

FINAL REPORT ANNEXES

CORPORATE FORMATIVE EVALUATION OF UN WOMEN'S NATIONAL CAPACITY DEVELOPMENT TO PARTNERS TO RESPOND TO THE NEEDS OF WOMEN AND GIRLS



INDEPENDENT EVALUATION AND AUDIT SERVICES (IEAS)

Independent Evaluation Service (IES)

UN WOMEN


New York, October 2022

Date of the report	
Version number of the report	2
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Annex 1: Terms of Reference

Title	File
Terms of Reference	 <p>ToR Capacity Develop...022.pdf</p>

Annex 2: Membership of Internal Reference Group

Name	Title	Unit
Shoko Ishikawa	Deputy Director	PPID
Alicia Ziffer	OIC Training Center	PPID
Khamsavath Chanthavysiuk	Policy Specialist KM	EVAW
David Coffey	Policy Specialist	WPSHA
Gabriela Borovsky	Capacity Development Specialist	WLPP
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Patricia Pacheco	Country Representative	Colombia CO
Maria Holtsberg	A.I DRD	APRO
Maxime Houinato	Regional Director	ESARO
Sarah Douglas	Deputy Director	WPSHA
Silja Rajander	Inter-Agency Coordination Specialist	UN Coordination
Laureen Billi	Programme and KM Specialist	Research and Data
Mamadou Bobo Diallo	Policy Specialist	WEE
Florence Raes	Deputy Regional Director	WCARO
Ziad Sheikh	Country Representative	Jordan

Annex 3: Stakeholder Mapping

Stakeholder group	Key stakeholders	What (their role in UN Women's capacity development activities)	Why (gains from involvement in the evaluation)	How (informational, reference group, management group, data collection, etc.)	When (in what stage of evaluation)	Priority (importance of involvement in evaluation process)
Duty-bearers	UN Women Internal HQ	UN Women Programme and Management support /PPID (programme, policy and intergovernmental division)	Programmatic and implementation work related to capacity development as a modality of engagement	Improved vision on what capacity development should look like for the organization Definition, standardization, and adaptation of capacity development activities	Reference Group Key informants	TOR/Inception phase/data collection Very High
		UN Women Training Centre	Integral part of the programming, delivery and monitoring of capacity development initiatives	Improved programme/project and management support, evidence for strategic decision-making pertaining to capacity development. Definition, standardization, and adaptation of capacity development activities	Key informants Reference Group	TOR/Inception phase/data collection Very high
		Thematic policy and programme sections (WEE, EVAW, P&G, WSP)	Programmatic and implementation work related to capacity development	Improved vision on what capacity development should look like for the organization and for the specific thematic area Definition, standardization, and adaptation of capacity development activities	Key informants Reference Group	Inception phase/data collection High
		UN Women Capacity Development Specialists in specific	Programmatic and implementation work related to	Improved vision on what capacity development should look like for the organization and for the specific thematic area	Key informants Reference Group	Inception phase/data collection High

		thematic program sections	capacity development	Definition, standardization, and adaptation of capacity development activities			
	UN Women Regional Internal	UN Women Regional Directors	Regional programming of capacity development initiatives	Use evaluation evidence to inform decision making of capacity development activities at the regional level, and possibly become a beneficiary of change resulting from the evaluation	Key informants Reference Group	Inception phase/data collection	High
		Thematic policy and programme sections at regional level (WEE, EVAW, P&G, WSP)	Programmatic and implementation work related to capacity development	Improved vision on what capacity development should look like in the region and for the specific thematic area Definition, standardization, and adaptation of capacity development activities, possibly becoming a beneficiary of change	Key informants Reference Group	Inception phase/data collection	High
	UN Women country-internal	CO leadership (Country reps)	Country level programming of capacity development initiatives	Better decision making capacity development strategy at the CO level, and possibly become a beneficiary of change from the evaluation	Key informant	Data collection	High
		CO Programme staff	Programming and/or delivery of capacity development activities	Better programming and delivery of capacity development activities and possibly become a beneficiary of change from the evaluation	Informational	Inception phase/data collection	High
	External at HQ, Regional	Donors	Contributed/invested in capacity development projects or activities	Use the evaluation evidence to make informed strategic decisions	Informational Key informants	Data collection	High

	and Country level		/ Interested in success of capacity development activities				
		UN System partners	Inter-agency engagements and partnerships	Beneficiary of change from the evaluation/use evaluation evidence for future inter-agency engagements	Informational	Data collection	High
	External at regional level	Regional implementation partners/CSOs	In partnership with UN Women in implementation of capacity development activities	Use evaluation for future partnership with UN Women Beneficiary of change from the evaluation/use evaluation evidence for better capacity development activities	Informational	Data collection	Desirable
	External at country level	Country level Implementing partners (CSOs, Government, NGMs, Private sector)	In partnership with UN Women in implementation of capacity development activities	Better implementation of capacity development interventions at the programme/project level Use evaluation for future partnership with UN Women Beneficiary of change from the evaluation/use evaluation evidence for better capacity development activities	Informational Key informants	Data collection	High
Rights-holders	External at HQ, Regional and Country level	Beneficiaries of capacity development interventions (women and girls)	Ultimate beneficiaries of UN Women's capacity developments	Beneficiary of change from the evaluation/use evaluation evidence for better capacity development activities	Informational	Data collection	Desirable

Annex 4: UN Women Strategic Plan Outputs related to capacity development to partners

Output name in the Dashboard	Output name in the SP
2018-2021 SP outputs	
D61 – Strengthening Govt Capacities	(2018-2021 SP) Output 1: The capacity of governments and stakeholders is strengthened to assess progress in implementation of the Beijing Platform for Actions, and other global normative and policy frameworks
D43- Strengthening Govt Capacities	(2018-2021 SP) Output 15: More women play a greater role in and are better served by disaster risk reduction and recovery processes
2014-2017 SP outputs	
D111 – CapDev on Laws/Const on WPP	(2014-2017 SP) Output 1.1.1. Enhanced capacity at national and sub-national levels to develop and implement constitutions, legal frameworks and policies that promote women’s political participation
D121 – Legislature CapDev on gender equality and women’s empowerment	(2014-2017 SP) Output 1.2.1. Strengthened capacities of Parliaments and sub-national legislatures to adopt policies, legislation and procedures that promote gender equality and women’s empowerment
D122- CapDev Women Cand&Voters	(2014-2017 SP) Output 1.2.2. Strengthened capacities at all levels to promote women’s participation in electoral processes both as candidates and voters
D131 – CapDev GEAdvoc WPP	(2014-2017 SP) Output 1.3.1. Capacity of gender equality advocates strengthened to promote women’s leadership and political participation
D211 – CapDev Policymakers WEE	(2014-2017 SP) Output 2.1.1. Enhanced capacity of legislators and policy makers in applying international standards, accountability mechanisms and budgetary allocations in national laws, policies, programs and regulations on women’s economic empowerment
D221 – CapDev GenderResp Policies&Se	(2014-2017 SP) Output 2.2.1. Enhanced capacity at national and local levels to develop and implement gender-responsive public services and policies
D222 – CapDev women entrepreneurs	(2014-2017 SP) Output 2.2.2. Strengthened skills/ opportunities and enterprise development assistance for women to enhance their employment, sustainable livelihoods and resilience
D231- CapDev GEAdvocacy on PovertyEradi	(2014-2017 SP) Output 2.3.1. Enhanced capacity of gender equality advocates to influence poverty eradication policies including through communications and advocacy tools
D311 – CapDev on ERAW Laws&Policies	(2014-2017 SP) Output 3.1.1. Strengthened capacity of national and local authorities to develop and implement laws, policies and strategies to prevent and respond to violence against women and girls and prevent impunity
D322- CapDev of VAW Service providers	(2014-2017 SP) Output 3.2.2. Strengthened capacity of multi-sectoral VAW service providers to provide quality, survivor focused support to women and girls
D421- CapDev GEAdvocates on WPS	(2014-2017 SP) Output 4.2.1. Gender equality advocates have enhanced capacities and opportunities to influence peace and security processes

D432 – CapDev GenderResponsive Human	(2014-2017 SP) Output 4.3.2. Enhanced national and regional capacity of institutions and partners to develop and implement gender-responsive policies and measures for humanitarian action
D521 – CapDev GEAdvoc to track GE al	(2014-2017 SP) Output 5.2.1. Capacities of governments, gender equality advocates and women’s groups to track budget allocations and expenditures strengthened
D532- CapDev HIV+Women for HIV plans	(2014-2017 SP) Output 5.3.2. Women living with HIV and women affected by HIV have strengthened capacities to have their priorities included in HIV strategies and budgets
D611- CapDec on CEDAW&Others on GE	(2014-2017 SP) Output 6.1.1. Enhanced capacity of governments and stakeholders to assess progress in implementation of CEDAW, the Beijing Platform for Action, MDG 3, and other global normative and policy frameworks for gender equality and women’s empowerment

Annex 5: List of Country by investment

Top 20 Country and Regional Offices Budgeting for Capacity Development to Partners & Corresponding Spending (2018-2021)¹

Office	Budget (US\$)	Expenditure (US\$)
1. Colombia	21,480,517	19,688,234
2. RO Asia & Pacific	9,566,590	8,976,553
3. Leadership & Governance (HQ)	8,958,721	8,610,159
4. Iraq ²	6,672,071	6,387,248
5. Mozambique	6,096,732	5,858,629
6. Bangladesh	5,350,673	5,201,158
7. Intergovernmental Support Division (HQ)	4,320,603	3,808,660
8. Humanitarian Action & Crisis Response (HQ)	4,213,155	2,902,682
9. Barbados MCO	4,094,359	3,825,690
10. Cameroon	3,467,625	2,789,608
11. Civil Society (HQ)	3,340,675	2,046,314
12. Pakistan	3,335,352	3,424,543
13. Ethiopia	3,330,417	3,225,492

¹ All financial data was extracted from the UN Women <https://apps-oneapp.unwomen.org/Dashboard>. The data reflects the 17 SP outputs identified as relating to Capacity Development to Partners from 2018-2021 (data exported in December 2021 and January 2022).

