UN WOMEN COUNTRY PORTFOLIO EVALUATIONS (CPE)

CPE REVISED GUIDELINES

PRODUCED BY
Independent Evaluation Service (IES) of the Independent Evaluation and Audit Services of UN Women (IEAS)

PREPARED BY
Chaitali Chattopadhyay, Regional Evaluation Specialist, IEAS

MANAGED BY
Inga Sniukaite, Chief, Independent Evaluation Service (IES)

COPY EDITOR
Catherine Slmes

DESIGN
Yamrote Alemu Haileselassie

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FOREWORD

Evaluation is central to ensuring the achievement of UN Women's mission and in supporting the fulfilment of its transformational role for gender equality and the empowerment of women within the framework of the 2030 Agenda for Sustainable Development.

The Country Portfolio Evaluation (CPE) is a key source of evaluative knowledge that focuses on the portfolio of interventions carried out by UN Women Country Offices to fulfil the Entity's unique triple mandate. Grounded in the key country planning document – the Strategic Note – CPEs are also an assessment of the Country Office's organizational effectiveness and efficiency in delivering planned results.

As laid out in the UN Women Independent Evaluation Service's evaluation coverage norms, a CPE should be conducted of every Country Office at least once over two Strategic Note life cycles. Moreover, they should be sequenced to feed evidence and learning into the subsequent Strategic Note document.

In 2016, UN Women issued its first CPE Guide. In 2019, the UN Women Independent Evaluation Service (IES) embarked on a journey of conducting CPEs, with IES evaluation staff assuming a greater role in leading these evaluations. This model of working generated a wide range of rich knowledge and learning that had not previously been harnessed. At the same time, key contextual changes have inspired IES to develop an updated version of the CPE guidance.

This updated guide aims to ensure greater rigour, standardization, consistency and appropriate methodology in conducting CPEs, while providing the flexibility to cater to varied country contexts. The guide updates and covers an array of important issues including why (we conduct CPEs); what (is to be evaluated); who (will manage, conduct and participate in CPEs); how (they will be done); and when (should they be initiated and finalized). The guide also provides tools, tips, examples, references and checklists on specific topics and issues for every step in the CPE process. It further defines roles and responsibilities for IES-led CPEs and Country Office-commissioned CPEs.

We hope that users of the CPE guide will find this new version helpful and relevant in undertaking high-quality and credible CPEs, that provide contextually relevant evidence to facilitate the achievement of gender equality and women's empowerment.

Lisa Sutton
Director, Independent Evaluation and Audit Services
Email: lisa.sutton@unwomen.org

ACRONYMS AND ABBREVIATIONS

CEDAW	Committee on the Elimination of Discrimination Against Women
CORT	Collaborative Outcomes Reporting Technique
CPE	Country Portfolio Evaluation
CSO	Civil Society Organization
DAC	Development Assistance Committee
EMG	Evaluation Management Group
ERG	Evaluation Reference Group
GATE	Global Accountability and Tracking of Evaluation Use
GERAAS	Global Evaluation Report Assessment and Analysis System
IEAS	Independent Evaluation and Audit Services
IES	Independent Evaluation Service
MERP	Monitoring Evaluation and Research Plan
OECD	Organization for Economic Cooperation and Development
SDG	Sustainable Development Goal
ToR	Terms of Reference
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDIS	UN Disability Inclusion Strategy
UNEG	United Nations Evaluation Group
UNSDCF	United Nations Sustainable Development Cooperation Framework
UN Women	United Nations Entity for Gender Equality and Empowerment of Women

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CHAPTER 1

INTRODUCTION

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INTRODUCTION

The Country Portfolio Evaluation (CPE) represents a key source of evaluative knowledge that generates independent, robust and contextually relevant evidence of UN Women's contribution to development effectiveness with respect to gender equality and the empowerment of women at the country level. It uses the country Strategic Note as the main point of reference.

In the context of the Sustainable Development Goals (SDGs) and UN reform, the new generation of the UN Development Assistance Framework (UNDAF) – the UN Sustainable Development Cooperation Framework (UNSDCF) – includes leaving no one behind, human rights, and gender equality and the empowerment of women as core programming principles at the country level. CPEs provide an opportunity to fully leverage these principles to generate meaningful and robust evidence to strengthen the gender equality and empowerment of women agenda and enhance UN Women's relevance, coherence, institutional efficiency, effectiveness and sustainability in support of SDG implementation and UN Women's Strategic Plan.

This is an updated version of UN Women's CPE Guide (2016) and has been developed following a wide consultative process with UN Women Independent Evaluation and Audit Services (IEAS) and other stakeholders (see Annex 1 for details).

The UN Women Independent Evaluation Service (IES) aims to conduct and lead on all planned CPEs in a given year. However, under exceptional circumstances, CPEs could be commissioned by the Country Office concerned following UN Women's decentralized evaluation principles and practices, under the overall guidance and supervision of the Regional Evaluation Specialists. Therefore, the revised guide is primarily aimed at IES staff who will be leading CPEs (as well as supervising and co-managing Country Office-led CPEs) and the evaluation consultants supporting CPEs. However, the guide is also useful for Country Representatives, evaluation focal persons, and other UN Women staff members and partner organizations who are involved in CPEs to provide guidance on the overall approach to CPEs and the respective roles and responsibilities during the process.

The guide is intended for use during all stages of a CPE, providing a framework for planning and managing CPEs, along with practical guidance and methodological rigour for the assessment of Strategic Notes.

The guidance is arranged according to the five stages of evaluation in UN Women.

Five stages of evaluation in UN Women

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INTRODUCTION

This guide provides an insight into the main ideas behind CPEs and is intended to be used in combination with:

Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women (2020)

UN The System-wide Action Plan on Gender Equality and the Empowerment of Women (SWAP) Technical note and scorecard, 2018

UN Women Evaluation Handbook: How to manage gender-responsive evaluation, (revised in 2022)

Good practices in gender-responsive evaluations, 2020

UNEG Guidance on integrating Human Rights and Gender Equality and the Empowerment of Women in evaluation, 2014

UN Sustainable Development Cooperation Framework (UNSDCF) Evaluation Guide, 2021

UNEG Norms and standards, 2016

Guidance on Integrating Disability Inclusion in Evaluations and Reporting on the UNDIS Entity Accountability Framework Evaluation Indicator, 2022

UNEG Ethical Guidelines for Evaluation, 2020

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The Strategic Note, including the Development Results Framework and the Organizational Effectiveness and Efficiency Framework, form the basis of the CPE Assessment.

2.1 UN Women Strategic Plan and Country Office Strategic Notes

UN Women has an integrated threefold mandate of normative support, UN system coordination and operational (programmatic) initiatives to advance gender equality and the empowerment of women. The UN Women Strategic Plan outlines UN Women's strategic direction, objectives and approaches to leverage this triple mandate to achieve gender equality and empowerment of women results.

The Country Office **Strategic Note** is a forward-looking, high-level strategic document that translates UN Women's Strategic Plan to the country level and adapts it to the national/regional context and priorities, including the UNSDCF (or the UNDAF).

It includes a **Development Results Framework** with expected impacts, outcomes, outputs, indicators, baselines and targets in line with the Strategic Plan.

It also includes an **Organizational Effectiveness and Efficiency Framework** that describes the management and operations results for the period.

2.2 Gender-Responsive Evaluation in UN Women

In UN Women, evaluation is conducted for three main and equally important purposes:

1. To demonstrate results and accountability to stakeholders.
2. To provide credible and reliable evidence for decision-making and advocacy.
3. To contribute important lessons learned about normative, operational and coordination work in the areas of gender equality and the empowerment of women.

It is a priority for UN Women that CPEs are gender-responsive, and actively support the achievement of gender equality and the empowerment of women. CPE evaluators are expected to take a transformative approach to evaluation – using the evaluation process to empower marginalized groups and their advocates.

To achieve this, the evaluation approach, data collection and analysis methods should be responsive to gender equality and human rights through:

- Considering the structures that contribute to inequalities experienced by women, especially those women who also belong to intersecting groups that are subject to discrimination.
- Challenging these structures by building the capacities of women to claim their rights and duty bearers to fulfil their obligations.
- Contributing to progress or results related to the realization of women's empowerment, gender equality and women's human rights.

KEY PRINCIPLES FOR EVALUATION IN UN WOMEN

NATIONAL OWNERSHIP AND LEADERSHIP

Evaluations should be country driven and respond to the need for national ownership and leadership by rights holders and duty bearers.

UN SYSTEM COORDINATION AND COHERENCE

UN system coordination and coherence with regard to gender equality and the empowerment of women: whenever possible, evaluations should be conducted system-wide and jointly with UN sister agencies as a means to promote coordination and coherence on gender equality and the empowerment of women

INNOVATION

Evaluations should seek to identify and illuminate innovative methods and approaches with potential for replicability and scale up in respect to gender equality and the empowerment of women

FAIR POWER RELATIONS AND EMPOWERMENT

Evaluations should be conducted with an understanding of contextual power and gender relations.

PARTICIPATION AND INCLUSION

Evaluations should promote participation and inclusion of stakeholders.

INDEPENDENCE AND IMPARTIALITY

The evaluation function should be carried out independently of management functions to ensure it is credible and free from undue influence, resulting in unbiased and transparent reports.

TRANSPARENCY

Evaluations should be conducted in a transparent and consultative manner with key stakeholders.

QUALITY AND CREDIBILITY

Evaluations should be conducted in a systematic manner, applying sound approaches and methods.

INTENTIONALITY AND USE OF EVALUATION

Planning for evaluations should demonstrate a clear intent regarding the purpose and use of findings to improve the work of UN Women or the UN system in the areas of gender equality and the empowerment of women.

ETHICS

Evaluators should have personal and professional integrity and abide by the UNEG Ethical Guidelines for Evaluation, and Code of Conduct for Evaluation, to ensure that the rights of individuals involved in an evaluation are respected. Evaluators must act with cultural sensitivity and pay particular attention to protocols, codes and recommendations that may be relevant to their interactions with women.

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The UN Women Evaluation Coverage Norms include a mandatory requirement for Country Offices to conduct at least one CPE in two Strategic Note life cycles.

2.3 Country Portfolio Evaluation (CPE)

CPEs are a systematic assessment and a means to validate the contributions made by UN Women to development results with respect to gender equality and the empowerment of women at the country level. The CPE focuses on the portfolio of interventions carried out by the Country Office to fulfil UN Women's triple mandate and its overall success in advancing gender equality in the country. It is also an assessment of the Country Office's organizational effectiveness and efficiency in delivering planned results.

The CPE uses the Strategic Note (including the Development Results Framework and Organizational Effectiveness and Efficiency Framework) as the main point of reference and provides a comprehensive evidence-based picture of UN Women's contributions to development results by promoting a more strategic country-level evaluation.

CPEs are expected to consider all aspects of UN Women's triple mandate:

1. Informing and implementing global, regional and national norms.
2. Enabling UN system coordination in support of gender equality and women's empowerment.
3. Operational (programmatic) work to advance gender equality and women's empowerment.
4. Synergies between the three mandate areas.

The IES Evaluation Coverage Norms[1] include:

- A mandatory requirement of at least one CPE in two Strategic Note life cycles.
- Alignment with and contribution to the UNSDCF (or UNDAF).

HYBRID MODEL OF A CPE AND AUDIT

A hybrid model of a CPE and audit has been successfully carried out in partnership with the UN Women Internal Audit Service (IAS) of the Independent Evaluation and Audit Services (IEAS). This model is recommended when both IES and IAS are assessing the same country in the same year.

For details please refer to the CPE and Audit of Viet Nam.

While work on a joint evaluation–audit can be carried out in parallel to leverage synergies and capitalize on evaluation and audit lenses, the two exercises may still be reported separately to convey essential messages to different audiences, and to facilitate follow-up on recommendations in discussion with IEAS management.

For details please refer to the CPE and Audit of Pakistan 2021

1 UN Women IES Evaluation Coverage Norms

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CPE results should be disseminated and used in UN Sustainable Development Cooperation Framework development. Where possible, CPEs should be planned with a timeline to feed into the UN Sustainable Development Cooperation Framework development process as a critical set of data on UN's contribution to the gender equality and empowerment of women SDGs.

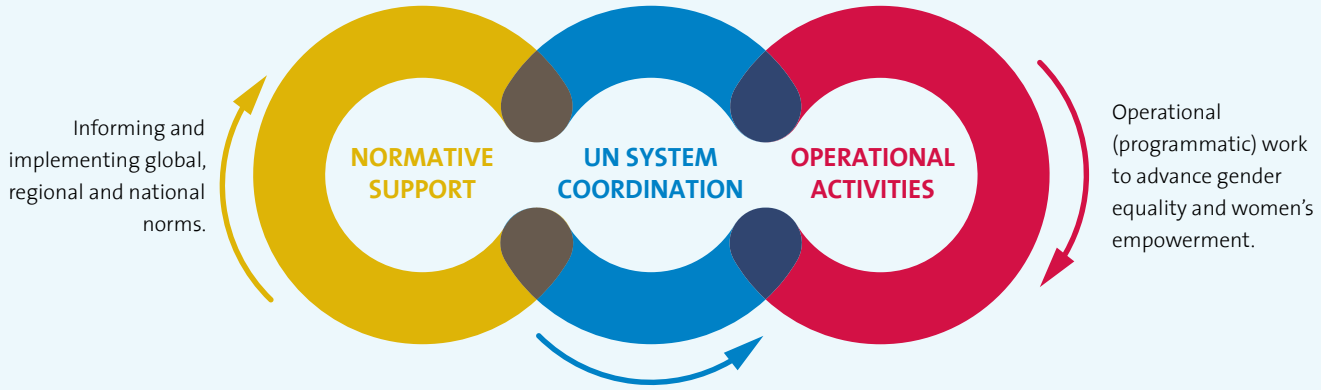
2.4 CPEs and the UN Development Assistance Framework (UNDAF) / UN Sustainable Development Cooperation Framework (UNSDCF)

CPEs cover the entirety of UN Women's normative, programmatic and coordination portfolio during a given time frame; analyse the internal coherence of the full spectrum of work, including strategic choices and programme synergies; and determine ways in which UN Women can operate in the context of 'Delivering as One' and other UN reform and harmonization initiatives, including the UNSDCF.

In this respect, CPE results should be disseminated and used in UNSDCF development.

Where possible, CPEs should be planned with a timeline to feed into the UNSDCF development process as a critical set of evidence on the UN's contribution to the gender equality and women's empowerment SDGs at the national level.

UN WOMEN'S TRIPLE MANDATE



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2.5 The purpose of CPEs

As a high-level strategic evaluation, the CPE is primarily intended to be a formative (forward-looking) evaluation to support the Country Office and national stakeholders' strategic **learning and decision-making, including evidence-based advocacy, when developing a new Strategic Note.**

The evaluation is expected to have a secondary summative (retrospective) perspective, to support enhanced accountability for development effectiveness and learning from experience. Therefore, CPEs should be treated as an integral part of Country Office programme management.

THE FINAL CPE REPORT IS EXPECTED TO CONTRIBUTE TO SEVEN SPECIFIC PROCESSES:

1. **Country Office corporate reporting requirements** for Development Results Framework and Organizational Effectiveness and Efficiency Framework outcomes of the current (and former) Strategic Note(s).
2. **Drafting the Context and Situation Analysis section of the next Strategic Note**, including identifying trends and gaps relevant to UN Women's mandate to achieving the goals and objectives of the SDGs, CEDAW, Beijing Platform for Action, and Security Council Resolution 1325.
3. **Drafting the Lessons Learned section of the next Strategic Note**, reflecting on what is working and not working in terms of delivering outcome-level change.
4. **Refining the results and indicators** for the Development Results Framework and Organizational Effectiveness and Efficiency Framework in the next Strategic Note.
5. **Serving as an input to corporate evaluations** and annual reporting to the Board on the UN Women Strategic Plan.
6. **Contributing to building corporate evidence**, knowledge and learning in terms of what works, where and why.
7. **Serving as a data input on gender equality** and empowerment of women issues to UNSDCF development.

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2.6 The objectives of CPEs

CPEs have seven objectives:

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

2.7 Scope of the CPE

The scope of the CPE is based on assessing a Strategic Note that is near completion. The scope of a CPE also covers regional or global programme activities in the country. This is to cover and analyse the entire portfolio of UN Women interventions at the country level.

While the expected focus of the CPE would be on more recent years, it is highly recommended that the CPE looks further back where possible and useful. The usual time frame covered by a Strategic Note in UN Women is five years. However, where a Strategic Note is less than three years in duration, it is recommended that the CPE is timed to include two Strategic Note cycles (the ongoing and previous country programme/strategic note) so that outcome-level results can be assessed.

Where a Mid-Term Review has been undertaken, it is recommended that you use the findings as appropriate to inform the CPE. Other relevant evaluations conducted during the Strategic Note cycle concerned, such as project and programme-level evaluations, UNDAF/UNSDCF evaluations and corporate-level evaluations covering relevant country-level findings and lessons should also be used to inform the CPE.

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CPEs focus on outcome-level results. Accordingly, they are **NOT** expected to:

- Collect output monitoring data (however, ensuring this is available should be part of the evaluability assessment).
- Analyse the achievement of impacts as defined by the UN Evaluation Group (UNEG).[2]
- Focus on evaluating UN Women's corporate management or systems outside the country context (although they may make observations in this area, particularly in terms of how corporate systems enable or hinder the Country Office's effectiveness and efficiency, which may contribute to other IEAS efforts).

The scope of a CPE is expected to include normative, UN system coordination and operational work in all thematic areas prioritized in the Strategic Note.

The evaluation team is expected to establish detailed boundaries for the evaluation, especially in terms of which stakeholders and relationships will be included or excluded from the evaluation. These will need to be clearly described and justified in the inception report.

Crises such as the COVID-19 pandemic limit the scope to carry out in-person data collection, particularly from the most marginalized and vulnerable groups and individuals and validating data through direct observation. Under such circumstances, CPEs should adhere to the guidance and principles outlined in the Pocket tool for managing evaluation during the COVID-19 pandemic.

TIP

According to the UN Evaluation Group (UNEG), most UN agencies adopt the Development Assistance Committee (DAC) definition of impact – positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended – and apply it to impact evaluation, with some adaptations to account for specifics of their key target groups, including:

- **Causal pathways from outputs to impacts**, which can be fairly straightforward or more complicated, and effects that manifest relatively quickly or over longer time frames.
- **Different levels of analysis**: national, institutional, community, household, etc.
- **Different types of intervention that require tailor-made approaches** to assess impact (ranging from administrative reform, support to national legislation, to farmer subsidies and humanitarian aid).

Given the above, the focus of an impact evaluation can differ widely from one evaluation to another; correspondingly, there may be substantial variation in the mix of methods applied in the evaluation through which the 'why' and 'how' of an intervention can be explored, and that also may capture the form and extent of indirect and secondary effects.

Impact Evaluation in UN Agency Evaluation Systems: Guidance on Selection, Planning and Management, August 2013

2 UNEG Guidance on impact evaluation can be accessed at http://www.uneval.org/document/detail/1433

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2.8 CPE Criteria

Assessment of UN Women's contributions is made using the set of evaluation criteria focused on two purposes of the CPE: i) assessing development effectiveness (accountability); and ii) assessing UN Women's strategic positioning (learning).

The internationally agreed standard evaluation criteria developed by the Organization for Economic Cooperation and Development's (OECD), Development Assistance Committee (DAC), will be used for the CPE, as detailed below.

CPEs should try to limit the scope to a maximum of four key evaluation criteria to provide adequate in-depth analysis within the stipulated evaluation timeline, which is a maximum of six months for IES-led CPEs and a maximum of seven months for Country Office-commissioned CPEs. While there is flexibility to choose additional evaluation criteria according to the country context and the questions evaluation intends to answer, the criteria of Efficiency, Effectiveness, Coherence and Gender Equality and Human Rights should be covered in all CPEs.

EVALUATION CRITERIA

RELEVANCE

The extent to which strategic choices have maximized UN Women's comparative advantages and limited human and financial resources in addressing priorities for gender equality and women's empowerment.

EFFICIENCY

The extent to which tactical decisions, organizational structures and management processes add to UN Women's productive capacity.

EFFECTIVENESS

The extent to which UN Women has contributed to achieving planned outcomes and mitigating negative externalities.

COHERENCE

The extent to which there is internal coherence within UN Women, as well as coherence with the work of other key stakeholders to advance gender equality and the empowerment of women.

SUSTAINABILITY

The extent to which positive outcomes can be maintained and advanced independently by local actors.

HUMAN RIGHTS, GENDER EQUALITY, DISABILITY INCLUSION AND THE PRINCIPLES OF LEAVING NO ONE BEHIND

In addition, the criteria of Human Rights and Gender Equality and the principles of leaving no one behind to address the rights of marginalized groups and individuals should be used for the CPE – the extent to which the principles and standards of leaving no one behind and global human rights norms on gender equality and women's empowerment are addressed in UN Women's country portfolio. The extent to which UN Women has contributed to disability inclusion based on the UN Disability Inclusion Strategy (UNDIS) 2019 using the evaluation indicator of the UN Disability Inclusion Strategy Entity Accountability Framework can also be covered.

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2.9 Intended users and uses of CPEs

Primary Intended Users	Primary Intended Uses
• UN Women Country Office • UN Women Regional Office	Learning and improved decision-making to support the development of the next Strategic Note. Accountability for the development effectiveness of the existing Strategic Note in terms of UN Women's contribution to gender equality and women's empowerment.
• UN Women headquarters • UN Women Executive Board	Support accountability for development effectiveness in terms of UN Women's strategic contribution to gender equality and women's empowerment as well as organizational effectiveness, learning and knowledge management.
• National Government • Women's Machinery • Civil Society	Capacity development and mobilization of national stakeholders to advance gender equality and the empowerment of women. To seek accountability for the development effectiveness of the existing Strategic Note in terms of UN Women's contribution to gender equality and women's empowerment as well as organizational effectiveness, learning and knowledge management.
Secondary Intended Users	**Secondary Intended Uses**
• Rights-holders' Representatives • Development Partners/Donors • UN Country Team	UN Women's contribution to the UN's mission of 'Delivering as One' and UN reform and harmonization initiatives, including the UNSDCF. Learning on effective, promising and innovative strategies and practices.
• Responsible Parties/Implementing Partners • Private Sector/Unions	Learning on effective, promising and innovative strategies and practices. Better understanding the mission and vision of UN Women at the country level.

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2.10 Planning for CPEs

According to UN Women Evaluation Coverage Norms, conducting at least one CPE across two Strategic Note cycles is mandatory. Therefore, planning (and budgeting) of CPEs should be an integral part of the country Strategic Note design and development process and should be included in the evaluation section of the Strategic Note Monitoring Evaluation and Research Plan.

Specific preparation for a CPE should begin with the Annual Work Planning exercise and should be integrated and approved in the evaluation section of the associated revised/updated Monitoring Evaluation and Research Plan based on priorities in the work-plan and ensuring adherence to IES evaluation coverage norms. Accordingly, the annual budget for Monitoring Evaluation and Research Plan activities needs to be reflected in the Organizational Effectiveness and Efficiency Framework section of the work-plan. Any changes made to the evaluation plan must also be entered electronically in the Global Accountability and Tracking of Evaluation Use - GATE System.

Since CPEs' primary objective is to feed into the process of developing the new Strategic Note, it should ideally be conducted in the first half of the final year of the ongoing country Strategic Note.

CPE results should also be disseminated and used in UNSDCF development.

As indicated in Section 1, IES aims to conduct and lead on all CPEs. However, under exceptional circumstances, CPEs could be commissioned by the Country Office concerned following UN Women decentralized evaluation principles and practices, under the overall guidance and supervision of Regional Evaluation Specialists.

IES will use a set of indicative criteria to arrive at a decision, where needed, on IES-led versus Country Office-commissioned CPEs – see Table 1.

Decision regarding the CPE model (IES-led or Country Office-commissioned) and associated budget will be made during the Annual Work Planning exercise. The Regional Evaluation Specialist will work closely with the Country Office concerned to facilitate this process and to ensure that the Country Office has the necessary information and knowledge about the decision-making process to ensure transparency, ownership and accountability.

CHECKLIST

- [ ] Country Office Strategic Note Monitoring Evaluation and Research Plan (MERP) includes the plan and budget for conducting CPEs.
- [ ] Country Office Annual Work Plan and associated revised MERP include CPEs with earmarked budget.
- [ ] The annual budget for MERP activities needs to be reflected in the Organizational Effectiveness and Efficiency section of the workplan.
- [ ] Any changes made to the evaluation plan must also be entered electronically in the Global Accountability and Tracking of Evaluation Use – GATE System.

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Table 1: Indicative selection criteria – IES versus Country Office-commissioned CPE

External indicative criteria	
IES-led	**Country-led**
Opportunity for strategic value addition and for creating impact on wider UN process, e.g. CPEs ahead of the Common Country Analysis (CCA), UNSDCF development or UNSDCF evaluation.	No significant external process that can be influenced using the CPE data.

Internal indicative criteria	
IES-led	**Country-led**
Large and medium size Country Office (See Box 1 for details) and/or strategic importance to UN Women.	Allocated funds to commit for CPEs.
Poor performance against the IES Evaluation Corporate Key Performance Indicators (evaluation coverage, management response actions, financial and HR allocation).	Good performance against the evaluation Key Performance Indicators (including past CPE and good track record of evaluation management response and action).
Last CPE reflecting findings that are concerning and recommendations outlining need for significant improvements.	Last CPE, audits and other external assessments reflecting no major areas of concern.
Poor track record of evaluation and audit compliance.	Past track record of good evaluation and audit compliance.
Fluctuation in the size of the financial portfolio (very high growth or rapidly shrinking portfolio indicating need for in-depth analysis for learning and decision-making).	Adequate monitoring and evaluation capacity to support the CPE.
Lack of evaluation capacity – CPEs will present an excellent opportunity for countries to learn from evaluation process management.	
Concerning programmatic standing of the Country Office (feedback from the Policy, Programme & Intergovernmental Division [PPID] Policy Chiefs will be helpful).	
Learning (Country Offices with significant learning opportunities-pilot and/or an innovative initiative presenting an opportunity to generate evaluative evidence for replication and scale-up).	

Box 1: UN Women Country Typology

The goal of these typologies is to standardize **UN Women's presence globally, forging a clear and shared understanding of 'what it takes to be UN Women' at country level'.**

Criteria Type	Office size	Large (Tier 1)	Medium (Tier 2)	Small (Tier 3)	
STRUCTURE/FINDING					
DETERMINING CRITERIA These criteria determine the type of presence	Delivery	Above US$5 million DRF per year (excluding core)	US$3.5 million DRF per year (excluding core)	US$1.5 million DRF per year (excluding core)	**In addition, there are several non-physical options:** **•Non-physical options to deliver results partnering with local (UN) partners** **•Gender equality coordination option, to advance UN Women's normative mandate through coordination at UNCT level**
	Resource mobilization target	Above US$6 million per year	Above US$4.2 million per year	Above US$1.8 million per year	
	Staffing	More than 20 personnel (staff, service contractors and UNVs)	Up to 20 personnel (staff, service contractors and UNVs)	Up to 11 personnel (staff, service contractors and UNVs)	
		Points to "larger" typology:	**Points to existing typology:**	**Points to "smaller" typology:**	
FIRM CRITERIA	Business Review Committee identified priority level e.g. based on potential and/ or political commitment at highest levels (subjective and based on factors below)	High Priority	Medium Priority	Low Priority	
	Number of outcomes and scope aligned with Strategic Plan	Working in 3 to 4 thematic areas (Strategic Plan outcomes) as well as cross-cutting issues	Working on 1 to 2 thematic areas (Strategic Plan outcomes) AND cross-cutting issues	1 thematic area (Strategic Plan outcomes) with possible smaller programmes in other areas	
LOCATION CONTEXT					
INDICATIVE CRITERIA	**Political context**				
	Political environment	Complex		Stable	
	Government accreditation	Accreditation		No Accreditation	
	Delegation of authority	Full DoA		No DoA	
	Working environment/context				
	Crisis/humanitarian	Crisis		No crisis	
	Security of staff	Insecure		Secure	
	Implementation modality	Mostly Direct Implementation but with Implementing Partners		Mostly through implementing partners	
	UN Women position in UNCT				
	UNSDCF	Gender included as outcome and mainstreamed	Gender not necessary outcome but mainstreamed	Gender not necessary outcome but mainstreamed	
	Gender Score Card score	Low		High	
	SWAP	Low		High	**CHANGE MANAGEMENT**

Source: UN Women Change Management, March 2020

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2.11 Time frame for conducting CPEs

Timely and rapid availability of quality, user-friendly evaluative evidence to inform development of the next Strategic Note is of utmost importance. Evaluations, like all external assessment activities, also place a burden on Country Offices' already stretched time and resources. Therefore, IES plans the following timelines for conducting CPEs:

IES-led CPEs: **timelines should not exceed six months for the conduct of a CPE.** For an indicative timetable, see Table 2. It is the IES team leaders' responsibility to keep IEAS/IES management informed of delays throughout the process, including steps taken to manage/mitigate delays.

Country Office-commissioned CPEs: **timelines should not exceed seven months.** For an indicative timetable, see Table 3.

Table 2: Indicative timetable for IES-led CPE process

Task	Anticipated time frame	Responsible party
Final Terms of Reference (after consultations with IEAS leadership, IES peer reviewer, Country Office evaluation focal person and other key Country Office personnel)	2-3 weeks	IES evaluation Team Leader Country Office Management
Recruitment of the evaluation team	4 weeks *post circulation*	IES evaluation Team Leader Country Office HR Team
Inception workshop	1 or 2 days	IES evaluation team together with relevant HR team
Portfolio analysis and draft inception report	3-4 weeks	IES evaluation team
Validation of draft inception report by the peer reviewer, IEAS leadership and Evaluation Reference Group	2 weeks	IES evaluation team Evaluation Reference Group IEAS leadership and Peer reviewer
Final inception report addressing comments from the peer reviewer, IEAS leadership and Evaluation Reference Group	1 week	IES evaluation team
Data collection	3-4 weeks *(post inception report validation)*	IES evaluation team
Data analysis, presentation of preliminary findings and draft report	3-4 weeks *(post final data collection)*	IES evaluation team
Draft report reviews by the peer reviewer, IEAS leadership and Evaluation Reference Group	3 weeks	IEAS Leadership Evaluation Reference Group Peer reviewer
Final report addressing the comments of the peer reviewer, IEAS leadership and Evaluation Reference Group	1 week	IES evaluation team
Presentation of the final report	1/2 day	IES evaluation team Evaluation Reference Group
TOTAL	**26 weeks**	

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Table 3: Indicative timetable for Country Office-commissioned CPE process

Task	Time frame	Responsible party
Final Terms of Reference (after consultations with key Country Office Personnel and Regional Evaluation Specialist)	2-3 weeks	UN Women Evaluation Manager (Evaluation focal person, Country Office), Country Office Management and Regional Evaluation Specialist
Recruitment of the evaluation team	4 weeks *post circulation*	UN Women Evaluation Manager, Country Office HR, Country Office Management personnel and Regional Evaluation Specialist
Inception workshop	1 or 2 days	Evaluation team, Evaluation Management Group and Country Office Management
Portfolio Analysis and draft inception report	4 weeks	Evaluation team
Validation of the draft inception report by Regional Evaluation Specialist, Evaluation Management Group and Evaluation Reference Group	3 weeks	Evaluation team, Regional Evaluation Specialist, Evaluation Management Group and Evaluation Reference Group
Final inception report addressing comments from the Regional Evaluation Specialist, Evaluation Management Group and Evaluation Reference Group	1 week	Evaluation team
Data collection	3-4 weeks *(post inception report validation)*	Evaluation team and Evaluation Management Group
Data analysis, presentation of preliminary findings and draft report	4-5 weeks *(post final data collection)*	Evaluation team
Draft report reviews by the Regional Evaluation Specialist, Evaluation Management Group and Evaluation Reference Group	3 weeks	Regional Evaluation Specialist, Evaluation Reference Group and Evaluation Management Group
Final report addressing the Regional Evaluation Specialist, Evaluation Management Group and Evaluation Reference Group comments	1 week	Evaluation team
Presentation of the Final Report	1/2 day	Evaluation Team, Evaluation Management Group, Evaluation Reference Group and Regional Evaluation Specialist
TOTAL	**28 weeks**	

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2.12 Resource requirements and budgeting

The UN Women Evaluation Policy (2020) states that 2–3 per cent of total programme expenditure should be allocated to the evaluation function.

Planning and budgeting of CPEs should be an integral part of the country Strategic Note design and development process and should be included in the evaluation section of the Strategic Note Monitoring Evaluation and Research Plan. Although IES will dedicate human resource capacity to IES-led CPEs, budget is still required for IES to be able to engage the required country-specific expert support and travel missions to carry out the CPE. Specific resource allocation for a CPE should be carried out during the Annual Work Planning exercise and should be integrated and approved in the evaluation section of the associated revised Monitoring Evaluation and Research Plan. Therefore, the Country Office concerned should earmark and allocate the recommended minimum budget for the CPEs as indicated below:

- **IES-led CPEs: US$ 30,000–US$ 35,000** (depending on the country and size of the portfolio).
- **Country Office-commissioned CPEs: US$ 35,000–US$ 45,000** (depending on the country and size of the portfolio).

2.13 Management, governance and quality assurance mechanisms

All evaluation processes at UN Women establish mechanisms to ensure high-quality processes and products as outlined in the UN Women Evaluation Policy and Handbook. UN Women Global Evaluation Report Assessment and Analysis System (GERAAS) and EQA matrix is used to assess quality. CPEs led by IES will be quality assured by the Director, IEAS and Chief, IES who will approve, sign-off on and issue the final CPE reports.

For Country Office-commissioned CPEs, UN Women's evaluation process standards for decentralized evaluations should be followed as outlined in the UN Women Handbook for Gender-Responsive Evaluation. Accordingly, the Regional Evaluation Specialist will provide technical oversight and supervision to the evaluation manager and every evaluation output will be reviewed and quality assured by the Regional Evaluation Specialist before the evaluation's wider circulation for review and validation.

LINKS

For Country Office-commissioned CPEs, refer to the following tools from the UN Women Evaluation Handbook: How to manage gender-responsive evaluation:

- Tool 1. Evaluation process standards for decentralized evaluation
- Tool 11. Management group terms of reference template
- Tool 12. Reference group terms of reference template

2.13 a) CPEs led by IES will have the following management and governance structures:

IEAS LEADERSHIP

1

The Director, IEAS oversees all IEAS activities, while the Chief, IES is responsible for evaluation-related activities; both will review the key products of the evaluation and sign off on the final CPE report and associated products. For the CPE workflow, refer to Tool 9.

TEAM LEADER

2

The Regional Evaluation Specialist, IEAS will serve as the team leader, responsible for managing the coordination and day-to-day management of the CPE, leading the methodological approach, collection of data, analysis and report writing. As team leader, the Regional Evaluation Specialist will also be responsible for overseeing the work of the evaluation team members, managing the contracts and assuring quality of the work.

EVALUATION TEAM

3

Evaluation team members will generally include an evaluation expert to support the team leader in designing and conducting the CPE; national expert (evaluator and/or gender expert) to provide key contextual information and support data collection in country; and an evaluation analyst responsible for key analytical tasks, such as systematization of information and contribution to analysis and report and presentation preparation. Depending on the context, thematic expert(s) to support in-depth case studies can also be recruited as part of the evaluation team in consultation with the Chief, IES.

Under the supervision and guidance of the evaluation team lead, the evaluation team members will collaborate throughout the process.

PEER REVIEWER

4

Peer reviewer for methodological guidance and feedback. 1–2 IEAS staff will be engaged as peer reviewers of the CPE.

EVALUATION REFERENCE GROUP

5

The Evaluation Reference Group is responsible for providing substantive technical, administrative support and stakeholder perspectives, and will be asked to engage and provide input at every stage of the evaluation process, from design to preliminary results and final draft report.

The Evaluation Reference Group plays a critical role in ensuring a high-quality, transparent process; providing insights on the key questions and approach; providing context and ensuring factual accuracy; and ensuring gaps and misinterpretation of information is avoided. The Evaluation Reference Group members will also be key informants and will play an important role in the dissemination of the evaluation findings and recommendations to ensure the use of the information by UN Women and key partners.

More specifically, the Evaluation Reference Group members will be expected to:

- Be interviewed by the evaluation team.
- Participate in inception meetings and debriefings with the evaluation team during missions.
- Provide feedback to the evaluation inception report.
- Provide feedback to the preliminary findings presentation.
- Provide feedback to the draft evaluation report.
- Provide feedback to the final evaluation report.
- Contribute towards the dissemination and uptake of the evaluation results

Two Evaluation Reference Groups will be constituted – internal and external.

The **internal Evaluation Reference Group** will include the Country Representative, Deputy Country Representative, UN Women Regional Director/Deputy Director, UN Women programme leads and Country Office evaluation focal person. The Country Representative will be responsible for issuing a management response to the final CPE recommendations within six weeks of approval of the final evaluation synthesis report.

The **external Evaluation Reference Group** will include national government partners, civil society representatives, development partners/donors, representatives of UN entities and other relevant partners to provide the perspective of external stakeholders.

