

ANNEXES

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ANNEX. 1 Terms of reference

The TORs can be found on the GATE repository:

<https://gate.unwomen.org/EvaluationDocument/Download?evaluationDocumentID=10094>

ANNEX. 2 Result framework of SN 2020-2024

Impact Area 1: Women's leadership and political participation	
Outcome 1: By 2024, the population lives under the rule of law, in an environment of peace and accountability, thanks to strong public institutions, media and civil society exercising their roles and responsibilities for effective and inclusive governance.	Output SN 1.1: Men, women and youths participate more actively and equitably in the management of public life (electoral processes, public forums and debates, national dialogue, in defence, security and justice sector institutions), thanks to a transparent, egalitarian and credible democratic system and effective decentralization.
	Output SN 1.2: Institutions, state structures and civil society actors have strengthened their gender capacities to ensure a gender-responsive planning and budgeting process.
	Output SN 1.3: Public institutions and civil society at national, regional and local levels have reliable and disaggregated statistical data and analysis to plan, budget, monitor and evaluate public policies, programs and plans focused on the SDGs.
Impact Area 2: Women's economic empowerment	
Outcome 4: By 2024, communities manage natural resources and the environment sustainably and equitably, and are more resilient to the adverse effects of climate change.	Output SN 4.1: National and local actors are able to develop/improve or implement agricultural and renewable energy policies and plans, which enable women to increase their access to productive resources, including the security of women's land rights, services and technologies needed for climate-compatible agriculture, thereby increasing their effective participation in agricultural value chains and green markets.
	Output SN 4.2: Women farmers have strengthened their capacities in sustainable agricultural practices, including the use of modern means of production and the reduction of the physical agricultural load, in the context of climate change.
	Output SN 4.3: Small and medium-sized enterprises and women-led groups, especially young women, have strengthened their production capacities, thanks to the increased availability and use of new and renewable energies at lower cost.
Impact Area 3: Eliminating violence against women and girls	
Outcome 5: By 2024, vulnerable people, especially women, children, adolescents and youth, will have more equitable access to quality basic social services, according to their age and gender-specific needs, including in humanitarian situations.	Output SN 5.1: Institutions and communities have increased their capacity to prevent gender-based violence and promote the rights of women and girls, including humanitarian situations.
	Output SN 6.1: Institutions, communities and service providers have strengthened their capacity to adopt attitudes and behaviors conducive to changing social norms harmful to women/girls, to identify and refer GBV/LSV (VSLC) survivors and to provide them with quality essential services.
Outcome 6: By 2024, vulnerable people will have better access to social protection services, including in humanitarian situations.	Output SN 6.2: The capacities of institutions and civil society organizations are strengthened to develop and monitor the implementation of laws and policies aimed at ending gender-based violence and other forms of discrimination, in order to achieve gender equality.
	Impact Area 4: Women, peace, security and humanitarian action
Outcome 2: By 2024, the population is resilient to conflict, lives in harmony and reconciles in an environment of peace, security and respect for human rights and positive cultural traditions.	Output SN 2.1: National capacities (state structures and parties to the peace agreement, peace mechanisms, political parties, civil society, including women's and youth organizations, media) are strengthened to implement and monitor the Women, Peace and Security agenda, National Action Plan R1325, Peace Agreement, and National Reconciliation Strategy.
	Output SN 2.2: Local and national actors, including women and youth, prevent and manage community conflicts, including those related to natural resources and violent extremism, in an inclusive manner, using, among others, traditional tools, and promoting positive cultural

	<p>values, while facilitating the integration/reintegration of returnees and displaced persons and humanitarian access.</p> <p>Output NS 2.3: The government, public institutions and sub-regional coordination structures have strengthened their technical and operational capacities to respect women's rights and ensure their safety, physical and mental health, socio-economic resilience and needs in judicial processes.</p> <p>Output SN 2.4: National mechanisms and state and non-state actors in charge of justice and the judicial system (including transitional and traditional justice) have strengthened their capacity to develop a functional and effective judicial system accessible to specific populations and groups (survivors of GBV and SVLC (Sexual Violence Law Center), etc.), and to apply gender-based, participatory and inclusive approaches.</p>
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SN organizational efficiency and effectiveness framework (2020-2024)

Organizational results	Expected products
OEEF 1 : Improved UN system coordination, coherence and accountability for commitments to gender equality and women's empowerment	Output 1.1: UN-Women effectively leads, coordinates and promotes accountability for the implementation of gender equality commitments throughout the UN system.
	Output 1.2: UN System GTG members and GTG technical and financial partners are strengthened, supported and accompanied by UN Women.
	Output 1.3: Effective partnerships between UN-Women, civil society and the media
OEEF 2 : Increase partners' commitment to UN-Women's mandate	Output 2.1: UN-Women's mandate, interventions and expertise are more visible and solicited by donors, partners, the general public and the UN System..
	Product 2.2 : Communities have a better understanding of the concept of gender equality and M/F equality, adhere to it and facilitate the implementation of UN-Women activities.
	Output 2.3 : The partnership strategy with institutions, NGOs, the private sector, the media, and religious and traditional leaders has been strengthened.
	Output 2.4: Civil society organizations, leaders (customary, religious), local and national authorities and institutions step up their commitment to gender issues.
	Output 2.5: Funding opportunities are expanded through the promotion of UN-Women's results and expertise.
OEEF 3 : High program quality through knowledge, innovation, results-based management and evaluation	Output 3.1: Projects and programmes implemented by UN Women are accompanied by a robust monitoring and evaluation mechanism.
	Output 3.2: Knowledge is generated, analyzed and used to improve program management and inform other stakeholders about the situation of women in Mali.
OEEF 4 : Improved management of financial and human resources in pursuit of results	Output 4.1: The financial and material resources implemented by UN Women Mali maximize programmatic results.
	Output 4.2: Collaborative approaches are adopted to achieve economies of scale and improve staff safety and working conditions. Human resources management approach
	Output 4.3: UN Women Mali scrupulously complies with management procedures and works towards the effective implementation of residual audit recommendations.
	Product 4.4: Supplies

Source: Strategic Note 2020-2024

ANNEX. 3 Theory of change

The theory of change of the strategic note is summarized in Table 1. The Country Office's overarching theory of change primarily centers around its role in contributing to the six outcomes outlined in the UNSDCF 2020-2024, with a particular focus on coordinating the cross-cutting component related to gender equality and women's empowerment. While this emphasis on UNSDCF outcomes facilitates inter-agency collaboration by establishing a shared program vision, the broad nature of these outcomes can sometimes make UN Women's contributions seem somewhat constrained.

Theory of Change for UN Women Mali Country Office SN 2020-2024

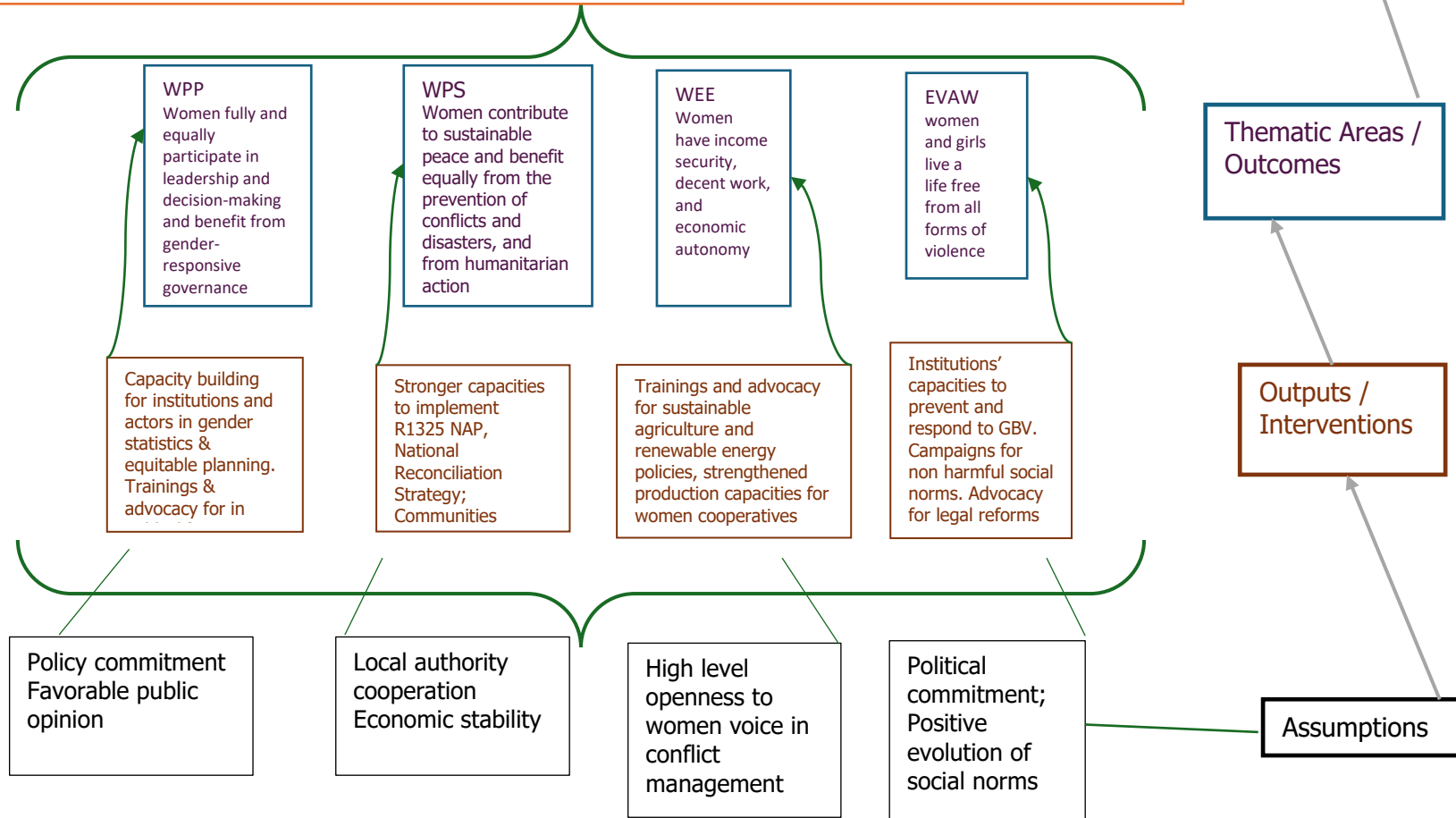
Theory of Change for UN Women Mali Country Office SN 2020-2024	
Purpose	Men and institutions are respectful and responsible for women's human rights, and support gender equality.
Key assumptions	If an enabling environment is created for women of all ages to participate actively and equally in political, economic, social and peace processes and institutions
	If the relevant governance systems (laws, policies, institutions, processes, programmes, plans and budgets) are gender-sensitive at all levels, transparent and inclusive in all sectors
	If consistent funding is allocated to the implementation of gender equality commitments
	If public decision-making is informed by reliable gender statistics
Impact	Then women, men, boys and girls of Mali, especially the most vulnerable and disadvantaged, will benefit from strengthened institutions that are more effective, accountable, transparent, inclusive and gender-sensitive in the provision of essential services at national and sub-national levels.

Source: Strategic Note 2020-2024

Consequently, to provide a more transparent and coherent understanding of UN Women's logical chain of results, the evaluation team has developed an alternative representation of the change theory. This revised model places greater emphasis on impact areas outlined in UN Women's corporate Strategic Plan (including corporate outcomes), offering a clearer and more nuanced depiction of the organization's contributions and pathways to impact.

Mali's Strategic Note Theory of Change

Together with UN Country Team, UN-Women supports the Government, civil society and local communities for a Mali where women, men and youth fully exercise their rights and play their roles for a peaceful, economically inclusive and reconciliated country because men and institutions are respectful and accountable for the human rights of women and support gender equality.



Impact area 1: Women's leadership and political participation

ASSUMPTIONS
- Policy and institutional commitment
- Favorable public opinion for women leadership
- Capacities in gender statistics

RISKS
- Hostility during electoral campaigns
- Insecurity
- Low involvement of CSOs

OUTPUT 1.1
Women participate equitably in public life

OUTPUT 1.2
Institutions, state structures and civil society actors have strengthened their gender capacities to ensure a gender-responsive planning and budgeting process.

