INCEPTION REPORT

INCEPTION REPORT:

EVALUATION OF THE UN WOMEN CARIBBEAN MULTI-COUNTRY OFFICE

(2011-2019)

UN WOMEN

LIST OF ACRONYMS

ACRONYM	TITLE
ACP	African Caribbean and Pacific Group
ACRO	Americas and the Caribbean Regional Office
AWP	Annual Work Plan
CAFRA	Caribbean Association for Feminist Research and Action
BRC	Business Review Committee
BPOA	Barbados Programme of Action
CAJO	Caribbean Association of Judicial Officers
CANROP	Caribbean Network of Rural Women Producers
CARIBANK	Caribbean Development Bank
CARICOM	Caribbean Community
CARIMAN	Caribbean Male Action Network
CCJ	Caribbean Court of Justice
CDB	Caribbean Development Bank
CDEMA	Caribbean Disaster Emergency Management Agency
CEDAW	Convention on the Elimination of all Forms of Discrimination Against Women
CERMES	Centre for Resource Management and Environmental Studies
CDEMA	Caribbean Disaster Emergency Management Agency
CIWiL	Caribbean Women in Leadership
CIM	Inter-American Commission of Women
CO	Country Office
CSD	Commission on Sustainable Development
CSME	Caribbean Single Market Economy
CSO	Civil Society Organization
CSW	Commission on the Status of Women
DFATD	Department of Foreign Affairs, Trade and Development
DRF	Development Results Framework
DRR	Disaster Risk Reduction
ECLAC	UN Economic Commission for Latin America and the Caribbean
ECOSOC	Economic and Social Council
ECSC	Eastern Caribbean Supreme Court
EVAW	Ending Violence Against Women
FAO	Food and Agriculture Organization
GAP	Gender Action Plan
GBV	Gender-based Violence
GCF	Global Climate Fund
GDI	Gender and Diversity Division
GDP	Gross Domestic Product
GEF	Global Environment Facility
GEWE	Gender Equality and Women's Empowerment
HA	Humanitarian Action
IACHR	Inter-American
IAEA	International Atomic Energy Agency
IDB	Inter-American Development Bank
ILO	International Labour Organisation
INSTRAW	United Nations International Research and Training Institute for the Advancement of Women
IPCC	International Panel on Climate Change
IPV	Intimate Partner Violence
ISE4GEMs	Inclusive Systemic Evaluation for Gender equality, Environments, and Marginalized voices
JEITT	Judicial Education Institute of Trinidad and Tobago

JAWIC	Jamaican Women in Coffee
LACC	Legal Aid and Counseling Clinic
LGBTQI	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex
LOA	Letter of Agreement
MCO	Multi-country Office
MDG	Millennium Development Goals
MERP	Monitoring, Evaluation and Research Plan
MOU	Memorandum of Understanding
MSDF	Multi-Country Sustainable Development Framework
MSM	Men-who-have-sex-with-other-men
MTR	Mid-Term Review
NAP	National Action Plan
NGM	National Gender Machinery
OAS	Organization of American States
OECS	Organization of Eastern Caribbean States
PAHO	Pan American Health Organization
PCA	Principal Component Analysis
RBM	Results-Based Management
RO	Regional Office
SAMOA Pathway	SIDS Accelerated Modalities of Action Pathway
SDGs	Sustainable Development Goals
SIDS	Small Island Developing States
SRO	Sub-Regional Organization
ToC	Theory of Change
UBRAF	Unified Budget, Results and Accountability Framework
UNAIDS	United Nations Joint Programme on HIV/AIDS
UN MSDF	United Nations Multi-Country Development Framework
UNCT	United Nations Country Team
UNDAF	United Nations Development Framework
UNDCO	United Nations Development Coordination Office
UNDP	United Nations Development Programme
UNDS	United Nations Development System
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
UNFCCC	United Nations Framework Convention on Climate Change
UNGA	United Nations General Assembly
UNLIREC	United Nations Regional Centre for Peace, Disarmament, and Development in Latin America and the Caribbean
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNODC	United Nations Office on Drugs and Crime
UN-OHRLLS	United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
UNSDG	United Nations Sustainable Development Group
UNSG	United Nations Secretary General
UNST	United Nations Sub-Regional Team
UNTF	United Nations Trust Fund
VAWG	Violence against women and girls
WEE	Women's Economic Empowerment
WEPs	Women's Economic Principles
WFP	World Food Programme
WHO	World Health Organization
WLP	Women's Leadership and Participation
WPS	Women, Peace and Security

I.   Introduction

The UN Women Independent Evaluation Service (IES) is undertaking an **Evaluation of the UN Women Multi-Country Office for the Caribbean (Caribbean MCO)**. This portfolio evaluation was initiated in 2019 and is expected to be completed in 2020. The *Inclusive Systemic Evaluation for Gender equality, Environments and Marginalized voices (ISE4GEMs)* approach has been selected for this evaluation.

The ISE4GEMs approach combines innovative systemic evaluation practice with intersectional analysis of three key dimensions underpinning the SDGs, the work of UN Women, and most importantly the Caribbean MCO. The approach involves continuous boundary analysis at all stages of the process, encourages the use of transdisciplinary methods to generate new evidence about the interconnections between gender equality, environments and marginalized voices, and places an emphasis on ethical and inclusive engagement of stakeholders. The ISE4GEMs approach's incorporation of a flexible and adaptable evaluation design is also relevant and suitable given the current COVID-19 context within which the evaluation will be conducted. It is inclusive of and goes beyond gender equality and human rights responsive evaluation practices and will be conducted in line with UN Women's Evaluation Policy and UNEG Norms and Standards.

During the Inception Phase of this evaluation, the COVID-19 pandemic emerged, creating worldwide social and economic upheaval. It has also created uncertainty around the design of this evaluation due to 1) ongoing travel restrictions for UN staff and consultants instituted by the UN Secretary-General and 2) border closures, full or partial lockdowns and social distancing measures imposed by governments in the Caribbean and the countries in which the evaluation team members reside.[1]

This context presents limitations in terms of the data collection methods that will be feasible and ethical to deploy, as well as the range and type of stakeholders it will be possible to include in the evaluation. Therefore, a flexible evaluation design is being adopted to enable the process to move forward in a manner that will still allow for triangulation and the use of a mixed methods approach to enhance credibility of findings, conclusions and recommendations within the existing limitations. Feasibility and ethics checks will be continuously conducted to identify any required adaptations.

II.   Evaluation Utility

A consideration of the intended use of the evaluation and the key users has informed and guided the selection and design of this evaluation with an aim to ensure its relevance and value to UN Women and a broader range of stakeholders. This includes consideration of the ways in which the current COVID-19 pandemic may be shifting short and long-term development and humanitarian priorities and what information will be most useful for key stakeholders to support these shifts.

The Caribbean MCO underwent a Mid-Term Review in 2015 but has not yet undergone a portfolio evaluation. This evaluation will serve to increase UN Women's level of accountability and evidence-based learning in the region, as well as support decision-making during a period of significant change for the

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[1] The UN NYHQ offices will be closed at least until 30 June 2020 with staff and consultants telecommuting and all non-essential travel prohibited until further notice.

Caribbean MCO given the ongoing UN Development System reform efforts, UN Women change management processes, and the aforementioned COVID-19 pandemic. The approach, objectives, methodology have been defined with this purpose in mind and build on an analysis of the Boundary Story *(see below)* and information gathered from stakeholders during scoping interviews in relation to their accountability, learning and decision-making needs. Key users are identified below:

- The first primary intended user of this evaluation is the **Caribbean MCO**. The evaluation aims to provide the office with analysis of its results, resources and capacities that will support its efforts to best implement its mandate within a changing context. The assessment is expected to support efforts to refine/develop and implement its Strategic Notes/Annual Work Plans and improve programmatic and operational strategies to deliver relevant, sustainable and coherent results under a multi-country approach. Specific use of the evaluation is expected to support strategic planning to address COVID-19 post-crisis (including the design of the 2022-2025 Caribbean Strategic Note), insights for improving internal coherence within UN Women, further defining the coordination role within UNDS reform in the region, and supporting efforts to integrate systemic and intersectional approaches.
- The evaluation findings can support the **UN Women Americas and Caribbean Regional Office (ACRO)** with additional insights to provide tailored support to the Caribbean MCO and identify thematic and operational areas to pursue regional approaches. More specifically, ACRO is simultaneously undertaking a *Regional Evaluation on Women's Economic Empowerment in Americas and the Caribbean region* which will make use of the Phase I report in lieu of pursuing a full case study in the Caribbean.
- At the corporate level, the evaluation is expected to provide information to support **UN Women's** refinement of corporate strategies and decision-making on right sizing and decentralization efforts for MCOs as part of change management efforts. The **UN Women Pacific MCO** may also find the evaluation results useful given some similarities as a MCO that mainly consists of Small Island Developing States (SIDS). Finally, the evaluation is expected to provide overall learning that can feed into knowledge management efforts at all levels.

