

UN Women Pakistan

Country Portfolio Evaluation

Annexes

Date of the report	10 November 2021
Names of evaluation team	Sabrina Evangelista, Team Leader and UN women Regional Evaluation Specialist Aleksandar Zivanovic, Evaluation Consultant Arushi Pankaj Dubey, Evaluation Research Intern
Contact details for this report	Sabrina.evangelista@unwomen.org

Contents

1

Annex 1: Terms of Reference	3
Annex 2: Evaluation Governance Structures	3
Annex 3: List of documents consulted	4
Annex 4: Evaluation+ Audit Matrix.....	7
Annex 5: Background to the evaluation.....	14
Annex 5.2 Stakeholder Analysis	14
Annex 5.3 List of Projects and Implementation Status	18
Annex 6: Methodology	19
Annex 6.1 Evaluability Assessment	19
Annex 6.2 Re-constructed Theory of Change	22
Annex 6.3 Data Collection and Analysis	23
Annex 6.4 Sample Interview Guides	24
Annex 6.5 Focus Group Discussion guides	26
Annex 6.6 Gender responsive and Ethical Procedures	27
Annex 7: List of interview and focus group respondents.....	29
Annex 8: Evidence Map Snapshot	32
Annex 9: UN Women CO Personnel Survey.....	34
Annex 10: Gender@Work analysis	42
Annex 11: Communications Analysis	50
Annex 12: Analysis of Sample Field Mission Reports.....	53

Annex 1: Terms of Reference

Link: [Terms of Reference](#)

Annex 2: Evaluation Governance Structures

Evaluation Reference Group

The UN Women CPE+A reference group is an integral part of the management structure and is constituted to facilitate the participation of relevant stakeholders in the design and scope of the evaluation, raising awareness of the different information needs, quality assurance throughout the process and in disseminating the evaluation results. The UN Women reference group will be composed of national counterparts, UN system representatives, non-governmental organization representatives, and others identified in collaboration with UN Women Country Office.

Reference Group members will be expected to:

- Act as source of knowledge for the evaluation
- Act as an informant of the evaluation process
- Assist in the collection of pertinent information and documentation
- Assist in identifying external stakeholders to be consulted during the process;
- Play a key role in disseminating the findings of the evaluation and implementation of the management response
- Participate in any meetings of the reference group
- Provide input and quality review of the key evaluation products: inception report and draft evaluation report
- Participate in the validation meeting of the final evaluation report
- Participate in learning activities related to the evaluation report

The proposed evaluation reference group composition includes the following:

Evaluation Reference Group for UN Women Country Portfolio Evaluation	
Name	Title, Organization
Huma Fouladi	Women Rights Activist – member EAWG Alliance
Rukhshanda Naz	Ombudsperson, Protection of Women Against Harassment at Workplace (Gov)
Danish Jabbar Khan	CEO, Kaarvan Crafts Foundation
Shah Nasir Khan	Senior Strategic Planner & Head of RCO
Mahnaz Rehman	Programme Officer, Aurat Foundation
Muneeza Manzoor Butt	Manager & Senior Psychologist-VAWC Multan
Vigdis Halvorsen	First Secretary, Head of Development Cooperation, Royal Norwegian Embassy

Evaluation Management Group

UN Women Country Portfolio Evaluation Guidance recommends the establishment of an Evaluation Management Group. Given the pilot nature of this CPE with IEAS taking on the leadership responsibility, the function of the EMG is somewhat adapted to reflect the oversight role of the Independent Evaluation and Audit Service in this evaluation process.

Composition and function of the UN Women management group

The management group is composed of the UN Women office/division senior management, the regional evaluation specialist and key programme staff as a means for ensuring engagement and ownership of the evaluation process. The majority of funds is coming from the Country Office and thus, they play a role in overseeing the contracts although the day to day management is led by the Regional Evaluation Specialist. The EMG will be consulted on key decisions regarding the scope, the timeframe, the selection of consultants and will be availed an opportunity to review key products (in parallel to IEAS oversight) from a factual perspective prior to being shared with the Evaluation Reference Group. However, the decision regarding changes made to the report rests with the Evaluation Team Leader and the Independent Evaluation Service. All suggested changes to evaluation products will be tracked in a transparent manner.

The Regional Evaluation Specialist will lead the day-to-day management of the process and will consult with the management group regarding key issues. The inputs of members are expected to strengthen the quality and credibility of the evaluation. Management group members are expected to:

- Participate in any meetings of the management group
- Participate in the consultant team member selection process
- Participation in any inception meeting/s and quality assure the evaluation inception report
- Facilitate access to information by the evaluation team
- Review and quality assure the draft evaluation report
- Disseminate and promote the use of the evaluation findings and recommendations.

Evaluation Management Group for UN Women Pakistan Country Portfolio Evaluation

Sharmeela Rassool	UN Women Country Representative, Pakistan
Jacqui Ketunuti	Programme Specialist
Mohammad Anwar Qureshi	Operations Manager
Sabrina Evangelista	Regional Evaluation Specialist, ROAP
Rowena Cayabyab Dimaampao	Audit Specialist

Annex 3: List of documents consulted

UN Women PCO

Strategic Documents

Strategic Note Narrative 2018-2022, Consolidated Theory of Change
Strategic Note AWP Plan from 2018 to 2021
Development Results Framework SN Report from 2018 to 2020
Annual Work Plan Report from 2018 to 2020
UN Women Pakistan –Country Profile 2018
UN Women Pakistan CO Development Results Framework 2018-2022
UN Women Pakistan Vision 2021-2024

UN Women Strategic Plan 2014-2017; 2018-2021

MoUs

Women Parliamentary Caucus Provincial Assembly of KP

KP Judicial Academy

Federal Judicial Academy

Women Development Department – Government of Punjab

Social Welfare, Special Education and Women Empowerment of KP

Office of the Ombudsperson KP for Protection Against Harassment of Women at the Workplace

Office of the Ombudsperson Balochistan for Protection Against Harassment of Women at the Workplace

Financial Reports

Data package – RMS 2020

Human Resources

Data package – RMS 2020

Pakistan CO Staff Listing Q1 202

List of all contract types, 2018, 2019, 2020 and Q1 2021.

2020 PCO Organogram

Other Documents/Knowledge Products

Proposed UN Country Team Gender Equality Group

Gender Equality Thematic Group: Terms of Reference

EVAW Gap Analysis: Federal, Sindh, KP, Punjab

UNW Pakistan vision for 2021-2024

Gender Responsive Planning and Budgeting Guidelines: Government of Punjab

Gender Responsive Planning and Budgeting Guidelines: Government of KP

Sexual Harassment toolkit: KP, Balochistan, Punjab

Gender profile of Merged districts

Communications Strategy (draft)

Project-Related Documents

Ending Violence Against Women

UN Women's Final Report to United Kingdom's Foreign, Commonwealth & Development Office(FCDO): Empowering and

Protecting Pakistan's Youth, Women, Girls and Boys Today for a Developed Tomorrow–Aawaz II

Empowering and Protecting Pakistan's Youth, Women, Girls and Boys Today for a Developed Tomorrow: AAFAZ II: Annual

review, August 2019, Due diligence assessment 2019

Ending Violence Against Women Through Access To Justice, Services And Safe Spaces: Financial Reports

Women's Economic Empowerment

UN Women. Preventing Violent Extremism: Integrating Gender Perspectives (Global, Jordan, and Pakistan): Progress report.

Naway Wraz: Programme Closure Report (Oct 2018 – Oct 2020)

Homebased workers: Training Manuals, Interim Narrative and Financial reports (2017-2020)

UN Women. End-term Project Evaluation "Economic Empowerment of Women Home based Workers and Excluded Groups in Pakistan" 2017-2020

UNDP Impact Evaluation of Strengthening Rule of Law Programme in Selected Districts in Khyber Pakhtunkhwa

Prevention And Protection of Women From Violence Through Access To Justice, Services And Safe Public Spaces: Quarterly Progress report 2019 & 2020.

Joint Global Programme on Essential Services for Women and Girls Subject to Violence: Final report 2020

Joint Programme on Essential Services in Pakistan for Women and Girls Subject to Violence: Phase III

Economic Empowerment of Women Home Based Workers and Excluded Groups in Pakistan 2017-2020: Annual meeting proceedings with Royal Norwegian Embassy, Pakistan 2019; Narrative report 2017-2020; Third Progress report 2019

Khyber Pakhtunkhwa Merged Districts Support Programme: UN Joint Proposal

Khyber Pakhtunkhwa Merged Districts Support Programme: Program closure report 2020.

Preventing Violent Extremism - Integrating a Gender Perspective – First Progress Report

Country Documents

GEWE policies: Sindh, Punjab, Balochistan

United Nations Sustainable Development Framework for Pakistan - One UN Programme III Strategic Plan 2018 – 2022

Pakistan Planning Commission, *Vision 2025*

Pakistan's Implementation of the 2030 Agenda for Sustainable Development: Voluntary National Review

COVID-19 –Pakistan Socio-Economic Impact Assessment & Response Plan

Federal SDGs Support Unit: Sustainable Development Goals – Pakistan's Perspective: Data Reporting Gaps

World Economic Forum. Global Gender Gap Index 2021 Report

Audit and Evaluations

UN Women. Corporate Evaluation of UN Women’s Contribution to Women’s Political Participation and Leadership. Pakistan Case Study 2018
UNDP. Assessment of Development Results in Pakistan 2017
UNDP. Mid-term Evaluation of National Initiative on Mainstreaming, Acceleration and Policy Support for SDGs in Pakistan 2016-2019
UNICEF Evaluation Report on the UN Maternal and Child Stunting Reduction Programme in Three Target Districts in Sindh, Pakistan 2019
UNEG - Norms and Standards for evaluation 2016
UNEG - Ethical guidelines 2020
United Nations General Assembly - Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system, A/Res/72/279 (31 May 2018)
Corporate evaluation of UN Women’s Contribution to UN System Coordination on Gender Equality and the Empowerment of Women 2016
Joint Internal Audit of Delivering as One (DaO) In Pakistan 2014

Annex 4: Evaluation+ Audit Matrix

*Assumptions provide a link between the Theory of Change and evaluation question and provide more focus to the evaluation question allowing the evaluation team to focus on what specifically to answer.¹

Key Question	<ol style="list-style-type: none"> 1. Is UN Women’s thematic focus and strategy for implementation the most relevant and coherent for advancing gender equality and the empowerment of women in Pakistan? 2. What is UN Women’s added value vis-à-vis other actors and coordination with actors also given its response to crises such as the COVID-19 pandemic? [relevance and coherence] 		
Sub-question	What is UN Women’s added value given the work of its partners and its expertise?		
Assumptions	Indicators	Sources of Information	Methods for data collection
<p>UN Women’s stakeholders perceive UN Women’s work to be addressing the most pressing needs for GEWE.</p> <p>UN Women’s work is internally coherent within and across thematic areas.</p>	<p>Share of stakeholders (across stakeholder type) consulted who identify UN Women’s priority areas of work as key for advancing GEWE.</p> <p>Thematic areas are aligned with UN Women’s SP; projects within the same thematic are complementary; and initiatives between thematic areas identify areas for collaboration or synergies.</p>	<p>Stakeholders identified through stakeholder analysis</p> <p>SP/SN Prodocs</p>	<p>Interviews and/or Focus Group Discussion</p> <p>Content analysis</p>
<p>UN Women’s work is complementary to that of its partners, including the UN system and adding value.</p>	<p>Extent to which UN Women is filling a niche/gap for GEWE and adding strategic value.</p> <p>Extent to which interventions are achieving synergies (coherence) with the work of the UN Country Team and other partners (evidence of partners coordinating to avoid duplication of work on similar areas of work)</p> <p>Share of stakeholders (across stakeholder type) consulted identify UN Women’s partners as key for advancing GEWE.</p>	<p>One UN Programme and relevant documents</p> <p>Stakeholders from across different types of stakeholders</p>	<p>Content analysis</p> <p>Interviews</p> <p>Survey of Coordination partners</p>
Sub-question	Has UN Women’s contributions to the COVID-19 response been timely and relevant to the needs of Pakistan?		
Assumptions	Indicators	Sources of Information	Methods for data collection

¹This approach is outlined in the UNFPA Evaluation Handbook Evaluation Matrix Tool.

UN Women’s contributions enhance the gender responsiveness of the COVID-19 response in Pakistan.	Extent to which partners believe UN Women provided timely and relevant advice to partners on the gendered implications of the COVID-19 response. Evidence of actions taken in response to COVID-19 which are complementary to the UN system response and the comparative advantage of UN Women.	UNCT Government CSOs Documents	Interviews Content analysis
Sub-question	How relevant and coherent are UN Women's contributions to UN Coordination on GEWE?		
Assumptions	Indicators	Sources of Information	Methods for data collection
UN Women’s contributions enhance the gender responsiveness of the UN system.	UN Women has an internal vision, strategy, capacity, and resources to be a strategic partner in coordination. Pakistan One UN Programme OPIII is gender responsive and the theme groups have adequate plans and capacity to address it (CCA, SMART indicators) Extent of gender mainstreaming within joint programming and the extent to which JPs are satisfied with UN Women leadership / management and contributions. <ul style="list-style-type: none"> ○ Extent to which the relevant indicators identified in SN were achieved.² Select OEEF Indicators: <ul style="list-style-type: none"> ○ Indicator 1.1A: Number of gender-based outcomes/results that UN Women is contributing to in the One UN Programme OPIII (2018-2022) that lead to GE & WE ○ Indicator 1.1B: Number of joint programmes with other UN agencies that promote GEWE 	One UN and joint Programme UNCT SWAP Scorecard Stakeholders	Content analysis; Interviews Survey of coordination partners
Key Question	3. To what extent have UN Women’s contributions across its integrated mandate advanced gender equality and the empowerment of women in Pakistan, including through the UN system and Government of Pakistan “One UN Programme OPIII”? [effectiveness]		
Sub-question	How effective was UN Women Pakistan in achieving intended or unintended results and for whom? Were the results positive or negative? (Under case study area)		
Assumptions	Indicators	Sources of Information	Methods for data collection
UN Women has contributed to women’s economic	<ul style="list-style-type: none"> ○ Evidence points towards contributions to the intended TOC. ○ Extent to which the relevant indicators identified in SN were achieved. 	Stakeholders identified through stakeholder analysis	<ul style="list-style-type: none"> ○ Case study ○ Interviews ○ Content analysis ○ Survey

² The indicators relate to UN Women’s contribution to gender mainstreaming across the UN system in Pakistan.

<p>empowerment, in line with LNOB approach</p>	<ul style="list-style-type: none"> ○ Indicator 2.1.1A: Number of government institutions and stakeholders' organisations technically and financially supported by UN Women to develop policies and implementation plans that create decent work for informal and home-based women workers (including women from marginalized groups); ○ Indicator 2.2.1B: Number of women with strengthened technical capacities and skills to participate in the economy; ○ Indicator 3.2.1B: Number of women benefit financially from decent work; ○ Indicator 3.2.1C: Number of IEC material pertinent to HBWs and services developed and disseminated; ○ Indicator 3.2.1D: Number of private companies becoming WEP signatories (MNCs and Local companies); ○ Number of influencers (policy- and decision-makers) statements/actions that have taken up gender-responsive WEE agenda ○ Stakeholders recognize UN Women contributions to key results/achievements 	<p>Annual reports/ reviews Evaluations</p>	
<p>UN Women has contributed to One UN Programme outcomes.</p>	<p>Stakeholders recognize UN Women contributions to key results/achievements.</p> <p>Evidence of contributions to key results/achievements.</p> <p>UN Women contributes to enhancing capacity of Government and IPs to integrate GEEW perspectives into national development strategies and sectoral plans and tools for monitoring progress towards gender equality (e.g. assistance in in SDGs National Voluntary Review 2019, etc.)</p> <ul style="list-style-type: none"> ● Extent to which UN Women contributed to the following One UN Programme (2018-2022) Indicators: <ul style="list-style-type: none"> ● 2.2 Average earnings of women and men employees by occupation, age and disabilities (SDG 8.5.1); ● 2.3 Unemployment rate (in the formal and informal sector) by sex, age and disabilities (SDG 8.5.2); ● 8.1 Proportion of women and girls (aged 15 years and older) who are subjected to physical, sexual or psychological violence (SDG 5.2.1); ● 8.2 Provincial governments have systems to track and make public allocations for gender equality and women's empowerment (SDG 5.C.1); 	<p>One UN Programme; Strategic Note Stakeholders identified in mapping</p>	<p>Content analysis of One UN Programme Annual Report; Interviews Survey of Interagency Gender and Development Group</p>