Table 4: Role of the Country Representative and Country Office evaluation focal person in IES-led CPE

ROLE OF THE COUNTRY REPRESENTATIVE		ROLE OF THE COUNTRY OFFICE EVALUATION FOCAL PERSON
PLANNING STAGE **1.** Submits the Monitoring Evaluation and Research Plan including CPE plan with the Strategic Note and subsequently the Annual Work Plan for Peer Review and approval. This will include the financial resource allocation for the CPE.	PLANNING STAGE	**PLANNING STAGE** **1.** Monitoring, Evaluation and Research Plans: The evaluation focal person supports inclusion of the CPE in the Strategic Note Monitoring, Evaluation and Research Plans as well as in the revised annual Monitoring, Evaluation and Research Plans during the concerned Annual Work Plans process in consultation with the Regional Evaluation Specialist and Country Representative.
PREPARATION STAGE **1.** Reviews the draft Terms of Reference submitted by the team leader. **2.** Advises the team leader in constituting and communicating with the external Evaluation Reference Group members. **3.** Ensures the team leader receives necessary operational support for the evaluation team selection. To ensure the independence of IES-led CPE processes, it is essential that the Regional Evaluation Specialist retain the lead in selecting the evaluation team.	PREPARATION STAGE	**PREPARATION STAGE** **1.** Supports the team leader in developing the draft Terms of Reference by providing access to portfolio documents, conducting a preliminary data availability assessment and supporting the Terms of Reference validation process by Country Office personnel. **2.** Supports the operational recruitment of the evaluation team. To ensure the independence of IES-led CPE processes, it is essential that the Regional Evaluation Specialist retain the lead in selecting the evaluation team. **3.** Provides necessary support in constituting and communicating with the Evaluation Reference Group members. **4.** Develops the CPE dissemination strategy to ensure access to evaluation results and to facilitate learning.
CONDUCT STAGE **1.** Participates in the inception workshop. **2.** Reviews the draft inception report. **3.** Ensures the evaluation team receives the necessary support from Country Office personnel for the field mission and data collection.	CONDUCT STAGE	**CONDUCT STAGE** **1.** Supports the administrative onboarding process of the evaluation team. **2.** Provides the evaluation team with access to relevant documents. **3.** Provides logistical support to the evaluation team for organizing the inception workshop with Country Office personnel. **4.** Reviews the draft inception report. **5.** Provides administrative and logistical support for the field mission and data collection.
REPORTING STAGE **1.** Participates in the evaluation validation meeting covering the preliminary evaluation findings. **2.** Reviews the draft evaluation report and evaluation brief.	REPORTING STAGE	**REPORTING STAGE** **1.** Provides support to organize the validation meeting and participates in the meeting to provide input. **2.** Reviews the draft evaluation report and evaluation brief.
USE AND FOLLOW-UP **1.** Responsible for issuing a management response to the final CPE recommendations within six weeks' time. **2.** Ensures that CPE findings, recommendations and lessons are widely disseminated and discussed with various internal as well as external stakeholders. **3.** Approves the management response in the GATE website. **4.** Ensures the timely implementation of key actions of the management response.	USE AND FOLLOW-UP	**USE & FOLLOW UP** **1.** Uploads the management response in the GATE system within six weeks of finalization. **2.** Updates the status of implementation of the management response key actions on a quarterly basis. **3.** Prepares and implements the evaluation dissemination strategy to ensure access to evaluation results and to facilitate learning under the supervision of the Country Representative.

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2.13 b) Country Office-commissioned CPEs will have the following management and governance structures

1. Evaluation Management Group

The Evaluation Management Group will be responsible for providing the substantive administrative support, quality assurance and accountability for the evaluation recommendations through the management response. The Evaluation Management Group will include the Regional Evaluation Specialist, Country Representative and the Country Office evaluation focal person.

The Evaluation Management Group members have specific responsibilities as described below. The specific responsibilities of the Country Representative and evaluation manager at various stages of the Country Office-commissioned CPE are detailed in Table 5 below.

REGIONAL EVALUATION SPECIALIST

The Regional Evaluation Specialist will provide oversight, quality assurance and technical advice for Country Office-commissioned CPEs as per the standards for decentralized evaluations in UN Women. All CPE products/outputs will have to be quality assured and approved be the Regional Evaluation Specialist prior to circulation.

COUNTRY OFFICE EVALUATION FOCAL PERSON

The evaluation focal person will function as the evaluation manager for the CPE and will work under the guidance and supervision of the Regional Evaluation Specialist and under the administrative oversight of the UN Women Country Representative to manage the CPE (for details, see Table 5).

COUNTRY REPRESENTATIVE

The Country Representative is responsible for approving the CPE plan and financial resources for the CPE. The Country Representative also reviews and validates the final evaluation report and evaluation brief and is responsible for issuing a management response to the final CPE recommendations within six weeks' time.

Table 5: Role of the Country Representative and Country Office evaluation manager in Country Office-led CPEs (1/2)

ROLE OF THE COUNTRY REPRESENTATIVE		ROLE OF THE COUNTRY OFFICE EVALUATION FOCAL PERSON
PLANNING STAGE 1. Submits the Monitoring, Evaluation and Research Plans, including the CPE plan with the Strategic Note and subsequently the Annual Work Plan for peer review and approval. This will include the financial resource allocation for the CPE.	PLANNING STAGE	**PLANNING STAGE** 1. Monitoring, Evaluation and Research Plans: The evaluation manager supports the inclusion of the CPE in the Strategic Note Monitoring, Evaluation and Research Plans as well as in the revised annual Monitoring, Evaluation and Research Plans during the Annual Work Plan process in consultation with the Country Representative and the Regional Evaluation Specialist concerned.

Table 5: Role of the Country Representative and Country Office evaluation manager in Country Office-led CPEs (2/2)

COUNTRY REPRESENTATIVE		EVALUATION MANAGER (EVALUATION FOCAL PERSON)
PREPARATION STAGE 1. Reviews and approves the Terms of Reference once quality assured by the Regional Evaluation Specialist. 2. Advises the evaluation manager in constituting and communicating with the external Evaluation Reference Group members. 3. Approves the final selection of the consultant/ firm.	PREPARATION STAGE	**PREPARATION STAGE** 1. Conducts a preliminary data availability assessment for the CPE in consultation with the Regional Evaluation Specialist. 2. Develops the draft Terms of Reference. 3. Shares the draft Terms of Reference with the Regional Evaluation Specialist for quality review and approval. 4. Shares the draft Terms of Reference with the Evaluation Reference Group and Evaluation Management Group. 5. Uploads the final Terms of Reference to the GATE website. 6. Develops a CPE dissemination strategy to ensure access to evaluation results and to facilitate learning. 7. Leads on the recruitment of the evaluation team in consultation with the Regional Evaluation Specialist and Country Representative.
CONDUCT STAGE 1. Participates in the inception workshop. 2. Reviews and approves the final inception report. 3. Ensures the evaluation manager and evaluation team receive the necessary support from Country Office personnel for the field mission and data collection.	CONDUCT STAGE	**CONDUCT STAGE** 1. Supports the onboarding process of the evaluation team including an orientation to UN Women's evaluation quality assurance systems and processes. 2. Provides the evaluation team with access to the relevant documents. 3. Provides logistical support to the evaluation team for organizing the inception workshop with Country Office personnel. 4. Reviews and quality assures the draft inception report. 5. Shares the draft inception report with the Regional Evaluation Specialist for quality review and quality assurance. 6. Shares the draft inception report with the Evaluation Reference Group and Evaluation Management Group for review and seeks final approval from the Country Representative. 7. Provides administrative and logistical support for the field mission and data collection.
REPORTING STAGE 1. Participates in the evaluation validation meeting covering the preliminary evaluation findings. 2. Reviews and validates the final evaluation report and evaluation brief.	REPORTING STAGE	**REPORTING STAGE** 1. Reviews the quality of the draft evaluation report. 2. Shares the draft evaluation report with the Regional Evaluation Specialist for quality review and approval. 3. Shares the draft evaluation report with the Evaluation Reference Group and Evaluation Management Group review. 4. Seeks final report approval from the Country Representative. 5. Uploads the final evaluation report within six weeks of finalization to the GATE website.
USE AND FOLLOW-UP 1. Responsible for issuing a management response to the final CPE recommendations within six weeks' time. 2. Approves the management response in the GATE website. 3. Ensures the timely implementation of key actions of the management response.	USE AND FOLLOW-UP	**USE & FOLLOW UP** 1. Uploads the management response in the GATE system within six weeks' of finalization. 2. Updates the status of implementation of the management response key actions on a quarterly basis in the GATE system. 3. Implements the evaluation dissemination strategy to ensure access to evaluation results and to facilitate learning.

CHAPTER 2

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2. Evaluation Reference Group

The Evaluation Reference Group is responsible for providing substantive technical, administrative support and stakeholder perspectives. The Evaluation Reference Group will be asked to engage and provide input at every stage of the evaluation process, from design to preliminary results and final draft report. The Evaluation Reference Group plays a critical role in ensuring a high-quality, transparent process; providing insights on the key questions and approach; ensuring factual accuracy; and ensuring gaps and misinterpretation of information are avoided. The Evaluation Reference Group members will also be key informants and play a key role in the dissemination of the evaluation findings and recommendations to ensure the use of the information by UN Women and key partners.

Two Evaluation Reference Group will be constituted – internal and external. The internal Evaluation Reference Group will include UN Women Regional Director/Deputy Director and Country Office programme leads. The external Evaluation Reference Group will include national government partners, civil society representatives, development partners/donors and UN Country Team representatives to provide external stakeholder perspectives.

Specific responsibilities include:

- The inputs of Evaluation Reference Group members are expected to strengthen the quality, usefulness and credibility of the evaluation process. The Evaluation Reference Group will enable stakeholders to express their information needs and the group will also be considered a sounding board for feedback and decisions on the evaluation. An active Evaluation Reference Group will be key to ensure proper validation of the evaluation findings and that the voices of key partners in the programme's implementation are considered during the evaluation process and reflected in the final evaluation report.

More specifically, Evaluation Reference Group members will be expected to:

- Be interviewed by the evaluation team.
- Participate in inception meetings and debriefings with the evaluation team during missions.
- Provide feedback to the evaluation inception report.
- Provide feedback to the preliminary findings presentation.
- Provide feedback to the draft evaluation report.
- Provide feedback to the final evaluation report.
- Contribute to the dissemination and uptake of the evaluation results.

3. Evaluation team

The evaluation team should include an international consultant and a national consultant. Inclusion of an evaluation analyst as a team member is highly recommended. The international evaluation consultant will act as the team leader with overall responsibility for the evaluation and will report directly to the UN Women evaluation manager.

1. The evaluation team prepares all evaluation reports and associated products, adhering to the highest standards of report quality.
2. To avoid conflict of interest and undue pressure, members of the evaluation team need to be independent, implying that they must not have been directly responsible for the design, or overall management of the subject of the evaluation, nor expect to be in the near future.
3. Evaluators must have no vested interest and must have the full freedom to conduct their evaluative work impartially. They must be able to express their opinion in a free manner.

CHAPTER 3

PREPARATION

CHAPTER 3

PREPARATION

TOOL 1

Model ToR for IES-led and Country Office-commissioned CPEs

3.1 Terms of Reference (ToR)

There are two main tasks during the Preparation Stage:

1. Development of the CPE Terms of Reference (Refer to Tool 1 for a model CPE Terms of Reference).
2. Selection of the evaluation team.

The evaluation ToR is an important document in preparing for CPE evaluation. The ToR defines why the CPE is being undertaken (purpose and objectives), what it will examine (scope, key evaluation criteria and questions), how (design and methods), when it will be conducted (time frame), who will use it (intended users) and how it will be used when completed.

TERMS OF REFERENCE

The ToR should be maximum 10 pages long (excluding the annexes) and cover the following:

- **I.** Background (country portfolio context)
- **II.** Description of the country portfolio covering Country Office initiatives under the triple mandate during the Strategic Note concerned
- **III.** Purpose, objective and use of the evaluation
- **IV.** Evaluation criteria and key questions
- **V.** Scope of the evaluation
- **VI.** Evaluation design (process and methods)
- **VII.** Stakeholder participation
- **VIII.** Time frame for key components of the evaluation and deliverables
- **IX.** Expected deliverables
- **X.** Management of evaluation
- **XI.** Evaluation team composition, skills and experience required to fulfil the CPE
- **XII.** Ethical code of conduct

Annex 1 Summary of past evaluations
Annex 2 Mapping of programmes, projects and initiatives against the Strategic Plan Impact Areas
Annex 3 Stakeholder Mapping

UN Women Evaluation References

- Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women, 2020
- UN Women Global Evaluation Report Assessment and Analysis System (GERAAS) evaluation quality assessment checklist
- UN Women Evaluation Consultant Agreement Form
- UN Women Guidance on Country Portfolio Evaluation
- UN Women Core Values and Competencies
- UN Women Evaluation Handbook. At UN Women Independent Evaluation Office, 2022
- Good practices in gender-responsive evaluations, 2020

UN Evaluation Group References

- UNEG Norms and Standards for evaluation, 2016
- UNEG Ethical Guidelines and Code of Conduct, 2020
- UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation, 2014
- UN The System-wide Action Plan on Gender Equality and the Empowerment of Women (SWAP) Technical note and scorecard, 2018
- UNSDCF Evaluation Guidelines, 2021
- Guidance on Integrating Disability Inclusion in Evaluations and Reporting on the UNDIS Entity Accountability Framework Evaluation Indicator, 2022

CHAPTER 3

PREPARATION

TOOL 1

For a model ToR for IES-led and Country Office-commissioned CPEs

The ToR development process will include a preliminary assessment of the existence and availability of relevant secondary data and information as well as a preliminary stakeholder mapping exercise. This will be elaborated on and validated during the inception phase. The data availability assessment can be presented in the following tabular form:

Baseline data	[High/Medium/Low]
Activity reports	[High/Medium/Low]
Output results monitoring data	[High/Medium/Low]
Outcome results monitoring data	[High/Medium/Low]
Information specifically on women's rights	[High/Medium/Low]
Financial records	[High/Medium/Low]
Management reports	[High/Medium/Low]
Communications products	[High/Medium/Low]

A preliminary stakeholder mapping exercise will also be conducted as part of the ToR development. This should include:

Stakeholding role	Specific groups (gender disaggregated)	Main
Target groups of rights holders	[List groups and Civil Society Organization representatives]	[List]
Principle and primary duty bearers who make decisions and implement the Strategic Note	UN Women Country Office, [Ministries of Gender], [List donors]	[List]
Experts and consultants who have technical inputs into the Strategic Note	Civil Society Advisory Group, UN Gender Focal Persons, [List]	[List]
Representatives of secondary duty bearers and rights holders affected by the Strategic Note but not targeted for assistance	Trade Unions, Rights Holders Groups, Media, [List]	[List]

The inception report will detail how the evaluation will ensure the participation of stakeholders at all stages, with a particular emphasis on rights holders and their representatives.

The ToR will describe the evaluation team's size and composition, outlining the specific skills, experience, qualifications and other relevant competencies that will be needed to conduct the evaluation effectively. For Country Office-led CPEs, the ToR should specify whether the evaluation will be carried out by a consulting firm or by a consultant(s). The ToR have to specify the size of the team required and provide the estimated number of days required to undertake the evaluation.

Refer to Tool 1 for a model ToR.

ToR development and quality assurance of IES-led CPEs

The ToR will be developed by the evaluation team leader, in close collaboration with the Country Office evaluation focal person. The evaluation focal person will facilitate inputs from the Country Representative and other key Country Office personnel. The evaluation focal person will also provide access to relevant documents and information for ToR development as advised by the team leader. IEAS leadership will review and approve the draft ToR.

ToR development and quality assurance of Country Office-commissioned CPEs

The evaluation manager will develop the ToR and seek approval from the Regional Evaluation Specialist. Once the ToR is quality assured and approved by the Regional Evaluation Specialist, the Evaluation Manager will seek a final validation from the Country Representative.

The final ToR should be uploaded to the Global Accountability and Tracking of Evaluation Use - GATE System.

CHAPTER 3

PREPARATION

TOOL 1

Selection criteria for evaluation teams is included in Tool 1 (Model ToR) for guidance.

3.2 Selecting an evaluation team

The ToR forms the basis for soliciting and selecting evaluators. It defines the needs of the commissioning entity and specifies requirements. It is recommended that the CPE is conducted by a team of evaluators that includes a diversity of perspectives and experience. This should include different gender identities, geographic representation, experience with gender-responsive evaluation, and subject-matter expertise. The evaluation team should be recruited using a transparent process according to the UN Human Resource Policy, Procedure and Guidance.

3.2.1 IES-led CPEs

Teams will generally be comprised of three to four people.[3] Led by the IES team leader (the Regional Evaluation Specialist), the evaluation team will include an evaluation expert to support the team leader in designing and conducting the CPE; a national expert (evaluator and/or gender expert) to provide key contextual information and support data collection in-country; and an evaluation analyst responsible for key analytical tasks, systematization of information and contribution to analysis and report and presentation preparation. The team leader (Regional Evaluation Specialist) will lead the selection and recruitment of the evaluation team in close collaboration with the Country Office evaluation focal person.

Over the six-month period of the Regional Evaluation Specialist's conduct of the CPE, the anticipated Level of Effort from the evaluation team is as follows:

- Evaluation expert, approximately 45 days
- National expert, approximately 25 days
- Evaluation analyst, approximately 15 days.

3.2.2 Country Office-led CPEs

The evaluation manager will be co-leading the recruitment process with the Regional Evaluation Specialist. It could be a team of consultants or a firm, but the team must include an international team leader and a national evaluation expert. Inclusion of an evaluation analyst in the CPE team is strongly encouraged. While the team leader is expected to lead the overall management of the evaluation process and the evaluation team to ensure CPE deliverables are met, the national expert is expected to provide key contextual information and perspective to design a robust gender-responsive, utilization-focused CPE and the evaluation analyst (optional) is responsible for key analytical tasks, systematization of information and contribution to analysis and report and presentation preparation.

The recommended Level of Effort from the evaluation team is as follows:

- Team leader and international evaluation expert, approximately 45 days
- National evaluation expert, approximately 25 days
- Evaluation analyst, approximately 15 days (optional).

Refer to Tool 1 for detailed responsibilities, qualifications, skills, experience and competency of the evaluation team.

3 Depending on the context, thematic expert(s) to support in-depth case studies can also be recruited as part of the evaluation team in consultation with the Chief, IES.

CHAPTER 4

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TIP

Time should be provided for the evaluation team to clarify the evaluation object and learn as much as they possibly can about it. Time spent orientating the team at this stage helps prevent costly misunderstandings later in the process.

TOOL 2

Evaluability Assessment for CPEs

4.1 Inception Phase

Once the evaluation team is in place, preliminary inception meetings should be organized with the evaluation management groups. The initial inception meetings are an opportunity for the evaluators to introduce themselves and to gain clarity on the portfolio and context in which the evaluation will take place.

These meetings can take place over the phone, via Teams/Zoom or in person, resources, safety and security allowing.

The following five key activities are carried out in the inception phase before the data collection for CPE starts:

1. Evaluability assessment
2. Portfolio analysis
3. Stakeholder mapping and analysis
4. Inception workshop
5. Inception report writing and validation of the inception report.

4.1.1 Evaluability assessment

An evaluability assessment is completed during the inception stage of CPE which includes the following:

1. Assessment of the Country Office Strategic Note theory of change/logic model to examine its intervention logic and relevance, appropriateness and coherence.
2. Conduciveness of the context to conduct CPEs examining stakeholder involvement and socio-political conduciveness for the Country Office concerned.
3. Accountability including the management structure, leadership and staffing issues and performance management culture and practices at the Country Office.
4. Quality and completeness of the Development Results Framework and Organizational Effectiveness and Efficiency Framework.

The evaluability assessment will be conducted based on a review of the Country Office Strategic Note theory of change/ intervention logic; review of Development Results Framework and Organizational Effectiveness and Efficiency Framework performance indicators according to UN Women SMART[4] and results-based management (RBM)[5] principles; a review of the availability and quality of relevant documentation and reporting (including the presence of prior evaluations); and an assessment of potential contextual limitations (such as the broader political context, restrictions due to COVID-19, etc.). The evaluability assessment is also informed by consultations with key UN Women staff during scoping interviews.

4 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

CHAPTER 4

CONDUCT PHASE

TOOL 8

Sample CPE financial analysis

4.1.2 Portfolio analysis:

A portfolio analysis should cover three key aspects:

1. **Scoping and review of each Country Office intervention conducted under the Strategic Note, including normative, UN system coordination and operations work**. It should include a synthesis of secondary results data for the Development Results Framework and the Organizational Effectiveness and Efficiency Framework of the Strategic Note including activities, target groups, theories of change and output level results. Therefore, it should include the following information on each Country Office intervention:
   - the intervention's contribution to UN Women's triple mandate: normative, operational, UN system coordination
   - main theory of change
   - any relevant contextual factors
   - thematic areas covered
   - activities
   - target group
   - time frame
   - stakeholders involved and their contributions
   - expenditure or other UN Women contribution
   - related Development Results Framework indicators and output results data
   - related Organizational Effectiveness and Efficiency Framework indicators and performance data
   - documented lessons learned
   - evaluation evidence.
2. **Data on budget and finances: for the financial analysis, the following minimum key data needs to be covered:**
   - Country Office overall budget versus financial delivery rate
   - type of funding
   - financial delivery by source of funding
   - Strategic Plan thematic area – budget versus financial delivery
   - top Strategic Plan thematic areas (funding allocation)
   - thematic area budget trends
   - donor profile and top donors (including notes on any major donors that are not present or who have scaled back engagement with the Country Office)
   - value and proportion of funds provided to implementing partners (non-governmental organizations, civil society organizations)
   - COAT – non-core to core ratio, management ratio, operational ratio
   - in addition, team leaders should also consult the IAS team to learn about any recent governance, risk or control issues related to the Country Office concerned (recent audits and other assessments).

Refer to Tool 8 for a sample CPE financial analysis.

Furthermore, a cost effectiveness and efficiency assessment based on the following parameters should be completed. See Table 6.

CHAPTER 4

CONDUCT PHASE

Table 6: Cost effectiveness and efficiency assessment

Parameter	Indicator	Finding
Country Office nature of activities and projects	Short-term nature of the Country Office project or activities versus longer-term interventions. Size of projects/funding agreements (small scale versus larger scale transformative). Existence of field offices.	• High number of short projects versus longer-term interventions indicate that the efficiency, sustainability and transformative impact of programme/ projects is being compromised. • Field offices indicate decentralized/ localized structures, and an organizational/functional assessment of the field offices may be recommended to assess the relevance, efficiency and effectiveness of such structures. The value addition of such offices, particularly from the perspective of leaving no one behind principles will be a critical feature to assess.
Trend analysis of activity delivery against the planned timelines	Delays in delivery against the planned timelines	• Persistent delays reflecting lack of efficiency.
Donor report status	On-time donor reporting versus delayed donor reports	• On-time donor reporting reflecting effective programme and Country Office management and systems functioning. • Persistent delayed donor reports reflecting lack of efficiency and weak accountability.
Country Office targeted marginalized groups/made efforts to leave no one behind	Concrete plans to systematically incorporate the principles of leaving no one behind in its programmes and internal functions and its implementation status.	• Evidence of policies, procedures, guidelines, systems and human resource capacity to systematically facilitate incorporation of the principles of leaving no one behind in its programmes as well as its internal functions reflects that the Country Office is taking the necessary measures. • Evidence of positive programme results demonstrating successful efforts to leave no one behind.
Culture and practice of validated monitoring	Limited validated monitoring culture, systems and practices	• Limited validated monitoring indicating a need for improvement of independent, quality monitoring data.
Assessment of measures taken by the Country Office to increase efficiency over time	Concrete plans to increase efficiencies over time by the Country Office Consistent implementation of the plan	• Concrete plans to increase efficiencies over time by the Country Office and consistent implementation of the plan reflects the Country Office is making progress towards improving the overall efficiency of UN Women's function.

CHAPTER 4

CONDUCT PHASE

TOOL 8

CPE financial analysis and HR analysis

3. Human Resource-related data and information

For the Human Resource (HR) analysis, the following minimum key areas need to be covered:

- Country Office organization chart(s) covering the Strategic Note concerned.
- HR profile: staff, SSA, interns, consultants etc. (including growth of portfolio over time).
- Vacancies in key posts, turnover of key positions.

Refer to Tool 8 for a sample CPE financial analysis and HR analysis with an illustrative example.

4.1.3 Stakeholder mapping and analysis

A gender-responsive evaluation entails a process that is inclusive, participatory and respectful of all stakeholders, especially in ensuring that women's voices and the perspective of vulnerable groups and individuals are prevalent throughout the evaluation.

The evaluation team in association with the Evaluation Management Group and Evaluation Reference Group should ensure that the process of the evaluation recognizes the contributions of all groups; results in a useful evaluation for key stakeholders; engages and develops the capacities of target groups; ensures multi-dimensional accountability; and empowers marginalized groups. See Box 2 for a good example of identifying vulnerable individuals and groups for CPEs.

The stakeholder map developed in the preparation phase (and included in the ToR) is discussed, elaborated, validated and finalized during the inception phase, preferably during the inception workshop. Refer to Tool 3: Guidance on inception workshop for illustrative examples of a Stakeholder map.

Key questions for detailing the stakeholder map includes:

- **WHO:** stakeholders, disaggregated as appropriate
- **WHAT:** their role in the intervention
- **WHY:** gains from involvement in the evaluation
- **PRIORITY:** importance of involvement in the evaluation process
- **WHEN:** stage of the evaluation to engage them (design, consultation, as data collectors, analysis, reporting)
- **HOW:** ways in which stakeholders will participate and their capacity to do so.

Box 2: Identifying vulnerable individuals and groups for CPEs – A good example from CPE Albania

Women who face additional social disadvantages were identified and mapped to particular areas of vulnerability:

- **Roma and Egyptian women** → social housing, economic aid, social services, early marriage and trafficking, domestic violence and violence against women and girls.
- **Women with disabilities** → social services and employment opportunities, domestic violence and abuse.
- **LGBTIQ+ women** → social services and employment opportunities, domestic violence and abuse.
- **Rural women** → social care and services, informal employment and burden of unpaid care work and weak property and land rights, domestic violence and violence against women and girls.

CHAPTER 4

CONDUCT PHASE

TOOL 3

Guidance on inception workshop for illustrative examples of stakeholder mapping

Edit the following table to map out roles and responsibilities for each evaluation:

Table 7: Stakeholder mapping

Area of Work	Direct Boundary Partners (e.g.)	Target Groups (Outcomes)		Level of involvement in the Evaluation (High, Moderate, Low) and Main Contributions to UN Women's Work
		Duty Bearers	Rights Holders	
Programme (Operational)	Responsible Parties Joint programming partners Government			
UN Coordination	Regional Coordinator's Office UN Country Team Gender Theme Group			
Normative	Government National Women's Machinery			
Organizational Effectiveness and Efficiency	UN Women Staff (Country Office, Regional Office, headquarters)			
Resource Mobilization	Donors Government Private sector			
Knowledge Management	Civil Society Advisory Group Extended Gender Theme Group			
Any other				

CHAPTER 4

CONDUCT PHASE

TOOL 3

Guidance for participatory inception workshop for CPEs

4.1.4 Inception workshop

A critical part of the inception phase of the CPE is the inception workshop, a virtual participatory workshop with key Country Office personnel. The inception workshop is facilitated by the evaluation team and covers the following key areas.

INCEPTION WORKSHOP

1. **INTRODUCTION TO THE EVALUATION PURPOSE AND OBJECTIVES**

   This allows stakeholders to have preliminary contact with the evaluators; introduce the purpose and approach of the evaluation; better understand users and uses; and facilitate further exchange during data collection.

2. **DISCUSSION OF THE EVALUATION MANAGEMENT STRUCTURE AND EVALUATION PROCESS**

   This is an opportunity to outline the CPE process and reiterate evaluation management arrangements, allowing stakeholders to develop a uniform understanding of the CPE process and functions of various management and quality assurance structures.

3. **MAPPING OF STRATEGIC NOTE INTERVENTIONS**

   To establish a common understanding of interventions within the scope of the Strategic Note; and to reflect on the success and challenges over the Strategic Note period and consider opportunities and responses for the future.

4. **DISCUSSION OF THE ELEMENTS OF THE STRATEGIC NOTE THEORY OF CHANGE**

   This is an opportunity to seek comments and feedback on any reconstructed Theory of Change developed by the evaluation team as well as identifying the underlying assumptions of how change happens (the theories of change) for each intended outcome.

5. **STAKEHOLDER ANALYSIS**

   Discussion of the stakeholder map developed by the evaluation team (See Table 7). This will also include identification and finalization of key stakeholders to be consulted for the CPEs.

6. **EVALUATION QUESTIONS**

   Prioritizing and refining the evaluation questions from the evaluation matrix.

CHAPTER 4

CONDUCT PHASE

4.1.5 Inception report

Inception phase activities culminate in an inception report. The purpose of the inception report is to provide the conceptual framework and main operational plan for the CPE, including the timeline and workplan for conducting the evaluation.

The inception report will be produced by the evaluation team under the leadership of the evaluation team leader to operationalize the ToR and to provide a level of detail on the scope, evaluation criteria, evaluation questions and sub-questions, approach, design, method, sampling and prioritization strategies, stakeholder analysis, and data collection tools and protocols leading to the refinement of the evaluation scope and areas of enquiry. The inception report should not be more than 35 pages (excluding the annexes) and should follow the UN Evaluation Group (UNEG) quality standards to include the following elements.

Evaluation criteria and framework (or matrix):

As indicated in the previous section, the CPE will apply the OECD DAC evaluation criteria. The evaluation team is strongly recommended to focus on a maximum of four key evaluation criteria to focus on depth rather than breadth.[6] The evaluation framework is the heart of a CPE. It states what questions will be asked and how evaluative assessments will be made when answering them.

The CPE ToR include a draft evaluation framework with a set of key evaluation questions. As part of the inception phase, the evaluation team is required to refine the evaluation framework to develop a comprehensive evaluation matrix by finalizing and fine-tuning the evaluation questions, sub-questions, specific indicators for answering each evaluation question and data sources.

INCEPTION REPORT

1. Introduction
2. Background and context
3. Strategic Note overview
   - Portfolio analysis
   - Preliminary observations made by the evaluation team during the inception phase will be assessed and explored in greater depth during the data collection phase
   - Theory of Change
   - Human and Financial Resources preliminary analysis
4. Stakeholder mapping and analysis
5. Evaluability assessment
6. Evaluation purpose, objectives and scope
7. Evaluation criteria and priority questions including the evaluation matrix
8. Evaluation approach and design: Evaluation methods of data collection and analysis
9. Risk analysis and mitigation strategy
10. Evaluation plan detailing evaluation activities and a timeline
11. Data Management Plan
12. Evaluation management arrangements and quality assurance mechanisms
13. Dissemination and use

6 However, the evaluation team has the discretion and flexibility to use additional evaluation criteria for CPEs as deemed appropriate and relevant for the context of the country concerned.

CHAPTER 4

CONDUCT PHASE

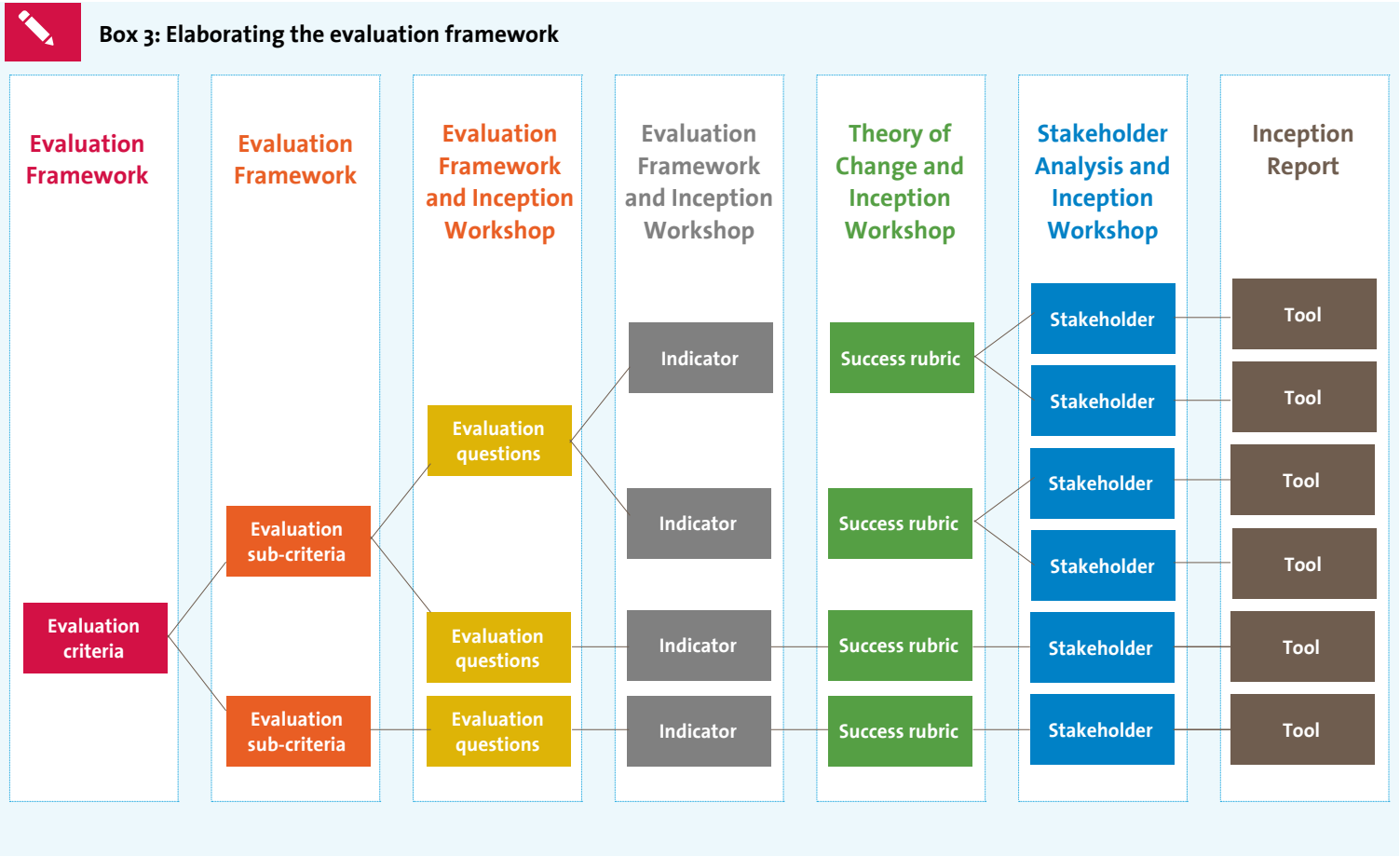
TOOL 4

Model evaluation framework

See Tool 4 outlining a model evaluation framework. A set of sample evaluation questions have been provided which can be edited, added to, or deleted as appropriate. If different questions are used, care should be taken to ensure that a strong focus remains on mainstreaming gender equality and human rights.

The default questions also balance learning, decision-making and accountability. See Box 3 below on how to elaborate the evaluation framework and Box 4 on identifying the priority data required by the evaluation.

Box 3: Elaborating the evaluation framework



CHAPTER 4

CONDUCT PHASE

TOOL 4

Model evaluation framework and sample evaluation questions

TOOL 5

Checklist to assess UN Women's contribution

All indicators are expected to include the following elements:

1. A pre-defined rubric for evaluative judgment in the form of a definition of success, a benchmark, or a minimum standard.
2. Mainstreaming gender-responsiveness:
   a. Gender-disaggregated
   b. Gender-specific (relating to one gender group)
   c. Gender-redistributive (balance between different gender groups).
3. Mainstreaming a human rights-based approach:
   a. Reference to specific human rights norms and standards (including Commission on the Status of Women concluding observations)
   b. Maximizing the participation of marginalized groups (including disability inclusion) in the definition, collection and analysis of indicators.

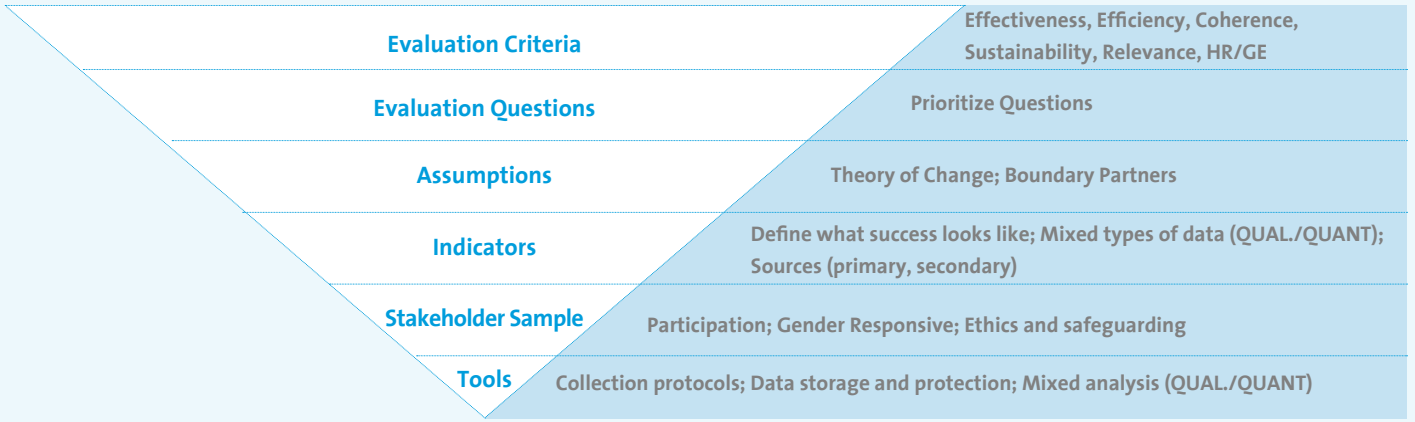
In addition, refer to Tool 5 for a checklist to assess UN Women's contribution towards:

- Coordination on gender equality and women's equality.
- Gender-responsive normative frameworks, policies, institutions and financing for gender equality to operationalize these commitments.
- Addressing underlying and root causes of gender inequality to bring forth transformative changes, including disability inclusion.
- Environmental sustainability.