The evaluation results also have potential use with external users, some of whom are highlighted below:

- The evaluation is expected to provide information for accountability to **National Governments, Regional Organizations** and **Civil Society Organizations (CSOs)** in the 22 countries and territories covered by the Caribbean MCO. Relevant actors might use the knowledge generated on the three main dimensions (GEMs) to inform their future programmes, policies and actions, especially in those areas where the evaluation might show it is most needed.
- Given UNDS reform, the evaluation may be used by the **RCOs/UNCTs/UNST** in the Caribbean region and **UN DCO** to improve UN coherence in the Caribbean region under the UN Multi-Country Sustainable Development Framework and provide learning on individual agency opportunities, challenges and needs in implementing the MCO review. For example, the evaluation may provide information related to issues faced in implementing joint programmes or by non-resident agencies that can inform the work of RCO Coordination Officers. The evaluation may also be of interest to UN departments that focus on supporting SIDS (e.g. UN OHRLLS).

- Finally, any knowledge generated on environmental intersections with the other GEMs dimensions may be useful for stakeholders such as the **UNFCCC Secretariat** which has an interest in collecting evidence on gender and environmental effects.

Potential use and users of the evaluation findings will be monitored for changes throughout the process and will be incorporated into the Communications and Dissemination Plan (see Section XIII).

III.   Boundary Story of the Caribbean MCO

As part of the Inception Phase, and in line with the ISE4GEMs approach, a Boundary Story was developed by the evaluation team and validated by the Caribbean MCO. The Boundary Story is a narrative description or "the story" of the system under evaluation: its contents, context and the different perspectives included. A system is defined as "a collection of entities that are seen by someone as interacting together to do something."[3] A system can be both an entity (e.g. the Caribbean MCO in this case) or a way of thinking about something (e.g. different perspectives). The Boundary Story is never considered "complete" because it is acknowledged that you can never know a whole system or see the entirety of any one system[4] because of its complexity. See Figure 1 below.
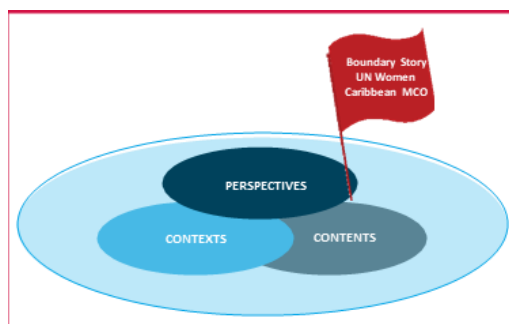

Figure 1. The Boundary Story

Established in 2011 with the creation of UN Women, the Caribbean MCO covers 22 countries and territories in the English and Dutch-speaking Caribbean and builds on the foundation laid in the region by UNIFEM since 1998. The context of the Caribbean region is one of extremely high levels of insecurity, historically low levels of economic growth, increased inequality, increased fundamentalism, shift labour migration trends, and high levels of exposure to natural hazards. However, each country in the region has its own unique specificities and these are covered in Annex 1 of the Boundary Story. As of 2020, it also includes the emergence of the COVID-19 crisis although the ways in which it will impact the region are not yet fully understood.

The Caribbean MCO reports directly to the UN Women Regional Office for the Americas and the Caribbean (ACRO) and to the five UN Country Teams and one UN Sub-Regional Team in the region. It has had three Strategic Note periods beginning in 2011, with the current Strategic Note ending in 2021. These are aligned with previous UNDAFs and the current UN Multi-Country Sustainable Development Framework (UN MSDF) that was approved in 2017 and covers all UNCT/UNSTs in the region.

Figure 2. Map of Caribbean MCO Countries2

The full Boundary Story is provided as an Annex to this report and has informed the design of this evaluation. It includes information on the following nested and overlapping systems identified as relevant for this evaluation.

- The ***socio-economic and environmental systems in the Caribbean***, including specifics for each GEMs dimension and individual country profiles given the shift to provide more tailored support to individual countries. Some of the ways in which gender inequality manifests itself in the region is the presence of high rates of gender-based violence (GBV), gender-based labour segregation, and gendered effects of climate change. With all countries classified as Small Island Developing States (SIDS)[3] there is a high level of environmental vulnerability and the region is considered one of the most hazard prone in the world. Structural inequalities in the region have also led to the marginalization many groups in the region (and specific countries), including LGBTQI persons, Indigenous and Minority Groups, youth and elderly, among others.

- The ***system of normative frameworks and AC regional and Caribbean regional/sub-regional organizations*** that guide the Caribbean MCO's work. Included are summaries of the international conventions and programs guiding the normative framework such as the SDGs, the SAMOA Pathway, Sendai Framework, CEDAW, the Beijing Declaration, and the Belém do Pará Convention, among others, along with the relevant regional and sub-regional bodies through

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[2] An Interactive Map is being developed as part of the implementation phase of the evaluation. Note: Excel 2013 version or later will be required to view the map.

[3] Though Belize, Guyana and Suriname are not islands, they are classified as SIDS in the UN System. See: https://sustainabledevelopment.un.org/topics/sids/list

which the office works, such as the OAS, PAHO, ECLAC, CARICOM, OECS, CCJ, CDB, CDEMA and others.

- The **UN system architecture and UN Reform** efforts that have implications for the Caribbean MCOs work. These sections include a summary of the UN System Operational Presence in the region, the structure of the UNCTs and UNST in the Caribbean, the UN MSDF for the region and a brief synopsis of the ongoing UNDS reform elements.
- **UN Women's system** and its change management process that began in 2018. A description is provided of UN Women's corporate and regional structure and architecture, including Strategic Plans and strategies and composition.
- The **Caribbean MCO system** covering:
  - Its three successive strategic planning periods and ToC beginning from its transition from a UNIFEM sub-regional office in 2011 to the current UN Women multi-country office. The Boundary Story covers shifts in priority across thematic areas during this time period, as well as the reduction in the number of outcomes and outputs from 28 outcomes/52 outputs to the present 5 outcomes/12 outputs.
  - The ToC, which was not explicitly defined until 2018-2021 (see Figure 2.1 of the Boundary Story) and Risk Register which was introduced in 2015.
  - The 48 programmes and projects identified, including three UNTF-EVAW grants, 4 FGE grants and 11 joint programmes (see Table 5, Figures 3 – 7 and Annex 2 of the Boundary Story).
  - A stakeholder mapping that categorizes stakeholders by type, related outcome/work theme, SN period, and country. Please see pgs. 37 – 41 and Annex 4 for more detailed information.
  - A brief analysis and summary of the 16 programmatic and operational strategies deployed to deliver results, including financial and human resources information related to planned and available budget, delivery (including by thematic area), donors, staff and travel costs. Please see pgs. 33 – 51, Tables 9 - 10 and Annexes 3 and 5 – 9 of the Boundary Story for more detailed information.

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TABLE 8. Budget planned against budget available

Budget planned against budget available ($) [4]			
	Budget Planned	Budget Available	Gap
SRO SN/AWP 2011-2013	7,331,963[5]	6,649,729[6]	682,234
MCO SN 2014-2017	11,959,180	11,447,131	512,049
MCO SN 2018-2021	7,921,157	4,466,484	3,454,673[7]
Total:	**27,212,300**	**22,563,344**	**4,648,956**

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[4] Data extracted from Project Delivery Dashboard- One App on 02.17.2020

[5] Data extracted from the SN 2012 – 2013. The document included information on 2011 allocation, although it is not clear if such data refers to budget planned or budget available.

[6] Data on budget available for years 2011 – 2013 was not available on One App. Therefore, data available on ATLAS expenditures for years 2011 – 2013 is included. This may include carry-over budget from 2010.

