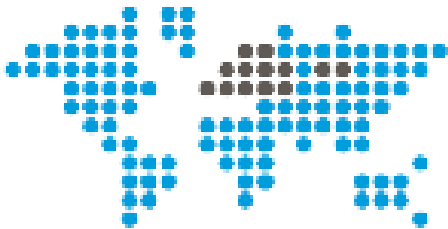


SYNTHESIS REPORT ANNEXES

# REGIONAL EVALUATION OF UN WOMEN'S SUPPORT FOR CAPACITY DEVELOPMENT OF PARTNERS TO RESPOND TO THE NEEDS OF WOMEN AND GIRLS IN EUROPE AND CENTRAL ASIA



**INDEPENDENT EVALUATION AND AUDIT SERVICES (IEAS)**

Independent Evaluation Service (IES)

UN WOMEN

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## Annex 1: Terms of Reference and Inception Report

Title	File
Terms of Reference	Gate URL will be added.
Inception Report	Gate URL will be added.

## Annex 2: Stakeholder Mapping

Stakeholder group	Key stakeholders	What (role in UN Women's capacity development activities)	Why (gains from involvement in the evaluation)	How (informational, reference group, management group, data collection, etc.)	When (in what stage of evaluation)	Priority (importance of involvement in evaluation process)
Duty-bearers	UN Women Regional Directors	Regional programming of capacity development initiatives	Use evaluation evidence to inform decision making of capacity development activities at the regional level, and possibly become a beneficiary of change resulting from the evaluation	Key informants Reference Group	Inception phase/data collection	Very high
	UN Women Regional Internal Thematic policy and programme sections at regional level (WEE, EAW, P&G, WSP)	Programmatic and implementation work related to capacity development	Improved vision on what capacity development should look like in the region and for the specific thematic area Definition, standardization, and adaptation of capacity development activities, possibly becoming a beneficiary of change	Key informants Reference Group	Inception phase/data collection	Very high
	UN Women country-internal CO leadership (Country reps)	Country level programming of capacity development initiatives	Better decision-making, capacity development strategy at the CO level, and possibly	Key informant	Data collection	Very high

				become a beneficiary of change from the evaluation			
		CO Programme staff	Programming and/or delivery of capacity development activities	Better programming and delivery of capacity development activities and possibly become a beneficiary of change from the evaluation	Key informants Reference Group	Inception phase/data collection	Very high
	<b>External at regional level</b>	Regional implementation partners/CSOs	In partnership with UN Women in implementation of capacity development activities; beneficiaries of capacity development activities	Use evaluation for future partnership with UN Women Beneficiary of change from the evaluation/use evaluation evidence for better capacity development activities	Key informants	Data collection	Desirable
	<b>External at country level</b>	Country level Implementing partners (CSOs, Government, National Gender Machineries, Private sector)	In partnership with UN Women in implementation of capacity development activities; beneficiaries of capacity development activities	Better implementation of capacity development interventions at the programme/project level Use evaluation for future partnership with UN Women Beneficiary of change from the evaluation/use evaluation evidence for better capacity development activities	Informational Key informants	Data collection	High
<b>Rights-holders</b>	<b>External at HQ, Regional and Country level</b>	End beneficiaries of capacity development interventions (women and girls)	Ultimate beneficiaries of UN Women's capacity developments	Beneficiary of change from the evaluation/use evaluation evidence for better capacity development activities	Informational	Data collection	High

### Annex 3: UN Women Strategic Plan Outputs Related to Capacity Development to Partners

Output name in the Dashboard	Output name in the SP
2018-2021 SP outputs	
D61 – Strengthening Govt Capacities	(2018-2021 SP) Output 1: The capacity of governments and stakeholders is strengthened to assess progress in implementation of the Beijing Platform for Actions, and other global normative and policy frameworks
D43- Strengthening Govt Capacities	(2018-2021 SP) Output 15: More women play a greater role in and are better served by disaster risk reduction and recovery processes
2014-2017 SP outputs	
D111 – CapDev on Laws/Const on WPP	(2014-2017 SP) Output 1.1.1. Enhanced capacity at national and sub-national levels to develop and implement constitutions, legal frameworks and policies that promote women’s political participation
D121 – Legislature CapDev on gender equality and women’s empowerment	(2014-2017 SP) Output 1.2.1. Strengthened capacities of Parliaments and sub-national legislatures to adopt policies, legislation and procedures that promote gender equality and women’s empowerment
D122- CapDev Women Cand&Voters	(2014-2017 SP) Output 1.2.2. Strengthened capacities at all levels to promote women’s participation in electoral processes both as candidates and voters
D131 – CapDev GEAdvoc WPP	(2014-2017 SP) Output 1.3.1. Capacity of gender equality advocates strengthened to promote women’s leadership and political participation
D211 – CapDev Policymakers WEE	(2014-2017 SP) Output 2.1.1. Enhanced capacity of legislators and policy makers in applying international standards, accountability mechanisms and budgetary allocations in national laws, policies, programs and regulations on women’s economic empowerment
D221 – CapDev GenderResp Policies&Se	(2014-2017 SP) Output 2.2.1. Enhanced capacity at national and local levels to develop and implement gender-responsive public services and policies
D222 – CapDev women entrepreneurs	(2014-2017 SP) Output 2.2.2. Strengthened skills/ opportunities and enterprise development assistance for women to enhance their employment, sustainable livelihoods and resilience
D231- CapDev GEAdvocacy on PovertyErad	(2014-2017 SP) Output 2.3.1. Enhanced capacity of gender equality advocates to influence poverty eradication policies including through communications and advocacy tools
D311 – CapDev on EVAW Laws&Policies	(2014-2017 SP) Output 3.1.1. Strengthened capacity of national and local authorities to develop and implement laws, policies and strategies to prevent and respond to violence against women and girls and prevent impunity
D322- CapDev of VAW Service providers	(2014-2017 SP) Output 3.2.2. Strengthened capacity of multi-sectoral VAW service providers to provide quality, survivor focused support to women and girls
D421- CapDev GEAdvocates on WPS	(2014-2017 SP) Output 4.2.1. Gender equality advocates have enhanced capacities and opportunities to influence peace and security processes
D432 – CapDev GenderResponsive Human	(2014-2017 SP) Output 4.3.2. Enhanced national and regional capacity of institutions and partners to develop and implement gender-responsive policies and measures for humanitarian action

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

#### Annex 4: The List of Countries in Europe and Central Asia Region by Budget Allocation for Capacity Development

Country Office/Presence	Capacity Development Budget (USD, 2018-2022)	Total Budget (USD, 2018-2022)	% of the total budget	Impact areas with largest investment
Albania	5,991,734	14,111,592	42.5%	EVAW
Bosnia and Herzegovina	7,194,689	17,231,547	41.8%	EVAW
Georgia	13,317,102	28,188,639	47.2%	WEE
Kazakhstan	6,847,189	15,421,121	44.4%	L&G
Kosovo*	3,130,579	7,200,694	43.5%	EVAW
Kyrgyzstan	7,036,593	12,038,934	58.4%	EVAW
Moldova	10,872,929	22,782,151	47.7%	EVAW
North Macedonia	6,129,740	10,597,316	57.8%	L&G
Serbia	8,571,267	14,554,118	58.9%	EVAW
Tajikistan	2,411,247	4,988,533	48.33%	EVAW
Türkiye	16,477,645	37,607,131	43.8%	L&G
Ukraine	18,327,241	31,129,301	58.9%	WPS
ECARO	15,049,010	41,603,899	36.2%	EVAW

#### Annex 5: Sampling of Case Studies and In-dept Reviews

##### Management and Organization of the Evaluation

The evaluation was managed by the Independent Evaluation Service, part of the Independent Evaluation and Audit Services of UN Women. UN Women Europe and Central Asia Regional Evaluation Specialist, who is a member of the UN Women IES will act as the evaluation team lead and task manager for this process. Data collection at the country and regional level was supported by the UN Women personnel in each office, that was designated in the inception phase.

##### Thematic Areas

These share the thematic areas in which the country offices conduct capacity development with partners ordered by the size of investment. There are the four thematic areas that UN Women focuses on: leadership and governance (LG); end to violence against women (EVAW); women’s economic empowerment (WEE); and women peace and security and humanitarian assistance (WPS&HA).

### **Level of budget allocated to Capacity Development/ office spend**

Financial analysis of annual budget plans 2018-2022 was conducted to ascertain the highest ranked countries by investment. This was drawn from the UN Women Results Management System. The percentage allocated on capacity development was then analysed against the overall budget of the Office to give an indication of the proportion of investment on capacity development activities.

### **Country Income Levels**

The income level of the countries is shared to show the different income and development contexts<sup>1</sup>.

### **Gender Inequality Index**

The gender inequality index is included to show the different contexts in terms of gender equality. The GII measures inequalities in reproductive health, empowerment, and economic status<sup>2</sup>.

### **Mentioned arguments for in-depth look**

The inception interview notes were reviewed to pull out arguments for conducting case studies that were mentioned. These related to the readiness of the country office to be evaluated and good practices in different stages of the capacity development cycle.

### **Selection of countries from the table**

In making the decisions about the final selection of countries, in addition to readiness of the country office to be evaluated, weight was given to the columns with highest investment in capacity development and crossed with arguments mentioned in the inception interviews.

Based on the priority criteria, three countries are selected for the case study: Ukraine, Turkey and Georgia (high investment in capacity development, some standardised methodologies, good practices in capacity needs assessment, monitoring, evaluation and reporting, crisis context, effects in on-line capacity development, each prioritise different thematic area). There was a strong suggestion from several offices to explore the challenges faced by the Programme Offices in terms of capacity development as well as to capture regional aspect of capacity development (cross-border capacity development, regional programmes, capacity development of regional and subregional partners). Although case study will not be prepared, the evaluation will aim to address those issues and cover them in the synthesis report.