	<ul style="list-style-type: none"> • 8.3 Proportion of seats held by women in national parliaments and local governments (SDG 5.5.1); • 8.4 Number of legal frameworks in place to promote, enforce and monitor equality and non-discrimination on the basis of gender (SDG 5.1.1); 		
Key Question	4. Has the portfolio been designed and implemented according to human rights, LNOB, including disability perspective, social and environmental safeguards and development effectiveness principles (ensuring national ownership and sustainability of programming efforts)? [human rights and gender equality, and sustainability]		
Sub-question	To what extent does UN Women’s approach integrate human rights approach by building national ownership and sustainability?		
Assumptions	Indicators	Sources of Information	Methods for data collection
UN Women approaches have integrated institutional building.	Local accountability and oversight systems have been established to support the continuation of activities (i.e. government embedding within structures; allocating budget)	Stakeholders in stakeholder analysis; Strategic Note; One UN Programme Evaluation;	Interviews; Content Analysis; Case study; Observation;
UN Women has worked closely to build capacity of the key government and civil society actors.	Existence of a capacity building strategy that integrates enabling environment, individual and institutional levels. Number of statements/ actions by national GEWE champions in support of different parts of UN Women’s portfolio. Evidence that stakeholders have the capacity to carry efforts forward (integrated in budget, changes in policies, plans or strategies)	Stakeholders from stakeholder analysis; One UN Programme; Strategic Note;	Interviews; Case study; Evaluation;
A HRBA approach to programming is consistently implemented.	Stakeholders recognize UN Women as GEHR responsive. Stakeholders identify UN Women as equal partner. Actions are aimed towards gender responsive and transformative actions rather than gender targeted.	Stakeholders (in particular implementing partners and people benefiting from programming)	Interviews
Sub-question	To what extent are UN Women interventions reaching those that are the most vulnerable and hardest to reach?		
Assumptions	Indicators	Sources of Information	Methods for data collection

<p>UN Women interventions benefit the most vulnerable and hardest to reach groups.</p>	<p>Extent of intervention engagement with identified priority groups</p> <p>Share of stakeholders who believe UN Women interventions have targeted those most in need.</p> <p>Evidence of contributions to outcomes for most vulnerable groups, persons with disabilities.</p> <ul style="list-style-type: none"> ○ Number of organization of persons with disabilities (OPDs) capacitated on CRPD and Advocacy for WWDs/PWDs; ○ Number of WWDs/PWDs trained in employable skills (in target areas).³ 	<p>Stakeholders from stakeholder analysis; One UN Programme; Strategic Note; Identification of those furthest left behind</p>	<p>Interviews and/or FGDs; Case studies; Most Significant Change; Content Analysis (mapping of UN women strategies) Statistical analysis</p>
--	--	---	--

Audit Matrix – Organizational governance, effectiveness and efficiency

Key Question	4.1 Does UN Women Pakistan have appropriate governance, capacity and capability to ensure good use of resources (personnel, funding, and assets) to deliver results? [organisational governance]		
Sub-questions:	<ul style="list-style-type: none"> • How effective the Office management in its governance and risk management processes, so the risks are timely identified and mitigated, the capacity and resources are sufficient; and responsibilities are clear? • Has the Office management set up an adequate control environment and culture in the office, and ensures staff are abreast of standards of conduct, ethical values, and fraud prevention? 		
Audit criteria/ Indicators	Sources of Information	Methods for data collection	
SN priorities, outcomes, outputs and activities are realistic, linked to the annual workplan and field programme and supported by a resource mobilization strategy/plan	SN AWPs DRF / OEEF RM Plan	Evaluability assessment + assessment of links between AWP and projects	
Office management is making reasonable progress at i) implementing the SN and AWP, ii) monitoring its status through an M&E process that collects and validates evidence-based data on the results achieved, and iii) reporting results against both the SN and AWP in the Quarterly and Annual Reports and UN Women’s Strategic Planning in the relevant corporate systems	DRF / OEEF Annual and quarterly reports, MERP, mission reports and stakeholders feedback	Documents and interview analysis, validations and verifications	
Office management has the appropriate structure, resources, and authority to fulfil its mandate, and has a clear concept of the current and potential staffing and technical support requirements.	Office organigramme, budget allocation and management/stakeholders feedback on desired staffing structure and skill mix	Documents and interview analysis, validations and verifications	

³ The indicators are based on the project document “Moving from Charity Right Based Work - Delivering as One for Empowerment of persons with Disabilities and Women with Disabilities”,

Office management has an effective risk management process, which allows the office timely identify and mitigate the risks including escalation of risks outside of office management control.	Office risk register, management/stakeholders feedback on key challenges, audit observations of existing risks	Review and validation of risk register based on the results of audit questions to ensure that risk register is complete and mitigating actions are effective
Office management has set-up an adequate control environment and culture in the office, and ensures staff are abreast of standards of conduct, ethical values, and fraud prevention.	Staff survey, management feedback, fraud risk assessment, audit observations from other area of work	Review the fraud risk assessment and management plan, analysis of survey and comparing data with audit observations
Satisfactory progress has been made on recommendations from previous oversight reports and there is a knowledge management strategy to learn from those oversight reports	Oversight reports (evaluation, NIM, prior year audits) and management plan to address the recommendations	Validation of effectiveness of management actions to ensure that all the key risks were effectively addressed and that knowledge management (KM) is in place and working
Key Question	4.2 Does UN Women Pakistan identify key risks and opportunities in a timely manner in its project management and operations, have effective controls and proactively mitigate those risks [organizational effectiveness, efficiency, risk and compliance management]?	
Sub-questions:	<ul style="list-style-type: none"> • Are the implementation modalities and instruments effective, including selection and monitoring the Implementing Partners and Responsible Partners? • Is there a clear procurement strategy to meet its programme needs, sufficient capacity in the procurement function and is the procurement process transparent and competitive? • Are there adequate controls over Human Resources management, including transparent and competitive recruitment, as well as diligent performance management and staff development? 	
Audit criteria/ Indicators	Sources of Information	Methods for data collection
Office management actively manages the project portfolio and pipeline, demonstrated by systematic monitoring and regular reporting on the individual projects, meeting both internal and external requirements, including those related to evaluation; thus ensuring proper and timely project implementation and closure. Global and regional project management keep the Country office management informed of project development and implementation activities that have a bearing on the country.	Data from the office on its project portfolio (ongoing, closed and pipelines), documents/ minutes of meetings demonstrating monitoring and reporting on projects vis-à-vis donors requirements. Data from OneApp Dashboards (Project Delivery, LEADS, DAMS, Atlas), etc.	Analysis of data obtained and feedback from project management to validate that the project portfolio is adequately managed.
The sampled projects have well-designed project documents with relevant objectives, a workplan and budget based on a complete logical framework, and an appropriate management structure. The project design foresees a defined exit/hand-over strategy to facilitate sustainability of outcomes, which is adjusted for changes as necessary.	Documents on sampled projects: ProDocs, donors agreements, workplans, reports, monitoring missions, any other evaluations, mid-term reviews, feedback from	Analysis of the information collected from documents, interviews, systems.

	stakeholders (IPs, beneficiaries, donors, UN agencies, etc.)	
The sampled projects are on schedule, in line with their workplans, and within budget parameters and other donor requirements; any risks and issues that affect the achievement of objectives are timely addressed and mitigated.	Documents on sampled projects: ProDocs, donors agreements, workplans, reports, monitoring missions, any other evaluations, mid-term reviews, feedback from stakeholders (IPs, beneficiaries, donors, UN agencies, etc.)	Analysis of the information collected from documents, interviews, systems, field visits.
Office management applies adequate implementation modalities and instruments, diligently selects Implementing Partners and Responsible Partners, and adequately monitors their performance.	Documents on sampled projects and IPs: PAC/ LOAs, progress programmatic deliver reports and FACE, feedback from IPs and beneficiaries	Analysis of the information collected from documents, interviews, systems, field visits.
Office management has established adequate controls over Human Resources management, including transparent and competitive recruitment, as well as diligent performance management and staff development.	Feedback from management and staff involved in HR management, sample of HR recruitments, performance management and staff development data from OneApp	Analysis of documents and interviews to ensure effectiveness of HR related control related to recruitment, performance management and staff development.
Office management has a clear procurement strategy to meet its programme needs, including sufficient capacity in the procurement function and the procurement process is transparent and competitive.	Feedback from management and staff involved in procurement management, sample of POs from OneApp and Atlas	Analysis of documents and interviews to ensure effectiveness of procurement related control related to planning, tendering, contract management and vendors performance.
Travel management: Office management implements adequate and effective systems and procedures to manage its travels	Feedback from management and staff involved in Travel management, sample of travels from OneApp and Atlas	Analysis of documents and interviews to ensure effectiveness of travel related control related to planning, results achieved and claims for travel expenses.

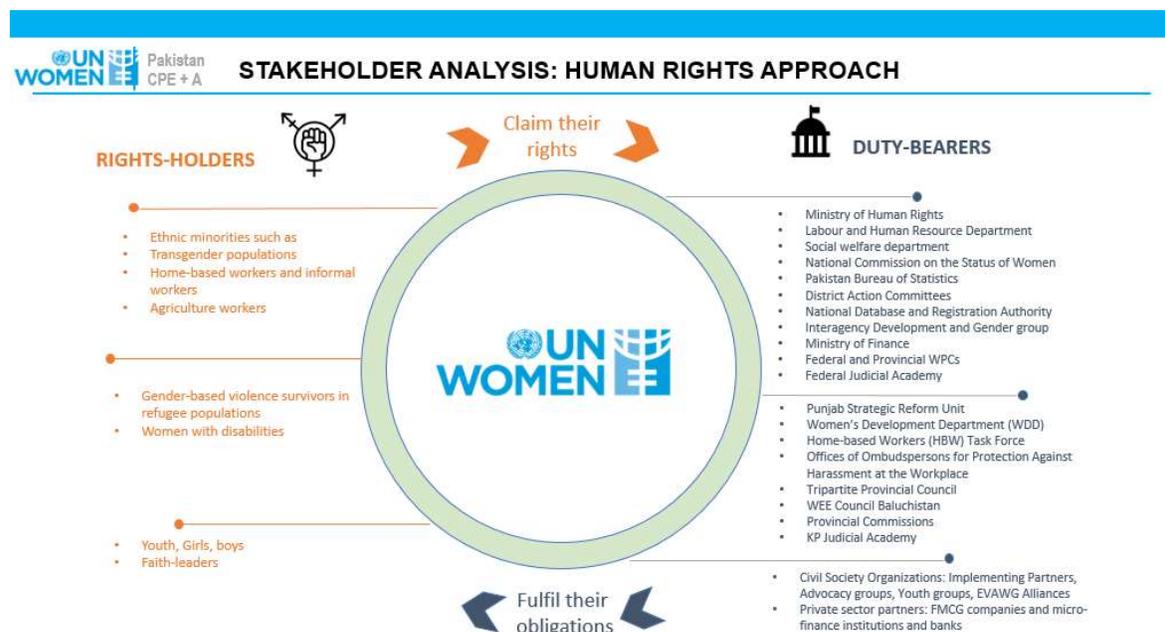
Annex 5: Background to the evaluation

Annex 5.1 Background on UN Women Pakistan

Pakistan joined the United Nations on 30 September 1947, when Pakistan gained independence. Accordingly, the UN plays a close role in monitoring and regulating the dispute between India and Pakistan over the territory of Jammu & Kashmir. However, it has also closely focused in the last 70 years on the socio-economic development in the country and is currently focused on achieving the UN's 2030 Agenda for Sustainable Development. In 2006, the Government of Pakistan volunteered to become a Delivering as One pilot country. The first One UN Programme (2009-2012), referred to as OP II, was signed on 4 February 2009 in the presence of the UN Secretary General and the Prime Minister of Pakistan. The second One UN Programme 2013-2017, signed in December 2012, is aligned with national political processes and both national and sub-national development priorities, frameworks, and strategies. The One UN Programme OPIII for 2018-2022, signed in April 2018, is in line with the United Nations Secretary-General's Reform and best practices. OP III prioritizes the following key outcomes: Economic Growth and Decent Work, Health, Nutrition & WASH, Food Security and Sustainable Agriculture, Resilience, Education and Learning, Gender Equality and Dignity, Governance and Social Protection. The UN is guided by a human rights-based approach, with gender equality, inclusion, capacity development and environmental sustainability being the focus throughout all UN interventions.

UN Women is among 19 UN agencies active in Pakistan providing technical support to the government to develop and implement the One UN Plan, national and provincial policies, and frameworks to respond to its development needs and its global commitments around the SDGs and help the country during humanitarian crises. UN Women Pakistan is the lead agency for Outcome 8 on 'Gender Equality and Dignity' of the OP(III) and provides technical support and guides the remaining 9 Outcome groups on integrating gender within their activities. UN Women Pakistan guides in planning and monitoring and enhancing accountability of the UN's work on gender equality and women's empowerment through UN inter-agency and humanitarian groups such as in its role as a permanent co-chair of the Inter-Agency Gender and Development Group (INGAD) along with a rotating co-chair.

Annex 5.2 Stakeholder Analysis



Stakeholder List

Human Rights Role	Key Stakeholders	Main Contributions to UN Women Work	Primary Thematic Area	Stakeholder Type
Target groups of rights holders <i>(intended and unintended "beneficiaries" of interventions)</i>	Ethnic Minority Women	Direct beneficiaries; Programme participants	Cross-cutting	Civil-society
	Rural Women	Direct beneficiaries; Programme participants	Cross-cutting	
	Women in informal sector and home-based workers	Direct beneficiaries; Programme participants	Cross-cutting	
	Women with disabilities	Direct beneficiaries; Programme participants	Cross-cutting	
	Agriculture workers	Direct beneficiaries; Programme participants	Cross-cutting	
	Transgender community	Direct beneficiaries; Programme participants	Cross-cutting	
	GBV survivors in refugee and host populations in COVID 19-affected areas	Direct beneficiaries; Programme participants	EVAW	
<i>Interested parties with strategic & technical inputs into implementation of the SN</i>	UN Resident Coordinator		Cross-cutting	UN
	UN Country Team		Cross-cutting	UN
	Informal Group of Ambassadors and Heads of UN Agencies on Gender Equality		Cross-cutting	Bilateral/Multi-lateral
<i>Principle and primary duty bearers (With the power to make decisions & implemented the SN)</i>	UN Women Pakistan Country Office	Programme management, Joint Programming partner	Cross-cutting	UN
	UNICEF	Programme management, Joint Programming partner	Cross-cutting	UN
	UNFPA	Programme management, Joint Programming and coordination partner	Cross-cutting	UN
	Home-Based Workers Department, ILO	Programme management, Joint Programming partner	Cross-cutting	UN
	Interagency Network on Gender and Development	Programme management, Joint Programming partner	Cross-cutting	Bilateral/Multi-lateral
	Ministry of Human Rights	Programme Development, Implementation and M&E	Cross-cutting	Government
	CEDAW Provincial Committees (CPC) in Sindh, Punjab and KP	Programme Development, Implementation and M&E	Cross-cutting	Government
	WEE Council in Balochistan	Programme Development, Implementation and M&E	WEE	Government
	National Database and Registration Authority (NADRA)	Programme Development, Implementation and M&E	Cross-cutting	Government
	National Commission on the Status of Women	Programme Development, Implementation and M&E	Cross-cutting	Government
	Provincial Commission on the Status of Women (Punjab, KP, Singh)	Programme Development, Implementation and M&E	Cross-cutting	Government
Pakistan Bureau of Statistics	Programme Development, Implementation and M&E	Cross-cutting	Government	

	District Action Committees	Programme Development, Implementation and M&E	Cross-cutting	Government
	Home-Based Workers Task force	Programme Development, Implementation and M&E	Cross-cutting	Government
	Directorate of Labour	Programme Development, Implementation and M&E	Cross-cutting	Government
	Commission on the Status of Women	Programme Development, Implementation and M&E	Cross-cutting	Government
	Labour and Human Resource Dept	Programme Development, Implementation and M&E	Cross-cutting	Government
	Tripartite Provincial Council	Programme Development, Implementation and M&E	Cross-cutting	Government
	Punjab Strategic Reform Unit	Programme Development, Implementation and M&E	Cross-cutting	Government
	Women Development Department (Balochistan, Sindh, Punjab)	Programme Development, Implementation and M&E	Cross-cutting	Government
	Program Implementation Unit Education Department	Programme Development, Implementation and M&E	Cross-cutting	Government
	Social Welfare and Women Empowerment Department (Punjab, Sindh, KP)	Programme Development, Implementation and M&E	Cross-cutting	Government
	Gender and Child Cell PDMA	Programme Development, Implementation and M&E	Cross-cutting	Government
	Ombudsperson for Protection Against harassment of Women at Workplace	Programme Development, Implementation and M&E	Cross-cutting	Government
	Dar-ul-Aman (Shelter): Lahore Rawalpindi, Faisalabad, Peshawar, Abbottabad, Sukkur, Quetta	Programme Development, Implementation and M&E	Cross-cutting	Government
	Women Crisis Centre (Lahore, Peshawar, Quetta)	Programme Development, Implementation and M&E	EVAW	Government
	Violence Against Women Center, (VAWC) Multan	Programme Development, Implementation and M&E	EVAW	Government
	Shaheed Benazir Bhutto Welfare Centre, Islamabad	Programme Development, Implementation and M&E	Cross-cutting	Government
	Asas Pk	Implementation partners	Cross-cutting	Civil Society (NGO)
	Blue Veins	Implementation partners	Cross-cutting	Civil Society (NGO)
	Aurat Foundation (Balochistan, KP, Punjab, Sindh)	Implementation partners	Cross-cutting	Civil Society (NGO)
	Balochistan Business Women Association	Implementation partners	Cross-cutting	Civil Society (NGO)
	KASHF FOUNDATION (KF)	Implementation partners	Cross-cutting	Civil Society (NGO)
	DIGITAL RIGHTS FOUNDATION (DRF)	Implementation partners	Cross-cutting	Civil Society (NGO)

