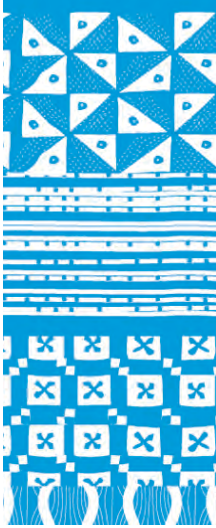


UNIFEM Strategic Plan 2008-2011 Evaluability Assessment

Final Report Annexes



Evaluation Office
March 2011

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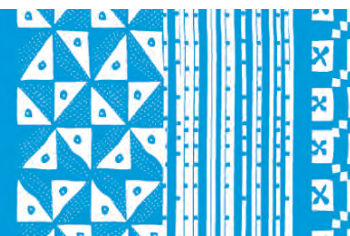
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Acknowledgements

The evaluators would like to thank all those who participated in this study, including all respondents, the global Reference Group, and in particular: Shravanti Reddy, Belen Sanz and Laura Gonzales of Evaluation Unit; the staff of UNIFEM Andean and CEE sub-regional offices; and Colombia and Albania country offices.

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Terms of Reference

Evaluability Assessment of the UNIFEM Strategic Plan (2008-2013)

1. Background

In late 2009, UNIFEM initiated an Evaluability Assessment of the UNIFEM Strategic Plan (2008-2013) and Baseline Studies. The Strategic Plan (SP) acts as the corporate programmatic framework for UNIFEM for the period 2008-2013 and is aligned with the UNDP and UNFPA Strategic Plans approved by the Executive Board (Decision 2009/13).¹ The SP is intended to provide strategic policy and management direction for UNIFEM to increase its development effectiveness, strengthen strategic partnerships and mobilize resources during its 6 year period. It builds on achievements and lessons learned from the previous programmatic framework – the Multi Year Funding Framework (MYFF) 2004-2007. It highlights, on one hand, the importance of UNIFEM's work within the United Nations system as a catalyst and innovator that promotes gender equality in line with national priorities; on the other hand, it emphasizes the opportunities to mainstream gender equality in the context of United Nations reform and national level coordination mechanisms.²

The Evaluability Assessment was envisioned as the first of a three-part process outlined in the UNIFEM Evaluation Strategy for a final evaluation of the SP during its last year of implementation (2013) in order to analyze the processes implemented by the organization and the results achieved, as well as to identify lessons learned for the subsequent corporate programmatic framework. Baseline Studies were also to be commissioned to act as a basis for assessment during the final evaluation. The conduct of the study began in April 2010.

In July 2010, the United Nations General Assembly adopted the historic Resolution A/RES/64/289 that created the United Nations Entity for Gender Equality and the Empowerment of Women (UN WOMEN), which calls for “consolidating and transferring to the Entity the existing mandates and functions of the Office of the Special Adviser on Gender Issues and Advancement of Women and the Division for the Advancement of Women of the Secretariat, as well as those of the United Nations Development Fund for Women and the International Research and Training Institute for the Advancement of Women, to function as a secretariat and also to carry out operational activities at the country level” and for the dissolution of UNIFEM at the same moment. With this resolution, the four entities (DAW, INSTRAW, OSAGI and UNIFEM) have entered a transition phase to becoming UN WOMEN that will end on 31 December 2010.

These events necessitate a reorientation of the Evaluability Assessment to increase its relevance and utility in the new transitional context to UN WOMEN and the expected development of a new SP in 2011. While still providing valuable information on the evaluability of the SP, there will also be a stronger focus on taking stock and capturing lessons learned from the design and use of the current SP as an overall framework for programming and the associated Results Frameworks (RFs) and reporting systems. Furthermore, the study will also explore UN coordination issues, the link

¹ The implementation of UNIFEM Strategic Plan was extended till 2013 by the Executive Board.

² UNIFEM Strategic Plan 2008-2011. DP/2007/45.

between the normative and operational work within UNIFEM and have a more in-depth review of the country-level perspective given the expected field presence of UN WOMEN. The Evaluability Assessment will also be cognizant of other ongoing and planned assessments by UNIFEM and the UN WOMEN Transition Team to enhance complementarities and synergies and avoid duplication of efforts. The Baseline Studies portion of the original study is no longer relevant and will not be undertaken.

The present document delineates the revised purpose and intended use of the Evaluability Assessment of the UNIFEM SP, the context of the study, the subject of analysis, the approach to the study and key areas for assessment, and its expected products.

2. Purpose and Use

The Evaluability Assessment of the UNIFEM SP is a qualitative analysis of the SP's basic parameters and its monitoring and reporting systems. It will be a formative and forward looking exercise aimed at capturing best practices, challenges and lessons learned from the UNIFEM SP experience to date for reflection and learning, so that UN WOMEN can build on this body of knowledge in its own forthcoming processes to maximize the evaluability of the new corporate SP to be developed in 2011. It may also provide information that is useful for sister UN agencies.

More specifically, by analyzing the current SP in its results and operational areas, the objectives of the study are to:

1. To assess the Strategic Plan Theory of Change and its Results Frameworks (RFs) and identify strengths, weaknesses, challenges and lessons learned in regards to formulation of results and indicators and provide recommendations for strengthening it.
2. To assess the utility of the SP as a guiding framework for the development of thematic, regional, sub-regional, country strategies and programmes and provide recommendations for enhanced utility.
3. To assess the data collection and information systems for tracking SP results in terms of their relevance, effectiveness and coherence and the ability to aggregate results from country to corporate level and over time and provide recommendation on how they can be improved.
4. To assess the extent to which the results and indicators in the SP and its RFs contribute to enhanced monitoring, reporting and learning about UN system-wide coordination and accountability for results on gender equality and women's empowerment, particularly at the country level and through MRF Output 2, and provide recommendations on how to strengthen this aspect
5. To assess the SP and its RFs in terms of how it enhances and clarifies linkages between normative and operational areas of work and provide recommendations on how to improve this aspect.
6. To assess the extent to which the SP would allow for meaningful final evaluation that would provide useful information in terms of the achievement of results or lack thereof, as well as the processes that have led to the achievement/ non-achievement of results; provide recommendations on how to strengthen the SPs evaluability.
7. To assess how learning to date on the SP and its RFs, data collection and information systems can contribute to future UN WOMEN strategic planning processes and provide recommendations to this effect.

The findings of the assessment will contribute to learning and knowledge on strategic planning for gender equality and women's empowerment agencies in particular and for UN agencies in general by providing information on what worked well and what were the key gaps and challenges that affect evaluability and recommendations for

strengthening this aspect. More specifically, the findings will provide robust information for strengthening UNIFEM's SP and for any future strategic planning processes under UN WOMEN.

The key users of the study are UNIFEM's Directorate, Institutional Development Team, and the Evaluation Unit. Secondary users are other UNIFEM staff in Geographic Sections, Sub-Regional Offices, Country Offices and Thematic Units, as well as the Under Secretary General (USG) of UN WOMEN, members of the UN WOMEN Transition Team (OSAGI, DAW, INSTRAW), the UN WOMEN Executive Board and sister UN agencies.³

3. Subject of Analysis: UNIFEM's Strategic Plan (SP)

a) Context of the Strategic Plan

The UNIFEM Strategic Plan was developed in 2008 and following a strategic planning process and was approved by the UNDP/UNFPA Executive Board. Originally a four year plan, the SP was extended by the UNDP/UNFPA Executive Board to 2013 to align the strategic planning cycles of UN agencies.

Implementation of UNIFEM Strategic Plan has been unfolding in the context of discussion on the consolidation of the four entities focusing on gender equality and women's empowerment within the UN. A 2009 General Assembly resolution on system-wide coherence (A/RES/63/311) expressed strong support for consolidating the four UN gender-specific entities — UNIFEM, OSAGI, the Division for the Advancement of Women and INSTRAW — into one entity. This was followed by the 2010 General Assembly resolution A/RES/64/289 that created UN Women and constituting a transition phase from July 2010 to the end of the year. During this period SP implementation will continue as planned until a new plan is formulated by UN WOMEN in 2011.

b) Description of the SP

UNIFEM has developed a strategic plan that enables it to move forward in implementing its core business: supporting countries to advance gender equality and women's empowerment in line with their national priorities. The plan responds to the opportunities and challenges of the United Nations reform agenda, and to guidance from recent intergovernmental processes, including the 10-year review of the Beijing Platform for Action, the five-year review of the Millennium Declaration and the triennial comprehensive policy review of operational activities of the United Nations development system (TCPR)¹ resolution A/RES/59/250. The strategic plan is built on the following five starting points:⁴

1. UNIFEM's dual mandate to (i) provide innovative and catalytic programming and financial support to countries to achieve gender equality in line with national priorities, and (ii) mainstream gender equality across United Nations system.
2. The plan is developed based on feedback from Member States, UN organizations and other key partners; findings from the evaluation of the UNIFEM MYFF, 2004 -2007; and gender equality analysis in different countries and regions.
3. It is formulated on the premise that UNIFEM is positioned to enhance its catalytic role on inspiring the implementation of national commitments to gender equality, and to do this it needs (i) increased capacity and

³ The UN WOMEN Executive Board have been appointed.

⁴ UNIFEM SP 2009-2011, p3.

investment to identify, document and disseminate “what works”; (ii) strategic partnerships, presence and coverage at regional and country levels; (iii) clear designation of dedicated resources to be a driver to enhance United Nations system work on gender equality on the ground.

4. The plan is premised on strengthened partnerships and coordination with United Nations system.
5. The plan is based on a scenario of doubling total income and expenditures, making a case for the doubling to be rooted in increased core contributions. Non-core resources also continue to be an integral part of the UNIFEM portfolio.

The SP is composed of a **three main frameworks** that constitute the basis for UNIFEM programming, reporting and accountability to the Executive Board. Each of these frameworks is intended to be both internally coherent and complementary to each other in order to guide UNIFEM strategically and operationally.