The checklist will help to design and standardize the key performance indicators in the evaluation matrix.

Tools: Refer to Tool 4 for a model evaluation framework with a set of sample evaluation questions.

Box 4: Identifying the priority data required by the evaluation



CHAPTER 4

CONDUCT PHASE

TOOL 6

Methodology note on contribution analysis, outcome mapping & harvesting and collaborative outcomes reporting technique (CORT)

TIP

Make sure that the design fits the context and not the evaluator's preferences (evaluation specific methodology)

Ensure the methods include looking for unintended outcomes – both positive and negative

4.2 Data collection and analysis

4.2.1 Evaluation methodology and approach

UN Women has promoted gender-responsive evaluation as a transformative driver of change for achieving gender equality and the empowerment of all women and girls by 2030 to ensure that we are doing things right as well as doing the right things to achieve gender equality and the empowerment of women. UN Women's work at the country level is complex in nature with a combination of normative, UN system coordination and operational work. Therefore, the design of a CPE has to be informed by good practices in gender-responsive evaluation approaches and a suitable approach or a combination of approaches has to be applied to facilitate a more nuanced assessment of the type, effectiveness and quality of the gender-transformative results achieved at micro, meso and macro (systems) level. These could be:

- evaluation approaches that are human rights-based and gender-responsive for fostering participation and inclusiveness;
- approaches combining theory-based approaches[7] with the use of one or a combination of gender analytical frameworks, including sector-specific gender frameworks; or
- more systems thinking and complexity-responsive designs including the use of multiple evaluation approaches to assess and interpret the gender equality outcomes of policies, programmes or a portfolio of interventions.

See Table 8 for examples and refer to Good practices in gender-responsive evaluations for more details.

Refer to Tool 6 for Methodology note on contribution analysis, outcome mapping & harvesting and collaborative outcomes reporting technique (CORT) based on UN Women's CPE experience.[8]

7 The evaluation will need to assess and explain how UN Women contributed to the observed development results at outcome and output level, and whether the assumptions behind the identified causal pathways of change held or not. Approaches such as process tracing, outcome mapping, outcome harvesting, or most significant change can be considered.

8 This is a dynamic document and can be expanded periodically with methodology notes on other relevant gender-responsive evaluation methodologies.

Table 8: Examples of good practices in gender-responsive approaches and methods

Human rights-based and gender-responsive for fostering participation and inclusiveness	Combining theory-based approaches with the use of one or a combination of gender analytical frameworks	Systems thinking and complexity-responsive designs
Utilization-focused evaluations: promotes intended use by intended users	Longwe Women's empowerment framework: Enables a feminist context analysis highlighting the political dimensions of gender inequality. Allows negative impacts to be located and analysed.	Inclusive Systemic Evaluation for Gender Equality, Environments and Marginalized Voices (ISE4GEMS): an innovative, evaluation approach for the SDG era. It addresses complexity in development and integrates an intersectional analysis of three cross-cutting dimensions relevant for achieving the 2030 Agenda: gender equality, marginalized voices (e.g. the leave no one behind principle) and the environment.
Appreciative inquiry Highlights good practice in association with evaluation.	Harvard Analytical framework: Useful for mapping and identifying the gendered division of work as well as access and control over community resources. Highlights the need for gender disaggregation in measuring programme impact to identify if there are differential outcomes for men and women receiving the same programme intervention.	
Feminist Addresses the gender inequities that lead to social injustice and examines opportunities for reversing gender inequities	Social Relations Framework Highlights the systemic causes and structures of gender inequalities. Useful for mapping actors/stakeholders involved in gender power dynamics to understand the importance of social relations to systemic inequalities. Helps pinpoint the places where structural catalysts to inequality can be disrupted.	
Empowerment Programme participants conduct their own evaluations. An outside evaluator often serves as a coach or additional facilitator	CPE Malawi (2017) used all three frameworks, the Social Relations Framework is used to explore the social structural constraints underpinning roles and responsibilities of men and women, as well as their access to, control over and use of resources. The Harvard Analytical Framework and the Longwe Women's Empowerment Framework help to assess adaptive capacities within households and how UN Women Country Office interventions have empowered women. Together, the frameworks acknowledge the importance of individual and group agency as well as the effects of UN Women Country Office interventions on gender relations.	
Most Significant Changes Sharing stories of lived experiences and selecting those most representative of the type of change being sought.		

CHAPTER 4

CONDUCT PHASE

TOOL 7

Model data collection tools

4.2.2 Data collection methods: identifying the priority data required by the evaluation

The evaluation matrix with evaluation questions should guide the design of the data collection tools as indicated in Box 4. A mixed-methods approach utilizing both qualitative and quantitative data will be used to:

a) account for the complexity of gender relations and to ensure participatory and inclusive processes that are culturally appropriate; and

b) triangulate and verify data, increasing the internal reliability and consistency of findings.

The evaluation team should select the most appropriate combination of data collection methods to address each evaluation question. Suggested data collection methods include, but are not limited to:

- **Document review:** UN Women Strategic Plan, UN Women Country Office Strategic Note, Mid-Term Progress Reviews (where undertaken), Annual Work Plans and Annual Progress Reports, Financial Reports, UN Women data systems (Executive Dashboard), existing evaluation reports and management response status, existing audit report and response status, related programme and project documents, donor reports, national plans, national statistics, UNDAF/UNSDCF etc.
- **Semi-structured in-depth interviews** with key stakeholders including, for example, government counterparts, key donors who are UN Women's biggest supporters in the country concerned, civil society organizations, UN Country Team members, other key development partners and implementing partners.
- **Stakeholder surveys**, e.g. UN Country Team Survey and survey of UN Women Country Office personnel.
- **Focus group discussions**, when needed, involving groups and sub-groups of beneficiaries, including community members, decision makers, and other key stakeholders and partners.
- **Other methods**, while such as case studies, direct observation and participatory approaches to support triangulation.[9]

Data collection methods should be selected with due regard to:

- the availability of existing evaluative evidence and administrative data where available;
- logistical constraints (including, for example, challenges relating to travel, budget and time constraints); and
- ethical considerations .

Data collection methods and processes should be gender-responsive[10] and data should be systematically disaggregated by sex and age and, to the extent possible, disaggregated by geographical region, ethnicity, disability, migratory status and other contextually relevant markers of equity.[11]

9 For more information on evaluation methods see the UNEG Compendium of Evaluation Methods (Volume 1).

10 As per the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluations (2014), when deciding among different methods and instruments, it is useful to question if the selected method(s) or tool(s): (a) will detect meaningful changes and contribution of the intervention to the enjoyment of rights, empowerment of rights holders and increased capacities; (b) are suitable for the populations and individuals that need to be involved in the data collection process; and (c) are appropriate to involve all the key stakeholders, without discriminating against some groups or individuals, and guarantee the meaningful participation of all stakeholders.

11 Data disaggregated by gender, race, ethnicity, class, age, disability, religion, language, caste, national or social origin is required to capture intersectionality or how multiple types of inequality and discrimination reinforce exclusion.

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CONDUCT PHASE

TOOL 7

Model data collection tools

Specific guidelines should be observed, namely the UNEG guidance on Integrating Human Rights and Gender Equality in Evaluations (2014) and Guidance on Integrating Disability Inclusion in Evaluations and Reporting on the UNDIS Entity Accountability Framework Evaluation Indicator, 2022.

The CPE should adhere to and be guided by the UN Evaluation Group Norms and Standards (2016) and the UN Evaluation Group Ethical Guidelines (2020) at every stage of the evaluation process, observing the following principles of integrity, accountability, respect and beneficence as explained below.

Refer to Tool 7 for Model data collection tools.[12]

UN Evaluation Group Ethical Guidelines for Evaluation (2020)

ACCOUNTABILITY

Transparency of the evaluation, thereby increasing accountability for performance to the public.

Responsiveness as questions or events arise. Where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified, it must be referred to appropriate channels.

Taking responsibility for meeting the evaluation purpose and for actions taken.

Fairly and accurately reporting to stakeholder's decisions, actions and intentions.

INTEGRITY

Honesty and truthfulness in communications and actions.

Professionalism based on competence, commitment, ongoing reflective practice and credible and trustworthy behaviour.

Independence, impartiality and incorruptibility to mitigate or prevent conflicts of interest, bias or undue influence of others, which may otherwise compromise responsible and professional evaluation practice.

BENEFICIENCE

Explicit and ongoing consideration of risks and benefits from evaluation processes, products and longer-term consequences.

Maximising benefits at systemic (including environmental), organisational and programmatic levels.

Doing no harm and not proceeding with an evaluation when harms cannot be mitigated.

Ensuring evaluation makes and overall positive contribution to human and natural systems and to the mission of the UN.

RESPECT

Access to the evaluation process and products by all relevant stakeholders- with due attention to factors that can impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability.

Meaningful engagement and fair treatment of all relevant stakeholders in the evaluation processes, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.

Fair representation of different voices and perspective in evaluation products.

12 A set of core survey questions have been established between the Country Office personnel survey and the Stakeholder survey to have a wider dataset for comparative analysis and benchmarking across country programmes (see Tool 7: Data Collection Tool for the benchmarking templates). Evaluation teams could export these templates to adapt further as needed while not changing the core questions for benchmarking. Each survey is available in English, French and Spanish.

CHAPTER 4

CONDUCT PHASE

TOOL 6

Methodology note on contribution analysis, outcome mapping & harvesting and collaborative outcomes reporting technique (CORT)

TOOL 7

Model data collection tools

TIPS

USEFUL LINKS

A detailed list of approaches and methods can be found at:

1. Good practices in gender-responsive evaluations
2. Tool 10. Tips for employing gender-responsive evaluation methods, the UN Women Evaluation Handbook: How to manage gender-responsive evaluation
3. www.betterevaluation.org

DATA MANAGEMENT PLAN

A data management plan should be developed and submitted with the inception report as per the IES Data Management Guidance to ensure the protection of sensitive information and rights and respect for evaluation subjects and due adherence to UN Women's ethical evaluation practice around the acquisition, retention and use of data.

INNOVATIVE DATA COLLECTION METHODS

Innovative data collection methods such as Photovoice, promoting participatory photography as an empowering option of digital storytelling for vulnerable populations; and Storytelling, providing a glimpse into how people experience their lives and the impact of specific projects/programmes can be used in CPEs. However, the use of such innovative approaches should be in strict adherence to the ethical standards and principles of doing no harm to the participant. Therefore, informed consent should be obtained prior to collecting photographs and information, the participant should understand about the use of collected information and photographs.

REMOTE DATA COLLECTION METHODS

Pocket tool for managing evaluation during the COVID-19 pandemic: The pocket tool developed by UN Women IEAS contains tips and good practices to aid evaluation teams in determining the best course of action for the gender-responsive evaluation or research exercise in the context of COVID-19, while keeping stakeholders engaged and upholding relevant ethical and data protection protocols. It also provides numerous links to remote data collection methods and tools. CPE teams must refer to this tool when designing and conducting CPEs.

CHAPTER 4

CONDUCT PHASE

4.2.3 Sampling

The sampling technique should ensure that the selected samples adequately reflect the diversity of interventions; pay special attention to the inclusion, participation and non-discrimination of the most vulnerable stakeholders; and cover issues and interventions with the richest learning opportunity. Failure to do so may affect the credibility and technical adequacy of the information gathered. Therefore, CPEs should apply **purposive sampling** of cases based on maximizing learning and insights for improved decision-making.

The following minimum standards for sampling can be used:

1. All normative (macro-level policy work) in the Development Results Framework.
2. All UN system coordination work in the Organizational Effectiveness and Efficiency Framework.
3. All operational thematic areas of work covered by the country.
4. All joint, regional or global programmes (where these are present).
5. An in-depth analysis of strategically important features/characteristics of the Country Office or thematic interventions through applying a case study approach. This should, however, be limited to a maximum of two case studies. See Table 9 for guidance on the selection of case studies and Table 10 for case study examples from UN Women CPEs.

Table 9: Principles to guide the selection of case studies

1.	Relevance of the subject: Is the theme/intervention a socioeconomic or political priority of UN Women's mandate and role? Is it a key priority of the national plan, UN Women Strategic Note or the Annual Work Plan? Is it a geographic priority for UN Women, e.g. levels of gender inequality and the situation of women in the country?
2.	Risk associated with the intervention: Are there political, economic, funding, structural or organizational factors that present potential high risks for the non-achievement of results or for which further evidence is needed for management decision-making?
3.	Significant investment: Is the intervention considered a significant investment in relation to the overall office portfolio (more than one third)?
4.	Demands for accountability from stakeholders: Are stakeholders specifically requesting the evaluation of an intervention (e.g. through donor requirements in direct financing and co-financing arrangements)?
5.	The richest learning opportunities: Potential for replication and scaling-up. Would the evaluation provide the information necessary to identify the factors required for the intervention to be a success and determine the feasibility of replication or scaling-up? Is the intervention a pilot and/or an innovative initiative?

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CONDUCT PHASE

Table 10: Examples of case studies from CPEs

PNG	Cambodia
Women, Peace and Security Humanitarian Response – this included: • Stories of Change • Observation • Value for Money Pilot Papua New Guinea (PNG) CPE Case studies	UN Women's contribution to Cambodia's National Action Plan (NAP) to prevent Violence Against Women (NAPVAW) Cambodia CPE Case studies
Bosnia and Herzegovina (BiH)	**Nigeria**
UN Women's coordination of gender equality and women's equality work Normative work Governance and leadership portfolio Ending Violence Against Women (EVAW) portfolio BiH CPE Case Studies	WPP and Leadership Interventions in the north-eastern part of Nigeria Nigeria CPE Case studies

4.2.4 Triangulation and validation of the evidence

CPEs must collect and use accurate, objective, reliable and valid data. The evaluation team should systematically organize, compare and synthesize data collected and use data analytical tools or instruments, see Box 5.[13]

The evaluation must include triangulation and validation of information using various methods of data collection and sources of information to counteract the interests or biases related to any one data source, thereby giving more credibility and stronger evidence on which to base evaluation conclusions. In this regard, CPE reports should also clearly indicate the source of evidence and the degree of validation. Data triangulation and validation is also important to ensure that the voices of the most vulnerable individuals and groups are heard and verified by various data sources.

Box 5: Data analysis checklist

Data analysis should ensure that evaluators:

- ☐ Take stock of achievements, challenges and opportunities.
- ☐ Verify the continued relevance of the portfolio.
- ☐ Assess the current Strategic Note design, objectives, strategies and implementation arrangements.
- ☐ Identify what works, why and how to recommend areas that should be prioritized, scaled up and those that should be scaled back.
- ☐ Draw lessons learned and provide forward-looking options to inform management to strengthen the next Strategic Note.

13 For example, SPSS, STATA, Qualtrics, and NVivo.

CHAPTER 4

CONDUCT PHASE

TIP

Ensure that the evaluation process explores alternative explanations until they can be discarded, or include them in the contribution analysis.

Use the UN Women Evaluation Handbook Tool 7. Evaluation product comment template to seek and address comments from various stakeholders.

The performance assessment of UN Women Strategic Notes will be strengthened through the use of multiple and participatory validation processes.

These should include as a minimum standard:

FIELD EXIT MEETINGS

Field exit meetings (virtual when the data collection is remotely conducted) with UN Women Country Office personnel to present emerging evidence and to help identify any gaps.

TRIANGULATION OF FINDINGS

Triangulation of all findings in the draft report with two or more sources of evidence.

VALIDATION WORKSHOP

Validation workshop with UN Women Country Office staff and key stakeholders to present evidence and draft findings, and to develop shared recommendations.

INTEGRATION OF COMMENTS

Integration of comments from the Evaluation Reference Group into the final report, with an audit trail of responses.

4.2.5 Mitigating limitations

All evaluation designs have inherent limitations. In addition, real world constraints (such as resources, lack of physical access, logistics or evaluator skills) create additional limitations.

Both methodological limitations and evaluation constraints have implications for decision makers in terms of the confidence they can place in evaluation findings, conclusions and evidence. It is essential that these limitations and implications are communicated clearly, honestly and transparently.

The main methodological limitations of an evaluation design include:

- **Reliability** is limited by the lack of detailed baseline data and control groups for most UN Women interventions. It also reflects the complex 'upstream' nature of UN Women's work at the policy and macro level. Reliability can be enhanced through the application of robust contribution analysis and by applying approaches such as qualitative comparative analysis (QCA) to the CPE case studies.
- **Internal validity** is limited by the complex nature of transformative social, economic and cultural interventions. There are few clear and agreed-upon indicators for capturing many of the outcomes that UN Women is seeking to affect, meaning that evaluations have to rely on the perceptions of stakeholders (who have their own agendas). Internal validity can be enhanced through triangulation of multiple sources of evidence using multiple methods to identify and explore differences in versions of the 'performance story'.

CHAPTER 4

CONDUCT PHASE

TOOL 6

Methodology note on contribution analysis, outcome mapping & harvesting and collaborative outcomes reporting technique (CORT)

- **External Validity** (applying findings to other contexts) is limited in terms of the highly contextual nature of UN Women's work and quasi-experimental designs are particularly vulnerable to missing this context in the analysis. While the external validity of CPEs is not a priority for Country Offices, the evaluations are expected to contribute to the corporate body of knowledge. External validity can be enhanced by selecting designs such as process tracing or configurational cases and complementing these with participatory methods.
- The CPE guidelines and associated tools do not take into account the participation of stakeholders in the design of the evaluation, or their active participation as co-evaluators (i.e. collecting and analysing evidence). **Participation** can be enhanced through the inclusion of additional resources and trained personnel for engaging, mobilizing, training and facilitating stakeholders to participate in all stages of the evaluation process. It can also be enhanced through the use of approaches such as Collaborative Outcomes Reporting Technique (CORT), Participatory Video, or PhotoStories duly following the ethical principles and standards of using such innovative approaches and techniques. Please refer to Tool 6, Methodology note on contribution analysis, outcome mapping & harvesting and CORT based on UN Women's CPE experience.

CHAPTER 5

REPORTING

CHAPTER 5

REPORTING

TIP

See UN Women Evaluation Handbook Tool 14. GERAAS evaluation report quality assessment Guidance Note and EQA Matrix

The draft and final evaluation reports are the main products of the CPE process. Other products, such as a presentation, video, or brief can also be developed to communicate with specific groups depending on the context and available resources, but they should be based on the Final Evaluation Report.

The CPE quality assurance arrangement ensures that a high-quality evaluation report is produced that meets – and attempts to exceed – UN Women standards for evaluation reports, as codified in the Global Evaluation Reports Assessment and Analysis System (GERAAS) and the GERAAS rating matrix which is based on UNEG standards for evaluation reports.

To fulfil the stated purpose of CPEs, including the useful communication of information to stakeholders, particular care should be taken to ensure that the report length is not more than 50 pages (excluding the annexes) and annexes should also not be more than 50 pages. In addition to the standard dedicated sections covering the Context, Purpose Objectives, Scope, Approach and Methodology, the CPE report must include the following analytical sections.

ANALYTICAL SECTIONS OF THE CPE

FINDINGS

Findings illustrated with concrete examples, clearly stating which evidence was used to develop them, and are transparent about the limitations of this evidence.

CONCLUSIONS

Conclusions that clearly state the implications of findings for the future Strategic Note and the main options that face decision makers to address these implications.

RECOMMENDATIONS

A clear list of justified recommendations, developed and validated with stakeholders, that seek to address the root causes of issues and are prioritized using stated criteria (e.g. priority, feasibility, cost, potential impact).

LESSONS LEARNED

Generalized lessons learned, examples of replicable good practices, and details of innovations that can be used by partners and other parts of the Entity.

CHAPTER 5

REPORTING

Use of the report is likely to be higher where:

1. A participatory process has been used and key stakeholders are already familiar with the main messages.
2. The report uses clear and accessible language.
3. The report is visually appealing – making use of design principles, infographics, highlighting, illustrations, graphs and other visual tools.
4. Time is invested in making an executive summary that meets the informational needs of decision makers.
5. The report emphasizes new information, analysis and insights and uses the annexes to reference details that are already known by primary intended users.

The draft report should be reviewed and commented on by the evaluation quality assurance, management and governance groups. An audit trail of comments and the responses of the evaluation team should be coordinated by the team leader.

For **IES-led CPEs**, the draft and final evaluation report are reviewed and approved by the IEAS Leadership. Team leaders should retain details reflecting how comments and quality assurance feedback from IES/IEAS management reviews have been handled.

For **Country Office-commissioned CPEs**, the draft and final evaluation report should be approved by the Country Representative once the report has been quality assured and approved by the Regional Evaluation Specialist. This is mainly to ensure the independence and impartiality of the evaluation products.

The report must be uploaded to Global Accountability and Tracking of Evaluations System (GATE) within six weeks of finalization.

CHECKLIST

- [ ] For IES-led CPEs, the draft and final evaluation report is approved by the Chief, IES and the Director, IEAS.
- [ ] For Country Office-commissioned CPEs, the draft and final evaluation report is reviewed and validated by the Country Representative and quality assured and approved by the Regional Evaluation Specialist.
- [ ] The final evaluation report is uploaded to the GATE within six weeks of finalization

CHAPTER 6

USE AND FOLLOW-UP

CHAPTER 6

USE AND FOLLOW-UP

TIP

See UN Women Evaluation Handbook Tool 16. Management response template

6.1 Using evaluation for managing results

An evaluation dissemination strategy should be developed by the Country Office evaluation focal person in consultation with the key Country Office personnel for the CPE to ensure wider dissemination of results through diverse and effective channels.

As a first step, all evaluation reports should be posted and made publicly available in the GATE system.

One global annual event should be organized to disseminate and discuss all the completed CPEs in a given reporting year to develop a shared understanding of the evidence and lessons generated by the CPEs.

The evaluation report should be used to inform:

1. The development of the Strategic Note: Context, Lessons, Development Results Framework, Organizational Effectiveness and Efficiency Framework, Monitoring Evaluation and Research Plan.
2. The development of UN Women Annual Work Plans.
3. The UNDAFs or UNSDCF and/or Delivering as One development or evaluation processes.
4. UN Women internal learning (normative, policy, coordination, programme, partnerships, management, funds).
5. The Global Evaluation Report Assessment and Analysis System (GERAAS) meta evaluation and meta analysis.

6.2 Management response and action plan

The purpose of the management response[14] is to strengthen the use of evaluation by UN Women management and, to the maximum extent possible, its partners, thereby fostering greater ownership of the process of change and ultimately ensuring accountability for results.

The accountability for timely production and approval of the management response as well as timely implementation of key actions rests with the Country Representative. The Country Representative leads the follow-up process by issuing a management response within six weeks of CPE report finalization. In addition, the Country Representative could support other means to facilitate use of the report, e.g. in the form of dialogue and discussion sessions with the country, regional or headquarters management concerned as deemed appropriate.

For IES-led CPEs, and Country Office-commissioned CPEs, the evaluation focal person uploads the management response in the GATE system within six weeks of finalization of the evaluation report. The Country Representative approves the management response in the GATE system. The Country Representative is responsible for ensuring the timely implementation of the key actions and the evaluation focal person is responsible for updating the implementation status of the management response in the GATE system.

14 There may be corporate/institutional 'learning' with regards to the root causes of issues, etc. that may not make it to a formal recommendation, but that should be shared/discussed and/or raised by IEAS leadership with the departments/units/personnel concerned.

CHAPTER 6

USE AND FOLLOW-UP

Regional Offices through the Regional Director/Regional Deputy Director are encouraged to include a discussion on the implementation status of management responses to a CPE with the Country Offices concerned at least twice a year in collaboration with the Regional Evaluation Specialist. This will improve overall performance of the evaluation function in the region and strengthen evaluation use and learning culture.

CHECKLIST

- [ ] Did the Country Representative or Deputy Representative lead the development of the management response?
- [ ] Did the evaluation focal person upload the management response in the GATE system within six weeks of finalization?
- [ ] Did the Country Representative approve the management response in the GATE website?
- [ ] Is the Country Representative or Deputy Representative ensuring the timely implementation of key actions of the management response?
- [ ] Is the Country Office evaluation focal person updating the implementation status of the management response to key actions on a quarterly basis?
- [ ] Has the Country Office evaluation focal person implemented the evaluation dissemination strategy to ensure access to evaluation results and to facilitate learning?

6.3 Communicating evaluation reports

CPE findings and reports should be actively communicated to various internal and external stakeholders identified in the evaluation report.

Utilization-focused evaluation good practice suggests that evaluation products should be shaped to the specific informational needs and demands of specific groups. Therefore, multiple strategies for communicating key contents from the report will be necessary.

These could include:

- Policy briefs – written or presentations.
- Video summaries or photo essays.
- Social media posts and conversations.[15]
- Blog posts on Knowledge Gateway, LinkedIn Groups, or other online forums.
- Tailored presentations at existing meetings, conferences and workshops.
- Mini feedback workshops with evaluation participants (e.g. interviewees, focus group participants).
- Annual discussion and debate focusing on all completed CPEs in a given reporting year to develop a shared understanding of the evidence and lessons generated by the CPEs. This could be done in partnership with knowledge management focal persons.

15 Following UN Women corporate guidelines/process of social media

TOOLS

UN Women Country Portfolio Evaluation

I. Background

The Country Office Strategic Note is the main planning tool for UN Women's support to normative, coordination and operational work in [*country*].

The Country Office has been operational in [*country*] since [*insert year*]. This evaluation will consider the Strategic Note[s] covering the period [*insert dates*].

The current Strategic Note will end in December 20XX, and a new Strategic Note is due to be developed starting on [*insert date*].

The Strategic Note is linked to the UN Women Global Strategic Plan 20XX–20YY, national development plans and country-level UNDAF/UNSDCF [*Insert description of the national plans and UNDAF/UNSDCF that the Strategic Note is aligned with.*].

The Country Office Strategic Note supports and contributes to the following Strategic Plan Impact and Systemic outcomes[1] [*choose from below and delete the strategic Impact and Systemic outcomes that are not applicable*]:

LONG-TERM RESULTS (IMPACT)	Delete if not applicable	SYSTEMIC OUTCOMES	Delete if not applicable
1. Governance and participation in public life		Strengthening of global normative frameworks, gender-responsive laws, policies and institutions	
2. Women's economic empowerment		Financing for gender equality	
3. Ending violence against women and girls		Positive social norms, including by engaging men and boys	
4. Women, peace and security, humanitarian action and disaster risk reduction		Women's equitable access to services, goods and resources	
		Women's voice, leadership and agency	
		Production, analysis and use of gender statistics, sex-disaggregated data and knowledge	
		UN system coordination for gender equality and women's empowerment	

1 UN-Women Strategic Plan 2022–2025, https://undocs.org/UNW/2021/6

UN Women is a member of the UN Country Team, supporting gender mainstreaming across thematic groups and/or leading the inter-agency Gender Thematic Group. [Insert national policy alignment of the Strategic Note(s)]

The Strategic Note is grounded in the standards, principles and obligations of the Convention to Eliminate All Forms of Discrimination Against Women (CEDAW), Beijing Declaration and Platform for Action, Concluding Observations of the Commission on the Status of Women, UN Security Council Resolution 1325, Sustainable Development Goals (SDGs) and [insert others].

NOTE

List all the human rights instruments that the evaluators should consider, especially CEDAW, Security Council Resolutions and Special Rapporteur reports.

Also include any regional gender and human rights instruments

Recall different types of rights instruments such as:

- universal political and civil (blue) rights;
- universal social, economic and cultural (red) rights; and
- 'soft law' (green) rights such as International Labour Organization Conventions and regional declarations.

[Insert description of social status of women, including main data points and particular excluded sub-groups].

[Insert description of the economic context, including questions of control, access to resources and inequity between social groups].

[Insert description of policy environment, main national instruments, significant policy directions and changes.]

NOTE

Provide a qualitative description and quantitative illustrations of gender issues in the areas covered by the Strategic Note.

II. Description of the country portfolio

The total planned budget of the Strategic Note[s] was [insert amount in US$]. As of [insert date], the total resources mobilized were [insert amount in US$] and expenditure was [insert amount in US$].

UN Women's work focus on responding to its three core mandates:

- **Normative work:** *to support the formulation of policies, global standards and norms.*
- **Operational work:** *to help Member States implement international standards and forge effective partnerships with civil society.*
- **Coordination work:** *entails both work to promote the accountability of the UN system on gender equality and empowerment of women, including regular monitoring of system-wide progress, and more broadly mobilizing and convening key stakeholders to ensure greater coherence and gender mainstreaming across the UN.*

The main interventions undertaken under the Strategic Note are:

Normative	Coordination	National programmes	Regional programmes	Global programmes
[List programmes]				
[List programmes]				

The implementation status of these interventions is:

Completed	Ongoing/Planned	Cancelled/Revised
[List programmes]		
[List programmes]		

The Strategic Note Theory of Change is [describe the Theory of Change and indicate that it could be reconstructed by the evaluation team through a participatory process during the inception phase.]

In line with UN Women's commitment to Results Based Management, a Development Results Framework was developed with performance indicators (see Annex [x]).

The Strategic Note includes an Organizational Effectiveness and Efficiency Framework with performance indicators (see Annex [x]). The evaluation is expected to use this to assess organizational performance.

The main rights holders and duty bearers' capacities that the Strategic Note is attempting to develop are: [list main capacities]

[Describe any major differences from the original programme strategy and explain the logic behind these].

The Country Office is based in [insert location], with a staff of [insert number of staff]. In addition to this, UN Women has [insert number] programme and [insert number] support staff located in [list towns with staff presence].

III. Purpose (and use of the evaluation)

UN Women's work is framed by the Convention on the Elimination of All Forms of Discrimination Against Women, which is often called the "international bill of women's rights", and the Beijing Platform for Action, which sets forth governments' commitments to enhance women's rights. The spirit of these agreements has been affirmed by the SDGs; UN Security Council Resolutions on women, peace, and security and on sexual violence in conflict;[2] Economic and Social Council agreed conclusions 1997/2 and resolution 2011/5; and the UN System Chief Executives Board for Coordination policy on gender equality and women's empowerment and its corresponding system-wide action plan (SWAP).

Evaluation in UN Women is guided by these normative agreements 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 to measure progress towards the achievement of results. The UN Women Evaluation Policy[3] and the UN Women Evaluation Strategic Plan 20XX–20YY are the main guiding documents that set forth the principles and organizational framework for evaluation planning, conduct and follow-up. These principles are aligned with the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation in the UN System[4] and its Ethical Guidelines.[5]

The Country Portfolio Evaluation (CPE) is a systematic assessment and a means to validate the contributions made by UN Women to development results with respect to gender equality and the empowerment of women at the country level. CPEs focus on the portfolio of interventions carried out by Country Offices to fulfil UN Women's triple mandate and their overall success in advancing gender equality in the country. It is also an assessment of the Country Office's organizational effectiveness and efficiency in delivering the planned results. It uses the Strategic Note (including the Development Results Framework and Organizational Effectiveness and Efficiency Framework) as the main point of reference and provides a comprehensive evidence-based picture of UN Women's contributions to development results by moving away from project-level evaluations towards a more strategic country-level evaluation.

As a high-level strategic evaluation, the CPE is primarily intended to be a formative (forward-looking) evaluation to support the Country Office and national stakeholders' strategic learning and decision-making, including evidence-based advocacy, when developing a new Strategic Note. The evaluation is expected to have a secondary summative (retrospective) perspective to support enhanced accountability for development effectiveness and learning from experience.

2 UN Security Council resolutions on women, peace and security and on sexual violence in conflict include: 1325 (2000), and 1820 (2008), 1888 (2009), 1889 (2009), 1960 (2010), 2106 (2013) and 2122 (2013);

3 Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2020/5/Rev.1)

4 UNEG, Norms and Standards for evaluation in the UN system", 20016, available online at: http://www.unevaluation.org/document/detail/1914

5 UNEG Ethical guidelines for evaluation, 2020, available online at: http://www.unevaluation.org/document/detail/2866

It is a priority for UN Women that the CPE is gender-responsive and will actively support the achievement of gender equality and women's empowerment.

The primary intended users of this evaluation are [list users].

The primary intended uses of this evaluation are [Select as appropriate]:

a. Learning and improved decision-making to support the development of the next Strategic Note.

b. Accountability for the development effectiveness of the existing Strategic Note in terms of UN Women's contribution to gender equality and women's empowerment.

c. Support accountability for development effectiveness in terms of UN Women's strategic contribution to gender equality and women's empowerment as well as organizational effectiveness, learning and knowledge management.

d. Capacity development and mobilization of national stakeholders to advance gender equality and the empowerment of women.

e. UN Women's contribution towards the UN's mission of 'Delivering as One,' UN reform and harmonization initiatives, including the UNSDCF.

f. Learning on effective, promising and innovative strategies and practices

g. Better understanding the mission and vision of UN Women at the country level

IV. Objectives, criteria and key questions

CPEs have seven objectives:

1. Assess the relevance of UN Women's contribution to the intervention at national levels and alignment with international agreements and conventions on gender equality and the empowerment of women.

2. Assess effectiveness, organizational efficiency and coherence in progressing towards achievement of gender equality and the empowerment of women results as defined in the Strategic Note.

3. Enable the UN Women Country Office to improve its strategic positioning to better support the achievement of sustained gender equality and the empowerment of women.

4. Analyse how a human rights approach and gender equality principles are integrated in the design and implementation of the Strategic Note.

5. Identify and validate lessons learned, good practices and examples of innovation that can be scaled up and replicated to support gender equality and human rights.

6. Provide insights into the extent to which UN Women has realized synergies between its three mandates (normative, UN system coordination and operations).

7. Provide actionable recommendations with respect to the development of the next Strategic Note.

Criteria:

The internationally agreed standard evaluation criteria developed by the OECD, DAC will be used for the CPE:

1. **Relevance** – the extent to which strategic choices have maximized UN Women's comparative advantages and limited human and financial resources in addressing priorities for gender equality and women's empowerment.

2. **Efficiency** – the extent to which tactical decisions, organizational structures and management processes add to UN Women's productive capacity.

3. **Effectiveness** – the extent to which UN Women has contributed to achieving planned outcomes and mitigating negative externalities.

4. **Coherence** – the extent to which there is internal coherence within UN Women, as well as coherence with the work that other key stakeholders are undertaking to advance gender equality and the empowerment of women.

5. **Sustainability –** the extent to which positive outcomes can be maintained and advanced independently by local actors.

6. In addition, the UNEG criteria of **Human Rights and Gender Equality** and the principles of 'leaving no one behind' to address the rights of the marginalized groups and individuals should also be used for the CPE, i.e. the extent to which the principles and standards of 'leaving no one behind' and global human rights norms on gender equality and women's empowerment are addressed in UN Women's country portfolio. The extent to which UN Women has contributed to **disability inclusion** based on the UN Disability Inclusion Strategy Evaluation Accountability, 2019 can also be covered.

NOTE

CPEs should try to limit the scope to a maximum of four key evaluation criteria to provide adequate in-depth analysis within the stipulated period of evaluation timeline – a maximum of six months for IES-led CPEs and maximum of seven months for Country Office-Commissioned CPEs. While there is flexibility to choose additional evaluation criteria according to the country context and the questions the evaluation intends to answer, the criteria of Efficiency, Effectiveness, Coherence and Gender Equality and Human Rights should be covered in all CPEs.

NOTE

Refer to UN Women CPE Guidelines Tool 4 for detailed list of suggested evaluation questions and sub-questions.

Limit the evaluation to a maximum of four Criteria where possible: Efficiency, Effectiveness, Coherence and Human Rights and Gender Equality.

Key evaluation questions:

[A set of suggested key evaluation questions are presented below. Select and edit as appropriate. Please refer to Tool 4 for a detailed list of suggested evaluation questions and sub-questions]

CRITERION	KEY QUESTIONS
Relevance Are we doing the right things?	To what extent does the Strategic Note adhere to international normative frameworks including CEDAW, Beijing Platform for Action, UN Security Council Resolution 1325 and the SDG agenda? To what extent does the Strategic Note adhere to national development, humanitarian and peace priorities of the country concerned including the gender equality and empowerment of women priorities outlined in the UNSDCF (or UNDAF)?
Effectiveness Are the things we are doing working?	Are interventions contributing to expected outcomes? What unexpected outcomes (positive and negative) have been achieved? For whom?
Efficiency Is UN Women getting the most from its limited resources? Is it investing resources (time and money) in the most value-adding places to achieve results/impact?	To what extent does the UN Women management structure support efficiency for implementation? How effectively were resources managed within the Country Office? To what extent is the Country Office maximizing the use of partnerships to deliver results above and beyond its own Country Office footprint?
Sustainability Will the changes last at technical, financial, institutional, environmental level?	To what extent was the capacity of partners developed to ensure the sustainability of efforts and benefits?
Coherence How coherent is the UN Women Country Office across all its partners?	Are interventions achieving synergies between the UN Women portfolio and the work of the UN Country Team?
Human rights and gender equality Are changes structural and transformative?	To what extent are interventions informed by gender, human rights and disability inclusion approaches and are contributing to gender transformative changes to advance and sustain gender equality and the empowerment of women.

V. Scope and limitations

The timing of this CPE is intended to assess the effectiveness and lessons as we approach the end of the current Strategic Note.

The period covered by the evaluation will be [insert dates from and to. Where a Strategic Note is less than three years in duration it is recommended that the CPE is timed to include two Strategic Note cycles (the ongoing and previous country programme/Strategic Note) so that outcome level results can be assessed.]

All activities included in the Strategic Note[s] will be considered. The scope of a CPE is expected to include normative, coordination and operational work in all thematic areas prioritized in the Strategic Note. The scope of the CPE also covers regional or global programme activities in the country. This is in order to cover and analyse the entire portfolio of UN Women interventions at the country level.