	HOMENET PAKISTAN	Implementation partners	Cross-cutting	Civil Society (NGO)
	CENTER OF EXCELLENCE FOR RURAL DEVELOPMENT (CERD)	Implementation partners	Cross-cutting	Civil Society (NGO)
	BAIDARIE	Implementation partners	Cross-cutting	Civil Society (NGO)
	FEDERATION HANDICAP INTERNATIONAL	Implementation partners	Cross-cutting	Civil Society (NGO)
	KAARVAN CRAFTS FOUNDATION	Implementation partners	WEE	Civil Society (NGO)
	PAIMAN ALUMNI TRUST	Implementation partners	Cross-cutting	Civil Society (NGO)
	Lawyers for Legal Aid and Human Rights	Implementation partners	Cross-cutting	Civil Society (NGO)
	Shirkat Gah	Implementation partners	Cross-cutting	Civil Society (NGO)
	Institute for Democratic Education and Advocacy (IDEA)	Implementation partners	Cross-cutting	Civil Society (NGO)
	AGHS Legal Aid Cell	Implementation partners	Cross-cutting	Civil Society (NGO)
	Dawn News	Implementation partners	Cross-cutting	Civil Society (Media)
	Private sector companies (17)	Implementation partners	WEE	Civil Society (Private sector)
	Akhuwat	Implementation partners	WEE	Civil Society (Private sector)
	First women bank	Implementation partners	WEE	Civil Society (Private sector)
	JS Bank	Implementation partners	WEE	Civil Society (Private sector)
	DFID Pakistan's Accountability, Inclusion and Reducing Exploitation Team.	Programme Development, Implementation and M&E	Cross-cutting	Partner (Multi-lateral/bi-lateral)
	The British Council	Implementation partners	Cross-cutting	Partner (Multi-lateral/bi-lateral)
	University of Peshawar	Research partner	Cross-cutting	Academia
Representatives of secondary duty bearers and rightsholders (Affected by the SN, but not targeted for assistance)	GOVERNMENT OF JAPAN	Donor		Government
	GOVERNMENT OF REPUBLIC OF KOREA	Donor		Government
	Government of Norway	Donor	WEE	Government
	EUROPEAN UNION	Donor	WEE	Government
	DEPARTMENT FOR INT'L DEVELOPMENT (DFID)	Donor		Government
	SWEDISH INT'L DEVELOPMENT COOPERATION	Donor		Government
	11710 US Int'l Narcotics & Law Enfmnt Affairs	Donor	EVAW	Government

	FEM-US NATIONAL COMMITTEE	Donor		Government
	EUROPEAN COMMISSION	Donor		Multi-lateral partner
	Multi-Donor Trust Fund Office	Donor	WEE	Multi-lateral partner
	European Comm. Humanit. Aid Of	Donor		Multi-lateral partner
	Department of Foreign Affairs and Trade (Australia)	Donor	EVAW	Government
	UNITED NATIONS DEVELOPMENT PROGRAMME	Donor		UN agencies
	United Nations Office on Drug and Crime	Donor		UN agencies
	UNITED NATIONS POPULATION FUND	Donor		UN agencies
	INTERNATIONAL ORGANIZATION FOR MIGRATION	Donor		UN agencies
	United Nations Childrens Fund	Donor	EVAW	UN agencies

Annex 5.3 List of Projects and Implementation Status

Project Name & Number	Donor	Budget (in USD)	Thematic area	Status	Duration
Prevention and Protection of Women from Violence Through Access To Justice, Services And Safe Public Spaces	US Int'l Narcotics & Law Enforcement Affairs	3,500,000	Ending violence against women	Operationally Closed	16-Sep-16 to 30-Sep-20
Empowering and Protecting Pakistan's Youth, Women, Girls and Boys Today for a Developed Tomorrow	DFID	1,389,997	Ending violence against women	Operationally Closed	01-Jan-18 to 30-Sep-20
Joint Global Programme on Essential Services for Women and Girls Subject to Violence	Government of Australia	400,000	Ending violence against women	Operationally Closed	01-Jul-17 to 31-Dec-19
Identification and redressal of GBV in refugee and host populations through community-based mechanisms	Central Emergency Response Fund (CERF)	175,001	Ending violence against women	Ongoing	26-Oct-20 to 25-Oct-21
Joint Programme on Essential Services in Pakistan for Women and Girls Subject to Violence: Phase III	Government of Australia	500,000	Ending violence against women	Ongoing	01-Jul-20 to 30-Jun-22
Economic Empowerment of Women Home Based Workers and Excluded	Government of Norway	2,304,965	Women's Economic Empowerment	Ongoing	01-Apr-17 to 31-Aug-21

Groups in Pakistan 2017-2020					
Moving from Charity Right Based Work - Delivering as One for Empowerment of persons with Disabilities and Women with Disabilities	Multi-donor Trust Fund office	400,000	Women's Economic Empowerment	Completed	26-Feb-18 to 30-Sep-20
Khyber Pakhtunkhwa Merged Districts Support Programme	Multi-Donor Trust Fund Office	1,119,580	Women's Economic Empowerment	Completed	01-Jan-19 to 31-Oct-20
Preventing Violent Extremism - Integrating a Gender Perspective	European Union	1,297,965	Women's Economic Empowerment	Ongoing	01-Feb-19 to 31-Jan-22
Stimulating equal opportunities for women entrepreneurs	Procter & Gamble	750,000	Women's Economic Empowerment	Ongoing	1-Dec-17 to 30-Jul-22
Promoting Rule of Law and Enhancing the Criminal Justice System in Khyber Pakhtunkhwa including Newly Merged Districts and Balochistan	European Union	5,470,395	Ending violence against women	Ongoing	5-Oct-2021 to 31-May-2025

Annex 6: Methodology

Annex 6.1 Evaluability Assessment

A document-based evaluability assessment was conducted to determine the availability and quality of data and documentation for the CPE period. The assessment was informed by consultations with key UN Women staff during scoping interviews, but primarily founded in a review of: 1) the quality and completeness of performance indicators in the DRF and OEEF according to SMART⁴ and results-based management (RBM)⁵ principles; 2) the availability of project documentation and data; and 3) presence of prior evaluations.

Completeness of DRF⁶

DRF Year	Presence of Baselines	Presence of Targets	DRF Completeness
SN DRF 2018	100%	100%	Strong
SN DRF 2019	100%	100%	Strong
SN DRF 2020	100%	100%	Strong

Source: SN AWP DRFs

⁴ SMART signifies Specific, Measurable, Achievable, Realistic, and Time-bound.

⁵ UN Women Training Centre eLearning Campus, *Results-Based Management Guidance* (2017) Available from: <https://trainingcentre.unwomen.org/enrol/index.php?id=184>

⁶ The team accessed the UN Women RMS and downloaded the DRF for each year; each output was reviewed, and associated baseline or targets were counted. The quality or relevance of the baselines and targets was not assessed, only whether an indicator existed or not. A final percentage was calculated to express how many outputs had baselines or targets.

Summary of the quality of Performance indicators in DRF/OEEF⁷

Measure	Quality Assessment Highlights	Overall Rating
DRF Outcomes	<ul style="list-style-type: none"> Timeframe is not specified; Change language is not consistently applied; Inconsistently includes SMART attributes. 	Weak
DRF Outputs	<ul style="list-style-type: none"> Includes more than one focus area; Lacking adequate specificity and clarity; Some Outputs are activity-based or suitable for OEEF. 	Adequate/Weak
DRF Indicators	<ul style="list-style-type: none"> Some Indicators include more than one focus area; SMART principle is not consistently applied; Potential issue with data availability or validity. 	Weak
OEEF Outputs	<ul style="list-style-type: none"> Some Outputs include more than one focus area; SMART principle is not consistently applied; 	Adequate
OEEF Indicators	<ul style="list-style-type: none"> Some Indicators include more than one focus area; Some Indicator somewhat lack specificity and clarity 	Strong/Adequate

Data Source: Pakistan CO SN AWP

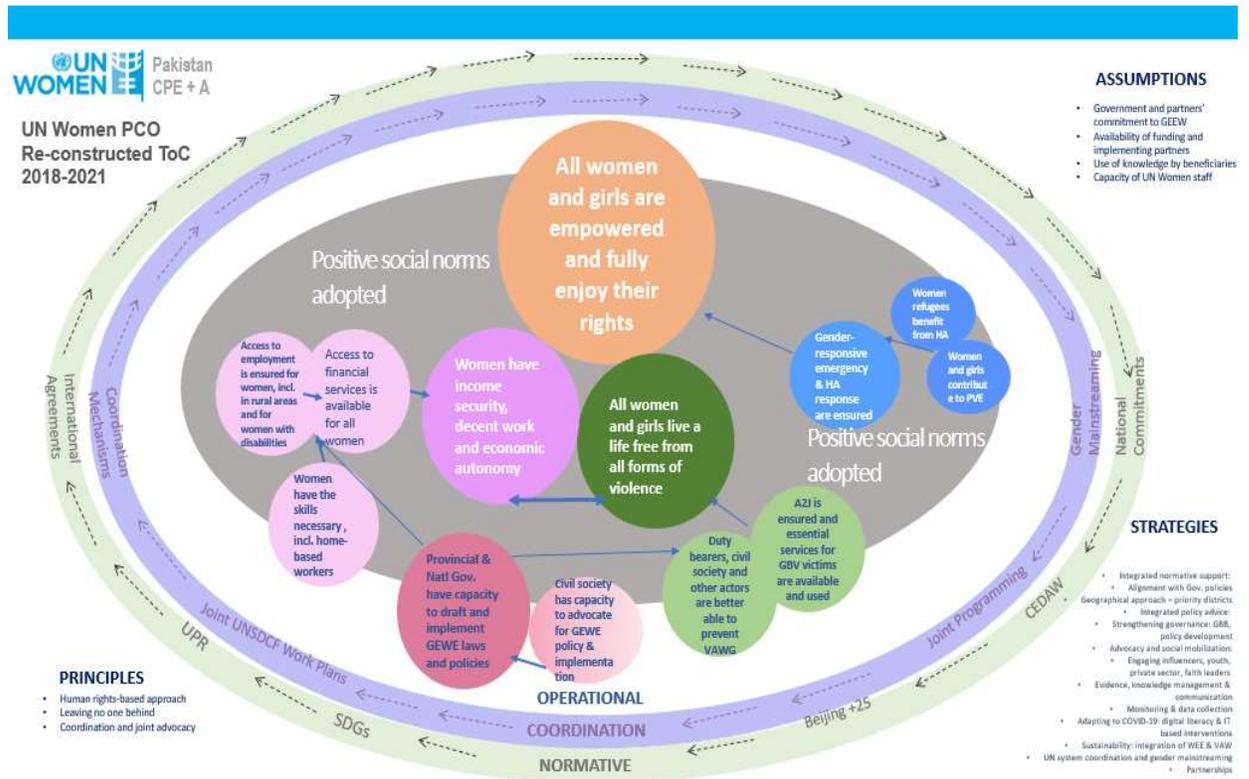
Level of Documentation

Project / Area of work	DRF or Performance Monitoring Framework (PMF)	Evaluation or Review	Audit	Quarterly or Annual Report
Empowering and Protecting Pakistan's Youth, Women, Girls and Boys Today for a Developed Tomorrow	Yes	No	No	Yes
Joint Global Programme on Essential Services for Women and Girls Subject to Violence	Yes	No	No	Yes
Economic Empowerment of Women Home Based Workers and Excluded Groups in Pakistan 2017-2020	Yes	Yes	No	Yes
Preventing Violent Extremism - Integrating a Gender Perspective	Yes	No	No	Yes
Khyber Pakhtunkhwa Merged Districts Support Programme	Yes	No	No	Yes
Moving from Charity Right Based Work - Delivering as One for Empowerment of persons with Disabilities and Women with Disabilities	Yes	No	No	Yes
Identification and redressal of GBV in refugee and host populations through community-based mechanisms	Yes	No	No	Yes
Prevention and Protection of Women from Violence through Access to Justice, Services and Safe Public Spaces	Yes	No	No	Yes

⁷ See Annex 3.1 for full Quality Check exercise.

Joint Programme on Essential Services in Pakistan for Women and Girls Subject to Violence: Phase III	Yes	No	No	Yes
Strategic Note 2018	Yes	Yes (ongoing)	Yes (ongoing)	Yes
Strategic Note 2019	Yes	Yes (ongoing)	Yes (ongoing)	Yes
Strategic Note 2020	Yes	Yes (ongoing)	Yes (ongoing)	Yes

Annex 6.2 Re-constructed Theory of Change



Annex 6.3 Data Collection and Analysis

The CPE+A employed several different methods for data collection, all driven by the key evaluation questions and selected with the aim of providing the most useful information possible to the Country Office. Primary data collection will be largely qualitative, with some quantitative data collected. Given the current COVID-19 and security situation, the use of participatory methods was limited and no in-person data collection took place.

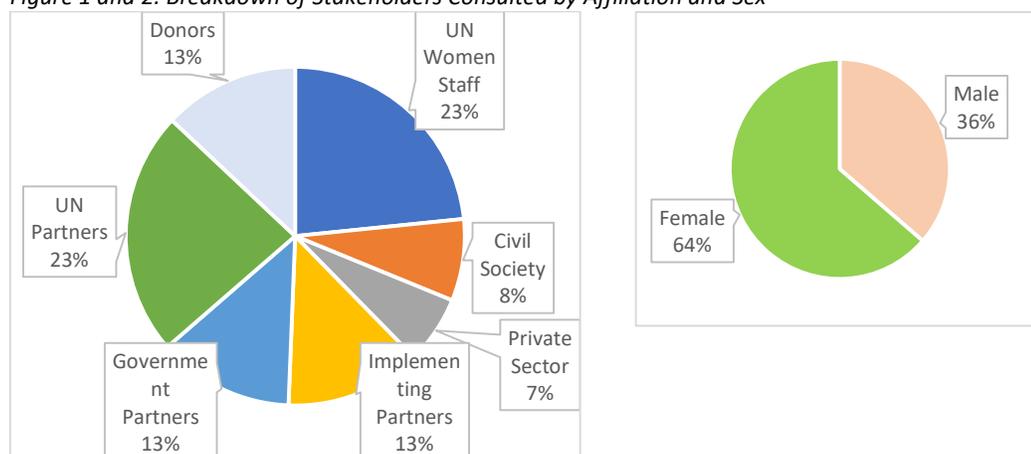
The evaluation and audit approach and methods were discussed with the Evaluation Management Group and Evaluation Reference Group, and IEAS senior managers for feedback and adapted, as appropriate. Several potential challenges exist that may limit the feasibility of methods, this is discussed further under the risk analysis section below. **Given the current context of COVID-19, with increasing number of cases in Pakistan, as of April**, and the security situation in Balochistan⁸ and Khyber Pakhtunkhwa, caution was taken when planning the data collection methods and taking into considerations the situations in the team members duty stations. In terms of what this means for the methodological approach, the following steps were taken, which also informed the case study selection:

- An assessment of the **key barriers to gender equality and advancing women’s rights in the current context of COVID-19** and thus what type of information should be prioritized.
- **Prioritizing the issues where there are data gaps** and that can be answered through remote data collection with the known limitations to the data.
- **Considering the effects of COVID-19 on the most marginalized groups** and determine how this will be addressed in the evaluation/data collection activities.
- **Consulting stakeholders on their key questions and priorities in the context of COVID-19.**

Data Collection Methods:

1. **77 individuals consulted including both, internal and external stakeholders (28 males and 49 females) through virtual interviews** keeping in mind a purposive sample of key informants from across all stakeholder groups identified within the stakeholder analysis and by key informants. The National consultant interviewed rights holders benefitting from UN Women programmes using the Most Significant Change Technique.

Figure 1 and 2: Breakdown of Stakeholders Consulted by Affiliation and Sex



2. **2 Focus group discussions** were held with the UN coordination group on outcome 8 and Civil Society Advisory Group members.
3. **1 survey** for the UN Women PCO personnel (18 respondents, 6 male and 12 females) was undertaken using Microsoft Forms.

⁸ BBC, Pakistan hotel bomb 22 April, 2021, <https://www.bbc.com/news/world-asia-56834937>

4. **3 Case studies** provided useful insight to the effectiveness questions relating to why, how and under what circumstances results were achieved (or not). This methodology is used to develop an understanding of the causal relationships occurring in the specific context of the case explored.
 - Case study 1: Sub-office architecture;
 - Case study 2: Capacity-building approach.
5. **Document and literature review included review of more than 100 documents, including** UN Women annual reports, donor reports, publications, and evaluations and audits, which were used to triangulate data from different sources in order to come up with informed findings, conclusions and recommendations. Due to prioritization of the case studies, the literature review was primarily done from the lens of the research areas and executed by the thematic expert, grounded in an analysis of the key external factors identified above and how they may affect the realization of women's rights in Pakistan. (Refer to annex 3 for more details)
6. **UN Women financial and human resource analysis** leveraged the expertise of the audit analysis of projects and risks and helped to answer questions under the efficiency criterion, looking across the CPE+A period to explore whether different delivery modalities provided the best results and consider economy for the organization without sacrificing effectiveness.⁹
7. **Gender @ Work framework**¹⁰ was applied to the UN Women SN to explore the extent to which a gender transformative approach was applied. Areas of were classified according to where they lie on the Gender @ Work Framework¹¹ that identifies dimensions of gender equality and underlying strategies for transformative change. This was summarized in a visualization in the final evaluation report. (Refer to annex 13 for more details)
8. **UNDAF analysis** based on an adapted (more limited) version of the Gender Scorecard criteria¹² was also carried out. (Refer to annex 12 for more details)

Overall Analysis

NVIVO qualitative data analysis software was utilized. Contribution analysis was based on an evidence map, which complemented the information collected through the case studies, pulling from existing evaluative evidence. A matrix was utilized to map information obtained from different sources on the same results area, including UN Women reports (annual report, donor reports, evaluations and audits) and information collected through interviews, surveys and case studies. NVIVO software for qualitative data analysis was utilized. Triangulation of sources and methods of information were undertaken to ensure robust findings that can be used with confidence.