Development Results Framework (DRF)

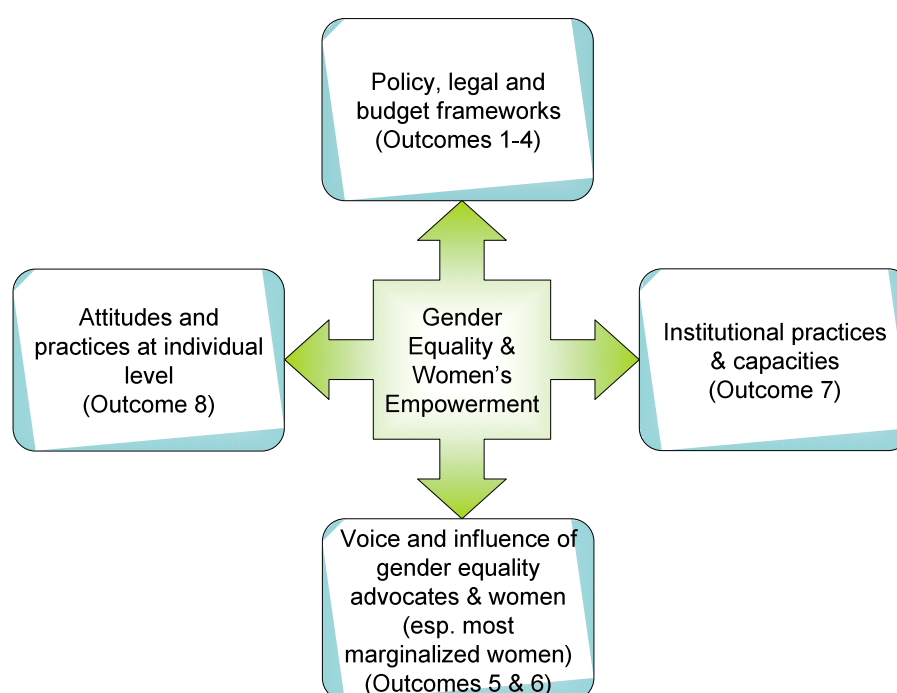
The DRF identifies the results and indicators to which UNIFEM contributes to. The outcomes in this framework must be wholly owned by countries for their successful attainment. In line with the overarching principle of national ownership, UNIFEM work is driven by a single goal: *National Commitments to advance gender equality and women’s empowerment are implemented in stable and fragile states*. In support of that goal, UNIFEM works in four thematic areas and contributes to 8 outcomes. Table 1 represents the one goal, four thematic areas and 8 specific outcomes that comprises the DRF (*please see SP Annex 1 for outcome indicators and outputs*).

Table 1: UNIFEM Strategic Results – SP 2008-2013

GOAL	THEMATIC AREAS	OUTCOMES
National commitments to gender equality and women’s empowerment implemented in stable and fragile states	To enhance women’s economic security and rights	Outcome 1: Increased number of national development strategies that incorporate gender equality in line with national commitments to women’s empowerment and human rights.
	To reduce the prevalence of violence against women	Outcome 2: Increase in the number of Constitutions, legal frameworks and policies that promote and protect women’s human rights
	To reduce the prevalence of HIV/AIDS	Outcome 3: Greater numbers of formal and informal justice systems promote and protect women’s human rights at national and local levels.
	To advance gender justice in democratic governance	Outcome 4: Increase in the number of budget processes that fully incorporate gender equality. Outcome 5: Gender equality experts, advocates and their organisations or networks effectively demand the implementation of gender equality dimensions in national laws, policies and strategies. Outcome 6: Women who are subject to exclusion and/or discrimination are able to effectively advocate for having their priorities incorporated in relevant policies, programmes, budgets, and processes. Outcome 7: Key policy, service delivery and media institutions create enabling institutional environments to promote and protect women’s human rights in line with global, regional and national agreements. Outcome 8: Increased number of relevant and effective models of community-level initiatives for advancing women’s human rights and eliminating gender inequality.

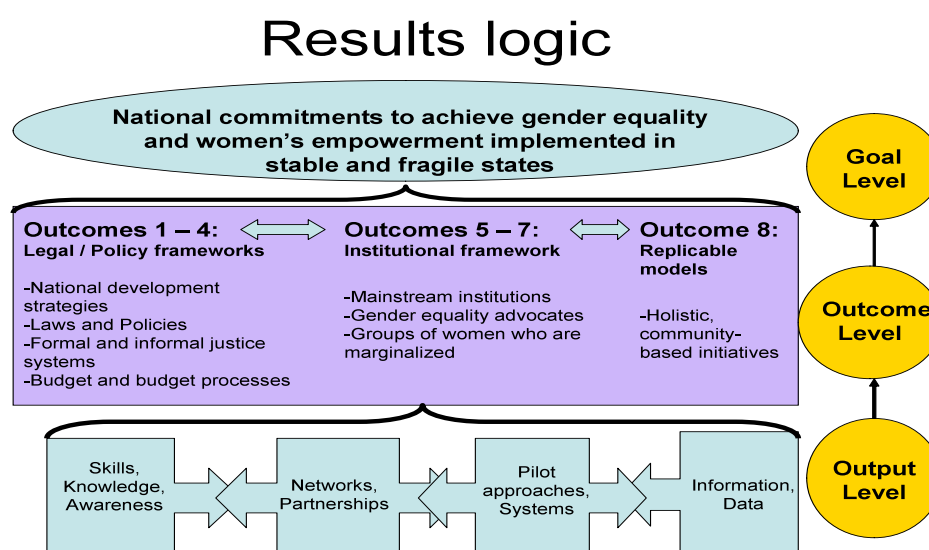
UNIFEM explicit theory of change (Figure 1), according to the Strategic Plan, is based on the understanding that a holistic approach to advancing gender equality and women's empowerment requires supporting change at macro, meso and micro levels. In other words, that the normative environment, the laws and policies need to be gender responsive, the mainstream institutions responsible for delivering according to laws and policies need to be gender responsive, the gender equality advocates need to have the capacity and knowledge to call for action and accountability, and that there needs to be ample information and credible evidence of what works at the micro level to inspire replication and up scaling. Please see *Figure 1* below.

Figure 1: Strategic Plan Theory of Change



UNIFEM's results framework (please see *Figure 2*) is accordingly premised on interventions in three sets of areas, namely: influencing legal and policy frameworks (national development strategies, laws and policies, formal and informal justice systems, budget processes) in order for them to address gender equality (outcomes 1-4); strengthening capacities of institutions and groups from Governments and non Governmental organizations (mainstream institutions, gender equality advocates, groups of women who are marginalized) for implementation of the commitments (outcomes 5-7); and promoting community level initiatives targeted to specific women's human rights at the local level (outcome 8), the organization will contribute to the goal of implementation of national commitments to gender equality.

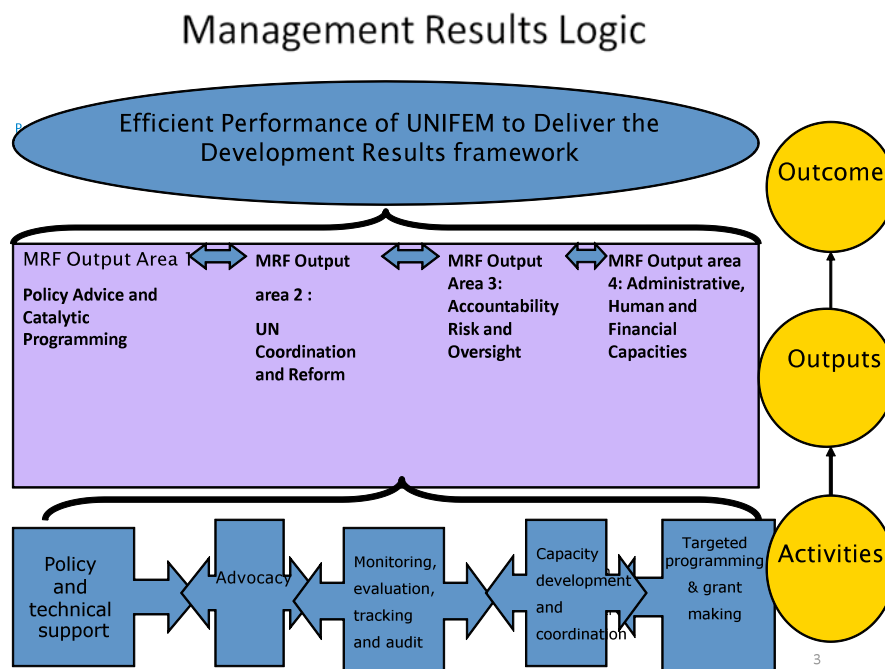
Figure 2: Representation of the Strategic Plan Intervention Logic



Management Results Framework (MRF)

The MRF assists UNIFEM to assess the extent to which its performance enables it to deliver its overall mandate and the results identified in the DRF. Unlike the DRF (which contains outcome level results to which UNIFEM contributes to as well as output-level results), the MRF is comprised of only output level results for which UNIFEM is wholly responsible. It consists of four key areas: policy advice and catalytic programming role; United Nations coordination and reform; accountability risk and oversight; and administrative, human and financial capacities. It consists of 17 outputs and 58 indicators against which UNIFEM tracks progress. Please see SP Annex 2 for results indicators and targets and Figure 3 below.

Figure 3: Representation of the Management For Results Logic



For the purposes of monitoring and results tracking the SP lists close to 100 indicators. For each of these indicators the 2008 values are to constitute the baseline against which future values will be compared to assess performance against the respective targets which the SP sets for each indicator.

