

Annex 13.2: Overall Evaluation Matrix

Evaluation Criteria	Key Question	Sub-Question	Type of Question	Indicator	Data Collection Method	Data Source	Assumption
Relevance	To what extent was the programme in line with the needs of the target population?	Were the objectives of the programme adequately defined, realistic and feasible?	Descriptive	Evidence of programme objectives outlines in the programme document (Pro Doc)	Document Review	Programme Documents Programme Management	The programme documents provided are the most updated
		Were the results verifiable and aligned with UNWOMEN Standards	Normative	Evidence of program results outline in the Results Framework	Document Review	Programme Documents Programme Management	The programme documents provided are the most updated
		Was the programme implemented at the time it was needed by the target population?	Normative	Number of programme deliverables implemented as per the work plan	Document review Beneficiary Perception Survey Key Informant Interviews	Programme Documents Programme beneficiaries Programme stakeholders	The implemented plan is available and updated
		Did the programme respond to the needs of the target population (women, men and youth affected by COVID-19 and forcibly displaced into IDP and refugee camps in Uganda and Somalia) and to what extent?	Descriptive	Evidence of needs met by the programme	Document review Beneficiary Perception Survey Focus Group Discussions Key Informant Interviews	Programme reports Programme beneficiaries Programme stakeholders	The sample size will be adequate to generalize findings The respondents will be willing to respond to the survey questions
	Did the programme identify the right	Was the beneficiary	Descriptive	Evidence of involvement of the	Beneficiary Perception Survey	Programme beneficiaries	Information is available

	target population for the programme?	identification process participatory and transparent?		stakeholders including the beneficiaries in the selection process	Focus Group Discussions Key Informant Interviews	Programme stakeholders	
		Was there an objective selection criterion used in the selection of the programme beneficiaries?	Descriptive	Evidence of Identification/selection criteria	Document Review Focus Group Discussion Interviews	Programme beneficiaries Programme stakeholders	Information is available
	To what extent did the programme ensure alignment with national goals on gender equality and women's empowerment?	Did the programme engage in consultations with national counterparts in the formulation and implementation of the programme lead to integration of national priorities?	Descriptive	Evidence of consultative meetings with national counterparts	Document review Key informant Interviews	Programme management at country and regional level Interview with programme stakeholders	Information is available Willing of stakeholder to share information
Effectiveness	To what extent did the programme achieve its objectives and its results, including any differential results across groups?	Were the planned results at output and outcome level achieved and to what extent against the set targets?	Normative	Evidence from programme reports Observable achievements of the programme	Document review and analysis Observation checklist Focus Group Discussion Key Informant Interviews Beneficiary Perception Surveys Photography	Programme beneficiaries Programme stakeholders	Availability of clean data Safety and accessibility of project sites during data collection Adequate budget

	To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefited from the LEAP programme?	Descriptive	Evidence from programme reports, results framework and data base Observable achievements of the programme	Document review Data review analysis Observation checklist Focus Group Discussion Key Informant Interviews Beneficiary Perception Surveys Case stories Photography	Programme beneficiaries Programme stakeholders	Availability of disaggregated data Safety and accessibility of project sites during data collection
Were there any unintended results of the programme?	Were the unintended outcomes positive or negative and whom did they affect?	Descriptive	Evidence from programme reports Observable achievements of the programme	Observation checklist Focus Group Discussion Key Informant Interviews Beneficiary Perception Surveys Case stories Photography	Programme beneficiaries Programme stakeholders	Information is available
How did UNWOMEN contribute towards the achievement of the results?	Did UN Women effectively coordinate with relevant partners to achieve results?	Descriptive	Evidence from interviews with programme staff Evidence from interviews with relevant partners Evidence from programme reports at meeting attendance	Document review Key Informant Interviews	Programme beneficiaries Programme stakeholders	Information is available. Partners are reachable and willing to respond
	Did the Implementing Partners utilize the necessary skills, knowledge	Descriptive	Evidence from interviews with relevant partners Evidence from partner reports	Document review Key Informant Interviews	Implementing partners	Information is available. Partners are reachable and