OUTPUT 1.3
Public policies and are based on reliable gender statistics

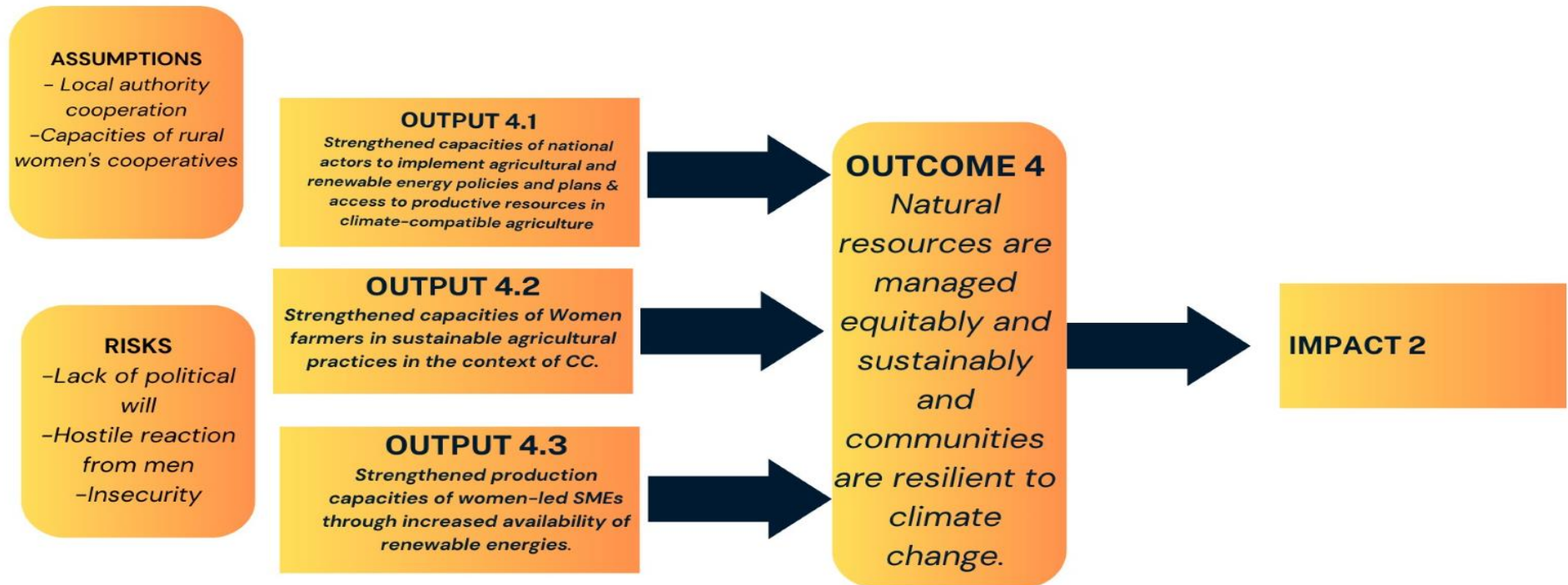


OUTCOME 1
Rule of law, in an environment of peace, accountability and inclusive governance.

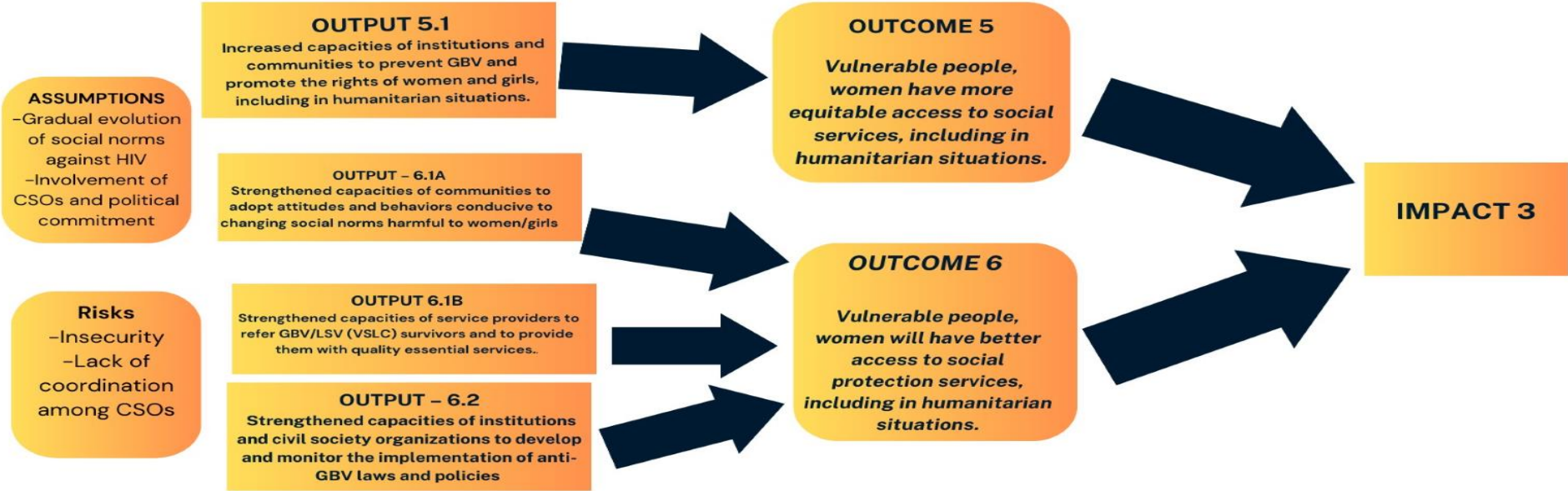


IMPACT 1
Women lead, participate and benefit equally from governance systems

Impact Area 2: Women's economic empowerment



Impact Area 3: Eliminating violence against women and girls



Impact Area 4: Women, peace, security and humanitarian action

ASSUMPTIONS

- Authorities' willingness to give women a voice in peace and security humanitarian issues
- Donor support

RISKS

- Insecurity
- Lack of humanitarian coordination

OUTPUT 2.1

Strengthened National capacities to implement and monitor the WPS, National Action Plan R1325, the Peace Agreement, and National Reconciliation Strategy.

OUTPUT 2.2

National actors prevent and manage community conflicts related to natural resources and violent extremism, in an inclusive manner

OUTPUT 2.3

Strengthened national technical and operational capacities to ensure their women's safety, physical/mental integrity health, resilience and respond to their socio-economic and judicial needs.

OUTPUT 2.4

Strengthened judicial capacity of national actors and mechanisms to offer services accessible to GBV survivors and apply gender-based, participatory and inclusive approaches.

OUTCOME 2

The population is resilient to conflict, lives in harmony and reconciles in a context of peace, security and human rights.

IMPACT 4

ANNEX. 4 Linkages between the sn and key dvlpt frameworks

UNSDCF/SN results	Result impact area	UNW SP 2018-2021	National Gender Policy	SDGs
<p>UNSDCF/SN Outcome 1: By 2024, the population lives under the rule of law, in an environment of peace and accountability, thanks to strong public institutions, media and civil society exercising their roles and responsibilities for effective and inclusive governance.</p>	<p>Impact Area 1: Women's leadership and political participation</p>	<p>Outcome 2: Women lead, participate in and benefit equally from governance systems</p>	<p>SO1: Consolidation of Malian democracy and the rule of law through equal access and full enjoyment of fundamental rights for women and men</p>	<p>Goal 5: Achieve gender equality and empower all women and girls.</p>
			<p>SO4: Leveraging the potential of women and men in the country's development through equal participation in decision-making spheres</p>	<p>Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels</p>
			<p>SO6: Integrating gender equality as a guiding principle of good governance in the most transformative public policies and reforms, as well as in budgets, while considering the context of deconcentration and decentralization</p>	
<p>UNSDCF/SN Outcome 2: By 2024, the population is resilient to conflict, lives in harmony and reconciles in an environment of peace, security and respect for human rights and positive cultural traditions.</p>	<p>Impact Area 4: Women, peace, security, and humanitarian action</p>	<p>Outcome 5: Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action</p>		<p>Goal 5: Achieve gender equality and empower all women and girls.</p> <p>Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels</p>
<p>UNSDCF/SN Outcome 3: By 2024, Malian people, particularly the most vulnerable, are participating in the economy and benefiting from the rewards of strong, inclusive and resilient growth and the creation of decent</p>	<p>Impact Area 2: Women's economic empowerment</p>	<p>Outcome 3: Women have income security, decent work, and economic autonomy</p>	<p>SO2: Developing human capital (women and men) capable of addressing the challenges of the country's socioeconomic development, poverty reduction, African integration, and globalization</p>	<p>Goal 1: End poverty in all its forms everywhere</p>

UNSDCF/SN results	Result impact area	UNW SP 2018-2021	National Gender Policy	SDGs
jobs.			<p>SO3: Recognizing the women's contribution to economic development by integrating them into productive circuits and ensuring equal access to employment opportunities and production factors</p> <p>SO5: Promoting, raising awareness, and communicating to embed egalitarian values within the Malian society, while aligning equality-supportive traditions with the demands of modernity and global openness</p>	<p>Goal 5: Achieve gender equality and empower all women and girls.</p> <p>Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>
UNSDCF/SN Outcome 4: By 2024, communities manage natural resources and the environment sustainably and equitably and are more resilient to the adverse effects of climate change.	Impact Area 2: Women's economic empowerment	Outcome 3: Women have income security, decent work, and economic autonomy		<p>Goal 1: End poverty in all its forms everywhere</p> <p>Goal 5: Achieve gender equality and empower all women and girls.</p> <p>Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p> <p>Goal 13: Take urgent action to combat climate change and its impacts</p>
UNSDCF/SN Outcome 5: By 2024, vulnerable people, including women, children, adolescents, and	Impact Area 3: Eliminating violence against women and	Outcome 4: All women and girls live a life free from all forms of	SO5: Promoting, raising awareness, and communicating to embed egalitarian values within	Goal 5: Achieve gender equality and empower all women and girls.

UNSDCF/SN results	Result impact area	UNW SP 2018-2021	National Gender Policy	SDGs
youth, have more equitable access to quality basic social services, according to their age and gender-specific needs, including in humanitarian situations	girls	violence	the Malian society, while aligning equality-supportive traditions with the demands of modernity and global openness	Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels
UNSDCF/SN Outcome 6: By 2024, vulnerable people will have better access to social protection services, including in humanitarian situations.	Impact Area 3: Eliminating violence against women and girls	Outcome 4: All women and girls live a life free from all forms of violence	SO5: Promoting, raising awareness, and communicating to embed egalitarian values within the Malian society, while aligning equality-supportive traditions with the demands of modernity and global openness	Goal 5: Achieve gender equality and empower all women and girls. Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels

ANNEX. 5 Interventions of the country office

Project name	Impact area	Status	Budget	Location	already evaluated (Y/N)	Other information	Observations
Enabling a more secure world for women and girls	Gender and governance	Completed	TBD	TBD	N	-	documents are yet to be shared
Support project for the prevention of electoral violence and promotion of democratic governance	Gender and governance	In progress	\$ 843 314	Countrywide	N	PBF (24 months) signed in december 2021.	Should be approaching end of implementation according to planned timeline
Support program for Reforms and Elections in Mali (PAREM)_2021-2023	Gender and governance	In progress	1.5 M (PNUD)	Countrywide	N	Baseline study is planned 2021-2023, but PTA starts in mid-2022. Agreement signed in mid 2021	seems the project is still in the early phases, as a baseline evaluation on perceptions of electoral violence is currently being planned
Access of women to the means of production for an agriculture resilient to climate change	Women Economic Empowerment	Completed	800 000 EUR (2019) and 550 000 EUR (2020)	Ségou, Kayes, Mopti, Gao	Y	Luxembourg	the Programme underwent both a mid-term and final evaluation
Climate and Energy in Mali (CEMALI)	Women Economic Empowerment	Completed	846342	Bamako District in the regions of Segou and Sikasso	N	planned for years 2016-2018	the project appears to be implemented during past SN cycle
Support Project for the Improvement of Sustainable Livelihoods for the Mitigation and Adaptation of Fishing Communities to Climate Change (PACP)	Women Economic Empowerment	In progress	976 861	Segou	N	ministry of fishing, 2021-2024	