The evaluation team is expected to establish the boundaries for the evaluation, especially in terms of which stakeholders and relationships will be included or excluded from the evaluation. These will need to be discussed in the inception workshop.

UN Women organizational structures and systems outside of the Country Office (such as regional architecture) are not within the scope of the evaluation and should only be referenced where there is a clear implication for the design and implementation of the Country Office Strategic Note.

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

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

Furthermore, the evaluation is expected to be informed by the centralized and de-centralized evaluations undertaken during the Strategic Note period and the Mid-Term Review where it has been undertaken [Include summary of the Mid-Term Review and relevant past evaluation (s).

Describe other ongoing evaluations that are relevant and related to the same object to limit duplication.]

CPEs focus on outcome level results. Accordingly, they are not expected to:

- Collect output monitoring data (however, ensuring this is available should be part of the evaluability assessment).
- Analyse the achievement of impacts as defined by UNEG.[6] Impact evaluations should instead be achieved through a dedicated Impact Evaluation.
- Focus on evaluating UN Women's corporate management or systems outside of the country context (although they may make observations in this area, particularly in terms of how corporate systems enable or hinder interventions, which may contribute to other IEAS efforts).

A preliminary assessment of the existence and availability of relevant secondary data is as follows (present in the following tabular form):

Baseline data	[High/Medium/Low]
Activity reports	[High/Medium/Low]
Output results monitoring data	[High/Medium/Low]
Outcome results monitoring data	[High/Medium/Low]
Information specifically on women's rights	[High/Medium/Low]
Financial records	[High/Medium/Low]
Management reports	[High/Medium/Low]
Communications products	[High/Medium/Low]

6 UNEG Guidance on impact evaluation can be accessed at http://www.uneval.org/document/detail/1433

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

1. Assessment of the Country Office Strategic Note Theory of Change/logic model to examine its intervention logic and relevance, appropriateness and coherence.
2. Conduciveness of the context to conduct a CPE, examining stakeholder involvement and sociopolitical conduciveness for the Country Office concerned.
3. Accountability, including the management structure, leadership and staffing issues, and performance management culture and practices at the Country Office.
4. Quality and completeness of Development Results Framework/Organizational Effectiveness and Efficiency Framework.

Limitations:

[Include access limitations due to challenges such as the COVID-19 pandemic and how these will be managed/addressed.]

The evaluation is expected to face the following logistics constraints: [list constraints such as accessibility, political sensitivity, travel duration, budgets].

NOTE

Where these constraints create limitations in the data that can be collected, the limitations should be understood and generalized findings should be avoided where a strong sample has not been used.

In addition, cultural aspects that could impact the collection of data should be analysed and integrated into data collection methods and tools. Evaluators are expected to include adequate time for testing data collection tools.

The COVID-19 pandemic limits the scope to carry out in-person data collection, particularly from the most marginalized and vulnerable groups and individuals, and validating data through direct observation. Under such circumstances, CPEs should adhere to the guidance and principles outlined in the Pocket tool for managing evaluation during the COVID-19 pandemic.

VI. Evaluation design (process and methods)

UN Women evaluations are gender-responsive meaning that both the process and analysis apply the key principles of a human rights-based approach: they are inclusive, participatory, ensure fair power relations, and transparent; and analyse the underlying structural barriers and socio-cultural norms that impede the realization of women's rights. UN Women evaluations are also utilization-focused, which means the evaluation will be tailored to the needs of the organization through a participatory approach from the inception through to the development of recommendations, which will facilitate production of a useful evaluation.

The evaluation will be based on gender and human rights principles and adhere to the the UNEG Norms and Standards (2016), the UNEG Ethical Guidelines (2020) and UN Women Evaluation Policy and Handbook. The evaluation will employ a non-experimental, theory-based[7] approach. The performance of the country portfolio will be assessed according to the Theory of Change stated in the Strategic Note 20XX–20YY. If required, a re-constructed Theory of Change will be used as the basis for contribution analysis. UN Women's work at the country level is complex in nature. Therefore, the evaluation design will apply Good practices in gender-responsive evaluations and a suitable approach (or combination of approaches) to facilitate a more nuanced assessment of the type, effectiveness and the quality of gender-transformative results achieved at micro, meso and macro (systems) level.

These could include:

a. Evaluation approaches that are human rights-based and gender-responsive for fostering participation and inclusiveness such as Most Significant Changes, Appreciative inquiry and Feminist evaluations.

b. Approaches combining theory-based approaches with the use of one or a combination of gender analytical frameworks, including sector-specific gender frameworks such as the Social Relations Framework[8] or Gender and Work framework.[9]

c. Systems thinking and complexity-responsive designs, including the use of multiple evaluation approaches to assess and interpret the gender equality outcomes of policies, programmes or a portfolio of interventions such as the Inclusive Systemic Evaluation for Gender Equality, Environments and Marginalized Voices (ISE4GEMS).

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

8 For more details about the Social Relations Approach, refer to http://awidme.pbworks.com/w/page/36323005/Social_20Relations_20Approach

9 https://genderatwork.org/analytical-framework/

The evaluation will apply a mixed-method approach using qualitative as well quantitative methods and will use triangulation to validate the various sources of information. The evaluation is expected to apply a purposive sampling approach to ensure a diverse range of perspectives is taken into account.

The main interventions undertaken by the Country Office will be mapped into a sample frame for evaluation. This will be updated in consultation with the Evaluation Reference Group at the inception stage [refer to Annex X].

In addition, up to two case studies could be selected for an in-depth assessment of contributions to outcomes in the selected thematic area. This will be discussed and finalized during the inception phase of the evaluation.

The evaluation will employ the following analyses and methods of data collection:

A. Key document analyses undertaken primarily during the inception phase will inform the evaluation approach and help to contextualize findings, conclusions and recommendations:

1. **Evaluability assessment:** to help determine the evaluation approach and gaps in data, the evaluation will assess the quality of the programme logic (linkages between the outcomes, outputs and indicators) as articulated in the Strategic Note development results framework and organizational effectiveness and efficiency framework; the availability of baseline data; and the availability of required documents.
2. **Contextual analysis:** this will include an analysis of the key external influencing factors identified above and how they may affect realization of women's rights in [X Country].
3. **Content analysis** on the extent to which a gender-transformative approach is applied:
   - Portfolio analysis of the Country Office's Strategic Note and project documents. The evaluation will undertake a desk-based portfolio analysis that includes a synthesis of secondary results data for the Country Office's Development Results Framework and the Organizational Effectiveness and Efficiency Framework. This will cover all activities undertaken by the Country Office.
   - UNDAF/UNSDCF analysis.
4. **UN Women financial analysis** will explore the budget, expenditure and trends in the type of expenditure.

B. Interviews with key informants identified through the stakeholder analysis (across all stakeholder groups).

C. Surveys of UN Women personnel and UN Country Team partners.

D. Focus Group Discussions.

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

Data collection methods and processes should be gender-responsive10 and data should be systematically disaggregated by sex and age and, to the extent possible, disaggregated by geographical region, ethnicity, disability, migratory status and other contextually relevant markers of equity.11 Specific guidelines should be observed, namely the UNEG guidance on Integrating Human Rights and Gender Equality in Evaluations (2014) and UN Disability Inclusion Strategy Evaluation Accountability, 2019[10].

The CPE should adhere to and be guided by the UNEG Norms and Standards (2016) and the UNEG Ethical Guidelines (2020) at every stage of the evaluation process, observing the principles of integrity, accountability, respect and beneficence.

10 Guidance on Integrating Disability Inclusion in Evaluations and Reporting on the UNDIS Entity Accountability Framework Evaluation Indicator http://unevaluation.org/document/detail/3050

VII. Stakeholder participation

A preliminary stakeholder mapping has been done and include:

Stakeholding role	Specific groups (gender disaggregated)	Main contributions
Target Groups of rights holders	[List groups and Civil Society Organization representatives]	[List]
Principle and primary duty bearers who make decisions and implement the Strategic Note	UN Women Country Office [Ministries of Gender] [List donors]	[List]
Experts and consultants who have technical inputs into the Strategic Note	Civil Society Advisory Group UN Gender Focal Persons [List]	[List]
Representatives of secondary duty bearers and rights holders affected by the Strategic Note but not targeted for assistance	Trade Unions Rights Holders Groups Media [List]	[List]

This is expected to be reviewed and updated by the evaluation team during the inception phase.

During the inception workshop, the evaluators are expected to discuss how the process will ensure participation of stakeholders at all stages, with a particular emphasis on rights holders and their representatives:

1. Design (inception workshop)
2. Consultation of stakeholders
3. Stakeholders as data collectors
4. Interpretation
5. Reporting and use.

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

VIII. Time frame and deliverables

The evaluation is expected to be conducted according to the following time frame, with the inception phase commencing in [insert month]. Indicative timetable for IES-led CPE process [edit as required].

Task	Anticipated time frame	Responsible party
Final Terms of Reference (after consultations with IEAS leadership, IES peer reviewer, Country Office evaluation focal person and other key Country Office personnel)	2-3 weeks	IES evaluation Team Leader Country Office Management
Recruitment of the evaluation team	4 weeks *post circulation*	IES evaluation Team Leader Country Office HR Team
Inception workshop	1 or 2 days	IES evaluation team together with relevant HR team
Portfolio analysis and draft inception report	3-4 weeks	IES evaluation team
Validation of draft inception report by the peer reviewer, IEAS leadership and Evaluation Reference Group (ERG)	2 weeks	IES evaluation team Evaluation Reference Group IEAS leadership and Peer reviewer
Final inception report addressing comments from the peer reviewer, IEAS leadership and Evaluation Reference Group	1 week	IES evaluation team
Data collection	3-4 weeks *(post inception report validation)*	IES evaluation team
Data analysis, presentation of preliminary findings and draft report	3-4 weeks *(post final data collection)*	IES evaluation team
Draft report reviews by the peer reviewer, IEAS leadership and Evaluation Reference Group	3 weeks	IEAS Leadership Evaluation Reference Group Peer reviewer
Final report addressing the comments of the peer reviewer, IEAS leadership and Evaluation Reference Group	1 week	IES evaluation team
Presentation of the final report	1/2 day	IES evaluation team Evaluation Reference Group
TOTAL	**26 weeks**	

Indicative timetable for Country Office-commissioned CPEs [edit as required]:

Task	Time frame	Responsible party
Final Terms of Reference (after consultations with key Country Office Personnel and Regional Evaluation Specialist)	2-3 weeks	UN Women Evaluation Manager (Evaluation focal person, Country Office), Country Office Management and Regional Evaluation Specialist
Recruitment of the evaluation team	4 weeks *post circulation*	UN Women Evaluation Manager, Country Office HR, Country Office Management personnel and Regional Evaluation Specialist
Inception workshop	1 or 2 days	Evaluation team Evaluation Management Group Country Office Management
Portfolio Analysis and draft inception report	4 weeks	Evaluation team
Validation of the draft Inception Report by Regional Evaluation Specialist, Evaluation Management Group and Evaluation Reference Group	3 weeks	Evaluation team Regional Evaluation Specialist, Evaluation Management Group and Evaluation Reference Group
Final Inception report addressing comments from the Regional Evaluation Specialist, Evaluation Management Group and Evaluation Reference Group	1 week	Evaluation team
Data collection	3-4 weeks *(post inception report validation)*	Evaluation team Evaluation Management Group
Data analysis, presentation of preliminary findings and draft report	4-5 weeks *(post final data collection)*	Evaluation team
Draft report reviews by the Regional Evaluation Specialist, Evaluation Management Group and Evaluation Reference Group	3 weeks	Regional Evaluation Specialist, ERG and Evaluation Management Group
Final report addressing the Regional Evaluation Specialist, Evaluation Management Group and Evaluation Reference Group comments	1 week	Evaluation team
Presentation of the Final Report	1/2 day	Evaluation Team, Evaluation Management Group, ERG and Regional Evaluation Specialist
TOTAL	**28 weeks**	

Use and follow-up: Once the CPE report is signed off, the Country Representative leads the follow-up process to facilitate its use such as in the form of issuing a management response **within 6 weeks** of CPE report finalization and other dialogue and discussion sessions with the country or regional management as deemed appropriate.

NOTE

The time frame for IES-led CPEs is six months and seven months for Country Office- commissioned CPEs.

IX. Management of the evaluation

At UN Women the evaluation phases are:

- **STAGE 1:** Planning
- **STAGE 2:** Preparation: This includes development of the Terms of Reference, stakeholder analysis, establishment of evaluation management and governance architecture and recruitment of the evaluation team
- **STAGE 3:** Conduct: Inception workshop, data collection and analysis
- **STAGE 4**: Reporting: Presentation of preliminary findings, draft and final reports
- **STAGE 5:** Use and follow up: Management response, dissemination of the report and follow-up to implementation of the management response]

This Terms of Reference covers stages 2, 3 and 4 only.

The evaluation will have the following management structures [edit as required]:

IES-led CPEs:

1. **IEAS Leadership:** The Director, IEAS oversees all IEAS activities, while the Chief, IES is responsible for the evaluation-related activities; both will review the key products of the evaluation and sign off on the final CPE report and associated products.
2. **Team Leader:** The Regional Evaluation Specialist, IEAS will serve as the team leader, responsible for managing the coordination and day-to-day management of the CPE, leading the methodological approach, collection of data, analysis and report writing. As team leader, the Regional Evaluation Specialist will also be responsible for overseeing the work of the evaluation team members, managing contracts and assuring the quality of the work.
3. **Evaluation team:** Evaluation team members will generally include an evaluation expert to support the Team Leader in designing and conducting the CPE; National expert (evaluator and/or gender expert) to provide key contextual information and support in-country data collection; and an evaluation analyst responsible for key analytical tasks, systematization of information and contribution to analysis and report and presentation preparation. Depending on the context, thematic expert(s) to support in-depth case studies can also be recruited as part of the evaluation team in consultation with the Chief, IES. Under the supervision and guidance of the evaluation Team Leader, the team will collaborate throughout the process.
4. **Evaluation Reference Group:** responsible for providing substantive technical, administrative support and stakeholder perspective, the Evaluation Reference Group will be asked to engage and provide input at every stage of the evaluation process, from design to preliminary results and final draft report. The Evaluation Reference Group plays a critical role in ensuring a high quality, transparent process, providing insights on the key questions and approach, providing context and ensuring factual accuracy, ensuring gaps and misinterpretation of information is avoided. The group will also be key informants and will play an important role in the dissemination of the evaluation findings and recommendations to ensure the use of the information by UN Women and key partners.

   Two Evaluation Reference Groups will be constituted – internal and external. The internal Evaluation Reference Group will include the Country Representative, Deputy Country Representative, UN Women Regional Director/Deputy Director, UN Women programme leads and Country Office evaluation focal person. The Country Representative will be responsible for issuing a management response to the final CPE recommendations within six weeks' time.

   The external Evaluation Reference Group will include, national government partners, civil society representatives, development partners/donors and UN Country Team representatives to provide the stakeholder perspective.
5. **Peer Reviewer** for methodological guidance and feedback: one–two IEAS staff will be engaged as peer reviewers for the CPE.

Country Office-commissioned CPEs:

1. **Evaluation Management Group:**

The Evaluation Management Group will be responsible for providing the substantive administrative support, quality assurance and accountability for the evaluation recommendations through the management response. The Evaluation Management Group will include the Regional Evaluation Specialist, Country Representative and the Country Office evaluation focal person.

The Evaluation Management Group members have specific responsibilities as described below:

Regional Evaluation Specialist: The Regional Evaluation Specialist will provide oversight, quality assurance and technical advice for Country Office-commissioned CPEs as per the standards for decentralized evaluations in UN Women. All CPE products/outputs will have to be quality assured and approved be the Regional Evaluation Specialist prior to circulation.

The Country Office evaluation focal person: The evaluation focal person will function as the Evaluation Manager for the CPE and will work under the guidance and supervision of the Regional Evaluation Specialist and under the administrative oversight of UN Women Country Representative to manage the CPEs.

Country Representative: The Country Representative is responsible for approving the CPE plan and financial resources for the CPE. The Country Representative also reviews and validates the final evaluation report and the evaluation brief and is responsible for issuing a management response to the final CPE recommendations within six weeks' time of the report's issuance.

2. **Evaluation Reference Group:**

The Evaluation Reference Group is responsible for providing substantive technical, administrative support and stakeholder perspective. The Evaluation Reference Group will be asked to engage and provide input at every stage of the evaluation process, from design to preliminary results and final draft report. The Evaluation Reference Group plays a critical role in ensuring a high-quality, transparent process, providing insights on the key questions and approach, ensuring factual accuracy, and ensuring gaps and misinterpretation of information are avoided. Group members will also be key informants and play a key role in the dissemination of the evaluation findings and recommendations to ensure the use of the information by UN Women and key partners.

Two Evaluation Reference Groups will be constituted – internal and external. The internal Evaluation Reference Group will include UN Women Regional Director/Deputy Director and Country Office programme leads. The external Evaluation Reference Group will include national government partners, civil society representatives, development partners/donors and UN Country Team representatives to provide stakeholder perspectives.

Specific responsibilities include:

The inputs of Evaluation Reference Group members are expected to strengthen the quality, usefulness and credibility of the evaluation process. The Evaluation Reference Group will enable stakeholders to express their information needs and the group will also be considered a sounding board for feedback and decisions on the evaluation. An active Evaluation Reference Group is key to ensure the proper validation of evaluation findings and that the voices of key partners in the programme's implementation are considered during the evaluation process and reflected in the final evaluation report.

More specifically, Evaluation Reference Group members will be expected to:

- Be interviewed by the evaluation team.
- Participate in inception meetings and debriefings with the evaluation team during missions.
- Provide feedback to the evaluation inception report.
- Provide feedback to the preliminary findings presentation.
- Provide feedback to the draft evaluation report.
- Provide feedback to the final evaluation report.
- Contribute to the dissemination and uptake of the evaluation results.

3. **Evaluation team:**

The evaluation team should include an international consultant and a national consultant. Inclusion of an evaluation analyst as a team member is highly recommended. The international evaluation consultant will act as the Team Leader and has overall responsibility for the evaluation and reports directly to the UN Women Evaluation Manager.

The evaluation team prepares all evaluation reports and associated products, adhering to the highest standards of report quality.

- To avoid conflict of interest and undue pressure, members of the evaluation team need to be independent, implying that they must not have been directly responsible for the design, or overall management of the subject of the evaluation, nor expect to be in the near future.
- Evaluators must have no vested interest and must have the full freedom to conduct their evaluative work impartially. They must be able to express their opinion in a free manner.

X. Evaluation team composition, skills and experiences

This CPE will have the following team composition with required skills and experiences [edit as required]:

1. FOR IES-LED CPES

Evaluation team members will generally include an evaluation expert to support the Team Leader in designing and conducting the CPE; national expert (evaluator and/or gender expert) to provide key contextual information and support data collection in-country; and an evaluation analyst responsible for key analytical tasks, systematization of information and contribution to the analysis and report and presentation preparation. Depending on the context, thematic expert(s) to support in-depth case studies can also be recruited as a part of the evaluation team in consultation with the Chief, IES.

Evaluation expert (approx. 45 days)

Roles and responsibilities

The evaluation expert is expected to support the Team Leader in:

1. Scoping and design of the evaluation, including support for the drafting of the inception report and data collection instruments.
2. Implementation of the evaluation, including participation in document review, virtual/in situ field visits, survey design and implementation, and deployment of selected methods and tools for data collection.
3. Analysis of all the data collected to develop preliminary findings and drafting of the final report, including annexes.
4. Drafting final two-page brief outlining the overview of the evaluation process, conclusions and recommendations.
5. Communication with evaluation stakeholders, including attending exit briefs, validation meetings etc.

Qualifications

Education

At least a master's degree in gender/women studies, sociology, international development, or related area.

Experience

At least seven years practical experience in conducting gender-responsive evaluations of development strategies, policies and programmes.

1. A strong record in designing and leading evaluations.
2. Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods.
3. Extensive experience of data analysis, including use of data analytical software such as Nvivo.
4. Proven knowledge of the role of UN Women and its programming, coordination and normative roles at the regional and country level.
5. Country or regional experience in the region/country concerned will be considered a strong asset.
6. Any relevant gender equality and the empowerment of women thematic expertise will be considered a strong asset.

Language

- Language proficiency in English (written and spoken) mandatory.
- Language skills in local/national language are considered an asset.

Proposed level of effort by the evaluation expert

Initial data collection and preparation of inception report	**11 days**
Data collection	**12 days**
Preparation of draft report	**12 days**
Preparation of final report and associated evaluation outputs	**10 days**

Consultants should have proven commitment to the core values of the United Nations, in particular respecting differences of culture, gender, religion, ethnicity, nationality, language, age, HIV status, disability, and sexual orientation, or other.

Core values and competencies

Core values:

- Respect for diversity
- Integrity
- Professionalism.

Core competencies:

- Awareness and sensitivity regarding gender issues
- Accountability
- Effective communication
- Inclusive collaboration.

To learn more about UN Women's values and competencies, please refer to UN Women Values and Competencies Framework

National expert (approx. 25 days)

Roles and responsibilities

The national expert is expected to provide key contextual information and perspective to design a robust utilization-focused CPE. The national expert is also expected to support the in-country data collection process, including:

1. Supporting the Team Leader in designing the evaluation methodology including evaluation data collection tools.
2. Supporting the Team Leader in facilitating the participatory inception workshop and in drafting the inception report.
3. Under the supervision of the Team Leader, collecting virtual/in-situ field visits for data collection.
4. Coordinating and communicating with evaluation stakeholders, including for exit briefs and evaluation preliminary findings validation meetings etc.
5. Contributing to the draft synthesis evaluation report and final evaluation report including annexes, ensuring all feedback from the Evaluation Reference Group and Evaluation Management Group is integrated and tracked for transparency.

Qualifications

The national consultant must possess the following qualifications:

Education

Master's degree in a field of relevance for the evaluation (i.e. social sciences, gender equality, evaluation, international affairs or another related area.) OR

A Bachelor's degree in a field of relevance for the evaluation (i.e. social sciences, gender equality, evaluation, international affairs or another related area.) with an additional two years' experience.

Experience

- At least five years of relevant work experience preferably in the area of monitoring, evaluation or research on gender equality and women's empowerment.
- Proven work experience in gender and development.
- Experience contributing to gender-responsive evaluation or experience in gender analysis and human-rights based approaches.
- Knowledge of the role of UN Women or the UN system and its programming, coordination and normative roles at country level is an asset.
- Process management skills, including facilitation and communication skills with stakeholders.
- Data analysis skills, including use of data analytical software such as Nvivo.

Language

Fluent in English, and local/national language both written and spoken is mandatory.

Proposed level of effort

Initial data collection and preparation of inception report	**6 days**
In-country data collection	**7 days**
Support to data analysis	**5 days**
Preparation of draft report	**5 days**
Inputs to final report	**2 days**

Consultants should have proven commitment to the core values of the United Nations, in particular respecting differences of culture, gender, religion, ethnicity, nationality, language, age, HIV status, disability, sexual orientation, or other.

Core values and competencies

Core values:

- Respect for diversity
- Integrity
- Professionalism.

Core competencies:

- Awareness and sensitivity regarding gender issues
- Accountability
- Effective communication
- Inclusive collaboration.

Evaluation analyst (approx. 15 days)

Roles and responsibilities

1. Responsible for supporting the evaluation team with key data analytical tasks, systematization of information from multiple data sources and data points.
2. Organizing and scheduling data collection meetings for the Team Leader.
3. Contributing to evaluation data analysis and report drafting.
4. Supporting the Team Leader in evaluation presentation.
5. Assisting in updating internal and external evaluation knowledge management system and in developing knowledge and/or communications products, such as presentations, briefs and other materials for the CPE.

Qualifications

Education

University degree in social science, gender studies, evaluation, political science, political economy, public administration or international development, or other related area.

Experience

1. Proven experience of conducting qualitative and quantitative research.
2. Capacity to manage and synthesize big amounts of data.
3. Proficiency in the use of research analytical software such as Nvivo.
4. Trained, involved on/in monitoring and evaluation and results-based management activities.
5. Creativity and technological awareness.
6. Ability to work in groups for data collection.

Language

- Fluent in English language both written and spoken is mandatory.
- Fluency in any other UN language will be an asset.

Note: An interpreter/translator can be used from the existing Long-Term Agreement for such services for the inception consultations, data collection during the field mission and translation of final report, as needed.

2. FOR COUNTRY OFFICE-COMMISSIONED CPES

UN Women are seeking to appoint a firm or team of qualified individuals to undertake the evaluation. [Choose one contracting option]

The team is expected to consist of at least two evaluators:

1. An international Team Leader
2. A local evaluation expert
3. Inclusion of an evaluation analyst in the CPE team is strongly encouraged.

While the Team Leader is expected to lead the overall management of the evaluation process and the evaluation team to ensure CPE deliverables are met, the national expert is expected to provide key contextual information and perspective to design a robust gender-responsive, utilization-focused CPE and the evaluation analyst (optional) is responsible for key analytical tasks, systematization of information and contribution to analysis, and report and presentation preparation.

The recommended level of effort from the evaluation team is as follows:

- Team Leader and international evaluation expert, approximately 45 days
- National evaluation expert, approximately 25 days
- Evaluation analyst, approximately 15 days (optional).

The team is required to have significant experience in designing and conducting gender-responsive evaluations.

Evaluation expert (approx. 45 days)

Roles and responsibilities

The evaluation expert is expected to:

1. Lead the overall management of the evaluation process and the evaluation team to ensure CPE deliverables are met.
2. Design a robust gender-responsive, utilization-focused CPE, implement an inception workshop, and draft and validate the inception report.
3. Manage the data collection, including leading the document review, virtual/in situ field visits for data collection.
4. Conduct an analysis of all the data collected to develop preliminary findings and draft the final report, including annexes.
5. Draft final two-page brief outlining the overview of the evaluation process, conclusions and recommendations.
6. Communicate with the UN Women Country Office Evaluation Manager, other stakeholders, including organizing and leading country exit briefs, validation meetings etc.

Qualifications

Education

At least a master's degree in gender/women studies, sociology, international development, or related area.

Experience

1. At least ten years of experience in conducting evaluations; a minimum of five years as evaluation team leader designing and leading evaluations.
2. At least seven-years practical experience in conducting gender-responsive evaluations of development strategies, policies and programmes.
3. Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods.
4. Extensive experience of data analysis skills, including use of data analytical software such as Nvivo.
5. Proven knowledge of the role of UN Women and its programming, coordination and normative roles at the regional and country level.
6. Country or regional experience in the region/country concerned will be considered a strong asset.
7. Any relevant gender equality and the empowerment of women thematic expertise will be considered a strong asset.

Language

- Language proficiency in English (written and spoken) is mandatory.
- Language skills in local/national language are considered an asset.

Proposed level of effort by the evaluation expert

Initial data collection and preparation of inception report	**11 days**
Data collection	**12 days**
Preparation of draft report	**12 days**
Preparation of final report and associated evaluation outputs	**10 days**

Consultants should have proven commitment to the core values of the United Nations, in particular respecting differences of culture, gender, religion, ethnicity, nationality, language, age, HIV status, disability, sexual orientation, or other.

Core values and competencies

Core values:

- Respect for diversity
- Integrity
- Professionalism.

Core competencies:

- Awareness and sensitivity regarding gender issues
- Accountability
- Effective communication
- Inclusive collaboration.

National expert (approx. 25 days)

Roles and responsibilities

The national expert is expected to provide key contextual information and perspective to design a robust utilization-focused CPE. The national expert is also expected to support the in-country data collection process by:

1. Supporting the Team Leader in designing the evaluation methodology including evaluation data collection tools.
2. Supporting the Team Leader in facilitating the participatory inception workshop and in drafting of inception report.
3. Under the supervision of the Team Leader, collecting virtual/in-situ field visits for data collection.
4. Coordinating and communicating with evaluation stakeholders, including for exit briefs and evaluation preliminary findings validation meetings etc.
5. Contributing to the draft synthesis evaluation report and final evaluation report, including annexes, ensuring all feedback from the Evaluation Reference and Management Groups is integrated and tracked for transparency.

Qualifications

The national consultant must possess the following qualifications:

Education

Master's degree in a field of relevance for the evaluation (i.e. social sciences, gender equality, evaluation, international affairs or another related area.) OR

A Bachelor's degree in a field of relevance for the evaluation (i.e. social sciences, gender equality, evaluation, international affairs or another related area.) with an additional two years' experience.

Experience

1. At least five years of relevant work experience, preferably in the area of monitoring, evaluation or research on gender equality and women's empowerment.
2. Proven work experience in gender and development.
3. Experience contributing to gender-responsive evaluation or experience in gender analysis and human-rights based approaches.
4. Knowledge of the role of UN Women or the UN system and its programming, coordination and normative roles at country level is an asset.
5. Process management skills, including facilitation and communication skills with stakeholders.
6. Data analysis skills, including use of data analytical software such as Nvivo .

Language

Fluent in English, and local/national language both written and spoken is mandatory.

Proposed level of effort

Initial data collection and preparation of inception report	**6 days**
In-country data collection	**7 days**
Support to data analysis	**5 days**
Preparation of draft report	**5 days**
Inputs to final report	**2 days**

Consultants should have proven commitment to the core values of the United Nations, in particular respecting differences of culture, gender, religion, ethnicity, nationality, language, age, HIV status, disability, sexual orientation, or other.

Core values and competencies

Core values:

- Respect for diversity
- Integrity
- Professionalism.

Core competencies:

- Awareness and sensitivity regarding gender issues
- Accountability
- Effective communication
- Inclusive collaboration.

Evaluation analyst, approximately 15 days (optional)

Roles and responsibilities

1. Responsible for supporting the evaluation team with key data analytical tasks, systematization of information from multiple data sources and data points.
2. Organizing and scheduling data collection meetings for the Team Leader.
3. Contributing to evaluation data analysis and report drafting.
4. Supporting the Team Leader in evaluation presentation.
5. Assisting in updating internal and external evaluation knowledge management system and in developing knowledge and/or communications products, such as presentations, briefs and other materials for the CPE.

Qualifications

Education

University degree in social science, gender studies, evaluation, political science, political economy, public administration or international development, or other related area.

Experience

1. Proven experience of conducting qualitative and quantitative research.
2. Capacity to manage and synthesize big amounts of data.
3. Proficiency in the use of research analytical software such as Nvivo.
4. Trained, involved on/in monitoring and evaluation, and results-based management activities.
5. Creativity and technological awareness.
6. Ability to work in groups for data collection.

Language

- Fluent in English language both written and spoken is mandatory.
- Fluency in any other UN language will be an asset.

IX. Ethical code of conduct

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.

Application process

[Describe the application process]

- **Annex 1** Summary of past evaluations
- **Annex 2** Mapping of programmes, projects and initiatives against the Strategic Plan Impact Areas
- **Annex 3** Stakeholder Mapping

Key References

UN Women Evaluation References

- Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2020/5/Rev.1)
- UN Women GERAAS evaluation quality assessment checklist and GERAAS Evaluation Quality Assessment (EQA) matrix
- UN Women Evaluation Consultant Agreement Form
- UN Women Guidance on Country Portfolio Evaluation
- UN Women Core Values and Competencies
- UN Women Evaluation Handbook. At UN Women Independent Evaluation Office website
- Good practices in gender-responsive evaluations

UNEG References

- UNEG Norms and Standards for evaluation
- UNEG Ethical Guidelines and Code of Conduct
- UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation
- Guidelines for the Evaluation of the United Nations Sustainable Development Cooperation Framework

Other references for data on gender equality and human rights

- UN Office of the High Commissioner for Human Rights (OHCHR) – Universal Human Rights Index: http://uhri.ohchr.org/en
- UN Statistics – Gender Statistics: http://genderstats.org/
- UNDP Human Development Report – Gender Inequality Index: http://hdr.undp.org/en/content/gender-inequality-index-gii
- World Bank – Gender Equality Data and Statistics: http://datatopics.worldbank.org/gender/
- Organisation for Economic Co-operation and Development (OECD) Social Institutions and Gender Index: http://genderindex.org/
- World Economic Forum – Global Gender Gap Report: https://www.weforum.org/reports/global-gender-gap-report-2021
- A listing of UN reports, databases and archives relating to gender equality and women's human rights can be found at: http:// www.un.org

An evaluability assessment is a part of the inception phase and will be conducted covering the following parameters by the evaluation team:

1. Assessment of the Country Office's Strategic Note Theory of Change/logic model to examine its intervention logic and relevance, appropriateness and coherence.
2. Conduciveness of the context to conduct CPEs, examining stakeholder involvement and socio-political conduciveness for the Country Office concerned.
3. Accountability, including the management structure, leadership issues and performance management culture and practices at the Country Office.
4. Quality and completeness of the Development Results Framework/ Organizational Effectiveness and Efficiency Framework.

The evaluability assessment will be conducted based on a review of the Country Office's Strategic Note Theory of Change/ intervention logic, review of Development Results Framework and Organizational Effectiveness and Efficiency Framework performance indicators according to UN Women SMART and results-based management (RBM) principles[11], a review of the availability and quality of relevant documentation and reporting (including the presence of prior evaluations), and an assessment of potential contextual limitations (such as the broader political context, restrictions due to COVID-19, etc.). The evaluability assessment is also informed by consultations with key UN Women staff during scoping interviews.

The following set of questions and criteria can be used to conduct the evaluability assessment:

1. Assessment of the Country Office's Strategic Note Theory of Change/logic model

Country Office's Strategic Note Theory of Change/logic model	
Does the Strategic Note clearly identify the problem and target population (context analysis)?	[Yes/No] Observation:
Are gender inequality factors and women's needs clearly and explicitly identified?	[Yes/No] Observation:
Does the Strategic Note have a clear strategic intent and a Theory of Change?	[Yes/No] Observation:
Does the Strategic Note have clear goals, objectives and results?	[Yes/No] Observation:
Does the Strategic Note articulate levels of activities, financial resources, results and strategies?	[Yes/No] Observation:

2. Conduciveness of the context to conduct the CPE

What is the level of the Country Office key stakeholders' involvement and perspective towards the CPE?	[High/Medium/Low]
What is the overall socio-political context and conduciveness to conduct the CPE?	[High/Medium/Low]

3. Accountability

Does the Country Office have a clear management structure to implement the Strategic Note?	[Yes/No] Observation:
Are there any significant leadership issues that have influenced Strategic Note implementation?	[Yes/No] Observation:
Does the programme have a transparent performance assessment and reporting system?	[Yes/No] Observation:

4. Quality and completeness assessment rating scale of Development Results Framework/ Organizational Effectiveness and Efficiency Framework.

A quality rating scale is inspired by RBM[12] and SMART[13] and best practices to guide the assessment of the outcomes, outputs and indicators of both the Development Results Framework and Organizational Effectiveness and Efficiency Framework

11 Results-Based Management Guidance (2017). Available from: https://trainingcentre.unwomen.org/enrol/index.php?id=184

12 ibid

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

The table below outlines the score to be followed for rating the outcomes, outputs and indicators:

Rating Guidance[14]		
Weak = few attributes (~1-3)	Adequate = some attributes (~4-6)	Strong = many attributes (~6+)
Where limited feedback is written, assess based on provided feedback.		
Key successful attributes		
Outcomes	**Outputs**	**Indicators**
UN Women can influence or contribute to change	Within control of UN Women or partners (responsible party)	Clearly measures change (output) or potential for change (outcome)
Intermediate-level scope of change	Immediate-level change (during programme)	Logical direct (preferred) or proxy (acceptable) indication of change
Change in behaviour, institutional performance, attitude, beliefs	Change in any of the following, among others: skills, abilities, knowledge, awareness, capacity, accountability; availability of products, data, or services; something created, built or repaired; institutional arrangements, leadership, efficiency; advocacy or dialogue mechanisms.	Clearly aligned to output(s)
Singular Focus	Singular focus	Singular Focus
Specific	Specific (sets precise criteria for success)	Specific (sets precise criteria for success)
Measurable	Uses change language (not action language)	Plain language
Achievable		Valid / Reliable
Time-bound		Measurable
		Available and timely

Quality and availability of documentation

The preliminary data availability assessment completed at the preparation stage will be expanded to cover the following assessment:

Level of documentation

Project / Area of work	Development Results Framework or Performance Monitoring Framework	Evaluation or Review	Audit	Quarterly or Annual Report
	Yes/No	Yes/No	Yes/No	Yes/No

14 This rating table is credited to the Cambodia CPE evaluation team.

Example: Albania CPE inception report

Development Results Framework Quality and Completeness Assessment

Table 1: Development Results Framework outcomes, outputs, and indicators

	OUTCOMES/ OUTPUTS	QUALITY SCORE	INDICATORS	QUALITY SCORE
Impact 3	**Ending Violence Against Women**			
Outcome 3.1	**An enabling legislative and policy environment in line with CEDAW and Istanbul Convention is in place and translated into action**	**Rating:** Adequate **Pros:** specific frameworks cited (CEDAW and Istanbul); action language **Cons:** What is meant by 'translated into action'? What about a time frame?	**Indicator 3.1A:** Number of new legal measures that are adopted to align with CEDAW and Istanbul Convention **Targets:** Value: 2 Notes: At least 2 new Target Year: 2022 **Baseline:** Value: 1 Year: 2012 **Indicator 3.1B:** Share of Municipalities with operating referral systems & support services on Ending Violence Against Women **Targets:** Value: 80 Target Year: 2022 **Baseline:** Value: 44 Year: 2010	**Rating:** **3.1A:** Strong **Pros:** clear alignment with outcome, logical indication of change, singular focus, measurable, plain language **Cons:** Available and timely: Are targets realistic? (outside UN Women's control) **3.1B:** Adequate **Pros:** logical indication of change, measurable, plain language **Cons:** not clearly aligned with outcome
Output 3.1.1	**Capacity of key ministries and local government units to regularly review and reform legislation, policies and budgets on Ending Violence Against Women strengthened**	**Rating:** Weak **Pros:** change language, within control of UN Women to support **Cons**: non-specific- which ministries and local governments? Multi focused (legislation, policies, and budgets), Time frame?	**Indicator 3.1.1A:** Number of ministries that prepare/ issue orders, Council of Ministers decisions reflecting alignment with Istanbul Convention **Targets:** Value: 1 Target Year: 2017 Value: 3 Target Year: 2021 **Baseline:** Value: 1 Year: 2010 **Indicator 3.1.1B:** Number of local government units with dedicated resources to address Ending Violence Against Women **Targets:** Value: 10 Target Year: 2021 Value: 2 Target Year: 2017 **Baseline:** Value: 5 Year: 2016	**Rating:** **3.1.1A**: Adequate **Pros**: specific, singular focus (Istanbul Convention), measurable, plain language **Cons:** Validity – does preparing orders have same weight as issuing orders? Available and timely: Are targets realistic? (outside UN Women's control) **3.1.1B**: Weak **Pros:** logical indication of change, plain language **Cons**: non-specific- what constitutes 'dedicated resources?