### **Challenges Around Evaluating Capacity Development**

The corporate evaluation identified multiple challenges to evaluating capacity development. Unlike the evaluation of specific programs, capacity development does not have stand-alone outcomes to evaluate against and tends to support a range of goals in different sectors and different levels through different activities. Within UN Women, capacity development is, as discussed, one of the key drivers approaches to the development of results across the agency and therefore cuts across each of the four different priority areas and must be reviewed against the different outcome areas.

Commonly adopted evaluation methods often do not capture the intangible effects of capacity development (including individual and social transformations). Capacity development tends to involve

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<sup>1</sup> <https://datahelpdesk.worldbank.org/knowledgebase/articles/906519-world-bank-country-and-lending-groups>

<sup>2</sup> <https://hdr.undp.org/en/content/gender-inequality-index-gii#:~:text=The%20GII%20is%20built%20on,more%20loss%20to%20human%20development.>

projects that, by their nature, are focused on change processes to initiate changes in people, organizations and/or their enabling environment; these rely on non-planned changes and therefore are not captured through pre-defined indicators. Furthermore, capacity development initiatives, constrained by previously agreed time frames, budgets and resources are usually not designed to evaluate impact over the medium or longer term or the sustainability of that change. Based on the regional evaluation inception findings, monitoring of capacity development largely focus on inputs and outputs, with occasional efforts to capture mid-term effects and changes for partners or end beneficiaries (mostly seen in women in leadership and governance and women’s economic empowerment areas). Short term duration of the projects and insufficient resources and capacities for mid- to longer term outcome and impact assessment hinder understanding of how UN Women’s capacity development support works and strategic learnings from the process. The evaluation approach selected has taken on board these challenges within the selection of the approaches.

Country	Representativeness of COs/ Themes		Focus on Capacity Development		Context		Inception Finding
	Thematic areas (largest investments in capacity development first)	Office Type	Level of Budget Spend for Capacity Development / % of the total budget (Ranked)		Income level of country	Gender Inequality Index (189 countries)	
Albania	EVAW, LG, WEE, WPS/HA	Small	5,991,734 (8)	42.5%	Upper middle income	42	2
Bosnia and Herzegovina	EVAW, LG, WEE, WPS	Small	7,194,689 (7)	41.8%	Upper middle income	38	2
Georgia	WEE, EVAW, WPS/HA, LG	Large	13,317,102 (3)	47.2%	Upper middle income	76	5
Kazakhstan	LG, EVAW, WEE	Medium	6,847,189 (6)	44.4%	Upper middle income	44	2
Kosovo*	EVAW, WPS/HA, LG, WEE	Small	2,478,385.00 (11)	45.3%	Upper middle income	n/a	2
Kyrgyzstan	EVAW, LG	Small	5,604,809.00 (9)	57.9%	Lower middle income	82	3
Moldova	EVAW, LG, WEE	Medium	10,872,929 (5)	47.7%	Upper middle income	46	Recently evaluated capacity development
North Macedonia	LG, EVAW	Small	6,129,740 (7)	57.8%	Upper middle income	37	3
Serbia	EVAW, LG	Medium	5,652,068.00 (10)	60.6%	Upper middle income	35	2
Tajikistan	EVAW, LG, WPS/HA, Global norms	Small	1,748,147.00 (12)	54.9%	Lower middle income	70	2



<b>Türkiye</b>	LG, WPS/HA, EVAW	Medium	16,477,645.00 (2)	43.9%	Upper middle income	68	4
<b>Ukraine</b>	WPS/HA, EVAW, LG	Large	13,174,545.00 (4)	54.9%	Lower middle income	52	4
<b>ECA Regional Office</b>	EVAW, LG, WEE, Global norms		41,603,899 (1)	36.2%			3

## Annex 6: Evaluation Matrix

Evaluation Questions	Criteria	Evidence	Sources of Information	Data Collection Tools
<b>EQ 1. How does UN Women assess the partner's capacity needs to ensure relevance of its capacity development interventions?</b>				
<p>1.1 How are the partners' capacities assessed?</p> <ul style="list-style-type: none"> <li>Was there a standardized process of capacity needs assessment?</li> <li>Were all relevant stakeholders including vulnerable groups involved?</li> <li>Have any existing capacities and context (including risk) been taken into account?</li> <li>Are the international and national legal frameworks and standards on gender equality, human rights and "leave no-one behind principles" taken into account?</li> <li>What was the practice in crisis situations (COVID-19, conflict, other crisis situations)?</li> </ul> <p>1.2 To what extent is UN Women's support for capacity development relevant to</p>	<p>DIAGNOSIS (Relevance)</p>	<ul style="list-style-type: none"> <li>Evidence of context analysis and participatory needs assessment to inform capacity development design</li> <li>Evidence of theory of change for capacity development support demonstrating relevance to wider processes</li> <li>Perceptions of staff</li> <li>Perceptions of beneficiaries</li> <li>Perceptions of partners</li> </ul>	<ul style="list-style-type: none"> <li>UN Women CO, RO personnel</li> <li>Documentation of capacity development support</li> <li>Beneficiaries</li> <li>Partners</li> </ul>	<ul style="list-style-type: none"> <li>Case studies</li> <li>KII staff interviews</li> <li>KII partner and end beneficiaries interviews</li> <li>KII surveys</li> <li>Document review</li> </ul>

<p>existing national and local change processes? What is the added value of UN Women capacity development support?</p>				
<p><b>EQ 2. To what extent is the design of UN Women’s capacity development interventions aligned with the needs identified and objectives set?</b></p>				
<p>2.1 To what extent does the capacity development design respond to identified capacity needs, context in which it takes place? What are the capacity development approaches/methods integrated in the design?</p> <p>2.2 To what extent does it identify strategies for ensuring sustainability of efforts?</p> <p>2.3 Are the learning objectives clear and adult learning techniques used?</p> <p>2.4 How was the capacity development (re)designed in the crisis situations? What were the advantages/disadvantages of virtual (online) or blended capacity development interventions?</p>	<p>DESIGN (Relevance, effectiveness)</p>	<ul style="list-style-type: none"> <li>• Evidence of clear learning objectives set</li> <li>• Alignment of capacity development interventions with needs assessment and objectives</li> <li>• Evidence of reassessment and adjustments of capacity development interventions to the changing context</li> <li>• Staff perceptions</li> <li>• Partner perceptions</li> <li>• Beneficiary perceptions</li> </ul>	<ul style="list-style-type: none"> <li>• UN Women CO, RO personnel</li> <li>• Documentation of capacity development support</li> <li>• Beneficiaries Partners</li> </ul>	<ul style="list-style-type: none"> <li>• Case studies</li> <li>• KII staff interviews</li> <li>• KII partner and end beneficiaries interviews</li> <li>• KII surveys</li> <li>• Document review</li> </ul>

<b>EQ 3. To what extent did the delivery provide adequate learning environment / environment for change?</b>				
<p>3.1 To what extent did the delivery provide adequate learning environment?</p> <p>3.2 Was there an appropriate selection of beneficiaries who will likely act as agents of change?</p> <p>3.3 To what extent were the partners/beneficiaries satisfied with the quality of delivery?</p> <p>3.4 Was the delivery appropriate for all participants, including the most marginalized?</p>	<p>DELIVERY (Relevance, effectiveness)</p>	<ul style="list-style-type: none"> <li>• Alignment of delivery with design</li> <li>• Appropriateness of targeted participants</li> <li>• Perceptions of staff</li> <li>• Perceptions of beneficiaries</li> <li>• Perceptions of partners</li> </ul>	<ul style="list-style-type: none"> <li>• UN Women CO, RO and HQ staff</li> <li>• Documentation of capacity development support</li> <li>• Beneficiaries</li> <li>• Partners</li> </ul>	<ul style="list-style-type: none"> <li>• Case studies</li> <li>• KII staff</li> <li>• KII partner</li> <li>• KII/FGD beneficiaries</li> <li>• Document review</li> </ul>
<b>EQ4. To what extent did the capacity development intervention provide continuous follow-up support and link with other relevant UN Women or external interventions?</b>				
<p>4.1 To what extent did the UN Women provide support beyond the capacity development intervention, in order to apply new skills?</p> <p>4.2 To what extent UN Women uses the opportunity for internal</p>	<p>SYNERGIES AND FOLLOW UP (Effectiveness, efficiency and sustainability)</p>	<ul style="list-style-type: none"> <li>• Evidence of follow-up activities</li> <li>• Evidence of mechanisms for monitoring results and impact</li> <li>• Evidence of synergies with regional and subregional efforts</li> </ul>	<ul style="list-style-type: none"> <li>• UN Women CO, RO personnel</li> <li>• Beneficiary</li> <li>• Documentation of capacity development support</li> </ul>	<ul style="list-style-type: none"> <li>• Case studies</li> <li>• KII staff</li> <li>• KII partner</li> <li>• KII beneficiaries</li> <li>• Document review</li> <li>• RMS review</li> </ul>

<p>and external synergies with compatible efforts? How are regional and country level efforts synchronized and leveraged?</p> <p>4.3 Are the results of capacity development support effectively monitored and captured within UN women internal systems and how are the learnings used?</p>		<ul style="list-style-type: none"> <li>• Staff perception</li> <li>• Beneficiary perception</li> </ul>		
<p><b>EQ5. To what extent did the capacity development intervention address underlying causes of gender inequality and the needs of vulnerable groups?</b></p>				
<p>5.1 To what extent does UN Women’s support for capacity development address the underlying causes of gender inequality? How is the capacity development partners’ and end-beneficiaries’ interest raised for those issues?</p> <p>5.2 To what extent does UN Women’s support for capacity development purposefully seek to include and empower marginalized and left behind groups (including those with disabilities); to address obstacles to inclusion; and to promote human rights?</p>	<p>HUMAN RIGHTS AND GENDER EQUALITY (Relevance, effectiveness)</p>	<ul style="list-style-type: none"> <li>• Evidence that capacity development support based on analysis of underlying causes of gender equality and position of marginalised groups (e.g., in context analysis, needs assessment etc)</li> <li>• Outcomes of capacity development support related to underlying causes of gender inequality</li> <li>• Theory of change/capacity development objectives articulating how support will contribute to addressing underlying</li> </ul>	<ul style="list-style-type: none"> <li>• Documentation of capacity development support</li> <li>• UN Women CO, RO personnel, partners, beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Case studies Document review</li> <li>• Staff KII Beneficiaries KII</li> </ul>