		and capacities needed to deliver the program?					
		In which areas did the programme have the greatest achievements?	Descriptive	Evidence from programme reports Evidence from interviews with programme staff Observable achievements of the programme	Document review Key Informant Interviews Observation checklist	Programme Documents Programme staff	Information is available.
		In which areas does the programme have the fewest/least achievements?	Descriptive	Evidence from programme reports Evidence from interviews with programme staff Observable achievements of the programme	Document review Key Informant Interviews Observation checklist	Programme Documents Programme staff	Information is available.
		What were the enabling and limiting factors that contributed to the achievement of results and what actions needed to be taken to overcome any barriers that limited achievement of results?	Descriptive	Evidence from programme reports Evidence from interviews with programme staff Observable achievements of the programme	Document review Key Informant Interviews Observation checklist	Programme Documents Programme staff	Information is available.
Efficiency	To what extent did the programme deliver the achieved results in an	Did the programme utilize its resources in an efficient way –	Descriptive	Evidence from finance reports Evidence from the programme deliverables against the budget	Document review Key Informant Interviews	Document reviews Interview with the finance manager	The financial report will be availed

	economic and timely way.	ensuring the funding levels produced appropriate outcomes and outputs?					
	Were resources (funds, human resources, materials, provisions) availed in time?	Normative	Evidence from the programme deliverables against the schedule	Analysis of resource delivery time against schedule	Interview with the finance manager Interview with programme management at country and regional level	Information is available.	
	Were there other potential alternatives that could have been used to deliver the programme more efficiently such as innovations?	Descriptive	Evidence from program results verses resource investments	Document review and analysis Key Informant Interviews	Financial reports Interview with programme management	Information is available.	
	What technology and systems did the programme use to ensure efficiency in operations, tracking and reporting?	Descriptive	Evidence from programme reports Evidence from interviews with programme staff	Document review Key Informant Interviews	Document reviews Interview with programme management	Information is available.	

		How effective was the management structure in supporting the efficient implementation of the LEAP programme?	Descriptive	Evidence from programme reports Evidence from interviews with programme staff	Document review Key Informant Interviews	Document reviews Interview with programme staff	Information is available.
		Did the implementing partners deliver and report on time in adherence to the monitoring and appraisal plan?	Descriptive	Evidence from programme reports Evidence from interview with partners and stakeholders	Document review Key Informant Interviews	Document reviews Interview with programme management	Information is available. The interviewees will be willing to share information
Coherence	How well did the programme fit?	Was the programme compatible with other interventions in the country, sector and context?	Descriptive	Evidence from programme reports Evidence from interview with partners and stakeholders	Document review Key Informant Interviews	Document reviews Interview with programme management Interview with programme stakeholders	Information is available. The interviewees will be willing to share information
		How well did the programme compliment or leverage on the work of other development agencies in the areas targeted and target groups?	Descriptive	Evidence from programme reports Evidence from interview with partners and stakeholders	Document review Key Informant Interviews	Document reviews Interview with programme management Interview with programme stakeholders	Information is available. The interviewees will be willing to share information

		How did the programme relate with other UN Women programmes implemented in the target countries and geographical areas?	Descriptive	Evidence from programme reports Evidence from interview with partners and stakeholders	Document review Key Informant Interviews	Document reviews Interview with programme management Interview with programme stakeholders	Information is available. The interviewees will be willing to share information
		Was there any potential duplication of efforts in implementing the LEAP programme?	Descriptive	Evidence from programme reports Evidence from interview with partners and stakeholders	Document review Key Informant Interviews	Document reviews Interview with programme management Interview with programme stakeholders	Information is available. The interviewees will be willing to share information
Sustainability	To what extent can the achieved results be sustained beyond the lifespan of the programme.	Is there capacity and intent in the target group to continue the programme activities on their own without external support?	Descriptive	Evidence from programme reports Evidence from interviews beneficiary interviews	Focus Group Discussions with beneficiaries. Key informant Interviews	Programme beneficiaries Programme stakeholders	The interviewees will be willing to share information
		Is there any post-project monitoring system developed to track impact and results in the longer term	Descriptive	Evidence from programme reports Evidence from interviews beneficiary interviews	Focus Group Discussions with beneficiaries. Key informant Interviews	Programme beneficiaries Programme stakeholders	The interviewees will be willing to share information
		Are there community level structures in place to manage, operate and	Descriptive	Evidence from programme reports Evidence from interviews beneficiary interviews	Focus Group Discussions with beneficiaries. Key informant Interviews	Programme beneficiaries Programme stakeholders	The interviewees will be willing to share information