Integrated Resource Framework (IRF)

The IRF predicts the resource requirements and anticipated expenditures needed to implement the Strategic Plan. For further details please see the SP Annex 3.

c) Implementation of SP

UNIFEM implements the SP through Regional, Sub-Regional, Country and Thematic Strategies.⁵ These strategies constitute both the localized programme frameworks as well as programme documents for core funds at regional, sub regional, country and thematic levels. In addition, thematic strategies are also meant to guide work across regions, sub-regions and countries. UNIFEM has issued 7 guidance notes/programme circulars⁶ to facilitate the strategic planning

⁵ Country Strategies were developed in 2009/2010 for priority countries of each sub-region.

⁶ FEM/PRO/08/01 Guidance No. 1 Transition from MYFF to SP (January-June 2008); FEM/PRO/08/02 Guidance Note No. 2 Development of Preliminary Regional and Sub-Regional Strategies and Implementation Plans; FEM/PRO/08/04 Guidance Note No.

process. More recently, guidance on the development of country strategies in priority countries in each region have been developed.

For non-core funds, separate programme documents are developed in line with the criteria laid down in the UNIFEM Programme and Operations Manual.

4. Scope of the study

An Evaluability Assessment is a qualitative analysis of a project, programme or plan to determine whether it meets the preconditions for its evaluation and, if so, how the evaluation should be designed to ensure maximum utility.⁷ It analyzes the key parameters that will make it possible to fully evaluate at a later stage both the results and as the processes that lead to these results. Its ultimate purpose is to prepare the project, programme or plan for being meaningfully evaluated.

In order to be evaluable, the programmes or plans should meet the following conditions: **have a clear and articulated programme theory** – the goals, objectives and important side effects are well defined, clearly articulated and plausible;⁸ **have relevant performance** data (information on progress towards results) that can be obtained; and **the intended users of evaluation results** have agreed on how they will use the information.

The Evaluability Assessment of the UNIFEM SP will be undertaken during the period April 2010 – January 2011. As described above, the study has been reoriented to maximize relevance and utility given the current transitional context to UN WOMEN. The focus of the study will be to take stock of the SP's evaluability and capture the best practices, challenges, gaps and lessons learned from the design of the SP, the effectiveness of its monitoring and reporting systems, and its implementation and use, particularly at the country level. The assessment with focus on the following questions:

To what extent is the SP's Theory of Change and overall design conceptually valid and clearly articulated?

- Are the objectives and how they will be attained realistic (feasible and plausible)?
- Does it reflect how UNIFEM programmes are viewed by stakeholders (internal and external)?
- Does it have adequate institutional buy-in?
- Does it enable comprehensive results-based reporting?
- How does the SP influence regional, sub-regional, country and thematic strategies and how does it resonate at the regional, sub-regional and country-levels in relation to implementation, reporting and evaluation (e.g. linkages with RS, SRSs, CS and Thematic Strategies)?

3 Outline of Thematic Strategies; FEM/PRO/08/05 Guidance Note No. 4 Preparing for the Programme Appraisal Committee (PAC) Meeting to Approve the Regional and Sub-Regional Strategies; Guidance Note No. 5 SRS Review Feedback and Insights; FEM/PRO/08/06 Guidance Note No. 6; Guidance Note No. 7 Selection of Priority Countries for UNIFEM Programming and Presence.

⁷ Rossi et. al. (2004). Detailed description of the evaluability assessment process will be provided in the corresponding section.

⁸ Internally (regarding a logical relationship between different levels of results) and externally (regarding the response to the social needs being addressed); including a clear 'impact theory' i.e. the assumptions about the causal changes on the social conditions due to the programme intervention, and a clear 'process theory' i.e. the transactions put in place by the programme in order to bring about the intended effects.

- Is the MRF adequately formulated for achieving the SP goals? Are adequate resources provided for implementation of SRSSs?
- How can the SP design be strengthened for greater utility?

To what extent are the SP Results Frameworks and associated data collection and reporting systems providing adequately comprehensive and robust mechanisms for reporting on SP results?

- Are there adequate and clear indicators to measure progress and results?
- Is there baseline data available in the key result and process areas of the SP?
- Is there performance/monitoring information available on the key result and process areas of the SP?
- Is it possible to capture adequate information on aggregate results from country to corporate level and over time? What modifications would allow for better aggregation of results?
- Is there available research and/or evaluation evidence on the change processes outlined in the SP?
- How can the SP RFs and associated data collection and reporting systems be improved?

To what extent does the SP and its RFs facilitate UNIFEM's leadership and role in UN Coordination efforts on gender equality and women's empowerment? What modifications would allow for expanding and strengthening this role, particularly at the country level, and enhance monitoring, reporting and learning on this issue?

To what extent do the SP and its RFs enhance and clarify linkages between the normative and operational areas of work on gender equality and women's empowerment? Are data collection and reporting systems capturing this information and how could this aspect be strengthened?

To what extent would an evaluation of the SP have been able to provide useful information on the achievement (or non-achievement) of results and the processes that have led to these results?

- What areas of the SP would best lend themselves to meaningful future evaluation? What are the key factors that increased evaluability?
- What areas of the SP would prove challenging to meaningfully evaluate? How could evaluability of these areas be improved?
- What areas are in need of substantive baseline data for future evaluation?

Based on the five questions outlined above, the study will provide findings, conclusions and recommendations on the organizational learning that has taken place to date around the development, implementation, monitoring and reporting of the SP as an input to strengthen UNIFEM systems and as a contribution to future UN WOMEN strategic planning.

Steps for conducting the evaluability assessment

The following work has already been undertaken as part of the first phase of the Evaluability Assessment of the SP from **April – August 2010**:

1. An **Inception Mission** that resulted in a body of information and views on the SP, its Theory of Change, and systems developed to monitor and report on its Results Frameworks gathered through an Inception Workshop, Initial Document Review, Phone and In-Person Interviews and presented in an Inception Report.
2. The development of **2 analytical frameworks** to guide the Evaluability Assessment, one an overarching framework for the study, and the other a tool for the analysis of documentation).
3. An **assessment and analysis of the SP's Theory of Change** and a **technical appraisal of the SP and its Results Frameworks**.
4. A **sampling approach and sample base for the selection of regional, sub-regional and country offices** for study at three different levels/intensity of analysis; a list of UNIFEM programmes was also developed for sampling.
5. An **initial document analysis** covering guidance material (SP); results tracking guidance; evaluation policy, strategy and reporting; selected thematic strategies and reports.

During the period **September 2010 – January 2011**, the assessment will move forward with the outlined reorientation of purpose and use given the transitional context to UN WOMEN. The following are the key steps remaining to complete the study:

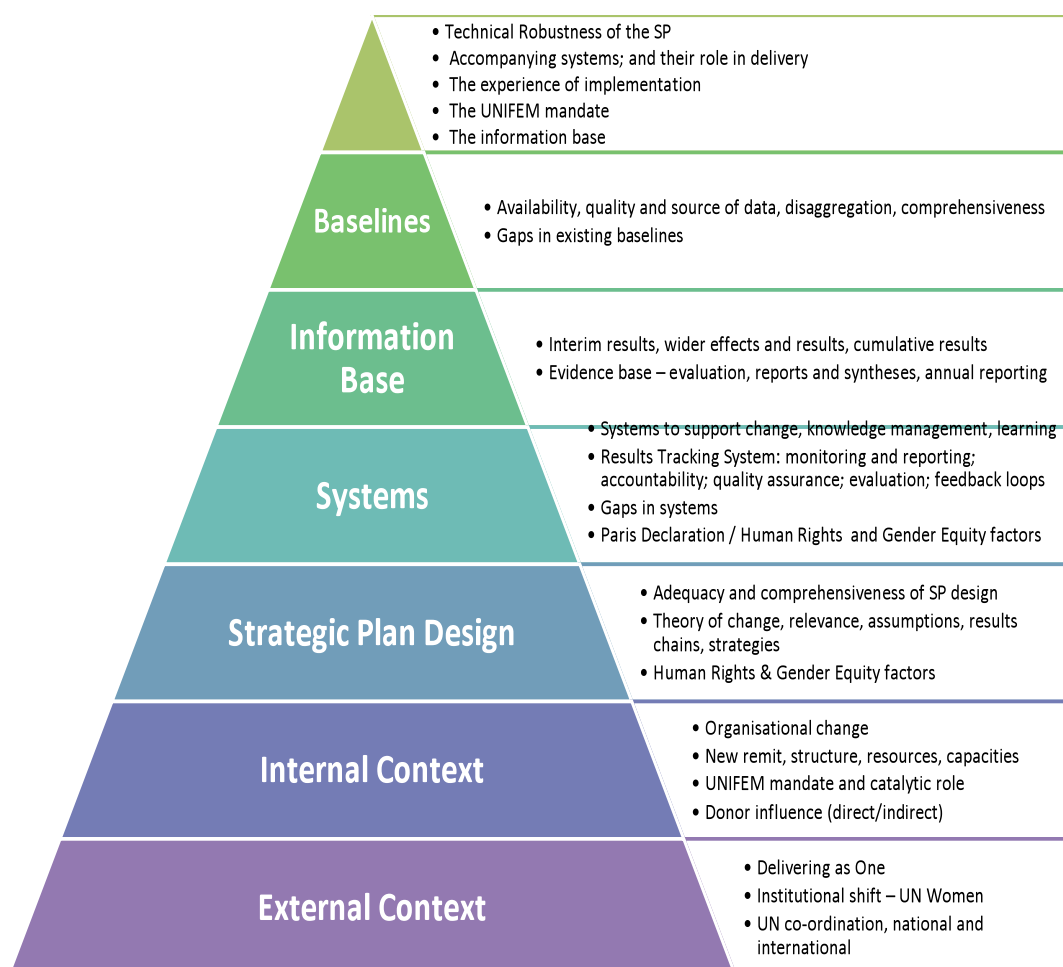
1. **In depth review of key documents** related to the study, including (but not limited to) a selected sample of programme documents, evaluation reports, geographic strategies, and selected SRSs and existing Country Strategies (to be analyzed at three different levels of intensity). *(Sept-Oct 2010)*
2. A **briefing note** outlining key issues for exploration and proposed data gathering for site visits. *(end Oct 2010)*
3. **Site visits to 2 SROs and 2 COs** (one under each SRO) selected according to agreed upon criteria as the third (and most in-depth) level of analysis of the implementation of the SP in the field, with specific focus on the country level perspective. Site visit selection will focus on offices that will allow best opportunities for learning on how to strengthen the SP and its RFs. *(Nov 2010)*
4. Report/PPT on emerging findings from the data collection and analysis undertaken. *(Dec 2010)*
5. **Draft and final report** of the Evaluability Assessment that provides findings, conclusions, recommendations and lessons learned for UNIFEM. *(Jan 2011)*
6. A **Validation Meeting** on the final report with UNIFEM stakeholders, including UN WOMEN entities (DAW, OSAGI, INSTRAW). *(Date TBD)*