[7] Budget available for years 2020 – 2021 is not yet available.

TABLE 9. Budget Available and Delivery

	Budget Available and Delivery ($USD)[8]					
Year	Core	IB	XB	Non-Core	Budget Available	Budget Delivery
2019	710,000	838,513	24,040	369,204	1,941,757	1,844.919
2018	778,058	796,719	25,367	924,583	2,524,727	2,360.580
2017	910,184	860,058	34	552,578	2,322,853	2,741.186
2016	1,245,549	862,406	32,446	638,692	2,779,093	3,088.717
2015	1,726,974	834,937	107,091	753,153	3,422,155	2,957.812
2014	1,121,628	741,569	13,677	1,046,156	2,923,030	2,566.640
2013	1,832,079	-	-	105,892	-	1,937,971
2012	1,865,904	-	-	333,820	-	2,199,724
2011	1,936,726	-	-	575,308	-	2,512,034
Total	**12,127,102**	**4,934,202**	**202,655**	**5,299,386**	**15,913,615**	**22,209,583**

TABLE 10. Donor list by SN period

Donor	SN/AWP 2011-2013	SN 2014-2017	SN 2018-2021	TOT
1. UNAIDS	4,951.17	495,951.11	299,655.81	800,558.09
2. UNDP	133,942.31	42,424.93	243,730.19	420,097.43
3. EC	358,610.78		30,002.72	388,613.50
4. CCJ		162,063.74	133,157.33	295,221.07
5. Gov of Sweden		151,095.11	137,355.89	288,451.00
6. UNOCHA		48,954.25	182,256.12	231,210.37
7. Gov of Grenada		41,210.71	150,699.30	191,910.01
8. UNDEF	152,989.56			152,989.56
9. CDB		5,185.19	122,753.08	127,938.27
10. IDB	104,082.02			104,082.02
11. TIDES Foundation	63,671.03	27,659.24		91,330.27
12. Maria Holder Memorial Fund	6,842.15	81,157.85		88,000.00
13. CIDA	81,149.58			81,149.58
14. Gov of UK	74,057.17			74,057.17
15. Gov of Canada	10,000.00	61,854.04		71,854.04
16. Commonwealth Secretariat	55,612.75			55,612.75
17. WHO	36,875.14	18,324.65		55,199.79
18. JP WHO/DFID			43,876.37	43,876.37
19. UNFPA	13,831.37			13,831.37
20. Gov of Iceland	11,958.00			11,958.00
22. PAHO	9,578.92			9,578.92
21. Australia DFAT			5,909.55	5,909.55
22. Turkish Enterprise and Business Confederation (Turkonfed)			3,205.33	3,205.33
23. Gov of Australia		3.099.12		3.099.12
24. UNICEF	934.00			934.00
26. Gov of Norway	776.62			776.62
25. Gov of Spain	95,334.12			95,334.12
TOT	**1,020,021.19**	**1,149,279.01**	**1,352,601.69**	**3,516,901.89**

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[8] Information for years 2014 – 2019 was extracted from OneApp Project Delivery. Given that no information is available in OneApp for years 2011 – 2013, information on expenditures was extracted from ATLAS for these years.

IV.   Evaluation Boundary

An evaluation is a also "knowledge system" that needs to be defined by a boundary. In the ISE4GEMs approach this boundary is defined against the Boundary Story through a process of boundary analysis to define an ideal boundary for your evaluation (what would be useful to evaluate) that is then redefined to reflect considerations of evaluability, stakeholder access and availability, and other limitations to determine the actual evaluation boundary—or what is actually possible to evaluate – which is then reflected in the evaluation objectives, criteria and questions. The process allows us to bring awareness to the gap between what is relevant to evaluate and what is going to be evaluated. These limitations are allow us to better qualify the evaluation findings, conclusions and recommendations.[9]
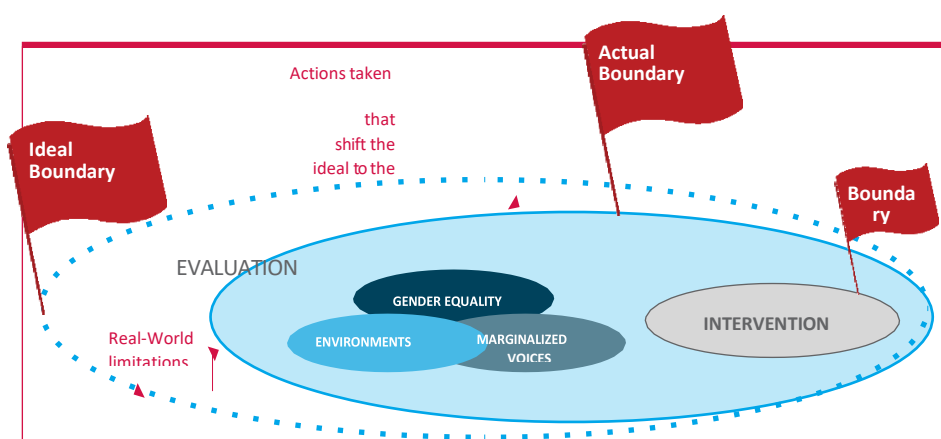

Figure 3. Evaluation Boundary

The Caribbean MCO Boundary Story was analyzed from a systemic lens to support the determination of the evaluation boundary – deciding what will be included and what will be not be included in the scope of this evaluation. The key issues that have arisen from the analysis for consideration in the evaluation are provided below:

- The evaluation focus will be to assess the work of the Caribbean MCO in all **22 countries and territories** given recent UNDS reform efforts and the COVID-19 crisis that require the implementation of a stronger multi-country approach by UN agencies within the region.
- The evaluation needs to include an assessment of the work of the Caribbean MCO from its inception in **2011 to 2019**, with work conducted in 2020 to be considered when relevant. This will allow more opportunity to assess sustainability and impact of results achieved, which is limited when assessing a shorter timeframe.
- The Caribbean MCO operates among other intersecting and nested system that contain a series of feedback loops and networks which affect its ability to deliver relevant and sustainable results. The boundary of the evaluation should include consideration of **the three additional systems** outlined in the Boundary Story:

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[9] ISE4GEMs guide.

1. *Other UN Women offices/departments* given change management efforts require assessing how the Caribbean MCO engages with and is supported by other UN Women offices and departments, particularly at regional and global levels (e.g. (e.g. ACRO, Policy Division, etc.)
2. *Other UN system entities* at global and regional levels given strengthened reporting lines to UN Resident Coordinator Offices (including planned outposted Coordination Officers) and the emphasis on joint planning, programming and delivery of results through pooled funding sources (e.g. Multi-Partner Trust Funds).
3. *Regional, sub-regional and national systems* in the Caribbean, given the emphasis on providing tailored support to **individual countries** in the region, while also maintaining a strong regional/sub-regional approach.

- All three of the GEMs dimensions are highly relevant to include within the assessment for this evaluation given the work of the Caribbean MCO and the specific context of the Caribbean region. All are inclusive of the COVID-19 crisis.
  - o **Gender equality** is central to the evaluation boundary given the MCO Caribbean's focus of work. Working on women's empowerment within a broader gender equality agenda faces specific challenges in the Caribbean region and for coherence with ACRO strategies and approaches. Despite high levels of GBV, child marriage and persistent labour segregation in the region, positive progress against other indicators (e.g. education) has created a backlash or resistance to women's empowerment efforts and created calls for gender equality work to focus on supporting men and boys. Development efforts are also affected by social norms (e.g. ideas of masculinity, religious fundamentalism, etc.), gendered effects of climate change, DRR, and COVID-19 along with existing data gaps that prevent a better understanding how gender inequality manifests itself. A largely binary view of gender also means that other genders are marginalized.As one of the most hazard prone regions in the world, the Caribbean region saw a shift from post-disaster recovery to disaster preparedness after 2017.
  - o **Environmental** sustainability and resilience are being mainstreamed throughout development and humanitarian efforts making its inclusion in the evaluation a priority. Women and youth are considered to be the most affected by environmental changes, although there is still limited information on how this manifests itself and the repercussions for gender equality.
  - o **Marginalized voices** are relatively well identified in the Caribbean as lagging behind the general population in terms of socioeconomic indicators mainly due to discrimination and stigma. These groups include PLWD, LGBTQI, youth and elderly, PLW HIV/AIDs, rural and urban poor, indigenous populations and other minority groups, and female-headed households. There is also some identification of multiple dimensions of marginalization intersecting, including youth+PLW HIV/AIDs, rural elders+poverty, indigenous peoples + poverty. This analysis is relevant for assessing the human rights-based approach, emphasis on Leaving No One Behind and the Disability Inclusion Strategy.
- An assessment of the **Theory of Change** from a systemic lens will support a better understanding of how thematic areas, the GEMs dimensions and related systems interlink and

intersect to potentially support or cancel results. This type of learning is relevant for incorporating into future strategic planning and design processes and for broader linkages to the UN MSDF and other joint programmes and for understanding how to better capture the potential of UN Women's triple mandate.