² The data was extracted in December 2021, so it might relate to Iraq-Yemen Cluster office

14. Afghanistan	3,266,656	2,892,426
15. RO Americas & Caribbean	2,724,930	2,749,261
16. Brazil	2,632,522	1,967,049
17. Programme Division (HQ)	2,585,513	2,488,510
18. India	2,578,648	2,869,595
19. South Sudan	2,562,200	3,660,101
20. RO Europe & Central Asia	2,535,526	2,402,191

Annex 6: Human Resources analysis of Job descriptions

Title as Per Job Description Dictionary	Main elements in job description that indicates CD	Occupied ³ positions as per December 2021
Country Programme Manager P4/5	Lead/oversee/manage capacity building opportunities and initiatives of key institutions and mechanisms;	
Country Programme Coordinator P3	Manage capacity building opportunities and initiatives of key institutions and mechanisms; Provide partners with technical assistance, training, and capacity development initiatives as needed.	
Deputy Regional Director P5	Participate in knowledge management and capacity building efforts	11
Deputy Country Representative P4/P5	Facilitate knowledge management, innovation and capacity building; Manage the process of collecting and sharing lessons learned on gender equality and women's empowerment to build knowledge and capacity of partners and stakeholders; Oversee the design and implementation of capacity building training activities to enhance skills and knowledge	13
Programme Coordinator Analyst/Project Coordinator Analyst P2	Identify capacity building needs and support partners through technical assistance, mentoring, training and capacity development initiatives, as needed.	2
Programme Coordinator Specialist / Project Coordinator Specialist P3/P4	Identify capacity building needs and support partners through technical assistance, mentoring, training, cross-partner learning, and capacity development initiatives.	128

³ The job titles as per the HR job Titles consolidated list do not always correspond to the Job Titles in the job Description Dictionary.

Programme Analyst, thematic area P1/P2	Provide technical assistance and capacity development support to project/programme partners; Identify opportunities for capacity building of partners and coordinate and facilitate technical/programming support and trainings to partners as needed; Lead the coordination of the call/request for proposals, including the organization of technical review committees, and capacity assessment of partners;	287
Programme Specialist/advisor P3/P4/P5	Manage/Oversee technical assistance and capacity development to project/programme partners; Implement and oversee capacity building opportunities and initiatives; Provide partners with advanced technical assistance, training and capacity development initiatives.	322
Programme Manager P5	Oversee technical assistance and capacity development to project/programme partners; Provide substantive inputs to capacity building opportunities and initiatives in each country;	73
Humanitarian Affairs Analyst/Specialist/Advisor P3/P4	Oversee technical assistance and capacity development to project/programme partners; Provide substantive inputs to capacity building opportunities and initiatives in each country; ·	5

Annex 7: Sampling of Case Studies and In-depth Reviews

Country Case Study Selection Criteria

The table below shows the selected countries against the sampling criteria.

Country	Representativeness of Regions/ Themes			Focus and Progress on Capacity Development		Context		Inception Finding
	Thematic Area	Regions	Office Size	'Significant Progress' in Capacity Development Outputs	Level of Budget Spend/ Overall Office Spend (Ranked)	Income level of country	Gender Inequality Index (rank of 189 countries)	Frequency of mention within interviews
Ethiopia	EVAW, L&G	East and Southern Africa	Large	36	23	Low income	173	3
Senegal	EVAW, L&G, WEE	West and Central Africa	Small	13	32	Lower middle income	168	1
Colombia	EVAW ; WPS&HA	Americas and the Caribbean	Large	53	1	Upper middle income	83	5
Jordan	WEE	Arab States	Large	11	59	Upper middle income	102	1
Papua New Guinea	WPS&HA	Asia and the Pacific	Medium	21	79	Lower middle income	155	1

The criteria are explained below.

Thematic Areas

These share the thematic areas in which the country offices conduct capacity development with partners. They are the four thematic areas that UN Women focuses on (within the Strategic Plan 2022-25) and are: leadership and governance (L&G); end to violence against women (EVAW); women's economic empowerment (WEE); and, women peace and security and humanitarian assistance (WPW&HA).

Regions

The four countries are from four of the five regions that UN Women operates in. These are: Africa; Americas and the Caribbean; Arab States and North Africa; Asia and the Pacific. There is no country selected as a case study for Europe and Central Asia due to a regional evaluation in capacity development being conducted there.

Countries with most 'significant progress' in CD

Analysis was carried out to ascertain which countries have reported more 'significant progress' on outcome/ output indicators in the Integrated Results Framework of the SP 2018-2021. Outcome/ output indicators were selected by the Evaluation Team that referred explicitly to capacity development. Their progress status was then collated from the RMS for each year. The data was then analysed to understand which countries reported more significant progress in capacity development, and the number of capacity development related outputs recorded as having significant progress across the three years, is listed here per country .

Level of budget allocated to CD/ office spend

Financial analysis was conducted to ascertain the highest Country (Budgeting for Capacity Development to Partners & Corresponding Spending (2018-2021). This was drawn from the Dashboard. The percentage spend on CD was then analysed against the overall spend by CO to give an indication of the proportion of spend on capacity development activities.

Country Income Levels

The income level of the countries is shared to show the different income and development contexts⁴.

Gender Inequality Index

The gender inequality index is included to show the different contexts in terms of gender equality. The GII measures inequalities in reproductive health, empowerment and economic status⁵.

Frequency of mention within inception interviews

The inception interview notes were reviewed to pull out which countries were mentioned in response to a question regarding where the evaluation should explore good practice in capacity development with partners.

Selection of countries from the table

In making the decisions about the final selection of countries, weight is given to the (first two) columns regarding the countries with 'most significant progress' overall and cross-checked against the countries that were raised

⁴ <https://datahelpdesk.worldbank.org/knowledgebase/articles/906519-world-bank-country-and-lending-groups>

⁵ <https://hdr.undp.org/en/content/gender-inequality-index-gii#:~:text=The%20GII%20is%20built%20on,more%20loss%20to%20human%20development.>

during inception interviews. A geographical spread across all regions was important, as well as countries which could share examples across the four thematic areas.

In-Depth Reviews

The table below shows the selection of countries for twelve in-depth reviews, of which 10 were conducted⁶.

Country	Representativeness of Regions/ Themes		Focus and Progress on Capacity Development		Context		Inception Finding
	Thematic Area	Regions	'Significant Progress' in Capacity Development Outputs	Level of Budget Spend/ Overall Office Spend (Ranked)	Income level of country	Gender Inequality Index (rank of 189 countries)	Frequency of mention within interviews
Cameroon	L&G, EAW, WPS&HA	West and Central Africa	6	8	Lower middle	153	1
Chile	L&G, WEE	Americas and the Caribbean	2	26	High income	43	3
Georgia	EAW, WPS&HA,	Europe and Central Asia	16	28	Upper middle	61	3
Guatemala	L&G, WEE, EAW	Americas and the Caribbean	6	44	Upper middle	127	4
Iraq ⁷	WPS&HA	Arab States	4	5	Upper middle	123	0
Morocco	L&G, EAW	Arab States	11	56	Lower middle	121	3
Mozambique	EAW, WPS &HA	Africa	5	3	Low	181	4
Nepal	L&G	Asia and the Pacific	4	57	Lower middle	142	1
Sierra Leone	WEE, WPS&HA, EAW	West and Central Africa	23	20	Low	182	0
Timor Leste	WPS&HA	Asia and the Pacific	3	70	Lower middle	141	1
Turkey	EAW, WPS&HA	Europe and Central Asia	14	33	Upper middle	54	3
Uganda	EAW, WEE, L&G, WPS&HA	Africa	57	54	Low	159	2

They used the same evaluation criteria as was applied to the case study selection and aimed to provide a good spread across; thematic areas; all five regions; areas of significant progress; development and gender contexts.

⁶ After informal consultations, Nepal and Iraq in depth reviews were not conducted to avoid evaluation fatigue due to recent exercises.

⁷ Data was extracted in December 2021, so it might correspond to Iraq-Yemen cluster office.