Annex 6.4 Sample Interview Guides

The interview guide was adapted to interviews with other stakeholders, (UN Women staff engaged in sub-office architecture, implementing partners, government stakeholders, UN system Partners, donors and CSOs working with rights holders) tailored in accordance to their engagement with the CO.

Standardized Introduction for Interviews

During each interview, the following standardized introductory points will be used by the Evaluation Team members conducting each interview:

- Thank you for agreeing to meet us today. The team has been assigned by UN Women to conduct a Country Programme Evaluation + Audit of UN Women's work in Pakistan over the period of 2018- Q1 2021.
- The Independent Evaluation and Audit Service (IEAS) is conducting the Country Portfolio Evaluation+ Audit (CPE+A) of the Pakistan Country Office (PCO) to provide an independent and systematic assessment of the contributions made by UN Women to development results with respect to gender equality in Pakistan and to feed into learning on what strategies work well and what needs strengthening. A secondary purpose is to

⁹ The Internal Audit Service was consulted regarding benchmarks.

¹⁰ See the framework here: <https://genderatwork.org/analytical-framework/>

¹¹ <https://genderatwork.org/analytical-framework/>

¹² United Nations Sustainable Development Group, *UNCT-SWAP Gender Equality Scorecard*, (2018). Available at: <https://undg.org/document/unct-swap-gender-equality-scorecard/>

identify UN Women’s comparative advantages in Pakistan and support decision-making for the office strategy moving forward. The audit primary objective is to assess whether UN Women’s governance, risk management and internal controls to meet the Entity’s strategic and organizational objectives.

- We are conducting interviews with a wide range of stakeholders including government and civil society partners, the UNCT and donors.
- This interview will take approximately 30-45 minutes. All interviews are confidential, and your name will not be associated with any of the findings as the information is reported in aggregate. The information collected will be shared in the form of interview notes only among the team members and will be deleted after the evaluation report is finalized.
- Do you have any questions about the CPE+A before we begin?

UN Women CO Staff (Management, Programme Managers/Assistants)

Timeframe for discussion: 1 hour maximum

**Questions will be modified based on role/contribution of each staff member*

No	Guiding Questions	Link to Evaluation Matrix
1.	Can you briefly describe your role within UN Women and when you began working with UN Women?	Introductory
2.	If you have been involved in development of SN 2018-2022, can you tell us how the country priorities have been developed?	Audit-related
3.	Within your area of work, how were the needs and interests of stakeholders assessed and how were they involved in the design of the programme? Do you believe that UN Women meets stakeholders expectations? How do you close the gap between external expectations and current UN Women’s role?	Relevance HR/GE Audit-related
4.	What are key risks and challenges in your area of work, in your opinion?	Audit-related
5.	Please provide some examples of how interventions addressed the integrated mandate of UN Women (normative, coordination, operational)? Does PCO have a strategy / action plan for it? What is PCO’s implementation approach to achieve the country priorities (SN vs AWP)?	Effectiveness/ Audit-related
6.	What are the key results achieved (including positive/negative unexpected results) over the period 2018-2020? <ul style="list-style-type: none"> • What strategies have been most effective in this area of work? (research/evidence generation, capacity building, technical policy advice, advocacy, etc.) Please provide specific examples. • What factors (either facilitators or barriers) had the greatest influence on the achievement or non-achievement of results? • Can you share any good practices and innovative approaches? 	Effectiveness
7.	What do you see as UN Women’s comparative advantage compared with other UN entities and partners in this area of work?	Coherence / Relevance
8.	What initiatives does PCO have with government and local partners in terms of broad coordination of gender mainstreaming?	
9.	UN Coordination: What specific results has UN Women contributed to through UN coordination on GEWE in your area of work (or more generally)? <ul style="list-style-type: none"> • What areas have joint programming added the most value and synergies with other agencies? • How does UN Women ensure that UNSDF is gender-responsive? • How has the UN Common Country Assessment been done and what was UN Women’s role in it? How the gaps in scorecards are managed? [as applicable: what have been the key achievements of the Groups chaired by UN Women or their engagement with other UNCT groups and how were these made possible?]	Coherence / Effectiveness/ Audit-related
10.	Normative Work: How have experiences and lessons learned been shared with or informed global normative work at a regional and/or global level? <ul style="list-style-type: none"> • And on the other hand, do you have any concrete examples of how UN Women has implemented or translated global norms into the local context? 	Effectiveness

11.	How do the interventions you are engaged with contribute to addressing the underlying causes of inequality and discrimination? <ul style="list-style-type: none"> How have the rights and needs of the most vulnerable and marginalised women and youth been assessed and addressed through CO interventions? Have any groups been underserved? 	HR/GE
12.	Does PCO have capacity to implement what was promised in SN? If not, what are the plans to address the gaps? Any long-term HR strategy? How is the office work distributed? Any potential areas for better organizing the work? E.g. some functions/personnel are overloaded while others might have some spare capacity to absorb additional workload.	Audit-related
13.	How does the office identify the implementing partners to work with in the country? Does PCO have any mechanism / process to identify the gaps the their systems and develop their capacity?	Audit-related
14.	Can you please explain or provide examples of the monitoring mechanisms in place and how they have enabled UN Women to measure progress towards results? <ul style="list-style-type: none"> How does PCO collect, validate, monitor and report on achieving the SN? Does the office have a Monitoring and Evaluation (M&E) Officer/ M&E focal point, to whom he/she reports to? Does the office have a comprehensive M&E framework which covers key aspects of its SN/AWPs, project and partner monitoring? 	Efficiency
15.	What is PCO's communication and advocacy strategy? Could you provide concrete examples of the strategy in action and results achieved. <ul style="list-style-type: none"> Is this area adequately resourced and monitored? Does PCO have a mechanism to check the effectiveness of its communication and advocacy? 	Audit-related
16.	Does PCO have a Resource Mobilisation (RM) Strategy and related work plan? <ul style="list-style-type: none"> How does CO plan to make sure that all priorities in the Strategic Note are funded and office is sustainable in the long run? Does PCO have a mechanism to check the effectiveness of its RM Strategy? 	Audit-related
17.	Can you please provide examples of steps your team has taken to ensure financial resources were used in the most economical way possible?	Efficiency
18.	Who is responsible for leading the gender mainstreaming activities in the office and how much support the office receives from RO / HO?	Audit-related/ Coherence
19.	Have you provided any information or guidance to partners about preventing sexual exploitation and abuse? [Please explain] What mechanisms do you have in place for monitoring prevention of fraud, Sexual Exploitation and Abuse?	Governance
20.	What input do you receive from HQ/RO concerning PCO's role? What is your feedback on the support received by the PCO in terms of quality and timeliness?	Audit-related
21.	How have you engaged your national counterparts in the work of UN Women? <ul style="list-style-type: none"> What strategies have worked best for building national ownership? What results do you believe have more likelihood of being sustained and where do you think gains made be lost or stalled if UN Women is not able to continue its support? Can you provide any examples of local accountability and oversight systems established in support of this area of work? 	Sustainability
22.	<i>Lessons learnt:</i> Based on your experience and role in supporting programme implementation, which areas of work (thematic) have the most potential for catalysing further advancements for GEWE in Pakistan?	Lessons Learnt/ Effectiveness
23.	Given the context of COVID-19, how do you think UN Women can best contribute to support Pakistan moving forward? Please specify areas where UN Women should focus efforts or provide examples of contributions already made.	Formative - recommendations
24.	Do you have any additional comments or observations that you would like to share with us?	

Annex 6.5 Focus Group Discussion guides

Civil Society Advisory Group

1. What was the vision for the CSAG alliance and to what extent has it fulfilled its vision?

2. CSAG performance

- To what extent do you think the CSAG alliance has fostered strategic dialogue and engagement between UN Women and civil society on gender equality issues? Dialogue around which issues did you find beneficial?
- To what extent has UN Women leveraged civil society expertise on gender equality programmes and policies in the national context to inform UN Women key priorities?
- Do you think membership to CSAG has been representative of women leaders, youth, academia, media, grassroots rural organizations and drawn from different thematic areas?
- To what extent and how has UN Women contributed to building capacity of civil society organizations to sustain GEWE efforts?

3. Future expectations from UN Women

- What are your expectations from UN Women when it comes to mobilizing and capacity building of CSO's?
- Which priority area do you think UN Women must invest in to catalyse change in GEWE?
- What strategies do you suggest UN Women engage in to mobilize and support the work of CSO's working towards GEWE?
- Additional recommendations for UN Women

Coordination partners

1. Introduction

Please introduce yourself, your role/agency and share with us how long have you engaged in coordination activities or joint programme with UN Women Pakistan and on which coordination groups have you participated in?

2. Quality of support

- Please provide your feedback on the quality of leadership and technical capacity of UN Women PCO in supporting coordination efforts related to gender equality and women's empowerment (for example providing strategic support to the gender theme group or other coordination mechanisms such as INGAD), providing technical or capacity building on mainstreaming gender in other areas of the ONE UN approach:
- Do you have any feedback on the technical capacity of UN Women with respect to its areas of focus – namely Women's Economic Empowerment, Ending Violence Against Women?
- Has UN Women been an effective partner in joint programmes with other UN agencies? Please provide examples of key results or bottlenecks experienced in joint programmes.

3. Partnerships

Please comment on the effectiveness of UN Women in the following areas

- Identification and engagement of the most marginalized and vulnerable populations in line with leaving no one behind.
- Engagement and capacity building of civil society on GEWE facilitating voice and providing a bridge between civil society and government (e.g. through CEDAW reporting or policy development)
- Support to women's movement, including women led civil society organizations.
- Tackling underlying barriers to gender equality and women's empowerment and social norms change through its programmatic work.

Annex 6.6 Gender responsive and Ethical Procedures

Gender and human rights responsive evaluation approach

Evaluation in UN Women is guided by key normative agreements¹³ 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.

¹³ For example, the Convention on the Elimination of Discrimination Against Women (CEDAW), the Beijing Platform for Action, and the Quadrennial Comprehensive Policy Review (QCPR) of Operational Activities, among others.

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.

The analysis applied a gender-responsive lens by integrating the principles spelled out above and in the UNEG guidance on Integrating Human Rights and Gender Equality in Evaluation¹⁴ that suggests analyzing links with guiding normative frameworks (e.g. CEDAW, Beijing Platform for Action), underlying power dynamics, institutional structures and barriers to gender equality, and reflecting on who has voice in the evaluation.

Accountability to stakeholders, and in particular women and girls that are meant to benefit from UN Women programming, is a key tenet of a gender responsive approach. Participatory methods will be integrated throughout the evaluation through the engagement of key stakeholders in the Evaluation Reference Group, representing a cross-section of UN Women stakeholders, from the inception phase through to the use of the evaluation. The below approach for ensuring application of ethical guidelines was also employed for those rights holders reached via telephone.

Plan for ensuring ethical approach

UN Women has developed a [UN Women Evaluation Consultants Agreement Form](#) for evaluators that must be signed as part of the contracting process, which is based on the [UNEG Ethical Guidelines and Code of Conduct](#). These documents will be annexed to the contract. The UNEG guidelines note the importance of ethical conduct for the following reasons:

1. Responsible use of power: All those engaged in evaluation processes are responsible for upholding the proper conduct of the evaluation.
2. Ensuring credibility: With a fair, impartial and complete assessment, stakeholders are more likely to have faith in the results of an evaluation and to take note of the recommendations.
3. Responsible use of resources: Ethical conduct in evaluation increases the chances of acceptance by the parties to the evaluation and therefore the likelihood that the investment in the evaluation will result in improved outcomes.

The evaluation's value added is its impartial and systematic assessment of the programme or intervention. As with the other stages of the evaluation, involvement of stakeholders should not interfere with the impartiality of the evaluation. The evaluator(s) have the final judgment on the findings, conclusions and recommendations of the evaluation report, and the evaluator(s) must be protected from pressures to change information in the report. Additionally, if the evaluator(s) identify issues of wrongdoing, fraud or other unethical conduct, [UN Women procedures](#) must be followed and confidentiality be maintained.

The [UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct](#), and accompanying policies protecting against retaliation and prohibiting harassment and abuse of authority, provide a cohesive framework aimed at creating and maintaining a harmonious working environment, ensuring that staff members do not engage in any wrongdoing and that all allegations of wrongdoing are reported promptly, investigated and appropriate action taken to achieve accountability. The UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct defines misconduct and the mechanisms within UN Women for reporting and investigating it.

The evaluators will obtain informed consent to participate in the evaluation activities prior to engaging in data collection. The evaluation team members will read the statement of intent of the evaluation and request the individual to express their willingness to participate or not prior to initiating the discussion or interview in English and Tok Pisin (see the data collection tools in Annex 7).

All data collected through this evaluation is subject to the UN Women Information Security Policy that sets out the basis for UN Women in protecting the confidentiality, integrity and availability of its data to protect these assets against unauthorized usage, access, modification, destruction, disclosure, loss or transfer of data, whether accidental or intentional. All UN Women staff and other authorized individuals or entities are responsible for maintaining appropriate control over information in their care and for bringing any potential threats to the confidentiality, integrity, or availability of that information to the attention of the appropriate management. Compliance with this Policy is a condition of employment for all UN Women staff and a condition of contract for all other authorized individuals or entities, unless a prior (temporary) waiver is obtained. Failure to comply with this Policy without obtaining a prior waiver shall be dealt with in accordance with Staff Regulations and Rules, or as appropriate, the contractual terms of UN Women's engagement of the authorized individual or entity.

Ensuring the safety of women affected by violence

Although violence against women (VAW) was not the primary focus of the evaluation, all evaluations have an ethical obligation to ensure proper planning and protocol in the case that the subject of violence against the individual being

¹⁴UNEG, *Integrating Human Rights and Gender Equality in Evaluation*, (2016), available from: <http://www.unevaluation.org/document/detail/1616>.

interviewed is raised. As such, the evaluation was guided by the World Health Organization *Ethical and Safety recommendations for intervention research on violence against women (2016)*.¹⁵

The primary focus of discussions with rights holders was on understanding how UN Women supported programming has affected their own life without referring specifically to any affect (positive or negative) around violence. Nevertheless, the following steps were taken for all interviews which were conducted over the phone:

1. **Safety of respondents and research team:**
 - a. The title of the study communicated to stakeholders was “learning from [project training]”, so as to avoid confusion and keep the discussion focused on the outcomes of their engagement or leadership activities; and appropriately translated into the local language.
 - b. The evaluator ensured the individual was in a space that was private and away from public interference. The interviewer asked whether the respondent felt safe in the space before initiating and if not then noted they would call back if the respondent so wished.
 - c. Informed consent was obtained after describing the purpose of the interview and how the findings will be used; and prior to initiating the interview. The benefits and risks of participation were explained and participants comprehension verified by oral consent.
2. **Protect confidentiality:** confidentiality of information obtained will be ensured through ensuring the actual names of participants are not included in the report; given that discussions with rights holders engaged by UN Women in programming efforts will be organized, the participants will be requested to avoid sharing details regarding other participants outside of the space; all local laws pertaining to reporting incriminating information regarding violence reported will be followed.
3. **Train team members:** The National evaluation consultant and the team leader discussed in advance of field work the protocol for discussions with rights holders, followed the agreed upon interview / discussion guide and agreed upon steps to take in the case that violence is reported.
4. **Minimize stress to the respondent:** the below is adapted from the WHO guidelines:
 - a. Data collection tools designed in a way that are culturally appropriate and avoid stress to the participant.
 - b. The timing and location of the discussions will be determined in consultation with the local staff to ensure that they do not create stress or harm to the respondent.
 - c. When distress is detected, inform the participant that the research process is suspended.
 - d. Provide and/or refer the participant for support.
 - e. Discuss the appropriateness of continuing the research process on that or on another occasion, or to opt out of the project altogether.
 - f. If continuing with the research, inform the participant that the researcher is resuming her research role, and that the process can be interrupted again if the woman becomes distressed again or does not want to continue for any reason.
5. **Refer those in need to local services:** UN Women CO provided the evaluation team with a list of services.
6. **Feed findings into efforts to strengthen response to VAW:** The WHO guidance discusses the ethical obligation to advocate for the availability of an intervention if it is proven effective.¹⁶ The CPE is being used to inform UN Women’s approach in Pakistan; any specific findings related to the case study will be communicated to the Evaluation Management Group and included in the case study summary and evaluation report.