- **Programmatic and operational strategies** are the backbone to achieving desired results. Assessing the effectiveness and efficiency of these strategies and if the theories behind their use are sound will enhance decisions-making on which strategies are the most relevant and effective, and where there is room for improvement. Architecture of the MCO, business continuity, partnerships, knowledge management and capacity development are some which could benefit from assessment given the current context.

a. Evaluability Assessment

Given the broad scope of the evaluation, the large span of time considered, and the changes imposed by the COVID-19 pandemic, the evaluation present some challenges in terms of evaluability.

A key evaluability issue for assessment is the level of completeness of the documentation collected and if it will allow for a thorough analysis across the full scope of the Caribbean MCO's work. The document collection conducted during the Inception Phase indicates that **complete documentation is not available** on the programmes/projects/initiatives implemented by the MCO, with gaps in documentation differing for each of the three Strategic Note periods and across thematic areas.

Approximately 118 documents were collected: 36 for the period 2011-2013, 46 for the years 2014-2017 and 36 for the 2018-2021. Out of the 49 identified programmes/projects/initiatives, 37 have at least one related document (e.g. an agreement, an output, a baseline report, etc.). Of these, 20 full prodocs are available, but only 9 have some kind of donor report (interim, quarterly, end of project or financial). Very few programmes/projects/initiatives have a comprehensive set of documentation that would allow for a complete and thorough desk analysis: only 7 projects have more than 5 related documents.

In terms of the three SN periods included in the scope of this evaluation:

- The **2011-2013** is the period with the most gaps in documentation. Six of 22 programmes/projects/initiatives identified as initiating prior to or during 2011-13 do not have any accompanying documents. An additional ten do not have any clear prodoc or concept note and only eight projects have documented reporting or completed evaluations.
- For the **2014-17** period, out of 18 programmes/projects/initiatives identified, three have no documentation and an additional ten projects do not have clear prodoc or concept note. However, other relevant documentation is available, such as outputs data and financial agreements. Interim reporting and/or evaluation is available for eight programmes/ projects/initiatives.
- More complete documentation is available for the nine programmes/projects/initiatives initiated **since 2018** with a total of 36 documents available – the same amount available for the 22 projects from 2011 - 2013.

While the above indicates a positive trend in the production and storage of programme/ project/ initiative related documentation over time, assessment of sustainability and impact is limited within the

confines of a document analysis and in the absence of key informant interviews. The quality of the documentation collected has also not yet been reviewed and is another variable that will affect evaluability.

The team will be more aware of the level and quality of information available and will be in a position to further assess evaluability during the in-depth document analysis and synthesis process. In the case of impact, for instance, it is likely that during the process it will be clarified what areas it may not be possible to assess impact or outcome level data and why.

The strength of evidence available might be particularly weak for some thematic area workstreams - e.g WLDM and DDR - and there may be some weak points for all thematic workstreams or for specific programmatic or operational strategies. In fact, in terms of the thematic areas included in the scope of this evaluation:

- Out of 11 programmes/projects/initiatives which primary focus is **EVAW**, 2 have no documentation, 3 have at least one document, and the remaining 6 have more than one document. Among the 11 projects above, 8 have **Data** as a central thematic, 5 of which have more than one document. Other 3 projects focus on EVAW as secondary area of intervention, of these, 1 has only one documents and the other two have more than one. 4 of the projects focusing on EVAW are **TF projects,** with 1 having only the proposal and the other 3 having both proposal and other documents – 2 have evaluations).
- Of the 20 programmes/projects/initiatives that have a primary focus on **Normative- GNP**, 4 have no related documentation and 6 have only one related document. The remaining 10 have more than one document available.
- Out of 8 programmes/projects/initiatives focusing on **WEE**, 6 have more than one related document while 2 have no documents at all. Other 2 projects focus on WEE as secondary thematic, of these one has only one prodoc (in draft version) while the other has more than one document.
- Of the 6 programmes/projects/initiatives focusing on **WLDM**, 2 do not have any accompanying document and 2 have only 1 accompanying document. Of the other 2 projects having WLDM as secondary focus, both have more complete documentation, both being FGE projects.
- The 3 projects focusing on **DRR** (one as secondary focus) have more than one document.
- 8 programmes/projects/initiatives focus on Data as secondary thematic area of intervention. Of these, 3 have only one document, while the remaining 4 have more than one accompanying document.
- Among the projects indicated above, 3 are **FGE** projects. Of these, 2 have primary focus on WEE and secondary focus on WLDM, while 1 is entirely focused on WLDM. For the three projects prodoc and final evaluation are available.

There are also a limited number of **donor reports and evaluations** available for inclusion in the analysis which may reduce the ability to identify specific results reported, let alone validated or triangulated. However, the MCO has reported its progress and results on a yearly basis through the RMS system. Such reports, available since 2014, likely represent a valuable source of information on the activities the MCO has conducted and the effects it has contributed to produce. Triangulation will be used to validate them.

Another documentary gap is related to financial and budgetary information. Some critical gaps and inconsistencies have emerged in reconstructing the budget available and delivered both for single programmes/projects/initiatives and cumulatively for the whole functioning of the Caribbean MCO. In order to be reliable, financial data would need different layers of validation and, in some cases, the lack of budgetary documents compromises the evaluability of efficiency. On the other hand, analytics from the Caribbean MCO's website, YouTube videos and social media are available for analysis of the use of knowledge products, but access to individual pages may require additional extraction in order for the information to be meaningful.

Strong efforts were made by the team and the Caribbean MCO to gather all documents available and it is likely that some documentation does not exist as in the past (especially from 2011 – 2013) some initiatives were implemented under annual plans and did not develop prodocs or concept notes. Additional documents will continue to be collected and included during the data collection period and it will also include an analysis of relevant documentation produced by ACRO (e.g. evaluations, etc.), UNHQ, and by external stakeholders that will enhance the analysis and allow for improved boundary analysis. Selected interviews with available stakeholders may be pursued to fill significant gaps.

Assessing **impact** is expected to meet with the routine challenges of attribution in a situation in which UN Women's major role is facilitating and supporting duty bearers to carry out the actions which 'make the difference'. In this case, it is also likely to be challenged by some documentary gaps during the early period of the evaluation (see above) alongside the specific anticipated difficulties with collecting primary data. Nevertheless, since the evaluation covers a sufficiently long period some evidence of impact may be uncovered and findings/conclusions on how to assess impact in the future are likely possible.

Finally, it is also anticipated at this time that remote-data collection methods will experience evaluability issues. These are reflected in the *Section X: Evaluation Risks and Mitigation Strategies*.

b.   Evaluation Stakeholder Analysis and Vulnerability Assessment

An initial stakeholder identification and mapping exercise was conducted as part of the Boundary Story for the Caribbean MCO *(see Partnerships and Annex 4 of the Boundary Story).* A more in-depth analysis of this information was conducted to further identify categories, relationships among and between stakeholders, and specific vulnerabilities that may limit possibilities to engage them in the evaluation to inform who should ideally be included in the evaluation.

Stakeholders identified can be grouped into nine broad categories provided below. The evaluation aims to engage a balance of stakeholders across all categories and to include not only those whom the Caribbean MCO has directly engaged with, but also those with whom there is limited or no engagement.

1. UN Women staff, both in the Caribbean MCO and in other UN Women offices (ACRO, NYHQ, Pacific, grant-making funds, etc.)
2. UN staff working for other agencies/offices/departments in the Caribbean, and at the regional and global level. The majority of countries have some UN presence.
3. National and sub-national government actors from all 22 countries covered by the Caribbean MCO including parliamentarians, ministries, and the judiciary. All MCO countries include the

gender machineries from national governments as stakeholders. In many cases for the smaller countries, these would be the only available stakeholders for inclusion.