	OUTCOMES/ OUTPUTS	QUALITY SCORE	INDICATORS	QUALITY SCORE
Output 3.1.2	**Women's voice and advocacy strengthened to advocate for improvement and implementation of laws and policies on Ending Violence Against Women**	**Rating:** Weak **Pros**: change language, within control of UN Women **Cons:** not plain language or singular focus "voice and advocacy" and "improvement or implementation" what does this mean exactly?	**Indicator 3.1.2A:** Number of parliamentary hearing sessions on Ending Violence Against Women issues per year **Targets:** Value: 1 Target Year: 2017 Value: 5 Target Year: 2021 **Baseline:** Value: 1 Year: 2015 **Indicator 3.1.2B:** Number of new policies on Ending Violence Against Women services influenced as a result of Civil Society Organization's lobbying and advocacy **Targets:** Value: 2 Target Year: 2017 **Baseline:** Value: 0 Year: 2016 **Indicator 3.1.2C:** Presence of regular/ periodic monitoring of Ending Violence Against Women legislation by Civil Society Organization networks/platforms **Targets:** Value: Yes Target Year: 2017 **Baseline:** Value: No Year: 2016 **Indicator 3.1.2D:** Share of CEDAW/ UPR/ Istanbul Convention recommendations implemented through Civil Society Organizations lobbying and advocacy **Targets:** Value: 30 Target Year: 2021 **Baseline:** Value: 0 Year: 2016 Source: UN Women annual reports	**Rating:** **3.1.2.A**: Adequate **Pros:** specific, singular focus, measurable, plain language **Cons:** not clearly aligned to output, are targets realistic? (outside UN Women's control) **3.1.1B:** Weak **Pros:** clearly aligned to output, plain language **Cons:** Validity/logical indication of change – how can you link policy change and Civil Society Organization lobbying? **3.1.2C:** Adequate **Pros:** clearly aligned to output, singular focus, clearly measures change **Cons:** non-specific, what is 'regular' monitoring? Does it require documentation (i.e. reporting?) How much? **3.1.2D:** Weak. **Pros:** clearly aligned to output, plain language **Cons:** Validity/logical indication of change- how can you link policy/legislative change and Civil Society Organization lobbying?

Table 2: Organizational Effectiveness and Efficiency Framework Quality and Completeness Assessment: Organizational Effectiveness and Efficiency Framework Output Clusters and Indicators

	OUTPUTS	QUALITY SCORE	INDICATORS	QUALITY SCORE
Output Cluster 2: To institutionalize a strong culture of results-based management, reporting, knowledge management and evaluation.				
Outcome 2.1	**UN Women practices results-based management**	**Rating:** Adequate **Pros:** In accordance with most UN Women Organizational effectiveness and efficiency framework outputs **Cons:** non-specific	**Indicator 2.1A:** Annual Reports and Strategic Note MTR meets corporate standards Baseline: Value: yes Year: 2015 **Indicator 2.1B:** Number (cumulative) of activities organized by UN Women to strengthen national capacities in RBM and M&E Baseline:	**Rating:** **2.1A Strong** **Pros:** clearly aligned to output, logical indication of change, singular focus, plain language **Cons:** non-specific: what are the corporate standards? **2.1B** Adequate **Pros:** clearly aligned to output, logical indication of change, singular focus **Cons:** non-specific: does strengthening national capacities refer to govt? How does this improve UN Women's own RBM?
Output 2.2	**UN Women is a recognized hub of knowledge on achieving gender equality and women's empowerment in Albania**	**Rating:** Adequate **Pros:** In accordance with most UN Women Organizational effectiveness and efficiency framework outputs **Cons:**	**Indicator 2.2A:** Number of cross-country events, or discussions facilitated or supported. **Baseline:** Value: 1 Year: 2016 | Notes: estimated **Targets:** Value: 2 | Target Year: 2017 Value: 2 | Target Year: 2018 Value: 2 | Target Year: 2019 Value: 2 | Target Year: 2020 Value: 2 | Target Year: 2021 **Indicator 2.2B:** Number of high quality knowledge products developed and disseminated by CO **Baseline:** Value: 5 Year: 2016 | Notes: Estimated **Targets:** Value: 5 | Target Year: 2017 Value: 5 | Target Year: 2018 Value: 5 | Target Year: 2019 Value: 5 | Target Year: 2020 Value: 5 | Target Year: 2021	**Rating:** **2.2A** Adequate **Pros:** clearly aligned to output, logical indication of change, singular focus, plain language **Cons:** what about the quality of the discussion or event? Does this matter or just the event being held? **2.2B** Strong **Pros:** clearly aligned to output, logical indication of change, clearly measures change, singular focus **Cons:** non-specific: what constitutes a high quality knowledge product?

	OUTPUTS	QUALITY SCORE	INDICATORS	QUALITY SCORE
Output 2.3	**A clear evidence base of generated from high quality evaluations of POC, Strategic Note, AWP implementation for learning, decision making and accountability**	**Rating:** Adequate **Pros:** In accordance with most UN Women Organizational effectiveness and efficiency framework outputs **Cons**	**Indicator 2.3A:** Amount of programme budget (cumulative $) over the entire strategic note (5 years) spent on evaluation **Baseline:** Value: 50000 Year: 2015 **Targets:** Value: 20000 | Notes: target is $240,000 or 3 over the entire programme period of 5 years - clearly this is mostly at the end of the programme. Target Year: 2017 | Value: 40000 Target Year: 2018 | Value: 60000 **Notes:** target is $240,000 or 3% over the entire programme period of 5 years - clearly this is mostly at the end of the programme Target Year: 2019 | Value: 180000 Target Year: 2020 | Value: 240000 **Notes:** target is $240,000 or 3% over the entire programme period of 5 years - clearly this is mostly at the end of the programme Target Year: 2021 **Indicator 2.3B:** Number of evaluations of good quality (cumulative) Baseline: Value: 0 Year: 2016 Notes: Only one evaluation to date - Regional GRP project **Targets:** Value: 0 | Target Year: 2017 Value: 0 | Target Year: 2018 Value: 1 | Target Year: 2019 Value: 2 | Target Year: 2020 Value: 3 | Target Year: 2021 **Indicator 2.3C:** Rate of management responses to agreed recommendations implemented, and plan uploaded to GATE **Baseline:** Value: N/A Year: 2016	**Rating:** **2.3A** Strong **Pros:** clearly aligned to output, logical indication of change, singular focus **Cons:** **2.3B** Strong **Pros:** clearly aligned to output, logical indication of change, clearly measures change, singular focus **Cons:** non-specific: what constitutes a good quality evaluation? **2.3C** Strong **Pros:** clearly aligned to output, logical indication of change, clearly measures change, singular focus **Cons:** non-specific: do all recs need to be implemented or just some?

Table 3: Overall Quality of Performance indicators in Development Results Framework/Organizational Effectiveness and Efficiency Framework

Measure	Quality Assessment Highlights	Overall Rating
Development Results Framework Outcomes	• Adequately focuses on change (behavior, institutional performance, beliefs/attitudes) • Scope of impact very ambitious/ high-level • Inconsistent application of SMART attributes	Limited
Development Results Framework Outputs	• Consistently uses change language • Frequently multi-focused or lacking specificity and clarity • Sometimes result outside UN Women's control	Limited
Development Results Framework Indicators	• Logical indication of change/clearly measures change • Singular focused, plain language • Not always clearly aligned to output or specific	Adequate
Organizational Effectiveness and Efficiency Framework Outputs	• In line with most Country Office Organizational Effectiveness and Efficiency Framework outputs (common usage) • Some lacking specificity and clarity	Adequate
Organizational Effectiveness and Efficiency Framework Indicators	• Logical indication of change/clearly measures change • Clearly aligned to output • Singular focused, plain language • Sometimes lacking specificity and clarity	Strong

Table 4: Quality and availability of documentation

Level of Documentation

Project / Area of work	Development Results Framework or Performance Monitoring Framework (PMF)	Evaluation or Review	Audit	Quarterly or Annual Report
Regional Project "Promoting Gender Responsive Policies in South Eastern Europe" (January 2017 – January 2019)	Yes-monitoring data	Yes	No	Yes
Regional Project "Transformative Financing for Gender Equality in the Western Balkans" (2021 – 2024)	Yes- framework	No (project ongoing)	No	No annual report for 2021 yet
Regional Project "Women Count" (2019 – 2021)	No	Yes	No	Yes
Regional EVAW programme (Phase I&II) "Implementing Norms, Changing Minds" (2017-2021)	Yes-monitoring data	Yes-phase I	No	Yes
UN Joint Programme on "Improving Social Protection Service Delivery" (2021-2021)	Yes	Yes	No	Yes
UN Joint Programme on Strategic policy options for SDG financing (UNDP, UNICEF, ILO, Women indirect recipient under UNICEF) (July 2021-July 2022)	No	No (project ongoing)	No	No annual report for 2021 yet
UN Joint Programme on EVAW (2019-2021)	Yes-monitoring data	No (project ongoing)	No	Yes
Sida bridging fund – support to the UN Coherence Fund	No	No	No	Yes
Youth Project to the UN Wide Innovation Platform – UN Country Office Delivering Together Fund (2018-2019)	No	No	No	No

Duration: one day (or two half days)

Location:

Dates:

Hosts: Country Representative

Facilitator: Evaluation Team Leader

Objectives of the workshop

1. Introduce the evaluation team
2. Communicate the purpose and plan for the Country Portfolio Evaluation (CPE)
3. Set expectations and clarify the process of the evaluation
4. Engage Country Office staff in reflection about the country portfolio over the period of the Strategic Note. This will specifically focus on:
   - identifying successes and challenges
   - understanding the Theory of Change
   - considering the wider context of gender in the country context
   - mapping stakeholders
   - planning further evaluation activities.

Workshop invitees

- UN Women Country Office staff
- Evaluation Team

Workshop agenda

Agenda Day 1

Morning Sessions	Description	Time
1. Welcome and Introductions	GOALS OF THE SESSION: • Personal introductions. • Review purpose of evaluation. • Overview of the CPE process and the management structure.	0.5 hour
2. Mapping of Strategic Note interventions	GOALS FOR THE SESSION: • A common understanding of the interventions within the scope of the Strategic Note. • Reflection on the contextual factors/events that occurred during the Strategic Note. • Reflection on the successes and challenges over the past five years and consideration of the opportunities and responses for the future.	1 hour
3. Reconstructing the Theory of Change	GOALS FOR THE SESSION: • Common understanding of the purpose of the Theory of Change. • A shared vision of the Theory of Change for the office. • Reconstruct the Theory of Change used by the Strategic Note.	1 hour
4. Key gender and the empowerment of women developments in the country	GOALS FOR THE SESSION: • Discuss the key facts, figures and data related to key gender equality and empowerment of women • Discuss the relevant contextual and situation analysis • Discuss key legal, policy and strategies related to gender equality and empowerment of women	0.5 hour

Day 2

Stakeholder mapping	Review the mapping of stakeholders involved in each area of intervention (including coordination and normative) and list boundary partners.	1 hour
Prioritizing and refining evaluation questions	Review main evaluation questions together, discuss any local adaptions (reminding of need to stay focused).	1 hour
Discussion of other key issues	Thematic focus and geographic coverage of the CPE Logistical and coordination support from the Country Office	0.5 hour
Wrap up	Conclusion and reminder of the next steps	0.5 hour

Guidelines for the sessions-

1. **Welcome and introductions covering the following points:**
   - Personal introductions.
   - Review purpose of the evaluation.
   - Overview of the CPE process and management structure: outline the CPE management arrangement explaining the roles of various management and reference groups (for Independent Evaluation Services-led CPEs, this is the Evaluation Reference Group and for Country Office-commissioned CPEs, there is an Evaluation Reference Group and an Evaluation Management Group).

Reiterate the importance of issuing the management response within six weeks of issuance of the final CPE report.

2. **Mapping of Strategic Note interventions**
   - Review and list all UN Women activities and intended results (outputs, outcomes, impacts) along a timeline, focus on the Strategic Note and organize by thematic areas.

Consider the following example from CPE Bosnia and Herzegovina

Bosnia and Herzegovina Country Office Strategic Note Activities (revised during workshop)	2015	2016	2017	2018	2019	2020
Normative						
Implementing Gender Action Plan (start 2013)						
Implementation of the Istanbul Convention						
Action Plan for UNSCR 1325						
Support to Beijing +20 and +25 national review						
Support to CEDAW and Istanbul Convention national and shadow reports						
Coordination						
Member of the UNCT						
Lead of the UNCT Gender Theme Group						
Lead of Results Group on Gender Equality						
Co-lead of International Working Group on Gender Equality						
Consultations with Civil Society Advisory Group						
Regular/close coordination with Gender mechanisms						
Thematic Coordination with UNCT (Ending violence against women, Economic empowerment, conflict-related sexual violence, IT Girls)						
UNCT COVID-19 Coordination						
Country Programmes						
Impact 1: Women in Elections Project June 2018-December 2020						
Impact 1: Gender Equality Facility Project June 2018-March 2019						
Impact 3: Standards and Engagement for Ending violence against women and domestic violence in Bosnia and Herzegovina (2016-2019)						
Impact 4: Joint UNCT Programme on Services for Survivors of conflict-related sexual violence (2014-2019)						
IT Girls						
Regional Programmes						
Impact 1: Second and third phase Regional Gender Responsive Budget project (2014-2019)						
Impact 3: Implementing Norms, Changing Minds 2017-2020						

The faciliator will enable a discussion around the following questions:

Consider:

- Is this an area of strength for the office?
- How would you describe your successes in this area?
- What challenges did you encounter?
- What would you do differently in the future?

Link to the Miro board if conducting the session virtually or use a flip chart to capture the reflections.

3. Reconstructing the Theory of Change

Facilitator to explain, why define a Theory of Change and explain that CPEs are theory-based: we assess the performance of the Strategic Note based on the assumptions of how change happens.

The first step is to make sure we have a common understanding of the assumptions.

Then we can ask the right questions, in the right order, as follows:

- Did the organization function well?
- Did the relationships function well?
- Were the outcomes achieved?
- Did the theories hold?
- What to prioritize next.

Reconstructing the Theory of Change

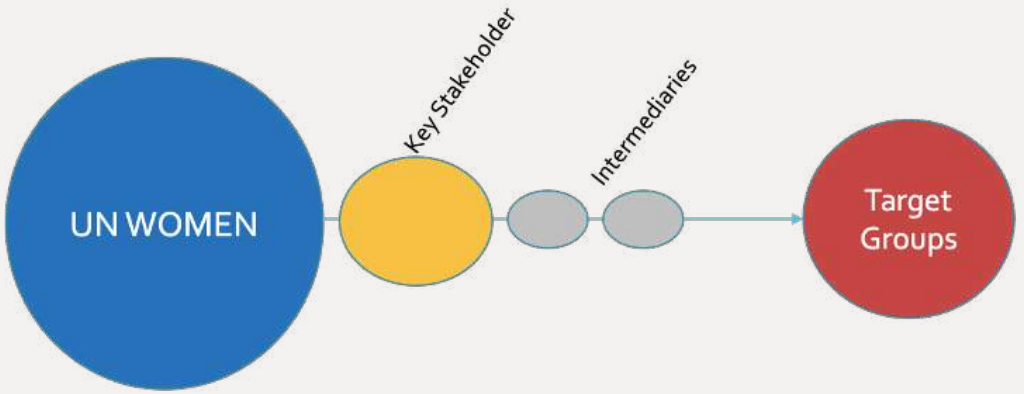
As a part of the inception workshop, the evaluation team will help to reconstruct the Theories of Change that support the Strategic Note. Using evidence about organizational effectiveness, relationships with boundary partners, and development effectiveness, the evaluation team can then assess the extent to which these Theories of Change have worked in reality:

Consider the draft Theory of Change:

- Does it reflect your understanding of the assumptions?
- What is missing in each of the areas of focus?
- Add your notes, comments, changes, reflections!

Based on the answers to these questions, recommendations can be developed about how the Theories of Change are best adjusted for the future. These recommendations can be in terms of which thematic areas and partnerships should be prioritized, and the technical design of interventions and UN Women's organization development.

UN Women underlying Theory of Change



This theory happens for each mandate area: normative, coordination, operational.

4. Key gender and the empowerment of women developments as well as challenges in the country

Facilitator shares developments such as the establishment of key institutional gender and antidiscrimination mechanisms; progress in normative aspects (advancement in gender-responsive budgeting, Women Peace and Security Action Plan 1325); and challenges (systemic implementation and enforcement challenges). Thereafter, the facilitator enables a discussion based on the following questions:

- Which of the results can, to large extent, be attributed to UN Women?
- Which of the results have UN Women contributed to?
- Which of the results were not in any way linked to UN Women?
- Which of the context features most affected Strategic Note implementation?

Day 2

5. Stakeholder mapping

Stakeholder consultation could be time and resource intense: this session should help to prioritize and finalize the list of stakeholders who must be consulted as a part of the CPE.

The stakeholder map developed in the preparation phase is discussed, elaborated, validated and finalized during the inception workshop.

The facilitator could present the draft stakeholder map in the following format:

Area of work	Direct boundary partners	Target groups (outcomes)		Level of involvement in the evaluation (high, moderate, low) and main contributions to UN Women work
		Duty Bearers	Rights Holders	
Programme (Operational)	Responsible Parties Joint programming partners Government			
UN Coordination	Regional Coordinator's Office UN Country Team Gender Theme Group			
Normative	Government National Women's Machinery			
Organizational Effectiveness and Efficiency	UN Women Staff (Country Office, Regional Office, headquarters)			
Resource Mobilization	Donors Government Private sector			
Knowledge management	Civil Society Advisory Group Extended Gender Theme Group			
Any other				

The facilitator should enable a discussion around the following questions:

- Which of the stakeholders engaged in coordination, normative and operational work can significantly contribute towards the evaluation?
- Who significantly influences UN Women's triple mandate work but has not yet been sufficiently involved (emerging partners)?
- How do you suggest including end beneficiaries' perspectives?

A few illustrative examples include: Cambodia CPE, Stakeholder analysis

Human rights role	Key stakeholders	Main contributions to UN Women's work	Primary thematic area	Stakeholder type
Target groups of rights holders (intended and unintended "beneficiaries" of interventions	Women and girls	Direct Beneficiaries Programme/ Project Participants	Cross-cutting	
	Men, boys and family members		Cross-cutting	
	Women Bamboo Producers' Association		Women's economic empowerment	CBO
	Cambodia Women's Crisis Centre		Ending violence against women	NGO
	Cambodia Domestic Worker Network		Cross-cutting	Civil Society
	4i Ideathon participants		Ending violence against women	CBO
	CSO Women Leaders Group		Ending violence against women	CBO
	Youth Leadership Academy		Cross-cutting	CBO
	LoveIsDiversity Group		Cross-cutting	CBO
Interested parties with strategic and technical inputs into implementation of the Strategic Note	UN Resident Coordinator	Partner	Cross-cutting	IGO
	UN Country Team		Cross-cutting	IGO
	UN Theme Group on Gender		Cross-cutting	IGO
Principle and primary duty bearers (With the power to make decisions and implemented the Strategic Note)	UN Women Country Office	Programme Management	Cross-cutting	IGO

Human rights role	Key stakeholders	Main contributions to UN Women's work	Primary thematic area	Stakeholder type
Principle and primary duty bearers (With the power to make decisions and implemented the Strategic Note)	UNDP	Joint Programming Partner	Ending violence against women, Disaster risk reduction and Climate change	IGO
	OHCHR		National Planning	IGO
	UNFPA		Ending violence against women	IGO
	UNEP		Disaster risk reduction and Climate change	IGO
	IFC		Women's economic empowerment	IGO
	ILO		National Planning, Women's economic empowerment	IGO
	UN MPTF	Implementing partner; Donor	Ending violence against women	IGO
	GBV Sub-group under Technical Working Group on Gender	Programme Development, Implementation and M&E	Ending violence against women	Government, Civil Society, IGO, Multilateral Partners
	Pre-sessional Working Group on Confidential CEDAW Report		Cross-cutting	Government, Civil Society, IGO, Multilateral Partners
	Inter-ministerial Technical WorkingGroup on Climate Change		Disaster risk reduction and Climate change	Government
	Gender Mainstreaming Action Group under the Ministry of Economy and Finance		Cross-cutting	Government
	National Committee for Counter Trafficking		Ending violence against women	Government
	Ministry of Labor and Vocational Training		Ending violence against women	Government
	Royal School of Administration		Ending violence against women	Government
	Samatapheapkhnom Organization		Ending violence against women	NGO
	The Cambodian League for the Promotion and Defense of Human Rights		Ending violence against women	NGO
	KHANA		Ending violence against women	NGO
	World Hope International		Ending violence against women	Faith based organisation
	Ministry of Interior		Ending violence against women	Government
	Ministry of Justice		Ending violence against women	Government

Human rights role	Key stakeholders	Main contributions to UN Women's work	Primary thematic area	Stakeholder type
	Ministry of Women's Affairs	Programme Development, Implementation and M&E	Cross-cutting	Government
	Cambodia Women Entrepreneurs Association		Women's economic empowerment	NGO
	Banteay Srey		Women's economic empowerment	NGO
	Care International		Women's economic empowerment, Ending violence against women	INGO
	BBC Media Action		Disaster risk reduction and Climate change	Media
	Khmer Youth Association		Women's Political Participation	Civil Society
	National Election Committee of Cambodia		National Planning	Government
	Ministry of Civil Service		National Planning	Government
	Royal Government of Cambodia		National Planning	Government
	Cambodian National Council for Women		National Planning	Government
	Ministry of Economy and Finance		National Planning	Government
	Ministry of Agriculture, Forestry and Fisheries		National Planning	Government
	National Committee for Sub-national Democratic Development		National Planning	Government
	Ministry of Planning		National Planning	Government
	Ministry of Civil Service		National Planning	Government
	National Institute of Statistics of Cambodia		National Planning	Government
	National Committee for Disaster Management		Disaster risk reduction and Climate change	Government
	National Institute of Statistics of Cambodia		Disaster risk reduction and Climate change	Government
	National Council for Sustainable Development		Disaster risk reduction and Climate change	Government
	Ministry of Environment		Disaster risk reduction and Climate change	Government
	Ministry of Rural Development		Disaster risk reduction and Climate change	Government
	National Committee for Disaster Management		Disaster risk reduction and Climate change	Government

Human rights role	Key stakeholders	Main contributions to UN Women's work	Primary thematic area	Stakeholder type
Representatives of secondary duty bearers and rights holders **(Affected by the Strategic Note, but not targeted for assistance)**	Government of Australia	Donor	Ending violence against women	Multilateral Partner
	Canadian International Development Agency (CIDA)		Ending violence against women	Multilateral Partner
	Government of Spain		Ending violence against women	Multilateral Partner
	Singapore National Committee		Women's economic empowerment	Multilateral Partner
	Swedish International Development Agency (SIDA)		Disaster risk reduction and Climate change, National Planning	Multilateral Partner
	Women Owned Business		Women's economic empowerment	Civil Society
	Networking Group	Partner		

Albania CPE (Strategic Note 2017–2021)

	OPERATIONAL				COORDINATION	NORMATIVE
	Strategic Note IA 1-WPL	**Strategic Note IA 2 WEE**	**Strategic Note IA 3 EVAW**	**Strategic Note IA 5 P&B**		
Stakeholder Category engaged with UN Women Country Office	IWLP-Sida B-F, Seed Funding UNW	GREAT Norway POCSD OP 4.2	UN JP EVAW Regional EVAW Sida B-F Youth-UNDOCO Norway POCSD OP 1.6	UN JP LNB UNJP Social Protection UNJP SDG Financing Regional GRB Regional Women Count GAP-GEF		
UN Agencies	UNDP UNESCO	FAO ILO	UNDP UNFPA UNICEF UNHCR IOM	UNDP UNICEF UNFPA ILO	UNCT UNDAF RGGTRG OMT UN Communication Group UN-INSTAT UN-OP' Office	UNCT
Central Government	MHSP (Ministry of Health and Social Protection) (but not direct involvement)	Ministry of Agricult and Rural Dev, Ministry of Finances and Economy, Ministry of Tourism and Environ, MHSP	MHSP Ministry of Interior Ministry of Justice Ministry of Europe and Foreign Affairs INSTAT	MHSP, Ministry of Finances and Economy, 11 Line Ministries INSTAT Albanian School pf Public Administration	Ministry of Health and Social Protection, Prime Minister's Office, GEE in Line Ministries	Parliament, Ministry of Health and Social Protection, Ministry of Europe and Foreign Affairs, Line Ministries
Local Government	Tirana, Elbasan, Lushnja, etc. Alliance of Women's Councilors	Target municipalities have not yet been identified	Tirana, Durres, Korça, Elbasan region (7 municipalities), Berat, Lezha, Fier, Vlora, Saranda, Kruje, Shkodra, Tropoja, Vore, Fushe-Kruje, Kamez, Puke Kurbin, Gjirokaster, Pogradec	Tirana, Durres, Elbasan, Shkodra, Korca, Lezha, Devoll, Kamza, Puke, Rrogozhine, Progradec, Lezhe, Lushnje Diber, etc	GE machinery at local level	
Oversight bodies/ Independent HRs Institutions	Parliament, Women MPs Alliance, Central Electoral Commission, Ombudsperson Commissioner for Protection against Discrimination		Parliament/ Sub-Parliamentary Committee on Gender Equality Women MPs Alliance Ombudsperson Commissioner for Protection against Discrimination	Parliament State Supreme Audit		Ombudsperson, Commissioner for Protection against Discrimination

	OPERATIONAL				COORDINATION	NORMATIVE
	Strategic Note IA 1-WPL	**Strategic Note IA 2 WEE**	**Strategic Note IA 3 EVAW**	**Strategic Note IA 5 P&B**		
CSOs	GADC, IDRA Youth/BYLA SHIZI Consultants	Grassroot /LAGS	GADC, AWEN, WFE, HRDC, CLCI, ADRF, Observatory of Children and Youth Rights, D&E, Roma Women's Center, Aleanca LGBT, Shelter for Abused Women and Girls, IDRA	GADC, CCFF AISI, R&E Disabilities Rights CSOs	CSAG	CSO networks led by CLCI and WPS
Media			Media Forum			
Business			Anabel, Vodafone, Intermedica, Bank SPI			
Donors	Sida UN Women	IADC/Italy FAO, UN Women, Norway	Sida Norway EU	ADA, Sida SDC, EU Joint SDG Fund Australian DFAT	Donors Coordination Gender Group, WG on GE in DM	Donors

6. Prioritizing and refining evaluation questions

In this session, the main evaluation questions will be reviewed, prioritized and finalized. Any local adaptions can also be covered (with a reminder of the need to stay focused). The final questions will then feed into the Evaluation Matrix.

7. Discussion of other key issues

Thematic Focus for the CPE – the evaluation team will present any proposed case study themes and seek feedback and validation from the group.

Geographic coverage of the CPE: a discussion should also be held with the Country Office on any preferable geographic coverage for the CPE, e.g. remote areas, economically deprived areas, areas with specific gender issues and challenges etc.

This session should also include a discussion on developing a common understanding about the logistical and coordination support from the Country Office for CPE data collection.

8. Wrap up and conclusion

The final session should focus on providing the timelines for different evaluation outputs:

- Inception report
- Data collection
- Presentation of preliminary findings
- Submission and validation of first draft evaluation report
- Presentation of final evaluation report.

The evaluation team should thank the Country Office for its time and participation in the inception workshop.

- ✓ A set of sample evaluation questions have been provided which can be edited, added to or deleted as appropriate.
- ✓ If different questions are used, care should be taken to ensure that a strong focus remains on mainstreaming gender equality and human rights. The default questions also balance learning, decision-making and accountability
- ✓ The evaluation team is strongly recommended to focus on three–four key evaluation questions, instead of covering all the questions, to focus on depth rather than breadth.

#	Proposed evaluation questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling/sources
	Criterium: RELEVANCE **Are we doing the right things?**			
1	**To what extent does the Strategic Note adhere to international normative frameworks, including CEDAW, Beijing Platform for Action, UN SCR 1325 and the SDG agenda?**	Documental evidence of adherence to each international reference framework.	Document analysis Semi structured interviews	Regional Office, Country Office staff, government partners, Civil Society Organizations, UN Country Team, donors, joint UN programme partners, private sector organizations
2	**To what extent does the Strategic Note adhere to national development, humanitarian and peace priorities of the country concerned, including the gender equality and empowerment of women priorities outlined in the UNSDCF (or UNDAF)?**	Documental evidence of adherence and alignment to UNSDCF (or UNDAF) and National Plans.	Document analysis Semi structured interviews	Regional Office, Country Office staff, government partners, Civil Society Organizations, UN Country Team, donors, joint UN programme partners, private sector organizations
3	**To what extent does the Strategic Note adhere to UN Women's corporate strategic priorities?**	Documental evidence of adherence to UN Women's Strategic Plan.	Document analysis Semi structured interviews	Regional Office, Country Office staff, government partners, Civil Society Organizations, UN Country Team, donors, joint UN programme partners, private sector organizations
4	**To what extent do the portfolio interventions target the underlying causes of gender inequality?**	Evidence of programme results addressing causes of inequality set out in the The UN Common Country Analysis (CCA), The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and Strategic Note.	Document analysis Semi structured interviews	Regional Office, Country Office staff, Civil Society Organizations, donors, project beneficiaries and implementing partners
5	**Is the choice of partners most relevant to address the needs of the women and marginalized groups and to achieve gender equality and the empowerment of women?**	Evidence of extent to which Country Office interventions are based on a proper needs assessment of women, including marginalized groups.	Document analysis Semi structured interviews	Regional Office, Country Office staff, government partners, Civil Society Organizations, UN Country Team, donors, joint UN programme partners, private sector organizations
6	**To what extent do the interventions prioritized in the Strategic Note address the national plan to achieve the SDGs?**	Evidence of alignment and contribution to the national plan to achieve the SDGs.	Document analysis Semi structured interviews	Regional Office, Country Office staff, Civil Society Organizations, donors, project beneficiaries and implementing partners
7	**To what extent was the Country Office able to react to major disruptions such as the COVID-19 pandemic?**	Evidence of the extent to which the Country Office reacted to major disruptions including the COVID-19 pandemic and contributed to the overall UN response in the country.	Document analysis Semi structured interviews Surveys	Regional Office, Country Office staff, government partners, Civil Society Organizations, UN Country Team, donors, joint UN programme partners, private sector organizations

#	Proposed evaluation questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling/sources
Criterium: EFFICIENCY **Is UN Women getting the most from its limited resources?** **Is it investing resources (time and money) in the most value-adding places to achieve results/impact?**				
1	**To what extent does the management structure support the efficiency of implementation?**	**1.** Adequacy of the Country Office's organizational assets, structures capabilities (in terms of financial and human resources). **2.** Effectiveness of the Country Office's internal coordination/communication (vertical/horizontal) mechanisms. **3.** Evidence of gender-responsive procurement practices.	Document analysis Semi structured interviews	Regional Office, Country Office, implementing partners
2	**To what degree does the Country Office have access to the necessary knowledge and capacities needed to deliver its portfolio?**	**1.** Degree to which Country Office human resources align with its Strategic Note priority areas: • Country Office organization chart(s) covering the Strategic Note periods concerned. • Human resources profile: Staff, Special Service Agreement (SSA), intern, consultants etc. (including growth of portfolio over time) • Vacancies in key posts, turnover of key positions. **2.** Percentage of respondents from the UN Country Team who view the Country Office as having strong expertise in gender equality and women's empowerment (including Women's economic empowerment, Women, peace, and security, Ending violence against women and national planning and governance).	Document analysis Semi structured interviews Survey	Regional Office, Country Office, implementing partners
3	**How effective is adaptive management in the Country Office and how well have risks been managed to ensure results?**	**1.** Evidence that the Country Office risk register is up to date and acted upon. **2.** Evidence of measures taken by the Country Office to increase efficiency over time.	Document analysis Semi structured interviews	Regional Office, Country Office, implementing partners

#	Proposed evaluation questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling/sources
4	**How effectively were resources managed within the Country Office?**	**1. Financial analysis of the country portfolio:** **i.** Country Office overall budget versus financial delivery rate. **ii.** Type of funding. **iii.** Financial delivery by source of funding. **iv.** Strategic Plan thematic area – budget versus financial delivery. **v.** Top Strategic Plan thematic areas (funding allocation). **vi.** Thematic area budget trends. **vii.** Donor profile and top donors (including notes on any major donors that are not present or which have scaled back engagement with the Country Office) **viii.** Value and proportion of funds provided to the implementing partners (NGOs, civil society organizations) **ix.** Country Office Oversight Tool (COAT) – non-core to core ratio, management ratio, operational ratio **x.** Team leaders should also consult with the Independent Audit Service (IAS) team to learn about any recent governance, risk or control issues related to the Country Office concerned (recent audits and other assessments).	Document analysis Semi structured interviews	Regional Office, Country Office, implementing partners

#	Proposed evaluation questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling/sources
5	**How effectively were resources managed within the Country Office?**	**2. Assessment of cost effectiveness and efficiencies against the following parameters:** **i.** Nature of Country Office activities and projects: • Short-term nature of the Country Office project or activities versus longer-term interventions. • Size of projects / funding agreements (small scale versus larger scale transformative). • Existence of field offices. • Trend analysis of activity delivery against planned timelines (delays reflecting lack of efficiencies) **ii.** Donor report status (On-time donor reporting versus outstanding donor reports). **iii.** Culture and practice of validated monitoring (Limited validated monitoring culture, systems and practices) **iv.** Assessment of measures taken by the Country Office to increase efficiency over time: • Concrete plans to increase efficiencies over time by the Country Office • Consistent implementation of the plan **3. Country Office targeted marginalized groups / made efforts to leave no one behind** (Concrete plans to systematically incorporate the principles of leaving no one behind in its programmes and internal functions and its implementation status.):	Document analysis Semi structured interviews	Regional Office, Country Office, implementing partners
6	**To what extent has a culture of results been established and followed?**	**1.** Donor profile and top donors **2.** Evidence of achievement of resource mobilization target	Semi structured interviews	Regional Office, Country Office, implementing partners
7	**Partnerships: To what extent has the Country Office maximized the use of partnerships to deliver results above and beyond its own Country Office footprint?**	**1.** Evidence of compliance with UN Women's Results-Based Management system and procedures.	Document analysis Semi structured interviews	Regional Office, Country Office, implementing partners

#	Proposed evaluation questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling/sources
Criterium: EFFECTIVENESS Are the things we are doing working?				
1	**To what extent did UN Women CO progress towards achieving its Strategic Note planned output targets?**	Evidence on the extent the planned outputs have been achieved on time	Document Analysis Semi structured Interviews	Regional Office, Country Office staff, government partners, Civil Society Organizations, UN Country Team, donors, joint UN programme partners, private sector organizations
2	**Are interventions contributing to the expected outcomes?**	Extent to which interventions are aligned with TOC/ intended results Evidence on the extent to which CO portfolio contributes to gender equality and empowerment of women in the concerned Country	Document Analysis Semi structured interviews Survey	Regional Office, Country Office staff, government partners, Civil Society Organizations, UN Country Team, donors, joint UN programme partners, private sector organizations
3	**What unexpected outcomes (positive and negative) have been achieved? For whom?**	Evidence of unexpected outcomes disaggregated by beneficiary/target group	Document Analysis Semi structured interviews Survey	Regional Office, Country Office staff, government partners, Civil Society Organizations, UN Country Team, donors, joint UN programme partners, private sector organizations
4	**What are the main enabling and hindering factors of observed outcomes?**	Evidence of the challenges and how they were addressed by the CO	Document Analysis Semi structured interviews Survey	Regional Office, Country Office staff, government partners, Civil Society Organizations, UN Country Team, donors, joint UN programme partners, private sector organizations
5	**What are the opportunities for maximizing the value proposition of the CO?**	Evidence of opportunities and how they were addressed by the CO	Document Analysis Semi structured interviews Survey	Regional Office, Country Office staff, government partners, Civil Society Organizations, UN Country Team, donors, joint UN programme partners, private sector organizations