Annex 7: List of interview and focus group respondents

#	Organization, Title	Method (interview/FGD etc.)
UN Women personnel		
1	Head of Sub-office, Balochistan	Interview
2	Head of Sub-office Peshawar	Interview
3	Portfolio Manager WEE & SL	Interview
4	Operations Manager	Interview
5	HR business Partner AP	Interview (Joint)
6	Finance Specialist	Interview

¹⁵ Ethical and safety recommendations for intervention research on violence against women. Building on lessons from the WHO publication *Putting women first: ethical and safety recommendations for research on domestic violence against women*. (Geneva, World Health Organization, February 2016). Accessible [here](#)

¹⁶ The ethical obligation to advocate for the availability of an intervention, should it be proven effective, is unique to intervention research. In line with ethical guidance in the Helsinki Declaration and the Council for International Organizations of Medical Sciences (CIOMS) International ethical guidelines, VAW intervention researchers need to consider what constitutes reasonable availability of an effective intervention to the study population and/or the broader community or country upon completion of the research.

7	Portfolio Manager - EVAW, GOV and HR	Interview
8	IT Associate	Interview
9	Finance Associate	Interview
10	Focal point in absence of Sabiha Ghani- Security Associate	Interview
11	HR Associate	Interview
12	Procurement Associate	Interview
13	Deputy Rep, PCO	Interview
14	Former Operations Manager	Interview
15	Former Deputy Rep	Interview
16	Strategic Planning & Coord Specialist (RO)	Interview (Group)
17	Programme specialist (RO)	Interview (Group)
18	Programme specialist (RO)	Interview (Group)
Civil Society		
19	CSAG members (5)	Group Discussion
20	Women Rights Activist – member EVAWG Alliance	Interview
Private Sector		
21	Employee: Nestle Group	Interview (Group)
22	Employee: Nestle Group	Interview (Group)
23	Employee: Nestle Group	Interview (Group)
24	Employee: Unilever Group	Interview (Group)
25	Employee: Unilever Group	Interview (Group)
Implementing Partners		
26	President, Lawyers for human rights and legal aid	Interview
27	Managing Director, Kashf Foundation	Interview
28	Executive Director, Homenet Pakistan	Interview
29	Chief Executive Officer, Center of Excellence for Rural Development (CERD)	Interview
30	Operations Manager, Federation Handicap International	Interview
31	Resident Director: Balochistan, Aurat Foundation	Interview (Group)
32	Director Programmes: Punjab, Aurat Foundation	Interview (Group)
33	Resident Director:Sindh, Aurat Foundation	Interview (Group)
34	CEO, Karvaan Foundation	Interview
35	Executive Director, Paiman Almuni Trust	Interview
Government		
36	Chairperson- KP Commission Status of Women	Interview
37	Secretary to Government of Khyber Pakhtunkhwa, Zakat, Ushr, Social Welfare, Special Education & Women Empowerment Department	Interview
38	Secretary, National Commission on the Status of Women	Interview (Group)
39	Technical Advisor, National Commission on the Status of Women	Interview (Group)
40	Chairperson, Sindh Commission on the Status of Women	Interview
41	Manager & Senior Psychologist, VAWC Multan	Interview
42	Assistant Director, Women Development Department (Balochistan)	Interview
43	Manager, Women's Crisis Centre, Quetta	Interview
44	Manager, Women Crisis Centre, Lahore	Interview
45	Gender and Child Cell PDMA, Peshawar	Interview (Group)
46	Gender and Child Cell PDMA, Peshawar	Interview (Group)
UN System		

47	Resident Representative UNDP	Interview
48	Resident Coordinator	Interview
49	Deputy Representative, UNFPA	Interview
50	National Programme Manager-Police UNODC	Interview
51	Senior Technical Advisor UNFPA	Interview
52	Representative, UNICEF	Interview (Group)
53	OIC Deputy Representative, UNICEF	Interview (Group)
54	Gender Focal point, UNICEF	Interview (Group)
55	UNDP	Interview
56	Senior Technical Advisor, UNFPA	Interview
57	Gender Focal Point, UNESCO Humanitarian Specialist – FAO Gender focal point, KP, FAO Gender focal Point, Sindh, FAO Gender focal point, FAO ILO	Interview (Group)
58	Gender Analyst, WHO	Interview
Donors		
59	First Secretary Development, Embassy of Norway Pakistan	Interview
60	Senior Social Development Adviser, Team Leader, FCDO UK Aid	Interview (Group)
61	programme manager for Aawaz programme, UK Aid	Interview (Group)
62	Programme Manager Police, INL-United States Embassy	Interview (Group)
63	Programme Officer, INL-United States Embassy	Interview (Group)
64	Gender Program Advisor, INL-United States Embassy	Interview (Group)
65	Program Manager, Australian High Commission	Interview
66	Gender Focal point, EU	Interview (Group)
67	Programme manager for Aawaz programme, EU	Interview (Group)
68	Employee, EU	Interview (Group)
Beneficiaries / Programme Participants		
69	12 CNIC beneficiaries	Individual Interviews
70	5 HBWs who are beneficiaries of the Economic Empowerment of Women Home Based Workers and Excluded Groups in Pakistan	Individual Interviews
71	6 Police/judiciary who were part of training sessions	Individual Interviews

Annex 8: Evidence Map Snapshot

A snapshot of the evidence matrix, which triangulates information from different sources has been provided as the original matrix is too voluminous to be included in this annex.

Key Evaluation Question	Interviews				
	UN Women (UNW); UN partners (UNP); Civil Society organisations (CSOs); Donors (DON); Government (GOVT), Private Sector (PS); Beneficiaries	FGD	UN Women Pakistan Personnel Survey	Case Studies (UNDAF, capacity building, sub-office)	Desk review
Key Question 1. Is UN Women’s thematic focus and strategy of implementation the most relevant and coherent for advancing GEEW in Pakistan considering its added value vis-à-vis other actors and coordination with actors and its response to crises such as the COVID-19 pandemic? [relevance and coherence]					
1.a What is UN Women’s added value given the work of its partners and its expertise?					
UN Women’s stakeholders perceive UN Women’s work to be addressing the most pressing needs for GEWE.	<p>Relevance recognized in EVAW and WEE, sensitization on GEWE. (all)</p> <p>Govt, UNP, PS see the need for more practical work (guidance and implementation) in addition to normative, conferences and dialogue. In WEE UNW needs more understanding of private sector (PS). PS would be interested in more project-based work / implementation, rather than just advocacy.</p> <p>UNW relies more on research and demand, need to involve local stakeholders at the design stage (UNW, DON, CSOs, PS).</p>	<ul style="list-style-type: none"> It was expressed that instead of creating additional pro-women legislations, the current laws need to be analyzed and modified i.e., systemic change can be generated by integrating women-related issues into the already existing policy framework and strengthening capacity of relevant stakeholders to implement. For eg: instead of separate HBW law, changes in labor legislation itself (Coordination and CSAG) It was also felt that the CSO space in Pakistan is shrinking and UNW has a pivotal role to play in capacitating CSO’s through coordinating platforms and institutional strengthening of those organisations working on GEWE. This engagement should involve CSO’s not only at the national and provincial level but also the grassroot level. (CSAG and coordination group) 	<p>61% (N= 11/18) of the respondents felt that PCO’s work was greatly aligned to the most pressing needs of the women and girls in Pakistan while 39% felt that it is “somewhat aligned”</p> <p>However, it was also conveyed that women’s economic empowerment, women’s leadership, alignment of PCO work to government priorities and grassroot level work with socially excluded groups such as women refugees, disabled women and transgender requires more attention from UN Women in Pakistan</p>	<p>Capacity building case study: relevant topics covered through limited scale TNAs among judiciary and police in Prevention and Protection of Women from Violence through Access to Justice, Services and Safe Spaces Project; Relevance confirmed by end-of-training evaluation. HBW training designed based on demand from HBWs and experiences and lessons learnt from earlier projects, implemented by UNW. Assessed as relevant by external project evaluation.</p>	<p>The UNW Pakistan vision for 2021-2024 recognizes that despite making significant progress towards the goal of achieving equality for women - which would lead to the full enjoyment of their human rights - significant barriers still remain. By building on the lessons learnt through its work in the past, UN Women aims to implement initiatives that will help catalyze the achievement of gender equality and women empowerment. It recognizes 3 areas of intervention:</p> <ul style="list-style-type: none"> Legislative & Policy Frameworks: Formulation and implementation of laws that remove barriers for women Gender- Responsive Societies & Economies: Prioritization of socio-economic empowerment of women Women as Leaders of Change: Amplification of women voices and enhancement of their leadership skills

	<p>Relevant work in provinces, particularly KP and Balochistan.</p> <p>Space for further exploration of PVE area and work beyond studies and research. (DON)</p> <p>UNN Women design programmes mostly based on the demand from the Government or local stakeholders or based on donors who reach out with their priorities.</p> <p>WPS area has high relevance yet limited attention from UN Women mainly bc recognized as challenging area to address with govt.</p>	<ul style="list-style-type: none"> • Data: UNW collects women specific data which is context specific and serves as vital inputs for reports of other UN agencies. However, more is required on this front- such as data disaggregated for women working in various sectors of the Pakistani economy. UNW must strengthen its technical team in ICT for data collection. (coordination group) • Highlighting the voice of women, especially women leaders is important. (coordination group) • Social media has been used as an effective e-tool for communication and advocacy (coordination group and CSAG) • Mobilizing men for the rights of women was noted (only one respondent in the coordination group) 			<p>Prevention and Protection of Women From Violence through Access to Justice, Services and Safe Spaces” In Pakistan (2016-2020) Evaluation Report: Project aligned with the international commitments and objectives and priorities of the Government, both at the federal and provincial levels (National Action Plan for Women, Governments Vision 2025, EVAW and sexual harassment laws, Beijing Platform for Action and Agenda 2030) - capacity building, political awareness, and creation of safe spaces. UNSDGs Goals 5.2, 16.1, and 16.2 pertaining to elimination of violence and provision of safe spaces.</p> <p>Vision 2025 – women’s empowerment. The project has strengthened national policies, laws, capacities at national and provincial level. However, the full benefits of the laws undermined by ineffective implementation – lack of knowledge, poor monitoring, inefficient coordination etc. The project highly relevant to the needs and priorities of Pakistani women and girls as a target group at risk.</p> <p>According to baseline research and consultations undertaken with relevant stakeholders during the evaluation, one of the main systemic weaknesses in VAW cases is lack of action of complainants and witnesses due to fear and lack of awareness regarding the legal processes.</p>
--	--	--	--	--	--

Annex 9: UN Women CO Personnel Survey

I. General information

The survey was sent to all UN Women PCO personnel, which was sent to 25 people, out of which 18 responded giving us a high response rate of 72%. Given the high number of consultants (SSA), most of whom were not office-based, but rather short-term, they were excluded from the universe. The survey was opened from 3rd May, 2021 until 21st May, 2021 and two reminders were sent. The majority of respondents are National Officers and service contracts (Figure 1). 67% (N= 12/18) of the respondents identified as female, and 33% (N= 6/18) as male (Figure 2). 44% (N=8/18) have worked in the PCO for more than five years, making them the largest portion of the pie (Figure 3).

Figure 1: Number of personnel and Contract Type

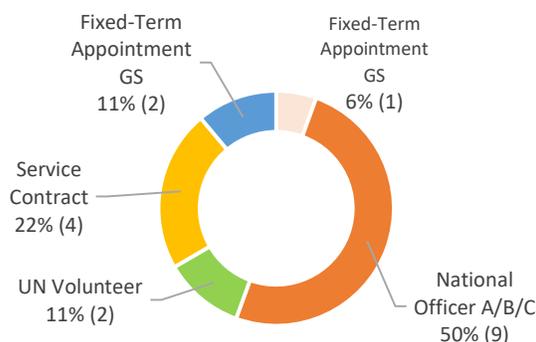


Figure 2: Staff gender

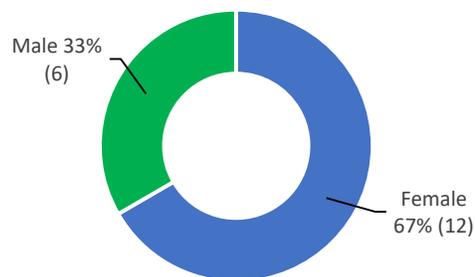
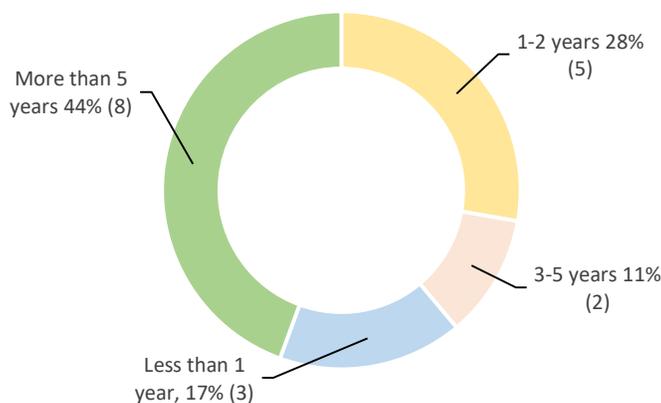


Figure 3: Length of time employed at UN Women



II. Workplace Environment

66% (N=12/18) of respondents work in the EAW and WEE areas, which are the main focus of UN Women PCO programming (Figure 4). 50% (N=9/18) of the personnel are stretched over cross-cutting operational areas of work; ranging from administrative, communications, strategic planning, monitoring and reporting and human resources. Others include programme implementation and security. Respondents mostly work on monitoring and reporting, administration and strategic planning as illustrated in Figure 5.

Figure 4: UN Women personnel primary thematic area of work

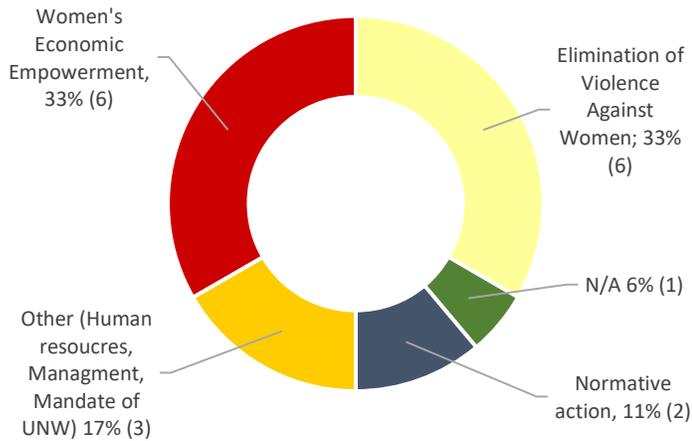
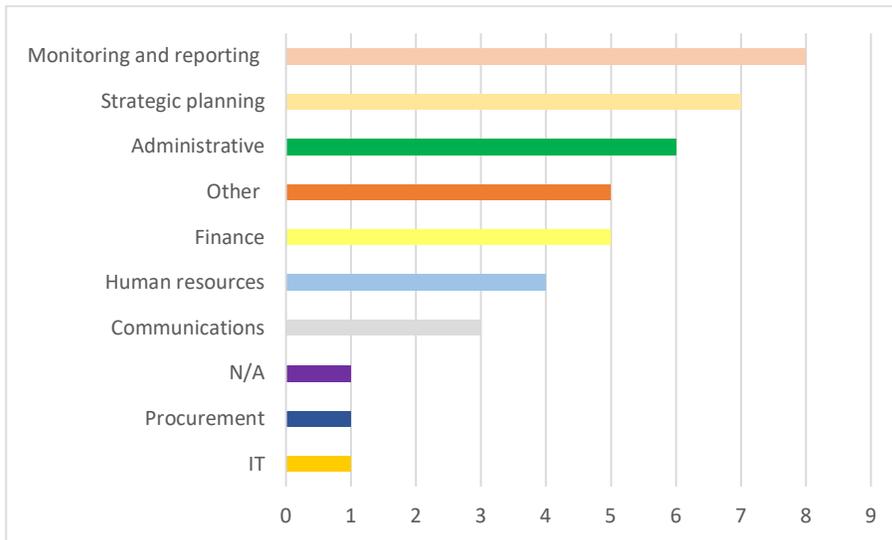


Figure 5: Primary operational area of work



III. Respondents' confidence in thematic areas and required support

More than half of the respondents (56% or N=10/18) believe that they are “somewhat confident” in their respective thematic knowledge to fulfil their duties and can access regional and HQ expertise when they do not possess the necessary knowledge. The remaining 8 are confident that they possess relevant knowledge and skills to fulfil their duties (Figure 6). While 28% (N=5/18) expressed that they felt very overloaded with the work, half of the respondents (50% or N=9/18) felt overloaded with the work sometimes (Figure 7). A small team doing a multiplicity of tasks and extensive quality assurance procedures were some of the reasons cited for this demanding workload.