Project name	Impact area	Status	Budget	Location	already evaluated (Y/N)	Other information	Observations
sylvo -pastoral and aquaculture activities to strengthen the resilience of populations in the municipalities of Fittouga and Banikane-Narhawa	Women Economic Empowerment	In progress	882883 usd	Tombouctou (Niafunke)	N	2021-2024	for geographic rationale, PACP was preferred
Support by Diadie says Amadou Sankare - SAER to UN Women for improving the income of Malian women through the mining and gemstone industry	Women Economic Empowerment	In progress	100000 usd	Kayes	N	privately funded	budget rationale
Accelerate the reduction of maternal, mortality and strengthen reproductive health and nutrition	Combating Violence Against Women and Girls (EVAW)	Completed	TBD	TBD	TBD	TBD	documents are yet to be shared
EU Spotlight WCA - Mali	Combating Violence Against Women and Girls (EVAW)	In progress	TBD	TBD	N		based on previous experience, it is extremely hard to evaluate individual components of Spotlight. The approach is strongly integrated, and key stakeholders, including beneficiaries are unable to tell apart contribution of different implementing agents

Project name	Impact area	Status	Budget	Location	already evaluated (Y/N)	Other information	Observations
Health and peace vector	Combating Violence Against Women and Girls (EVAW)	Completed	225 288	région de Mopti	N	Joint with MINUSMA PNUD, OMS	small budget, other EVAW interventions to be considered before including in sample
Contribution to the UNWOMEN Country Program in Mali with focus on the 1325	Women Peace and Security and Humanitarian Action	In progress	TBD	TBD	TBD/ possibly already covered through 1325 support evaluation		documents are yet to be shared To be confirmed: covered through 1325 2023 evaluation?
ME Function of the Women Peace and Security and Humanitarian Fund (Outcome 5)	Women Peace and Security and Humanitarian Action	In progress	TBD	TBD		constellation of WPHF projects	project involves a combination of smaller projects, making a strategic-level evaluation complex
Support Program for the Implementation of UNSCR 1325 National Action Plan in Mali	Women Peace and Security and Humanitarian Action	Completed	9'448'469.39	National territory	Y	Denmark, Sweden, Norway, and tbc Switz	already evaluated
Support Program for the Implementation of UNSCR 1325 National Action Plan in Mali	Women Peace and Security and Humanitarian Action	In progress	TBD	TBD	TBD	TBD	To be confirmed: covered through 1325 2023 evaluation?
Project to support the implementation of action plans of Resolution 1325 for the consolidation of peace in the Region of Ségou	Women Peace and Security and Humanitarian Action	In progress	TBD	TBD	TBD	TBD	To be confirmed: covered through 1325 2023 evaluation?
Integrated approach to fight against impunity and for improved access to justice in the Center of Mali	Women Peace and Security and Humanitarian Action	In progress	987384	Ségou, Mopti	N	PBF (2019)	significant budget allocation,

Project name	Impact area	Status	Budget	Location	already evaluated (Y/N)	Other information	Observations
Joint Regional Program to Support the Implementation of Cross-Border Cooperation Activities in the Liptako - Gourma Region	Women Peace and Security and Humanitarian Action	In progress	1'035'000	Region de Mopti (+ Tillabery au Niger et régions du Nord, de l'Est et du Sahel au Burkina)	N	Swed	difficulty in evaluating project with multiple stakeholders and implemented across 3 countries
Women illuminating the path to peace	Women Peace and Security and Humanitarian Action	In progress	605'839	Région de Mopti	N	PBF	despite budget as possible rationale for exclusion, tentatively included pending decision on cross-border project
Strengthening the protection and economic recovery of women, girls and their communities affected by conflicts in the context of covid-19 in the regions of Mopti and Gao	Women Peace and Security and Humanitarian Action	In progress	383'915	Région de Mopti	N	AECID (SP)	budget rationale
Support program for the stabilization of Mali through the strengthening of the rule of law (PROSMED)	Women Peace and Security and Humanitarian Action	In progress	TBD (see next project)	TBD (see next project)	TBD (see next project)	TBD (see next project)	documents are yet to be shared
Stabilization Support Program in Mali through Strengthening the Rule of Law (PROSMED) - PBF/MLI/B-2	Women Peace and Security and Humanitarian Action	In progress	1'600'000			with PNUD, 2022, 30 months	only halfway through implementation period
The Global Program for Strengthening the Rule of Law, Human Rights, Justice and Security for Sustainable Peace and Development, Phase IV	Women Peace and Security and Humanitarian Action	In progress	around 70 k	Mali (Global Programme)	N	Netherlands	interesting for leaving no one behind, but in early phases of implementation, and small budget

ANNEX. 6 Budget

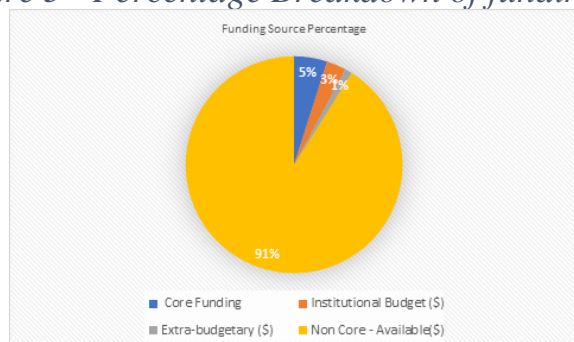
The budget is made up of 90% Non Core Available funds, i.e. 55,450,285 USD. Other sources of funding are: Core Funding (5%) i.e. 2,900,057 USD, Institutional Budget (4%) i.e. 2,370,765 USD, Extrabudgetary (2%) i.e. 937,003 USD

Table 5 -UNW Mali funding sources

Budget year	Core Funding(\$)	Institutional Budget (\$)	Extra-budgetary (\$)	Non Core Available (\$)
2020	520,068	480	129,5	9948356
2021	520,068	447,949	326,061	10810781
2022	520,068	469,118	175,162	11325972
2023	758,723	469,118	109,28	10776294
Total	2,318,927	1,386,665	501,223	42,861,403

Source : RMS 26.10.23

Figure 5 - Percentage Breakdown of funding sources UNW Mali Source : RMS 26.10.23



The top 4 donors funded the following programs:

1. Denmark : Support for Denmark UNW Program (2019),
2. MPTF-Spotlight Initiative Fund : Joint Initiative UN/EU Spotlight (2019), EU Spotlight – WCA (2021),
3. Sweden : Sweden Support Program 2017/2021,
4. Peacebuilding Fund : Cross-border initiatives support (2019) Women Actors for Peace (2019); WOMEN/CONFLICT GRN MLI/NGR (2020); Integrated approach to justice (2020), Woman illuminating for peace (2020); Project to support prevention (2022); Stabilization Support Program (2022) ;

It's notable that the Malian private sector is actively involved with contributions from SAER Emploi - Mali (114,740 USD) and Groupe Kledu (10,000 USD). In addition to national donors, the Others includes: Government of France (502,246 USD), Government of Belgium (744,321 USD), UNESCO (202,109 USD), MPTFO JO Mali Climate Fund (599,213 USD), Government of Austria (262,000 USD), KOICA (\$59,574. 00 USD), Government of Japan (49,250 USD), European Union (50,000 USD), ADB (387,429 USD), Government of Spain (286,532 USD), Government of the Netherlands (\$294,205 USD).

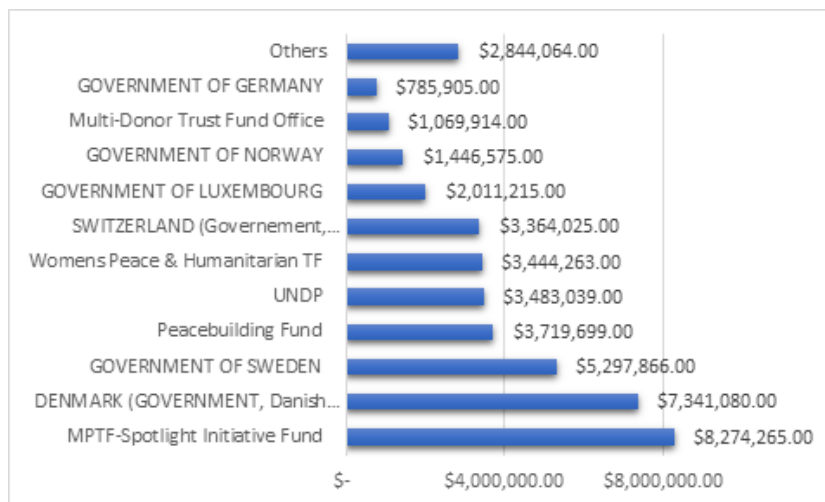
Table 6 - UNW Mali Major donors

MPTF-Spotlight Initiative Fund	\$ 8,274,265.00	19%
Denmark (Government, Danish Church Aid, DANIDA)	\$ 7,341,080.00	17%
Government of Sweden	\$ 5,297,866.00	12%
Peacebuilding Fund	\$ 3,719,699.00	9%

UNDP	\$ 3,483,039.00	8%
Womens Peace & Humanitarian TF	\$ 3,444,263.00	8%
Switzerland (Agency for Development & Cooperation)	\$ 3,364,025.00	8%
Government of Luxembourg	\$ 2,011,215.00	5%
Government of Norway	\$ 1,446,575.00	3%
Multi-Donor Trust Fund Office	\$ 1,069,914.00	2%
Government of Germany	\$ 785,905.00	2%
Others	\$ 2,844,064.00	7%
TOTAL	\$ 43,081,910.00	

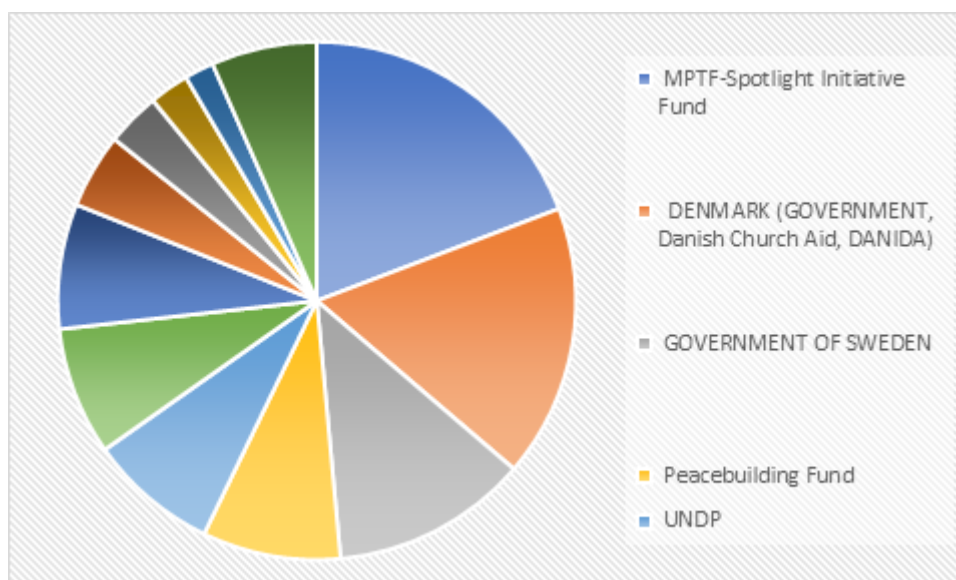
Source : RMS 26.10.23

Figure 5 - Main donors 2020-2023



Source : RMS 26.10.23

Figure 6 - Donors share in CO budget 2020-2023



Source : RMS 26.10.23

The top 4 donors are: MPTF-Spotlight Initiative Fund 19% (\$ 8,274,265), Denmark 17% (\$ 7,341,080), Sweden 12% (\$5,297,866) and Peacebuilding Fund 9% (\$ 3,719,699). The top 4 donors account for 57% of the total budget. The top 4 donors funded the following programs:

- Denmark : Support for Denmark UNW Program 2020,
- MPTF-Spotlight Initiative Fund : Joint Initiative UN/EU Spotlight 2020, EU Spotlight – WCA (2021),
- Sweden : Sweden Support Program 2017/2021,
- Peacebuilding Fund : ; WOMEN/CONFLICT GRN MLI/NGR (2020); Integrated approach to justice (2020), Woman illuminating for peace (2020); Project to support prevention (2022); Stabilization Support Program (2022) ;

It's notable that the Malian private sector is actively involved with contributions from SAER Emploi - Mali (114,740 USD) and Groupe Kledu (10,000 USD). In addition to national donors, the Others includes: Government of France and French National Committee (502,246 USD), Government of Belgium (744,321 USD), UNESCO (202,109 USD), MPTFO JO Mali Climate Fund (599,213 USD), Government of Austria (262,000 USD), KOICA (\$59,574. 00 USD), Government of Japan (49,250 USD), European Union (50,000 USD), ADB (387,429 USD), Government of Spain (286,532 USD), Government of the Netherlands (\$294,205 USD).