Annex 8: Evaluation Matrix

EQ 1. To what extent is UN Women's support for capacity development effective in delivering impact for women and girls?				
1.1 How is support for capacity development defined within UN Women?	Effectiveness (Definition)	<ul style="list-style-type: none"> Definitions provided by staff Definition provided by PPID Explicit or implicit definitions of CD within SP / thematic strategies & ToAs Explicit / implicit definitions of CD within regional & CO level strategies and programme documents 	<ul style="list-style-type: none"> UN Women CO, RO and HQ staff Corporate, thematic, regional, CO documentation 	<ul style="list-style-type: none"> Staff survey RMS Review of SP Review of thematic strategies & ToAs RO & CO Case studies
1.2 To what extent is UN Women's support for capacity development relevant to existing national and local change processes?	Effectiveness (Relevance)	<ul style="list-style-type: none"> Evidence of ToC for CD support demonstrating relevance to wider processes Staff perceptions Partner perceptions Beneficiary perceptions 	<ul style="list-style-type: none"> UN Women CO, RO and HQ staff Partners Beneficiaries Documentation of CD support (thematic, regional, CO level) 	<ul style="list-style-type: none"> KIIs staff KIIs partners KII/FGD beneficiary Staff survey Document review
1.3 To what extent is the design of UN Women's support for capacity development appropriate for the purpose, context and participants?	Effectiveness (Relevance)	<ul style="list-style-type: none"> Evidence of context analysis and participatory needs assessment to inform CD design ToCs that articulate how CD support contributes to desired outcome within context Perceptions of staff 	<ul style="list-style-type: none"> UN Women CO, RO and HQ staff Documentation of CD support Beneficiaries Partners 	<ul style="list-style-type: none"> Case studies KII staff KII partner KII/FGD beneficiaries Document review

		<ul style="list-style-type: none"> • Perceptions of beneficiaries • Perceptions of partners 		
1.4 To what extent is the delivery of UN Women’s support for capacity development appropriate for the purpose, context and participants? (Methodology, modality, content, trainer, logistical arrangements etc.)	Effectiveness (Relevance)	<ul style="list-style-type: none"> • Evidence of context analysis and participatory needs assessment to inform CD delivery • Perceptions of staff • Perceptions of beneficiaries • Perceptions of partners 	<ul style="list-style-type: none"> • UN Women CO, RO and HQ staff • Documentation of CD support • Beneficiaries • Partners 	<ul style="list-style-type: none"> • Case studies • KII staff • KII partner • KII/FGD beneficiaries • Document review
1.5 To what extent does UN Women’s support for capacity development include follow up to support participants to apply new skills and to monitor results and impact?	Effectiveness	<ul style="list-style-type: none"> • Evidence of follow up activities • Evidence of mechanisms for monitoring results and impact • Staff perception • Beneficiary perception 	<ul style="list-style-type: none"> • UN Women CO, RO and HQ staff • Staff • Beneficiary • Documentation of CD support • 	<ul style="list-style-type: none"> • Case studies • KII staff • KII partner • KII/FGD beneficiaries • Document review • RMS review •
1.6 What evidence is there to suggest that UNW capacity development results in: a) individuals applying new skills, changing attitudes or acting as change agents to create impact for women and girls b) organizations having more effective arrangements, instruments or strategies to create impact for women and girls c) environments becoming more enabling of impact for women and girls	Effectiveness	<ul style="list-style-type: none"> • Evidence of results and outcomes from CD support • Staff perceptions of results and outcomes from CD support • Beneficiary perceptions of results and outcomes from CD support • Partner perceptions of results and outcomes from CD support 	<ul style="list-style-type: none"> • Reporting on CD support • Evaluations of CD support • RMS • Beneficiaries • Partners • UN Women CO, RO and HQ staff 	<ul style="list-style-type: none"> • Case studies • Document review • RMS review • Staff KII • Beneficiary KII/FGD • Partner KII

d) UN women’s partners having stronger organisational capacity to effectively partner with UN Women to create impact for women and girls				
1.7 Which modalities are most effective for developing capacity at the level of individuals / organizations / environment? Which modalities are most effective for developing capacity in different thematic areas?	Effectiveness	<ul style="list-style-type: none"> Evidence of results from different CD modalities Evidence of CD results at different levels and across different thematic areas. Staff perceptions 	<ul style="list-style-type: none"> Reporting on CD support RMS Evaluations of CD support UN Women CO, RO and HQ staff 	<ul style="list-style-type: none"> Case studies Document review Staff KII RMS review Survey Partner KII
1.8 Which internal/ external factors most enable or constrain the effectiveness of UN Women’s support for capacity development?	Effectiveness	<ul style="list-style-type: none"> Evidence regarding enablers and constraints to effective CD Staff perceptions 	<ul style="list-style-type: none"> Evaluations of CD support UN Women CO, RO and HQ staff 	<ul style="list-style-type: none"> Case studies Staff KII Documents review Staff survey
EQ 2. To what extent is UN Women’s support for capacity development coherent in approach and coordinated across the organisation and with external stakeholders?				
2.1 What are the unique/added value features of UN Women’s support for capacity development, as compared with other actors?	External coherence	<ul style="list-style-type: none"> Staff perceptions Partner perceptions Any existing analysis of UN Women’s value added in CD (<i>perhaps something from training centre on this?</i>) SP and thematic strategies/TOAs Evidence on added value from previous evaluations of CD support 	<ul style="list-style-type: none"> UN Women CO, RO and HQ staff Partners SP Thematic strategies & ToAs Previous evaluations of CD support 	<ul style="list-style-type: none"> KIIs staff KIIs partners Document review Staff survey

<p>2.2 To what extent is UN Women’s support for capacity development in line with strategic plans and priorities?</p>	<p>Internal Coherence</p>	<ul style="list-style-type: none"> • Evidence of alignment between SP, thematic strategies and ToAs, and CD support at global, regional, CO levels • Staff perceptions regarding alignment • 	<ul style="list-style-type: none"> • UN Women CO, RO and HQ staff • SP • Thematic strategies & ToAs • Documentation from global, regional, CO level CD support 	<ul style="list-style-type: none"> • Document review • Case studies • KII staff
<p>2.3 To what extent is UN Women’s support for capacity development coherent within and between thematic areas?</p>	<p>Internal Coherence</p>	<ul style="list-style-type: none"> • Evidence on approaches to CD within different thematic areas (including working definitions of CD; strategies, guidance, modalities and tools for CD in each thematic area) • Staff perceptions 	<ul style="list-style-type: none"> • UN Women CO, RO and HQ staff • Documentation on CD support from thematic areas 	<ul style="list-style-type: none"> • KII staff • Document review • Case studies • Staff survey
<p>2.4 Are strategies, guidance and materials on capacity development generated by HQ useful for, and used by, regional and country offices? Do strategies, guidance and materials on capacity development generated by HQ draw on learnings from regional/country offices?</p>	<p>Internal coherence</p>	<ul style="list-style-type: none"> • Evidence on use of HQ generated materials on CD by ROs & COs • Evidence of regional/country lessons incorporated into HQ generated materials • Staff perceptions 	<ul style="list-style-type: none"> • UN Women CO, RO and HQ staff • HQ generated materials on CD support 	<ul style="list-style-type: none"> • KII staff • Document review • Staff survey • Case studies
<p>2.5 To what extent is UN Women’s support for capacity development coordinated with external stakeholders at national level?</p>	<p>External coordination</p>	<ul style="list-style-type: none"> • Examples of coordination with external stakeholders • Staff perceptions • Partner perceptions • RMS data on partnerships for CD support • Staff perceptions • Partner perceptions 	<ul style="list-style-type: none"> • UN Women CO, RO and HQ staff • Partners • Documentation of CD support done in collaboration/ coordination with partners • RMS 	<ul style="list-style-type: none"> • KII staff • KII partners • Document review • Review of RMS • Case studies

EQ 3. How are human rights, gender equality and inclusion incorporated into UN Women’s support for capacity development?				
<p>3.1 To what extent does UN Women’s support for capacity development address the underlying causes of gender inequality?</p>	<p>Human rights, gender equality and inclusion</p>	<ul style="list-style-type: none"> • Evidence that CD support based on analysis of underlying causes of gender equality (e.g., in context analysis, needs assessment etc) • Outcomes of CD support related to underlying causes of gender inequality • ToCs articulating how CD support will contribute to addressing underlying causes of gender inequality • Staff perceptions • Beneficiary perceptions 	<ul style="list-style-type: none"> • Documentation of CD support • UN Women CO, RO and HQ staff • Beneficiaries 	<ul style="list-style-type: none"> • Case studies Document review • Staff KII • Beneficiaries KII/FGD
<p>3.2 To what extent does UN Women’s support for capacity development purposefully seek to include and empower marginalized and left behind groups (including those with disabilities); to address obstacles to inclusion; and to promote human rights?</p>	<p>Human rights, gender equality and inclusion</p>	<ul style="list-style-type: none"> • Evidence of ToC & outcomes of CD support addressing marginalization/promoting empowerment • Needs of marginalized groups included in CD needs assessment. • Evidence of CD support targeting / including marginalized groups 	<ul style="list-style-type: none"> • Documentation of CD support • UN Women CO, RO and HQ staff • Beneficiaries 	<ul style="list-style-type: none"> • Case studies Document review • Beneficiary KII/FGD • Staff KII
EQ 4. To what extent are UN Women’s organizational processes and structures, and its human, financial and technical resources, adequate to provide capacity development support to partners?				