Figure 6: Level of confidence in areas of work

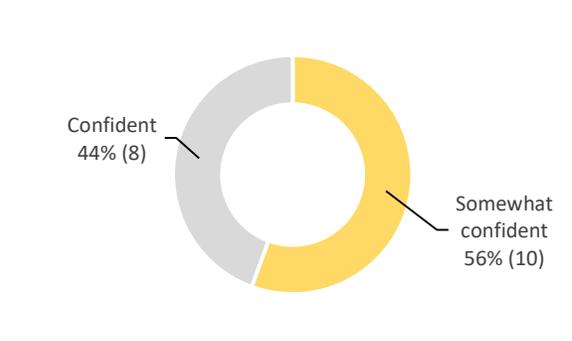
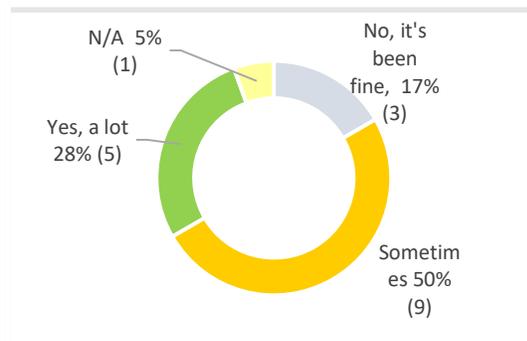
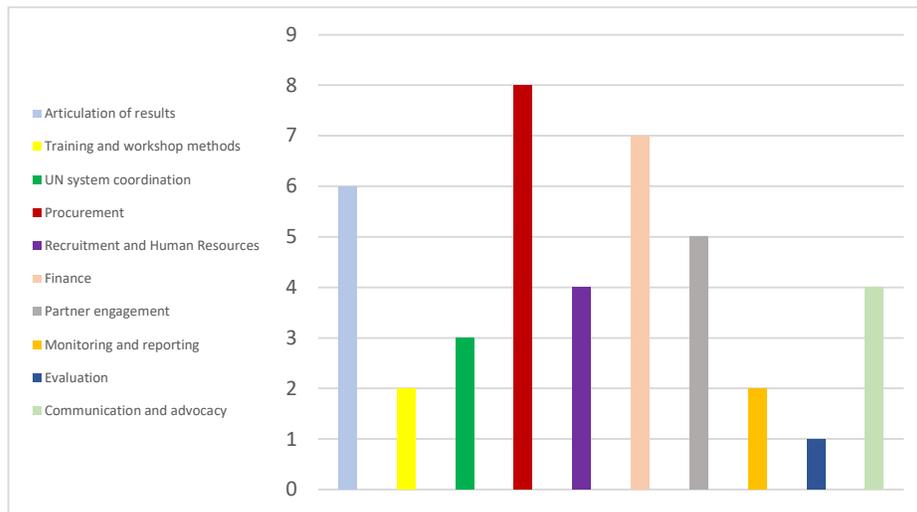


Figure 7: Level of work overload



Procurement, finance and articulation of results were areas in which the personnel expressed they need the most support (Figure 8). The SN Narrative (2018-2022) acknowledges that there have been challenges in timely planning, procurement, and a uniform understanding of standard operating procedures. Consequently, a key indicator of the OEEF (output cluster 4)¹⁷ is ensuring that a system is in place for effective and efficient procurement of goods and services in accordance with the approved procurement plan.

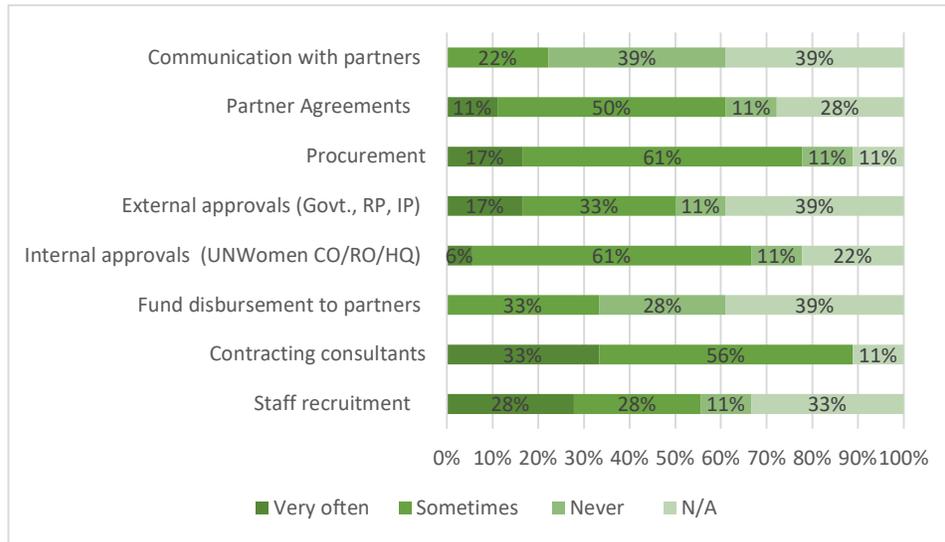
Figure 8: The frequency of support sought in operational areas of work



WEE and procurement were 2 areas which respondents wished to receive more guidance, apart from other themes evident in the word cloud. It is worth noting that respondents very often experienced bottlenecks in contracting consultants and personnel recruitment (33% and 28% respectively) and sometimes experienced bottlenecks in internal approvals (61%) procurements (61%) and partner agreements (50%) (Figure 9).

¹⁷ Annual Work Plan, 2021.

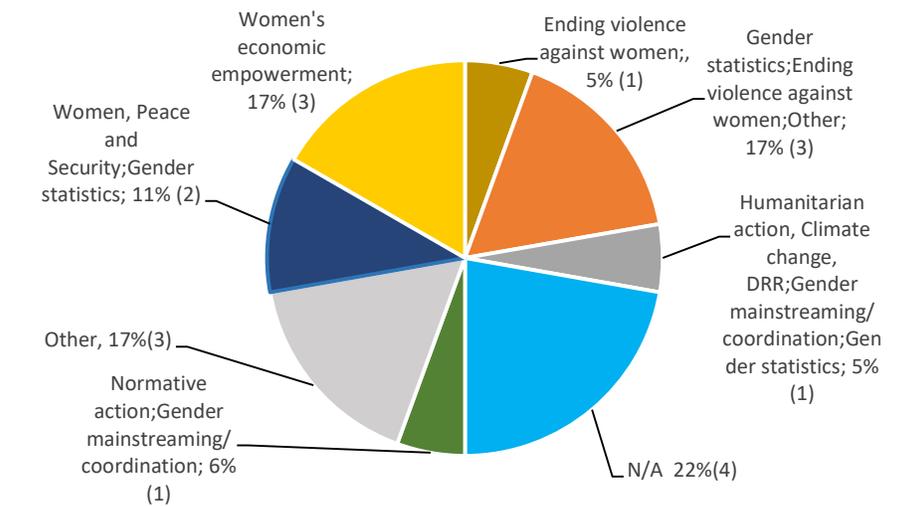
Figure 9: The frequency of experiencing bottlenecks at UN Women PCO



IV. Inter-office cooperation

In a question asking respondents on the thematic areas for which they seek additional support from RO or HQ, Women’s Economic Empowerment and gender statistics and Ending Violence Against Women ranked high (17% or N=3/18 for each) amongst the given options (Figure 10). It is worth noting the Ending Violence Against Women area has been the thematic and financial focus of the office, with US\$5.1 million or 43.3% of the total budget (DRF) in the period 2018-2021 allocated to the implementation of several programmes and projects, followed by Women’s Economic Empowerment (\$ 3.4 million).¹⁸

Figure 10: Thematic areas for which additional support is sought from RO or HQ

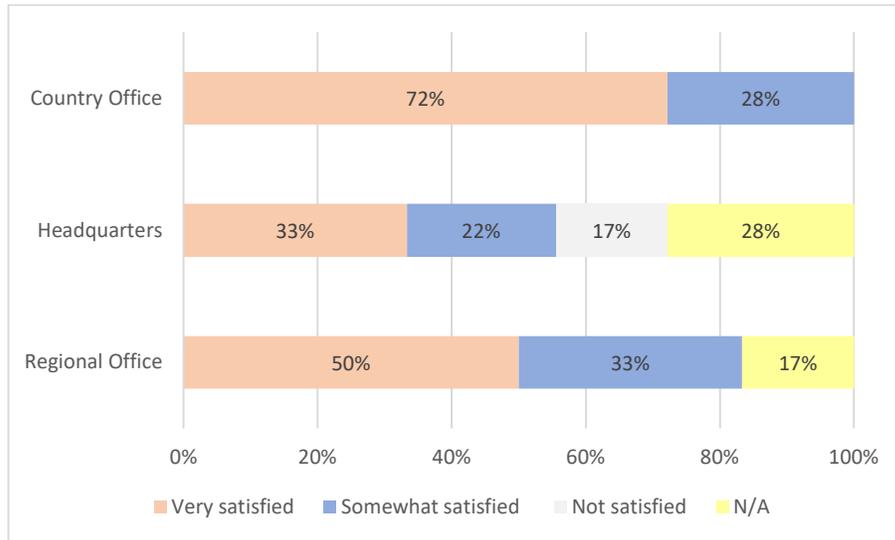


While 72% (N=13/18) of the respondents were “very satisfied” by the support they received from the Country office (CO), this number stood at only 50% (N=9/18) when it came to support received from the Regional office (RO), indicating that the respondents were relatively less pleased with RO’s assistance. There were diverse responses on the question of support from Headquarters, with only 33% of the respondents being “very satisfied” by the support they obtained and 17% (N=3/18) expressing that they were “not satisfied” – making it

¹⁸ RMS Report data 23 Mar 2021

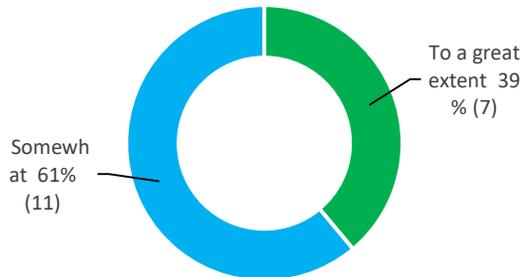
the only category where respondents reported not being satisfied with the support received from the given categories of offices. (Figure 11).

Figure 11: The level of satisfaction with support from various offices



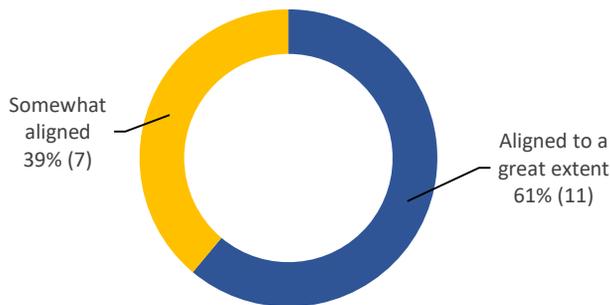
It was felt that programming models, overall administrative and operation processes and trainings in policies and processes relevant to the context of Pakistan can improve the efficiency and effectiveness of the field offices. Further, doing away with cumbersome procedures such a documentation and allowing the personnel to excel in their area of expertise (rather than stretching them over to multiple domains) was also a suggestion provided by the respondents.

Figure 12: Extent to which UN Women Pakistan shares knowledge/support



61% (N= 11/18) of the respondents felt that UN Women Pakistan somewhat shares knowledge/support across thematic and operational teams. It has been expressed that while steps have already been taken to share knowledge, information and feedback across teams, more needs to be done on this front (Figure 12).

Figure 13: UNW PCO's work alignment with the most pressing needs of women and girls in Pakistan



V. Strategic priorities and relevance

61% (N= 11/18) of the respondents felt that PCO's work was greatly aligned to the most pressing needs of the women and girls in Pakistan (Figure 13). Coordination and continuous dialogue with government departments and women's machineries, along with significant work done on the women's economic empowerment front (such as with Home-based Workers) were recognized as key areas where UN Women has a niche advantage and adds value.

However, it was also conveyed that women's economic empowerment, women's leadership, alignment of PCO work

to government priorities and grassroots level work with socially excluded groups such as women refugees, disabled women and transgenders requires more attention from UN Women in Pakistan.

VI. Risk management and ethics

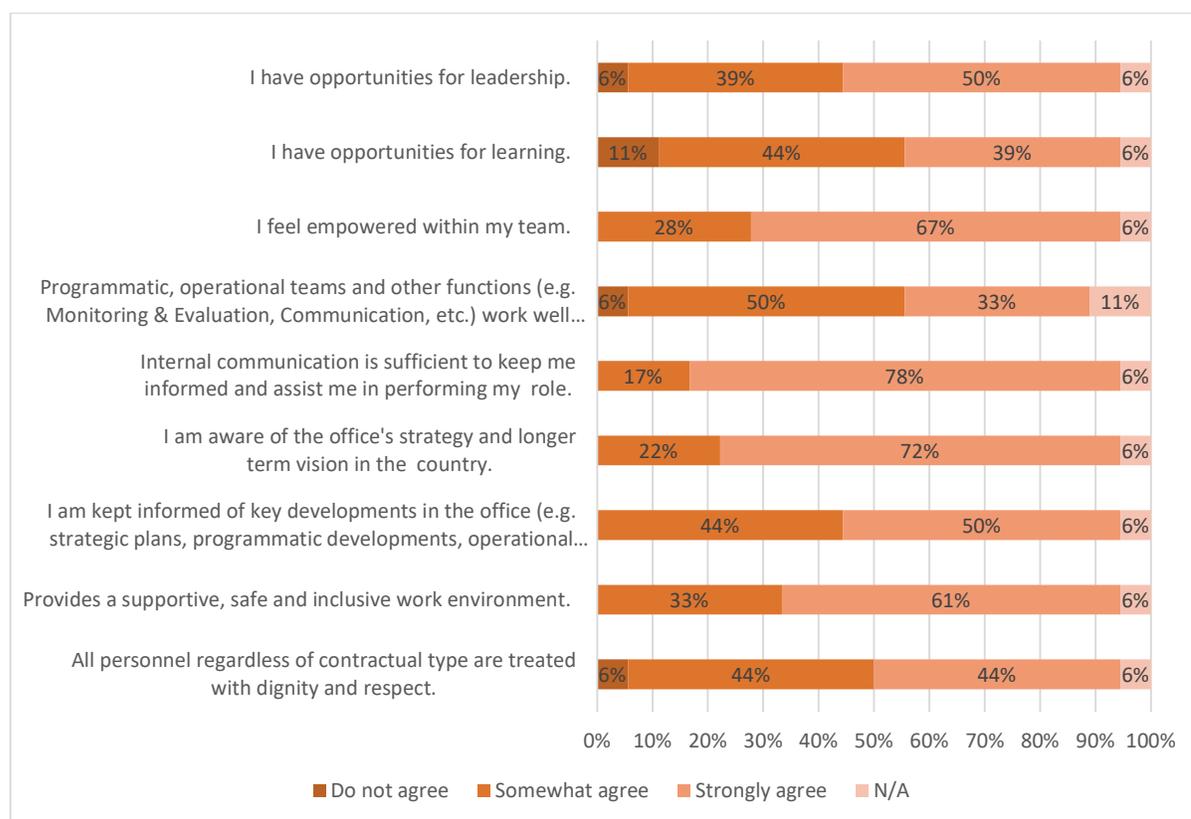
Respondents were asked to rate the statement '*UN Women PCO has effectively adapted its programme of work and paths for achieving its goals to the changing context in Pakistan, including COVID-19*' on a scale of 0 to 5 (0 being not at all and 5 is to a great extent). While 27 % (N=5/18) rated the statement 5 on 5, more than half of the personnel (55% or N=10/18) felt that there was room for PCO to strengthen its work on this front. Several respondents conveyed that most programmes were customised to suit the needs of vulnerable women considering the COVID-19 pandemic.

Respondents were given a set of statements, which they could rate on a scale of agreement (Figure 14). These statements covered the respondents' perception on the opportunities for learning and leadership, teamwork and coordination, information flow and work environment at PCO. Several conflicting results emerge upon analysis of the responses.

- While most respondents (78% or N=14/18) "strongly agreed" that internal communication is sufficient to keep them informed and assist them in performing their role, as many as 50% (N=9/18) of respondents only "somewhat agreed" that programmatic, operational teams and other functions work well to support each other in achieving the Country Office's goals and objectives. Further, 44% (N= /18) of respondents only "somewhat agreed" that they were informed of key developments in the office.
- Similarly, while 67% (N=12/18) of respondents "strongly agreed" that they were empowered by their team and 61% (N=11/18) of respondents "strongly agreed" that PCO provides a supportive, safe and inclusive work environment; as many as 44% (N=8/18) of respondents only "somewhat agreed" to the statement that in PCO all personnel, regardless of contractual type, are treated with dignity and respect. This mixed response must be seen in the backdrop of the fact that the current make-up of the personnel is diverse; with 27% of the personnel consisting of Fixed Term contracts, 18% of the personnel consisting of Service Contracts, 5% being UN Volunteers and 48% of the personnel being individual consultants on special service agreements (SSA).¹⁹

¹⁹ As per the updated staff list provided by PCO.

Figure 14: Work Environment in PCO- scale of agreement with listed statements.



VI. Partnerships

UN Women works to build capacity of partners to develop and implement gender responsive policies, strategies, frameworks and programmes. Respondents were asked to rate the effectiveness of PCO's capacity building efforts with the civil society, national and sub-national government actors, UN System partners and its management of partnerships with donors, international NGOs and international financial institutions in addition to the above (Figure 15 and Figure 16 respectively).