Table 13 : Funding by Thematic Area 2020-2023: Source : RMS 26.10.23

	2020	2021	2022	2023	%
Peace & secur & humanit actions	\$ 3,439,045.00	\$ 4,974,092.00	\$ 7,097,244.00	\$ 4,528,943.00	31%
Global norms,policies & standards	\$ 330,000.00	\$ 222,112.00	\$ 13,551,006.00	\$ -	22%
Economic empowerment	\$ 2,454,941.00	\$ 2,218,145.00	\$ 2,730,413.00	\$ 3,772,269.00	18%
Ending violence against women	\$ 3,926,071.00	\$ 2,628,651.00	\$ 2,170,724.00	\$ 2,342,680.00	17%
Leadership & politic participation	\$ 2,149,999.00	\$ 1,012,504.00	\$ -	\$ 4,257,972.00	12%

Figure 7 - Funding by thematic area 2020-2023 Source RMS 26 October 2023

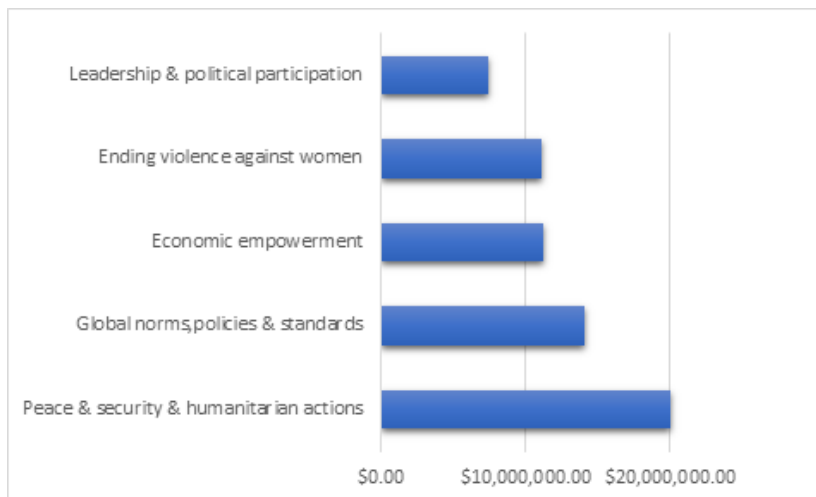
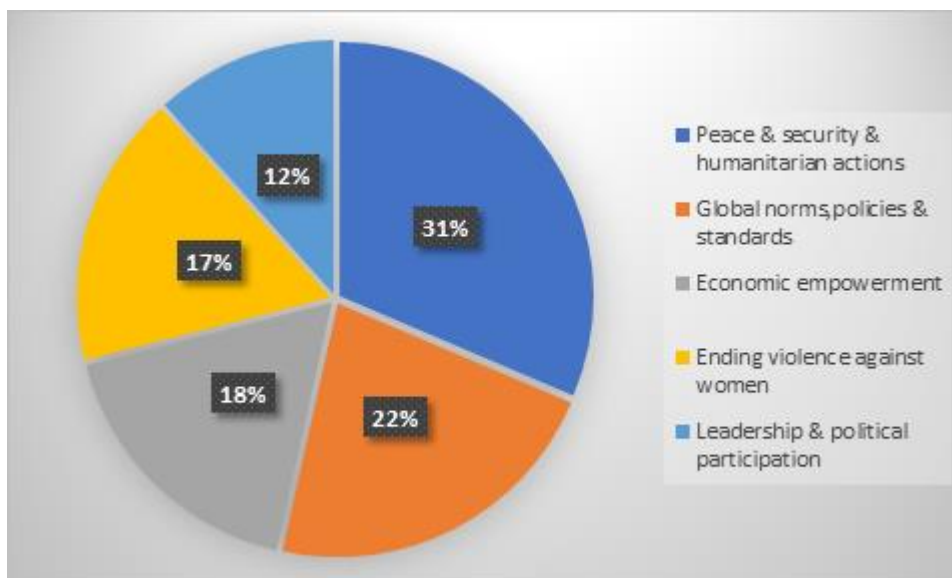


Figure 8 - Budget share per impact area 2020-2023



Source RMS October 2023

Peace, security and humanitarian actions received the highest funding (\$ \$20,039,324 or 31%). The other four areas received roughly the same amount of funding: Global norms, policies and standards received \$ 14 103 118 (22%), Economic empowerment \$ \$11,175,768.00 (18%), Ending violence against women \$ \$11,068,126.00 (17%), and Leadership and political participation \$ \$7,420,475.00 (12%).

ANNEX. 7 Strategic note evaluability

A quality check of the outcomes, outputs, theory of change and indicators of both the DRF and OEEF was conducted to assess adherence to SMART and results-based management (RBM) principles. Additionally, in consultation with key UN Women personnel, the evaluation team assessed the availability and quality of relevant documentation and reporting, and potential contextual limitations such as the broader political context and restrictions due to the country security situation. The overall evaluability of the Mali country portfolio was determined to be "good/adequate."

Grading Guidance		
Weak = few attributes (~1-3)	Adequate = some attributes (~4-6)	Strong = many attributes (~6+)
Key attributes for results rating		
Outcomes	Outputs	Indicators
UN Women can influence or contribute to change	Within control of UN Women or partners (responsible party)	Clearly measures change (out-put) or potential for change (outcome)
Intermediate-level scope of change Change in behavior, institutional performance, attitude, beliefs	Immediate-level change (during program)	Logical direct (preferred) or proxy (acceptable) indication of change
Singular Focus	Change in any of the following, among others: skills, knowledge, awareness, capacity, accountability; availability of products, data, or services; something created, built or repaired; Institutional arrangements, leadership, efficiency; advocacy or dialogue mechanisms.	Clearly aligned to output(s)
Specific	Singular focus	Singular Focus
Measurable	Specific (Sets precise criteria for success)	Specific (Sets precise criteria for success)
Achievable	Uses change language (not action	Plain language

	language)	
Time-bound		Valid / Reliable
		Measurable
		Available & Timely

ANNEX. 8 Stakeholder mapping

UN Women mandate	Stakeholder category	Partners	Main contribution to UNW's work	Impact area
Programme (operational mandate)	Responsible parties	UN Women	Manage and coordinate all Strategic Note implementation activities; provide technical support to implementing partners through quality assurance, M&E and reporting.	LPP, WEE, EVAW, OEEF, WPS
	Joint programme and joint programming partners	UNDP, FAO, UNODC, OHCHR, MINUSMA, OCHA, UNFPA, UNICEF, ...	Coordination and implementation of joint programmes	LPP, WEE, EVAW, OEEF, WPS
	Government	Ministry for the promotion of Women, Children and Family (Ministère de la Promotion de la Femme, de l'Enfant et de la Famille - MPFEFO), Ministry for Reconciliation, Peace, and National Cohesion (Ministère de la Réconciliation, de la Paix et de la Cohésion Nationale - MRPCN) in charge of the Peace Agreement, Ministry of Justice and Human Rights (Ministère de la Justice et des Droits de l'Homme - MJDH), Ministry for Security and Civil Protection (Ministère de la Sécurité et de la Protection civile - MSPC), Ministry for Territorial Administration and Decentralisation (Ministère de l'Administration territoriale et de la Décentralisation - MATD), Ministry of Defense and Veterans (Ministère de la Défense et des Anciens combattants - MDAC), Ministry of Economics and Finance (Ministère de l'Économie et des Finances - MEF), Ministry of Agriculture, Farming and Fishing (Ministère de l'Agriculture, de l'élevage et de la pêche - MAEP), ... National Police, Local technical services, State service, Local agricultural services Gao, Niger Bureau (Kokry Macin), Agricultural services sub.sector AGE TIC MPFEF DRPFEF SIKASSO	Provide policy and legal frameworks guidance Support and collaborate with the Country Office and implementing partners for effective implementation of the Strategic Note development portfolio in relevant ministries and sectors; Adopt and participate in capacity building interventions; build institutional and individual capacity for GEWE	LPP, WEE, EVAW, WPS
	ONG et Organisations de la société civile	ONG ASG AMEDD CAPDH IMRAP AZHAR APDF PACINDHA 3AG IAMANEH MALI ODI Sahel Mopti CAFO Koro NOVA Mali Association Waleyuma Mopti Association Djiguiya Mopti Association des Femmes Handicapées de Mopti	Implementing partners: Project development, activity planning and development of monitoring and evaluation indicators; Project communication and knowledge management	LPP, WEE, EVAW, OEEF, Humanitarian Action

UN Women mandate	Stakeholder category	Partners	Main contribution to UNW's work	Impact area
		YAG TU		
Coordination des Nations Unies	Regional Coordinator's Office	Regional Coordinator ; Programmes Unit ; Monitoring and Evaluation Unit	Support to the Country Office for effective implementation of the Strategic Note; Monitoring of regional programmes for accelerating the implementation of the Women Peace and Security Agenda for enhanced conflict prevention and peacebuilding in the Sahel	OEEF
	United Nations Country Team	UN Women, MINUSMA, UNDP, OCHA, UNHCR, WHO, OHCHR, UNAIDS, UNFPA, UNICEF, UNESCO, UNODC, UNOPS, WFP, IOM	Strategic implementation partners for the implementation of UNSDCF, joint programmes, and other joint initiatives	OEEF, joint programmes
	Gender Theme Group	UN Women, UNDP, UNFPA, OCHA, WHO...	Provide technical support and strategic advice to country teams to enhance gender mainstreaming efforts	Cross-cutting
Normative	Gouvernement	Ministries and public institutions listed above (see operational mandate)	Design the laws, policies, programmes and services necessary to ensure international norms are applied effectively and that women and girls can benefit from them	Cross-cutting
	National machinery for gender equality	Local safety advisory committees (Comités consultatifs Locaux de sécurité -CCLS), Initiative for the promotion and support of women entrepreneurship (Initiative pour la promotion et l'appui à l'entrepreneuriat féminin - IPAFE), Malian league of Imams and Scholars for Islamic solidarity (Ligue Malienne des Imams et Erudits pour la Solidarité Islamique - LIMAMA), Coordination of women's associations and organisations (Coordination des Associations Féminines et Organisations -CAFO), Network on Peace and Security for Women in ECOWAS (Réseau Paix et Sécurité des Femmes de l'Espace CEDEAO - REPSFECO), West African Young Women Leaders' Network (Réseau Ouest Africain des Jeunes Femmes Leaders - ROAJELF),	Support the government in designing the laws, policies, programmes and services necessary to ensure international norms are applied effectively and that women and girls can benefit from them	Cross-cutting
Organisational Effectiveness and Efficiency	UN Women personnel	Country Office, Regional Office, HQ	Implement the Strategic Note, Develop effective partnerships	OEEF, Cross-cutting

UN Women mandate	Stakeholder category	Partners	Main contribution to UNW's work	Impact area
Resource mobilisation	Bilateral and multilateral donors	African Development Bank, Spanish cooperation agency, Austrian development agency, Government of Denmark (Ministry of Foreign Affairs), Government of France, Government of Luxembourg, MPTF-Initiative Spotlight, Multi-Donor Trust Fund Office, Peacebuilding Fund Swedish international development cooperation agency, Agence pour le développement et la Swiss Agency for Development and Cooperation	Strategic partners for resource mobilisation; Project and programme financing; Feedback on periodic reports, narrative and financial, submitted by the Country Office	Cross-cutting
	Government	Ministry of Finance	Gender-responsive budgeting and support to national gender machinery	Cross-cutting
	Private sector	SAER EMPLOI – MALI Orange	Supply of financial product, loans, savings, financial education and support to women entrepreneurs/ traders Project support in specific technical domains	WEE, Cross-cutting
	United Nations	JNDP, PBF, Climate funds, EU	Project financing and co-financing	LPP, EVAW
Right holders	Direct beneficiaries	Women's associations Aspiring female political candidates Associations professionnelles de femmes Women's professional associations Women victims of gender-based violence Women victims of poverty Marginalised women in the workplace Marginalised women in politics People with disabilities Young girls and boys Community organisations and grassroots networks representing the voice of beneficiaries	Participation in activities as direct beneficiaries of the implementation of the Country Office programme	Cross-cutting
Duty bearers	Government	government bodies, listed above, partners in the implementation of the country programme.	In charge of the country's development programmes, support to the alignment of priorities with national gender policies and actions	Cross-cutting

ANNEX. 9 Evaluation matrix

Evaluation sub-questions	Indicators	Data collection	Data Sources
Relevance: Is UN Women's portfolio (programmatic, normative and coordination), including its thematic focus, relevant for advancing gender equality and women's empowerment in Mali and in line with national policies and international human rights standards?			
Is UN Women's the Portfolio and Program aligned with national policies and international human rights standards?	Evidence of shared goals and indicators between UN Women Mali SN and relevant national and international policies and strategies.	Desk review Interviews with key informants	Desk review: project documentation and national and international policies and human rights frameworks
What is UN Women's	Evidence of particular	Desk review	Desk review: geographic and thematic mapping