Annexes

UNIFEM Strategic Plan and Annexes 1-6: http://www.unifem.org/materials/item_detail.php?ProductID=100

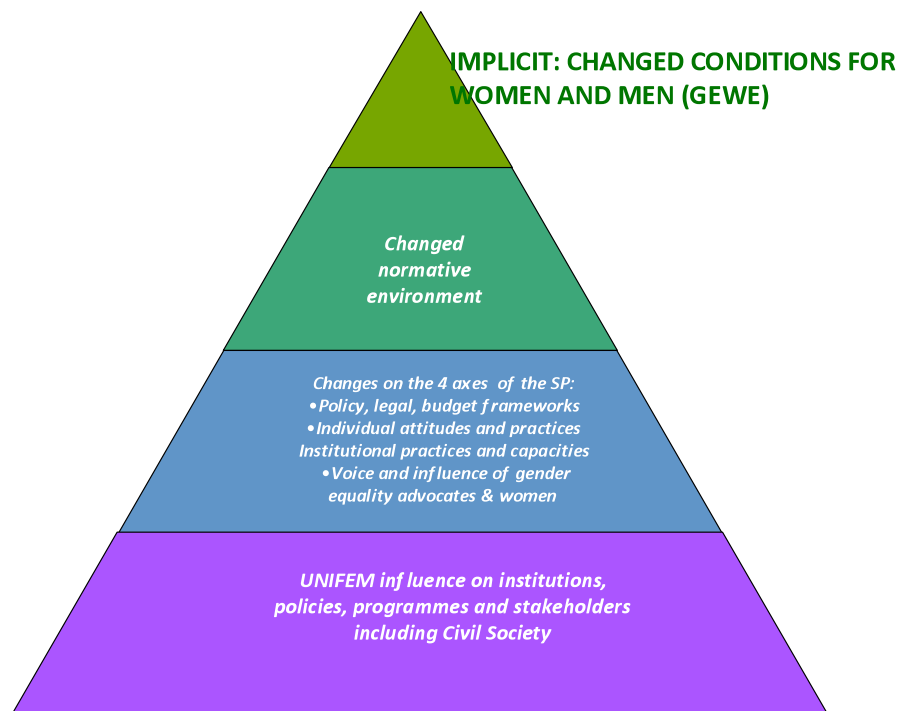


To clarify the analytical framework for the study as a whole, the following framework was developed. It was initially designed for the first stage of the study, and subsequently revised in the light of the October 2010 re-orientation. It sets out the main analytical dimensions of the study.





The SP is based on a broad-brush and relatively unproblematic narrative theory of change:



Explanation

The Theory of Change (ToC) is not presented explicitly in the Strategic Plan though it is referenced (para 28), and Annex 6 on the intervention logic provides its basis. It was however presented in the Terms of Reference of this study, and is set out in the Framework and Guidance for Capacity Development (March 2010).

The Theory of Change is based on the premise that advancing Gender Equality and Women's Empowerment (GEWE) requires generating change at three levels: Macro/Normative (Outputs 1-4); Meso/Institutional framework & practices (Outputs 7 & 8); and Micro/Voice and influence of women and women's groups (Outputs 5-6 and some aspects of Outcome 8). This is a clear and logical analysis of what change is needed, where, and on which dimensions.

Consequently, the ToC is underscored by three focus areas all relating to these, and around which outcomes are framed:

- aligning laws and policies to create a conducive environment for the empowerment of women and human rights; (macro)
- strengthening institutions and organizations in work processes, resources, and capacities to fulfil obligations to the Convention, as well as other global, regional and national normative agreements; (meso)
- and supporting community-level initiatives that demonstrate how changes in practices and attitudes can be achieved to permit the implementation of commitments to gender equality and women's empowerment (micro)

In terms of its analysis of need and UNIFEM's response to this via the Strategic Plan, the ToC is relatively unproblematic. However, as explained below, the ToC is problematic in being inadequately articulated / clarified within the SP.

In the main, these difficulties result from the challenge of formulating a ToC around UNIFEM's mandate, which combines catalysing/influencing/inspiring others to generate change, with supporting countries (working primarily at the national level) and strengthening the UN system. The challenge is therefore to be able to demonstrate, robustly and transparently,

UNIFEM's actual contribution to change at this level through its programmes and other interventions. To achieve this – for the reasons explained below – greater explicitness is needed.

Future issues to consider in a revised articulation

- **The ToC is very broad-brush, without analysis of some of the core linkages needed to ensure its robustness / adequacy**

Examples of weakness here include: the lack of analysis of the micro-meso-macro upwards causal connections; the inter-relations between the 8 outcomes (some of which can act as contributory factors towards others); the inter-relationships between UNIFEM in its catalytic role, its operational role through programme delivery and the owning of national results. Some areas where greater and deeper analysis is needed include:

- Drivers of change – what conditions, motivations, incentives within both the external and internal environment are factors in generating, shaping and intensifying change? (e.g. UNDAFs, Delivering as One)
 - Barriers to change – what blockages (institutional, actor-related, environmental etc) may prevent change?
 - The role of the political environment and the political economy.
- **The ToC contains a number of assumptions which are not explored or made explicit**

Such assumptions relate mainly to UNIFEM's mandate and consequent emphasis of its role at the national level. Examples include: demand both across the UN and nationally; the normative environment itself as an enabling mechanism; the ownership of results at national level (never a simple or easy process).

There are also a number of assumptions within the three premises on which the ToC is based:

- Aligning laws and policies to create a conducive environment for the empowerment of women and human rights; (*Assumption = that a conducive environment will lead to tangible change*)
- Strengthening institutions to fulfil obligations to the Convention, as well as to other [global, regional and national] normative agreements; (*Assumption = that ability to fulfil obligations to the Convention will result in the fulfilling of the Convention's obligations*)
- Supporting community-level initiatives that demonstrate how changes in practices and attitudes can be achieved to permit the implementation of commitments to gender equality and women's empowerment. (*Assumption = that community level initiatives a) will lead to changes in attitudes and practices b) will deliver results which can be scaled up to influence the normative environment*)

The ToC contains a generalised assumption that the barriers and challenges to GEWE rest heavily in technical capacity and capability. The role of the wider political environment, and the function of the political economy, for example, are not explored – yet research indicates that very often, the *political* context heavily dominates – and determines - the *policy-making* environment.

- **The ToC (and resulting DRF) currently stops short of the end of the results chain – namely, reduced inequality.**

Paragraph 25 of the SP sets out the Goal: *National commitments to advance gender equality and women's empowerment are implemented in stable and fragile states.*

As currently stated, the Goal stops at the point where the requirements of the normative environment are implemented. It does not go as far as to explain what the **effects** or **impacts** of national commitments implemented may be for men and women, albeit in different contexts - that is, the consequent implications for GEWE. In doing so, it does not fully allow for the assessment of impact even if this is to be realised later than this SP time frame.

Annex III: Technical Analysis of the Theory of Change

Since both the ToC and the results chain (as reflected in the Results Frameworks) are not expressed in terms of tangible change, this leaves UNIFEM with the difficulty of demonstrating its actual contribution to change, and in which areas and domains it has been most effective.

Alternative explanation and pathways are not explored

The challenges and barriers to GEWE articulated within the SP are frequently framed as economic or institutional issues. However, proposed responses are mostly articulated in terms of improving UNIFEM institutional capacity to address these. Alternative possible pathways to progress, such as an increase in women's economic empowerment, voice and access to space for voice going on to increase the likelihood that they can demand and claim their rights, are not yet fully articulated within the SP.

The (catalytic) role of UNIFEM within the ToC is not analysed or critiqued.

The SP recognises that UNIFEM needs to define its role clearly and sets out some of the assumptions that UNIFEM's mandate implies e.g. around working at national level or across the UN (Para 27: 'UNIFEM assumes that others are working on components of gender equality where UNIFEM has little comparative advantage (girls' education, for example), and that UNIFEM will be working in partnership to support holistic programming.')

However, the SP does not set out to analyse or interrogate UNIFEM's mandate of catalysing/influencing and to consider how this may play out in terms of programming or other activity such as UN influencing. This is particularly relevant in a context of institutional change, and means that, for example, the implications of (and possible barriers to) UNIFEM's focus at the national level, are not fully explored. The assumptions inherent in the adoption and, indeed centrality, of this approach are not tested and the potential channels for initiating or escalating change are not explored. It is also not clear to what extent this role has been welcomed or endorsed by partners – with the likelihood of variations based on country context, relationships and skill of UNIFEM staff in translating this strategy into action.

Examples include: Para 7: The need, interest and demand for technical and policy advice from governments, multi- and bilateral organizations, and non-governmental organizations (NGOs) to enable them to move forward on gender equality has increased steadily, but progress is stalled by continuing under-investment in the expertise needed to support advances (*implication: UNIFEM's automatic role is to fill the gap*).