- It is worth noting that capacity building efforts of PCO with sub-national government actors was the category with the highest number of respondents expressing that these efforts were "very effective" (39% or N=7/18). This is in contrast to responses received for capacity building efforts of PCO with the civil society, which is the category that had the highest number of respondents (22% or N= 4/18) expressing that these efforts were "not effective", indicating that this is an area which may require PCO's attention.
- Similarly, while 50% (N=9/18) of respondents felt that PCO "very effectively managed" its partnership with donors, 22% (N=4/18) of respondents felt that PCO did "not effectively manage" its partnership with International Financial Institutions, indicating that more attention is required on the latter front. Respondents expressed that there was scope for improvements in PCO's coordination role with the UN System in Pakistan as well as with the private sector.

Figure 15: Effectiveness of PCO with respect to capacity building efforts

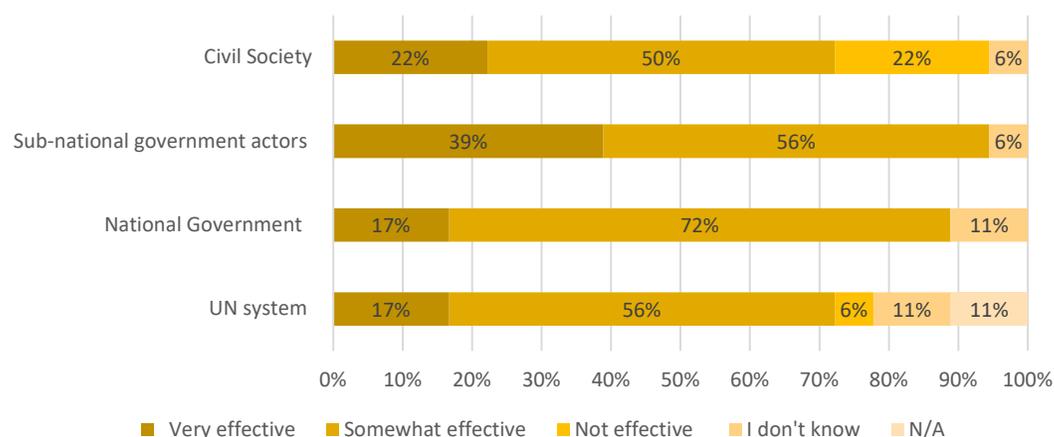
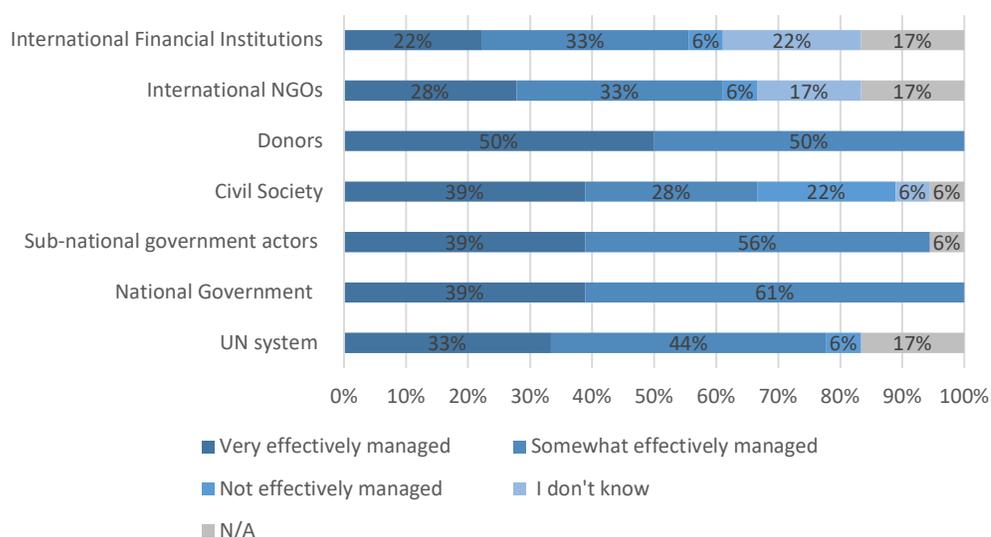


Figure 16: Effectiveness of Partnerships managed by PCO



VII. Overall Improvement

PCO personnel recommended the following for UN Women in Pakistan moving forward:

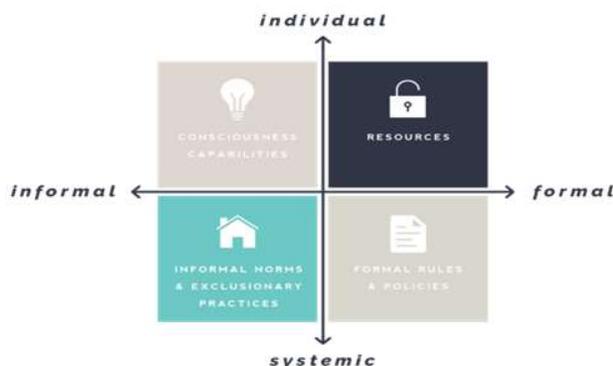
- **Partnerships:** Identifying new partners (including donors to expand the pool of funds) and working with stakeholders beyond traditional institutions should be envisaged; such as the Ministry of Finance, Planning Commission, Ehsaas Programme and the State bank of Pakistan.
- **Demonstrating UN women's added value:** UN Women needs to be positioned as the expert on gender equality in the UN system and should act as a laboratory for other agencies to emulate practices at policy and operational level in other sectors.
- **Workplace administration and operations:** Tedious procedures (such as in HR and procurement) and adherence to an activity-based approach rather than an impact-based approach hampers the efficiency of the workplace. A results-oriented approach along with internal channels of communication within the team should be explored to maximise productivity in the office.
- **Engagement with target population:** Grassroot intervention with vulnerable groups along with diversification of beneficiaries, areas of operation and thematic areas of work that PCO is involved in, was expressed as the need of the hour.

Annex 10: Gender@Work analysis

Figure 1: Gender@work Framework

UN Women PCO Gender@Work Analysis

Gender@Work (Figure 1²⁰) is recognized by academics, NGOs and development organizations as one of the leading frameworks through which to assess GEEW. Rather than a prescriptive model of how transformative gender change occurs, the framework provides an analytical lens for organizations and communities to map specific opportunities and barriers for gender equality and assess the extent to which their work has contributed to shifting gendered power relations. The framework consists of four quadrants divided by intersecting formal-informal and individual-systemic axes.



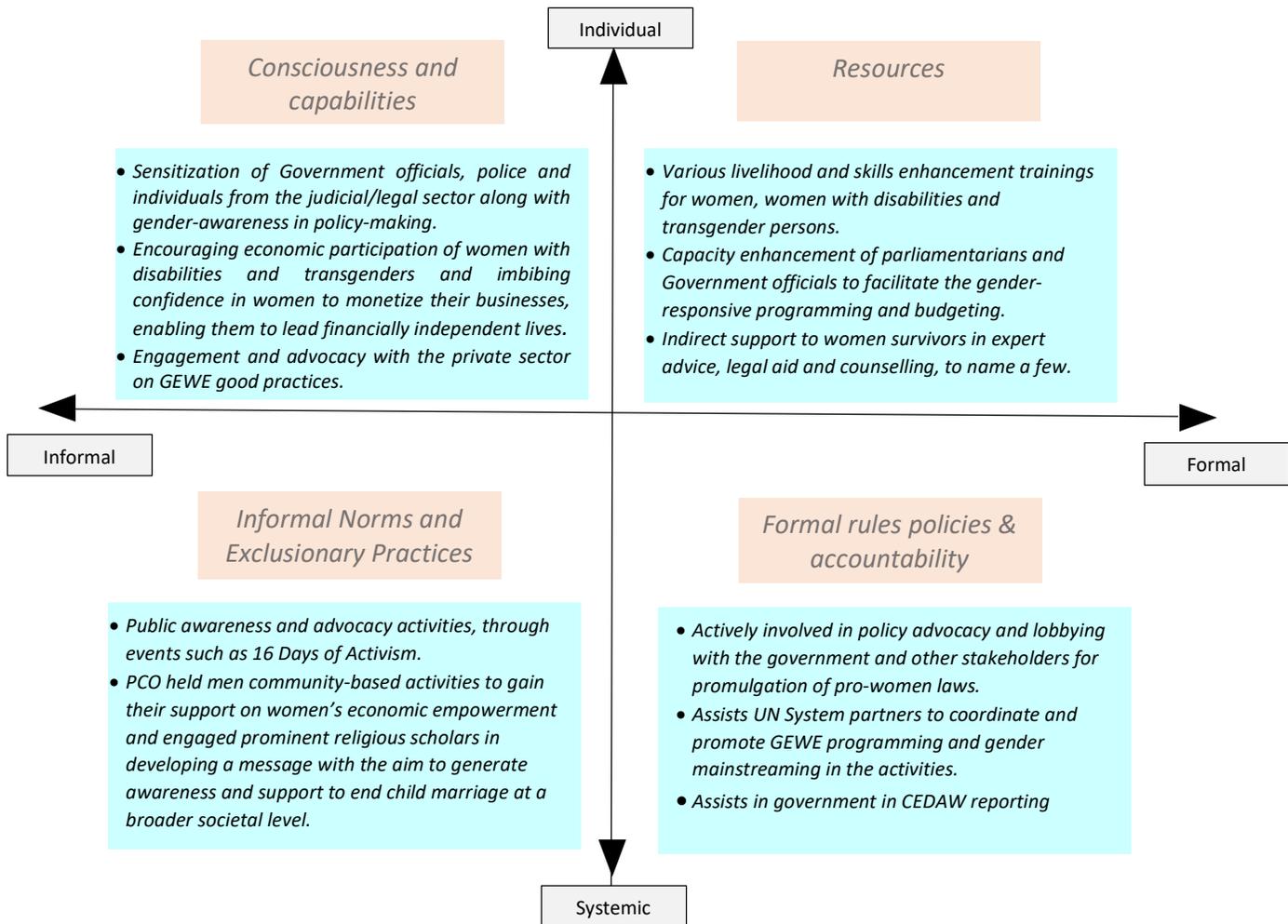
The top two quadrants are related to the individual: on the right, “formal” refers to more tangible **changes in individual conditions**, such as increased access to resources, voice, and freedom from violence. On the “informal” left hand side lie changes to **individual consciousness and capabilities**, including knowledge and awareness, skills, and commitment to change. The bottom two clusters are related to **broader systems**: the lower right refers to **formal rules and policies** as stipulated through laws, regulations and international commitments. The cluster on the left is the set of **deep structures and culture** that underlie informal norms and exclusionary practices, including those that maintain inequality in everyday practices. Deep structures are often invisible and the most resistant to transformation;²¹ change in this quadrant requires a long-term, collective process, which means that more than one individual must adapt and reflect the change over time.

The figure below (figure 2) provides a broad snapshot of UN Women Pakistan CO’s operational, normative and coordination efforts during the CPE period. The table below (table 1) provides a more detailed, though not exhaustive, list of specific programming efforts in each quadrant. The list is not an assessment of results or achievements toward outcomes. Rather, it comprises past, current and planned activities that have been specified in annual reports, donor reports, project documents, and annual work plans.

²⁰ <https://genderatwork.org/analytical-framework/>

²¹ Rao, Aruna *Challenging Patriarchy to Build Workplace Gender Equality* IUS Labor Editorial (2016)

Figure 2: UN Women Pakistan CO Gender@Work Analysis (Snapshot)²²



²² Graph provides a sample of efforts – details given in table 1

Table 2: UN Women Pakistan CO Gender@Work Detailed Analysis

Area of Work/ Programme	Consciousness & Capabilities	Access to Resources	Informal norms & exclusionary practices	Formal rules policies & accountability mechanisms
Normative	<ul style="list-style-type: none"> •Sensitization of Government officials throughout programming and creating gender-awareness amongst Government stakeholders on gender-responsive policy-making. •Trainings provided to police and sessions held with the judicial/legal sector in the provinces to capacitate the officials to support survivors in accessing justice. 	<ul style="list-style-type: none"> •Capacity building on CEDAW coordination and response. •Capacity enhancement of parliamentarians and Government officials to facilitate the gender-responsive programming and budgeting. 		<ul style="list-style-type: none"> • Supporting provincial governments to restructure and renotify CEDAW Provincial Committees, to oversee implementation, enhance inter-departmental coordination and contribute to periodic reporting. • Supported the Ministry of Human Rights (MoHR) to prepare their response to the List of Issues with regard to Pakistan’s 5th Periodic CEDAW Report. PCO provided its inputs for UNCT Mid-term Review of Pakistan’s UPR Submission for 3rd Cycle, Pakistan’s HRC Voluntary Pledges Mid-term Review 2019 and for conducting a national Beijing+25 review. • Actively involved in policy advocacy and lobbying with the government and other stakeholders for promulgation of pro-women laws such as Home Based Workers Acts and GEWE policies in the provinces, Punjab Women Development Policy and the Baluchistan Transgender Rights Protection Policy to name a few. • With support from UN Women, Government of Balochistan (GoB) is drafting Transgender Rights Protection Policy, the Rules of Business for implementation of the People with Disability Act and also helping in the finalization of implementation frameworks of the Women Development Policy (Punjab) and Women Empowerment Policy (KP).

<p>Coordination</p>	<ul style="list-style-type: none"> • UN Women’s provincial sub-offices have been closely working with provincial SDG Units established by Planning and Development Departments in partnership with UNDP. • UN Women assisted the UNCT in enhancing the capacities of UN agencies in relation to gender-responsive programming and accountability and through the coordination of Protection Against Sexual Exploitation and Abuse (PSEA) and Gender in Humanitarian Action Working Group (GiHA). • It supported the UNCT in the (Light) Common Country Analysis (CCA) process by co-authoring the Chapter on LNOB, Human Rights, Gender Equality and Women’s Empowerment. • UN Women attended and supported participation of RCO in regional UNCT-SWAP Gender Equality Scorecard workshop and supported the UNCT in reporting on the Gender Profile. 			<ul style="list-style-type: none"> • UN Women Pakistan is part of the ‘OP III Joint Work Planning’ process to roll-out the new 5-year UNDAF’ is leading Outcome 8 on Gender, Equality and Dignity and developed joint UN workplans to directly contribute to 3 of the 10 PSDF/OP III Outcomes • UN Women managed to work on five joint programmes with WHO, UNFPA, UNODC, UNDP, UNOPS, UNICEF, ILO, UNV and the Resident Coordinator’s Office. 10,000 women in the less developed and hard to reach of the newly merged districts of KP areas were facilitated issuance of computerized national identity cards (CNICs) through a joint programme, in collaboration with UNDP, UNICEF and FAO. • Provided support to provincial government department on fulfilling their SDG mandates. • Guides the UNCT, and co-chairs the Performance Management Team (PMT) of OP III, UN Inter-Agency Group on GE (IAGonGE) and Pakistan’s Inter-Agency Gender and Development Group (INGAD) to coordinate and promote GEWE programming. • Thematic Group on Gender Equality has been formed to serve as an interagency coordination mechanism to strengthen the performance of UNCT, under the leadership of UNW.
----------------------------	--	--	--	---

<p>Operational</p>	<ul style="list-style-type: none"> • Encouraging economic participation of women with disabilities and transgenders by raising awareness and providing linkages with markets. 	<ul style="list-style-type: none"> • Sponsored various livelihood and skills enhancement trainings for women with disabilities and facilitated access CNIC, which would also enable them to access social security benefits and social services. • Transgender persons facilitated in creating their online shops which helped them to connect to local and international markets to sell their products. • Conducting capacity needs assessments and enhancement of relevant government entities to implement, monitor and report on the UN Convention on the Rights of a Person with Disability. 	<ul style="list-style-type: none"> • Advocacy events for promotion of rights of PWDs were organized during 16 Days of Activism against GBV. • Breaking stereotypes that women with disabilities or transgenders are incapable of leading financially independent lives. 	
---------------------------	--	---	---	--

		<ul style="list-style-type: none">• UN Women PCO partnered with Embassy of Sweden for an innovative campaign, WikiGAP, to engage and train young volunteers to write articles on women achievers in Pakistan for Wikipedia.	<ul style="list-style-type: none">• PCO arranged major public awareness and sensitizing activities during 16 Days of Activism and ED's visit to garner community support and commitment on ending child marriages in Sindh.	
--	--	---	---	--

	<ul style="list-style-type: none"> Enhanced capacity of government institutions, justice sector and law enforcement agencies in order to enable them to provide assistance, services and justice to all women especially victims and survivors of violence. Imbibing confidence in women to monetize their businesses and engage in decent work, while also encouraging them to participate in the political processes. Some of the key results to which UN Women has contributed to in Pakistan include notification of gender responsive budgeting guidelines by labour departments of KP and Punjab and training of government officials; support to Ombudspersons KP and Punjab for enhancing implementation of Sexual Harassment Laws, including development of training toolkits, IEC Material, database for case management (KP) and roll out of trainings for a variety of stakeholders. 	<ul style="list-style-type: none"> Approximately 40,000 right holders, mainly women home-based workers (WHBWs) and women from marginalised and excluded groups, have benefited through PCO's Women's Economic Empowerment Programme. Nearly, 10,910 women have received life skills trainings including basic literacy, microfinance and financial literacy, business development, entrepreneurship trainings. Trainings on women led enterprises and linkages with Micro Finance Institutions (MFIs) have been provided with an aim to improve women's access to value chain PCO also strengthened institutions such as Woman Protection Unit (WPU) in Karachi and Dara-ul-Amans (Shelters for women) which offered support to 1600 women survivors in the shape of expert advice, legal aid, counselling, and guidance on accessing justice. 		<ul style="list-style-type: none"> UN Women Pakistan signed an extension to its MoU with the MoHR through which the two institutions have agreed to continue their partnership through various initiatives for promoting women's rights and empowerment including those who experience multiple forms of marginalization. Partnerships for strategic engagements have been established at the institutional level with the Federal Judicial Academy and the National Police Training Academy. The Women's Parliamentary Caucus at the national level initiated the development of a Strategic Plan with support from UN Women, which will cover support to provinces for improved coordination on women-related legislation as well as establishment/strengthening of provincial caucuses. Women Empowerment Principles were signed with a total of 73 companies to encourage them create safe, enabling and conducive working spaces for women.
--	---	---	--	--

	<ul style="list-style-type: none"> • PCO drafted Gap Analysis Reports of EVAW related Laws at the federal level and in all 4 provinces. • UN Women with the support of its implementing partners and provincial Labour Departments conducted a national survey of women home-based workers which would help understand the nature and dimensions of the problem faced by HBWs • A research study on Economic Impact of Child Marriage has been initiated in the last quarter of the reporting year with the objective to generate an evidence base to support policies and legislation for ending the menace of child marriage in Pakistan. 	<ul style="list-style-type: none"> • Conducted Women Safety Audit of public places in all 4 provinces. UNW PCO has chalked out a plan to use the recommendations of the women safety audits to develop and design policy briefs, implementation plans, and support future programme/ project designs. • Comprehensive mapping study of existing women-owned businesses in Pakistan that can become P&G suppliers. 		<ul style="list-style-type: none"> • National Commission on Status of Women convened the 14th meeting of the Inter-Provincial Ministerial Group (IPMG) and signed a Joined Resolution reiterating commitment to improve data collection, enhance inter-department coordination etc. • The National Gender Data Portal (NGDP) was developed in collaboration with the National Commission on the Status of Women (NCSW) to fill data gaps at a national level, in particular from parts of the country where systematic approaches for collecting data related to women and girls are weak
--	--	---	--	---

Annex 11: Communications Analysis

The Country Office Strategic Note identifies external communication as one of the main strengths of the CO following the launch of its social media channels in end-2016 (Facebook, Twitter and Instagram). It maps the endeavour of the CO to link its partnership building and advocacy/communication with all 4 Impact areas to leverage better programmatic results.