		<p>causes of gender inequality</p> <ul style="list-style-type: none"> <li>• Staff perceptions</li> <li>• Beneficiary perceptions</li> </ul>		
<b>EQ 6. To what extent did the capacity development support bring change at individual, organizational and systemic level?</b>				
<p>6.1 To what extent did the intervention enhance beneficiaries' functional and technical skills and their knowledge? Do target beneficiaries implement/use gained knowledge, technical skills and demonstrate changes in attitudes, behaviours and practices?</p> <p>6.2 To what extent did the intervention contribute to changes adopted by the organization or community in response to the capacity development efforts?</p> <p>6.3 To what extent has the capacity development intervention brought change to final beneficiaries, organizations and</p>	<p>CHANGE AT INDIVIDUAL, ORGANIZATIONAL AND SYSTEMIC LEVEL (Effectiveness, efficiency, impact and sustainability)</p>	<ul style="list-style-type: none"> <li>• Evidence of results and outcomes from capacity development support</li> <li>• Evidence of results from different capacity development modalities</li> <li>• Staff perceptions of results and outcomes from capacity development support</li> <li>• Evidence regarding enablers and constraints to effective capacity development</li> <li>• Beneficiary perceptions</li> <li>• Partner perceptions</li> </ul>	<ul style="list-style-type: none"> <li>• Reporting on capacity development support</li> <li>• Evaluations of capacity development support</li> <li>• RMS</li> <li>• Beneficiaries</li> <li>• Partners</li> <li>• UN Women CO, RO personnel</li> </ul>	<ul style="list-style-type: none"> <li>• Case studies</li> <li>• Document review</li> <li>• RMS review</li> <li>• Staff KII</li> <li>• Beneficiary KII/FGD</li> <li>• Partner KII</li> </ul>

<p>communities through systemic changes?</p> <p>6.4 What modalities of capacity development were most effective? What were the key factors that enabled or hindered results of capacity development interventions?</p>				
<p><b>EQ7. To what extent are UN Women’s organizational processes and structures, and its human, financial and technical resources, adequate to provide capacity development support to partners?</b></p>				
<p>6.1 Are human, financial and technical resources for capacity development adequate at national levels and have they led to the desired results?</p> <p>6.2 To what extent are partners and beneficiaries satisfied with the levels and efficiency of UN Women capacity development support?</p> <p>6.3 To what extent does UN Women support the development of operational capacity within its partners?</p> <p>6.4 To what extent does UN Women use its resources to deliver capacity development at scale?</p>	<p>EFFICIENCY</p>	<ul style="list-style-type: none"> <li>• Human resource allocation to capacity development</li> <li>• Budget/financial data</li> <li>• Examples of timely and at scale response to partners’ needs</li> <li>• Perceptions of personnel</li> <li>• Perceptions of partners</li> <li>• Perceptions of beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• UN Women CO, RO personnel</li> <li>• Partners</li> <li>• Beneficiaries</li> <li>• RMS</li> </ul>	<ul style="list-style-type: none"> <li>• KIIs staff</li> <li>• RMS review</li> <li>• Staff survey</li> </ul>

EQ 5. How sustainable are the results from UN Women’s support for capacity development?				
<p>8.1 What does UN Women do to develop sustainability and stakeholder ownership of results from capacity development? 8.2 What are the main factors, other than resources, that enable or hinder sustainability of results from capacity development?</p>	<p>Sustainability</p>	<ul style="list-style-type: none"> <li>• Examples of strategies and activities to ensure sustainability within capacity development support</li> <li>• Examples of strategies and activities to build ownership of results within capacity development support</li> <li>• Examples of sustainable support and evidence on what enabled that</li> <li>• Examples of capacity development support that have not been sustainable and evidence on what hindered this.</li> <li>• Staff perceptions</li> <li>• Beneficiary perceptions</li> </ul>	<ul style="list-style-type: none"> <li>• UN Women CO, RO and HQ staff</li> <li>• Documentation of capacity development support</li> <li>• Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• KII staff</li> <li>• KII/FGD beneficiaries</li> <li>• Case studies</li> <li>• Staff survey</li> </ul>



## Annex 7: Evaluation Questions

**DIAGNOSIS (Relevance):** How does UN Women assess the partner’s capacity needs to ensure relevance of its capacity development interventions?

**DESIGN (Relevance, effectiveness):** To what extent is the design of UN Women’s capacity development interventions aligned with the needs identified and objectives set at diagnosis stage?

**DELIVERY (Relevance, effectiveness):** To what extent did the delivery provide an adequate learning environment/environment for change?

**SYNERGIES AND FOLLOW UP (Effectiveness, efficiency and sustainability):** To what extent did the capacity building intervention provide continuous follow-up support and link with other relevant UN Women or external interventions?

**HUMAN RIGHTS AND GENDER EQUALITY (Relevance, effectiveness):** To what extent did the capacity development intervention address underlying causes of gender inequality and the needs of vulnerable groups?

**CHANGE AT INDIVIDUAL, ORGANIZATIONAL AND SYSTEMIC LEVEL (Effectiveness, efficiency, impact and sustainability):** To what extent did the capacity development support bring change at individual, organizational and systemic level?

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

**SUSTAINABILITY:** How sustainable are the results from UN Women’s support for capacity development?

## Annex 8: Data Collection Tools

### Key Informant Interview Questions

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

- UN Women country office staff
- UN Women regional office staff
- Civil society representatives (or other relevant partners in the country) and beneficiaries
- Government representatives
- Donors

The data collection tools will be used to collect data to respond to the evaluation questions, and also to provide in-depth information for the case studies. The guides below share the introduction and then the comprehensive list of relevant questions for each type of stakeholder group.

### **REGIONAL EVALUATION OF UN WOMEN’S SUPPORT FOR CAPACITY DEVELOPMENT OF PARTNERS TO RESPOND TO THE NEEDS OF WOMEN AND GIRLS IN EUROPE AND CENTRAL ASIA**

## Key Informant Interviews

### INTRODUCTION:

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

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

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

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

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

### **CIVIL SOCIETY/ GOVERNMENT REPRESENTATIVES / OTHER PARTNERS IN CAPACITY DEVELOPMENT**

**Date:**

**Interviewee (name, title, affiliation):**

**Organisation/Institution:**

### DIAGNOSIS

1. How would you describe UN Women's capacity development to partners in your country and to what extent is it aligned with the country, partner's and end beneficiaries needs?
2. To the best of your knowledge, how does UN Women assess capacities of the national partners? Have you ever been consulted? Are all relevant stakeholders involved, including vulnerable groups?
3. How were the capacities of national partners assessed related to COVID-19 crisis or other crisis situations in the country?

*We'd like to talk specifically about the Capacity Development initiative(s) that you have been involved with.*

#### DESIGN

4. How the capacity development initiatives you were a part of came about? (e.g., was there a capacity needs assessment, was it requested by your organisation or brought by UN Women?)
5. What did the capacity development intervention consist of? (trainings, coaching, technical/advisory support... )?
6. How did the crisis situations affect capacity development approaches?
7. What is the added value of UN Women capacity development support?

#### DELIVERY

8. Please share some reflection on delivery of the capacity development (learning environment, delivery methodology, who were the trainers...?)
9. Was there an appropriate selection of beneficiaries who will likely act as agents of change?
10. To what extent were you satisfied with the quality of delivery? Was the approach to delivery appropriate for all participants?
11. What were the advantages/disadvantages of virtual (online) or blended capacity development interventions?

#### SYNERGIES AND FOLLOW UP (Effectiveness, efficiency and sustainability)

12. Was there any follow-up provided by UN Women to support you in the application of learnt knowledge and skills?
13. Was there any synergy with other initiatives ensured to support effectiveness of capacity development? (For example other UN Women's or other organisations' or governments' programme)
14. Did UN Women facilitate any cross-border or regional exchange?
15. Did you or UN Women measure the effects of capacity development intervention and how knowledge and skills are used? Has your organisation been asked for feedback?

#### HUMAN RIGHTS AND GENDER EQUALITY (Relevance, effectiveness)

16. To what extent did the capacity development intervention by UN Women's address the underlying causes of gender inequality? How did UN Women intervention raise beneficiaries' interest for those issues?
17. To what extent does UN Women's support for capacity development purposefully seek to include and empower marginalized and left behind groups (including those with disabilities); to address obstacles to inclusion; and to promote human rights?

CHANGE AT INDIVIDUAL, ORGANIZATIONAL AND SYSTEMIC LEVEL (Effectiveness, efficiency, impact and sustainability)

18. From your experience did the capacity development initiative you participated:

- i. increase knowledge and capacity [for yourself/ the organisation]? In addition to affecting knowledge, did it change attitudes? Did you share knowledge and results with a third party?
- ii. contribute to organisation's arrangements, processes, instruments, or strategies to create impact for women and girls?
- iii. improved systems and created more enabling environment for impact for women and girls?

19. Have you seen any impact for women and girls that you can link to UN Women's capacity development?

20. Were there any factors that supported or hindered achievement of results?

EFFICIENCY

21. Were you satisfied with the efficiency of UN Women's support to capacity development which you were a part of?

SUSTAINABILITY

22. How sustainable are the results of the capacity development supported by UN Women that you were a part of? What factors supported or hindered sustainability?