The ToC as it stands is overly truncated and does not fully recognise feedback loops and intervening variables

Upwards causal connections are also assumed within the SP without being analysed, and without inter-relationships being explored. For example, changed attitudes and practices are expressed in the ToC as results (outcomes) when they are also a very necessary contributory factor to change. There is little attention to **intermediary steps** or **interim results** or to exploring the assumptions/critical success factors and risks related to moving through the results chain which are a necessary part of – in fact often a precondition for - changing the policy environment

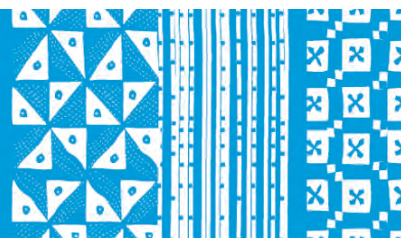
Redressing these issues

It has not been the remit of this study to redevelop the ToC on behalf of UNIFEM or UN Women; the study in any case recommends its expansion through a more extrapolated Logic Model. The exact analyses and consequent identification of interlinkages, assumptions and risks, alternative pathways etc of any future model are in any case for UN Women to develop, informed in particular by the experience of country offices.

However, the study does make clear that a more detailed and explicit version of the ToC – perhaps in the form of a Logic Model - will be needed to support future evaluation which:

- Makes some of the **underlying linkages and connections** more explicit e.g. the micro-meso-macro connections and the explicit reasons for, and implications of, a national-level focus
- Confronts some of the **assumptions** that the ToC presents e.g. those implicit in UNIFEM's mandate and role
- Draws out and exemplifies some of the **tangible results** that an improved environment is expected to deliver in terms of GEWE and the relevant connections / interlinkages

- Explores the assumptions implicit in the **role and function of UNIFEM** as catalyst / actor at macro, meso and micro level, and any potential barriers / opportunities / drivers of change,
- Recognises the **complexity** inherent in the vision of social and political change that the ToC presents, and accommodates some of the non-linearity in a **more detailed explanation of anticipated processes**



The following analysis builds on the critique of the Theory of Change in Annex 3 above, to explore the strengths and limitations of the results statements and indicators within the SP and specifically the DRF, MRF and IRF, from the perspective of their technical robustness (only).

Results statements (goal, outcomes and outputs)

Goal

The SP contains a single Goal with indicators linked to the three themes (Enhance Women's economic security and rights; Reduce prevalence of violence against women and HIV&AIDS; Advance gender justice in democratic governance).. The Goal operates very much at process level (the implementation of national commitments) and while germane to the UNIFEM mandate, is currently inadequate to reflect UNIFEM's overall objectives. The focus on national commitments to GEWE is not a sufficient reflection of UNIFEM's aim of achieving this end result, and contains a number of assumptions about the role of the State in delivering GEWE. It is also very process-oriented.

Outcomes

The eight outcomes within the DRF are consistent with the ToC. The outcome statements are either process focused (capacities strengthened) or 'building blocks' towards progress (greater number of ...). In common with the Goal, none indicate the anticipated benefits / results for women and men as a result of UNIFEM's contribution to GEWE, and stand at a relatively low level of ambition considering the mandate and resource levels of UNIFEM.

While this appears to have been a deliberate decision for the period of the Strategic Plan; and may well reflect the intended institutional shift from a vast portfolio of UNIFEM-administered projects to a more up-stream policy focus, it does constrain the institution in both setting and monitoring the realisation of its ambitions to generate tangible change.

All eight outcomes relate to the national level. This approach is very much aligned with the principles of the Paris Declaration and Managing for Development Results, but it leaves UNIFEM with the challenge of a) demonstrating UNIFEM's contribution to change; b) clearly articulating global efforts for GEWE and c) indicating progress within the UN system focused part of the mandate.

Outputs

Almost all of the outputs across the DRF relate to existence of a body of evidence; of effective policy dialogue mechanisms; of increased skills/capacities and services/systems. The SP is not specific on UNIFEM's own contribution to the realisation of these outputs beyond forming strategic partnerships and, in some cases, identified actions. In general the strategies to be pursued beyond these intentions are unspecified. Should this be deliberate e.g. to enable strategies to be determined in context), there would need to be explicit mention of this decision, plus some testing of possible strategies relative to the Theory of Change – which are also absent from SP guidance materials.

Results chains

To be technically robust, the outputs and outcomes need to show logical causal progression, that is, the outputs need to show that their achievement will be sufficient to meet the outcomes. In this respect, upwards logic between the outcomes and outputs is lacking. It is unclear that the Outcomes can be realised through the aggregation of the Outputs and the satisfaction / presence of other conditions that might be required is not discussed. For example, Outcome 6 is:

'The most marginalised women (HIV positive women, women informal sector workers, migrant women, indigenous women, women survivors of sexual and gender-based violence in conflict situations, women with disabilities etc.) have increased resources, capacities and voice to ensure that their priorities are included in relevant national policies, programmes and budgets' and is to be achieved through 3 outputs related to 'enhanced capacities'; 'increased resources'; and 'successful strategies evaluated, documented and disseminated'. It is not clear what the higher level of change (outcome) is beyond the sum of the 3 component outputs – thus not making explicit the next level of change, the pathway of change and what the other conditions might be.

Consequently, the results chains as they stand within the SP are inadequately articulated. They would need expansion to fully map out the anticipated channels of results and to acknowledge all the possible pathways to achieving change (i.e. the logical progression from one level of change to the next).

SMARTness of Indicators and Targets

Goal level

At Goal level, there are indicators linked to the three key themes. Those linked to Economic Security and Rights, Violence Against Women and HIV&AIDS are both sufficient and SMART. The single indicator for Gender Justice is alone not adequate to demonstrate progress against the Goal (Women's share of seats in national parliaments). Critically, the intended sources of information and the responsibility for tracking are not made explicit and there is no reference made to the MDGs, which are claimed as the focus of the SP.

Outcome level

The **revised Outcome indicators** have shifted from their previously heavily quantitative focus. As a result, however, they have become less tangible and more challenging to understand and measure. In most cases the standards and parameters for achievement are not defined and sources are not fully specified in many cases beyond 'UNIFEM Annual Reports'. Some selected examples include:

- Indicator 1a (*Proportion of national development strategies (PRSPs/ SWAPs/ MDG, post-conflict reconstruction strategies and aid effectiveness mechanisms) finalized during 2008-2011 that incorporate national priorities on gender equality*) with a target of 60% - How will the 'incorporation' of GEWE be assessed? – would a 'mention' of the issue equate with a more comprehensive approach? How would the 60% target be measured, e.g. is changing one NDS over the SP period enough to qualify?
- Indicators 2a (*Number of adequate (defined as to be measured through establishing criteria for legislation in the sectors identified) laws formulated during 2008-2011 to: reduce violence against women; guarantee women's property and inheritance rights; enhance social protection for informal and migrant women workers; achieve gender equality in political participation*) and 2b (*Number of instances of removal of gender discriminatory provisions from legislation*) – what is the standard required to qualify? – does the 'formulation' of a law mean the drafting of a Bill, its presentation to parliament, its passing into the statute book?
- Indicator 3a (*Number of formal and informal justice systems in selected countries with mechanisms and systems in place to promote women's human rights*) which is extremely hard to capture and whose target (10 per cent annually) is undefined – would this relate to an increase in the number of reforms, or the number of countries with reforms, at which stage of the process?
- Indicator 4d (*Number of gender equality issues raised by parliamentarians in the approval process of budgets*) provides an opportunity to create an outcome indicator on the number of Gender Responsive Budgeting initiatives which have produced concrete increases in allocations for GEWE
- The indicators for Outcome 5 are challenging to measure – either the indicators or their guidance would need to specify how many decision making fora any one country office would track, and how any change produced would be attributed to the presence of GEWE experts and advocates (before and after/with-without)
- Outcome 6 and indicator 6a (*Number of networks and groups that advance the rights of marginalized women that can articulate a common agenda in important national, regional and global policy-making for a)* would need to specify the actual achievement generated to be fully results-oriented. It is unclear whether it is the increase in the number of networks, or of those identified as 'articulate' that will be measured.
- Outcome indicators 7a to 7c do not clarify the parameters and sources to be used for institutional performance assessment. 7b has much potential as an indicator (subject to the existence of a baseline) but needs to clarify whether actual expenditure or planned budgets will be tracked? 7c is as yet non-SMART, and would require a more measurable and specific indicator to demonstrate progress. 7d may well require a specific study.
- Indicators 8a and 8b are adequate provided that the information is being tracked, although the reference in the target to 'attract[ing] significant interest in replication' needs to clarify the means of measurement and tracking.

Output level indicators

The revised output level indicators inherit the challenge from the output statements identified above – that is, they are not adequately results-oriented, with most relating to processes of dialogue or knowledge generation, and are therefore either intangible or challenging to identify indicators for. Output level targets are currently absent and in many cases, as above, the evidence sources and the standards required for measurement are not specified. Specifically:

- Indicator 1.1 does not specify which evidence will count and how this will be collected. Indicator 1.2a does not specify the features or standards for ‘mechanisms of dialogue to engender development’; indicator 1.2b does not explain how ‘effectiveness of dialogue mechanisms’ should be measured.
- Indicators 2.1a and 2.2a do not specify the evidence sources and the standards required for measurement
- Indicator 3.1a incorporates a range of different levels; the role of UNIFEM in developing programmes and making these accessible; their use by partners; increased access to and interactions with informal justice systems. Indicator 3.2a and b would require intensive tracking or measurement at country level, and there is no requirement to disaggregate women into different groups - urban/rural; literate/non-literate for example. Indicator 3.3a would require specific survey and a baseline.
- Indicators 4.1a and b are measurable, but require clarity on the standards for measurement / targets are being set – for example, the presence of in-house Gender Responsive Budgeting expertise does not necessarily guarantee effectiveness. 4.2a is measurable but lacks target and baseline indicated. 4.3a is not SMART and lacks clarity on the sources of evidence.
- Indicator 5.1a similarly lacks a baseline and target, and also presumes that capacity assessments are undertaken at country level. 5.1b requires specificity around the measurement of ‘mobilisation’ and is not adequately results-oriented - the measurement should assess the effects of the mobilisation. Indicator 5.3a reflects an influencing agenda, but is not sufficient to measure Output 5.3 is requirement to ‘participate effectively’. Indicator 5.4a is potentially useful but is an input rather than an output measurement.
- Indicator 6.1a, 6.2a and 6.3a are generally robust and sufficient for the measurement of progress achievement, though quite demanding to track and for which baselines are imperative to enable performance tracking. 6.2a) as for 5.4a) is an input, rather than an output, indicator.
- Indicator 7.1a is potentially very wide-ranging and would require capacity assessments /surveys for measurement. Indicator 7.2a would require measurement of not only the presence of incentives but also the results achieved from them. Indicator 7.3a similarly needs to focus on the result of the process, and to make the shift from costing GEWE strategies and plans to actually ensuring that the resources are in place.
- Indicator 8.1a is currently nonspecific – it does not make clear whether the reference is to UNIFEM documentation, and the source of the feedback to be used, plus how ‘quality’ would be assessed. 8.2b also presents multiple layers; south-south exchanges, community level initiatives and the promotion of women’s human rights – these would need to be separated out.