4.1 Are human, financial and technical resources for capacity development adequate at national levels and have they led to the desired results?	Efficiency	<ul style="list-style-type: none"> Human resource mapping Budget/financial data 	<ul style="list-style-type: none"> UN Women CO, RO and HQ staff RMS and Atlas 	<ul style="list-style-type: none"> KIIs staff RMS and Atlas review Staff survey
4.2 To what extent are partners and beneficiaries satisfied with the levels and efficiency of UN Women capacity development support?	Efficiency	<ul style="list-style-type: none"> Perceptions of partners Perceptions of beneficiaries 	<ul style="list-style-type: none"> Partners Beneficiaries 	<ul style="list-style-type: none"> KII/FGD beneficiaries KII partners Case studies
4.3 Are the results and impact of capacity development support effectively monitored and captured within UN women internal systems?	Efficiency	<ul style="list-style-type: none"> Existence of M&E strategies and systems to capture results and impact from CD interventions 	<ul style="list-style-type: none"> RMS M&E strategies & reports for CD support initiatives UN Women CO, RO and HQ staff 	<ul style="list-style-type: none"> RMS review Document review KII staff
4.4 To what extent does UN Women support the development of operational capacity within its partners?	Efficiency	<ul style="list-style-type: none"> Examples of strategies/activities to identify and respond to capacity development needs of partners Perceptions of staff Perceptions of partners 	<ul style="list-style-type: none"> UN Women CO, RO and HQ staff Partners Documentation of CD support 	<ul style="list-style-type: none"> KII partners KII staff Case studies Document review
4.5 To what extent does UN Women use its resources to deliver capacity development at scale?	Efficiency	<ul style="list-style-type: none"> Examples of CD support at scale Staff perceptions 	<ul style="list-style-type: none"> UN Women CO, RO and HQ staff RMS Documentation of CD support 	<ul style="list-style-type: none"> Document review RMS review KII staff Case studies
EQ 5. How sustainable are the results from UN Women's support for capacity development?				
5.1 What does UN Women do to develop sustainability and stakeholder ownership of results from capacity development?	Sustainability	<ul style="list-style-type: none"> Examples of strategies and activities to ensure sustainability within CD support 	<ul style="list-style-type: none"> UN Women CO, RO and HQ staff Documentation of CD support Beneficiaries 	<ul style="list-style-type: none"> Document review KII staff KII/FGD beneficiaries

		<ul style="list-style-type: none"> • Examples of strategies and activities to build ownership of results within CD support • Staff perceptions • Beneficiary perceptions • 		<ul style="list-style-type: none"> • Case studies • Staff survey
5.2 What are the main factors, other than resources, that enable or hinder sustainability of results from capacity development?	Sustainability	<ul style="list-style-type: none"> • Examples of CD support that have not been sustainable and evidence on what hindered this. • Examples of sustainable CD support and evidence on what enabled this • Staff perceptions 	<ul style="list-style-type: none"> • UN Women CO, RO and HQ staff • Evaluations/reviews of CD support • Beneficiaries 	<ul style="list-style-type: none"> • Document review • KII staff • KII/FGD beneficiaries • Case studies • Staff survey

Annex 9: Evaluation questions

EFFECTIVENESS

1. To what extent is UN Women’s support for capacity development effective in delivering impact for women and girls?

1.1 How is support for capacity development defined within UN Women?

1.2 To what extent is UN Women’s support for capacity development relevant to existing national and local change processes?

1.3 To what extent is the delivery of UN Women’s support for capacity development appropriate for the purpose, context and participants? (methodology, modality, content, trainer, logistical arrangements etc.)

1.4 To what extent does UN Women’s support for capacity development include follow up to support participants to apply new knowledge and skills, and to monitor results and impact?

1.5 What evidence is there to suggest that UN Women capacity development results in:

- a. individuals applying new skills, changing attitudes or acting as change agents to create impact for women and girls
- b. organizations having more effective arrangements, instruments or strategies to create impact for women and girls
- c. environments becoming more enabling of impact for women and girls
- d. UN women’s partners having stronger organizational capacity to effectively partner with UN Women to create impact for women and girls

1.6 Which modalities are most effective for developing capacity at the level of individuals / organizations / environment? Which modalities are most effective for developing capacity in different thematic areas?

1.7 Which internal/ external factors most enable or constrain the effectiveness of UN Women’s support for capacity development?

COHERENCE AND COORDINATION

2. To what extent is UN Women’s support for capacity development coherent in approach and coordinated cross the organization and with external stakeholders?

2.1 What are the unique/added value features of UN Women’s support for capacity development, as compared with other actors?

2.2 To what extent is UN Women’s support for capacity development in line with strategic plans and priorities?

2.3 To what extent is UN Women’s support for capacity development coherent within and between thematic areas?

2.4 Are strategies, guidance and materials on capacity development generated at HQ level useful for, and used by, regional and country offices? Do strategies, guidance and materials on capacity development generated by HQ draw on learnings from regional/country offices?

2.5 To what extent is UN Women’s support for capacity development coordinated with external stakeholders at national level?

HUMAN RIGHTS, GENDER EQUALITY AND INCLUSION

3. How are human rights, gender equality and inclusion incorporated into UN Women’s support for capacity development?

3.1 To what extent does UN Women’s support for capacity development address the underlying causes of gender inequality?

3.2 To what extent does UN Women’s support for capacity development purposefully seek to include and empower marginalized and left behind groups (including those with disabilities); to address obstacles to inclusion; and to promote human rights?

EFFICIENCY

4. To what extent are UN Women’s organizational processes and structures, and its human, financial and technical resources, adequate to provide capacity development support to partners?

4.1 Are human, financial and technical resources for capacity development adequate at national levels and have they led to the desired results?

4.2 To what extent are partners and beneficiaries satisfied with the levels and efficiency of UN Women capacity development support?

4.3 Are the results and impact of capacity development support effectively monitored and captured within UN women internal systems?

4.4 To what extent does UN Women support the development of operational capacity within its partners?

4.5 To what extent does UN Women use its resources to deliver capacity development at scale?

SUSTAINABILITY

5. How sustainable are the results from UN Women’s support for capacity development?

5.1 What does UN Women do to develop sustainability and stakeholder ownership of results from capacity development?

5.2 What are the main factors, other than resources, that enable or hinder sustainability of results from capacity development?

Annex 10: Data collection tools

Key Informant Interview Questions

Key informant interview discussion guides have been developed for each of the key respondent groups:

- UN Women country office staff
- UN Women regional office staff
- UN Women headquarters staff
- Civil society representatives
- Government representatives
- Donors/ external partners in-country

The KII tools will be used to collect data to respond to the evaluation questions, and also to provide in-depth information for the case studies. The guide below has been adapted from the 6 set of interview guides to provide a generic example as questions are similar but differ in the way they are structured for different audiences. The interview guide includes the introduction and then the comprehensive list of relevant questions for the stakeholder group.

Evaluation of UN Women’s Capacity Development to partners to respond to the needs of women and girls – 2018-2021

Key Informant Interviews

Date:

Interviewee (name, title, affiliation):

Unit/Field presence:

INTRODUCTION:

Thank you for making the time to talk with us today. We greatly appreciate your input into the evaluation.

This evaluation focuses on UN Women’s capacity development support to partners. The findings from this evaluation will contribute to strategic decision making, organizational learning, and accountability, and will contribute to strengthening UN Women’s capacity development work.

The evaluation is being carried out by UN Women’s Independent Evaluation Service (IES). Its primary users are intended to be UN Women senior management and also all UN Women staff with an interest in, or working in the area of capacity development to partners. It is also intended to be useful for other actors working on capacity development, including civil society, UN agencies, NGOs and national partners.

This interview is intended to gather information on UN Women’s capacity development work in [your country]. It will take around 1 hr of your time. The interview is confidential, and you will not be named or quoted. No information or examples we gather during this interview will be attributed to a specific person or institution, unless you tell us that you would be willing to have your responses to be either quoted in the report or otherwise attributed to you. You are also free to not respond to any of our questions or stop the interview at any time. Are you happy to go ahead on this basis?

Could you please introduce yourself and share with us the nature of any UN Women capacity development initiative that you have been involved with.

EFFECTIVENESS/DEFINITION

1. Can you share with us your understanding of what defines UN Women’s capacity development to partners in [country]?
2. To what extent is UN Women’s support for capacity development relevant to existing national/local change processes?

We’d like to talk specifically about the CD initiative that you have been involved with.

3. Are you aware of how the [CD initiative] came about and if it was requested by your/ another organisation, or by UN Women? Do you know whether an assessment of need was undertaken?
4. To what extent was the design of the initiative appropriate for the purpose, context and participants? (methodology, modality, content, trainer, logistical arrangements etc.)
5. Was there any follow-up support for participants to apply new skills?
6. Have you/ your organisation been asked to provide feedback about the [CD initiative] Are you aware of processes in place to monitor the results and impact?
7. From your experience did the [CD initiative] lead to [these questions will be refined in line with the outcome mapping process]:
 - i. In the short-term, increased knowledge and capacity [for yourself/ the organisation]? In addition to affecting knowledge, did it change attitudes?
 - ii. In the medium-term, strengthened knowledge base/ capacity?

- iii. In the long-term, advanced results (e.g. sharing with a third party/ better co-ordination)
- iv. Has the [CD initiative] contributed to the organisation's arrangements, processes, instruments or strategies to create impact for women and girls?
- v. As a result of the [CD initiative] has the environment become more enabling of impact for women and girls

8. What factors enabled or constrained the effectiveness of UN Women's support for capacity development for this initiative?

9. What could be done to make UN Women's support for capacity development more effective in delivering impact for women and girls?

COHERENCE AND CO-ORDINATION

10. From your perspective, is UN Women's support for capacity development well co-ordinated with other actors (other UN agencies, govt partners, others)? Are you aware of any duplication of efforts in-country?

11. What are the unique/added value features of UN Women's support for capacity development, as compared with other actors?

12. For Internal Personnel: To what extent is UN Women's support for capacity development coherent in approach and coordinated across the organisation and with external stakeholders?

- I. To what extent is UN Women's support for capacity development in line with national strategic plans and priorities?
- II. To what extent is UN Women's support for capacity development coherent within and between thematic areas?
- III. Are strategies, guidance and materials on capacity development generated at HQ level useful for, and used by your office?