### **UN Women Country Office Staff**

**Date:**

**Interviewee (name, title, affiliation):**

**Country Office:**

DIAGNOSIS (Relevance)

1. To what extent is UN Women's support for capacity development to partners aligned with the country, partner's and end beneficiaries needs? How are the partners' capacities assessed? (Was there a standardized process? Were all relevant stakeholders including vulnerable groups involved?)
2. What else is taken into account, e.g., existing capacities and context (including risk), international and national legal frameworks and standards on gender equality and human rights taken into account etc.?
3. What was the practice in crisis situations (COVID-19, conflict, other crisis situations)?

DESIGN (Relevance, effectiveness)

4. To what extent does the capacity development design respond to identified capacity needs and context in which it takes place? What are the capacity development approaches/methods integrated in the design?
5. What strategies for ensuring sustainability of efforts did you integrate in the design?
6. Are the learning objectives clear and adult learning techniques used?
7. How was the capacity development (re)designed in the crisis situations?

#### DELIVERY (Relevance, effectiveness)

8. Who delivers capacity development?
9. To what extent did the delivery provide adequate learning environment?
10. Was there an appropriate selection of beneficiaries who will likely act as agents of change?
11. To what extent were the partners/beneficiaries satisfied with the quality of delivery? Was the approach to delivery appropriate for all participants?
12. What were the advantages/disadvantages of virtual (online) or blended capacity development interventions?

#### SYNERGIES AND FOLLOW UP (Effectiveness, efficiency and sustainability)

13. To what extent did the capacity development intervention provide support beyond the capacity development intervention to apply new skills?
14. To what extent does UN Women use the opportunity for internal and external synergies with compatible efforts? How are regional and country level efforts synchronized and leveraged? What is the role of the ECA Regional Office?
15. Are the results of capacity development support effectively monitored and captured within UN women internal systems and how are the learnings used?

#### HUMAN RIGHTS AND GENDER EQUALITY (Relevance, effectiveness)

16. To what extent does UN Women's support for capacity development address the underlying causes of gender inequality? How are the capacity development partners and end-beneficiaries' interest raised for those issues?
17. To what extent does UN Women's support for capacity development purposefully seek to include and empower marginalized and left behind groups (including those with disabilities); to address obstacles to inclusion; and to promote human rights?

#### CHANGE AT INDIVIDUAL, ORGANIZATIONAL AND SYSTEMIC LEVEL (Effectiveness, efficiency, impact and sustainability)

18. Please mention key changes that you see as a result of UN Women's capacity development interventions at different levels:

\* individual – enhancement of beneficiaries’ functional and technical skills and their knowledge; do they use gained knowledge, technical skills and demonstrate changes in attitudes, behaviours and practices?

\* organizational - To what extent did the intervention contribute to changes adopted by the beneficiaries’ organization or community in response to the capacity development efforts?

\* systemic - has the capacity development intervention brought change to final beneficiaries, organizations and communities through systemic changes?

19. What were the key factors that enabled or hindered results of capacity development interventions?

#### EFFICIENCY

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

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

#### SUSTAINABILITY

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

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

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

#### **UN Women Regional Office Staff**

**Date:**

**Interviewee (name, title, affiliation):**

1. What is the role of UN Women Regional Office when capacity development of partners is concerned (for example directly towards partners, towards Country Offices to support them in capacity development interventions, standardisation etc.)

The following question relate to the regional office as well as to your reflection on how UN Women country offices perform.

DIAGNOSIS (Relevance)

2. To what extent is UN Women's support for capacity development to partners aligned with the regional and country level partner's and end beneficiaries needs? How are the partners' capacities assessed in ECA region (presence / absence of good practices)?
3. Have there been attempts to standardize process of capacity development, including capacity needs assessment? To the best of your knowledge, does any country office have a standardised process?
4. How is participatory approach ensured for capacity needs assessment? Participation of vulnerable groups?
5. Are the international and national legal frameworks and standards on gender equality and human rights taken into account?
6. What was the practice in crisis situations (COVID-19, conflict, other crisis situations)?

#### DESIGN (Relevance, effectiveness)

7. What are the key features of capacity development design in the region (what techniques are used)? What are the features of capacity development design to partners at the regional level?
8. What strategies for ensuring sustainability of efforts did you integrated in the design?
9. Are the learning objectives clear and adult learning techniques used?
10. How was the capacity development (re)designed in the crisis situations?

#### DELIVERY (Relevance, effectiveness)

11. To what extent the delivery provides adequate learning environment?
12. Was there an appropriate selection of beneficiaries who will likely act as agents of change?
13. To what extent were the partners/beneficiaries satisfied with the quality of delivery?
14. What were the advantages/disadvantages of virtual (online) or blended capacity development interventions at the regional level?

#### SYNERGIES AND FOLLOW UP (Effectiveness, efficiency and sustainability)

15. To what extent did the capacity development intervention provide support beyond the capacity development intervention to apply new skills?
16. To what extent UN Women uses the opportunity for internal and external synergies with compatible efforts? How are regional and country level efforts synchronized and leveraged?
17. Are the results of capacity development support effectively monitored and captured within UN women internal systems and how are the learnings used?

#### HUMAN RIGHTS AND GENDER EQUALITY (Relevance, effectiveness)

18. To what extent does UN Women’s support for capacity development address the underlying causes of gender inequality? How is the capacity development partners and end- beneficiaries’ interest raised for those issues?

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

CHANGE AT INDIVIDUAL, ORGANIZATIONAL AND SYSTEMIC LEVEL (Effectiveness, efficiency, impact and sustainability)

20. Please mention key changes that you see as a result of UN Women’s capacity development interventions at different levels:

\* individual – enhancement of beneficiaries’ functional and technical skills and their knowledge; do they use gained knowledge, technical skills and demonstrate changes in attitudes, behaviours and practices?

\* organizational - To what extent did the intervention contribute to changes adopted by the beneficiaries’ organization or community in response to the capacity development efforts?

\* systemic - has the capacity development intervention brought change to final beneficiaries, organizations and communities through systemic changes?

21. What were the key factors that enabled or hindered results of capacity development interventions?

#### EFFICIENCY

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

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

#### SUSTAINABILITY

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

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

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

#### Donors – in-country

**Date:**

**Interviewee (name, title, affiliation):**



**Organisation:**

DIAGNOSIS

1. How would you describe UN Women's capacity development to partners in the country and to what extent is it aligned with the country, partner's and end beneficiaries needs?
  2. To the best of your knowledge, how does UN Women assess capacities of the national partners? How were the capacities of national partners assessed related to COVID-19 crisis or other crisis situations in the country?
  3. Was your organisation a part of any capacity development assessment or capacity development intervention in the country?
4. *Have you been part of any capacity development intervention organised by UN Women? If no skip to question 11*

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DESIGN

5. What did the capacity development intervention consist of? (trainings, coaching, technical/advisory support... )?
6. How did the crisis situations affect capacity development approaches?
7. What is the added value of UN Women capacity development support?

DELIVERY

7. Please share some reflection on delivery of the capacity development (learning environment, delivery methodology, trainers, selection of beneficiaries...?) To what extent were you satisfied with the quality of delivery?
8. If you participated in online capacity development, what were the advantages/disadvantages of virtual (online) or blended capacity development interventions?

SYNERGIES AND FOLLOW UP (Effectiveness, efficiency and sustainability)

9. Was there any follow-up provided by UN Women to support you in application of learnt knowledge and skills?

RESULTS

10. How do you apply knowledge and skills gained from UN Women intervention? What are the key results of that?

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CHANGE AT INDIVIDUAL, ORGANIZATIONAL AND SYSTEMIC LEVEL (General - Effectiveness, efficiency, impact and sustainability)

11. Please mention key changes that you see as a result of UN Women's capacity development interventions at different levels:

\* individual – enhancement of beneficiaries' functional and technical skills and their knowledge; do they use gained knowledge, technical skills and demonstrate changes in attitudes, behaviours and practices?

\* organizational - To what extent did the intervention contribute to changes adopted by the beneficiaries' organization or community in response to the capacity development efforts?

\* systemic - has the capacity development intervention brought change to final beneficiaries, organizations and communities through systemic changes?

SYNERGIES AND FOLLOW UP (Effectiveness, efficiency and sustainability)

12. Is there any synergy between UN Women and your organisations capacity development efforts?

13. Are you aware of any UN Women's support to cross border capacity development or regional exchange by UN Women?

14. Have you ever required that UN Women capacity development interventions' results are measured? Have your organisation measured the results of UN Women's work?

HUMAN RIGHTS AND GENDER EQUALITY (Relevance, effectiveness)

15. To what extent do you see capacity development interventions by UN Women's address the underlying causes of gender inequality? To what extent it includes and empower marginalized and left behind groups (including those with disabilities); to address obstacles to inclusion; and to promote human rights?

EFFICIENCY

16. Were you satisfied with the efficiency of UN Women's support to capacity development?

SUSTAINABILITY

17. How sustainable are the results of the capacity development supported by UN Women in the country? How can sustainability be improved?

### Survey to External Partners

The UN Women Independent Evaluation Service is conducting a corporate formative evaluation of **UN Women's support for capacity development of partners to respond to the needs of women and girls at national level**. As part of the data collection, the evaluation team is launching a global survey for UN Women partners to better understand relevance, coherence, coordination, effectiveness and sustainability in this area.

The survey is primarily directed toward UN Women partners that have received or partnered with on capacity development activities to respond to the needs of women and girls at national level.

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

Your participation will be highly appreciated. We estimate that the survey will take between **20 - 25 minutes** to complete.