4. Regional and sub-regional governance organizations staff in the Caribbean and the broader Americas and the Caribbean region. Regional organizations (e.g. CARICOM, CDEMA) are identified stakeholders in 9 of the countries.
5. Civil society organization members at the national, regional or international level, including umbrella organizations. CSO stakeholders have been identified in 11 out of the 22 MCO countries and many of these will have both formal and informal relationships with the MCO, depending on the project/programme. Jamaica and Trinidad and Tobago have the largest numbers of identified CSO stakeholders with 19 and 11, respectively, and cross multiple thematic areas (e.g. WEE, EVAW, WLP, WLDM).
6. Individual direct and indirect beneficiaries across thematic areas
7. Donors, including bilateral government aid agencies and foundations
8. Academic and research institutes
9. Private sector companies

Ideally, the evaluation should:

- Include a balance of both duty-bearers (at both the national and regional level) and rights-holders (both groups and individuals) and acknowledging that a number of stakeholders engaged by the MCO act in both a duty-bearer and a rights-holder capacity (e.g. government actors who are beneficiaries of capacity building activities).
- Attempt to ensure that stakeholders representing different sexes and gender identities are targeted for inclusion, although full balance is likely not possible.
- Include stakeholders that represent all three GEMs dimensions, including groups identified as marginalized. Rights holder groups include many marginalized groups such as women survivors of violence, women living with HIV/AIDS, domestic workers, unemployed and under-employed women, LGBTQI organizations and groups vulnerable to climate change and disasters.
- Include stakeholders from all 22 countries covered by the Caribbean MCO. Jamaica has the vast majority of identified stakeholders, with 52 in total across 14 projects/programmes. Trinidad and Tobago has the next highest number of identified stakeholders with 21 across 9 projects/programmes, followed by Barbados, Grenada, and Guyana with 18, 17, and 15 stakeholders or stakeholder groups identified, respectively.
- Include stakeholders relevant to all thematic areas, and for each project/programme/activity if possible. Technical support for work on global norms includes stakeholders from all 22 MCO countries. In terms of thematic areas addressed by MCO programming, 15 countries have stakeholders identified for DRR work, 12 for EVAW, 11 for WEE and fewer for other themes.

A deeper analysis of the approximately 215 stakeholders or stakeholder groups identified in the mapping exercise and further elaborated on during the document review and analysis process will inform the sampling and vulnerability assessment of stakeholders before engaging them. This will include analysis of the power imbalances between and among stakeholder's an identification of potential gatekeepers. Using this stakeholder mapping exercise and through additional identification of potential contacts through the MCO, a set of individuals will be identified that are both key informants and have sufficient availability.

Given the unprecedented COVID-19 pandemic, all stakeholders have a vulnerability that will need to be managed ethically in all processes of the evaluation. Social distancing measures (while in place) have created new difficulties for engaging stakeholders and these are included in *Section X: Evaluation Limitations and Mitigation Strategies*.

Table 1. Summary of Identified Stakeholders

Country	# of Stakeholders/ Stakeholder Groups	Stakeholder Types	Projects/Programmes Represented	Thematic Areas
Jamaica	52	Government, Int'l Orgs, UN, CSO, Private Sector, Academia, Regional Org, RC, Think tank, Media	WIN-WIN, GEI, technical support, EnGenDER, domestic workers, The Way Out, Access to Justice, Sendai Framework, Spotlight, PowHer house, Gender responsive citizen security, Jamaica Women's Health Survey, 2014-17 GBV programme, VAW & HIV/AIDS	Global norms, WEE, WLDM, EVAW, DRR, WLP, GNP/HIV/AIDS
Trinidad and Tobago	21	Government, Int'l Orgs, UN, CSO, Academia, Regional Org, RC	technical support, domestic workers, Spotlight, JURIST, HiV Coalition, GBV social mobilization, GBV NAP implementation, Prevalence Survey, Transformational Leadership T&T	Global norms, WEE, WLDM EVAW, DRR
Barbados	18	Government, UN, CSO, Private Sector, RC, Court, Police, Trade Union	technical support, domestic workers, JURIST, Access to Justice, PfP, Social protection, Building effective resilience, Enhancing equity, Foundation Programme	Global norms, WEE, EVAW, WLP
Grenada	17	Government, UN, CSO, Regional Org, Clinic, Court	technical support, GEI, EnGenDER, Spotlight, JURIST, Access to Justice, PfP, HiV Coalition, Social protection floor, Social Mobilization 2014, Prevalence Survey, Legislative and Policy Reform	Global norms, WEE, WLDM, EVAW, DRR
Guyana	15	Government, Int'l Org, UN, CSO, Regional Org, RC, Clinic	technical support, EnGenDER, Spotlight, HiV Coalition, Prevalence Survey, Safer schools and communities	Global norms, EVAW, DRR
Antigua and Barbuda	14	Government, UN, CSO, Academia, Regional Org, Think Tank, Court, Police	technical support, EnGenDER, domestic workers, JURIST, Social Mobilization 2014, Social protection floor, Sendai Framework, Building effective resilience	Global norms, WEE, EVAW, DRR
Dominica	12	Government, UN, CSO, Regional Org, Think Tank, Court	technical support, GEI, EnGenDER, Access to Justice, JURIST, Social Protection floor, GBV social mob programme, Social Mobilization 2014, Sendai Framework, Building effective resilience	Global norms, WEE, EVAW, DRR
St Lucia	11	Government, UN, Private Sector, Regional Org, RC, Think Tank	technical support, EnGenDER, Access to Justice, PfP, Social protection floor, Building effective resilience	Global norms, WEE, EVAW, DRR
Belize	9	Government, UN, CSO, Regional Org, RC	technical support, EnGenDER, Spotlight, PfP	Global norms, EVAW, DRR
Suriname	7	Government, UN, CSO, Regional Org, RC	technical support, GEI, EnGenDER, Access to Justice	Global norms, EVAW, DRR
St. Vincent and the Grenadines	7	Government, UN, CSO, Regional Org, RC	technical support, EnGenDER, Social protection floor, Building effective resilience, Enhancing equity	Global norms, WEE, DRR
Bahamas	6	Government, UN, CSO, RC	technical support, JURIST, Building effective resilience	Global norms, WEE, EVAW, DRR
St. Kitts and Nevis	5	Government, UN, RC	technical support, Social protection floor, Building effective resilience, Enhancing equity	Global norms, WEE
Monserrat	5	Government, UN, RC	technical support, Social protection floor, Building effective resilience, Enhancing equity	Global norms, WEE
Bermuda	2	Government	technical support	Global norms
Turks and Caicos	2	Government,	technical support	Global norms
British Virgin Islands	2	Government	technical support, PfP	Global norms, EVAW
Cayman Islands	2	Government	technical support	Global norms, DRR
Curacao	2	Government	technical support	Global norms, DRR
Aruba	2	Government	technical support	Global norms, DRR
St Martin	2	Government	technical support	Global norms, DRR
Anguilla	1	Government	technical support	Global norms, DRR

VIII. Key Evaluation Objectives, Criteria and Questions

The **key objectives** of the overall evaluation are to:

- synthesize the evidence collected to develop credible findings on the Caribbean MCO's strategic positioning and delivery of results against its integrated mandate.
- assess effectiveness and organizational efficiency in progressing towards the achievement of gender equality and women's empowerment results as defined in the Strategic Note.
- demonstrate where/how the MCO can integrate a more intersectional approach to its work on gender equality, environments and marginalized voices.
- offer good practices, lessons learned, and reflections derived from the specific experiences of the Caribbean MCO
- develop conclusions on the contribution of the overall work of the Caribbean MCO to the countries it serves
- provide forward-looking and actionable recommendations to improve the overall work of the Caribbean MCO in alignment with change management, UNDS Reform, COVID-19 response and the implementation of SDGs.

The main analytical framework for the overall evaluation consists of the six core OECD/DAC evaluation criteria, updated in 2019, which describe the desired attributes of the system being assessed:

- **Relevance**: Is the Caribbean MCO doing the right things?
- **Coherence**: How well does the Caribbean MCO fit?
- **Effectiveness**: Is the Caribbean MCO achieving its objectives?
- **Efficiency**: How well are the Caribbean MCO's resources being used?
- **Impact**: What difference does the Caribbean MCO make?
- **Sustainability**: Will the benefits achieved by the Caribbean MCO last?