HUMAN RIGHTS, GENDER EQUALITY AND INCLUSION

13. Do you feel that the [CD initiative] adequately addressed the underlying causes of gender inequality?

14. Did it adequately address issues of inclusion (including disability issues) and promote human rights?

- For Internal Personnel: How are human rights, gender equality and inclusion incorporated into UN Women's support for capacity development?
- For Internal Personnel: To what extent does UN Women's support for capacity development address the underlying causes of gender inequality?
- For Internal Personnel: To what extent does UN Women's support for capacity development purposefully seek to include and empower marginalised groups and address obstacles to their inclusion, and to promote human rights?

EFFICIENCY

15. In your experience are you satisfied with the efficiency of how CD initiatives are run (prior to , during and after the event)?
16. For Internal Personnel: To what extent are organizational processes and structures, and human, financial and technical resources, adequate to provide capacity development support to partners?
17. For Internal Personnel: Are the results and impact of capacity development support effectively monitored and captured within UN women internal systems?
18. For Internal Personnel: What could be done to improve efficiency of UN Women’s support to capacity development?

SUSTAINABILITY

19. What are the main factors, other than resources, that enable or hinder sustainability of results from UN Women’s capacity development?

Key Informant Interviews – Benchmarking Exercise

Introduction is adapted from internal survey

DEFINITION

1. Can you share with us your understanding of what defines [organisation’s name]capacity development to partners ? (whose capacity, to do what, how developed, for what aim)? What types of interventions do staff believe are encompassed within capacity development?
2. Is there a CD strategy / framework? How is capacity development defined within corporate/thematic/regional/CO level strategies and programmes?
3. In your view, what is the most useful definition of capacity development for UN Women?

RELEVANCE

4. Can you share with us how [Organisation name] ensures that capacity development responds to identified capacity needs and build on existing capacities (at individual, organisational, enabling environment levels)?
5. Do you consider that there are any unique/added value features of UN Women’s support for capacity development, as compared with other actors?

CONVERGENCE AND CO-ORDINATION

6. Within [organisation name] what systems/ processes are in place to facilitate a coherent and co-ordinated approach to capacity development within the organisation? (across thematic areas; across global/ regional and country levels)
7. Within [organisation name] what systems/ processes are in place to facilitate a coherent and co-ordinated approach to capacity development with external stakeholders in-country?

EFFECTIVENESS

8. To what extent is UN Women's support for capacity development effective in delivering impact for women and girls?
9. How do you ensure that the design of [organisation's] support for capacity development appropriate for the purpose, context and participants? (methodology, modality, content, trainer, logistical arrangements etc.)
10. Please can you share with us how you include follow up to support participants to apply new knowledge and skills
11. How does [organisation] to monitor results and contributions to change (learning, results, performance) ?
12. In your view which modalities are most effective for developing capacity at the level of individuals / organisations / environment?
13. Which internal/ external factors most enable or constrain the effectiveness of support for capacity development?

HUMAN RIGHTS, GENDER EQUALITY AND INCLUSION

14. How are human rights, gender equality and inclusion incorporated into [organisation's name] support for capacity development?

EFFICIENCY

15. Can you share with us [organisation's] structure for CD?
16. Can you please give us a broad idea of human, financial and technical resources for capacity development?

SUSTAINABILITY

17. What does [organisation] try to develop sustainability and stakeholder ownership of results from capacity development?
18. From any experience that you have of UN Women's capacity development are there areas that you feel are strengths , or areas for improvement?

Survey to UN Women External Partners

1. Where is your organization currently located?
 - Eastern and Southern Africa
 - Western and Central Africa
 - Arab States
 - Asia and the Pacific
 - Europe and Central Asia
 - Americas and the Caribbean
 - Other

2. What is your role in your organization?
 - Management
 - Programme/Policy work
 - Administration/Financial

3. What is your professional link with UN Women?
 - Implementing partner – Government
 - Implementing partner – Civil Society Organization
 - Government institution
 - Civil Society Organization
 - Academic Institution
 - UN partner agency
 - Other, please specify _____

4. What is your gender identity?
 - Female
 - Male
 - Other
 - Prefer not to answer

RELEVANCE, COHERENCE AND COORDINATION

5. To what degree do you agree with the following statements

UN Women’s support for capacity development respond to the identified capacity needs and builds on existing capacities of targeted stakeholders.

Strongly agree	Agree	Disagree	Strongly disagree	Don’t know/ can’t say
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UN Women’s support for capacity development is well coordinated with your organization to best respond to the needs of women and girls

Strongly agree	Agree	Disagree	Strongly disagree	Don’t know/ can’t say
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6. What are the unique added value features of UN Women’s support for capacity development as compared with other actors?

[Open Ended]

EFFECTIVENESS

7. How effective are the following types of capacity development initiatives implemented by UN Women in developing stakeholders' capacities to respond to the needs of women and girls?

	Highly effective	Somewhat effective	Not effective	Don't know/not sure	N/A - My unit does not use this modality
Training					
Training of Trainers					
Workshops					
Technical Support (technical advice, embedding a technical expert)					
Development of handbook, guidance, tools along with trainings					
Mentoring and coaching					
Peer Exchange and learning – South South Learning					
Study Visits					
Joint research with partners					
Contributing gender equality elements to trainings undertaken by other organisations					
Other (please specify)					

8. Please share an example of a highly effective type of capacity development that helped you or others respond to the needs of women and girls
9. Which of the following results have you achieved with UN Women's support for capacity development of partners to respond to the needs of women and girls, at the INDIVIDUAL LEVEL? Please rank these for each level by the degree of achievement
1= Most achieved ; 3= Least achieved

Individual level

Individuals have applied new knowledge and skills in ways that contribute to gender equality and women's empowerment outcomes	
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Individuals have changed or reassessed attitudes to be more supportive of gender equality and women’s empowerment outcomes	
Individuals act as change agents within their group/environment to advance gender equality and women’s empowerment outcomes	

10. Which of the following results have you achieved with UN Women’s support for capacity development of partners to respond to the needs of women and girls, at the ORGANIZATIONAL LEVEL? Please rank these for each level by the degree of achievement
1= Most achieved ; 4= Least achieved

Organizations develop more effective organizational arrangements for work on gender equality and women’s empowerment outcomes	
Organizations develop more efficient policy instruments to advance gender equality and women’s empowerment outcomes	
Organizations develop and implement more effective strategies and actions to advance gender equality and women’s empowerment outcomes	
Organizations partner more effectively with UN advance gender equality and women’s empowerment outcomes	

11. Which of the following results have you achieved with UN Women’s support for capacity development of partners to respond to the needs of women and girls, at the SYSTEM/ENVIRONMENT LEVEL? Please rank these for each level by the degree of achievement
1= Most achieved ; 4= Least achieved

Policy frameworks are in place to advance gender equality and women’s empowerment outcomes	
Political commitment exists for gender equality and women’s empowerment outcomes	
Social norms, attitudes and behaviours support achievement of gender equality and women’s empowerment outcomes	
Civil society works efficiently and effectively to advance gender equality and women’s empowerment outcomes	

12. Which of the following statements best explain why UN Women’s support for capacity development to partners results in outcomes for women and girls/results in gender equality outcomes? Please rank them
1= Best explains; 6=least explains

UN Women provides opportunities for participants to apply new knowledge and skills				
UN Women provides on-going support for participants to apply learning and act as change agents				
Participants have interest and commitment to use new skills to advance gender equality and women’s empowerment				
UN Women is able to identify constraints to participants taking action and address them as part of follow-up				
UN Women is able to identify and address in a iterative manner the emergency capacity challenges of partners				
Partnerships between external partners and UN Women work more efficiently				

13. To what extent do you agree with the following statements

- The DESIGN of UN Women’s support for capacity development at the national level is APPROPRIATE for the purpose and context of participants (e.g includes a capacity needs assessment, participatory design process)

Strongly agree	Agree	Disagree	Strongly disagree	Don’t know/ can’t say
----------------	-------	----------	-------------------	--------------------------

- The DELIVERY (methodology/modality, content, trainer, logistical arrangements) of UN Women’s support for capacity development at the national level is APPROPRIATE for the purpose and context of participants

Strongly agree	Agree	Disagree	Strongly disagree	Don't know/ can't say
----------------	-------	----------	-------------------	--------------------------

- UN Women's support for capacity development at the national level includes APPROPRIATE FOLLOW-UP to support participants to apply new knowledge and skills

Strongly agree	Agree	Disagree	Strongly disagree	Don't know/ can't say
----------------	-------	----------	-------------------	--------------------------

- UN Women's support for capacity development at the national level includes APPROPRIATE FOLLOW-UP to monitor RESULTS AND IMPACT

Strongly agree	Agree	Disagree	Strongly disagree	Don't know/ can't say

14. How effective are UN Women's delivery component for capacity development initiatives? Please tick the box

	Highly effective	Somewhat effective	Not effective	Don't know/not sure	N/A - My unit does not use this modality
Methodology for delivery/Pedagogy					
Content					
Providing appropriate expertise for capacity development initiative					
Logistical Arrangements					
Follow-up					

15. For those you think are the most effective delivery components, please elaborate why

16. Which of the following elements have enabled UN Women's support for capacity development of partners at the national level to respond to the needs of women and girls? Check all that apply

- Strong relationship and continuous engagement with partner
- Solid understanding of context
- Demand-driven
- Based on locally owned challenges and locally identified needs
- Co-creation of capacity development intervention with partner
- Pre and post capacity development assessment
- Strong monitoring and documentation of results
- Systems for on-going learning and feedback
- Providing capacity development with a strong and credible partner
- Mainstreaming gender equality in partner’s capacity development modalities

17. For the most important enablers chosen, please elaborate why

18. Which of the following elements have constrained UN Women’s support to capacity development for external partners at the national level to respond to the needs of women and girls? Check all that apply

- Insufficient or short term funding for capacity development
- Human resources/ Specific personnel dedicated to capacity development
- Lack of organizational strategy, definition, guidelines
- High turnover of counterparts
- Limited capacity for pre and post assessments
- Limited capacity for monitoring results and measure impact
- Limited internal information sharing on lessons and good practices in capacity development
- Limited knowledge on pedagogy and learning methodologies
- Limited understanding of context and audience
- Supply-driven

19. For the most important constraints chosen, please elaborate why

20. Are you satisfied with the efficiency of how capacity development initiatives are run by UN Women (prior to , during and after the intervention)? Yes/No

21. With reference to question 20, please explain why you are or you are not satisfied

HUMAN RIGHTS, GENDER EQUALITY AND INCLUSION

22. To what degree do you agree with the following statements

- UN Women’s capacity development support at national level purposefully seeks to reach marginalized groups and those most at risk of being left behind.