		maintain infrastructural or tangible deliverables of the programme.					
Integration of human rights approach and gender equality principles	How were human rights approaches integrated in the programme?	Were the rights of each stakeholder involved respected and taken into account in the entire programme cycle?	Descriptive	Evidence from interviews beneficiary interviews Evidence from interview with partners and stakeholders Interview with programme staff	Focus Group Discussion Beneficiary Perception Surveys Case stories Key informant interviews	Programme beneficiaries Programme stakeholders Programme staff	The interviewees will be willing to share information
	How was gender equity principle integrated in the programme?	Was there even distribution of results across different genders as planned and or expected?	Descriptive	Programme reports Evidence from interviews beneficiary interviews Evidence from interview with partners and stakeholders Interview with programme staff	Document reviews Focus Group Discussion Beneficiary Perception Surveys Case stories Key informant interviews	Document reviews Programme beneficiaries Programme stakeholders Programme staff	The interviewees will be willing to share information
		To what extent did the programme change the dynamics of power relationships between different groups? Are women, men, boys and girls empowered (especially the vulnerable and marginalized)?	Descriptive	Evidence from Programme reports Evidence from interviews beneficiary interviews Evidence from interview with partners and stakeholders Interview with programme staff	Document reviews Focus Group Discussion Beneficiary Perception Surveys Case stories Key informant interviews	Document reviews Programme beneficiaries Programme stakeholders Programme staff	The interviewees will be willing to share information

	How was inclusion principle integrated into the programme	How inclusive was the programme for the different targeted beneficiary groups and how was this incorporated at all stages, from design through to results.	Descriptive	Evidence from Programme reports Evidence from interviews beneficiary interviews Evidence from interview with partners and stakeholders Interview with programme staff	Document reviews Focus Group Discussion Beneficiary Perception Surveys Case stories Key informant interviews	Document reviews Programme beneficiaries Programme stakeholders Programme staff	The interviewees will be willing to share information
	How was participation principle integrated into the programme	Did all the stakeholders (internal and external) get involved into the entire program cycle and to what extent did the direct beneficiaries participate in the programme design and implementation, monitoring and evaluation?	Descriptive	Evidence from Programme reports Evidence from interviews beneficiary interviews Evidence from interview with partners and stakeholders Interview with programme staff	Document reviews Focus Group Discussion Beneficiary Perception Surveys Case stories Focus Group Discussions Key informant interviews	Document reviews Programme beneficiaries Programme stakeholders Programme staff	The interviewees will be willing to share information
Integration of Lesson Learned and M&E	Were there mechanisms in place to facilitate documentation and application of lessons learned?	To what extent was there knowledge sharing and learning across the two countries? What worked and did not work; why?	Descriptive	Evidence from Programme reports Evidence form Interview with programme staff	Document reviews Key informant interviews	Document reviews Programme staff	Information is available The interviewees will be willing to share information

	What to extent did the UNMOWEN Regional Office facilitate south-to-south learning?	Descriptive	Programme reports Evidence from interview with partners and stakeholders Interview with programme staff	Document reviews Key informant interviews	Document reviews Programme staff	Information is available. The interviewees will be willing to share information
	How were the lessons learned from LEAP 2021-2022 integrated into the programme and to what extent?	Descriptive	Programme reports Evidence from interview with partners and stakeholders Interview with programme staff	Document reviews Key informant interviews	Document reviews Programme staff	Information is available. The interviewees will be willing to share information
	How were results tracked and reported and did this process meet the UNWOMEN M&E standards?	Descriptive	Programme reports Evidence from interview with partners and stakeholders Interview with programme staff	Document reviews Key informant interviews	Document reviews Programme staff	Information is available. The interviewees will be willing to share information
	Were there sufficient resources (funds, human and material, time) to facilitate effective M&E processes.	Descriptive	Programme reports Evidence from interview with partners and stakeholders Interview with programme staff	Document reviews Key informant interviews	Document reviews Programme staff	Information is available. The interviewees will be willing to share information