Managing for Results Framework

The MRF sets out the internal results related to organisational strengthening believed to be essential to fulfilment of mandate and achievement of development outcomes (DRF). It has 17 outputs over four areas encompassing (a) policy advice and programmatic work; (b) UN coordination; (c) accountability and oversight; and (d) administration and human and financial capacities. UNIFEM holds itself fully responsible for achievement of these results. The SP does not distinguish between those results which are the responsibility of headquarters and those at country-level, something which some staff at country and sub-regional level have found challenging in terms of reporting. A review of SRS and

reports found that the extent to which MRF indicators were localised varied, yet (as for DRF), contexts certainly vary⁹. The MRF responds to a number of issues raised in the MYFF evaluation by targeting results in, for example, capacity development (Internal and partners) and South-South exchanges.

The MRF, while in itself a useful measurement tool, suffers from limitations in three main areas. Firstly, it lacks any clear linkage to the DRF. Secondly, as for the DRF, there are some constraints around sufficiency and measurement criteria for outputs. Thirdly, it does not make explicit the connection between the allocation of resources/core funding and the MRF outputs/results.

In terms of linkage to the DRF:

- There are no explicit points of intersection outlined between the MRF and the DRF
- DRF Outcomes 3, 5, 6, 8 (which are ‘function’ outcomes, that is, they reflect how well organisational systems are operating) are not carried through to the MRF beyond consideration of “culture and values” around results-based management

In terms of sufficiency and measurement criteria: targets are not always specified (or are specified in terms of numbers of policy documents or guidance papers, not necessarily good results targets, as they do not provide any measure of quality or utility dimensions), and there is insufficient articulation of results over time (meaning challenges for capturing the process and pace of change). Specific examples include:

- *Policy Advice and Catalytic Programming* - Indicators and targets for 1.1 will not in themselves measure the achievement of the output (attribution cannot be robustly demonstrated by guidance documents or policy papers alone). Indicators and targets for 1.4 on Evaluation are clear but lack a results orientation of demonstrating influence on decision-makers or consequent programmatic change (apart from the reference to the management response system).
- *UN Coordination and Reform* - The outputs on UN coordination and reform (a core part of UNIFEM mandate) are potentially extremely powerful in demonstrating achievement (e.g. 2.2.2 on CCA/UNDAFs) but presuppose that UNIFEM would be willing to be held accountable for these UNCT/UN system-wide changes.
- *The range and nature of indicators identified* (58) create an impression of a framework that captures work streams of different sections, rather than a unified set of results.

A key question is whether the specified results in the areas and levels included in the MRF are good measures of a strengthened, results-focused and performing agency. The areas identified and the outputs are certainly on the right track to doing so, but shortcomings in some of the indicators and targets developed, the lack of a baseline, the absence of sources of information on change and the lack of connect to the DRF, limit the extent to which the MRF can guide and track institutional performance.

Integrated Resources Framework

The IRF sets out both the approved resource requirements for 2004-2007 and the proposed requirements for 2008-2011 (13). The latter are budgeted based on estimates of the costs of outputs in the DRF and MRF. A doubling of resources is predicted based on the scale of increase in the previous period.

⁹ Review of UNIFEM Sub-Regional Strategies (2008-2009) Synthesis Report, Revised Draft 20 September 2010

Annex IV: Technical Analysis – Strategic Plan and Results Framework

Overall, the IRF suffers from two main weaknesses. Firstly, the resources anticipated / requested in the IRF are not explicitly linked to the DRF and MRF, so it is unclear how resources will be allocated towards the delivery of specific results. Secondly, overall, the scale of resources requested are out of sync with the level of ambition of the SP, even given the relatively limited goal.

Key technical concerns include:

- The IRF stresses a shift to core resources, which is positive, but does not set out how their use will actually relate to the delivery of the DRF and MRF ambitions and results.
- While the overall trend towards the shift of resources to national level is evident, no explicit connections are made to back to the DRF and MRF beyond some generalised references in the SP text to the DRF outputs. Therefore, the specific areas of programming envisaged – and their anticipated results in terms of outcomes and the UNIFEM Goal - are not explicitly aligned with resource investments.
- The line for regional activities stresses the role of UNIFEM's sub-regional and regional strategies plus its enhance its support to regional intergovernmental and non-governmental organizations and networks – but again, this is not explicitly linked back to the DRF aims and targets.
- The global support budget combines a range of advocacy and institutional development roles; including increasing UNIFEM's role in global policy advisory and advocacy; investing in collecting and monitoring changes related to indicators, and evaluation activity, producing Progress of the World's Women and other knowledge management activities; tracking replication and up-scaling more effectively. Again, these are not explicitly linked to the DRF and MRF outcomes and outputs.

Annex V: Reference Group and Individuals Consulted



Reference Group Members

Deputy Director of Programmes
Institutional Development Advisor, IDT
Programme Specialist, IDT
Monitoring Specialist, Africa Section
Chief of CEE/CIS Section
Coordination Specialist. Gender and Peacebuilding, Governance, Peace and Security
Human Rights Adviser
Donor Relations Specialist
Regional Programme Director for Caribbean SRO
National Programme Officer, South Asia SRO
Programme Specialist, CIS SRO
Programme Specialist and Head of Juba Sub-Office, Sudan

Individuals Consulted

UNIFEM Executive Director
Chief, Trust Fund Ending Violence Against Women
Adviser, Trust Fund, Ending Violence Against Women
Monitoring and Evaluation Specialist (Consultant) for Trust Fund Ending Violence Against Women
Programme Specialist, Eliminating Violence Against Women Thematic Section
Adviser, Ending Violence Against Women
Head of Palestine Office
Country Programme Director, Pakistan Office
Deputy Manager, Fund for Gender Equality
Programme Manager, Fund for Gender Equality
Governance, Peace and Security Adviser
Regional Programme Director, South Asia
Outreach and Business Development Adviser
Head of Evaluation Unit
Programme Analyst, Cross-Regional Programmes
Regional Evaluation Specialist, Evaluation Unit (East and Horn Africa SRO)
Management Assistant, South Asia SRO
Regional Programme Director, UNIFEM CIS
Regional Programme Director Arab States
UNIFEM HQ Web and Database Content Specialist
Chief of Latin America and Caribbean Geo-Section
Officer In Charge, Cross Regional Programmes
Programme Specialist for Latin America and Caribbean (LAC)
UNIFEM Headquarters Chief of Intergovernmental Relations
Programme Specialist - Data and Statistics Specialist
Evaluation Analyst, Evaluation Unit
Progress of the World's Women Report Manager
Senior Adviser, Gender and Migration
Executive Officer for the Executive Director
UNIFEM HQ: Knowledge Management Specialist
UNIFEM HQ: Communications Specialist
Chief of Africa Geo-Section
Chief of Procurement, Finance and Admin Services
Head, West Africa regional office
Management Associate, South Asia SRO
Deputy Executive Director, OBDS
Head of Communication

Adviser, HIV/AIDS Thematic Section
Deputy Regional Programme Director, East and Horn of Africa Regional Office
Adviser, Gender Responsive Budgeting
Monitoring and Evaluation Specialist, South Asia Regional Office
Business Systems Associate, ATLAS Financial Systems
Senior Programme Coordinator, Pakistan Office
Programme Analyst, UNIFEM Online Tracking System
Programme Specialist, Caribbean SRO
Programme Specialist, Evaluation Unit
Chief of Asia, Pacific and Arab States
Deputy Regional Programme Director, South Asia Regional Office
UNIFEM HQ: Human Resources Adviser
Consultant, UNIFEM Kenya office
Gender Advisor, Moldova Country Office
Assistant to Deputy Executive Director of Programmes (Directorate)
Adviser, Economic Security and Rights Thematic Section
Head of Resource Mobilization and Partnerships

Site visits

UNIFEM Andean Region

Regional Programme Director
National programme co-ordinator
Programme co-ordinator, Economic, Social and Cultural Rights
Regional Evaluation Specialist for Latin America and the Caribbean.
Operations Manager
Representatives from the national Comisión de Transición
Programme Co-ordinator, Gender Sensitive Budgeting Unit
Programme Specialist, Gender Sensitive Budgeting Unit
Programme Associate, Gender Sensitive Budgeting Unit
Programme Co-ordinator, Trust Fund for Safer Cities
Programme Co-ordinator, Trust Fund for Gender Equality
UN Volunteer, Monitoring, Gender Sensitive Budgeting Unit
JPO, Resource Mobilisation, Inter-Agency Communications, Secretary General's Campaign
Communications Associate
Programme Co-ordinator, Governance, VAW, HIV and AIDS
Regional Co-ordinator, Gender Sensitive Budgeting Unit
Programme Co-ordinator, Indigenous programmes
Representative, UNFPA
Representative, Office of the Resident Co-ordinator
Executive Director, Casa Matilda