Strongly agree	Agree	Disagree	Strongly disagree	Don't know/ can't say
----------------	-------	----------	-------------------	--------------------------

- UN Women takes into account the special circumstances and needs of people living with disabilities in capacity development interventions at national level

Strongly agree	Agree	Disagree	Strongly disagree	Don't know/ can't say
----------------	-------	----------	-------------------	--------------------------

23. Please share an example of capacity development support at the national level that includes and/or empowers marginalized groups and those most at risk of being left behind. [open ended]
24. If you "Agree" or "Strongly agree" with the fact that UN Women takes into account the special circumstances and needs of people living with disabilities in capacity development interventions at national level, can you share an example?
25. What could be done to improve UN Women's support to capacity development? Please share any recommendations that you might have.

Survey to internal UN Women personnel

The UN Women Independent Evaluation Service is conducting a corporate formative evaluation of UN Women's support to capacity development to partners to respond to the needs of women and girls at national level. As part of the data collection, the evaluation team is launching a global survey for UN Women personnel in country, regional and HQ units (1 survey per unit) to better understand coherence, coordination, effectiveness and efficiency in this area.

The survey is primarily directed toward UN Women units at the headquarters, regional, and country. It is expected that each UN Women presence or HQ unit fills in 1 survey in a consolidated way. We recommend having a meeting at the office level to consolidate the answers and having the Deputy Representative / Programme Manager fill out the survey if possible. At HQ it is recommended to have a unit meeting to consolidate the answers.

The information collected will remain anonymous and raw data will be administered by IES, UN Women.

Your participation will be highly appreciated. We estimate that the survey will take between 20 - 25 minutes to complete and is available in English, Spanish, and French.

Thank you very much for taking the time to support this process!

The IES team

1. Please select your UN Women Office/ HQ unit: _____ (select from drop-down)
2. Please select the region _____ (select from drop-down)

DEFINITION

3. Do you agree with this definition most commonly used in UN Women for capacity development: “the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt, and maintain skills, knowledge and abilities to enable them to more effectively respond to the needs of women and girls”
 - Strongly agree
 - Agree
 - Disagree
 - Strongly disagree
 - Don’t know
4. If you disagree or strongly disagree, please kindly explain why [open ended]

COHERENCE AND COORDINATION

5. To what extent do you agree with the following statements

UN Women’s support for national capacity development of partners is in line with UN Women’s strategic plans and priorities

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Don’t know

UN Women’s support for national capacity development of partners is coherent within and between thematic areas (EVAW, WEE, G&P, WPSHA)

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Don’t know

Strategies, guidance and materials for national capacity development of partners developed by HQ are useful for regional and country offices

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Don't know

Lessons, good practices and materials on capacity development generated at regional and country level are shared with HQ and used to inform organizational approaches for capacity development.

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Don't know

UN Women's capacity development initiatives are well coordinated with other relevant organisations in-country.

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Don't know

6. Please share your ideas to improve coherence and coordination on capacity development between UN Women and external partners at national level.
[Open Ended]

EFFECTIVENESS

7. Please rate what are the 3 MOST effective types of capacity development modalities for each type of partner by ticking the boxes

	Gov Partners	CSOs/Grassroots	UN/INGO	Private Company	Academic Institution
Training					
Training of Trainers					
Workshops					

Technical Support (technical advice, embedding a technical expert)				
Development of handbook, guidance, tools along with trainings				
Mentoring and coaching				
Peer Exchange and learning – South South Learning				
Study Visits				
Joint research with partners				
Contributing gender equality elements to trainings undertaken by other organisations				
Other (please specify)				

8. Please rate what are the 3 LEAST effective types of capacity development modalities for each type of partner by ticking the boxes

	Gov Partners	CSOs/Grassroots	UN/INGO	Private Company	Academic Institution
Training					
Training of Trainers					
Workshops					
Technical Support (technical advice, embedding a technical expert)					
Development of handbook, guidance, tools along with trainings					
Mentoring and coaching					
Peer Exchange and learning – South South Learning					
Study Visits					
Joint research with partners					

Contributing gender equality elements to trainings undertaken by other organisations				
Other (please specify)				

9. Which of the following results have you achieved with your unit's support for capacity development of partners to respond to the needs of women and girls, at the INDIVIDUAL LEVEL? Please rank these for each level by the degree of achievement
1= Most achieved ; 3= Least achieved

Individual level

Individuals have applied new knowledge and skills in ways that contribute to gender equality and women's empowerment outcomes	
Individuals have changed or reassessed attitudes to be more supportive of gender equality and women's empowerment outcomes	
Individuals act as change agents within their group/environment to advance gender equality and women's empowerment outcomes	

10. Which of the following results have you achieved with your unit's support for capacity development of partners to respond to the needs of women and girls, at the ORGANIZATIONAL LEVEL? Please rank these for each level by the degree of achievement
1= Most achieved ; 4= Least achieved

Organizations develop more effective organizational arrangements for work on gender equality and women's empowerment outcomes	
Organizations develop more efficient policy instruments to advance gender equality and women's empowerment outcomes	
Organizations develop and implement more effective strategies and actions to advance gender equality and women's empowerment outcomes	
Organizations partner more effectively with UN advance gender equality and women's empowerment outcomes	

11. Which of the following results have you achieved with your unit’s support for capacity development of partners to respond to the needs of women and girls, at the SYSTEM/ENVIRONMENT LEVEL? Please rank these for each level by the degree of achievement
1= Most achieved ; 4= Least achieved

Policy frameworks are in place to advance gender equality and women’s empowerment outcomes	
Political commitment exists for gender equality and women’s empowerment outcomes	
Social norms, attitudes and behaviours support achievement of gender equality and women’s empowerment outcomes	
Civil society works efficiently and effectively to advance gender equality and women’s empowerment outcomes	

12. Which of the following statements best explain why UN Women’s support for capacity development of partners results in outcomes for women and girls / results in gender equality outcomes? Please rank them
1= Best explains; 6=least explains

UN Women provides opportunities for participants to apply new knowledge and skills	
UN Women provides on-going support for participants to apply learning and act as change agents	
Participants have interest and commitment to use new skills to advance gender equality and women’s empowerment	
UN Women is able to identify constraints to participants taking action and address them as part of follow-up	
UN Women is able to identify and address in a iterative manner the emergency capacity challenges of partners	
Partnerships between external partners and UN Women work more efficiently	

13. To what degree do you agree with the following statements

The DESIGN of UN Women’s support for capacity development of partners at the national level is APPROPRIATE for the purpose and context of participants (includes a capacity needs assessment, is participatory etc)

Strongly agree	Agree	Disagree	Strongly disagree	Don’t know/ can’t say
----------------	-------	----------	-------------------	-----------------------

- The DELIVERY (methodology/modality, content, trainer, logistical arrangements) of UN Women’s support for capacity development of partners at the national level is APPROPRIATE for the purpose and context of participants

Strongly agree	Agree	Disagree	Strongly disagree	Don’t know/ can’t say
----------------	-------	----------	-------------------	--------------------------

- UN Women’s support for capacity development of partners at the national level includes appropriate FOLLOW-UP to support participants to apply new knowledge and skills

Strongly agree	Agree	Disagree	Strongly disagree	Don’t know/ can’t say
----------------	-------	----------	-------------------	--------------------------

- UN Women’s support for capacity development of partners at the national level includes APPROPRIATE FOLLOW-UP to monitor results and impact

Strongly agree	Agree	Disagree	Strongly disagree	Don’t know/ can’t say
----------------	-------	----------	-------------------	--------------------------

14. How effective are UN Women’s delivery component for capacity development initiatives? Please tick the box

	Highly effective	Somewhat effective	Not effective	Don’t know/not sure	N/A - My unit does not use this modality
Methodology for delivery/Pedagogy					
Content					
Providing appropriate expertise for capacity development initiative					
Logistical Arrangements					
Follow-up to capacity development initiative					

15. Please share an example of monitoring results and impact of capacity development support [open ended]

16. Which of the following elements have enabled UN Women's support for capacity development of partners at the national level to respond to the needs of women and girls? Check all that apply

- Strong relationship and continuous engagement with partner
- Solid understanding of context
- Demand-driven
- Based on locally owned challenges and locally identified needs
- Co-creation of capacity development intervention with partner
- Pre and post capacity development assessment
- Strong monitoring and documentation of results
- Systems for on-going learning and feedback
- Providing capacity development with a strong and credible partner
- Mainstreaming gender equality in partner's capacity development modalities

17. For the most important enablers chosen, please elaborate why

18. Which of the following elements have constrained UN Women's support to capacity development for external partners at the national level to respond to the needs of women and girls? Check all that apply

- Insufficient or short term funding for capacity development
- Human resources/ Specific personnel dedicated to capacity development
- Lack of organizational strategy, definition, guidelines
- High turnover of counterparts
- Limited capacity for pre and post assessments
- Limited capacity for monitoring results and measure impact
- Limited internal information sharing on lessons and good practices in capacity development
- Limited knowledge on pedagogy and learning methodologies
- Limited understanding of context and audience
- Supply-driven

19. For the most important constraints chosen, please elaborate why

HUMAN RIGHTS, GENDER EQUALITY AND INCLUSION

20. To what degree do you agree with the following statements

- UN Women’s capacity development support at national level purposefully seeks to reach marginalized groups and those most at risk of being left behind.