The '**coherence'** criteria, recently added by OECD/DAC, is highlighted because of its systemic nature which has both an internal and external dimension. The external addresses the extent to which the Caribbean MCO is compatible with the work of other systems/organizations (e.g. UN system organizations engaged in joint programmes, regional organizations, CSOs, etc.). The internal dimension assesses both the synergies and interlinkages across the Caribbean MCO's programmatic areas as expressed in Strategic Notes and the UN Women Strategic Plans, and also its coherence across UN Women's architecture. [10]

Aligned with these criteria, a set of key evaluation questions have been selected that incorporate the ISE4GEMs approach and respond to information needs expressed during the scoping interviews. *Table 2* sets out the criteria and Evaluation Questions. The implementation of the evaluation methods will determine how for each question the 1) depth and 2) triangulation/strength of evidence will be achieved.

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[10] Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions and Principles for Use', OECD/DAC Network on Development Evaluation, OECD 2019
2 UNEG, "Norms and standards for evaluation", 2016, available online at: http://www.unevaluation.org/document/detail/1914.

Table 2: Evaluation Question		
Relevance	1	**To what extent has the Caribbean MCO deployed both a relevant sub-regional and a multi-country approach?**
		• To what extent and in what areas has the MCO utilized a sub-regional approach or a country-level approach to implementation? • To what extent has the approach been considered relevant for addressing country-level priorities?
	2	**Recognizing UN Women's commitment to leave no one behind and sustainable development, to what extent has the Caribbean MCO addressed the dimensions of gender equality, environments and marginalized voices, individually and collectively from an intersectional lens?**
		• To what extent has it implemented both a women's empowerment and a gender equality approach? • To what extent has it identified, included and addressed the needs of marginalized groups? • To what extent has it taken account of environmental and climate related and other vulnerabilities in the Caribbean as part of the humanitarian/development nexus?
Coherence	3	**To what extent is the work of the Caribbean MCO coherent with internal and external overlapping and nested systems?[11]**
		• Are synergies and interlinkages across the Caribbean MCO's programmatic areas as expressed in Strategic Notes and the UN Women Strategic Plans made explicit and understood? • What is the Caribbean MCO's relationship with other UN Women offices at the country, regional and global level? • What is the Caribbean MCO's engagement with other UN system entities, regional organizations, national actors? • What role has Caribbean MCO played in UN coordination and how is this changing in the context of UNDS repositioning?
Effectiveness and Sustainability	4	**What are the key cumulative results achieved by the Caribbean MCO since its inception in 2011?**
		• Within and across thematic area? • Within and across the integrated mandate areas? • How have beneficiaries been targeted and who has ultimately benefited? (numbers, location, groups, gender) • Were there any unintended results? If so, has MCO contributed to mitigate the consequences of any unintended negative effects to which its work has contributed?
	5	**Has there been a contribution to sustainable development results and/or has resilience improved?**
		• Have regional and/or national actors been able to maintain and/or expand results? • Has habitability increased or decreased? • Have COVID-19 response efforts taken a long-term approach?

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[11] Different systems interact with each other when they overlap (e.g. two agencies/systems work together on a joint programme) and also when they are nested together (e.g. the Caribbean MCO system is nested within broader UN Women system).

	6	**How have programmatic strategies been selected and which strategies been the most effective and efficient for achieving results?**
		• Have partnerships at national and regional level been successfully leveraged to achieve and/or amplify results? Do these include a capacity strengthening component? • What has been the role of research and knowledge products? How have these been used? • What advocacy strategies have been used by MCO? How have these linked to results? • What types of capacity development investments have been made by the MCO, with which type of stakeholder? How have these been measured?
Efficiency	7	**Have operational strategies been deployed to effectively to achieve a balance between results and resources?**
		• Have human and financial resources been deployed to maximize potential results? • Are communications strategies effective in raising the visibility of gender equality issues and UN Women's specific work? • Is there an effective Business Continuity Plan in place to support implementation plans for resident and non-resident countries? • Does the Caribbean MCO receive adequate guidance from HQ/regional level on programmatic and operational strategies?
Impact	8.	**What has been the collective impact (or contribution) of the Caribbean MCO's work at the individual or community level?**
		1. Is there any evidence that the MCO's work has contributed to benefitting a broader group of rights holders, beyond those directly engaged?

IX. Evaluation Methodology

The below outlines the methodology to be deployed which allows for a mixed-method approach that is based on desk and remote-based data collection exclusively. As an iterative and flexible process, the methodology may shift during the process as required and in response to ongoing ethics and feasibility checks. This can include the decision to adopt alternative methods, incorporate emergence, further define evaluability and stakeholder engagement for sampling purposes and selection of possible cases, as well as to increase inclusion and ensure robust data against the GEMs dimensions.

Planned methods and associated tools to be developed are listed below, but the evaluation team will continue to explore other remote data collection methods that may be relevant and feasible to conduct during this phase (e.g. mobile data collection, etc.). Data collection tools will be pilot tested before use to help identify any potential problem that might lead to biased answers or difficulty in the interpretation of the question and make appropriate adjustments.

Data Collection

1. **Desk Review of documents (synthesis and analysis),** focus on extraction of secondary data from the comprehensive **document collection** process conducted during the Inception Phase that includes programme and project documentation, annual reporting, relevant past evaluations, peer-reviewed literature, financial and budget figures made available through ATLAS and

OneAPP systems, web and social media analytics through Google Analytics, YouTube Analytics, etc.[12] Additional documentation may be included as they become available (e.g. media clippings, etc) including from the ACRO Regional Evaluation on WEE.

2. **Key informant and group interviews** with a purposefully selected sample of stakeholders conducted remotely by online teleconferencing or mobile applications and those already conducted during the Inception Phase. A prioritized list of a cross-section of stakeholders will be interviewed remotely that have been identified during the inception report and desk review using tailored interview protocols drawn from the evaluation questions. Stakeholders engaging in the WEE theme will be prioritized to support coordination with the ACRO regional evaluation.

- **Tailored online surveys** will be developed and deployed by the team using survey monkey to collect data from a range of relevant stakeholders. Survey designs and implementation strategies will need to account for the fact that individuals may have limited bandwidth to answer long detailed survey questions and may be receiving multiple survey requests given the shift to remote-based work for most development and humanitarian actors. Responsiveness to surveys being put out by the MCO regarding the impact of COVID-19 will help to inform the design and implementation strategy of the surveys to increase response rates.

- **Focus Group Discussions** with available sets of stakeholders conducted remotely through online teleconferencing or mobile applications.

- **Online Observation** of relevant meetings, conferences, trainings, launches, media events, etc., including observations conducted during the Inception Phase.

- **Alternative Methods** will be identified and selected if the methods above are not feasible to implement or if feasibility around other methods increases.

Data collected will be reviewed continuously during the data collection period to verify that no inconsistencies and anomalies are present and periodic data audits will be conducted to determine if additional cycles of data collection will be useful or data saturation has been achieved. At the end of the data collection phase, the team will review the data and "clean" it by dealing with any errors that occur during writing, reading, storage, transmission or processing of computerized data. Standardized procedures for naming and formatting the collected data will be agreed by the team, to ensure consistency and ease consultation.

Data Analysis, Interpretation, Reporting and Validation

NVivo, a qualitative data analysis software will be used to code documents and interview data into themes for data extraction and analysis. A coding structure has been designed to guide the team in its systematic classification of data into one or more nodes for analysis against the evaluation questions and the Theory of Change. The coding structure includes specific definitions/descriptions for each node to reduce multi-coder bias. The team will make use of NVivo features (e.g. file classifications, search folders) to create additional classifications when relevant (gender disaggregated data, year, etc.). Additionally, a coding comparison will be done to assess how different evaluators are coding their data and any deficiencies in data coding identified will be rectified. Any major change to the data structure will need to be agreed by the whole team. Observation, financial and web/social media data will be analyzed and incorporated into the synthesis separately.

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[12] Please see Caribbean MCO Boundary Story for a more complete list of documents collected.