Evaluation sub-questions	Indicators	Data collection	Data Sources
comparative advantage in this area of work compared to other UN entities and key partners?	thematic and geographical positioning of UN Women Mali in relation to other UN organisations, and of differences in strategic approach to the domains of intervention.	Interviews with key informants	of UN Women's interventions Interviews: UN Women personnel, personnel from other UN entities, implementing partners.
To what extent was the support foreseen by the Country Program adapted to the needs of the target populations?	Evidence of alignment between UN Women thematic areas of intervention and strategic approach with evidence from gender, conflict, needs analyses-	Desk review Key informant interviews	Desk review: needs and gender analyses carried out by UN Women and other actors operating in the gender arena Key informant interviews: national stakeholders, implementing partners Focus Group Discussion: programme participants
To what extent did UN Women prove able to adapt its strategies and activities to align with the evolving context?	Evidence of change of UN Women Mali's strategic approach following changes in the Malian context, including political changes, security developments, and other emerging challenges including the COVID 19 pandemic.	Documentary review Key informant interviews	Desk review: of UN Women's planning and strategic processes during the SN implementation period. News and political analyses of the Malian context Key informant interviews: national stakeholders, UN Women personnel
Does the portfolio address the root causes of gender inequality?	Evidence of alignment between UN Women's domains of intervention and data from gender analyses	Desk review Key Informant Interviews Focus group discussions	Desk review: documentary analysis of gender analyses carried out by UN Women and other entities operating in the gender equality sphere. Key informant interviews: UN Women personnel, national stakeholders, implementing partners Focus group discussion: programme participants

Evaluation sub-questions	Indicators	Data collection	Data sources
Coherence: Have UN Women's interventions achieved coherence both within the Strategic Note and with the UN Country Team?			
Do the key interventions create synergies within the UN Women portfolio and the work of the UN Country Team or are they compatible with other interventions in the country?	Evidence of joint programming activities and implementation of joint projects	Desk review Key informant interviews	Desk review: project documentation, documentation from cluster and joint planning initiatives Interviews: UN Women personnel, personnel from other UN entities, national stakeholders
Is the balance and coherence between operational programming, coordination and policy and normative work optimal?	Evidence of adequate resource allocation and presence of multiple interventions across the different mandate domains	Desk review Financial analysis and review of resources Survey Key Informant Interviews	Desk review: review of project documentation, including distribution of human and financial resources across the organization Survey: survey with UN Women personnel Interviews: UN Women SMT and strategic support personnel

Evaluation sub-questions [Operational mandate]	Indicators	Data collection methods	Data sources
Effectiveness: To what extent have the contributions of UN Women supported the advancement of gender equality and women empowerment in Mali?			
What are UN Women's contributions in advancing gender equality and women's empowerment at the national and local level?	Project progress indicators, and thematic area indicators	Desk review Key informant interviews Focus Group Discussions Survey	Desk review: review of project progress documents, annual and donor reports, communication products, RMS data, evaluations Key informant interviews: UN Women personnel, implementing partners, national stakeholders Focus Group Discussions: programme participants Survey: national stakeholders, implementing partners
What are the main factors favoring and hindering the achievement of the results observed?	Evidence of environmental enablers and challenges faced in implementing planned activities and achieving expected outputs.	Desk review Key informant interviews Focus Group Discussions Survey	Desk review: review of project progress documents, annual and donor reports, communication products, RMS data, evaluations Key informant interviews: UN Women personnel, implementing partners, national stakeholders Focus Group Discussions: programme participants Survey: national stakeholders, implementing partners
What unexpected results (positive and negative) were obtained?	Evidence of change occurring beyond the expected UN Women outcomes	Desk review Key informant interviews Focus Group Discussions	Desk review: review of project progress documents, annual and donor reports, communication products, RMS data, evaluations Key informant interviews: UN Women personnel, implementing partners, national stakeholders Focus Group Discussions: programme participants
To what extent did the portfolio change power dynamics between different groups?	Evidence of changes in perceptions of project stakeholders concerning power dynamics and women's role in society Evidence of power redistribution at national level (political participation, gender-responsive budgeting, gender-responsive laws)	Desk review Key informant interviews Focus Group Discussions Survey	Desk review: review of project progress documents, annual and donor reports, communication products, RMS data, evaluations. Review of policy documents Key informant interviews: implementing partners, national stakeholders Focus Group Discussions: programme participants, community representatives.

Evaluation sub-questions [Coordination]	Indicators	Data collection methods	Data sources
To what extent has UN Women enabled the UN System to move coherently and systematically promote gender equality and women's empowerment?	Evidence of UN Women leadership in mainstreaming gender equality across UNCT actions	Desk review Key informant interviews Survey	Desk review: analysis of joint planning and programming initiatives. Evidence of UN Women's active participation and substantial contributions to put gender at the centre Key informant interviews: UN Women

			personnel, personnel from other UN entities Survey: Personnel from UN entities
How does UN Women Mali leverage its coordination role and added value vis-à-vis other actors involved in (1) gender equality and women empowerment and (2) in efforts to respond to crises such as socio-political and humanitarian crises?	Evidence of UN Women leadership in mainstreaming gender equality in humanitarian action, and role in reuniting and activating interventions in the gender arena	Desk review Key informant interviews Survey	Desk review: analysis of planning and programming initiatives, including at the cluster level. Evidence of UN Women's active participation and substantial contributions to put gender at the centre Key informant interviews: UN Women personnel, implementing partners, other actors operating in the gender arena Survey: Personnel from UN entities
Evaluation sub-questions [Normative aspects]	Indicators	Data collection methods	Data sources
What is UN Women's contribution to the implementation of global norms and standards for gender equality and women empowerment?	Evidence of gender-responsive policy, laws, and tools developed and implemented by national and local actors	Document review Key informant interviews	Desk review: national and local policy documents, laws, and tool Key informant interviews: national stakeholders, UN Women personnel

Efficiency: Does UN Women Mali have adequate governance, capacity and skills to ensure good use of resources (staff, funding and assets) to deliver results?

Evaluation sub-questions	Indicators	Data collection	Data sources
To what extent were financial resources efficiently allocated and utilised by the country office to achieve expected objectives?	Evidence of alignment between resources and expected outputs and outcomes	Financial review Interviews	Financial review: analysis of project expenditures, DAMS data, FACE forms Interviews: UN Women personnel
Does the organization have an adequate staff size and access the skills, knowledge and capacities required to deliver strategic note results?	Evidence of alignment between organizational and project objectives, staff number, staff responsibilities and capacities.	Financial review and review of organizational architecture Survey	Financial review: analysis of budget allocation for staffing and comparison with expected responsibilities Survey: UN Women personnel
To what extent has joint programming facilitated the smooth implementation of operational processes?	Evidence of joint operational procedures such as procurement efforts and asset sharing	Financial review Key informant interviews: Survey	Financial review: analysis of organizational and project costs Interviews: UN Women operations personnel Survey: UN Women personnel, personnel from other UN entities
To what extent were the planned results achieved on time?	Evidence of timely delivery of outputs in line with organizational project workplans. Evidence of project extensions	Desk review Survey Key informant interviews	Desk review: project progress reports, review of workplans, review of project agreements Interviews: UN Women personnel, implementing partners Survey: UN Women personnel, implementing partners

Sustainability: Are results achieved through the implementation of the Mali SN likely to be preserved over time?

Evaluation sub-questions [Capacity Building]	Indicators	Data collection methods	Data sources
Has the Country Office contributed to the development of individual capacities that can support preservation of results in time?	Evidence of capacity development activities, proof of certificates and other supporting documentation for both UN Women personnel and other actors	Desk review Key informant interviews Survey	Desk review: documentary review of HR documentation pertaining to capacity building initiatives. Documentation of training and other capacity strengthening interventions led by UN Women. Key informant interviews: UN Women personnel, national stakeholders, implementing partners Survey: UN Women personnel, national stakeholders, implementing partners
To what extent were institutional capacities strengthened to ensure the sustainability of efforts and achievements?	Evidence of increased gender mainstreaming processes within institutions, gender-responsive allocation of resources	Desk review Key informant interviews Survey	Desk review: Documentation of training and other capacity strengthening interventions led by UN Women. Key informant interviews: UN Women personnel, national stakeholders Survey: national stakeholders
To what extent has the portfolio made it possible to strengthen implementing partners' technical and operational capacities, thus guaranteeing the sustainability of Program results?	Evidence of capacity development activities' outcomes, improved organizational and managerial processes among implementing partners	Desk review Key informant interviews Survey	Desk review: Documentation of training and other capacity strengthening interventions led by UN Women. Key informant interviews: UN Women personnel, implementing partners Survey: implementing partners
Evaluation sub-questions [Appropriation]	Indicators	Data collection methods	Data sources
Is there national ownership and are there national champions for different parts of the portfolio?	Evidence of commitment to gender equality, at individual and institutional level (processes, policies)	Desk review Key informant interviews	Desk review: communication support concerning engagement declarations by national actors Key informant interviews: implementing partners, national stakeholders
What local accountability and oversight systems have been established?	Evidence of monitoring mechanisms established and active at the national level	Desk review Key informant interviews	Desk review: TORs and reports of monitoring committees Key informant interviews: implementing partners, national stakeholders

Evaluation sub-questions [Coordination]	Indicators	Data collection methods	Data sources
To what extent has UN Women enabled the UN System to move coherently and systematically promote gender equality and women's empowerment?	Evidence of UN Women leadership in mainstreaming gender equality across UNCT actions	Desk review Key informant interviews Survey	Desk review: analysis of joint planning and programming initiatives. Evidence of UN Women's active participation and substantial contributions to put gender at the centre Key informant interviews: UN Women personnel, personnel from other UN entities Survey: Personnel from UN entities
How does UN Women Mali leverage its coordination role and added value vis-à-vis other actors involved in (1) gender equality and women empowerment and (2) in efforts to respond to crises such as socio-political and humanitarian crises?	Evidence of UN Women leadership in mainstreaming gender equality in humanitarian action, and role in reuniting and activating interventions in the gender arena	Desk review Key informant interviews Survey	Desk review: analysis of planning and programming initiatives, including at the cluster level. Evidence of UN Women's active participation and substantial contributions to put gender at the centre Key informant interviews: UN Women personnel, implementing partners, other

			actors operating in the gender arena Survey: Personnel from UN entities
Evaluation sub-questions [Normative aspects]	Indicators	Data collection methods	Data sources
What is UN Women's contribution to the implementation of global norms and standards for gender equality and women empowerment?	Evidence of gender-responsive policy, laws, and tools developed and implemented by national and local actors	Document review Key informant interviews	Desk review: national and local policy documents, laws, and tool Key informant interviews: national stakeholders, UN Women personnel

Gender, Human Rights, Disability Inclusion: Has the portfolio been designed and implemented in accordance with human rights and the principle of 'no one left behind', including consideration of disability?

Evaluation sub-questions	Indicators	Data collection methods	Data sources
To what extent has the principle of "leaving no one behind" been taken into account by the program?	Evidence of alignment between programme and project objectives and gender and vulnerability analyses	Desk review Key informant interviews Focus group discussions	Desk review: project documentation, in particular project rationale Key informant interviews: UN Women personnel, implementing partners Focus group discussions: programme participants, community representatives
Has the portfolio specifically considered disability in its interventions?	Evidence of disability-responsive interventions, and systematic inclusion of persons with disabilities among programme and project participants	Desk review Key informant interviews Focus group discussions	Desk review: project documentation and choice of programme participants, project progress reports (disability disaggregated reporting), evaluations Key informant interviews: UN Women personnel, implementing partners Focus group discussions: programme participants, community representatives
Is the choice of interventions most relevant to the situation of women and marginalized groups, including women with disabilities? Which groups does the portfolio reach the most and which are excluded?	Evidence of strategic choices and programme and project sampling in alignment with vulnerability analyses. Presence of data disaggregation based on vulnerability status, including disability	Desk review Key informant interviews Focus group discussions	Desk review: project documentation and choice of programme participants, project progress reports (reporting on differentiated effects), evaluations Key informant interviews: UN Women personnel, implementing partners Focus group discussions: programme participants, community representatives

ANNEX. 10 Methods of data collection

Desk review

The desk review took place throughout the evaluation cycle. Beginning in the Inception Phase, the review of documents provided the bases for informing the Inception Report and the evaluation methodology and sampling. The desk review covered project documentation by UN Women Mali, the organisation's strategic documents, and background documentation on the country and its gender context. Other formats, including videos and visuals, were also considered to complement the analysis of UN Women's work.