#	Proposed evaluation questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling/sources
6	**What contribution is UN Women making to UN system coordination on gender equality and empowerment of women?**	(Select as appropriate) **1.** Percentage of ratings of reporting entities that meet or exceed UN-SWAP standards **2.** Fraction of UN Country Teams that conducted the comprehensive UN Country Team-SWAP Gender Equality Scorecard in the past four years, and met or exceeded requirements for at least 60 of UN Country Team-SWAP standards **3.** Fraction of UN Sustainable Development Cooperation Frameworks that have: a) a dedicated gender equality outcome; and/or b) that mainstream gender equality perspectives across Cooperation Framework outcomes **4.** Fraction of UN Country Teams meeting/exceeding requirements in preventing and eliminating all forms of violence and discrimination against women and girls through multisectoral and coordinated approaches **5.** Extent of progress made against core UN system commitments on women, peace and security. **6.** Percentage of HCT response plans and strategies that demonstrate the integration of gender equality **7.** Number of UN entities implementing disaster risk reduction, resilience or recovery initiatives with a focus on gender equality and women´s empowerment **8.** Number of UN Country Teams implementing UN system commitments and advocacy on women's equal participation in elections and temporary special measures in their support to Member States. **9.** Endorsement of a youth, peace and security framework **10.** (Note: taken from UN Women SP 2022-25, DRF, indicators, Page 21-22. For output level indicators, please refer to page 23-24 UN Women SP 2022-25, DRF, indicators)	Document Analysis Semi structured interviews Survey UN Country Team-SWAP database IMS; UN-Women HQ database	Regional Office, Country Office staff, government partners, Civil Society Organizations, UN Country Team, donors, joint UN programme partners, private sector organizations

#	Proposed evaluation questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling/sources
7	**What contribution is UN Women making to towards Gender responsive normative frameworks, policies, institutions and Financing for Gender Equality to operationalise these.**	(Select as appropriate) **1.** Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex **2.** Number of laws that were adopted, revised or repealed to advance gender equality and women's empowerment **3.** Number of national and/or local (multi)sectoral strategies, policies and/or action plans that are adopted with a focus on gender equality **4.** Number of legal and policy frameworks that promote gender balance in decision making institutions and processes **5.** Number of adopted National Action Plans on Women, Peace and Security with monitoring indicators **6.** Country with systems to track and make public allocations to gender equality and women's empowerment **7.** Country incorporates gender equality targets within national investment and financing frameworks **8.** Percentage of national budget allocated to gender equality and women's empowerment out of total budget **9.** Number of innovative financing instruments introduced that include gender equality objectives. (Note: taken from UN Women SP 2022-25, DRF, indicators, Page 10-11. For output level indicators, please refer to page 11-12 UN Women SP 2022-25, DRF, indicators)	Document Analysis Semi structured interviews Survey conducted by UN-Women Official SDG reporting UN-Women HQ database Official SDG Reporting	Regional Office, Country Office staff, government partners, Civil Society Organizations, UN Country Team, donors, joint UN programme partners, private sector organizations

#	Proposed evaluation questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling/sources
Criterium: SUSTAINABILITY **Will the changes last at technical, financial, institutional, environmental level?**				
1	**To what extent financial sustainability is achieved by Country Office?**	Evidence of financial viability of the Country Office	Document Analysis Semi structured interviews Survey	Regional Office, Country Office staff, government partners, Civil Society Organizations, UN Country Team, donors, joint UN programme partners, private sector organizations
2	**To what extent technical sustainability is ensured through the Country Office portfolio?**	Evidence of the usability of the technical input and products developed or supported by the Country Office (analytical reports, training materials, guidance, tools, etc.)	Document Analysis Semi structured interviews Survey	Regional Office, Country Office staff, government partners, Civil Society Organizations, UN Country Team, donors, joint UN programme partners, private sector organizations
3	**How have interventions supported the capacity development of targeted rights holders (to demand) and duty bearers (to fulfill) rights?**	• Evidence of new or strengthened policies, strategies, laws, services and budget allocations influence by Country Office support • Evidence of rights holders articulating their priorities and needs; accessing services; and contributing to national/local planning and development	Document Analysis Semi structured interviews Survey	Regional Office, Country Office staff, government partners, Civil Society Organizations, UN Country Team, donors, joint UN programme partners, private sector organizations
4	**What are the ways, if any, UN Women is contributing towards environmental sustainability?**	Evidence of contribution towards gender and environmental issues such as developing skills in managing natural resources and adapting to climate change; facilitating women's active involvement in climate change decision making at all levels; integrating their concerns and perspectives in policies and programmes; and establishing ways to assess the impact of development and environmental policies on women.	Document Analysis Semi structured interviews Survey	Regional Office, Country Office staff, government partners, Civil Society Organizations, UN Country Team, donors, joint UN programme partners, private sector organizations

#	Proposed evaluation questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling/sources
Human Rights and Gender Equality[15] and principles of Leaving no one behind **Are changes structural and transformative?**				
1	**To what extent do interventions are informed of gender, human rights and disability inclusion approaches and adhere to the principles and standards of Leaving no one behind to contribute towards gender transformative changes to advance and sustain Gender equality and Women's empowerment.**	**1.** Evidence of integrated approach to address the underlying root causes of inequality and affect broader systems change, including by: • Strengthening normative frameworks, laws, policies and gender-responsive institutions; • Increasing financing for gender equality; • Promoting positive social norms: » Number of institutions putting in places policies and practices to address gender discrimination and/or combat gender stereotypes » Extent of bias in gender attitudes and/or gender social norms among individuals • Ensuring women's equitable access to services, goods and resources; • Enhancing women's and girls' and people living with disabilities' voice, leadership and agency; • Strengthening the production, analysis and use of gender statistics and data; and • Supporting UN system accountability and results for gender equality. **2.** Statistical evidence of the progress on a number of universal indicators and indexes on gender equality and empowerment of women during the concerned Strategic Note period. **3.** Respondents' (target beneficiaries, UN Country Team, Donors, national partners etc.) positive opinion with regard to UN Women's CO's contribution towards gender transformation	Document Analysis Semi structured interviews Survey	Regional Office, Country Office staff, government partners, Civil Society Organizations, UN Country Team, donors, joint UN programme partners, private sector organizations

15 Include evaluation questions on UN Women's contribution towards Disability inclusion based on https://www.un.org/en/content/disabilitystrategy/assets/documentation/UN_Disability_Inclusion_Strategy_Entity_Technical_Notes.pdf as relevant and appropriate.

Checklist to assess UN Women's contribution towards:

A. Coordination on gender equality and the empowerment of women.

B. Gender-responsive normative frameworks, policies, institutions and financing for gender equality to operationalize these commitments.

C. Addressing underlying and root causes of gender inequality to bring forth transformative changes, including disability inclusion.

D. Environmental sustainability.

A.	Coordination on gender equality and the empowerment of women (Adapted from UN Women Strategic Plan 2022–25, Development Results Framework indicators)	Yes	No
1.	Percentage of ratings of reporting entities that meet or exceed UN-SWAP standards.		
2.	Fraction of UN Country Teams (UNCTs) that conducted the comprehensive UN Country Team-SWAP Gender Equality Scorecard in the past four years, and met or exceeded requirements for at least 60 per cent of UNCT-SWAP standards.		
3.	Fraction of UN Sustainable Development Cooperation Frameworks that have: a) a dedicated gender equality outcome; and/or b) that mainstream gender equality perspectives across Cooperation Framework outcomes.		
4.	Fraction of UNCTs meeting/exceeding requirements in preventing and eliminating all forms of violence and discrimination against women and girls through multisectoral and coordinated approaches.		
5.	Extent of progress made against core UN system commitments on women, peace and security.		
6.	Percentage of HCT response plans and strategies that demonstrate the integration of gender equality.		
7.	Number of UN entities implementing disaster risk reduction, resilience or recovery initiatives with a focus on gender equality and women´s empowerment.		
8.	Number of UNCTs implementing UN system commitments and advocacy on women's equal participation in elections and temporary special measures in their support to Member States.		
9.	Endorsement of a youth, peace and security framework.		
B.	**Normative role (Adapted from UN Women Strategic Plan 2022–25, Development Results Framework indicators)**	**Yes**	**No**
1.	Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex.		
2.	Number of laws that were adopted, revised or repealed to advance gender equality and women's empowerment.		
3.	Number of national and/or local (multi)sectoral strategies, policies and/or action plans that are adopted with a focus on gender equality.		
4.	Number of legal and policy frameworks that promote gender balance in decision-making institutions and processes		
5.	Number of adopted National Action Plans on Women, Peace and Security with monitoring indicators.		
6	Country with systems to track and make public allocations to gender equality and women's empowerment.		
7.	Country incorporates gender equality targets within national investment and financing frameworks.		
8.	Percentage of national budget allocated to gender equality and women's empowerment out of total budget.		
9.	Number of innovative financing instruments introduced that include gender equality objectives.		

C.	Human rights, gender equality, leave no one behind and disability inclusion	Yes	No
1.	• Evidence of integrated approach to address the underlying root causes of inequality and affect broader systems change, including by: • Strengthening normative frameworks, laws, policies and gender-responsive institutions. • Increasing financing for gender equality. • Promoting positive social norms: • Number of institutions putting in place policies and practices to address gender discrimination and/or combat gender stereotypes. • Extent of bias in gender attitudes and/or gender social norms among individuals. • Ensuring women's equitable access to services, goods and resources. • Enhancing women and girls' voice, leadership and agency. • Strengthening the production, analysis and use of gender statistics and data. • Supporting UN system accountability and results for gender equality.		
2.	Statistical evidence of the progress on a number of universal indicators and indexes on gender equality and women's empowerment during the Strategic Note period concerned.		
3.	Respondents' (target beneficiaries, UNCT, donors, national partners etc.) positive opinion with regard to the Country Office's contribution to gender transformation.		
4.	UN Women's contribution to disability inclusion based on the Guidance on Integrating Disability Inclusion in Evaluations and Reporting on the UNDIS Entity Accountability Framework Evaluation Indicator, 2022.[16]		
D.	**UN Women's contribution to environmental sustainability should be assessed using this checklist:**[17]	**Yes**	**No**
1.	Evidence of contribution to gender and environmental issues such as developing skills in managing natural resources and adapting to climate change.		
2.	Facilitating women's active involvement in climate change decision-making at all levels.		
3.	Integrating women's concerns and perspectives in policies and programmes and establishing ways to assess the impact of development and environmental policies on women.		

16 http://unevaluation.org/document/detail/3050

17 Beijing Declaration and Platform for Action & Women and the environment

Methodology notes[18]

I. Contribution analysis:

Contribution analysis is an approach for inferring causality in real-life evaluations. It offers a four-step approach designed to help managers, researchers and policymakers arrive at conclusions about the contribution the portfolio has made (or is currently making) to the Development Results Framework outcomes. It offers an approach designed to reduce uncertainty about the contribution the portfolio is making to the observed results through an increased understanding of why the observed results have occurred (or not), and the roles played by the intervention and other internal and external factors. As the focus is on assessment of outcome level results, the Country Portfolio Evaluation (CPE) will use a 'contribution analysis'.

The four steps to contribution analysis are based on the theory of change that the evaluators should present in the inception report:

1. Gather existing evidence on the theory of change (that supports or challenges the theory).
2. Use the portfolio analysis to assemble and assess the contribution or performance story of the overall portfolio – and any challenges to it.
3. Seek out additional evidence to fill gaps in the performance story.
4. Revise and, where the additional evidence permits, strengthen the performance story to determine UN Women's probable contribution.

Table 1: Contribution analysis

Changes analysed by the evaluation	Links to UN Women	Other contributory factors	Plausible contribution by UN Women	Evidence of change	Gender equality and human rights implication

18 This is a dynamic document, and the methodological notes can be expanded from time to time.

Example of contribution analysis from the Nigeria CPE

Table 2 sets out a number of key areas of contribution made by UN Women Nigeria during the lifetime of the two Strategic Notes concerned. Desk-reviewed data and data collected as part of the CPE were analysed and triangulated following a step-by-step approach designed to arrive at conclusions about the contributions UN Women Nigeria made to achievement of outcome-level indicators.

Table 2: Key areas of contribution made by UN Women Nigeria during the two Strategic Note cycles under evaluation

Changes analysed by the evaluation	Links to UN Women	Plausible contribution by UN Women	Other contributory factors	Evidence of change
Women lead, participate in and benefit equally from governance systems by promoting gender balance in elections through electoral frameworks and arrangements.	UN Women aimed to support the Government of Nigeria in its effort to revise and integrate the national gender and affirmative action policy and help women as voters and candidates to build a cadre of diverse and capable women leaders in legislative, political and governance institutions	The UN Women Country Office supported the development of sectoral gender policies, for example, the Independent National Electoral Commission (INEC) and Nigeria Police Gender Policy. UN Women also supported the roll-out of National Gender and HIV Mainstreaming Guidelines and integration of gender considerations into national HIV monitoring and evaluation systems UN Women supported advocacy efforts for passage of the Gender and Equal Opportunities Bill (GEOB) but to date the bill has not been passed by the National Assembly. In Plateau State, UN Women supported strategic efforts, including mobilization of stakeholders, advocacy and capacity building on the GEOB. These contributed to the passage of the bill into law (2015), gazetted and popularized. UN Women also supported the development of the GEOB in Adamawa and Gombe states, as well as its popularization by stakeholders at all levels through intensive sensitization and capacity building. UN Women played a key role in boosting women's participation in the electoral process in Ekiti and Osun States. Women's Political Participation efforts were organized through engagements with the Women's Political Participation Working Group (WPPWG). These efforts consisted of (1) providing funds and technical support to women's organizations on electoral and constitutional reforms; (2) building the capacity of female politicians and women in the public sector on leadership and gender analytical skills; and (3) mobilized women to be active in the political process. In this way, UN Women was a critical broker between civil society, government and donors. Similarly, using the basked fund managed by UNDP in 2015, UN Women also helped set up the Women Situation Room, which sought to mitigate electoral violence through creating an early warning and early response mechanism.	This was achieved through a strong partnership with the INEC, FMOWA, the National Center for Women Development, Nigeria Women Trust Fund, Women Political Empowerment Office, and a wide range of women based civil society organizations. Partnerships with male legislators were a major factor of success in the legal reforms. Furthermore, UN Women's facilitation of the MOU (Memorandum of Understanding) that was signed between the national parliament and Institute for Legislative Studies to further advance on gender-sensitive legal reforms.	National Gender Policy of Nigeria; the Gender and Equal Opportunity Bill (GEOB); The last national elections did not yield a significant representation of women in elected positions. However, the elections did witness landmark participation by women as election observers/monitors, voters, aspirants, and candidates for political parties. Three women were elected as chair of three Local Government Authorities. (LGAs) and 11 appointed in south east Nigeria. For instance, the Osun elections recorded approximately 73 percent of female voters in the 2015 election. The National Post-Elections Conference was co-organized by UN Women, ECES IFES and NDI. These partners collectively raised US$ 30,000 for the conference, which was held in June 2019 represents a clearer instance of consultative programming and was attended by 158 persons from the different parts of Nigeria to discuss and agree on the strategic way forward after the disappointingly low number of seats obtained by women.

Changes analysed by the evaluation	Links to UN Women	Plausible contribution by UN Women	Other contributory factors	Evidence of change
Women have income security, decent employment and economic autonomy by addressing the root causes of gender gaps in agriculture, sensitizing women to their rights to land and secure land tenure and giving them equal access to productive resources and services. Increase private sector support to gender equality and the empowerment of women.	UN Women committed support for the revision of policies and budgets to accommodate the needs of women in the rice sector and support for the affirmative procurement policy to create an enabling environment for the growth of women-owned/led businesses.	UN Agriculture Flagship project in partnership with FAO, UNIDO and ILO (Women's Economic Empowerment through Climate Resilient Agriculture WEE CRA) was under preparation and has yet to be implemented. The Country Office established a private sector advisory group and an affirmative procurement conference was held in 2019. Furthermore, in partnership with MasterCard, UN Women supported the Government of Nigeria in providing biometric identity cards to 7,500 women in the state of Kaduna as part of the government's financial inclusion programme. In partnership with Procter and Gamble, UN Women supported women entrepreneurs, particularly small-scale suppliers to access corporate value chains in the Kaduna state. Although small scale, by creating a platform for interaction, UN Women managed to bridge the huge divide between women leaders in the private sector and women in the political space. However, these initiatives have not been systematically pursued.	Strong appetite for further engagement from the private sector for affirmative action as part of their corporate social responsibility.	Little evidence is available of success in terms of women's access to land and control over resources. Similarly, initiatives with the private sector have not been systematically pursued

Changes analysed by the evaluation	Links to UN Women	Plausible contribution by UN Women	Other contributory factors	Evidence of change
Women and girls contribute and have greater influence in building sustainable peace and resilience, enabling legislative and policy environments in line with international standards on ending violence against women. Furthermore, social norms, attitudes and behaviours are promoted at community and individual levels to prevent violence against women and there is a reduction in violence against women.	UN Women support for the adoption and implementation of Violence Against Persons Prohibition (VAPP) Bill and national action plan at the national level and an additional three states, and helped to enhance services available to provide quality support to survivors of violence. In addition, UN Women was also committed to helping create awareness on Violence Against Women and helping to shift cultural norms in the use of essential services by women and girls at risk or survivors of gender-based violence/sexual gender-based violence	Spotlight Initiative on violence against women and girls with UNFPA, UNDP, UNICEF, and UNESCO. A multi-year, high impact, inter-agency programme on gender quality and the empowerment of women. Support for the development and passage of the 2015 VAPP Bill. UN Women effectively used campaigns such as The Survivor Summit, HeForShe, and the 16 Days of Activism to garner support for ending violence against women and girls, such as that in the state of Lago which attracted a huge turnout.	Strong complementarities with UN agencies such as UNFPA, resulting in good collaboration through co-financing activities (e.g. the Survival Summit in Lagos as part of activities to commemorate 16 Days of Activism Against Gender-Based Violence). Bold commitments from the Governor and influential government officials has helped the Country Office gain traction for issues related to violence against women and girls.	Although at a very nascent stage, the Country Office has implemented several important activities with some emerging results. The Spotlight Initiative created optimism among participating recipient UN organizations (RUNOs) and is serving as a conduit for more cohesive, integrated and multisectoral approaches to ending violence against women in Nigeria. Some signs of progress are also emerging in terms of the Country Office's ability to leverage its long-standing partnership with women-led civil society organizations, further pushing violence against women and girls onto the national agenda. A good example is the Country Office's engagement in creating awareness and supporting efforts for the eventual passage of "The Prevention, Prohibition, and Redressal of Sexual Harassment in Tertiary Educational Institutions Bill, 2019

Changes analysed by the evaluation	Links to UN Women	Plausible contribution by UN Women	Other contributory factors	Evidence of change
Women contribute to sustainable peace and benefit from conflict and disaster with support to the Government of Nigeria's efforts to implement commitments on women, peace and security.	Support the implementation of UNSCR 1325 at the national and state level and a commitment to gender equality in humanitarian action. Support the engagement of women in peace building and conflict management processes at all levels.	UN women reviewed the peace architecture of the target states from a gender and human rights perspective, gaps were identified and recommendations for policy and programmatic interventions were made. UN Women mobilized substantial resources in support of Women, Peace and Security (EUR 10 million from the EU) and played an important role in responding to the security situation. A minimum of 20 MDAs at national level and the three target states (Adamawa, Gombe and Plateau) benefitted. A similar effort is currently being replicated in two additional states (Benue and Bauchi), with a new flagship project funded by the Government of Norway for US$ 1.7 million. In response to the protracted crisis in North East Nigeria, the Country Office worked in collaboration with the gender focal points in the humanitarian space. The GenCap also contributed significantly to the 2019 humanitarian needs overview and the multi-year humanitarian response plan (2019–2021) The Country Office played an integral role in influencing the decision to upgrade the gender desk into a fully-fledged unit within the Institute for Peace and Conflict Resolution (IPCR).	Widespread interest from donors and increasing interest from government counterparts at the federal and state level – especially from the high-level leadership engagement. The new leadership (Minister) and management of FMOWA are ardent supporters of UN Women's mandate. The Country Office's approach of knitting together policy level work with state-level interventions was proven effective in consolidating policy gains, building the capacity of gender machinery and facilitated the domestication and popularization of legislative frameworks in target states. This yielded promising results. The multi-year, multi-level and multi-stakeholder community-based approach enabled UN Women to achieve considerable impact in the Women, Peace and Security space. Synergy with national priorities and effective multisectoral partnership across a wide range of government, MDAs, security agencies, traditional and religious institutions, civil society organizations and women groups/ network proved beneficial.	Implementation of the UNSCR 1325 National Action Plan (2017–2020), domestication of state action plans and local government actions plans in the states of Adamawa, Gombe and Plateau The capacity building and technical support provided by the Country Office to government Ministries, Departments & Agencies (MDAs) at national level and target states increased the government's contributions towards implementation of UNSCR 1325 and the national action plan vis-à-vis its linkage to the national development agenda. Despite patriarchal structures in many parts of Northern Nigeria, the Women, Peace and Security initiative, for instance has been successful in bringing the voices of women into the decision-making arena where before they were virtually absent.

Changes analysed by the evaluation	Links to UN Women	Plausible contribution by UN Women	Other contributory factors	Evidence of change
Displaced women and girls in North Eastern Nigeria and other conflict-affected areas were provided with the necessary skills and resources, including income generating assets and relevant support services for social economic recovery and resilience as well as for increasing their participation in decision-making processes of conflict prevention.	UN Women committed to the socio-economic recovery and resilience of women displaced by conflict in North-East Nigeria. It also pledged support to increase women's representation and participation in decision-	Given the enormity of the overall conflict crisis in North-East Nigeria, UN Women contributed towards generating awareness about the gendered dimension of the insecurity situation in Nigeria, when nearly 300 schoolgirls were abducted in Chibok. The Country Office, in partnership with other UN agencies carried out the following: -Supported OCHA humanitarian projects (funded by the Government of Japan) to ensure humanitarian coordination included gender aspects; -Provided access to coordinated services for women and girl victims of gender-based violence in partnership with UNFPA; -Facilitated economic empowerment of women through the acquisition of seeds and equipment, aimed at increasing their access to productive assets such rice milling machines with the help of WFP and FAO; -Set up gender-sensitive conflict early warning and early response systems in the three target states with UNDP.	Joint-programming with other UN agencies enabled the Country Office to create complementarity in interventions allowing the different agencies to exert their comparative advantage in responding to the situation in North East Nigeria	Albeit small in scale, vulnerable women such as women farmers, vulnerable internally displaced persons and returnees, and rescued/released Chibok girls had accessed a wide range of livelihood/income generation services and resources. For instance, in North Eastern Nigeria, 2,000 female-headed households (16,000 people) which benefitted from income generation activities were able to generate an income of 10,000 to 20,000 Naira a month, compared to the average income of 7,478 Naira a month in Adamawa State4. In Borno State, vulnerable women benefitted from rice production, where rice milling machines were handed over to three to four local government areas

II. Forward-looking design influenced by work on outcomes mapping and outcomes harvesting

The standard design for a CPE is based on the forward-looking purpose of the evaluation – to develop a view on how well UN Women is strategically positioned at the country level to create results for gender equality and women's empowerment in the future.

This version of the CPE is heavily influenced by work on outcomes mapping and outcomes harvesting. In particular, this emphasizes that UN Women does not create results directly, but through its boundary partners. These boundary partners can include responsible parties (implementing partners) for programmatic work (under UN Women's operational mandate). Unlike most outcomes-based evaluations, however, UN Women also has to consider its influence through its normative and coordination mandates. In these areas, boundary partners are likely to include a wide range of UN entities, governmental and parastatal bodies, civil society, development partners and private sector organizations.

These assumptions – about how change happens through partners – forms the basis for the evaluation of UN Women's strategic positioning:

1. How well UN Women is functioning in terms of organizational effectiveness and efficiency.
2. How well this organizational performance enables UN Women to develop and maintain effective relationships with boundary partners.
3. To what extent these boundary partners were able to influence outcomes for gender equality and women's empowerment.
4. Therefore, whether the assumptions about how change happens made in the Strategic Note are relevant, effective, efficient and sustainable.

The evaluation is required to generate both primary and secondary evidence to assess each of the first three steps in this process (organizational effectiveness, relationships with boundary partners and development effectiveness).

Figure 1: Underlying assumptions about how UN Women influences gender equality and women's empowerment outcomes through its partnerships

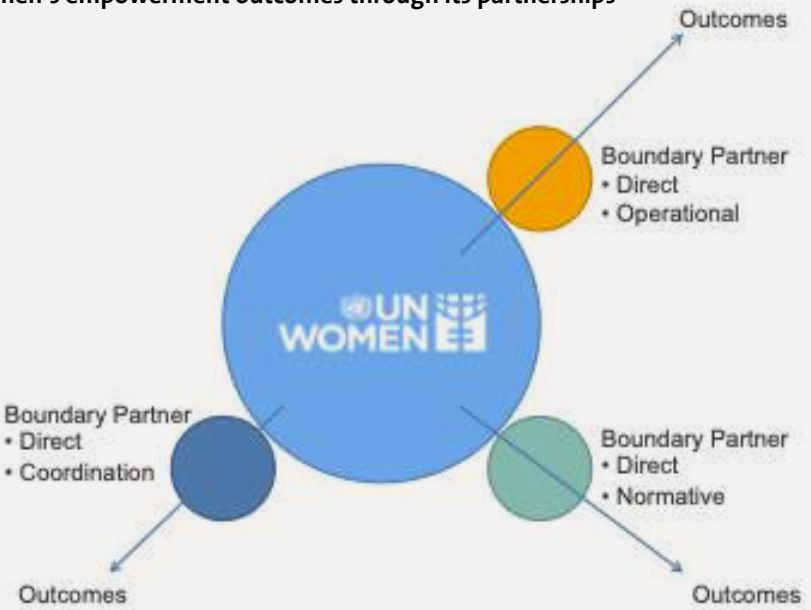
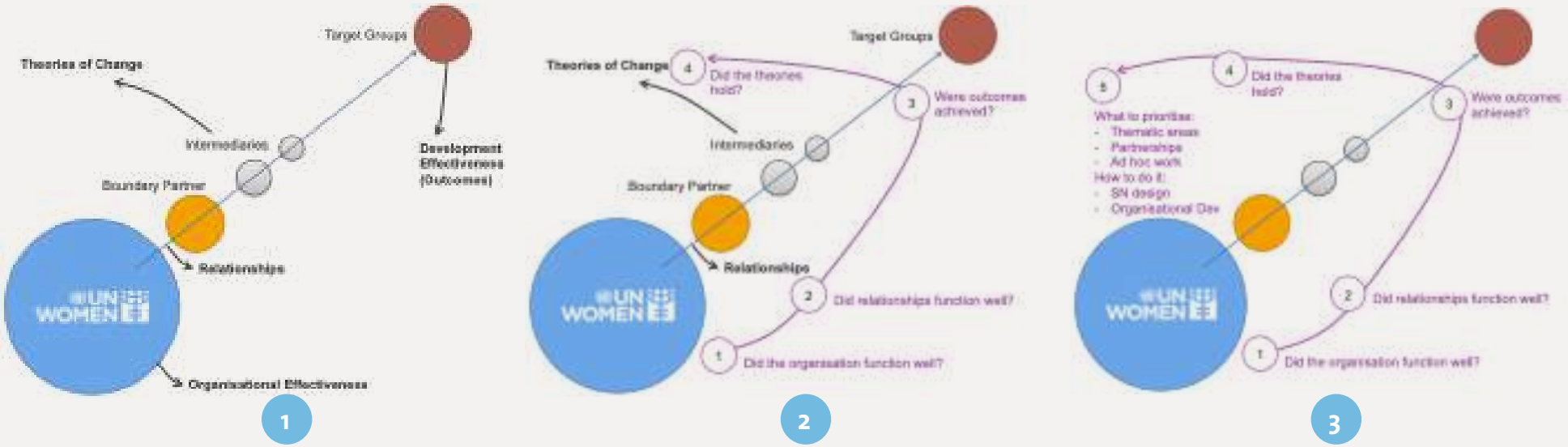


Figure 2: The logic of forward-looking evaluation design – assessing organizational effectiveness, relationships, development effectiveness and Theories of Change.



III. Backward-looking design: Collaborative Outcomes Reporting Technique (CORT)[19]

CPEs that wish to place much greater emphasis on the summative aspect of evaluation (i.e. assessing the expected and unexpected outcomes that have been achieved, and for whom) could apply the CORT approach **(Collaborative Outcomes Reporting Technique) to a backward-looking CPE.**

This may be appropriate where the Country Office needs to deliver upwards or sideways accountability to donors, national government or the UN Country Team for past performance.

CORT is a participatory technique that is aligned to both UN Women's values, and the real world data constraints that face most UN country offices.

It should only be used where there is a strong focus on evaluating the achievement of past outcomes. It is not suited to assessing UN Women's strategic positioning.

The overall country visit process requires a higher level of facilitation skills due to the intensive involvement of stakeholders in agreeing a 'performance story'. The process also focuses on development effectiveness (i.e. the extent to which Development Results Framework outcomes have been achieved or not) rather than relationships with boundary partners and organizational performance.

During the participatory inception workshop, the evaluation team should facilitate the mapping of Strategic Note interventions on a timeline, and agree on the intended outcomes of these with a broad group of stakeholders.

During the social enquiry process, stakeholders can be involved to help with data collection

19 Collaborative Outcomes Reporting Technique (CORT) was developed by Dr Jess Dart to assess effectiveness. It needs to be adapted and combined with other techniques to also assess efficiency, sustainability and relevance.

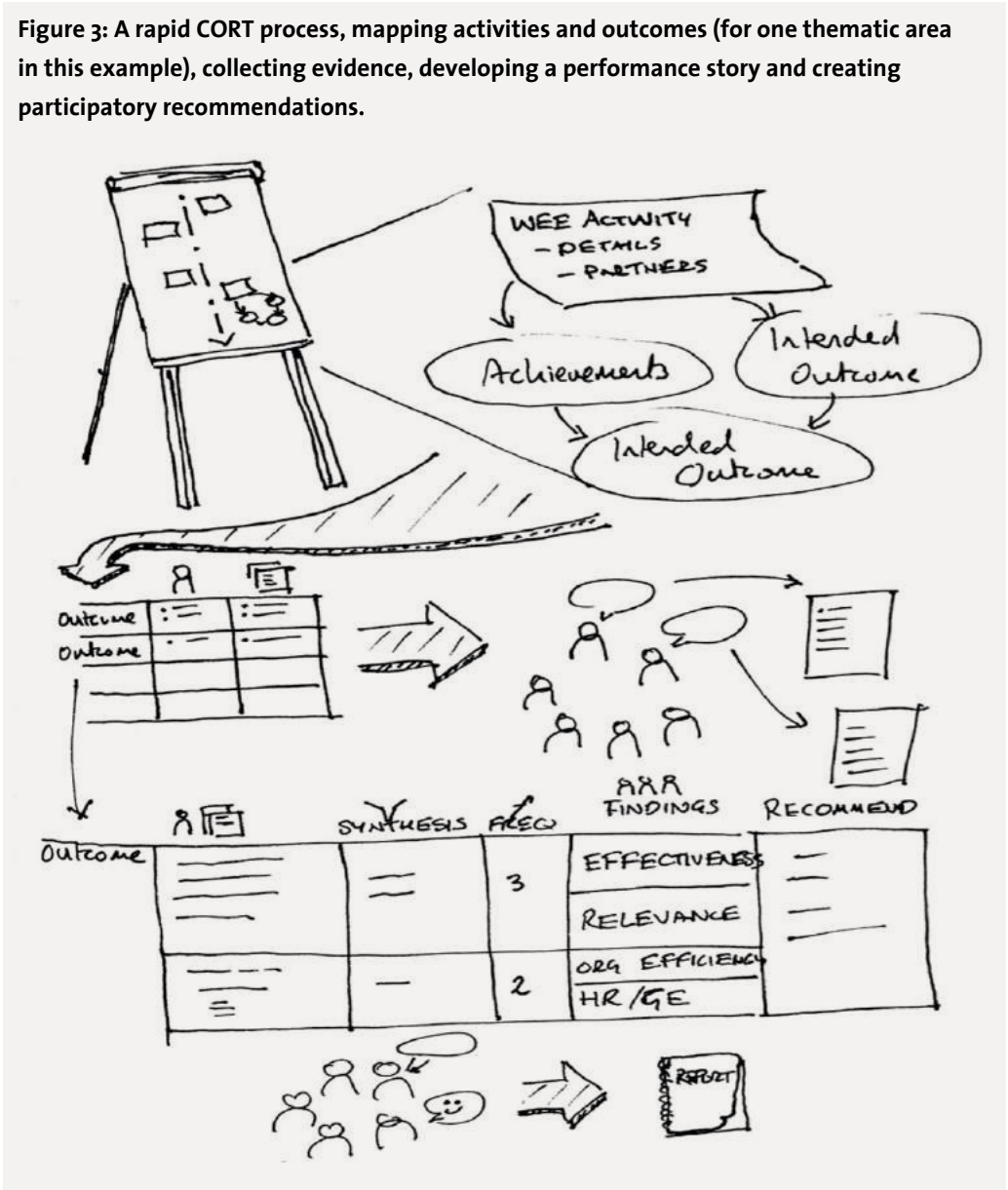
– such as interviews, site visits and document research.

All of the evidence is collected into frequency tables. An expert panel, including the evaluation team, reviews this evidence. A series of draft findings are developed. These should cover all three mandates (normative, coordination and operational/programmatic).

The country visit concludes with a participatory summit workshop that includes a wide range of stakeholders. This participatory process reviews all of the evidence, validates and updates the draft findings, and results in a series of participatory recommendations to improve the achievement of outcomes in the future.

Following the country visit, the evaluation team helps by sourcing additional evidence and analysis to refine the participatory recommendations and to outline the implications of these for UN Women decision makers.

Figure 3: A rapid CORT process, mapping activities and outcomes (for one thematic area in this example), collecting evidence, developing a performance story and creating participatory recommendations.



Interview Protocols
Standard information for all interviews:

Date:

Name of Interviewee:

Position held in organization:

Organization:

Interviewers:

Opening statement

- This interview will inform the UN Women Country Office xxx Country Portfolio Evaluation. In other words, we are assessing the performance of the office and its achievements in line with its Strategic Note over the past xxx years.
- This evaluation, while of course looking backwards over the past xxx years, is critical to shaping the strategic direction of the office for the future. It is important to us to get your perspective on the successes and strengths of the organization, as well as the challenges and potential opportunities for the future. We appreciate your time and your information in supporting this process.
- A number of programme and project evaluations have already occurred during the past xxx years and we have studied these. We are hoping to avoid asking you the same questions that you have already answered but if we do, please forgive us. We are using the information you provide us to create a picture of the overall work and impact of the UN Women Country Office.
- We are an independent team of evaluators, with a member of the UN Women evaluation team at headquarters and two independent experts – one national and one international. [introduce members present]
- Any information that you provide to us will be confidential – including our notes of this interview. We will not attribute any specific comments or information to you or your organization. We are taking notes for our own use, but we are not otherwise recording this conversation.
- For beneficiaries: You do not need to tell us any personal information or answer any of our questions if you do not wish to. If, at any time, you are uncomfortable or upset by our questions, we can take a break or simply stop the interview. We appreciate you taking part in our conversation but we believe your comfort is more important.
- Questions?

UN Women Regional Office

Background

1. Please briefly describe your role in the organization, including how long you have held the role.
2. Please describe your working relationship with UN Women Country Office xxx.
3. Please describe which projects or programmes you have worked on directly with UN Women or the activities you have taken part in.

Relevance

4. How does the Strategic Note and the Country Office's set of programmes, activities and approaches align to the global and regional goals of UN Women, including UN Women's Strategic Plan and mandate?
5. As you see it, how well does the Country Office Strategic Note and approach align to the country and regional context, policy framework, and gender and human rights norms and standards?
6. Based on your experience and perspective, does the UN Women XXX portfolio support implementation of international normative frameworks, such as CEDAW, UNSCR 1325, Beijing, SDGs or any relevant regional convention?
7. What role did the Country Office play in response to major social disruptions such as the COVID-19 pandemic? In the current pandemic context, what is your view of the UN Women Country Office's approach? (Optional)

Coherence

8. How does support for the Strategic Note, both its development and implementation, work between the Regional and Country Office? What is the role of headquarters?

9. Does the Country Office benefit from or contribute to regional synergies or partnerships with the Regional Office and other UN Women offices in the region? How?

10. Does the Country Office play a leadership role in the region? In which areas and how?

11. From a regional perspective, what priority areas of focus did not receive sufficient attention from the Country Office during the period of the Strategic Note? What is the reason? Should these areas be amplified in the next Strategic Note?

12. What do you think is UN Women's key comparative advantage in XXX?

Effectiveness

13. What do you see as the Country Office's major achievements in the last strategic period?

14. From your perspective, what have been the main limitations for the Country Office in implementing UN Women's mandate during the last XXX years?

15. From your perspective, has the Country Office made progress in addressing the root causes of inequalities and reaching the most vulnerable groups in the country? Could you please give us an example? How can this be improved to strengthen operationalization of "No one left behind" principles?

Efficiency

16. What is your perception of the human resources envelope in the Country Office? Do you think the Country Office is well equipped from an HR and financial perspective? What is your perception of Country Office leadership (remind the interviewee of any leadership changes during the Strategic Note period)?

17. What is your view of the management of resources at the Country Office? Do you think the Country Office uses resources efficiently and in a timely manner?

18. To the best of your knowledge, during the period of the Strategic Note, was the Country Office compliant with audit, financial and reporting obligations?

19. Are you familiar with the resource mobilization approach/strategy? What is your perception of it?

20. What are your recommendations to the UN Women Country Office for the next strategic period?

UN Women headquarters

Background

1. Please briefly describe your role in the organization, including how long you have held the role.

2. Please describe your working relationship with UN Women Country Office XXX.

3. Please describe which projects or programmes you have worked on directly with UN Women or the activities you have taken part in.

Relevance

4. How does the Strategic Note and the Country Office's set of programmes, activities and approaches align to the global goals of UN Women, including UN Women's Strategic Plan and its mandate?