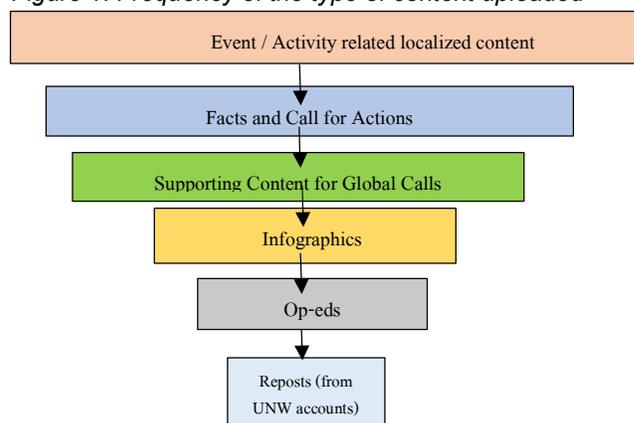
The reach and followers of the UN Women Pakistan’s social media accounts have been detailed in table 1. Q1 and Q4 are reportedly periods of maximum reach and engagement due to international observances like International Women’s Day and campaigns like 16 Days of Activism.

Table 1: Reach and Followers of UNW's social media accounts (as of 1st July, 2021)

Social Media Account	Reach	Followers
Twitter	445.8 K	27.9 K
Facebook	312.1 K	73.2 K
Instagram	70 K	11.1 K
Total	827.9 K	112.2 K

The average number of posts per day are 1 on Instagram and Facebook each, and 2 on twitter. The maximum number of posts relate to event/activity related localized content. The hierarchical frequency on the type of content uploaded can be found in Figure 1. There were no paid promotions for any posts in 2021.

Figure 1: Frequency of the type of content uploaded



The CO is involved in advocacy efforts on child marriage and dowry and has generated massive engagement around these issues through its campaigns. Table 2 below provides an overview of the recent CO-led campaigns.

Table 2: UN Women Pakistan Country Office led Campaigns

Campaign	Year	Partnering agency	About the campaign	Reach	Response to the campaign
Bridal Uniform	2017	BBDO (pro-bono)	To raise awareness against child marriages in Pakistan, UN Women created a first-of-its-kind "Bridal Uniform" with BBDO— one that	The campaign generated almost 500,000,000	The PR resulted in members of parliament taking notice and the country's Islamic Council

OEEF

PCO Output 2.2

“UN Women Pakistan effectively raises brand awareness and corporate communications, with enhanced reach and visibility on Pakistan’s development agenda and agency positioning, programming and results in the country through its various platforms (off-line and on-line)”

PCO SN Indicator 2.2A:

of followers of UN Women Pakistan on social media (Facebook, Twitter and Instagram)

PCO SN Indicator 2.2B:

of knowledge/information sharing products developed, supported and/or disseminated to support advocacy and planning processes.

			highlighted the true cost of an early marriage for girls: education. Collaborating with the country's leading bridalwear designer, a dress was designed which merged a school uniform with traditional embroidery patterns shown by Pakistani brides on their elaborate outfits. The dress was launched by hijacking the country's largest Bridalwear fashion show. ²³	social and news-media impression and has received numerous international awards such as at Cannes Lions, Dubai Lynx, Spikes Asia and Clios Awards.	reviewing the previous law to now protect girls. #BridalUniform, besides being adopted by on-ground local NGOs to educate villagers on the importance of keeping girls in schools, has also made an appearance on Berlin and Los Angeles catwalks, and talks are underway to feature the stunt at New York Fashion Week to highlight the same issue in seven different countries.
Stop Jahez Khori (Stop Dowry Mongering)	2019	BBDO (pro-bono)	The #StopJahezKhori campaign kicked off with help of actor Ali Rehman. On December 19, 2018, Rehman announced on his Instagram feed that he was getting married and would reveal his bride to the world on a channel's TV's morning show the next day. But during the live broadcast watched by millions, instead of his bride, Rahman opened a bridal palanquin to reveal dowry gifts including a sewing machine, car keys, kitchen appliances and gold jewelry. ²⁴	This campaign was able to reach an audience of more than 800k across all UN Women Pakistan social media platforms.	The stunt highlighted how the dowry practice measures a bride's value in terms of material goods. It encouraged dialogue on how the expectation of dowry can add economic pressure, psychological stress and threats to the bride's family.
NUMAISH – A Pledge against Dowry	2021	BBDO (Advertising Agency) and Ali Xeeshan (Fashion Designer)	NUMAISH campaign drew inspiration from putting an end to dowry culture and was named as 'A pledge against the old-age tradition of Dowry!'. In the subsequent ramp show, the collection was presented in a manner which attempted to educate today's youth to say no to dowry.	The #numaishnal agao garnered a reach of more than 8.2M and more than 124K likes across UN Women Pakistan social media platforms.	The campaign went viral and generated media traction not only in Pakistan but also in India.
Wonder Women of Pakistan – Documentary Series	2021	The Centrum Media (TCM)	In collaboration with TCM, UN Women Pakistan produced 8 episodes series highlighting women faces of resilience. The objective of this campaign was to highlight the diligent efforts of women leaders in	The campaign was launched during IWD2021 and reached an audience	The campaign celebrated strong women who could serve as role models to the women and girls of Pakistan. One of the 'Wonder Women' Erum Baloch was brought to spotlight through the campaign which led to government

²³ <https://asiapacific.unwomen.org/en/news-and-events/stories/2017/12/the-bridal-uniform>

²⁴ <https://www.youtube.com/watch?v=CtiHuXR7zos>

<https://asiapacific.unwomen.org/en/news-and-events/stories/2019/11/un-women-hits-back-at-the-scourge-of-dowry-in-pakistan>

			<p>Pakistan. An acknowledgement to rejoice their journey for bringing positive change in other women’s lives and overall furtherance of the community.</p>	<p>of more than 5 million, garnering 182,000+ engagement across all platforms.</p>	<p>acknowledging her efforts for promoting Girls in Hockey Sports and also approved first ever hockey ground in her hometown Jacobabad in Sindh Pakistan.</p>
--	--	--	--	--	---

The CO lacks a cohesive blueprint that can complement programmatic interventions through its campaigning activities, as has been done by other UN agencies. For instance, UNICEF in Pakistan has undertaken a national campaign to increase awareness on Menstrual Hygiene Management (MHM) that leverages technology such as UNICEF’s U-Report real-time SMS platforms and mobile apps to increase reach on MHM messaging among adolescent girls; using culturally sensitive communication products to reach diverse groups in order to communicate appropriate messages. It engages leading female athletes as champions of change for MHM by sharing their inspiring stories through different platforms and using innovative tools and information technology to reach out to youth and provide a platform to engage on sensitive topics that may not have been possible in a face-to-face setting.²⁵ Similarly UNDP’s Strategic Communications Unit (SCU) worked on video content about COVID-19 preventive measures.²⁶ From basic methods of prevention of the disease, the scope of the work and messaging was expanded rapidly to address the many different audiences, and behaviour change needs that COVID-19 suppression required. The SCU team produced 32 videos in-house²⁷ on various aspects of the COVID-19 crisis and an animation that became one of Pakistan’s most viral public service announcements.²⁸

²⁵UNICEF, 2018. *Gender Responsive Communication for Development: Mapping and Assessment of UNICEF Initiatives in Afghanistan, Bangladesh, Nepal and Pakistan*, p. 76, <https://www.unicef.org/rosa/media/1746/file/Gender%20responsive%20communication%20for%20development.pdf>

²⁶ <https://www.pk.undp.org/content/pakistan/en/home/stories/pandemic-communications--starting-early--producing-consistently-.html>

²⁷ https://www.youtube.com/channel/UCxVgq_NWagaAbbUXLjWpzw/videos

²⁸ <https://www.youtube.com/watch?v=DrmNwcgO8rU>

Annex 12: Analysis of Sample Field Mission Reports

The CPE team reviewed a sample of 12 field reports. A detailed analysis of the same has been presented below (Table 1).

Table 2: Detailed Analysis of field reports

Title	Destination	Date	Duration (days)	Project	Purpose	Key issues identified for follow up
Portfolio Manager WEE&SL	Lahore	11-13 Feb, 2019	3	Empowerment of Women HBWs & Excluded Groups	To conduct financial monitoring of implementing partner under the project	A strong follow-up needs to be made in terms of commitments made by the partner and programmatic monitoring by the team should be made more frequently.
Finance Associate	Lahore	15th Jan, 2020	1	Prevention and Protection of Women from Violence Through Access To Justice, Services And Safe Public Spaces	Undertaken to verify vouchers upon receiving FACE form report and before liquidation advance release to RP	Quarterly Monitoring visits recommended to track the progress of activities against the work plan and to keep the pace of progress steady
Programme Associate	Lahore	12 Dec, 2018	1	Prevention and Protection of Women from Violence Through Access To Justice, Services And Safe Public Spaces	Undertaken to verify vouchers upon receiving FACE form report and before liquidation advance release to RP	Quarterly Monitoring visits recommended to track the progress of activities against the work plan and to keep the pace of progress steady
Portfolio Manager WEE&SL	Karachi and Thatta	18-19 Jan, 2019	2	Empowerment of Women HBWs & Excluded Groups	To review the progress of project implemented by Home Net Pakistan in Sindh especially against the set targets.	<ul style="list-style-type: none"> • Names of exact locations where project is operating in Karachi and Thatta • Request project organogram from HNP Sindh • Organize session of IPs on reporting and results framework in end of February 2019. • Names of local organizations with whom HNP is collaborating in Sindh and Balochistan • Mapping of economic actors/WEE stakeholders in Sindh • Mission to Lahore for financial monitoring of HNP HO

Portfolio Manager WEE&SL	Peshawar	Jul-19	1	KP Merged Districts Programme	<ul style="list-style-type: none"> • To participate in the progress update on Pillar one meeting scheduled with DFID. • Meet CERD to finalize the negotiations for implementing the engendering KPMD project. • Courtesy call on Secretary SWWED, KP. 	<ul style="list-style-type: none"> • KPMD: Delivery chain map to be updated reviewing activities of UNICEF and FAO under KPMD Support programme to extracting women specific activities for the potential gender specific role. • SWWED: Further explore with the department about setting one stop shop facility for skill development in the merged districts and linking Skill Development centers to future WEE programming. • CERD: Review the revised budget and reporting on measures taken in relation to DD observations
Portfolio Manager WEE&SL	Peshawar	23-24 Dec, 2019	2	Engendering MDs	<ul style="list-style-type: none"> • To observe the first training on Gender Mainstreaming under Engendering NMDs project • Meet Secretary, SWWED and senior officials NADRA to share progress under Engendering NMDs project and discuss future opportunities in KP. 	<ul style="list-style-type: none"> • Engendering FATA: Review the submitted gender training manual and share the institutional landscape on Social Protection services in KP. Share and consolidate the findings from the session on services available in NMDs that address the needs and interests of women and girls. • SWWED: Further explore with the department about collaborating for setting one stop shop facility for business development services in the merged districts and linking Skill Development centers to future WEE programming. • NADRA: Develop MoU with NADRA to formalize collaboration
Programme Officer	Swabi/Peshawar	May 8-9, 2018)	2	Empowerment of Women HBWs & Excluded Groups	<ul style="list-style-type: none"> • To facilitate donor's mission to Swabi and Peshawar: • To help them monitor the progress of project in accordance with the given Workplan and Project Results Framework. • To meet project recipients/beneficiaries. • To analyse challenges project has faced. • Visit to Community (Field visit) 	<ul style="list-style-type: none"> • Minutes of the annual donor meeting to be drafted and shared • Follow up of CERD on acquiring the NOC to work in Khyber Agency • The project needs to capitalize on the rights of women HBWs for association i.e. formation of groups. • Organize machine repair training for women in Swabi

Portfolio Manager WEE&SL	Karachi	16-19 Dec, 2019	4	Empowerment of Women HBWs and Excluded Groups	<ul style="list-style-type: none"> • To participate in the Workshop, Mind the Gap intended for CS/HR professionals from private sector companies • Meet LHRD and discuss the progress of the project. 	<ul style="list-style-type: none"> • Communication to participating agencies for designation of focal points and follow up on action plans prepared by participants • Follow up the LHRD team on functionality of MIS and Progress Report from LHRD
Programme Officer	Karachi-Thatta	17-20 Dec, 2018	4	Economic Empowerment of HBWs	<ul style="list-style-type: none"> • Undertake Programmatic monitoring of the implementing partner (IP) • Review of Project Progress in terms of project implementation and discussion on gaps/shortfalls 	The quarterly monitoring visits are recommended to track the progress of activities against the work plan and to keep the pace of the progress steady. <ul style="list-style-type: none"> • Meeting with Ume Laila also recommended to take up the issues and suggest recommendations
Portfolio Manager WEE&SL	Karachi and Thatta	12-13 March 2019	2	Economic Empowerment of WHBWs and excluded groups in Pakistan	Annual donor monitoring mission to Sindh (Karachi and Thatta) to verify project progress	<ul style="list-style-type: none"> • Further capacity building trainings of HBWs, awareness raising sessions on Law/Policy with women in communities and implementation of Home-based workers' law. • Coordination and follow-up with organisations (WDD,LHRD, JICA and DAC). • Support more women access to micro-finance, e-shops and trainings.
Finance Associate	Lahore-Sialkot	13-16 May- 2019,	4	Empowerment of Women HBWs & Excluded Groups	The purpose of visit was to conduct financial monitoring of implementing partner under the project. The mission was undertaken to achieve following objective: <ul style="list-style-type: none"> • Review of Project Progress in terms of financial delivery and discussion on shortfalls • To review the supporting documentation and providing guidance to strengthen institutional capacities 	A strong follow-up needs to be made in terms of commitments made by the partner to efficiently deliver the project. The programmatic monitoring should be made more frequently and strictly followed up so that the project could maintain its pace and implementation is completed within the stipulated duration.

Programme Officer WEE&SL	Peshawar	4-5Mar- 2019	2	Empowerment of Women HBWs & Excluded Group	The purpose of visit was to conduct monitoring of implementing partner under the project. The mission was undertaken to achieve following objective: • Discussion on the issues raised by provincial team around verification of reported targets • Review of and discussion on the remaining targets and plan to achieve the same	A strong follow-up needs to be made in terms of commitments made by the partner to efficiently deliver the project. The programmatic monitoring should be made more frequently and strictly followed up so that the project could maintain its pace and implementation is completed within the stipulated duration.
-----------------------------	----------	-----------------	---	--	---	---

Table 2 Provides a summary of the above detailed table and indicates the projects, purpose of visit, and updates on progress and programme directions.

Table 2: Focus of field visit reports²⁹

Project	Sample of field visits reviewed by CPE team (2018-2020)		
	Financial / Administrative	Progress update	Programme directions
Empowerment of Women HBWs & Excluded Groups	3	4	1
Prevention and Protection of Women from Violence Through Access To Justice, Services And Safe Public Spaces	2		
KP Merged Districts Programme			2
Total	5	4	3

²⁹ Source: PCO field visit reports analysed by CPE+A team