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

The Independent Evaluation Service team

1. Country: \_\_\_\_\_

2. Your gender identification

- a. Female
- b. Male
- c. Other
- d. Prefer not to say

2. What is your role in your organization?

- Management
- Programme/Policy work
- Administration/Financial

3. What is your professional link with UN Women?

- Implementing partner – Government
- Implementing partner – Civil Society Organization
- Government institution
- Civil Society Organization
- Academic Institution
- UN partner agency
- Other, please specify \_\_\_\_\_

**RELEVANCE, COHERENCE AND COORDINATION**

**1. To what extent do you agree with the following statement on appropriateness of UN Women capacity development support to partners?**

UN Women conducts research and capacity needs assessments to ensure relevant of their programmes	Strongly agree
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UN Women’s support for capacity development respond to the identified capacity needs and builds on existing capacities of targeted stakeholders.	<p>Agree</p> <p>Disagree</p> <p>Strongly disagree</p> <p>Don’t know</p>
UN Women’s support for capacity development is well coordinated with your organization to best respond to the needs of women and girls.	
UN Women capacity development support takes into account capacity needs of vulnerable groups	

**4. What are the unique added value features of UN Women’s support for capacity development as compared with other actors?**

[Open Ended]

**EFFECTIVENESS**

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

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

6. Please share an example of a highly effective type of capacity development that helped you or others respond to the needs of women and girls

7. To what extent have you achieved the following results at the INDIVIDUAL LEVEL with UN Women’s support for capacity development of partners to respond to the needs of women and girls?

Individuals have applied new knowledge and skills in ways that contribute to gender equality and women’s empowerment outcomes	No results Weak results
Individuals have changed or reassessed attitudes to be more supportive of gender equality and women’s empowerment outcomes	Good results Strong results
Individuals act as change agents within their group/environment to advance gender equality and women’s empowerment outcomes	Don’t know

8. Please mention some examples of achieved results at the level of INDIVIDUALS you are most proud of: \_\_\_\_\_

9. To what extent have you achieved the results with UN Women’s support for capacity development of partners to respond to the needs of women and girls, at the ORGANIZATIONAL / INSTITUTIONAL LEVEL?

Organizations develop more effective organizational arrangements for work on gender equality and women’s empowerment outcomes	No results Weak results
Organizations develop more efficient policy instruments to advance gender equality and women’s empowerment outcomes	Good results Strong results
Organizations develop and implement more effective strategies and actions to advance gender equality and women’s empowerment outcomes	Don’t know
Organizations partner more effectively with UN advance gender equality and women’s empowerment outcomes	

10. Please mention some examples of achieved results at the level of INDIVIDUALS you are most proud of: \_\_\_\_\_

**11. To what extent has UN Women’s support for capacity development of partners to respond to the needs of women and girls, achieved at the SYSTEM/ENVIRONMENT LEVEL?**

Policy frameworks are in place to advance gender equality and women’s empowerment outcomes	No results
Political commitment exists for gender equality and women’s empowerment outcomes	Weak results
Social norms, attitudes and behaviours support achievement of gender equality and women’s empowerment outcomes	Good results
Civil society works efficiently and effectively to advance gender equality and women’s empowerment outcomes	Strong results
	Don’t know

**12. Which of the following statements best explain why UN Women’s support for capacity development to partners results in outcomes for women and girls/results in gender equality outcomes?**

UN Women provides opportunities for participants to apply new knowledge and skills	Strongly agree
UN Women provides on-going support for participants to apply learning and act as change agents	
Participants have interest and commitment to use new skills to advance gender equality and women’s empowerment	Agree
UN Women is able to identify constraints to participants taking action and address them as part of follow-up	Disagree
UN Women is able to identify and address in a iterative manner the emergency capacity challenges of partners	Strongly disagree
Partnerships between external partners and UN Women work more efficiently	Don’t know

**13. To what extent do you agree with the following statement on appropriateness of UN Women capacity development support to partners?**

The DESIGN of UN Women’s support for capacity development of partners at the national level is APPROPRIATE for the purpose and context of participants (includes a capacity needs assessment, is participatory etc)	Strongly agree
The DELIVERY (methodology/modality, content, trainer, logistical arrangements) of UN Women’s support for capacity development of partners at the national level is APPROPRIATE for the purpose and context of participants	
	Agree

UN Women’s support for capacity development of partners at the national level includes appropriate FOLLOW-UP to support participants to apply new knowledge and skills	Disagree
UN Women’s support for capacity development of partners at the national level includes APPROPRIATE FOLLOW-UP to monitor results and impact	Strongly disagree
	Don’t know

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

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

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

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

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

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

**18. Are you satisfied with the efficiency of how capacity development initiatives are run by UN Women (prior to, during and after the intervention)?**

- Fully satisfied
- Mostly satisfied
- Mostly unsatisfied
- Not satisfied

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

**HUMAN RIGHTS, GENDER EQUALITY AND INCLUSION**

**20. To what extent do you agree with the following statements on integration of human rights and addressing deep underlying causes of gender inequality in UN Women’s support to capacity development?**

UN Women’s capacity development support at national level purposefully seeks to reach marginalized groups and those most at risk of being left behind.	Strongly agree
	Agree
UN Women takes into account the special circumstances and needs of people living with disabilities in capacity development interventions at national level	Disagree
	Strongly disagree
UN Women strategically address underlying causes of gender inequality through capacity development	Don’t know
UN Women strategically involved men and boys in capacity development interventions	

**21. How would you assess the results achieved through UN Women’s support to capacity development to the following groups? (If the Office does not work with the group please chose n/a)**

Women with disabilities	No results
Women living in rural areas	Weak results
Unemployed women	Good results
Women refugees	Strong results
Roma and ethnic minority women	n/a
LGBTQ persons	



Women in conflict zones	
Women living in territories uncontrolled by the state	

**22. Please share an example of capacity development support at the national level that includes and/or empowers marginalized groups and those most at risk of being left behind**

[open ended]

**23. What could be done to improve UN Women's support to capacity development? Please share any recommendations that you might have.**

#### Survey to Internal UN Women Personnel

The UN Women Independent Evaluation Service is conducting a corporate formative evaluation of **UN Women's support to capacity development to partners to respond to the needs of women and girls at national level in Europe and Central Asia region**. As part of the data collection, the evaluation team is launching a regional survey for UN Women personnel in country and the Regional Office to better understand how capacity development is delivered and what its results are.

The survey is primarily directed toward UN Women units at the headquarters, regional, and country levels. **Survey should be filled by the programme staff involved in management of capacity development interventions selected in agreement between the evaluation team and each UN Women presence or HQ.**

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

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

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

The IES team

1. Please select your UN Women Office: \_\_\_\_\_ (select from drop-down)

**DEFINITION**

2. Do you agree with this definition most commonly used in UN Women for capacity development: “the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt, and maintain skills, knowledge and abilities to enable them to more effectively respond to the needs of women and girls”

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

3. If you disagree or strongly disagree, please kindly explain why.  
[open ended]

4. With regards to capacity development management cycle, to what extent is your office effective in the following?

Capacity needs assessment	<p><b>Very ineffective</b></p> <p><b>Somewhat ineffective</b></p> <p><b>Not sure</b></p> <p><b>Somewhat effective</b></p> <p><b>Very effective</b></p> <p><b>Did not apply this process</b></p>
Tailored capacity development intervention design	
Capacity development delivery	
Provision of coaching, mentoring and other types of follow up support to beneficiaries	
Monitoring of how beneficiaries apply knowledge and skills	
Identification of enablers and constraints for application of knowledge and skills	
Providing other supportive actions to facilitate capacity development results	
Identification of partners’ emergency needs for capacity development	
Supporting beneficiaries’ organizational/institutional changes	
Identifying impacts of capacity development	

5. Please share example if your office apply any standardised approach/tool for any of the stages of capacity development cycle: \_\_\_\_\_ (open ended)

**DIAGNOSIS, DESIGN AND DELIVERY**

6. To what extent do you agree with the following statements on UN Women’s coherence of UN Women’s support to capacity development?

UN Women’s support for national capacity development of partners is in line with UN Women’s strategic plans and priorities	<p>Strongly agree</p> <p>Agree</p> <p>Disagree</p> <p>Strongly disagree</p> <p>Don’t know</p>
UN Women’s support for national capacity development of partners is coherent within and between thematic areas (EVAW, WEE, G&P, WPSHA)	
Strategies, guidance and materials for national capacity development of partners developed by HQ are useful for regional and country offices	
Strategies, guidance and materials for national capacity development of partners developed by the ECA Regional Office are useful for the country offices	
Lessons, good practices and materials on capacity development are generated at the country level and shared with the ECA Regional Office to inform organizational approaches for capacity development	
ECA Regional Office uses lessons, good practices and materials on capacity development at the country level to inform organizational approaches for capacity development	
Country offices support cross border learning for partners through exchange of good practices and lessons learnt	
ECA Regional Office supports cross-border learning for partners through regional exchange of good practices and lessons learnt	
UN Women’s capacity development initiatives are well coordinated with other relevant organisations in-country.	