5. As you see it, how well does the Strategic Note and approach align to country, regional and global policies, and gender and human rights norms and standards?

6. What role would you view the Country Office having in the case of major social disruptions such as the COVID-19 pandemic?

Coherence

7. How does support for the Strategic Note, both its development and implementation, work between headquarters and the Country Office? How does the Regional Office fit into the coordination and support?

8. What interaction has your Division and the Country Office had during the last xxx years, e.g. topics/types of support?

9. What do you think is UN Women's key comparative advantage in XXX?

Effectiveness

10. Can you identify any outstanding achievement of the Country Office as a contribution to UN Women's Strategic Plan implementation?

11. From your perspective, what have been the main limitations for the Country Office in implementing the UN Women mandate during the last XXX years?

12. To the best of your knowledge, has the Country Office made progress in addressing the root causes of inequalities and reaching the most vulnerable groups in XXX? Could you please give us an example? How can this be improved to strengthen operationalization of "No one left behind" principles?

Efficiency

13. What is your perception of the human resources envelope in XXX? Do you think the Country Office is well equipped from an HR and financial perspective? What is your perception of Country Office leadership (remind the interviewee of any leadership changes during the Strategic Note period)?

14. (if relevant) What is your view on the Country Office's management of resources? Do you think the Country Office uses resources efficiently and in a timely manner?

15. What are your recommendations to the UN Women Country Office for the next strategic period?

UN organizations in the Country Office

Background

1. Please describe your role in your organization, including how long you have held the role.

2. (If necessary) Please describe the relationship between your organization and UN Women Country Office XXX (e.g. implementing partner, member of UN Country Team, etc.).

3. Please describe which projects or programmes you have worked on directly with UN Women or the activities you have taken part in.

Relevance

4. In your view, what are the key gender equality and empowerment of women priorities and the main challenges in XXX?

5. In your view, what are the root causes of gender inequalities in the country?

6. Who are the key players in the Country Office in this field?

7. Based on your experience and perspective, to what extent is the UN Women XXX portfolio aligned to the context, country policies, and gender and human rights norms at international and regional levels?

8. Based on your experience and perspective, does the UN Women Country Office portfolio support implementation of international normative frameworks, such as CEDAW, UNSCR 1325, Beijing, SDGs or any relevant regional convention?

9. Was UN Women's presence in the UN Country Team relevant to the design and implementation of UNDAF/UNSDCF and support to implementation of gender equality and the empowerment of women-related strategic goals in your organization?

10. What role does UN Women play in response to major social disruptions in the country such as the COVID-19 pandemic?

Coherence

11. UN Women has a coordination mandate on gender equality and the empowerment of women in the UN system; what is your understanding of this mandate? In your view, how is UN Women implementing it in the context of XXX?

12. What is UN Women's comparative advantage in the work of gender equality and the empowerment of women compared to other UN entities in XXX?

13. In terms of other international organizations (inside and outside the UN), in your view who are the key players on gender equality and the empowerment of women in XXX?

14. If you need advice on gender equality and the empowerment of women is UN Women the key institution to contact? Is it your first option?

15. Based on your experience and perspective, is UN Women making partnership choices that advance gender equality and the empowerment of women and the situation of women in XXX?

16. How do you define complementarities to advance gender equality and the empowerment of women in the broad work of the UN in XXX?

Efficiency

17. What is your perception of the human and financial capacities and resources of the UN Women Country Office in XXX? What are the Country Office's strengths and weaknesses?

18. What is your view of management of resources in the Country Office?

19. Were there any issues related to efficiency in your cooperation with UN Women? In your joint programmes, were the planned interventions delivered on time?

Effectiveness

20. In your joint programmes, did the planned interventions contribute to the outcomes? Examples? Who benefitted from the planned interventions?

21. In your joint programmes, were there any unexpected outcomes (positive or negative)? Who benefitted or did not benefit unexpectedly?

22. What were the enabling or hindering factors to the achievement of the outcomes?

23. Were there opportunities for upscaling the benefits or innovative approaches? Were these discussed as part of the programme?

24. To what extent do you think the joint programme is contributing to addressing underlying causes of gender equality and the empowerment of women inequalities in XXX? How?

25. How are programme beneficiaries selected? How is the leave no one behind principle ensured and the most marginalized groups taken into account? What are the key benefits and changes achieved for these groups?

26. What are the main contributions of UN Women to the programme's overall achievements? What innovative practices did UN Women contribute?

27. Have lessons learned and experiences from the joint programmes been shared?

Sustainability

28. What are the joint programme's key achievements in terms of sustainability of results? What level of national and local ownership for achieved results has been created (if relevant, reflect on the sustainability of human rights and gender equality and the empowerment of women results)?

29. What was UN Women's contribution to the above?

30. What would be your recommendations to the UN Women Country Office for the next strategic period?

International organizations

Background

1. Please briefly describe your role in the organization, including how long you have held the role.
2. (If necessary) Please describe the relationship between your organization and UN Women Country Office XXX.
3. Please describe which projects or programmes you have worked on directly with UN Women or the activities you have taken part in.

Relevance

4. In your view, what are the key gender equality and the empowerment of women priorities and main challenges in XXX? What are the root causes of gender inequality in the country in your view?
5. As you see it, how well does the Strategic Note and UN Women Country Office approach align to the country and regional context, policy framework, gender and human rights norms and standards?
6. Based on your experience and perspective, does the UN Women XXX Country Office portfolio support implementation of international normative frameworks, such as CEDAW, UNSCR 1325, Beijing, SDGs, relevant regional conventions?
7. What role did the Country Office play in response to major disruptions such as the COVID-19 pandemic? In the current pandemic context what is your view of UN Women's approach?

Coherence

8. What coordination mechanisms are in place between UN Women and your organization? How effective are they? Are there any challenges?
9. Who do you consider are other key players in the Country Office in the field of your cooperation and how satisfied are you with the level of coordination?
10. What is the value added or comparative advantage of cooperation with UN Women Country Office XXX?

Efficiency

11. What is your perception of the human and financial capacities and resources of UN Women Country Office in XXX in the field of your cooperation? What are the UN Women Country Office's strengths and weaknesses?
12. Were there any challenges related to efficiency in your programme with UN Women?

Effectiveness

13. In your joint programmes, did the planned interventions contribute to the outcomes? Examples? Who benefitted from the planned interventions?
14. In your joint programmes, were there any unexpected outcomes? (positive or negative) Who benefitted or did not benefit unexpectedly?
15. What were the enabling or hindering factors to the achievement of the outcomes?
16. Were there opportunities for upscaling the benefits or innovative approaches? Were these discussed as part of the programme?
17. To what extent do you think the programme contributed to addressing underlying causes of gender equality and the empowerment of women inequalities in the country? How?
18. How is the leave no one behind principle ensured and the most marginalized groups taken into account? What key benefits and changes have been achieved for these groups?
19. What were UN Women's main contributions to the overall achievement of the programme objectives? What innovative practices did UN Women contribute?
20. Have lessons learned and experiences from the joint programmes been shared?

Sustainability

21. What were the key achievements in terms of sustainability of the results of your joint programmes? What level of national and local ownership for achieved results has been created (if relevant, reflect on sustainability of human rights and gender equality and the empowerment of women results)?

22. What was UN Women's contribution to the above?

23. What would be your recommendations to the UN Women XXX Country Office for the next strategic period?

Government counterparts

Background

1. Please briefly describe your role in your institution, including how long you have held the role.

2. (If necessary) Please describe the relationship between your institution and UN Women XXX Country Office (e.g. formal or informal partner, grant or technical assistance beneficiary etc.).

3. Please describe which projects or programmes you have worked on directly with UN Women or the activities you have taken part in.

Relevance

4. In your view, what are the key gender equality and the empowerment of women priorities and main challenges in XXX? What are the root causes of gender inequality?

5. As you see it, how well does the UN Women Country Office's work and approach align to the country and regional context, policy framework and human rights norms and standards?

6. Based on your experience and perspective, does the UN Women XXX portfolio support implementation of international normative frameworks, such as CEDAW, Istanbul Convention, UNSCR 1325, Beijing?

7. What role does UN Women play in response to major social disruptions such as the COVID-19 pandemic?

Coherence

8. Who are the key players in XXX in the field of gender equality and the empowerment of women?

9. To what extent do the interventions of UN Women XXX ensure synergy and coordination with the government and other key partners in achieving gender equality and the empowerment of women? Do they avoid duplication?

10. Based on your experience and perspective, is UN Women making partnership choices that advance gender equality and the empowerment of women and the situation of women in XXX?

11. What is UN Women's added value / comparative advantage in the work of gender equality and the empowerment of women compared to other stakeholders in XXX?

Efficiency

12. What is your perception of the human and financial capacities and resources of UN Women Country Office in XXX? What are the UN Women Country Office's strengths and weaknesses?

13. What is your view of the management of resources in the Country Office?

14. Were there any issues related to efficiency in your cooperation with UN Women? In your joint programmes, were the planned interventions delivered on time?

Effectiveness

15. In your joint programmes, did the planned interventions contribute to the outcomes? Can you mention some examples? Who benefitted from the planned interventions and how?

16. In your joint programmes, were there any unexpected outcomes? (positive or negative) Who benefitted or did not benefit unexpectedly?

17. What were the enabling or hindering factors to the achievement of the outcomes?

18. Were there opportunities for upscaling the benefits or innovative approaches? Were these discussed as part of your cooperation?

19. To what extent has your cooperation with UN Women contributed to addressing underlying causes of gender equality and the empowerment of women inequalities in XXX? How?

20. How is the leave no one behind principle ensured and the most marginalized groups taken into account? What key benefits and changes have been achieved for these groups?

21. What were UN Women's main contributions to the overall achievements of the programme? What innovative practices did UN Women contribute?

22. Have lessons learned and experiences from your cooperation been shared?

Sustainability

23. What were the key achievements in terms of sustainability of the results achieved (policy, financial, institutional, capacity or other aspect of sustainability)? What level of national and local ownership for achieved results has been created (if relevant, reflect on the sustainability of human rights and gender equality and the empowerment of women results)?

24. What was UN Women's contribution to the above?

25. What would be your recommendations to the UN Women XXX Country Office for the next strategic period?

Donors

Background

1. Please briefly describe your role in the organization, including how long you have held the role.

2. (If necessary) Please describe the relationship between your organization and UN Women XXX Country Office (e.g. donor for a joint programme etc.).

3. What are your organization's priorities/strategies relating to gender equality and the empowerment of women in general and in XXX in particular? Please describe which projects or programmes you have worked on directly with UN Women or the activities you have taken part in.

Relevance

4. In your view, what are the key gender equality and the empowerment of women priorities and main challenges in XXX? What are the root causes of gender inequalities in the country?

5. What is your knowledge of UN Women's presence/ interventions in XXX?

6. Based on your experience and perspective, to what extent is the programme you cooperate on with UN Women aligned to XXX's context, country policies, gender and human rights norms at international and regional levels?

7. Based on your experience and perspective, does the UN Women Country Office portfolio support implementation of international normative frameworks, such as CEDAW, UNSCR 1325, Beijing, SDGs and other relevant regional conventions?

8. In your opinion, does UN Women contribute to targeting and transforming the underlying causes of gender inequality?

9. What role did the Country Office play in response to major social disruptions such as the COVID-19 pandemic? In the current pandemic context, what is your view of UN Women's approach?

Coherence

10. What is UN Women's added value / comparative advantage in the work of gender equality and the empowerment of women in XXX?

11. To what extent do the interventions of UN Women Country Office ensure synergy and coordination with the government and other key partners in achieving gender equality and the empowerment of women? Do they avoid duplication?

12. Who are the other key stakeholders in gender equality and the empowerment of women in XXX and how well does UN Women coordinate with them?

Efficiency

13. Were you able to understand the value and impact of your funding?

14. Was there a results-based management system?

15. What is your view on the quality of UN Women's reports? Did the reporting include results and outcomes, rather than outputs?

16. Was the intervention implemented within the intended time frame and budget?

17. In your view, were resources properly managed in a cost effective manner?

18. In your view, overall, is UN Women well positioned to mobilize resources?

19. What is your perception of the human and financial capacities and resources of the UN Women Country Office in XXX?

20. Do you have any suggestions for improvement?

Effectiveness

21. To what extent and how have UN Women's interventions contributed to improving gender equality and the empowerment of women in XXX?

22. What would you identify as the key achievements in the initiatives implemented by UN Women and funded by your organization?

23. Have any unexpected results (positive or negative) been achieved?

24. Do you think the UN Women intervention you supported contributed to addressing underlying causes of gender inequalities?

Sustainability

25. What were the key achievements in terms of sustainability of the results achieved (policy, financial, institutional, capacity or other aspect of sustainability) under the initiative?

26. What level of national and local ownership for achieved results has been created (if relevant, reflect on sustainability of human rights and gender equality and the empowerment of women results)?

27. What would be your recommendations to the UN Women XXX Country Office for the next strategic period?

UN Women Country Office Staff (Management, Programme Managers/ Assistants)

Time frame for discussion: one hour maximum

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

1. Can you briefly describe your role within UN Women and when you began working with UN Women?

2. If you were involved in development of the Strategic Note, can you tell us how the country's priorities were developed?

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 UN Women's current role?

4. In your opinion, what are key risks and challenges in your area of work?

5. Please provide some examples of how UN Women's interventions addressed the Entity's integrated mandate (normative, coordination, operational)? Does the Country Office have a strategy / action plan to address its integrated mandate? What is the Country Office's implementation approach to achieve the country's priorities (Strategic Note versus Annual Work Plan)?

6. What have been the key results achieved (including positive/negative unexpected results) over the Strategic Note period?

   - 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?

7. What do you see as UN Women's comparative advantage compared with other UN entities and partners in this area of work (or more generally)? How would you assess the coherence between the Strategic Note, Annual Work Plans and related projects? Are all projects coherent in terms of how they relate to the Strategic Note and included in the Annual Work Plans?

8. What initiatives does the Country Office 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 gender equality and the empowerment of women in your area of work (or more generally)?

   - What areas have joint programming added the most value and synergies with other agencies?
   - How does UN Women ensure that the UNDAF is gender-responsive?
   - How were the UN Country Team (UNCT) Gender Equality Scorecard and Common Country Assessment conducted and what was UN Women's role in these two initiatives? How were the gaps in scorecards managed? [as applicable: what have been the key achievements of the Gender Theme Group or engagement with other UNCT groups and how were these made possible?].

10. Normative work: How have experiences and lessons learned been shared with or informed global normative work at a regional and/or global level?

    - And, in addition, do you have any concrete examples of how UN Women has implemented or translated global norms into the local context?

11. How do the interventions you are engaged with contribute to addressing the underlying causes of inequality and discrimination?

    - How have the rights and needs of the most vulnerable and marginalized women and youth been assessed through Country Office interventions?
    - Have any groups been underserved in terms of human rights and gender equality?

12. Does the Country Office have the capacity to implement what was promised in the Strategic Note? If not, what plans are in place to address the gaps? Any long-term HR strategy? How is office work distributed? Are there any opportunities/areas that could be better organized? For example, some functions/personnel are overloaded while others might have some spare capacity to absorb additional workload.

13. How does the Country Office identify the implementing partners to work with in the country? Does the Country Office have any mechanism / process to identify gaps in its systems and develop its capacity?

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? How does the Country Office collect, validate, monitor and report on achieving the Strategic Note? Does the office have a Monitoring and Evaluation (M&E) Officer/ M&E focal point? Does the office have a comprehensive M&E framework which covers key aspects of its Strategic Note/Annual Work Plans, project and partner monitoring?

15. What is the Country Office's communication and advocacy strategy? Could you provide concrete examples of the strategy in action and results achieved.
    - Is this area adequately resourced and monitored?
    - Does the Country Office have a mechanism to check the effectiveness of its communication and advocacy?
16. Does the Country Office have a Resource Mobilization Strategy and related workplan?
    - How does the Country Office plan to ensure all priorities in the Strategic Note are funded and that the office is sustainable in the long term?
    - Does the Country Office have a mechanism to check the effectiveness of its Resource Mobilization Strategy?
17. Can you provide examples of steps your team has taken to ensure financial resources were used in the most economical way possible?
18. Who is responsible for leading the gender mainstreaming activities in the office and how much support does the office receive from Regional Office/headquarters?
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? (Optional, more audit related)
20. What input do you receive from headquarters/Regional Office concerning the Country Office's role? What is your feedback on the support received by the Country Office in terms of quality and timeliness?
21. How have you engaged your national counterparts in UN Women's work? 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 might 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?
22. Lessons learned: Based on your experience and role in supporting programme implementation, which areas of work (thematic) have the most potential for catalysing further advancements for gender equality and the empowerment of women in the Country Office?
23. Given the current context of COVID-19, how do you think UN Women can best contribute to support XXX in the future? Please specify areas where UN Women should focus its efforts or provide examples of contributions already made.
24. Do you have any additional comments or observations that you would like to share with us?

Civil Society Organization

Background

1. Please briefly describe your role in the organization, including how long you have held the role.
2. (If necessary) Please describe the relationship between your organization and the UN Women Country Office XXX (e.g. implementing partner, member of UNCT, etc.).
3. Please describe which projects or programmes you have worked on directly with UN Women or the activities you have taken part in.

Relevance

4. In your view, what are the key gender equality and the empowerment of women priorities and main challenges in XXX?
5. In your view, what are the root causes of gender inequality in the country?
6. Who are the key players in XXX in this field?

7. Based on your experience and perspective, to what extent is the UN Women XXX portfolio aligned to the Country Office's context, country policies, gender and human rights norms at international and regional levels?

8. Based on your experience and perspective, does the UN Women portfolio support implementation of international normative frameworks, such as CEDAW, UNSCR 1325, Beijing, SDGs and other relevant regional conventions ?

9. What role does UN Women play in response to major social disruptions, such as the COVID-19 pandemic?

Coherence

10. Who are the key players in XXX in the field of gender equality and gender equality and the empowerment of women?

11. To what extent do the interventions of UN Women XXX ensure synergy and coordination with the government and other key partners in achieving gender equality and the empowerment of women? Do they avoid duplication?

12. Based on your experience and perspective, is UN Women making partnership choices that advance gender equality and the empowerment of women and the situation of women in XXX?

13. What is UN Women's added value / comparative advantage in the work of gender equality and the empowerment of women compared to other stakeholders in XXX?

Efficiency

14. What is your perception of the human and financial capacities and resources of UN Women Country Office in XXX? What are the UN Women Country Office's strengths and weaknesses?

15. What is your view on the management of resources in the Country Office?

16. Were there any issues related to efficiency in your cooperation with UN Women? In your joint programmes, were the planned interventions delivered on time?

Effectiveness

17. In your joint programmes with UN Women, did the planned interventions contribute to the outcomes? Can you mention some examples? Who benefitted from the planned interventions and how?

18. In your cooperation programmes, were there any unexpected outcomes? (positive or negative) Who benefitted or did not benefit unexpectedly?

19. What were the enabling or hindering factors to the achievement of the outcomes?

20. Were there opportunities for upscaling the benefits or innovative approaches? Were these discussed as part of your cooperation?

21. To what extent has your cooperation with UN Women contributed to addressing underlying causes of gender equality and the empowerment of women inequalities in XXX? How?

22. How is the leave no one behind principle ensured and the most marginalized groups taken into account? What key benefits and changes have been achieved for these groups?

23. What are the main contributions of UN Women to the overall achievements of the programme objectives? What innovative practices did UN Women contribute?

24. Have lessons learned and experiences from your cooperation been shared?

Sustainability

25. What were the key achievements in terms of sustainability of the results achieved (policy, financial, institutional, capacity or other aspect of sustainability)? What level of national and local ownership for achieved results has been created (if relevant, reflect on sustainability of human rights and gender equality and the empowerment of women results)?

26. What was UN Women's contribution of UN Women to the above?

27. What would be your recommendations to the UN Women XXX Country Office for the next strategic period?

Consultants and other external experts

Background

1. When did you begin your cooperation/engagement with UN Women Country Office XXX?
2. Please briefly describe the tasks, assignments and projects or programmes you were engaged to work on?

Relevance

3. In your view, what are the key gender equality and the empowerment of women priorities and main challenges in XXX? In your view, what are the root causes of gender inequality in XXX?
4. Who are the key players in XXX in this field?
5. Based on your experience and perspective, to what extent is the UN Women XXX portfolio aligned to the Country Office's context, country policies, gender and human rights norms at international and regional levels?
6. Based on your experience and perspective, does the UN Women XXX portfolio support implementation of international normative frameworks, such as CEDAW, UNSCR 1325, Beijing, SDGs and other regional relevant conventions?
7. What role does UN Women play in response to major social disruptions, such as the COVID-19 pandemic?

Coherence

8. To what extent do the interventions of UN Women XXX ensure synergy and coordination with the government, civil society, UN and other key partners in achieving gender equality and the empowerment of women? Do they avoid duplication?
9. What is UN Women's added value / comparative advantage in the work of gender equality and the empowerment of women compared to the other international organizations and stakeholders in XXX?

Efficiency

10. What is your perception of the human and financial capacities and resources of UN Women Country Office in XXX? What are the UN Women Country Office's strengths and weaknesses?
11. Were there any issues related to efficiency in your cooperation with UN Women?

Effectiveness

12. In the programmes you work on with UN Women in, did the planned interventions contribute to the outcomes? Can you mention some examples? Who benefitted from the planned interventions and how?
13. In these programmes, were there any unexpected outcomes? (positive or negative) Who benefitted or did not benefit unexpectedly?
14. What were the enabling or hindering factors to the achievement of the outcomes?
15. Were there opportunities for upscaling the benefits or innovative approaches? Were these discussed as part of your cooperation?
16. To what extent did your cooperation with UN Women contribute to addressing the underlying causes of gender equality and the empowerment of women inequalities in XXX? How?
17. How is the leave no one behind principle ensured and the most marginalized groups taken into account? What key benefits and changes have been achieved for these groups?
18. Have lessons learned and experiences from your cooperation been shared?

Sustainability

19. What were the key achievements in terms of sustainability of the results achieved (policy, financial, institutional, capacity or other aspect of sustainability)? What level of national and local ownership for achieved results has been created (if relevant, reflect on sustainability of human rights and gender equality and the empowerment of women results)?
20. What was UN Women's contribution to the above?
21. What would be your recommendations to the UN Women XXX Country Office for the next strategic period?

Surveys

Group A: UNCT members

Target Group	Members of the UN agencies who interact with UN Women: UNCT, project management team, Gender Theme Group, Results Group on Empowerment of Women, Regional Coordinator's Office Sample size: TBD
Information Sought	Relevance and effectiveness of UN Women in UNCT/UNDAF in all three mandate areas Impact of UN Women efforts on gender equality and the empowerment of women in the country Alignment and functionality of UN Women as part of the UNCT Partnership choices of UN Women Recommendations for the new Strategic Note UN Women comparative advantage
Timing	To be sent: XXX Deadline: XXX
Language and other notes	English

Introduction language for survey:

Thank you for taking part in this survey, in support of the UN Women XXX Country Portfolio Evaluation, assessing the performance of the office and its achievements in implementing UN Women's threefold mandate, including operational work, normative work and UN coordination on gender equality and the empowerment of women in line with its Strategic Note (period). The purpose of the survey is to obtain the perspectives of relevant UN staff, including members of UNCT, the Gender Theme Group, other working groups and project teams, and the Regional Coordinator's Office, to better assess implementation of UN Women's gender equality and the empowerment of women UN coordination mandate and its implementation in XXX.

The information that you provide to us will be confidential. The results of this survey will only be provided in aggregate and no specific comments will be attributed to you or your organization.

The survey is being conducted by an independent team of evaluators. If you have any questions about the survey, please contact....

Please submit your responses by Date and Time

QUESTIONS:

Question	Possible responses
1. Which organization are you with?	**Drop down menu:** • FAO • ILO • IOM • UNDP • UNEP • UNFPA • UNHCR • UNICEF • WHO • WFP • World Bank • Resident Coordinator's Office • Other
2. What is your position in your organization?	**Multiple choice:** • Senior manager (Representative or Deputy Representative) • Gender Specialist Focal Point • Programme Manager • Other
3. Your gender identification:	**Multiple choice:** • Female • Male • Non-binary • Prefer not to say • Other
4. How long have you worked at your current organization?	**Multiple choice:** • Less than 1 year • 1-3 years • 3-5 years • More than 5 years
5. Since (year), in which of the following UNCT XXX coordination mechanisms have you participated?	**Multiple choice**: • UNCT • Donor Gender Coordination Group • Civil Society Advisory Group (CSAG) • Operations Management Team (OMT) • UN-INSTAT Joint Data Group • UN Communications Group • UN Gender Theme Group • Other (please specify)

6. In your opinion, to what extent have the gender coordination mechanisms met their objectives and the UNCT mandate?	**Multiple choice grid: can choose from: not met, neutral, somewhat met, met, I don't know** • Donor Gender Coordination Group • Civil Society Advisory Group (CSAG) • Operations Management Team (OMT) • UN-INSTAT Joint Data Group • UN Communications Group • UN-Ombudsoffice Working Group • UN Gender Theme Group
7. In your opinion, to what extent is the UN system in XXX mainstreaming gender equality and the empowerment of women?	**5 point scale:** 1 is not at all, 5 is fully
8. Please indicate your level of agreement with the following statements on RELEVANCE and CONTEXT:	**Multiple choice grid - can choose from strongly disagree, somewhat disagree, feel neutral, somewhat agree, strongly agree, I don't know, for UN Women Country Office XXX:** • is aligned with the context and the country's priorities and pressing needs • Is aligned with international gender equality and empowerment of women frameworks • has a comparative advantage in gender equality and the empowerment of women in XXX as compared to other UN entities • has a comparative advantage in gender equality and the empowerment of women in XXX as compared to other key stakeholders in XXX • Works with most relevant partners • Is duplicating UN work • Is duplicating partners' work • Is fostering strong national ownership of gender equality and the empowerment of women in XXX
9. Please indicate your level of agreement with the following statements on COORDINATION:	**Multiple choice grid - can choose from strongly disagree, somewhat disagree, feel neutral, somewhat agree, strongly agree, I don't know for:** • UN Women's coordination mandate on gender equality and the empowerment of women in the UN system is clear to me • gender equality and the empowerment of women activities in XXX are well coordinated by UN Women • There is clear delineation of responsibilities for gender equality and the empowerment of women between UN agencies in XXX • There is clear delineation of responsibilities for gender equality and the empowerment of women between UNCT and national bodies • There are regular coordination meetings about gender equality and the empowerment of women between UN agencies • UN Women leads UNCT coordination on gender equality and the empowerment of women • I feel regularly updated by UN Women on gender equality and the empowerment of women interventions in XXX
10. Please indicate your level of agreement with the following statements on IMPACT:	**Multiple choice grid - can choose from strongly disagree, somewhat disagree, feel neutral, somewhat agree, strongly agree, I don't know for:** • UN Women has positive relationships with relevant stakeholders in the field of gender equality and the empowerment of women • UN Women staff have provided strong technical expertise on gender equality and the empowerment of women to UN agencies • UN Women is positively impacting gender equality and the empowerment of women in XXX • UN Women has contributed to the implementation of the mandate of my UN agency in XXX • The gender equality and the empowerment of women impacts made by UN Women are sustainable in XXX
11. Additional comments on any of these statements:	Long answer text

12. From your perspective, please provide your assessment of the success of the following UN Women's NORMATIVE activities from 20XX-20XX:	**Multiple choice grid - can choose from unsuccessful, somewhat successful, feel neutral, somewhat successful, successful, I don't know for:** • UN Women contributed to the advancement of the key normative instruments below, through mobilizing relevant partners, providing technical and financial support and advocacy: • National Strategy on achieving of Gender Equality (NSGE) and Action Plan • National Action Plan for UNSCR 1325 • Beijing +25 national review and CSO Shadow Report • National Action Plan for UPR and CEDAW • CSO shadow report on UPR • Action Plan for GREVIO • CEDAW and shadow reports
13. From your perspective, please provide your assessment of the success of the following UN Women COORDINATION activities from 20XX-20XX: :	**Multiple choice grid - can choose from unsuccessful, somewhat successful, feel neutral, somewhat successful, successful, I don't know for**: • Lead of UNCT Gender Theme Group • Co-chair of UNDAF Outcomes (or similar activities) • Chair of UNDAF Output or similar activities) • Co-chair of donor gender coordination group • Lead of UNCT-SWAP gender scorecard exercise and monitoring implementation • Coordination with gender mechanisms • Providing thematic advice on gender to UNCT
14. Additional comments on any of these activities:	Long answer text
15.What do you consider to be UN Women's strengths?	Long answer text
16. What do you consider to be UN Women's challenges?	Long answer text
17. From your perspective, what are the key gender equality and the empowerment of women priorities in XXX to address the challenges after the COVID-19 crisis?	Long answer text
18.What recommendations do you have for UN Women as it plans for the next five years? Please consider the UN Women threefold mandate: normative, coordination and operational, as well as the potential areas of cooperation between your agencies.	Long answer text
20. Any other comments to share with the evaluation team?	Long answer text

Group B: Country Office Staff

Target Group	All staff in the Country Office
Information Sought	• Engagement of staff in strategic planning for the office and for interventions • Perception of effectiveness, efficiency and impact
Timing	To be sent: Date Deadline: Date
Language and other notes	English

Introduction Language for Survey:

Thank you for taking part in this survey, part of the UN Women XXX Country Portfolio Evaluation. We appreciated your participation in the inception workshop. This survey is part of the data collection phase of the evaluation.

The purpose of the survey is to obtain the perspectives of the members of the Country Office related to the relevance, efficiency, effectiveness and impact of the Country Office's activities over the period of the Strategic Note. The evaluation team may also seek an interview with you to expand on your responses.

The information that you provide to us will be confidential. The results of this survey will only be provided in aggregate and no specific comments will be attributed to you or your organization.

QUESTIONS:

Question	Possible responses
1. **What is your position in the office?**	**Multiple choice:** • Senior staff (Representative, Deputy) • Programme staff • Operations staff • Other
2. **What type of contract do you have?**	**Multiple choice:** • SSA (Special Services Agreement) • SC (Service Contract) • FTA (Fixed Term Appointment) • UNV (UN Volunteer) • Other
3. **Your gender identification:**	**Multiple choice:** • Female • Male • Non-binary • Prefer not to say • Other
4. **How long have you worked at UN Women XXX Country Office?**	**Multiple choice:** • Less than 1 year • 1-3 years • 3-5 years • More than 5 years
5. **What is your main operational area of work?**	**Multiple choice:** • Project Management and Implementation • Strategic Planning • Human Resources • Finance • Administration • Operations • Communication • Coordination • Other

6. **What is your main thematic area of work?**	**Multiple choice:** • Ending violence against women • Women's political empowerment • Governance, planning and budgeting • Women's economic empowerment • Normative • Coordination • Operations • Communications • All of the above • Not applicable • Other
7. **Please indicate the level of involvement you have had in UN Women's NORMATIVE activities over the period of the Strategic Note:**	**Multiple choice:** • No involvement • Small contribution • Significant contribution • This is my main area of focus
8. **Please indicate the level of involvement you have had in UN Women's COORDINATION activities over the period of the Strategic Note:**	**Multiple choice:** • No involvement • Small contribution • Significant contribution • This is my main area of focus
9. **Please indicate the level of involvement you have had in UN Women's OPERATIONAL activities over the period of the Strategic Note:**	**Multiple choice:** • No involvement • Small contribution • Significant contribution • This is my main area of focus
10. **Do you consider yourself a gender expert?**	Yes/No
11. **Do you feel confident in your thematic knowledge to fulfil your duties?**	**Multiple choice:** • Not confident • Somewhat confident • Very confident • Not applicable to my work

12. **Do you think the XXX Country Office requires additional technical support in any of the following thematic areas?**	**Multiple choice:** • Gender mainstreaming • Ending violence against women • Women, peace and security • Governance, planning and budgeting • Women's economic empowerment • Normative • Coordination • Other
13. **What learning opportunities do you use and how often?**	**Multiple choice grid - can choose from yearly, quarterly, monthly, weekly, did not participate for:** • Mandatory online courses • Optional online courses • National conferences • Regional conferences • Technical training • Office lunch and learn • Office-led training • Briefings from UN Women colleagues
14. **What bottlenecks have you experienced and how often?**	**Multiple choice grid - can choose from very often, sometimes, never, I don't know for:** • Staff recruitment/retention • Fund disbursement • Internal approvals • Contracting consultants • Procurement process • External approvals • Selection of partners • Communication with partners • Reporting requirements • Other
15. **Please share your comments on any areas above.**	Long answer text

16. **Please indicate your level of agreement with the following statements:**	**Multiple choice grid - can choose from strongly disagree, somewhat disagree, feel neutral, somewhat agree, strongly agree, I don't know for:** • Gender equality and women's empowerment activities are well coordinated in XXX • UN Women has a competitive advantage in gender equality and the empowerment of women in XXX • There is strong national ownership of gender equality and the empowerment of women in XXX • There is clear delineation of responsibilities for gender equality and the empowerment of women between UN agencies in XXX • There is clear delineation of the different roles on gender equality and the empowerment of women covered by UN Women and national bodies • UN Women is positively impacting gender equality and the empowerment of women in XXX • The gender equality and the empowerment of women impacts made by UN Women are sustainable in XXX • UN Women has positive relationships with national stakeholders in XXX • UN Women staff provide strong technical expertise on gender equality and the empowerment of women to UN agencies • I understand UN Women's mandate • I understand how the XXX Country Office is meeting its mandate • I am involved in discussions about how the office will meet its mandate • I am kept up to date on the work on other projects in the office • The office has meaningful staff meetings • The office is a positive place to work • I feel empowered to engage directly with stakeholders
17. **For any statements that you scored as strongly disagree or somewhat disagree, please provide further details:**	Long answer text
18. **For your primary areas of focus, please indicate your level of agreement with the following statements:**	**Multiple choice grid - can choose from strongly disagree, somewhat disagree, feel neutral, somewhat agree, strongly agree, I don't know, does not apply to my work for:** • The intervention achieved its goals and targets. • The intervention was completed on time and on budget. • The intervention was developed in consultation with stakeholders. • The intervention was effective in responding to the gender equality and the empowerment of women concerns of the target population. • I can see and talk about the positive results of the intervention. • UN Women's contribution to the intervention was valuable. • UN Women's contribution was different from the contribution of other participants. • The outcomes of the intervention are sustainable by the participants without further intervention. • The intervention was well received by the target population. • It was easy to motivate the participants and implementing partners in this intervention. • The funding was sufficient to achieve the goals of the intervention. • The intervention was developed with clear performance indicators, targets and baseline measures.
19. **For any statements that you scored as strongly disagree or somewhat disagree, please provide further details:**	Long answer text

20. **In your view, what are the office's strengths?**	Long answer text
21. **In your view, what are the office's areas of challenge?**	Long answer text
22. **Please share one specific success story from your work with UN Women.**	Long answer text
23. **What recommendations do you have for the next five years? Please consider the UN Women threefold mandate: normative, coordination and operational.**	Long answer text
24. **Any other comments to share with the evaluation team?**	Long answer text

Personnel survey template: UN Women Country Portfolio Evaluation

02 March 2022

Link to template for duplicating for CPEs

KEY:

Question shared with CPE stakeholder survey for comparability

[Adapt to each CPE survey]

Dear colleague:

The UN Women Independent Evaluation Service thanks you for participating in this survey, which is a key component of the Country Portfolio Evaluation of UN Women [country]. The purpose of this evaluation is to assess for the implementation period (20XX-20XX) the results achieved and to document lessons learned for the future.

In this context, the survey seeks to better understand your perspective on UN Women's work in the country. The survey will take between 10-20 minutes to complete; certain questions are optional in the case you are unable to answer.

All data will be treated as confidential without any attribution to your identity. If you have any questions, please contact the independent evaluation team [email].

Required*

Background

1. What is your position in the office?

- Senior staff (Representative, Deputy)
- Programme staff
- Operations staff
- Other: _____

2. What type of contract do you have?

- SSA (Special Services Agreement)
- SC (Service Contract)
- FTA (Fixed Term Appointment)
- UNV (UN Volunteer)
- Other: _____

3. Your gender identification:

- Female
- Male
- Non-binary
- Transgender
- Prefer not to say
- Other: _____

4. How long have you worked at UN Women Country Office?

- Less than 1 year
- 1-3 years
- 3-5 years
- More than 5 years

5. What is your main operational area of work? Select all that apply.

- Project Management and Implementation
- Strategic Planning
- Human Resources
- Finance
- Administration
- Operations
- Communication
- Coordination
- Other: _____

6. What is your main thematic area of work?
Select all that apply.

- Ending violence against women
- Women's political empowerment
- Governance, planning and budgeting
- Women's economic empowerment
- Women Peace and Security
- Normative
- Coordination
- Operations
- Communications
- All of the above
- Not applicable
- Other: _____

Working environment

7. Please indicate the extent to which you agree with the following statements about working in the UN Women Country Office. *

MOTIVATION AND ENGAGEMENT

	Fully disagree	Disagree	Not sure	Agree	Fully agree
My workload is manageable.					
I am able to maintain a healthy balance between my work and personal life.					
If I were offered a comparable position with similar salary and benefits elsewhere, I would stay with the Office.					
The Office has sufficient financial resources to do its job effectively.					
The Office has adequate human resources to do its job effectively.					
The level of stress I experience in my job is acceptable.					

8. COLLABORATION AND COMMUNICATION *

	Fully disagree	Disagree	Not sure	Agree	Fully agree
The people I work with collaborate to get the job done.					
Knowledge and lessons learned are shared in useful ways around the office.					
The people I work with share information and ideas to help others succeed.					
Leadership effectively communicates what the office is trying to accomplish.					
I have sufficient knowledge in my topic/operational area to perform my duties.					