Key Informant Interviews

Interviews were carried out with project personnel from UN Women and implementing organisations, as well

as with national stakeholders identified through the stakeholder analysis, and UN system representatives. Based on the evaluation matrix, interview guides were developed for various categories of stakeholders, allowing for focus on various aspects of UN Women’s strategic and coordination work and project design and implementation. The different guides are presented in the next section.

Focus Group Discussions

The evaluation reached a sample of project participants through focus group discussions. These provided an opportunity to assess beneficiaries’ perceptions of individual projects and assess their satisfaction with strategies, implementation methods, and results. The focus group discussion guide is presented in the next section.

Survey

The evaluation team has developed a survey to reach stakeholders of three different categories, with the aim of enriching data collection through in-depth focus on particular domains for each category of stakeholders. This includes UN Women Mali’s technical and financial partners, whose survey set of questions dives into coordination and strategic partnership aspects. A specific survey for personnel of UN system organisations allowed to further examine UN Women’s role in coordination and support to gender mainstreaming. The final set of questions was conceived for UN Women personnel, to shed light on the internal aspects of the organisation such as human resources management, organisational performance management, strengths in capacity and training needs. The survey collected a combination of quantitative and qualitative data used to triangulate findings from other sources.

ANNEX. 11 Tools of data collection

• Interview Guide for UN Women Personnel

Criteria	Interview questions
Introduction	<i>Based on the Consent Form (Annex 13) specifying the aim of the data collection exercises, the coverage and objectives of the evaluation, and treatment of data collected during the interview.</i>
Relevance	What do you regard to be UN Women's comparative advantage in advancing gender equality in Mali, compared to other UN entities and actors operating in this field? Do you consider that UN Women has successfully adapted its strategies and activities to align with the evolving context? Do you consider the choice of interventions planned by UN Women adequate to addresses the root causes of gender inequality in Mali?
Coherence	Has UN Women’s portfolio been implemented in synergy with interventions by other UNCT actors and are the organisation’s programmes compatible with the work of other key stakeholders operating in the country? Was UN Women able to strike a balance among its coordination, normative, and operational work?
Effectiveness	<i>[operational]</i> How has UN Women contributed to advance gender equality in Mali? What factors have facilitated the achievement of results, and what challenges has the organization faced? Were there any unplanned results, whether positive or negative, which have resulted as a consequence of UN Women’s interventions? Has UN Women successfully contributed to change power dynamics between different groups in the country? <i>[coordination]</i> What was UN Women’s contribution towards a more coherent and systematic acknowledgement of gender in the work of the UN System? In what ways was UN Women able to capitalize on its added value, including its role in coordination, in the field of gender equality and in responding to humanitarian and socio-political crises? <i>[normative]</i> How has UN Women contributed to the implementation of global norms and standards for gender equality?
Efficiency	Do you regard UN Women’s allocation and use of resources as efficient? Please provide examples. Did UN Women resort to joint programming as a mechanism to facilitate the smooth implementation of operational processes? What results emerged from this practice? Did UN Women deliver results according to the planned timeline?
Gender, Human Rights, Disability	Has UN Women promoted the principle of ‘‘leaving no one behind’’ when planning its interventions? Were vulnerabilities such as membership in marginalized groups or disability taken into account during planning, implantation, and reporting of UN Women’s interventions?

	Are there any groups which the organization should have considered in its interventions which remained excluded?
Sustainability	<p>Did the organization support or promote capacity building initiatives - at both individual and institutional level - which you consider to likely contribute to preserving achieved results?</p> <p>Did the collaboration with implementing partners favour capacity strengthening which is likely to support the maintenance of achieved results?</p> <p>Do you consider national stakeholders to have appropriated UN Women's portfolio goals, and are there champions who are actively engaged for their achievement?</p> <p>Are there monitoring mechanisms established to oversee the progress towards gender results in the country?</p>

- **Interview Guide for UN Personnel**

Criteria	Interview questions
Introduction	<i>Based on the Consent Form (Annex 13) specifying the aim of the data collection exercises, the coverage and objectives of the evaluation, and treatment of data collected during the interview.</i>
Relevance	What do you regard to be UN Women's comparative advantage in advancing gender equality in Mali, and how does the organisation's positioning differ from that of other UN entities and actors operating in this field?
Coherence	Has UN Women's portfolio been implemented in synergy with interventions by other UNCT actors and are the organisation's programmes compatible with the work of other key stakeholders operating in the country?
Effectiveness	<i>[coordination]</i> What was UN Women's contribution towards a more coherent and systematic integration of gender in the work of the UN System?
Efficiency	Did UN Women resort to joint programming as a mechanism to facilitate the smooth implementation of operational processes? What results emerged from this practice?

- **Interview Guide for national stakeholders**

Criteria	Interview questions
Introduction	<i>Based on the Consent Form (Annex 13) specifying the aim of the data collection exercises, the coverage and objectives of the evaluation, and treatment of data collected during the interview.</i>
Relevance	<p>Do you consider the work planned by UN Women to resonate with the needs of the target population in the country?</p> <p>Do you consider that UN Women has successfully adapted its strategies and activities to align with the evolving context?</p> <p>Do you consider the choice of interventions planned by UN Women adequate to addresses the root causes of gender inequality in Mali?</p>
Coherence	Has UN Women's portfolio been implemented in synergy with interventions by other actors (including UN) and are the organisation's programmes compatible with the work of other key stakeholders operating in the country?
Effectiveness	<i>[operational]</i> How has UN Women contributed to advance gender equality in Mali? What factors have facilitated the achievement of results, and what challenges has the organization faced? Were there any unplanned results, whether positive or negative, which have resulted as a consequence of UN Women's interventions? Has UN Women successfully contributed to change power dynamics between different groups in the country? <i>[normative]</i> How has UN Women contributed to the implementation of global norms and standards for gender equality in Mali?
Sustainability	<p>Did the organization support or promote capacity building initiatives - at both individual and institutional level - which you consider to likely contribute to preserving achieved results?</p> <p>Do you consider national stakeholders to have appropriated UN Women's portfolio goals, and are there champions who are actively engaged for their achievement?</p> <p>Are there monitoring mechanisms established to oversee the progress towards gender results in the country?</p>

- **Interview Guide for implementing partners**

Criteria	Interview questions
Introduction	<i>Based on the Consent Form (Annex 13) specifying the aim of the data collection exercises, the</i>

Criteria	Interview questions
	<i>coverage and objectives of the evaluation, and treatment of data collected during the interview.</i>
Relevance	<p>What do you regard to be UN Women's comparative advantage in advancing gender equality in Mali, compared to other UN entities and actors operating in this field?</p> <p>Do you consider the work planned by UN Women to resonate with the needs of the target population in the country?</p> <p>Do you consider that UN Women has successfully adapted its strategies and activities to align with the evolving context?</p> <p>Do you consider the choice of interventions planned by UN Women adequate to addresses the root causes of gender inequality in Mali?</p>
Effectiveness	<p><i>[operational]</i></p> <p>How has UN Women contributed to advance gender equality in Mali?</p> <p>What factors have facilitated the achievement of results, and what challenges has the organization faced?</p> <p>Were there any unplanned results, whether positive or negative, which have resulted as a consequence of UN Women's interventions?</p> <p>Has UN Women successfully contributed to change power dynamics between different groups in the country?</p> <p><i>[coordination]</i></p> <p>In what ways was UN Women able to capitalize on its added value, including its role in coordination, in the field of gender equality and in responding to humanitarian and socio-political crises?</p>
Efficiency	Did UN Women deliver results according to the planned timeline?
Gender, Human Rights, Disability	<p>Has UN Women promoted the principle of "leaving no one behind" when planning its interventions?</p> <p>Were vulnerabilities such as membership in marginalized groups or disability taken into account during planning, implantation, and reporting of UN Women's interventions?</p> <p>Are there any groups which the organization should have considered in its interventions which remained excluded?</p>
Sustainability	<p>Did the organization support or promote capacity building initiatives - at both individual and institutional level - which you consider to likely contribute to preserving achieved results?</p> <p>Did the collaboration with implementing partners favour capacity strengthening which is likely to support the maintenance of achieved results?</p> <p>Do you consider national stakeholders to have appropriated UN Women's portfolio goals, and are there champions who are actively engaged for their achievement?</p> <p>Are there monitoring mechanisms established to oversee the progress towards gender results in the country?</p>

• Focus Group Discussion Guide

Criteria	Interview questions
Introduction	<i>Based on the Consent Form (Annex 13) specifying the aim of the data collection exercises, the coverage and objectives of the evaluation, and treatment of data collected during the interview.</i>
Relevance	<p>What do you consider to be the key issues in your community?</p> <p>How did the project/programme address these issues?</p> <p>Women adequate to addresses the root causes of gender inequality in Mali?</p>
Coherence	Has UN Women's portfolio been implemented in synergy with interventions by other UNCT actors and are the organisation's programmes compatible with the work of other key stakeholders operating in the country?
Effectiveness	<p><i>[operational]</i></p> <p>How has the project/programme contributed to empower women in your community?</p> <p>What factors have facilitated the achievement of results, and what were the challenges faced by the project/programme?</p> <p>Were there any unexpected results, whether positive or negative, which have resulted as a consequence of the project/programme?</p> <p>Did the project/programme have any effect on changing the power dynamics within your community?</p>

Gender, Human Rights, Disability	<p>Were members of different groups within your community included in the project/programme?</p> <p>How did the choice of project participants take place? Did the project explicitly target vulnerable women, including women with disabilities?</p> <p>Are there any groups which should have been engaged in the project which remained excluded?</p>
Sustainability	<p>Have you received any form of training which you consider valuable to ensure preserving results achieved through the project?</p> <p>Are there any mechanisms within the community to monitor how results achieved through the project preserved in time?</p>

ANNEX. 12 Sampling approach

Separate purposive sampling approaches were adopted for assessing the three aspects of UN Women’s mandate, in line with UN Women’s CPE Guidelines. The appraisal of results for the coordination mandate was based on the review of all available documents, on interviews with UN Women’s personnel, personnel from other UN entities, implementing partners and other actors operating in the gender sphere, and a survey disseminated among the same categories of respondents.

UN Women’s operational mandate was assessed through documentary review of the portfolio projects – with particular attention to project evaluations and other results-based reports. Primary data collection focusing on a sample of projects allowed a deeper assessment of results achieved through project implementation. The sample was constructed to ensure that at least one project from each thematic area was considered for primary data collection. Given the presence of the WPS case-study as part of the evaluation methodology, a large number of projects were included in the primary data collection sample for this thematic area. Criteria for selecting the sample included project budget, geographic location – aiming to ensure coverage of different areas while guaranteeing access to project participants - implementation timeline, and existence of project evaluations. Primary data collection included members of UN Women personnel involved in project implementation, representatives from implementing partners, and project participants.

Consultations with UN Women project staff during field mission planning allowed to refine the sample initially proposed in the Inception Report, as a consequence of considering accessibility of sites and logistical implications of proposed field visits.

The following projects included consultations with implementing partners and/or with project beneficiaries:

- Support project for the prevention of electoral violence and promotion of democratic governance in Mali
- Support Project for the Improvement of Sustainable Livelihoods for the Mitigation and Adaptation of Fishing Communities to Climate Change (PACP)
- AgriFed
- Spotlight Initiative
- Integrated approach to fight against impunity and for improved access to justice in the Center of Mali
- Women illuminating the path to peace
- Support Programme to the implementation of the NAP 1325 d’appui à la mise en œuvre du PANR 1325
- Women illuminating the path to peace
- Project to support economic recovery and reduce the risk of GBV among vulnerable women and girls among displaced persons (IDPs) and host communities in the district of Bamako and the urban district of Ségou
- Jobs and young people for peace - Integrated pilot approach to stabilisation and consolidation of peace by promoting employment and participation of young people in the Mopti region.
- Strengthening the protection and economic recovery of women, girls and their communities affected by conflict in the context of COVID-19 in the Mopti and Gao regions. 1 September 2021 to 28 February 2023
- Project to strengthen security resilience and prevent inter-community conflict in the interests of social cohesion and peace in the Mopti and Ségou regions.

