impartially. They must be able to express their opinion in a free manner; 4. Under the guidance of the evaluation team leader, the evaluation team supports the preparation of all evaluation reports, which should reflect an agreed- upon approach and design for the evaluation from the perspective of the evaluation team and the evaluation team leader.
Evaluation Management Group	<ol style="list-style-type: none"> 1. Provide substantive comments and other operational assistance throughout the evaluation process
Evaluation Reference Group	<ol style="list-style-type: none"> 1. Where appropriate, participates in meetings and workshops with other key partners and stakeholders before finalization of reports.

In order to maximize stakeholder participation and ensure a gender-responsive evaluation, the evaluation team leader should support the evaluator(s) during data collection in the following ways:

1. Consult partners regarding the evaluation and the proposed schedule for data collection;
2. Arrange for a debriefing by the evaluator(s) prior to completion of data collection to present preliminary and emerging findings or gaps in information to the evaluation manager, evaluation management and reference groups;
3. Ensure the stakeholders identified through the stakeholder analysis are being included, in particular the most vulnerable or difficult to reach, and provide logistical support as necessary contacting stakeholders and arranging for transportation;
4. Ensure that a gender equality and human rights perspective is streamlined throughout the approach, and that the evaluator(s) is abiding by the ethical principles outlined below.