UNIFEM Colombia

Co-ordinator, Women, Peace and Security Programme ,
Programme Specialist, Women, Peace and Security Programme
Programme Analyst, Women, Peace and Security Programme
Programme Associate, Truth, Justice and Reparation for Women in Colombia
Programme Analyst, Improvement of human security conditions for vulnerable groups in
Soacha, Colombia through the development of participatory, integrated and sustainable social protection solution
Secretary, national Mesa de Género
Consultant, Monitoring and Evaluation
Programme Associate: Strengthening Local Capacity for the Construction of Peace in the Department of Nariño
Consultant, gender justice
Programme Co-ordinator, gender justice
Specialist in Prevention (MDG Gender Fund)
Adviser, gender justice

Annex V: Reference Group and Individuals Consulted

Programme Associate, Finance and Administration
Co-ordinator for Peace(UNDP)
Director of International Co-operation in Colombia
Director, CSO Dejusticia
Representative, national Unidad de Políticas Públicas para Población Desplazada
Representative, national Agencia Presidencial para la Accion Social y la Co-operacion Internacional
Representative, national CSO Legal Iniciativa Mujeres por la Paz

UNIFEM Central & Eastern Europe Sub-Regional Office

CEE Regional Programme Director
CEE Programme Specialist
CEE Project Manager EVAW
CEE Operations Manager
CEE Finance Associate
CEE Administrative Assistant
Senior Adviser for the Western Balkans, Ministry of Foreign Affairs, Norway
Austrian Development Agency, Officer for SEE regional, Bosnia and Herzegovina and Moldova

UNIFEM Albania Country Office

UNIFEM Officer in Charge
UNIFEM National Programme Coordinator, One UN and Joint Programme Gender Equality
UNIFEM National Project Coordinator, Women and Elections
UNIFEM National Programme Coordinator, Gender Responsive Budgeting & Monitoring Statistics
UNIFEM Programme Assistants (2)
UNIFEM Former Country Programme Manager
MOLSAEO Deputy Minister
UNDP Country Director (also Admin Agent, Coherence Fund)
UN Resident Coordinators Office M&E Adviser
Civil Society Coalition, Director
UNDP Project Manager Gender Equality, UNDP
Netherlands Embassy Policy Analyst & Gender Focal Point



Directorate, Consultative Committee & Executive Board

Draft monitoring policy (version May 2010)
Framework and Guidance for Capacity Development (March 2010)
Strategic Planning Workshop output – 2010
Summary Report of Strategic Planning Workshop 6-15 April 2008 Glen Cove, New York
UNIFEM 2009 Annual Report to the Consultative Committee
UNIFEM Annual Report to the Executive Board of UNDP and UNFPA DP/2009/21
UNIFEM Strategic Plan (2008-2011) Comparative Development and Management Results Frameworks (2010)
UNIFEM Strategic Plan 2008-12 plus Annexes (Development Results Framework, Management Results Framework, Integrated Resources Framework)

Thematic and Cross-Cutting

A Life Free of Violence: Unleashing the Power of Women's Empowerment and Gender Equality, Strategy 2008-2011
Accelerating Progress on Women's Economic Empowerment: UNIFEM Economic Security and Rights Strategy (2008-2011)
Economic Security and Rights: 2009 Annual Reports Review, 2009 Thematic Section Annual Report;
Gender Responsive Budgeting Team Work plan and Individual Workplans 2010
Gender Responsive Budgeting Thematic Strategy 2008-2011 and Volume 2 with DRF, MRF, IRF & Evaluation Plan
Governance Peace and Security DRF and MRF Work Plans Final
Governance Peace and Security Thematic Strategy 2008-2011
Human Rights Section Annual Report MRF and DRF 2008
Project Document: Action to Promote the Legal Empowerment of Women in the Context of HIV/AIDS (2010)
SDDirect (2009) Corporate Evaluation of the Programme Portfolio: UNIFEM's work on Gender Responsive Budgeting
Synthesis Report for UNIFEM Evaluation Unit
Section workplans including VAW workplan reviews (2010)
UNIFEM Capacity Development Strategy March 2010
UNIFEM GRB HQ: Regional Aspects of GRB Thematic Strategy
UNIFEM Knowledge Sharing Strategy (draft) Leveraging Knowledge for Enhanced Effectiveness – Outline for Discussion, Logic Model and Draft Implementation Strategy Benchmarks

Regional

Africa / LAC Section Workplans (2010) plus individual workplans
ASIA-PACIFIC AND ARAB STATES SECTION Strategic Planning Retreat Report Hudson Valley Conference Center New York 22-23 April 2010
Incrementar la Participación Política de las Mujeres en América Latina y el Caribe (2008-2011)
Project Document: Strengthening Africa Union Leadership and Accountability for Women's Rights in Africa (2010-2013)
Project Document: Strengthening Responses to Create Wealth and Reduce Poverty for Women in Informal Cross-Border Trade in Africa (2010-2013) plus Feminised Poverty Assessment Phase 2: Theory of Change
Regional Office for Southern Africa and Indian Ocean States: Sub-Regional Strategy: (2008-2009)
Supporting Gender Equality in the Context of HIV/AIDS (2007) including logframe, budget
UNIFEM Africa Regional Strategy: Contributing to a More Secure World for African Women (2008-11)
UNIFEM Regional Strategy for Asia-Pacific and Arab States 2008-2011
UNIFEM Regional Strategy Securing Women's Social & Economic Rights in Europe and Commonwealth of Independent States 2008-2011

Funds

Trust Fund for Eliminating Violence Against Women:

Monitoring framework; Activity tracking (July 2010); selection of individual workplans; 2010 office workplan and progress reports; survey of knowledge management documents held at Virtual Knowledge Center to End Violence Against Women and Girls.

Fund for Gender Equality:

- M&E Framework 2010-2013
- M&E Framework; Reporting templates; Feedback templates; SRO assessment templates
- First consolidated report for 27 catalytic grantees (after first 6 months of implementation)
- Overview of planning monitoring and evaluation activities (annex in the Steering Committee Report), including TA in M&E to semifinalist and final grantees and FGE planned to review logframe
- M&E Guidelines for potential grantees

Guidance

- Annual Reporting Guidance, 2009
- Criteria for Assessing SRSs and Feedback on SRS review and insights
- Draft Guidance on Monitoring and Reporting
- Draft Guidance on Performance Measurement Frameworks and Baseline Data Collection
- Guidance for Developing Country Strategies
- Guidance for extending SRSs (2010)
- Guidance Notes 1-7 for Implementation of SP
- Programme and Operations Manual
- Results-Based Monitoring Manual (in process of being updated)
- Review of UNIFEM SRS (2008-09) Synthesis Report, Revised Draft Version, Alison King, 30 Sept 2010

Evaluation Policy, Organisational Reports and Reviews

- Evaluation Policy
- Evaluation Strategy
- Evaluation Unit Annual Reports 2008 and 2009
- Evaluation Guidelines (10)
- MYFF Evaluation (Universalis, July 2007)
- Meta-Evaluation 2009
- Review of Sub-Regional Strategies (2008-2009) (Synthesis Report Sept 2010)
- Report on Programme Appraisal Committee Review
- Annual Report Feedback Memo (2009)
- Annual Reports to Consultative Committee and Executive Board (2008, 2009 and 2010)
- CEDAW and Women's Human Rights Annual Report 2009
- Thematic section reports – ESR Annual Report (2009), 2009 Annual Reports Review; Human Rights section Annual Reports 2008, 2009
- 2009 Review of Annual Reports and follow up circulars (FEM/PRO/10/02)
- DFID (2010) 'Light Touch' Review of UNIFEM Progress against 2008-2011 Strategic Plan (Watkins et al)
- Norad (2009) Assessment of UNIFEM Afghanistan

OBDS

- Atlas system and codes
- Draft OBDS Strategy 2010-2013 (final draft Sept 2010)
- Guidance Note on Pre-Audit Self-Assessment and Internal Audit

Other relevant documentation

- UN General Assembly Comprehensive proposal for the composite entity for gender equality and the empowerment of women Report of the Secretary-General A/64/588 6th January 2010
- Gender Entity GA Resolution A/RES/63/311 / SGs Proposal for the Composite Entity 2 October 2009
- UN General Assembly UN Women Resolution June 30th 2010 A/64/L.56
- UNDG Results Based Management Handbook (Final Unedited Draft, Version September 2010)
- UNDP Strategic Plan 2008-2011 and UNDP DRF and IRF and UNDP Accountability Framework
- UNFPA Strategic Plan 2008-2011
- UN General Assembly Draft Resolution on System-wide Coherence A/64/L.56
- UNIFEM & Australian Aid Partnership Framework 2009-2015

Annex VI: Documents Consulted

Sub-regional and Country office documentation

Central and Eastern Europe

SRS 2008-2011 and SRS Extension 2010-2011 with Cover Note and Annex DRF and MRF
Integrated Resource Framework 2009 Annual Reporting on the UNIFEM CEE Sub-regional Strategic Plan 2008 – 2011
Gender Responsive Budgeting in South Eastern Europe: UNIFEM Experiences 2010
Mid Term Evaluation UNIFEM Project on “Women Building Peace and Human Security in the Western Balkans: Implementing UN SCR 1325 Phase II (2008 - 2011)” Final Report June 30, 2010
UNIFEM Management Response to above MTR
Office and Individual workplans
CEE Budgets 2008-2010
UNCT in Bosnia & Herzegovina UNDAF 2010-2014