The assessment of the normative dimension of UN Women’s work covers all initiatives focused on influencing laws and policies to advance gender equality in the country. Data collection focused on documentary review of process records and final outputs, and interviews with UN Women personnel, national stakeholders, and implementing partners.

The evaluation has reached overall 187 individuals for consultations during primary data collection efforts. Details are provided below by category and gender. .

Category of stakeholder	Total	Female participants	Composition of the sample and further details
members of UN Women personnel (KII)	21	8	Includes members of personnel working in programmatic areas (12), operations (12), M&E (3 and Senior Management (2)
IP organisation representatives (KII)	36	15	Representatives from PACINDHA, API, APDF, CADH, ASG, FEDE, AMEDD, ODI-Sahel, ADE-Sahel, ADEL-Sahel
programme participants (FDG)	40	36	
National actors	20	5	Government, public institutions, decentralised serv and local authorities
UN actors	16	5	UN sister agencies, including implementing joint projects, financial partners, GTG participants
Survey respondents	70		34 partners 9 UN system respondents 27 UN Women personle

ANNEX. 13 Data analysis

The analysis of evaluation data was an iterative process beginning in the inception phase through the desk review, and intensified as data availability increases following data collection. The analysis of data was made against the Evaluation Matrix, to assess evidence against the questions guiding this CPE. To ensure the accuracy and quality of the collected data, the Evaluation Team compared notes during data collection, to identify emerging trends and gaps, which allowed to carry out additional data collection sessions when needed. Moreover, collected data was quality assured through as part of the triangulation and analysis process to ensure robustness of evaluation findings and conclusions. At the end of data collection, a workshop held with key evaluation stakeholders provided the opportunity to validate preliminary findings and identify information gaps for complementary data collection, which was carried out remotely.

ANNEX. 14 Data management plan

The evaluation team handled all data collection. Notes from interviews and focus group discussions (both virtual and face-to-face) were temporarily stored in a protected OneDrive folder, accessible only to evaluation team members. After data analysis, notebooks will be destroyed. Once the evaluation concludes, access to SharePoint folders will be revoked for all external evaluation team members.

Personal data collected and used in this evaluation includes interviewees' names, last names, functions in the organization/institution, and email addresses. Names and last names were not published in evaluation products and are only known to the evaluation team, ensuring that any sensitive information in the report cannot be traceable to its source.

UN Women's policy is to preserve data for four years, aligned with the four-year Strategic Note period. After the evaluation, the team leader will create a clean dataset for potential future use in evaluations and research by UN Women. Unarchived data will be deleted upon completion of the evaluation. The dataset will be deleted four years after the evaluation's completion.

All data collection sessions begun start with an explanation of the evaluation's aim and data management procedures. Verbal consent, based on the text presented in the following section, was collected from participating stakeholders. Sessions were not recorded, and information documented through handwritten or typed notes, used solely for the evaluation. As introduced above, respondents' identity will remain confidential in the evaluation report, with quotes attributed generically (e.g., member of personnel, implementing partner) to ensure confidentiality of opinions shared. For remote interviews, special attention was dedicated to online data management using the overall data protection mechanisms of UN Women IT service.

ANNEX. 15 Consent form for evaluation participants

"We are conducting an evaluation to assess the results of the work implemented by UN Women Mali Country Office between 2020 and 2024. As part of our work, we wish to learn more about stakeholder's perceptions of UN Women's interventions, and of their contributions in addressing the needs and expectations of targeted beneficiaries.

We would like to hear your opinions on activities and results, to better understand the achievements and challenges faced during realisation. Your perspective will help us better understanding the Country Office's work, and will support us in making recommendations to improve future interventions in the field of gender equality and women's empowerment in Mali.

Please note that there are no expectations linked to the participation in the evaluation. The opinions expressed during the conversation and the conduct of the evaluation itself will have no direct implications on the likelihood of future projects being implemented in this area or in collaboration with former implementing partners.

We will solely use the collected information for the purpose of this evaluation. All personal information that may be disclosed during the data collection session will be treated in a confidential manner and never disclosed to the public. The final evaluation report will not include any specific reference to respondents' identity, unless they explicitly wish so. All online information stored by the team concerning this data collection exercise will be solely accessible to the Evaluation Team, and will be destroyed within three months of evaluation completion. No recordings will take place during data collection.

Please note participation is fully voluntary, and that you are free to interrupt data collection at all times should you wish not to proceed. "

ANNEX. 16 Management and quality assurance

This evaluation operated under specific management structures, which include oversight by IEAS for all evaluation activities. The Team Lead, with support from international and national evaluation consultants, holds overall responsibility for the CPE, encompassing data collection, analysis, and reporting. To ensure adherence to relevant guidelines such as the UN Women Evaluation Policy and UNEG Norms and Standards for Evaluation, peer reviewers from IES ensure quality assurance of key evaluation deliverables. The Director of IEAS and Chief of IES are responsible for the review and sign off all evaluation products. Moreover, the evaluation will undergo the Global Evaluation Report Assessment and Analysis System (GERAAS) process, evaluating report quality and instilling confidence in readers.

Administrative and logistical support were ensured through the Evaluation Management Group, chaired by the Resident Representative or Deputy Resident Representative. The Reference Group provides a space for stakeholder inclusion in the evaluation's design and scope, fulfilling various information needs, contributing to product quality, and facilitating results dissemination. Both the Evaluation Reference Group and Management Group are responsible for offering technical review and support to uphold a transparent and high-quality process.

ANNEX. 17 Dissemination plan

The dissemination plan for targeted primary and secondary users involves a strategic approach at different organizational levels. At the Country Office level, the evaluation team will share a succinct two-page brief and host a meeting to delve into the findings and discuss potential next steps. This approach aims to facilitate an in-depth understanding of the evaluation outcomes and foster discussions on actionable measures. Moving to the Regional Office level, the evaluation team will replicate the dissemination of the two-page brief, now

accompanied by a webinar. This combination ensures broader outreach and engagement, providing stakeholders with a comprehensive overview. Furthermore, for national partners and others involved in the sector, the evaluation team will distribute a two-page external-facing brief, emphasizing transparency and accessibility.

The dissemination plan will be tracked through specific mechanisms tailored to each level in order to assess dissemination success and guide improvements. At the Country Office level, the effectiveness of the approach will be measured by assessing the extent to which the meeting results in concrete, actionable steps. Turning to the Regional Office level, tracking mechanisms include measuring the number of stakeholders with whom the brief is shared and tracking attendance figures for the webinar. This approach ensures a clear understanding of the dissemination's reach and impact. Additionally, for national partners and sector stakeholders, monitoring involves keeping a record of the number of stakeholders with whom the external brief is shared.

Overall coordination and accountability rest with the Country Office Representative, who is responsible for issuing a comprehensive management response within six weeks of the finalization of the evaluation report.

Ethics

The Country Portfolio Evaluation Team ensured fully respecting ethical standards in the conduct of this evaluation exercise. All evaluation procedures were aligned with UNEG Ethical Guidelines, and follow evaluation principles.

The evaluation team ensured integrity in the conduct of this evaluation, by guaranteeing honest assessments of UN Women's work and independence of judgement. Evaluators have not been involved in program implementation and have at all times reported their own view of results achieved and challenges, without succumbing to any potential pressure exercised by program stakeholders.

Evaluators are fully accountable for the conduct of this evaluation. They have operated by ensuring transparency of actions and evaluation objectives and methods by clearly communicating to all involved stakeholders. The final evaluation report clearly refers to the evidence obtained in support of findings, and relevant stakeholders have been involved in the validation of the final document.

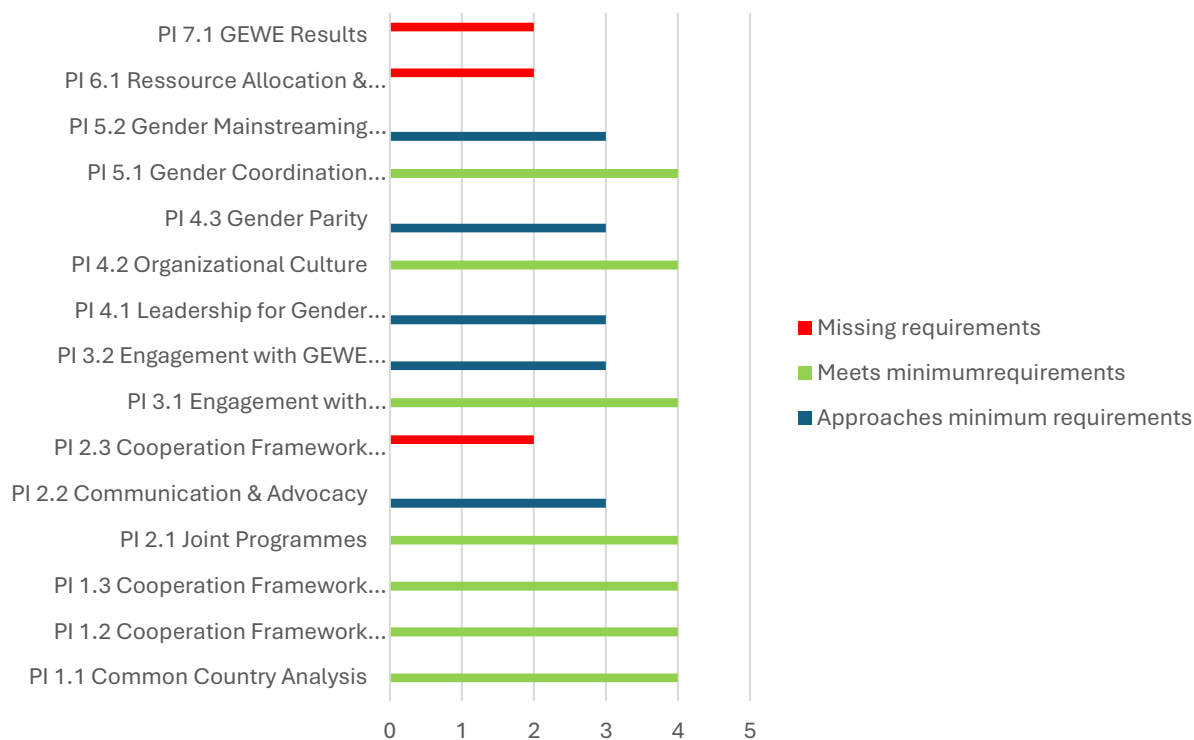
The evaluation ensures the full respect of stakeholders, guaranteeing that they were adequately informed of and involved in the conduct of this exercise. The stakeholder mapping included in this report provides the basis for the identification of program stakeholders, and the evaluation approach ensured addressing and overcoming potential barriers to participation.

The evaluation approach has considered beneficence through an ongoing assessment of the implications of evaluation processes and products. Particular attention was dedicated to ensuring no harm resulted from the evaluation and no negative consequences from participation in the evaluation process were faced by any of the stakeholders involved in the exercise. Evaluators' commitment to abide by UNEG Ethical Guidelines is formalised below.