9. *INNOVATION AND AGILITY

	Fully disagree	Disagree	Not sure	Agree	Fully agree
In our office, we are open to new ideas.					
In my office, we regularly try new ideas to improve our services, processes or programmes.					
I have confidence in the ability of my office's management to make t he decisions necessary to effectively carry out our mandate.					
My office is adapting well to changes in the way we operate.					
I have sufficient knowledge in my topic/operational area to perform my duties.					

10. For statements with which you do not agree, please provide additional comments, if applicable.

11. Please select the TRAINING opportunities you have participated in since 2019 or after you joined the office, while indicating the number of those opportunities.*

	0	1-2	3-5	> 5
Country Office internal training session				
Regional Office webinar				
Headquarters webinar				
Other external training activity (online course, conference, etc.)				

12. In what AREAS do you often seek support in your work?*

Select all that apply.

- Program and project development
- Resource mobilization
- Monitoring and reporting
- Evaluation
- Partner engagement
- UN System coordination
- Communication and advocacy
- Procurement
- Finance
- Recruitment and human resources
- Other: _____

13. Please rate your level of satisfaction with the support provided by the UN Women offices listed below.*

	Very unsatisfied	Somewhat unsatisfied	Not sure	Somewhat satisfied	Very satisfied
Country Office					
Regional Office					
Headquarters					

14. Please indicate where and how UN Women's support can be improved, if at all.

15. Do you think the Country Office requires additional technical support in any of the following areas?

- Supporting gender mainstreaming in UN and government institutions
- Governance, planning and budgeting
- Ending Violence Against Women
- Women Peace and Security
- Women's Economic Empowerment
- Women's Political Participation
- Gender data and statistics
- Normative related issues
- Coordination related issues
- Other: _____

16. How often do you experience significant BOTTLENECKS in the following management areas, if at all?*

	Very often	Often	Sometimes	Rarely	Never
Recruitment of staff and consultants					
Partner management (agreements, transfer of funds, etc.)					
Internal approvals - Country Office					
Internal approvals - Regional Office and/or Headquarters					
Procurement					
Communication with partners					

Relevance and strategic priorities

17. Please indicate your level of satisfaction with UN Women's work regarding the following assertions?

	Very unsatisfied	Somewhat unsatisfied	Not sure	Somewhat satisfied	Very satisfied
ALIGNMENT to the most pressing needs of women and girls in the country					
Targeting the CAUSES of gender inequality					
IDENTIFICATION of the most marginalised and vulnerable populations in line with the principle of "leave no one behind"					
ENGAGE with the most marginalised and vulnerable populations in line with the principle of "leave no one behind"					

18. Please rate the level of value added by UN Women in the areas listed below.

	Very low	Low	Medium	High	Very high
Governance and participation in public life					
Women's economic empowerment					
Elimination of violence against women					
Humanitarian action, risk and disaster management					
Women, peace and security					

19. What areas, if any, require MORE ATTENTION from UN Women to advance its mission for the empowerment of women and gender equality?

Risk management

20. Please highlight 1 or 2 of the main risks and mitigation strategies that you have identified during the implementation of the current Strategic Note, if any.

21. Please assess the extent to which UN Women has effectively ADAPTED its programme of work to the changing context in the country, including to COVID-19. *

Not at all Fully

22. Please provide 1 or 2 examples of where the Office's work has been effectively adapted to the changing context.

Coordination and partnerships

23. How effectively has UN Women contributed to STRENGTHENING COORDINATION on gender with the UN system in the following areas?

UN Women's work in coordination aims to promote UN system accountability on gender equality and women's empowerment, and more broadly to mobilize key stakeholders to ensure greater coherence and gender mainstreaming across the UN.

	Very ineffective	Somewhat ineffective	Not sure	Somewhat effective	Very effective
Mobilisation around the gender agenda through ADVOCACY with the government					
Technical support for gender mainstreaming in UN INTERVENTIONS					
COHERENCE of UN gender interventions					
Conceptualisation and implementation of JOINT UN PROGRAMMES on gender					
ACCOUNTABILITY on gender (e.g. with the UNCT-SWAP Gender Equality Scorecard)					

24. Please indicate the extent to which you agree with the following statements regarding UN Women's coordination role**.**

	Fully disagree	Disagree	Not sure	Agree	Fully agree
UN Women's UN Gender Coordination MANDATE is clear to me					
UN Women's leadership in the GENDER THEMATIC GROUP has been effective in strengthening UN coordination					
There is a CLEAR DELIMITATION of responsibilities regarding the gender agenda between UN agencies					
UN Women's work does not duplicate that of other agencies					
UN Women has effectively fulfilled its coordination role on gender					

25. In your opinion, to what extent does the UN system mainstream gender?

Not at all integrated ✧ ✧ ✧ ✧ ✧ Fully integrated

26. What are the enablers and barriers affecting gender mainstreaming in the UN system?

27. Please indicate how UN Women's support in coordination can be improved, if at all.

28. UN Women works to strengthen the capacity of its partners to develop and implement gender-responsive policies, strategies, frameworks and programmes. Please assess UN Women's effectiveness in its CAPACITY BUILDING efforts with the following partners.

	Very ineffective	Somewhat ineffective	Not sure	Somewhat effective	Very effective
United Nations System					
National government					
Sub-national government					
Civil society					

29. With regards to capacity building management, to what extent is the Country Office effective in the following?

	Very ineffective	Somewhat ineffective	Not sure	Somewhat effective	Very effective
Capacity needs assessment					
Tailored capacity development design					
Capacity development delivery					
Provision of coaching and mentoring as a follow-up					
Monitoring and evaluation of how participants apply knowledge and skills					
Knowledge generation from application of knowledge & skills					
Providing other supportive actions to facilitate results of the capacity development action					
Supporting beneficiaries' organizational/institutional changes					
Identifying impact of the capacity development interventions					

30. Please share one of the results of the capacity development provided by UN Women that you are most proud off?

31. Please assess the effectiveness of UN Women's MANAGEMENT OF PARTNERSHIPS with the following actors in order to effectively fulfil its mandate.*

	Very ineffective	Somewhat ineffective	Not sure	Somewhat effective	Very effective
United Nations System					
National government					
Sub-national government					
Civil society					
International non-governmental organisations					
Donors					
International financial institutions					

32. Please indicate your level of satisfaction with the SUPPORT PROVIDED TO PARTNERS by UN Women in the following areas.

	Very unsatisfied	Somewhat unsatisfied	Not sure	Somewhat satisfied	Very satisfied
Integrated normative support					
Integrated policy advice					
Comprehensive and disaggregated data					
Advocacy and social mobilisation					
Direct support and service delivery					

33. Can you give examples of where UN Women's partnerships could be strengthened, if at all?

34. Are you aware of the SIDA modality of flexible funding for the implementation of UN Women's Strategic Note?

- Yes
- No (if no skip to Q37)

35. To what extent have you seen the modality affected the following aspects of UN Women's CO performance?

	Very ineffective	Somewhat ineffective	Not sure	Somewhat effective	Very effective
Ability to better align with country priorities					
Ability to better meet the needs of partner institutions and civil society					
Ability to better meet the needs of end beneficiaries					
Ability to better respond to changes in the context / crises					
Less administrative burden on personnel					
Potential to support central functions such as coordination, communication etc.					
Potential to develop and test innovative approaches					
Potential to support hard-to-fund areas					
Better cooperation and communication of employees across thematic areas					
More successful resource mobilisation					
Potential to put Sida funding into Joint Programmes					

36. Are there any other strengths of that modality you have noticed?

37. What are the challenges that this funding modality poses for the Country Office?

Overall improvement

38. Please use this space to suggest 2-3 ACTIONS for UN Women regarding its approach to achieving gender equality and women's empowerment in the country.
[Q#20 CPE Stakeholder Survey]

Submit

Stakeholder survey template: UN Women Country Portfolio Evaluation

https://forms.office.com/r/WLnLcbmX1z

02 March 2022

Link to template for duplicating in each CPE

KEY:

Question shared with CPE stakeholder survey for comparability

[Adapt to each CPE survey]

Dear Madam/Sir:

The UN Women Independent Evaluation Service thanks you for participating in this survey, which is a key component of the Country Portfolio Evaluation of UN Women [country]. The objective of this evaluation is to assess for the implementation period (20xx-20xx) the results achieved and to document lessons learned for its next Strategic Note.

In this context, the survey seeks to better understand your perspective on UN Women's work in the country. The survey will take between 10-20 minutes to complete; certain questions are optional in the case you are unable to answer.

All data will be treated confidentially without any attribution to your identity. If you have any questions, please contact the independent evaluation team at [email].

Required*

1. **How long have you been collaborating with UN Women in the country?**
   - I have not worked with UN Women in the country
   - Less than 1 year
   - 1-3 years
   - 3-5 years
   - More than 5 years
2. **Your gender identification***
   - Female
   - Male
   - Non-binary
   - Transgender
   - Prefer not to say
   - Other: _____
3. **Your position in your organization**
   - Senior Manager (Director, Representative, or Deputy Representative)
   - Program Manager
   - Program Specialist
   - Project staff
   - Other
4. **Your organization type*** (Survey branching logic)
   - United Nations agency (To next Q#5)
   - Civil Society Organization (Skip to Q#8)
   - Bilateral agency or donor (Skip to Q#9)
   - Government Skip to Q#9)
   - Other Skip to Q#9)
5. **Your United Nations agency**

[See online Microsoft Form for full list of agencies to adapt]

6. Since 20XX, what UN coordination mechanisms, if any, have you participated in?

Select all that apply

7. How effectively has UN Women contributed to STRENGTHENING COORDINATION on gender with the UN system in the following areas?

UN Women's work in coordination aims to promote UN system accountability on gender equality and women's empowerment, and more broadly to mobilize key stakeholders to ensure greater coherence and gender mainstreaming across the UN.

	Very ineffective	Somewhat ineffective	Not sure	Somewhat effective	Very effective
Mobilisation around the gender agenda through ADVOCACY with the government					
Technical support for gender mainstreaming in UN INTERVENTIONS					
COHERENCE of UN gender interventions					
Conceptualisation and implementation of JOINT UN PROGRAMMES on gender					
ACCOUNTABILITY on gender (e.g. with the UNCT-SWAP Gender Equality Scorecard)					

8. Since 20XX, has your organisation been a member of the Civil Society Advisory Group established by UN Women?

- Yes
- No
- I don't know

9. How are gender equality and human rights positioned in your organisation's priorities?

- They are a separate strategic priority
- They are cross-cutting all priorities
- Both of the above
- They are not a part of our strategic priorities

10. Please indicate the extent to which you agree with the following statements regarding UN Women's coordination role.

	Fully disagree	Disagree	Not sure	Agree	Fully agree
UN Women's UN Gender Coordination MANDATE is clear to me					
There is a CLEAR DELIMITATION of responsibilities regarding the gender agenda between UN agencies					
UN Women's work does not duplicate that of other agencies					
UN Women is a strong advocate for gender equality and the empowerment of women and human rights issues at key donor/ civil society meetings					
Gender equality and the empowerment of women and human rights are well represented issues in the donor/civil society coordination meetings					
UN Women has effectively fulfilled its coordination role					

11. In your opinion, to what extent does the UN system mainstream gender?

Not at all integrated ✧ ✧ ✧ ✧ ✧ Fully integrated

12. Please indicate how UN Women's support in coordination can be improved, if at all.

13. Please indicate your level of satisfaction with UN Women's work regarding the following assertions?

	Very unsatisfied	Somewhat unsatisfied	Not sure	Somewhat satisfied	Very satisfied
ALIGNMENT to the most pressing needs of women and girls in the country					
Targeting the CAUSES of gender inequality					
IDENTIFICATION of the most marginalised and vulnerable populations in line with the principle of "leave no one behind"					
ENGAGE with the most marginalised and vulnerable populations in line with the principle of "leave no one behind"					

14. How effectively has UN Women contributed to NORMATIVE work in the following areas?

UN Women's normative work aims to contribute to the advancement and implementation of key international instruments on gender equality and women's empowerment.

	Very ineffective	Somewhat ineffective	Not sure	Somewhat effective	Very effective
Technical support for discussions in international processes (CSW, Beijing +25, SCR 1325)					
Support for the Universal Periodic Review and CEDAW processes					
Monitoring the implementation of CEDAW recommendations					
Support to the development of the gender equality policies in the country					
Support to implementation of the national gender equality policy in the country					
Awareness raising on international and national normative commitments					

15. Please rate the level of value added by UN Women in the areas listed below.

	Very low	Low	Medium	High	Very high
Governance and participation in public life					
Women's economic empowerment					
Elimination of violence against women					
Humanitarian action, risk and disaster management					
Women, peace and security					

16. What areas, if any, require MORE ATTENTION from UN Women to advance its mission for the empowerment of women and gender equality?

17. Please indicate your level of satisfaction with the SUPPORT PROVIDED TO PARTNERS by UN Women in the following areas.

	Very unsatisfied	Somewhat unsatisfied	Not sure	Somewhat satisfied	Very satisfied
Integrated normative support					
Integrated policy advice					
Comprehensive and disaggregated data					
Advocacy and social mobilisation					
Direct support and service delivery					

18. Can you give examples of where UN Women's partnerships could be strengthened, if at all?

19. UN Women works to strengthen the capacity of its partners to develop and implement gender-responsive policies, strategies, frameworks and programmes. Please assess UN Women's effectiveness in its CAPACITY BUILDING efforts with the following partners.

	Very ineffective	Somewhat ineffective	Not sure	Somewhat effective	Very effective
United Nations System					
National government					
Sub-national government					
Civil society					
Direct support and service delivery					

20. Have you participated in UN Women's training and capacity building activities?

- Yes
- No [Skip to #23]

21. To what extent do you agree with the following?

	Fully disagree	Disagree	Not sure	Agree	Fully agree
Capacity needs were well assessed by UN Women					
Capacity building was relevant to my organization					
I advanced my knowledge in UN Women's capacity building programmes					
UN Women provided knowledge and skills I didn't have before					
UN Women provided quality knowledge products (manuals, toolkits etc.)					
UN Women provided relevant international experience					
The programme helped me change my attitudes and behaviors					
I successfully applied learnt knowledge and skills after the programme					
UN Women provided follow up support to facilitate application of knowledge and skills					
UN Women measured results of the capacity building					

22. Please expand on your answer on any of the above aspects.

23. Have you used any research, knowledge products or other documents produced by UN Women in your work? If yes, please provide more information on what publication or data you used and how.

24. To what extent do you agree with the following statements about UN Women's approach to communication?

	Fully disagree	Disagree	Not sure	Agree	Fully agree
UN Women has integrated innovation in its communication strategies.					
UN Women tailors its messages to different audiences					
UN Women uses creative ways to communicate its messages					
UN Women manages to reach wider population with its messages					
UN Women manages to reach socially vulnerable groups with its messages					
UN Women's communication challenges stereotypes					

25. Please assess the extent to which UN Women has effectively ADAPTED its programme of work to the changing context in the country, including to COVID-19.

Not at all ✧ ✧ ✧ ✧ ✧ Fully

26. Please provide 1 or 2 examples of where the Office's work has been effectively adapted to the changing context, if at all.

27. Please use this space to suggest 2-3 ACTIONS for UN Women regarding its approach to achieving gender equality and women's empowerment in the country.

Illustrative example: Haiti CPE

This Excel workbook provides an overview of how to collect and present data for CPE financial portfolio analysis.

Worksheets are organized by data type with examples of sources.

Use metadata indicated in each worksheet on what/where/how data ca be collected from corporate systems.

BUDGET: Screenshot of the Excel document

REPORT :	"Annual Budget", "Annual Budget vs. Delivery" and "AWP Budget vs Expenses" (2018-2
SOURCE :	UN Women Executive Dashboard/Project Delivery
COVERAGE	2021
*DATE EXT	16th April 2021
LINK :	https://dashboard-oneapp.unwomen.org/Dashboard/Index/Projec
NOTES :	Filter country = Haiti, year = 2018/2019/2020/2021 Delivery rate was calculated by hand, delivery rate on One App do

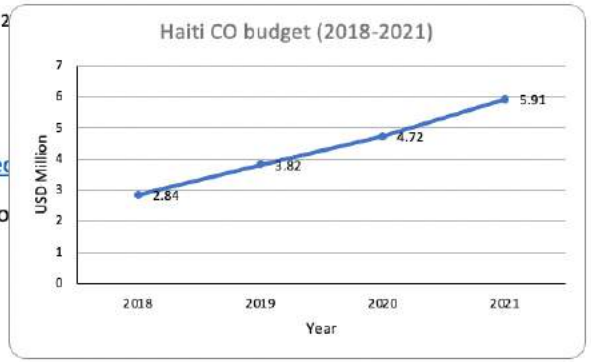
CO Annual budget vs delivery in US $ (2018-2021)

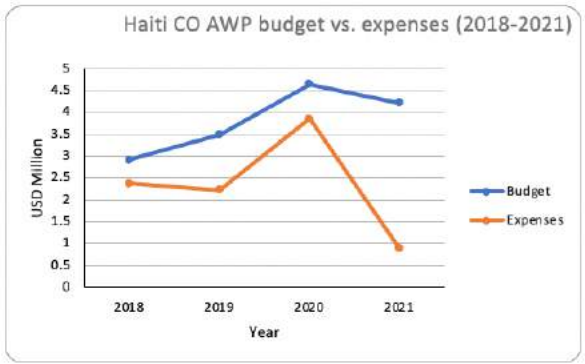
	Budget	Delivery (KK ex	Revised DR
2017	2.51	2.29	####
2018	2.84	2.33	####
2019	3.82	3.49	####
2020	4.72	3.44	####
2021	5.91	0.565	####
Total	13.89	11.55	####

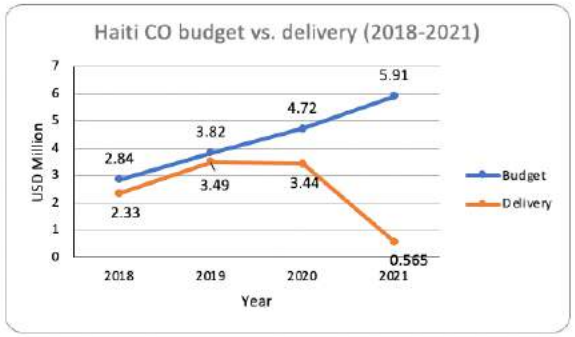
AWP budget vs expenses in US $ (2018-2021)

	Budget	Expenses
2017	2.17	1.65
2018	2.91	2.37
2019	3.49	2.22
2020	4.63	3.85
2021	4.21	0.893
Total	13.2	10.09

Source: 'Results Monitoring' function in Dashboard







FUNDING: Screenshot of the Excel document

REPORT :	"Total % Delivered", "Types of Funding", "Total Budget by source" and "Total Delivery by source"
SOURCE :	UN Women Executive Dashboard
COVERAGE :	2018-2021
***DATE EXTRACTED**	16th April 2021
LINK :	https://dashboard-oneapp.unwomen.org/Dashboard/Index/Executive
NOTES :	Filter country = Haiti, year = 2018/2019/2020/2021
	To find delivery data, you have to press on each type in the budget graph and a new graph with budget vs delivery data appears
	Delivery rate was calculated by hand, delivery rate on One App does not equal the budget/delivery number

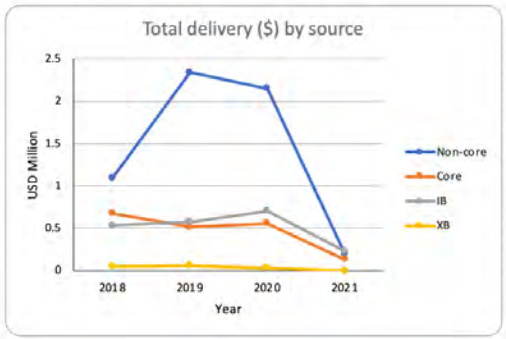
Funding type (2018-2021)			Deliver	2017	2018	2019	2020	2021
	USD million	%		91.2	82.04	91.3	72.88	9.5
Non-core	12.27	######						
Core	2.23	######						
IB	2.61	######						
XB	0.186	1.08%						
	17.296							

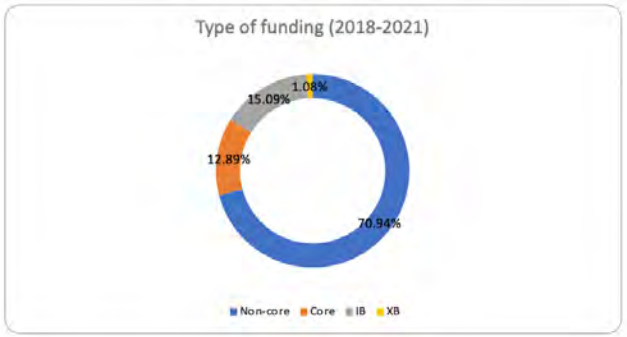
Budgets	**2021**	**2020**	**2019**	**2018**
Non-core	4.78	3.46	2.6	1.43
Core	0.407	0.562	0.507	0.755
IB	0.664	0.671	0.673	0.599
XB	0.054	0.034	0.041	0.055

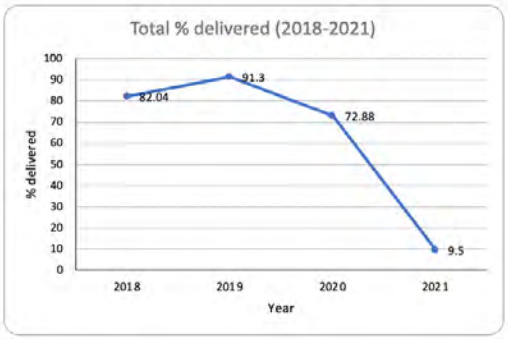
0.809

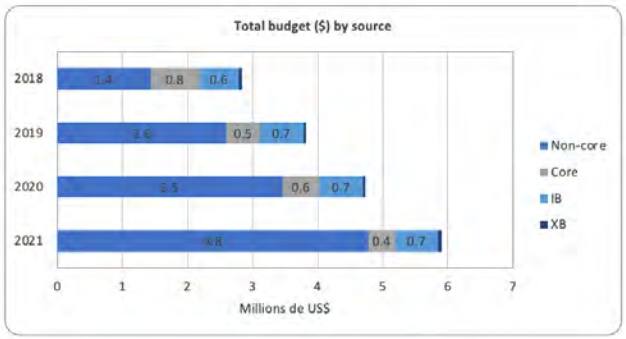
Total budget ($) by source

Delivery	**2018**	**2019**	**2020**	2021
Non-core	1.09	2.34	2.15	0.202
IB	0.531	0.574	0.705	0.228
Core	0.674	0.515	0.558	0.134
XB	0.047	0.059	0.032	8E-05









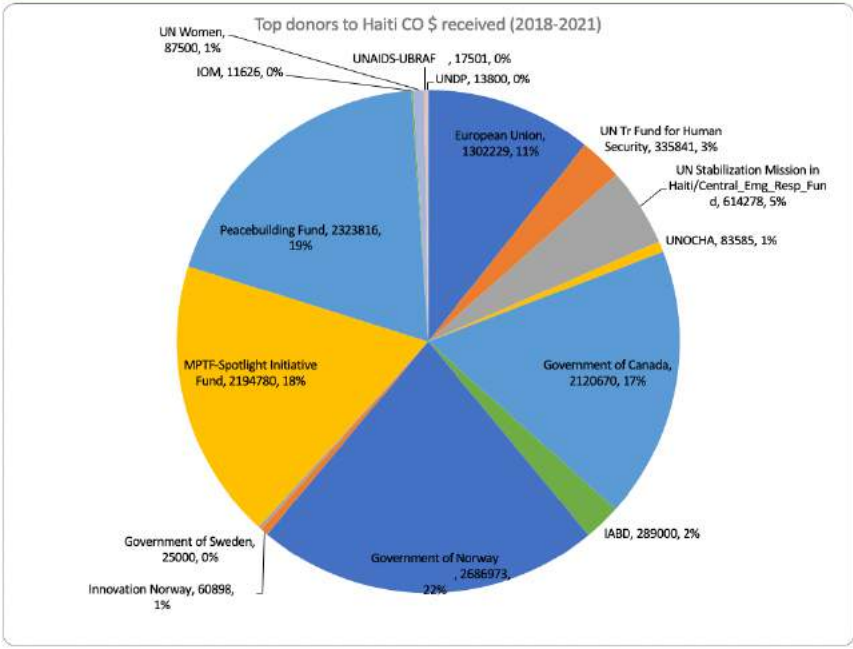
TOP DONORS: Screenshot of the Excel document

REPORT :	"Top Donors"
SOURCE :	UN Women Results Management -> Plan -> SN - AWP 20XX -> scroll down to the bottom of the page "Donor Details"
COVERAGE :	2018-2021
***DATE EXTRACTED :**	16th April 2021
LINK :	https://apps-oneapp.unwomen.org/RBM/Plan?snid=4388&year=2021&unwOfficeId=167
NOTES :	Filters: country = Haiti
	Development Results were added to Organizational Results into the chart when the same donor donated to both categoies

Haiti CO AWPs	**2018**	**2019**	**2020**	**2021**	**Total AWPs 2017-2020**
European Union			962931	339,298	1302229
UN Tr Fund for Human Securit	184472	151,369			335841
UN Stabilization Mission in Ha	170412	443,866			614278
UNOCHA		6542	77043		83585
Government of Canada	1,074,322	591984	159713	294651	2120670
IABD	289000				289000
Government of Norway	40041	1050497	458030	1138405	2686973
Innovation Norway			60898		60898
Government of Sweden			25000		25000
MPTF-Spotlight Initiative Fund				2194780	2194780
Peacebuilding Fund	807659	515,016	347293	653848	2323816
IOM			11626		11626
UN Women				87500	87500
UNAIDS-UBRAF			17501		17501
UNDP		13800			13800

*Source: CO AWPs. Would also be useful to ask for donor financial info from CO to check against what

*See in the notes the exact annual budget from Atlas



HUMAN RESOURCES: Screenshot of the Excel document

REPORT :	"CO Personnel"	
SOURCE :	UN Women Dashboard -> Executive Summary -> HR -> Human Resources	
COVERAGE :	*Dashboard does not disagreggate by year	
***DATE EXTRACTED :**	16th April 2021	
LINK :	https://dashboard-oneapp.unwomen.org/Dashboard/Index/PDALL	
NOTES :	Filters: duty station country = Haiti	

Haiti CO Human Resources

1 **Country Office Organization Chart (s) covering the Strategic Note period concerned**

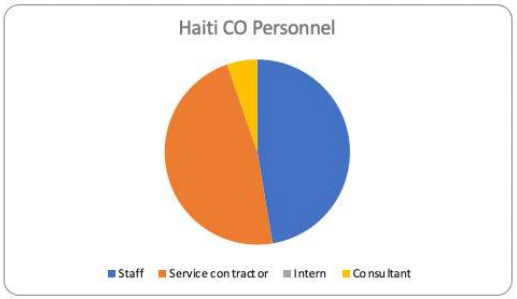
2 **Human resources profile**

*Dashboard does not disagreggate by year. For more specific HR info access Atlas

Total workforce	Staff	Service contractor	Intern	Consultant
24	9	9	0	1
100	37.5	37.5	0	4.16666667 ercentages

REPORT :	"Personnel Directory"	
SOURCE :	UN Women Sharepoint > ACS > Haiti CO > Pages > Personnel Directory	
COVERAGE :	*Dashboard does not disagreggate by year	
***DATE EXTRACTED :**	16th April 2021	
LINK :	https://unwomen.sharepoint.com/sites/acs/haiti/Pages/Personnel%20Directory.aspx	

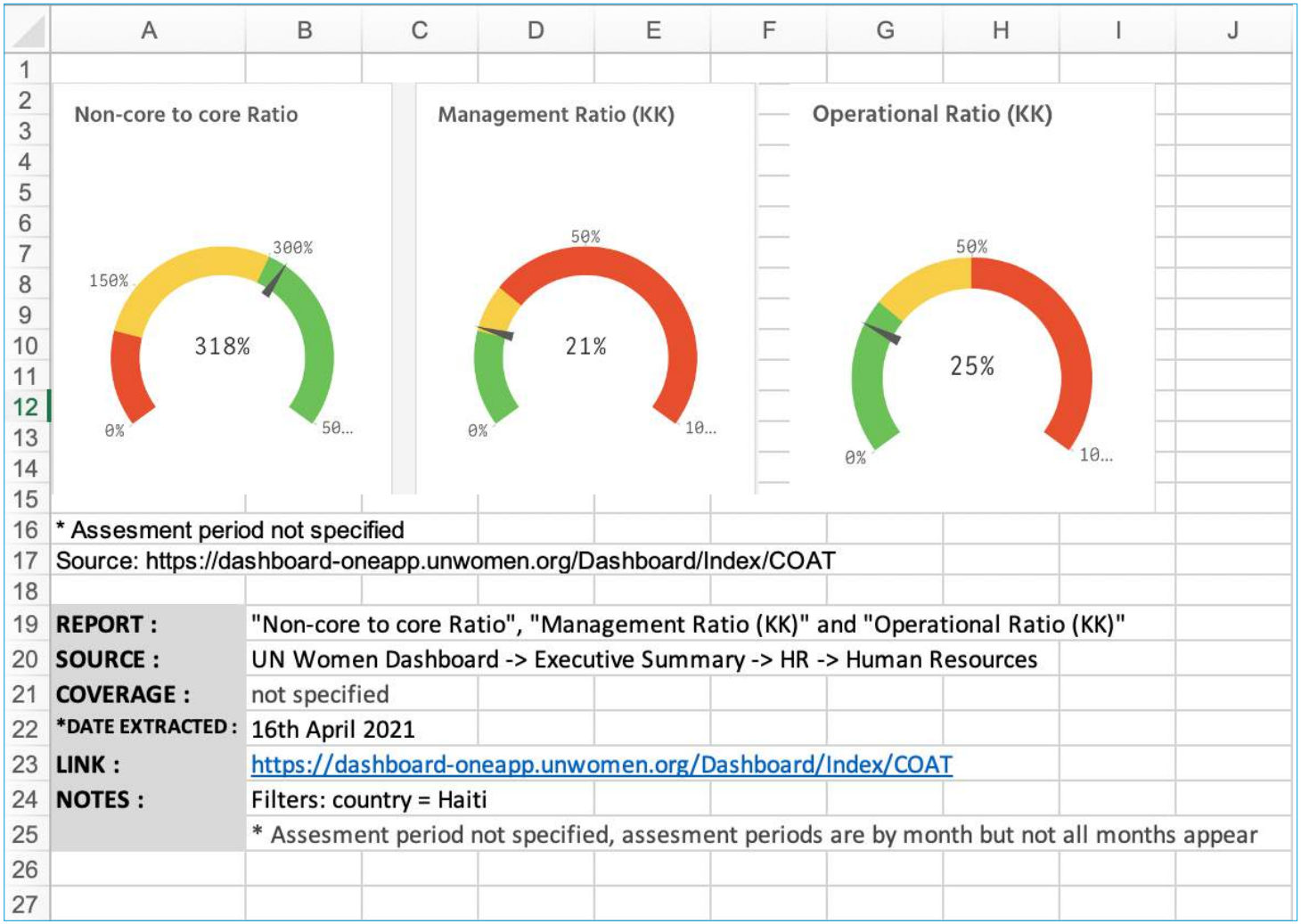
Name	Title	Departme	E-mail	Contract	Phone	Phone
	Consultante en	Haiti				
	Programme	Haiti				
	UN Women	Haiti				
	Finance	Haiti				
	Administrative	Haiti				
	Operations	Haiti				
	Programme	Haiti				
	Program	Haiti				
	Driver	Haiti				
	Programme	Haiti				
	Technical co-	Haiti				
	Programme	Haiti				
	Administration	Haiti				
	Security	Haiti				
	Computer info	Haiti				
	Administration	Haiti				
	Purchasing/cont	Haiti				
	Technical co-	Haiti				
	Administration	Haiti				
	Administration	Haiti				
	Administration	Haiti				
	Technical co-	Haiti				
	Technical co-	Haiti				



3 Growth of portfolio over time

4 Vacancies in key posts, turnover of key positions

COAT: Screenshot of the Excel document



* Assesment period not specified	
Source: https://dashboard-oneapp.unwomen.org/Dashboard/Index/COAT	
REPORT :	"Non-core to core Ratio", "Management Ratio (KK)" and "Operational Ratio (KK)"
SOURCE :	UN Women Dashboard -> Executive Summary -> HR -> Human Resources
COVERAGE :	not specified
***DATE EXTRACTED :**	16th April 2021
LINK :	https://dashboard-oneapp.unwomen.org/Dashboard/Index/COAT
NOTES :	Filters: country = Haiti
	* Assesment period not specified, assesment periods are by month but not all months appear

1. During **Annual Work Plan development**, a decision regarding the CPE is made in close consultation with the Country Representative and Chief, Independent Evaluation Service including the model of CPE to be undertaken (Independent Evaluation Service-led or Country Office-commissioned).
2. For the Independent Evaluation Service-led evaluation, the Chief, Independent Evaluation Service **assigns an evaluation Team Leader**, who is responsible for the overall management and conduct of the evaluation.
3. The Director, Independent Evaluation and Audit Services/ Chief, Independent Evaluation Service informs the Country Representative about the start of the CPE, introducing the Team Leader from the Independent Evaluation Service.
4. The Chief, Independent Evaluation Service **assigns an internal peer reviewer** for each evaluation.
5. The Team Leader develops a **CPE workplan with resource requirements** for the Independent Evaluation Service (time effort, consultant fees, travel budget, timeline of key deliverables) and shares with the Chief, Independent Evaluation Service for clearance.
6. The **calendar and key deliverables** are uploaded in TeamMate.
7. The Team Leader and the Chief, Independent Evaluation Service have a **monthly meeting to discuss the CPE**.
8. A **draft Terms of Reference** is developed in consultation with Country Office stakeholders.
9. The **draft Terms of Reference is reviewed** by the Chief, Independent Evaluation Service and the evaluation peer reviewer.
10. The Team Leader leads the **recruitment of the evaluation team** and completes the onboarding of the team.
11. All **evaluation products** (draft inception report with the Data Management Plan as per Independent Evaluation Service Data Management Guidance5, draft evaluation report and evaluation briefs) should also be submitted in a timely manner (at least one week in advance) to the peer reviewer; Director, Independent Evaluation and Audit Services; and Chief, Independent Evaluation Service for review and approval.
12. An **inception workshop** is organized with the Country Office stakeholders. The Team Leader informs and coordinates with the Chief, Independent Evaluation Service/ Director, Independent Evaluation and Audit Services about the key meetings with Country Office management to facilitate the participation of Independent Evaluation and Audit Services leadership where feasible.
13. A **draft inception Report** is developed by the evaluation team and the Team Leader shares it with the peer reviewer, the Independent Evaluation and Audit Services leadership, and the Evaluation Reference Group for review and validation.
14. The peer reviewer, Independent Evaluation and Audit Services leadership and the Evaluation Reference Group **validate the draft inception report**.
15. **Final inception report** is issued addressing comments from the peer reviewer, Independent Evaluation and Audit Services leadership and the Evaluation Reference Group.
16. **Data collection**: once the inception report is signed off, the data collection for the evaluation begins under the supervision of the Team Leader.
17. **Data analysis and presentation of preliminary findings:** the data collection phase is followed by a data analysis phase wherein the Evaluation Team analyses the collected data to address the evaluation questions included in the evaluation matrix. The Evaluation team also organises a workshop with the Country Office stakeholders to present and validate the preliminary findings, lessons and conclusions. The Evaluation Team also consults the stakeholders to formulate evaluation recommendations at this meeting.
18. A **draft evaluation report** is developed incorporating and addressing the feedback and inputs obtained from the validation workshop. The Team Leader submits the draft evaluation report to the peer reviewer, the Independent Evaluation and Audit Services leadership, and the Evaluation Reference Group for review and validation.
19. The evaluation Team Leader submits the **revised version of the report** (and products), incorporating comments from the Chief, Independent Evaluation Service, the assigned peer reviewer, and the Evaluation Reference Group to the Director, Independent Evaluation and Audit Services for review.
20. The Director, Independent Evaluation and Audit Services provides the **final sign-off of the CPE report** and other products.
21. **Presentation of the final report:** the final evaluation report is presented to the country stakeholders. In addition, one global annual event should be organized to disseminate and discuss all the completed CPEs in a given reporting year to develop a shared understanding of the evidence and lessons generated by the CPEs.
22. **Use and follow-up:** the final CPE report will be posted and made publicly available in the UN Women GATE system by the Country Office evaluation focal person. The Country Representative leads the follow-up process by issuing a management response within six weeks of CPE report finalization. The Country Representative also approves the management response in the GATE system. The Country Representative is responsible for ensuring the timely implementation of the key actions and the evaluation focal person is responsible for updating the implementation status of the management response in the GATE system.

Stakeholders consulted for the CPE Guidance Review

Total of 17 interviews, UN Women (16) and one with UNDP

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1. IES- Regional Evaluation Specialist (4), Evaluation Specialist (3)
2. Chief of Audit
3. Strategic Planning Unit
4. Change Management Advisor
5. Country Representatives (Vietnam)
6. Monitoring & Evaluation Focal Person (Bangladesh and Uganda)
7. Coordination Specialist (former, Bosnia and Herzegovina)
8. Programme Support and Management Unit (PSMU), Political Analysis and Progamme Development Unit (PAPDU)
9. Knowledge Management Specialist

External agency

1. UNDP Evaluation Specialist and focal person for Independent Country Programme Evaluations (ICPE)

In addition, a detailed discussion was held with the Director, IEAS and Chief, IES on the emerging findings and recommendations from the CPE guidance review consultation.

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