Albania

Summary Note of Preliminary Findings of the Country led Evaluation for Albania June 2010
Albania One UN Coherence Fund Overview
Albania UN Country Team UNDAF 2006-2010
UN Albania Albania National Report on Progress to MDGs June 2010
UN Albania One UN Annual Reports 2008 and 2009
UN Albania (2009) Monitoring and Evaluation for the One UN in Albania
UN Joint Programme on Gender Equality (programme document)
Mid Term Evaluation of the One UN Joint Programme on Gender Equality 2009
UN Gender Working Group Management Response to the above mid term evaluation
Stakeholder Perception Survey on UN Effectiveness and Transaction Costs
Eljona Boce (2010) Gender Responsive Budgeting in South East Europe Albania Report
Elliona Kulluri (December 2010) UNIFEM Strategy on Women and Elections 2008-09 Evaluation Report
UNIFEM Albania Office and Individual workplans 2010

Commonwealth of Independent States

UNIFEM CIS SRS 2008-2009 and annexes including contextual analyses, legal commitments and implementing partners capacity assessments
CIS Development Results Framework
UNIFEM CIS SRS 2008 Baseline data on Georgia, Moldova, Tajikistan, Kyrgyzstan, Ukraine
UNIFEM CIS 2010 including review, DRF, MRF, IRF and evaluation plan
UNIFEM CIS Monitoring Plan 2008-09
UNIFEM CIS list of Knowledge Products
UNIFEM CIS Planning Documents for 2008, 2009 and 2010
UNIFEM CIS Annual Implementation Plan 2010 (MRF 2010)
UN Kazakhstan UNDAF 2010 – 2015
International Organisation on Migration and UNIFEM (2010 – 2013) Programme Document
UNIFEM Programme Document ‘Women Connect Across Conflicts’ 2010-2012
UNIFEM CIS Office and Individual Workplans

Moldova

UN UNDAF Moldova 2007-2011
UN UNDAF Results (M&E) Matrix 2007-2011
UNIFEM Women’s Economic Empowerment through increasing employability in the Republic of Moldova 2009-2013 (Programme Document; Project Baseline Study; Annual Workplan 2010 and Four Year Workplan)
UNIFEM Promoting Gender Equality in National Development Policies & Programmes 2007-2011 (Programme Document; Mid Term Evaluation and Final Evaluation 2010)
UNDP and UNIFEM Joint Integrated Local Development Programme Document 2007-2012

East and Horn of Africa

SRS 2008-2011 (plus revised version 19 August 2010)
 SRS Extension 2010-2011 (plus cover note)
 Summary of SRS contents, pending tasks as of now, and direction during the remaining period (2010)
 EHA Donor contracts / reports tracking matrix (June 2010)
 EHA MRF and DRF budget allocations 2010
 Office and individual workplans

Sudan

Sudan Country programme Strategy (2008-2011) Building Capacities for Gender Equality in Governance and Protection of Women's Rights in Sudan
 Sida Annual Report on the Building Capacities for Gender Equality in Governance and Protection of Women's Rights in Sudan (2009)
 Sudan DRF and MRF budget summaries 2010
 Project Document: Support to Sudanese Women's Effective Participation in The 2010 Elections : project document and progress reports 2009-end 2010; associated documents including Guidelines on Gender Responsive Electoral process, training manual for journalists, Women in Political Parties: Developing the Women's Election Agenda, the Juba Declaration, by the Southern Sudan Women in Political parties
 Sudan Report: Gender Based Violence and Violence Against Women: Report on Incidence and Prevalence: June 2009
 Office and individual workplans

Kenya

Project document: Strengthening the Promotion of and Respect for Women's Rights, Promoting Women's Political Participation and Enhancing Gender Responsiveness in Democratic Governance in Kenya.
 Kenya Programme Document 2008-2011
 Kenya MRF and DRF workplan 2010

West Africa

West Africa SRS 2009-2009
 West Africa SRS extension 2010
 Project Document: Stop Violence Against Women in the ECOWAS sub-region (2009)
 SRO SRS Delivery – Office WorkPlan (2010) plus individual workplans

Liberia

Liberia Country Strategy (March 2010)
 Project Proposal and implementation plan: Implementing UN Resolution 1325 in Liberia Through Advancing Gender Justice and Women's Human Rights in Security Sector Reform, Peace and Reconciliation Processes and Economic Reconstruction (2008/9 – 2009/10)
 Project Document: Liberia: Government and UN Joint Programme on Gender Equality and Women's Economic Empowerment (2009) plus budgetary allocations
 Office and individual workplans

Arab States

ARAB STATES: Arab States Sub-Regional Strategy 2008-2009;
 2010 Extension to Arab States SRS;
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 ASRO Workplan;
 Women's Political Leadership and Economic Empowerment for Peace-Building Programme;
 Arab Women Parliamentarians Final Evaluation Report (2009);
 Evaluation Finale du FSP Mobilisation (2009) South Asia SRS 2008 - 2011 (with 2010 amendment);
 Final Assessment of the Mobilizing Priority Solidarity Fund (2003-26) Supporting the Evolution of Women's and Family Rights in the Arab World (Maghreb and Mashreq) Draft Report Submitted to MAEE Assessment Steering Committee July 3, 2009

Annex VI: Documents Consulted

MDG Achievement Fund (2010) Rapport Final Évaluation Mi-parcours, Programme Multisectoriel de Lutte Contre les Violences Fondées sur le Genre par l'Autonomisation des Femmes et des Filles au Maroc - TAMKINE 2008-2011 (Layoun, W)

MDG Achievement Fund (2010) Évaluation à Mi-parcours, Patrimoine Culturel et les Industries Créatives comme Vecteurs de Développement au Maroc (Layoun, W)

Palestine

Palestine Country Office Management Workplan 2010;

Palestine Country Office Information Pack;

UNIFEM Project Briefing: MDG Culture 2010;

UNIFEM Project Briefing: Development through Women-Run School Canteens 2010;

Evaluation of Sabaya Programme 2009;

Draft Media and Advocacy Strategic Plan UNIFEM OPT

South Asia SRO

South Asia SRS 2008 - 2011 (with 2010 amendment);

SRS Workplan;

Programme: Promoting Women's Political Leadership and Governance in South Asia (2010)

Pakistan

Pakistan Country Strategy 2010-2013;

Pakistan Country WorkPlan 2010;

Programme: Towards Gender Equality: Mainstreaming Gender in Development (2008);

Programme: Beyond CEDAW - Facilitating the Implementation of International and National Commitments to Realize Women's Human Rights in Pakistan (2009)

Caribbean

Caribbean SRS 2008-2009

Caribbean SRO 2010 SRS extension

Caribbean SRO Cover Note re: Changes to SRS (2010)

Caribbean SRO Core Budget Allocations (7 April 2010)

Caribbean SRO Core Budget Allocations (2009)

Caribbean SRO Budget Gender, Sexuality and HIV and AIDS

Project Proposal: Caribbean Region: Gender, Sexuality and HIV and AIDS

Project Document: Advancing Transformational leadership for Gender Justice (Caribbean Region)

Haiti

Haiti UNDAF (2008)

Haiti Country Strategy (2010) plus MRF, DRF, IRF, evaluation plan and contextual analysis

Project proposal: Voice, Influence, Justice, Security: Meeting the Strategic Needs of Haitian Women (2008-2010)

Project Document: Strengthening Women's Economic Security and Autonomy and Rights in Haiti: Women's Economic Empowerment a key element for ending gender based violence

Andean SRO

Two-Year Sub-regional Strategies and Implementation Plans, UNIFEM Andean Regional Office (2008-2009)

Andean Region SRS Extension Note (2010)
 Review of Sub-Regional Strategy for Andean Region (Preliminary Draft, May 2010)
 Andean Region Annual Workplan 2010
 Andean Region IRF 2008-09
 Andean Region MRF Workplan (2010)
 Memoria de la reunion de evaluation del proceso de planificacion UNIFEM-RA (May 2010)
 Memoria, Taller de evaluacion de la oficina subregional, periodo 2009(December 2009)
 Andean Regional Budgetary Allocations (Thematic Breakdown of Delivery) for 2008 and 2009
 Matriz de planificacion estrategica Ecuador¹⁰ 2010-2011
 Evaluacion Resultados (UNIFEM-RA) 2009
 UNIFEM Región Andina Balance Global a Partir del Informe Anual (7 Dec 2009)
 Principal Results Andean Region (powerpoint, 2009)
 Matriz de Conceptualization de Indicadores del Programa Presupuesto Sensibles De Genero (2010)
 Encuesta de Evaluacion del Proceso de Alineamiento y Planificacion (2010)
 Project Document: Iniciativas de presupuestos sensibles al género (GRB) en América Latina – Phase II (2009- 2013); plus report to AECD (2010) plus progress report Avance en los indicadores del Programa Regional de Presupuestos Sensibles al Género (2010); plus indicator contextualisation list (2010)
 Project Document: Fortalecimiento de la Igualdad de Género en la Región Andina I y II Fase.(REMMA)
 Valoracion del proceso de planificacion realizado en UNIFEM-RA (powerpoint, 2010)
 Fortaleciendo la gobernabilidad democrática: Iniciativas de presupuestos sensibles al género en América Latina (2ª Fase): Informe de Avance a la Agencia Española de Cooperación Internacional para el Desarrollo (AECID) 1 Septiembre 2009 – 31 Agosto 2010

Colombia

Estrategia de Pais del programa Mujeres, Paz y Seguridad de UNIFEM en Colombia (2010-2013)
 Matris de Planificacion Estrategica de Colombia (April 2010)
 Matriz de monitoreo de Colombia (April 2010)
 Matriz POA MRF 3 y 4 (2010)
 Project Document: Programa para la Eradicación de formas de Violencia contra las mujeres afectadas por violaciones a derechos humanos e infracciones al Derecho Internacional Humanitario en el contexto del conflicto armado colombiano: Verdad, Justicia y Reparación para las mujeres en Colombia (2009)
 Project Document: Estrategia Integral para la Prevención, Atención y Erradicación de todas las formas de Violencia de Género en Colombia (2008)

¹⁰ Incorpora recomendaciones de contrapartes realizadas en consulta realizada en Quito el 24 de febrero 2010.