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

**8. To what extent do you agree with the following statement on appropriateness of UN Women capacity development support to partners?**

The DESIGN of UN Women’s support for capacity development of partners at the national level is APPROPRIATE for the purpose	
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and context of participants (includes a capacity needs assessment, is participatory etc)	Strongly agree
The DELIVERY (methodology/modality, content, trainer, logistical arrangements) of UN Women’s support for capacity development of partners at the national level is APPROPRIATE for the purpose and context of participants	Agree
UN Women’s support for capacity development of partners at the national level includes appropriate FOLLOW-UP to support participants to apply new knowledge and skills	Disagree
UN Women’s support for capacity development of partners at the national level includes APPROPRIATE FOLLOW-UP to monitor results and impact	Strongly disagree
	Don’t know

**9. In your Office’s programmes, who designs the capacity development interventions (sets the overall structure and approach to a specific capacity development intervention)?**

- Dominantly Country Office employees
- Dominantly external national consultants
- Dominantly external national partner organisations
- Dominantly external international consultants
- Dominantly external international organisations

**10. In your Office’s programmes, who delivers the capacity development interventions (workshops, trainings, technical assistance)?**

- Dominantly Country Office employees
- Dominantly external national consultants
- Dominantly external national partner organisations
- Dominantly external international consultants
- Dominantly external international organisations

**11. Please mention if there is any aspect of capacity development cycle that is delivered solely by UN Women? (open ended)**

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**12. How did Please mention if there is any aspect of capacity development cycle that is delivered solely by UN Women? (open ended)**

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**13. To what extent your Office and its partners use on-line tools to deliver capacity development?**

- Not at all
- To limited extent
- To large extent
- Entirely

**14. How did you find on-line capacity development in comparison to in-person events?**

- On line capacity development is less appropriate
- On line capacity development is equally appropriate
- On line capacity development is more appropriate

**15. Please mention any circumstances or approaches used when on-line capacity development turned to be more appropriate than in-person events:**

\_\_\_\_\_

**EFFECTIVENESS**

**16. To what extent has your unit’s support for capacity development of partners resulted in achieving the following at the INDIVIDUAL LEVEL?**

Individuals have applied new knowledge and skills in ways that contribute to gender equality and women’s empowerment outcomes	No results
Individuals have changed or reassessed attitudes to be more supportive of gender equality and women’s empowerment outcomes	Weak results
Individuals act as change agents within their group/environment to advance gender equality and women’s empowerment outcomes	Good results
	Strong results
	Don’t know

**17. Please mention some examples of achieved results at the level of INDIVIDUALS you are most proud of:** \_\_\_\_\_

**18. To what extent has your unit’s support for capacity development of partners resulted in achieving the following at the ORGANISATIONAL LEVEL?**

Organizations develop more effective organizational arrangements for work on gender equality and women’s empowerment outcomes	
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Organizations develop more efficient policy instruments to advance gender equality and women’s empowerment outcomes	No results Weak results
Organizations develop and implement more effective strategies and actions to advance gender equality and women’s empowerment outcomes	Good results Strong results
Organizations partner more effectively with UN advance gender equality and women’s empowerment outcomes	Don’t know

**19. Please mention some examples of achieved results at the level of ORGANIZATIONS you are most proud of::** \_\_\_\_\_

**20. To what extent has your unit’s support for capacity development of partners resulted in achieving the following at the SYSTEM LEVEL?**

Policy frameworks are in place to advance gender equality and women’s empowerment outcomes	No results Weak results
Political commitment exists for gender equality and women’s empowerment outcomes	Good results Strong results
Social norms, attitudes and behaviours support achievement of gender equality and women’s empowerment outcomes	Don’t know
Civil society works efficiently and effectively to advance gender equality and women’s empowerment outcomes	

**21. Please mention some examples of achieved results at the level of SYSTEMS you are most proud of:** \_\_\_\_\_

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

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

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

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

	Gov Partners	CSOs/Grassroots	UN/INGO	Private Company	Academic Institution
Training					
Training of Trainers					
Workshops					
Technical Support (technical advice, embedding a technical expert)					
Development of handbook, guidance, tools along with trainings					
Mentoring and coaching					
Peer Exchange, communities of practice					
Study Visits					
Joint research with partners					
Contributing gender equality elements to trainings undertaken by other organisations					
Other (please specify)					

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

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

**26. For the most important enablers chosen, please elaborate why: \_\_\_\_\_**

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

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

**28. For the most important constraints chosen, please elaborate why: \_\_\_\_\_**

**HUMAN RIGHTS AND GENDER EQUALITY**

**29. To what extent do you agree with the following statements on integration of human rights and addressing deep underlying causes of gender inequality in UN Women’s support to capacity development?**

UN Women’s capacity development support at national level purposefully seeks to reach	Strongly agree
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marginalized groups and those most at risk of being left behind.	<p>Agree</p> <p>Disagree</p> <p>Strongly disagree</p> <p>Don't know</p>
UN Women takes into account the special circumstances and needs of people living with disabilities in capacity development interventions at national level	
UN Women strategically address underlying causes of gender inequality through capacity development	
UN Women strategically involved men and boys in capacity development interventions	

**30. How would you assess the results achieved through UN Women's support to capacity development to the following groups? (if the Office does not work with the group please chose n/a)**

Women with disabilities	No results
Women living in rural areas	Weak results
Unemployed women	Good results
Women refugees	Strong results
Roma and ethnic minority women	n/a
LGBTQ persons	
Women in conflict zones	
Women living in territories uncontrolled by the state	

**31. Please share an example of capacity development support and key results at national level that includes and/or empowers marginalized groups and those most at risk of being left behind**

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

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

**33. Does your office/unit track records (lists of participants, contacts) on number and type of beneficiaries of capacity development interventions? (Check all that apply)**

- Not at all
- Only for some interventions
- Yes, the implementing partners have records
- Yes, all records compiled at the project level in the Country Office
- Yes, all records compiled at the thematic area level in the Country Office
- Yes, by UN Women compiled at the Country Office by programme specialist

**34. What aspects of results of capacity development of partners and end beneficiaries does your office/unit measure? (Check all that apply)**

- Satisfaction with the delivery (event, training, workshop)
- Knowledge gained
- Skills gained
- Short term application of knowledge and skills
- Application of knowledge and skills at the end of programme projects
- Continuous measurement of application of knowledge and skills (including post- project)
- Evaluation of organizational and systemic changes that capacity development intervention contributed to

**EFFICIENCY**

**34. To what degree do you agree with the following statements:**

In my office or region, the skill set of personnel is adequate to support UN Women’s work in national capacity development for external partners	<p>Strongly agree</p> <p>Agree</p> <p>Disagree</p> <p>Strongly disagree</p> <p>Don’t know</p>
Financial resources are adequate to fund UN Women’s support for capacity development of partners at national level	
UN Women’s organizational knowledge and expertise in capacity development are adequate to respond to the needs of women’s and girls at national level	
UN Women’s regional office supports country offices to effectively provide capacity development to partners.	
UN Women’s HQ supports regional and country offices to effectively provide capacity development to partners.	

36. What could be done to improve UN Women's support to capacity development?  
Please share any recommendations that you might have.

**Survey to End Beneficiaries in Country Level Case Studies**

**INTRODUCTION**

Dear Madam/Sir:

The UN Women Independent Evaluation Service is conducting a formative evaluation of **UN Women’s support to capacity development to partners to respond to the needs of women and girls at national level in Europe and Central Asia (ECA) region.**

As part of the data collection, the evaluation team is launching a survey to assess the relevance and results of UN Women capacity development provided to beneficiary institutions and organisations in your country in the period 2018-2022. It will also provide recommendations for the future actions of UN Women in the country and ECA Region.

The survey will take between 5-7 minutes to complete.

All data will be treated confidentially without any attribution to your identity. If you have any questions, please contact the independent evaluation team at .....

Guiding questions	Evaluation Matrix
<p><b>INTRODUCTORY QUESTIONS</b></p> <p><b>1. What is your professional group:</b></p> <ul style="list-style-type: none"> <li>a. Central Government Civil Servant</li> <li>b. Local Government Employee</li> <li>c. Elected official (Member of Parliament, Local Councillor)</li> <li>d. Judges and prosecutors</li> <li>e. Police officer</li> <li>f. Legal professional (lawyer, legal aid provider)</li> <li>g. Education worker</li> <li>h. Student</li> <li>i. Civil Society Organisation employee/volunteer</li> <li>j. Journalist/Media worker</li> <li>k. Unemployed</li> </ul>	<p>Introductory</p>

<p><b>I. Other:</b> _____</p> <p><b>2. Your gender identification</b></p> <ul style="list-style-type: none"> <li><b>a. Female</b></li> <li><b>b. Male</b></li> <li><b>c. Non-binary</b></li> <li><b>d. Prefer not to say</b></li> </ul> <p><b>3. Which type of capacity development initiative implemented by UN Women have you benefited from (multiple answers possible) ?</b></p> <ul style="list-style-type: none"> <li>a. Short (up to ½ day) workshop</li> <li>b. One-day or several days training</li> <li>c. Series of trainings</li> <li>d. Individual coaching and mentoring</li> <li>e. Experience exchange sessions with colleagues</li> <li>f. Continuous follow-up with you and your institution to facilitate application of new concepts, knowledge and skills</li> <li>g. Development of guidance and tools</li> <li>h. In country or international study visits</li> <li>i. Financial support in equipment, software, facilities or other resources to help you apply new concepts, knowledge and skills</li> <li>j. I don't remember</li> <li>k. Other: _____</li> </ul> <p><b>4. What was the primary area of the capacity development you benefited from (multiple choices possible):</b></p> <ul style="list-style-type: none"> <li>a. General gender equality concepts</li> <li>b. Leadership, political empowerment</li> <li>c. Gender equality mainstreaming of public policies</li> <li>d. Implementation of international standards and national legislation on gender equality and human rights and</li> <li>d. Gender responsive budgeting</li> <li>e. Business development and access to finance for advancing gender equality</li> <li>f. Information technologies and STEM</li> <li>g. Gender based discrimination, violence and protection services</li> <li>h. Women's empowerment for sustainable peace (women, peace and security)</li> <li>i. Women in humanitarian crisis</li> <li>j. Human rights of vulnerable groups of women</li> <li>h. Other: _____</li> </ul>	
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**5. On a scale 1-5 to what extent do you agree with the following statements related to the capacity development initiative in which you participated? (fully disagree, disagree, not sure, agree, fully agree)**

- a. Capacity development was tailored to the needs of my job post
- b. I was satisfied with expertise provided.
- d. Experts provided clear instructions on how the new concepts, knowledge and skills can be applied
- d. UN Women provided me opportunities to apply new concepts, knowledge and skills
- e. UN Women followed-up regularly to check how I am applying the learnt concepts, knowledge and skills
- f. UN Women supported my institution/organisation to create enabling environment for application of the new concepts, knowledge and skills
- g. UN Women continuously assess my and my institutions/organisations' emerging needs for capacity development