Data will be triangulated and analyzed against the evaluation questions to develop credible findings, from which sound conclusions and recommendations can be derived and an enhanced Theory of Change. Data analysis, interpretation and validation methods is expected to include the three corners of the ISE4GEMs systemic triangulation process, including use of the GEMs integration tool and attempt to include a broader range of stakeholders to bring different perspectives to the interpretation. The final validation process will involve the Evaluation Reference Group and may be expanded to include additional stakeholders. Analysis against the WEE thematic area will be used to inform the ACRO regional evaluation on WEE.

The evaluation reporting will consist of two main phases:

- **Preliminary Findings** which will be developed to provide an early check for accuracy, validation and expand interpretation of the data while data analysis is still in progress.
- **Draft and Final Evaluation** that further triangulate, refine and deepen the Preliminary Findings to arrive at evaluative findings, conclusions and recommendations.

X.   Evaluation Limitations and Mitigation Strategies

The sections of this report have highlighted that the extraordinary situation and global crisis of the COVID-19 pandemic has both created new risks and limitations for the evaluation and exacerbated normal ones. It affects every country, institution and individual that would be expected to engage in this evaluation. It has affected UN Women at HQ and in the Caribbean, the home countries where the evaluation team reside; and most importantly it has affected all the institutions and individuals in the Caribbean countries which the MCO serves. As a result, the conduct of this evaluation has potentially significant limitations.

As the pandemic emerged during the Inception Phase, the evaluation team has sought to mitigate the situation by integrating a response in the overall evaluation design, with the most severe risks mitigated by 1) postponing the data collection phase until a more conducive environment emerges in the region and 2) planning for the likelihood of being restricted to primary data collection using only remote methods and removing initially planned site visits.

As a result, the final evaluation report may not be able to provide a balanced and robust assessment of overall results and the GEMs dimensions. In recognition of these limitations, additional mitigation strategies are identified in the Table below.

All of which can potentially limit the full implementation of the ISE4GEMs approach, including a robust systemic triangulation process. Some key limitations and mitigation strategies are included in the table below:

Limitation/Risk	Mitigation
New remote data collection methods may involve a learning curve: Adopting new remote data collections (such as remote FGDs or mobile data collection) may involve a learning curve and	- The timeline will be adjusted to allow for learning and testing processes

therefore additional testing to enable them to be deployed effectively.	
Document Availability and Accuracy for years 2011 to 2013. In terms of financial data, it may not be possible to validate or obtain some financial figures to conduct more robust efficiency analysis.	• Interviews and survey data will be constructed to try and provide additional detail on the earlier years of the MCO for which documentation is lacking. • Leverage other evaluations of similar programming or regionally along with available relevant literature to provide some contextual information for these periods.
Remote methods and competing priorities may mean a slower data collection process and less availability: Field visits allow for intensive data collection during a limited duration of time and boundaries for stakeholder involvement. In the absence of this framework it is likely that data collection (scheduling interviews, identifying stakeholders) will take place over a longer period and with an extended boundary when exclusively done remotely. Data collection may also be slowed or limited by stakeholders' prioritization of institutional and personal adaptation to the Covid-19 conditions over and above less immediate issues.	• Expand the timeframe for data collection in the evaluation timeline • Develop criteria for establishing boundaries for remote data collection. • Thorough development of the document analysis and allows more time for the crisis situation to mature and partially resolve before primary data collection will be attempted.
Confidentiality and anonymity: Many stakeholders required to work from home may not have access to privately-owned technology or have a separate space in which they can conduct the interview.	• Introductory questions will be included to ascertain if 1) the interview can be conducted without harm and 2) to establish informed consent. Interviews should not continue if these two issues cannot be established.
Data of interest may not be immediately available to informants who are working from home due to pandemic restrictions. Data relevant for the evaluation may be stored on workplace computers or only available in hard copy in offices, making it inaccessible.	• Home working may have eased by the time data collection takes place; otherwise, initial difficulties with transitioning from office to home working are more likely to have been resolved by that stage.
Face to face interaction is qualitatively different than remote interaction: There is a level and type of communication beyond the verbal in face to face interactions that is documented and is then drawn on in the interpretation/articulating findings stage. This includes body language which facilitates dimensions not expressed verbally, for example, related to observations on the (power) relationships between stakeholders;	• Awareness has been established among the evaluation team and will be established among evaluation users that relying on remote research carries some risk to the quality of analysis and interpretation. • Efforts will be made to include visual elements in remote data collection methods, including photos of the surroundings, photos of respondents, photos of any documents deemed relevant in the course of interviews.

observations on the degree of stakeholder engagement; observations on issues of capacity and visibility. An absence of face-to- face interactions can also be a challenge to establishing coherence and in articulating the 'right' story. It therefore increases the risk that 'findings' are articulated in ways that are distant from the context and do not resonate with stakeholders and limits the ability of the evaluators to credibly triangulate data findings Another is participant observation of context which might especially support evaluative interpretation of responses on relevance, effectiveness, etc.	• Methods will be considered which explicitly use visual processes to explore change / value / significance e.g PhotoVoice. • Build in meaningful sessions for validating / sense-checking 1) preliminary and 2) 'finalised' findings and conclusions. • Establish a larger Evaluation Reference Group to provide some level of interpretation and validation of evaluation results.
The team may not be in a position to engage some key stakeholders in Jamaica given that some stakeholders were recently engaged by the UN Women Mid-Term Evaluation for the Regional Win-Win Programme.	• The evaluation team will make use of the Win Win MTE report to avoid evaluation fatigue among Jamaica stakeholders, and will attempt to reach out to stakeholders not engaged in the previous evaluation.
Access to rights holders and beneficiaries' groups for data collection is likely to be limited by remote methods: It will be more difficult (and perhaps impossible) for the evaluation team to engage with certain rights-holder/beneficiary groups using remote data collection methods. This would mean their perspectives will be more weakly established in the data available for analysis and its's interpretation, affecting the validity of the final evaluation results.	• Remote data collection will be increased among groups that straddle rights holder/duty bearer roles that benefit from an MCO work stream (e.g. capacity building, technical support, strengthened networks) but are also accountable to disseminate/use these benefits among a wider group of rights holders/beneficiary groups. • Field data collection (e.g. FGD) may be possible in Jamaica where a team member is located, if internal movement restrictions are lifted.
Natural and man-made hazards, Black Lives Matters protests and elections could further impact stakeholder availability. The data collection phase of the evaluation will likely coincide with the beginning of the Atlantic hurricane season, which begins June 1, 2020, and any significant impact from hurricanes or other natural and man-made hazards (e.g. earthquakes, oil spills), protests associated with the Black Lives Matters movement and forthcoming elections (e.g. Trinidad and Tobago, St. Vincent and Grenadines, Guyana, Jamaica, and Turks and Caicos) could further limit the availability and accessibility of stakeholders	• Collect as much of the survey and interview data as possible prior to the beginning of the hurricane season. • Ensure data collection methods, questions and schedules are flexible enough to adjust to the impact of a natural and man-made hazards, protests against racial inequality and elections.

XI. Evaluation Management and Quality Assurance

This evaluation is managed and conducted by the UN Women Independent Evaluation Service, which will approve the final report. As such the Director, IEAS and the Chief, IES will review and provide feedback on the draft and final report. All evaluation processes at UN Women establish mechanisms to ensure high quality evaluation processes and products as outlined in the UN Women Evaluation Policy and Handbook. The Evaluation Report will follow the United Nations Editorial Manual. The UN Women Evaluation Report Quality Assurance (GERAAS) criteria will be applied in retrospect to provide a quality rating to the final report but does not assess the overall process.

The evaluation team is composed of an Evaluation Specialist in NYHQ appointed as the Team Leader and Manager and three external and independent consultants selected based on their relevant qualifications for this evaluation: one Evaluator and two Research Assistants. The evaluation may seek to engage national evaluators and young and emerging evaluators from the Caribbean region. Please see Annex 1 for full bios of evaluation team members.

In addition to ongoing consultation with the Caribbean MCO on key evaluation products, an *Evaluation Reference Group* will be established for both phases of the evaluation, including a cross-section of the non-UN Women stakeholder categories identified above who will provide feedback on the key deliverables of the evaluation, enhancing its quality and validity through their diverse perspectives. Additional stakeholders may be invited to further interpret and validate the draft report.