Strongly agree	Agree	Disagree	Strongly disagree	Don’t know/ can’t say
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- UN Women takes into account the special circumstances and needs of people living with disabilities in capacity development interventions at national level

Strongly agree	Agree	Disagree	Strongly disagree	Don’t know/ can’t say
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20. Please share an example of capacity development support at national level that includes and/or empowers marginalized groups and those most at risk of being left behind

22. If you "Agree" or "Strongly agree" with the fact that UN Women takes into account the special circumstances and needs of people living with disabilities in capacity development interventions at national level, can you share an example?

EFFICIENCY

23. Does your office/unit have dedicated personnel in charge of capacity development as an intersectional area? (check all that apply)

- No dedicated innovation personnel
- 1 consultant
- 1 full time staff
- More than 1 full time staff and/or consultant
- Part time staff or consultant
- Other:

24. To what degree do you agree with the following statements

- In my office or region, the skill set of personnel is adequate to support UN Women’s work in national capacity development for external partners

Strongly agree	Agree	Disagree	Strongly disagree	Don’t know/ can’t say
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- Financial resources are adequate to fund UN Women’s support for capacity development of partners at national level

Strongly agree	Agree	Disagree	Strongly disagree	Don’t know/ can’t say
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- UN Women’s organizational knowledge and expertise in capacity development are adequate to respond to the needs of women’s and girls at national level

Strongly agree	Agree	Disagree	Strongly disagree	Don’t know/ can’t say
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- UN Women’s regional office supports country offices to effectively provide capacity development to partners.

Strongly agree	Agree	Disagree	Strongly disagree		Don’t know/ can’t say
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- UN Women’s HQ supports regional and country offices to effectively provide capacity development to partners.

Strongly agree	Agree	Disagree	Strongly disagree		Don’t know/ can’t say
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25. What could be done to improve UN Women's support to capacity development? Please share any recommendations that you might have

Annex 11: List of stakeholders consulted








Title	Organization
Deputy Director, PPID	UN Women
OIC Training Center, PPID	UN Women
Policy Specialist KM, EAW	UN Women
Policy Specialist, WPSHA	UN Women
Program Specialist, ECARO	UN Women
JPO, Ukraine CO	UN Women
Deputy RD, ECARO	UN Women
Deputy RD, ACRO	UN Women
Country Representative, Colombia CO	UN Women
A.I DRD, APRO	UN Women
Regional Director, ESARO	UN Women
Change Management Advisor, EDO	UN Women
Deputy Director, WPSHA	UN Women
Inter-Agency Coordination Specialist	UN Women
Program and KM Specialist, Research and Data	UN Women
Policy Specialist, WEE	UN Women
Deputy Regional Director, WCARO	UN Women
Country Representative, Jordan CO	UN Women
Director Partnerships, HQ	UN Women
Policy Advisor GRB, HQ	UN Women
Capacity Development Specialist, HQ	UN Women
Regional Director, ECARO	UN Women
Policy Specialist GNP, HQ	UN Women
Chief SPPEU, HQ	UN Women
Program Specialist GRB, ECARO	UN Women
Program Specialist, ECARO	UN Women
Regional Socio-Economic Program (COVID-19 Response and Recovery) Consultant, ECARO	UN Women
Project Specialist, ECARO	UN Women
Regional Specialist Gender Statistics, ECARO	UN Women
Programme Specialist, EAW, ECARO	UN Women
Deputy Director, ASRO	UN Women
Capacity Development Analyst, UN Trust Fund	UN Women
Chief, EAW	UN Women
Program Specialist, ECARO	UN Women
Chief, Leadership and Governance	UN Women
Magistrada y coordinadora de la Comisión de Género	Jurisdicción Especial para la Paz (JEP)
Secretaria Técnica de la Comisión de Género	Jurisdicción Especial para la Paz (JEP)
Asesora de la Delegada de mujeres y asuntos de género	Defensoría del Pueblo
Profesional Senior	Pacto Global Red Colombia

Directora Ejecutiva Fenalco Nariño	FENALCO
Presidenta Comité Intergremial de Nariño	FENALCO
Director y Representante Legal	Corporación Hombres en Marcha
Línea género y poblaciones	Corporación Comunidad de Juristas Akubadaura
Coordinadora Nacional	Asociación Movimiento Feminista por la Paz Ruta Pacífica de las Mujeres
National Program Officer ODS, Colombia CO	UN Women
National Program Officer, Women, Peace and Security, Colombia CO	UN Women
Officer - Suboficina Nariño, Colombia CO	UN Women
Advisor - Coordinador de Planeacion, Monitoreo y Evaluación, Colombia CO	UN Women
Especialista Secretaría Técnica, Colombia CO	UN Women
Finance assistant, Colombia CO	UN Women
Country Program Coordinator, PPO Senegal	UN Women
Program Manager, PPO Senegal	UN Women
Program Manager, PPO Senegal	UN Women
Program Manager, PPO Senegal	UN Women
Program Analyst, PPO Senegal	UN Women
Director	Ministry of Women, Family, and Children; Directorate for Equity and Gender Equality, Senegal
Project Officer	Ministry of Women, Family, and Children; Directorate for Equity and Gender Equality, Senegal
Project Officer	Ministry of Women, Family, and Children; Directorate for Equity and Gender Equality, Senegal
Project Officer	Ministry of Women, Family, and Children; Directorate for Equity and Gender Equality, Senegal
Director	Agence Regionale de Development, StLouis, Senegal
Project Officer	Agence Regionale de Development, StLouis, Senegal
Coordinator Women Count	National Agency of Statistics and Demography (ANSD)
General Secretary ENSAE	National Agency of Statistics and Demography (ANSD)
Focal Point Women Count	National Agency of Statistics and Demography (ANSD)
Project Officer, Direction of methodology, coordination, statistics and partnerships	National Agency of Statistics and Demography (ANSD)
Special Advisor	Autorité de Régulation des Marchés Publics du Sénégal (ARMP)
Program Officer	FAO
Director Research and External Relations	BICIS Groupe BNP Paribas, La Banque Internationale pour le Commerce et l'Industrie du Sénégal
11 rural women	Senegal
8 women entrepreneurs	Senegal
Program Analyst, WEE, Papua New Guinea CO	UN Women
Deputy Representative, Papua New Guinea CO	UN Women
Program Manager EVAW, Papua New Guinea CO	UN Women

Program Manager	Mustard Seed
Operation Manager	Help Resources LTD
Operation Manager	Help Resources LTD
Program Manager	Eastern Highlands
Ethiopia Network of Women Shelters (ENWS) Coordinator	UN Women
Program Specialist, Ethiopia CO	UN Women
Former Deputy Representative, Ethiopia CO	UN Women
Gender Expert, Ethiopia CO	UN Women
National Program Coordinator, Ethiopia CO	UN Women
Program Specialist Gender in Humanitarian Action, Ethiopia CO	UN Women
Program Specialist HR & EAWG, Ethiopia CO	UN Women
Program Specialist Women, Peace and Security & Humanitarian Action, Ethiopia CO	UN Women
Ethiopian Network of Women Shelters (ENWS) Chair	Association for Women Sanctuary and Development (AWSAD)
Director Directorate	Ministry of Women and Social Affairs, Ethiopia
Project Officer	Royal Denmark Embassy
Executive Director	Global Rights for Women
Executive Director	Network of Ethiopian Women's Association
Bureau head	Amhara Bureau of Women and Children and Social Affairs, Ethiopia
Gender Directorate Director	Political Party member, Ethiopia
Candidate/ 2021 General Election	Political Party member, Ethiopia
Candidate/ 2021 General Election	Political Party member, Ethiopia
National Consultant/ Trainer	Ethiopian Civil Society University
National Consultant/ Trainer	
Prosecutor	Ministry of Justice, Women and Children Directorate, Ethiopia
Director	Director of the Women and Child Directorate, Addis Ababa Police
Head	Head of Child Justice Project at the Federal Supreme Court of Ethiopia
Director	Legal Affairs Directorate, Ministry of Women, Children and Social affairs, Ethiopia
State Minister / candidate 6th General Election	Ministry of Labour and Skills Development Ethiopia
Director	Ministry of Education, Ethiopia
Executive Director (ENWS member)	Agar Ethiopia
Executive Director (ENWS member)	Good Samaritan Association (GSA)
Executive Director (ENWS member)	Integrated Family Services Organization (IFSO)
Program Coordinator (ENWS member)	Mujejeguwa Loka
Executive Director (ENWS member)	Organization for Prevention Rehabilitation Integration of Female Street children (OPRIFS)