**6. How did the capacity development support, organised by UN Women affect you? (multiple choices possible)**

- a. Raised my awareness on the subject
- b. Motivated me to engage for gender equality
- c. Provided me with applicable knowledge and skills
- d. Changed my attitudes on gender equality
- e. Reassured my attitudes on gender equality
- f. Challenged my prejudices/stereotypes
- g. Helped me mainstream gender at my work
- h. Helped me provide better services to my clients/beneficiaries
- i. Improved environment in my organisation and institution for gender mainstreaming
- j. Helped me get a better position at work/new or better employment
- k. Other: \_\_\_\_\_

**7. How often do you apply knowledge and skills gained from the training?**

- a. Not at all (skip to 9)
- b. Rarely
- c. Not sure
- d. Often
- e. On a daily basis

Effectiveness  
Sustainability

8. Please mention some situations in which you applied learnt knowledge and skills gained through UN Women's capacity development support and what results have you achieved? (open ended)
9. What are the main obstacles for you to successfully apply learnt knowledge and skills?
- a. I didn't know how to apply them
  - b. Overall context in the country has changed
  - c. There was no opportunity to apply them
  - d. There were other priorities at work
  - e. The institutional/organisational routine is not supportive to application of new skills and knowledge
  - f. My supervisor does not support application
  - g. Internal organisational procedures do not support application of new skills and knowledge
  - h. Legal framework does not support application
  - i. We don't have financial resources to apply them
  - j. I moved to another job
  - k. I don't see any obstacles
  - l. Other: \_\_\_\_\_
10. Please mention one most important thing you have learnt through capacity development provided by UN Women and its partners:  
\_\_\_\_\_
11. How sustainable are the results that you gained through UN Women's support to capacity development?
- a. Fully sustainable
  - b. Fairly sustainable
  - c. Not sustainable or they vane over time
  - d. Results do not exist any more
12. Please explain the answer to previous question:
13. What would be your recommendations on how UN Women can improve its future capacity building efforts? (optional)

## Annex 9: List of Stakeholders Consulted in Interviews

### *Inception phase*

Country Office/Programme Office	Number of interviewees	Disaggregated by Sex (Female/Male)
Albania	3	2 F 1M
Bosnia and Herzegovina	1	M
North Macedonia	1	F
Georgia	12	F
Kazakhstan	3	F
Kosovo	1	F
Kyrgyzstan	2	F
Moldova <sup>3</sup>	2	F
Serbia	1	F
Tajikistan	3	F
Türkiye	3	1 F 2 M
Ukraine	3	F
Programme Specialist ECARO	1	F
Programme Specialist ECARO	1	F
Programme Specialist ECARO	1	F
Programme Specialist ECARO	1	F
Programme Specialist ECARO	1	F
Evaluation Office UN Women HQ	2	F

### *Georgia case study*

Organization	Position/role	Gender
UN Women Georgia Country Office	Deputy Country Representative	F
UN Women Georgia Country Office	Monitoring and Reporting Analyst	F
UN Women Georgia Country Office	Programme Analyst Good Governance for Gender Equality	F
UN Women Georgia Country Office	Gender Data Specialist	F
UN Women Georgia Country Office	Programme Analyst Women Peace and Security	F
UN Women Georgia Country Office	Programme Analyst Ending Violence Against Women	F
UN Women Georgia Country Office	Programme Analyst Women's Economic Empowerment	F

<sup>3</sup> UN Women Independent Evaluation Service recently completed Moldova Country Portfolio Evaluation together with a case study on capacity development to national partners. This included dedicated participation of entire UN Women Moldova Country Office personnel and therefore they were not contacted again at this inception stage.

UN Women Georgia Country Office	Programme Analyst Women's Economic Empowerment	F
Enterprise Georgia	Deputy Director	M
Enterprise Georgia	Gender Advisor	F
Geostat Georgia	Head of Division	M
Supreme Court of Georgia	Head of Statistics Department	F
Rural Development Agency	Representative	F
Public Defender (Ombudsman) of Georgia	Head of Equality Department	F
International School of Economics Policy Institute	Professor	M
National Individual Consultant	PGA Facilitator	F
National Individual Consultant	PGA Facilitator	F
International Individual Consultant	International Individual Consultant	F
Embassy of Switzerland	National Programme Officer	F
Greenhouses beneficiaries	8 beneficiaries of Women's Economic Empowerment programmes	F

### *Türkiye case study*

Organization	Position/role	Gender
UN Women	Refugee Response Coordinator	F
UN Women	Programme Analyst	M
UN Women	Programme Analyst	F
UN Women	Programme Analyst	F
UN Women	Consultant	F
Donor (EU Delegation)	Programme Officer	F
Donor (EU Delegation)	Programme Officer	F
CSO (Association for Gender Research)	Project Coordinator	F
CSO (Ordu Women Empowerment Association)	Project Coordinator	F
CSO (Kütahya Entrepreneur and Artist Women Association)	Project Coordinator	F
CSO (Kütahya Entrepreneur and Artist Women Association)	Project Coordinator	F
CSO (Freedom and Equality to Women Association)	Volunteer	F
CSO (Freedom and Equality to Women Association)	Project Assistant	F
CSO (Freedom and Equality to Women Association)	Project Coordinator	F



CSO (Housewives Solidarity and Development Association)	Project Coordinator	F
CSO (Refugee Support Center)	General Coordinator	M
CSO (Refugee Support Center)	Representative	M
Gaziantep Metropolitan Municipality	Director	M
Reach Alternative	Representative	F
Reach Alternative	Programme Coordinator	F
Reach Alternative	Representative	M
Reach Alternative	Representative	F
Donor (Government of Iceland)	Gender Specialist	F
CSO (Syrian Women Association)	Executive Director	F
CSO (Syrian Women Association)	Representative	F
CSO (Leader Women Association)	Project Manager	F
CSO (Leader Women Association)	Project Assistant	M
İzmir Metropolitan Municipality	Head of the Women's Services Branch	F
İzmir Metropolitan Municipality	Women's Services Branch Project Assistant	F
CSO (Equity and Empowerment)	Representative	F
CSO (Oil branch Women Organisation)	Programme Manager	F
CSO (Kütahya Kapadokya Women Organisation)	Project Manager	F
CSO (Red Umbrella Organisation)	Programme Manager	F

## Annex 10: Survey Results

Details of the survey results are provided in the Synthesis Report. Below is the summary of the survey results:

According to the survey results, all country offices in the region had experience conducting both in-person and online capacity development, with most capacity development activities moving online during the height of the pandemic, as well as after the start of the war in Ukraine. Evaluation surveys give advantage to in person capacity development over on-line interventions. Overall, according to survey for the partners, online capacity development was seen 'less appropriate' (N=19); 'equally appropriate' (N=12); 'more appropriate' (N=4); 'haven't received online capacity development support' (N=13).

The evaluation found that capacity development initiatives were largely suited to stakeholder needs, that learning objectives were clear, and content was relevant. 52.2% of the partners strongly agreed and 43.8% agreed that UN Women's capacity development support is well coordinated and responds to the needs of women and girls. Also, notably, appropriateness of the capacity development activities for the purpose and context of participants and taking into account capacity needs of vulnerable groups (2.1%) were the two elements some partner survey respondents disagreed.

According to partners survey (48 respondents), study visits (very effective 64.6%) (quite effective 20.8%) and trainings (very effective 62.5%) (quite effective 35.4); technical support (very effective 52.1%) (quite effective 45.8%); mentoring and coaching (very effective 50%) (quite effective 41.7%) were reported effective types of capacity development initiatives.

The evaluation found numerous examples of change at individual level in terms of increased knowledge, skills and confidence, as well as changed attitudes. The results in terms of increased knowledge and skills are reflected in the survey of UN Women's partners (48 respondents), in which 50% reported 'good results' and 39.6% reported 'strong results' for the application of new knowledge and skills in ways that contribute to gender equality and women's empowerment outcomes.

### **Annex 11: Data Management Plan**

All data collected through this evaluation is subject to the UN Women Information Security Policy that sets out the basis for UN Women in protecting the confidentiality, integrity and availability of its data to protect these assets against unauthorized usage, access, modification, destruction, disclosure, loss or transfer of data, whether accidental or intentional.

All UN Women staff and other authorized individuals or entities are responsible for maintaining appropriate control over information in their care and for bringing any potential threats to the confidentiality, integrity, or availability of that information to the attention of the appropriate management. Compliance with this Policy is a condition of employment for all UN Women staff and a condition of contract for all other authorized individuals or entities, unless a prior (temporary) waiver is obtained. Failure to comply with this Policy without obtaining a prior waiver shall be dealt with in accordance with Staff Regulations and Rules, or as appropriate, the contractual terms of UN Women's engagement of the authorized individual or entity.

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

#### **Collection of data and study materials**

**Type of data:** The Independent Evaluation Service (IES) undertakes the regional evaluation of UN Women's capacity development activities to partners in Europe and Central Asia. The evaluation team is comprised by a Regional Evaluation Specialist at the IES, a research assistant at IES and two independent evaluation consultants. The data collection process is organized via web-based interviews, on-line surveys and desk reviews. Therefore, digital statistical (surveys) and textual data (interview notes, documents)

will be collected and stored using UN Women' MS SharePoint/OneDrive accessible by evaluation team members only. Only personal data collected and used in this evaluation will be names and last names of the interviewees, their function in the organisation/institution and the affiliated institution. Personal names and last names will not be published in any of the reports and will be known only to the evaluation team members.

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

**Methods of data / materials collection:** Interviews will be organized remotely using online communication tools (MS teams, zoom) or telephone lines. Meeting minutes will be taken (MS Word) and stored. No audio recordings will be made. Survey will be designed using SurveyMonkey and distributed to UN Women personnel via email link. Survey will ask for identification of UN Women Country Office / Presence or an organization and the country but will not ask for the personal data of those filling the questionnaire.