XII. Data Protection and Security Plan

The evaluation team is committed to following practices to keep data secure throughout the evaluation life cycle to the extent possible through the existing encrypted cloud storage available to UN Women.

All documents and data collected for this evaluation will be stored in three separate online locations which are only accessible to members of the evaluation team located in Italy, Jamaica, New York and the United Kingdom. Additional protective measures will be deployed to ensure the protection and confidentiality of interview data, which will not be shared or discussed outside the team or saved on personal computers if this can be avoided.

- **First**, all documents and data are stored in a shared team folder set-up by the team leader with access only granted to evaluation team members. Data will be organized according to the type of data (e.g. desk review, interview data, FGD data, financial data, etc.), with further disaggregation according to the content and geography as relevant.
- **Second,** all online surveys will be administered, and their data stored in SurveyMonkey, under an exclusive IES license.
- **Third**, all relevant documents and data for analysis will be uploaded into an NVivo Teams project, which provides enhanced data management and security by providing a centralized location for storing and backing up project information, while also allowing for real-time collaboration. The team leader will act as the project owner and only team members will be authorized as users. At the time of this Inception Report, the NVivo Team Server was not functional. In the interim, and in case the server is not accessible for the duration of this evaluation, each team member will create an NVivo project that will be stored on the personal computer, with a copy saved in the

shared team folder. Once coding is completed, the projects will be combined and saved in the shared team folder. Once the evaluation is completed, NVivo projects saved on personal computers will be deleted.

Upon the finalization of the evaluation process and closure of the report, all data will be archived and stored in a file accessible only to IES staff.

XIII. Communication and Dissemination Plan

The Boundary Story and Inception Report are not expected to be disseminated beyond the Caribbean MCO, other relevant UN Women stakeholders and the Evaluation Reference Group members. An effective, tailored, targeted and accessible communication and dissemination strategy will be developed for the final evaluation report to ensure that the evaluation results and lessons learned are shared with relevant internal and external stakeholders (e.g. those identified in Section II of this report and others identified throughout the process). Strategy development will begin when the first draft of the evaluation report is delivered for comment. It will draw on the expertise of both the IES and Caribbean MCO's communication staff, who will also support its development and implementation. The strategy is expected to include online publication of the Synthesis Report, a PPT/SlideDoc summarizing key evaluation findings, conclusions and recommendations, an internal and external regional webinar, e-mail announcement, and tweets.

XIV. Evaluation Workplan

The indicative workplan for the evaluation below includes both completed and to-complete activities, with activities already completed in grey and activities which may not be possible to implement highlighted in yellow. The timeline may be further affected by COVID-19 and will be monitored and adjusted periodically.

Task	Jan - 20	Feb - 20	March - 20	April - 20	May - 20	June - 20	July - 20	August - 20	Sept - 20	Oct – 20	Nov - 20	Dec - 20
Inception Phase												
Document Collection	▓	▓	▓	▓								
Finalize Boundary Story	▓	▓	▓	▓								
Finalize Inception Report			▓	▓	▓							
Establish Reference Group				▓	▓	▓						
Data Collection												
Establish NVivo Coding Structure			▓	▓	▓	▓						
Additional Documentation Collection				▓	▓	▓	▓	▓				
Develop Protocols and Deploy Remote Data Collection Methods (e.g. Interview/FGD, etc.)						▓	▓	▓	▓			
Develop and Administer Surveys						▓	▓	▓	▓			
Data Coding						▓	▓	▓	▓			

Task												
Data Analysis												
Data Extraction, Analysis and Synthesis								▓	▓	▓		
Preliminary Findings										▓		
Reporting												
Draft Report										▓	▓	
Final Report											▓	
Dissemination and Communication Phase												
Develop Communications and Dissemination Strategy												▓
Finalize Implementation of Strategy												▓

ANNEX 1: Boundary Story of the UN Women Multi-Country Office for the Caribbean (2011 – 2019)

ANNEX 2: Indicative Evaluation Report Outline

<table>
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ANNEX 3: Evaluation Team Bios

Shravanti Reddy, Team Leader and Evaluation Manager: Shravanti has been working as an Evaluation Specialist at UN Women for over 10 years where she leads complex corporate, joint evaluations and systemic and synthesis reviews. Her most recent evaluation completed is the *Evaluation of UN Women's Contribution to Women's Political Participation and Leadership*. She has also contributed significantly to the development of evaluation norms, standards, policy and guidance that support integration of gender equality, human rights and environmental issues. This includes the *2016 UNEG Norms and Standards*, the UNEG Handbook (2011) and Guidance (2014) on *How to Integrate Human Rights and Gender Equality in the UN System*, the original *UN-SWAP Technical Note and Scorecard*, and the *UN Women Evaluation Policy* (2013). Most recently, she led a *feasibility study on the use of big data* for evaluation and co-authored and developed the *ISE4GEMs approach*. Currently, in addition to leading the *Evaluation of UN Women's Multi-Country Office for the Caribbean*, she is representing the IES in the *Joint Evaluation of the Common Chapter of the Strategic Plans for UNDP, UNICEF, UNFPA and UN Women*; developing a synthesis of evaluative evidence to support improved understanding of the *intersectionality of SDG goals*; participating in the development of the *UNSDCF Guide* and its *Design, Monitoring and Evaluation Companion Guide*, acts as the co-Convener for the *UNEG Humanitarian Evaluation Interest Group*, and is engaging in national capacity development related to the ISE4GEMs approach. She has lived in Zimbabwe, Kenya and India and has extensively traveled around the world for her work.

Kirsty Milward, Evaluator: Kirsty is an independent consultant specializing in gender responsive evaluation and research, with particular experience in issues of social exclusion, education, women's economic empowerment, eliminating violence against women, citizenship and rights. Over the last 10 years she has increasingly focused on designing and implementing mixed method and qualitative evaluations using collaborative and participatory approaches. She has carried out evaluations and evaluability assessments for a range of clients including UN Women, UNICEF, DFAT, DFID and Plan International. Prior to this, she focused on research, writing and editing for academics and activists in gender and development. Publications include "*Organising Women Workers in the Informal Economy*" with co-editors Naila Kabeer and Ratna Sudarshan; "*Promising Pathways: Innovation and Best Practice in CLTS at Scale in Madagascar*" and "*Gender Mainstreaming Critiques: Signposts or Dead Ends*?" with Franz Wong and Maitrayee Mukhopadhyay. Kirsty lived for 20 years in rural West Bengal, India, where she founded and continues to co-manage Suchana, an education resource centre working with the indigenous *adivasi* community. She recently relocated back to UK. She completed an MA in Gender and Development at IDS, Sussex in 1994.

Matthew McFall, Research Assistant: Matthew is an Environmental and Social Sustainability specialist with over 9 years of experience working at the intersection of natural resources management, corporate sustainability and international development. Matt received a Master of Arts in Law and Diplomacy from The Fletcher School at Tufts University in 2011, where he focused on international environment and resource policy. He worked for over 5 years at the World Wildlife Fund (WWF) in Washington, DC focusing on engaging the private sector on agricultural supply chain and freshwater sustainability. He has over 2 years of experience supporting program evaluations for the GEF and UNDP Independent Evaluation Offices. In 2017, he moved to Jamaica with his wife to be closer to family and worked as the

Environmental and Social Safeguards officer for a multilaterally-funded energy efficiency and renewable energy project with the Petroleum Corporation of Jamaica. Matt is also an amateur coffee roaster and was invited by the Jamaica Tourist Board to demonstrate coffee roasting at the 2019 Jamaica Blue Mountain Coffee Festival.

Tania Gatto, Research Assistant: Tania has a Master's Degree in International Development and further specialization on gender. She began her professional career at the Gender Unit of the International Training Centre of the ILO where she has been an intern, a professional and currently a consultant. She works as an independent consultant for UN agencies (such as ITC-ILO, FAO and UN Women), NGOs and the private sector, mainly on the integration of gender perspective into projects, conducting gender analysis, writing EU projects proposals and designing on-line and face-to-face learning contents on gender issues (such as gender pay gap, intersectional discrimination, segregation of work). Since 2017 she conducts final and mid-term evaluations of humanitarian and development gender-related projects. Among her interests: intersectionality and discrimination, gender and climate change and masculinities studies. She lived and traveled around South America and she speaks and works in English, Spanish, Italian and currently improving her French and studying Chinese."