Senior Strategist	SNV
Chief of Unit of Country Capacity Strengthening Unit	WFP
Evaluation Specialist	UN Capital Development Fund
Capacity Development Officer	UN DESA
Senior Program Manager, Gender Equality	ITC-ILO
Capacity Development Team Leader	FAO
Senior Officer	FAO
Capacity-Building and Training Partnerships Analyst	UN Capital Development Fund
Policy Analyst	UN Capital Development Fund
Assistant Secretary General	UNDP
Policy Advisor, Corporate Performance Unit	UNDP
Senior Advisor, Gender Equality and Inclusion	Plan Canada
Programme Manager, Division of Data, Analytics, Planning and Monitoring	UNICEF
Deputy Country Representative, Jordan	UN Women
Institutional Capacity Development Specialist	UN Women
International Consultant on Gender and Curriculum	UN Women
Head of gender unit	Ministry of Education, Jordan
Secretary	Ministerial committee for women empowerment, Jordan
Gender Focal Point	AICS
Researcher	Prime Minister Office, Jordan
Gender mainstreaming project coordinator	Jordanian National Commission for Women
Head of Policies and gender unit	Ministry for Social Development, Jordan
Head of Training unit	Ministry for Social Development, Jordan
Head of institutional development unit	Ministry for Social Development, Jordan
Policies unit officer	Ministry for Social Development, Jordan
Human Resources Unit officer	Ministry for Social Development, Jordan
Public Services unit officer	Ministry for Social Development, Jordan
Parliamentarian unit officer	Ministry for Social Development, Jordan
Secretary General Officer	Ministry for Social Development, Jordan

Annex 12: Survey results

Title	File
Results of the Survey to UN Women personnel (English)	 <p>CD internal survey EN .pdf</p>
Results of the Survey to UN Women personnel (Spanish)	 <p>CD internal survey SP.pdf</p>
Results of the Survey to UN Women personnel (French)	 <p>CD internal survey FR.pdf</p>
Results of the Survey to External partners (English)	 <p>CD external survey EN.pdf</p>
Results of the Survey to External partners (Spanish)	 <p>CD external survey SP.pdf</p>
Results of the Survey to External partners (French)	 <p>CD external survey FR.pdf</p>
Results of the Survey to External partners (Portuguese)	 <p>CD external survey PT.pdf</p>

Annex 13: Data Management Plan

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.

This Data Management Plan outlines key aspects of data protection during this evaluation, namely collection of data and study materials; treatment of consulted populations and observed topics; storage, security and backups; archiving, preservation and curation; discovery, access and sharing and responsibilities of the key IES staff involved.

Collection of data and study materials

Type of data: The Independent Evaluation Service (IES) undertakes an evaluation of UN Women's capacity development activities to partners. The evaluation team is comprised by an Evaluation Specialist at the IES, a research assistant at IES and two independent evaluation consultants.

The data collection process is organized via web-based interviews, on-line surveys and desk reviews. Therefore, digital statistical (surveys) and textual data (interview notes, documents) will be collected and stored using UN Women's MS sharepoint/OneDrive accessible by evaluation team members only. Only personal data collected and used in this evaluation will be: names and last names of the interviewees, their function in the organisation/institution and the affiliated institution. Personal names and last names will not be published in any of the reports and will be known only to the evaluation team members.

Desk review is focused on existing data collection and review (plans, programme and project reports, publications, training material), most of them already publicly available. New sets of data include data collected from key informant interviews and survey.

Methods of data / materials collection: Interviews will be organized remotely using online communication tools (MS teams, zoom) or telephone lines. Meeting minutes will be taken (MS Word) and stored. No audio recordings will be made.

Survey will be designed using MS forms and distributed to UN Women personnel via email link. Survey will ask for identification of UN Women Country Office / Presence or an organization but will not ask for the personal data of those filling the questionnaire.

Quality assurance and data validation: The evaluation will adhere to UN Women Evaluation Policy, UNEG Norms and Standards for Evaluation, Ethical Guidelines and Code of Conduct, UNEG guidance on integrating Human Rights and Gender Equality in evaluations with gender responsive and human rights approaches integrated into the approach. To ensure quality and that all required information is included, the evaluation team will self-assess the draft evaluation report using the UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS) tool.

No automatic processes of data validation will be introduced. Raw data will be quality assured by the evaluation team members (which will be the only persons having access to them) using cross reference and triangulation of data from different sources.

Processed data in a form of findings and reports will be subject to quality review / validation by the peer reviewer, the evaluation reference group, and the evaluation management group. Due to the dual role of the evaluation specialist in this evaluation, as both team leader and manager of the evaluation, Peer Reviewers from IEAS will be engaged to add an extra set of objective eyes and ensure that the GERAAS criteria and UN Ethical Guidelines are adhered to.

Treatment of consulted populations

Consulted population will include: UN Women personnel, partner UN and other development agencies, donor/development partners' representatives, government representatives, academia, civil society organisations, grass root and faith based organisations and informal groups. Most of the targeted key informants are not characterised as vulnerable.

In general, evaluation is focused on topics of UN Women programmes implementation and results which are not categorized as sensitive. Still, descriptions of the context (conflict, social norms, pressure of different interest groups) or sharing the stories from the past can be sensitive for some key informants. In case any topic turns to be sensitive for the key informant, evaluators will not insist on it in order not to make any additional stress to the interviewee.

In all cases, evaluation will be conducted with integrity and respect for the beliefs, manners and customs of the social and cultural environment; for human rights and gender equality; and for the 'do no harm' principle. Interviews will be led with a tone of respect, openness and rapport.

Evaluators will respect the rights of institutions, organisations and individuals to provide information in confidence. Before collecting any data, an explanation of the purpose and the intention of the evaluation will be provided in the language of the interview and explicit oral consent will be sought.

Presentation of findings in the report will ensure anonymity of the key informants. Sensitive data will be protected and ensure they cannot be traced to its source. Actual names of participants are not to be included in the Final Evaluation Report.

Storage, security and backup

Software and platforms used for data processing: Microsoft word, excel and powerpoint will be used to store and present data. Nvivo will be used for qualitative data analysis. Survey Monkey will be used for quantitative data analysis of the survey.

Collected data will be shared and stored via secure file sharing service - UN Women MS One Drive sharepoint folder and will be protected under overall data protection mechanisms by UN Women IT service. The folder will be accessible to evaluation team members only.

Temporarily during data collection phase, interview notes, reviewed documentation may be stored in business computers of the UN Women Evaluation Specialist and private/business computers of independent evaluation consultants or in a form of written notes (depending on the conditions during the interviews, availability of the internet, access to sharepoint etc.). As soon as the data collection is completed and notes are transferred to sharepoint drive, data will be deleted from personal computers.

Once evaluation is over, access to share point folders will be revoked to all external evaluation team members.

Archiving, preservation and curation

Upon completion of the evaluation, IES evaluation team leader will create a clean dataset containing files that might be relevant for further use in evaluations and research by UN Women. UN Women recommends preserving data for four years, covering the four year Strategic note period.

Personal data (names and last names) of interviewees will be removed/deleted from the interview notes/summaries. All data not assigned to the archive will be deleted upon completion of the evaluation.

Informed consent Checklist

The following checklist aims to assist in elaborating the informed consent using criteria applicable to all IES projects (required), and additional criteria for certain projects (where applicable).

Checklist area	Yes	No
<i>All IES projects (required)</i>		
Evaluator introduces him/herself including affiliation	<input type="checkbox"/>	<input type="checkbox"/>

Describes the purpose of the evaluation and data collection	<input type="checkbox"/>	<input type="checkbox"/>
Consent is administered in a language that the participant understands, and that excludes jargon or confusing language, ensuring that phrasing is clear, comprehensible and concise	<input type="checkbox"/>	<input type="checkbox"/>
Statement of voluntary nature of participation and duration	<input type="checkbox"/>	<input type="checkbox"/>
Statement on confidential nature of participation to the extent possible	<input type="checkbox"/>	<input type="checkbox"/>
Contact information is provided for further questions about their rights as participants	<input type="checkbox"/>	<input type="checkbox"/>
Space for questions and verbal/written consent (yes/no)	<input type="checkbox"/>	<input type="checkbox"/>
<i>IES projects involving vulnerable populations and/or covering sensitive topics (where applicable)</i>		
Description of overall procedures to be followed, including selection of persons for voluntary participation	<input type="checkbox"/>	<input type="checkbox"/>
The individual and global benefits of the evaluation are described, as well as the contents of the survey/interview/focus group (i.e. demographics, education, savings behaviors, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
A statement that the consultation or procedures may involve risks to the subjects (that are currently unforeseeable), and adequate description of such risks or discomforts (i.e. if some questions make respondents feel uncomfortable)	<input type="checkbox"/>	<input type="checkbox"/>
Clearly state if there are any costs associated with participation, and if so, specify what they are	<input type="checkbox"/>	<input type="checkbox"/>
Procedures for any recording including: <ul style="list-style-type: none"> • If recordings will be taken and what type (audio/video) • When and why the recordings will be taken • How the recordings will be kept confidential and when they will be destroyed • Whether being recorded in this manner is a requirement of participation, and if not, how participants can express that they would not like to participate 	<input type="checkbox"/>	<input type="checkbox"/>
A statement about whether participants' information might be stripped of identifiers and used for future evaluation/research	<input type="checkbox"/>	<input type="checkbox"/>
Any compensation for participation, such as a payment or gift	<input type="checkbox"/>	<input type="checkbox"/>
Statement that refusal to participate or withdrawal at any time will not lead to penalty or loss of benefits	<input type="checkbox"/>	<input type="checkbox"/>

Annex 14: Bibliography

UN Women Documents

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