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

No automatic processes of data validation will be introduced. Raw data will be quality assured by the evaluation team members (which will be the only persons having access to them) using cross reference and triangulation of data from different sources. Processed data in a form of findings and reports will be subject to quality review / validation by the peer reviewer, the evaluation reference group, and the evaluation management group. Due to the dual role of the evaluation specialist in this evaluation, as both team leader and manager of the evaluation, Peer Reviewer from IEAS will be engaged to add an extra set of objective eyes and ensure that the GERAAS criteria and UN Ethical Guidelines are adhered to.

**Storage, security and backup**

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

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

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

### Treatment of consulted populations

Consulted population will include UN Women personnel, partners (governments, civil society organisations, and depending on the focus of the country programmes entrepreneurs, academia, grass-root organisations etc.) as well as individuals end beneficiaries of the capacity development interventions. Most of the targeted key informants are not characterised as vulnerable.

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

Due to the conflict in Ukraine and taking into account that the Country Office proposed to be involved in the case study, the evaluation will closely consult with the Country Office focal point not to cause any unnecessary burden to the office and engage minimum of personnel and partners' time to collect reliable data. Interviews will focus mostly on Women, Peace and Security thematic area and the latest capacity development interventions in order not to cause emotional stress through discussion on the pre-war results. In all cases, evaluation will be conducted with integrity and respect for the beliefs, manners, and customs of the social and cultural environment; for human rights and gender equality; and for the 'do no harm' principle. Interviews will be led with a tone of respect, openness, and rapport.

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

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

### Archiving, preservation and curation

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

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

### Informed consent Checklist

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

Checklist area	Yes	No
<b>All IES projects (required)</b>		
Evaluator introduces him/herself including <b>affiliation</b>	<input type="checkbox"/>	<input type="checkbox"/>
Describes the <b>purpose</b> of the evaluation and data collection	<input type="checkbox"/>	<input type="checkbox"/>
Consent is administered in a <b>language</b> that the participant understands, and that excludes jargon or confusing language, ensuring that phrasing is clear, comprehensible and concise	<input type="checkbox"/>	<input type="checkbox"/>
Statement of <b>voluntary</b> nature of participation and <b>duration</b>	<input type="checkbox"/>	<input type="checkbox"/>

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

### Annex 12: List of Key Documents Reviewed

Albania (2018) - UN Women Albania Outcome Evaluation on “Women’s Leadership and Political Participation”

Albania (2021) – UN Women Evaluation of SN 2017-2021

Albania Country Gender Equality Brief 2020

Albania SN/Annual Work Plan Report; DRF and OEEF; SN Narrative; AWP Cover Note on RMS (2018-2021)

Analyses of Albanian Legislation to Address Violence against Women in Elections (2020)

Annual reports of the ECA Regional Office in RMS system (2018-2021)

Annual reports of UN Women Country Offices and Programme Presences in ECA Region (2018-2021)

Bosnia and Herzegovina (2019) - Final Evaluation of the project “Standards and Engagement for Ending Violence against Women and Domestic Violence in Bosnia and Herzegovina”

Bosnia and Herzegovina (2020) - IES-led Country portfolio evaluation

Bosnia and Herzegovina SN/Annual Work Plan Report; DRF and OEEF; SN Narrative; AWP Cover Note on RMS (2018-2021)

Corporate Evaluation Inception Report (2022)

Europe and Central Asia Regional Office (2019) - Evaluation of the third phase of the Promoting Gender Responsive Policies in South East Europe Programme

Europe and Central Asia Regional Office (2019) Evaluation of the National Action Plans on Gender Equality 2016-2018

Europe and Central Asia Regional Office (2020) - Final evaluation of the programme “Ending violence women in the Western Balkans and Turkey, Implementing norms, changing minds”

Europe and Central Asia Regional Office “Rural areas in Türkiye take another step towards ending early and forced marriages” 2022

Europe and Central Asia Regional Office and Asia and the Pacific Regional Office (2021) - Evaluation of the “Strengthening the Resilience of Syrian Women and Girls and Host Communities Programme” (MADAD)

Georgia (2019) - Final evaluation of the EU supported EVAWG project “Unite to Fight Violence against Women in Georgia”

Georgia (2019) - Mid-term evaluation of UN Joint Programme for Gender Equality

Georgia (2020) - Final evaluation of the project, “A Joint Action for Women’s Economic Empowerment in Georgia”

Georgia (2021) - Final evaluation: UN Joint Programme for Gender Equality

Georgia (2021) - Final evaluation: Women’s Economic Empowerment in the South Caucasus

Georgia (2021) - Final external evaluation: Joint Action for Women’s Economic Empowerment

Georgia SN/Annual Work Plan Report; DRF and OEEF; SN Narrative; AWP Cover Note on RMS (2018-2021)

Insights on Organizational Effectiveness and Efficiency: A Meta-Synthesis of UN Women Evaluations

Kazakhstan (2021) - IES-led country portfolio evaluation

Kazakhstan SN/Annual Work Plan Report; DRF and OEEF; SN Narrative; AWP Cover Note on RMS (2018-2021)

Kosovo (2021) - Final evaluation: Empowering Youth for a Peaceful, Prosperous and Sustainable Future in Kosovo 2019–2021 (joint project)

Kosovo SN/Annual Work Plan Report; DRF and OEEF; SN Narrative; AWP Cover Note on RMS (2018-2021)

Kyrgyzstan (2018) - Joint Programme on: “Accelerating Progress Towards the Economic Empowerment of Rural Women”

Kyrgyzstan (2018) - Livelihoods Through Participation and Equal Access to Water

Kyrgyzstan (2021) - Final evaluation of the programme: “Across Generation and Gender Borders: Communities

Kyrgyzstan SN/Annual Work Plan Report; DRF and OEEF; SN Narrative; AWP Cover Note on RMS (2018-2021)

Meta-Evaluation Report on Independent Evaluation Assessments (2019)

Meta-Synthesis of UN Women Evaluations, 2017/2018, IES

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### Annex 13: Evaluation Team Bios

**Isabel Suárez** is the UN Women Regional Evaluation Specialist for Europe and Central Asia and a member of the UN Women Independent Evaluation Service. She has over 18 years of experience in the field of development and international cooperation, including 14 years with UN Women in different positions and duty stations. She was appointed as the UN Women Regional Evaluation Specialist from Europe and Central Asia in January 2015. Prior to her appointment as Regional Evaluation Specialist for ECA Region, Mrs. Suarez worked as UN Women Evaluation Specialist for UN Women Independent Evaluation Office in New York (2009-2015), and as Liaison Officer in UNIFEM Argentina (2007-2009). In her home country she worked for several NGOs, including the Basque Institute for Development and International Cooperation.

During the past 12 years she has contributed to the development of the overall evaluation function in UN Women, and she led the establishment of the evaluation function of the organization in ECA region. She is an active member of the United Nations Evaluation Group (UNEG) where she contributed to the development of several guidance documents and manuals and led the review of the UN SWAP Evaluation Performance Indicator.

Mrs. Suárez holds a degree in Communication and Social Science from the University of the Basque Country and advanced studies in Political Science from the same university. She also holds a Master's Degree in Development and International Cooperation and a Postgraduate Degree on Education, both from the University of the Basque Country. She has undertaken specialized development evaluation training at several universities including Carleton University (Canada) and Claremont University (USA).

**Aleksandar Zivanovic** is a development professional with 20 years of experience in civil society and international development organizations in the Western Balkans and Eastern Europe and consultancies worldwide. His primary areas of interest are conflict prevention and peacebuilding, post-conflict transition and development, gender equality and women's empowerment. He served as an evaluation expert in programmes supported by UNDP, UN Women, DPPA, European Commission, IFC, OSCE and bilateral governmental development agencies (Sweden, Norway, Switzerland, the Netherlands, USA). His most recent relevant evaluations are of UN Women's support to development and implementation of National Action Plans for implementation of UNSCR 1325; UN – EU initiative on building national capacities for conflict prevention and peacebuilding in 9 fragile states; UN Women – Sida strategic partnership framework, Norwegian programme of intercultural education in North Macedonia, UN Women reform projects in Bosnia and Herzegovina and Ukraine. Aleksandar has an MSc degree in Sociology and BA Degree in Journalism at the Faculty of Political Science at the University of Banja Luka, Bosnia and Herzegovina. He advanced in evaluation at United Nations System Staff College in Turin, Italy; RoI Institute, Birmingham, AL, USA; and Institute of Development Studies, University of Sussex, Brighton, UK.

**Clare Castillejo** is an expert on gender equality, human rights and inclusion, with 20 years' experience of research, programming and evaluation in these areas. She is currently a Research Associate with ODI and has previously worked for bilateral development partners, UN agencies, think tanks and INGOs. Clare's work covers a broad range of themes including women's political and economic empowerment, conflict and peacebuilding, political reform, human rights, social development and migration. Her recent work has focused on politically informed approaches to gender equality and human rights programming in conflict affected contexts and advancing women's voice and participation in post-conflict reform.

**Ayça Atabey** is a research assistant supporting the evaluation work at UN Women Europe & Central Asia Regional Office. She has contributed to regional thematic evaluations and country case studies conducted by UN Women. She was a consultant on Data Protection, Human Rights, and Migration supporting the Women, Peace & Security/Humanitarian Action team. She is a lawyer and a PhD researcher at University of Edinburgh, and PhD enrichment awardee at the Alan Turing Institute. She holds a master's degree in information technology law from Istanbul Bilgi University and Université de Nantes, and a bachelor in law (LLB) from Durham University. She previously worked at research institutions and NGOs on child rights, gender equality, and data-driven innovation in different countries. She also contributed as a researcher to the legal framework research of the Committee on Artificial Intelligence at the Council of Europe.