ANNEX. 18 UNCT- SWAP gender score card (summary)

Indicator	Missing Minimum Requirements	Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
1.1 Common Country Assessment			√	
1.2 UNSDCF Outcomes			√	
1.3 UNSDCF Indicators			√	
2.1 Joint Programs			√	
2.2 Communication & Advocacy		√		
2.3 UNSDCF M&E	√			
3.1 Engagement with Government			√	
3.2 Engagement with GEWE CSO		√		
4.1 Leadership for Gender Equality		√		

4.2 Organizational Culture			√	
4.3 Gender Parity			√	
5.1 Gender Coordination Mechanism			√	
5.2 Gender Mainstreaming Capacities			√	
6.1 Resources Allocation & Tracking	√			
7.1 GEWE Results	√			
Total	3	5	7	0



ANNEX. 19 Joint working groups (2020-2024)

Working groups or joint initiatives	Role	
Program Management Team (PMT)	member	The UN Women Country Office in Mali participates in about ten thematic groups or joint initiatives within the UNCT, for the coordination of UN operational activities. At the TFP level, UN Women and FAO lead the « Inclusive and Sustainable Economy » thematic group, which includes, in addition to women's empowerment, the agricultural and rural economy/irrigation, livestock and fisheries, and economics and finance/statistics, including private sector development.
Gender Thematic Group	Lead	
United Nations Country Team (UNCT)	member	
Humanitarian Country Team	member	
Operations Management Team (OMT)	member	
United Nations Joint Team on AIDS	member	
UN Communication Group (UNCG)	member	
Inter-Agency Group on Disarmament, Demobilization and Reintegration	member	
UNDAF result group on Human Capital and Social Inclusion	member	
M&E Thematic Group	member	

Source: Table was compiled by the evaluation team from desk review

ANNEX. 20 Evaluability assessment

A quality check of the outcomes, outputs and indicators of both the DRF and OEEF was conducted. The following quality rating framework based on results-based management (RBM) principles and best practices, was inspired by the Niger CPE, referencing the UN Women Training Centre at:

Grading Guidance

Weak = few attributes (~1-3) Adequate = some attributes (~4-6) Strong = many attributes (~6+)

Key attributes for results rating

Outcomes	Outputs	Indicators
UN Women can influence or contribute to change	Within control of UN Women or partners (responsible party)	Clearly measures change (out-put) or potential for change (outcome)
Intermediate-level scope of change Change in behavior, institutional performance, attitude, beliefs	Immediate-level change (during program)	Logical direct (preferred) or proxy (acceptable) indication of change
Singular Focus	Change in any of the following, among others: skills, abilities, knowledge, awareness, capacity, accountability; availability of products, data, or services; something created, built or repaired; Institutional arrangements, leadership, efficiency; advocacy or dialogue mechanisms.	Clearly aligned to output(s)
Specific	Singular focus	Singular Focus
Measurable	Specific (Sets precise criteria for success)	Specific (Sets precise criteria for success)
Achievable	Uses change language (not action language)	Plain language
Time-bound		Valid / Reliable
		Measurable
		Available & Timely

OUTPUTS	QUALITY SCORE	INDICATORS	QUALITY SCORE
SP Outcome 1	Women lead, participate in and benefit equally from governance systems		
Output 1.1: Men, women and young people participate more actively and equitably in the management of public life (electoral processes, forums and public debates, national dialogue, in the institutions of defense, security and justice sectors) through a transparent, egalitarian and credible democratic system, and effective decentralization.	Rating: Adequate Strengths: Within control of UN Women, change during program period. Weaknesses: The scope of change of democratic and decentralization systems is high-level, beyond the control or significant contribution of UN Women during the program lifetime; the duty bearer is not clear in the	Indicator 1.1A: Number of initiatives developed and/or being implemented to monitor violence against women in politics with the support of UN-Women. Baseline: 1; Target: 03 <i>Source: Activity report</i>	Rating: Adequate Strengths: Specific and measurable, not resource consuming and aligned to the output. Weaknesses: The measure of change is not clear enough.
		Indicator 1.1B: Number of women leaders who are or could be candidates whose capacities have been strengthened to engage in the electoral process with the support of UN Women. Baseline: 3200 leaders; Target: 5000 <i>Source: Activity Report</i>	Rating: Adequate Strengths: Achievable; measurable; time-bound; and shows UN Women's contribution to change. Weaknesses: Non-specific: who could be a candidate? Which capacities need to be strengthened? The indicator needs better definition!

OUTPUTS	QUALITY SCORE	INDICATORS	QUALITY SCORE
	statement.	Indicator 1.1C: Number of gender responsive initiatives developed and/or implemented by parliamentarians with support from UN Women. Baseline: 0; Target: 2 <i>Source:</i> Training Activity Report	Rating: Adequate Strengths: Easily measurable, not resource consuming. Weaknesses: The change measured is not clear enough and the alignment to the output is not evident.
Output 1.2: Institutions, state structures and civil society actors have strengthened their gender capacity to ensure the process of gender-responsive planning and budgeting	Rating: Strong Strengths: Within control of UN Women or partners; uses change language; some change possible during the program lifetime. Weaknesses: Needs to better define its target; too broad to be achieved within the program lifespan.	Indicator 1.2A: Number of women's organizations with strengthened gender responsive budgeting (GRB) advocacy capacity. Baseline: 06 ; Target: 24 <i>Source:</i> Activities Report Indicator 1.2B: Number of ministries with the capacity to systematically integrate gender responsive budgeting into public financial management systems. Baseline: 17 in 2019 Target: Total Number of existing ministries <i>Source:</i> Activity Report PBSG	Rating: strong Strengths: Clearly aligned to output; logical indication of change; singular focus; easily measurable. Weaknesses: reflects also contributions by other players Rating: strong Strengths: Clearly aligned to output; logical indication of change; singular focus; easily measurable. Weaknesses: Measures change in general but UN Women's contribution will not be measured specifically.
Output 1.3: Public institutions and civil society at national, regional and local levels have reliable and disaggregated statistical data and analysis to plan, budget, monitor and evaluate public policies, programs and plans focused on the SDGs.	Rating: Weak Strengths: Uses change language; some change possible during the program. Weaknesses: Beyond the control of UN Women or partners; too high level change to be achieved in 5 years; Multiple focus (all institutions?).	Indicator 1.3A: Number of national reports on the implementation of the SDGs integrating the gender perspective or the status of women, men, girls and boys in the country Baseline:01 ; Target:05 <i>Source:</i> CREDD report Indicator 1.3B: Number of statistical data collection, processing and dissemination facilities whose capacity has been strengthened to produce gender-specific data Baseline: 0 Target:3 <i>Source:</i> Activities report.	Rating: Weak Strengths: Easily measurable. Weaknesses: Not clearly aligned to output; no clear indication of change since the quality assessed changes only once every year; measures change in general not UN Women's contribution. Rating: strong Strengths: Clearly aligned to output; singular focus; specific and easily measurable. Weaknesses: Measures change in general but UN Women's contribution will not be shown specifically.
SP Outcome 2	Women have income security, decent work and economic autonomy		
Output 2.1: Organizational and innovation capacities, access to financing mechanisms for SMEs/ cooperatives including those in the informal sector and more particularly for women and young people, and public and private structures are strengthened to improve the business environment	Rating: strong Strengths: Within UNW control, and immediate-level change (during program period) Weaknesses: Needs better definition of duty bearers (which public	Indicator 2.1A: Number of government entities, companies, and/or international organizations that develop and/or implement gender-responsive procurement policies, with UN-Women's support. Baseline: 0 Target: 50 <i>Source:</i> Activity Reports	Rating: Weak Strengths: Measures change and UN Women's contribution specifically. Weaknesses: measures institutional performance, which is beyond outputs; include international organizations, which are not beneficiaries of the output

OUTPUTS	QUALITY SCORE	INDICATORS	QUALITY SCORE
	and private structures?);	Indicator 2.1D: Number of women and SMEs with strengthened capacities and skills to participate in the economy and generate higher revenues with UN-Women's support. Baseline: 2000 Target: 5000 <i>Source: UN Women</i>	Rating: Weak Strengths: Measures change and UN Women's contribution to the change. Weaknesses: intermediate-level change; multiple focus (participation in the economy and generation of higher revenues); difficult to collect.
Output 2.2: National authorities and actors have strengthened capacities in the area of design, implementation, monitoring and evaluation of gender-sensitive, equity sensitive measures, crises and shocks in economic policies and strategies	Rating: Adequate Strengths: Within UNW control, and immediate-level change (during program period) Weaknesses: Needs better definition of duty bearers (which national authorities and actors?); double focus (gender-sensitive, crises and shocks)	Indicator 2.2A: Number of gender responsive economic policies, strategies and reforms (including fiscal, financial and trade) developed and/or being implemented with support from UN-Women. Baseline: 00 Target: 03 <i>Source: Assessment report</i> Indicator 2.2B: Number of gender sensitive reforms (institutional, policy and strategic plans) related to private sector development Baseline: 03 ; Target: 08 <i>Source: Assessment report</i>	Rating: Adequate Strengths: Clearly related to output; specific; and measurable; measures UN Women's contribution to the change. Weaknesses: Difficult to collect; resources consuming indicator.
Output 2.3: National and local actors are better able to develop/improve or implement agricultural and renewable energy policies and plans that enable women to increase their access to productive resources, including the security of women's land rights, services and technologies necessary for climate friendly agriculture, thereby increasing their effective participation in agricultural value chains and green markets	Rating: Adequate Strengths: Clearly related to outcome; within control of UN Women; uses change language; and proposes changes in duty bearers' responsibilities and right holders' rights. Weaknesses: Reliable data is difficult to collect; UNW's contribution not specified.	Indicator 2.3A: Number of policies or plans developed/ strengthened or implemented taking gender into account in the allocation of land developed and/or enhanced with the support of UN-Women Baseline: 0; Target: 5 <i>Source: Annual report</i> Indicator 2.3B: Number of gender responsive policies or plans for access to renewable energy whose development and/or implementation is supported by UN Women Baseline: 0; Target: 2 <i>Source: Annual report</i>	Rating: Weak Strengths: Clearly related to output; specific; and measurable. Weaknesses: Reliable data is difficult to collect; resources consuming indicator.
Output 2.4: Women farmers have strengthened their capacity on sustainable agricultural practices, including use of modern means of production and reduction of agricultural physical burden in the context of climate change	Rating: Strong Strengths: Clearly related to output; Within control of UN Women; uses change language; and proposes changes in right holders' skills. Weaknesses: Reliable data is difficult to collect.	Indicator 2.4A: Number of rural women trained in agricultural practices related to climate change Baseline: 6390 Target: 13750 <i>Source: Annual Report</i> Indicator 2.4C: Number of rural women supported by UN-Women to gain access, use and/or control of productive resources Baseline: ?; Target: 5580	Rating: Strong Strengths: Clearly related to output; specific; measurable; and singular focus. Weaknesses: Reliable data is difficult to collect.
			Rating: Adequate Strengths: Clearly related to output; specific; and measurable Weaknesses: Multiple focus (access, use and/or control)

OUTPUTS	QUALITY SCORE	INDICATORS	QUALITY SCORE
<p>Output 2.5: Small and medium sized enterprises and women-led groups, including young women, have strengthened production capacities through increased availability and use of new and renewable energy at lower cost</p>	<p>Rating: Weak Strengths: Clearly related to output; uses change language; and proposes changes in right holders' rights. Weaknesses: Beyond control of UNW; multiple focus (availability, use of new and renewable energy, at lower cost)</p>	<p>Indicator 2.5A: Number of women / groups trained in modern agro-food processing techniques using renewable energies Baseline: 0; Target: 500 <i>Source:</i> Annual Report</p>	<p>Rating: Adequate Strengths: Clearly related to output; specific; measurable; and singular focus. Weaknesses: UN Women contribution not specified.</p>
		<p>Indicator 2.5C: Number of SMEs/agricultural groups having increased their production capacity through the use of renewable energy Baseline: 0 Target: 25 <i>Source:</i> Annual Report</p>	<p>Rating: Adequate Strengths: Clearly related to output; specific; measurable; and singular focus. Weaknesses: UN Women contribution not specified.</p>
SP Outcome 3	All women and girls live a life free from all forms of violence of violence		
<p>Output 3.1: Institutions and communities have increased capacity to prevent gender-based violence, promote the rights of women and girls, including in humanitarian situations</p>	<p>Rating: Adequate Strengths: Within control of UN Women; immediate level change (during program); uses change language; and proposes changes in duty bearers capacities Weaknesses: Needs better definition of beneficiaries (which institutions and communities?); UN Women contribution not specified.</p>	<p>Indicator 3.1A: Number of new and/or strengthened draft laws and/or policies on violence against women, GBV/harmful practices and/or on gender equality and non-discrimination that are in line with international human rights standards and address the rights of women and girls (including reproductive health rights), including those who are subject to multiple forms of discrimination Baseline: 0 ; Target: 1 <i>Source:</i> Official Gazette and Archives of the General Secretariat of the Government</p>	<p>Rating: Weak Strengths: Clearly related to output and proposes changes in right holders' rights; specific; and measurable. Weaknesses: Too many focuses (laws, policies on violence against women, GBV/harmful practices, gender equality and non-discrimination, rights of women and girls); UN Women contribution not specified; target value is 1! Meaning one new or strengthened law in 5 years?</p>
		<p>Indicator 3.1 C: Number of community health workers with strengthened capacity on the concepts of gender equality and support for women and adolescent girls (urban and rural disaggregated) Baseline : 20 ;Target:300 <i>Source:</i> Activity Reports</p>	<p>Rating: Weak Strengths: specific; measurable; and singular focus. Weaknesses: Not strongly related to output (which support? why health workers?); UN Women contribution not specified.</p>
<p>Output 3.2: Institutions, communities and service providers have strengthened their capacity to adopt attitudes and behaviors in favor of changing social norms that are harmful to women/girls, to identify and refer GBV/VSLC survivors and to provide them quality essential services.</p>	<p>Rating: Adequate Strengths: Within control of UN Women; immediate-level change (during pro-gram duration); uses change language; and proposes changes in duty bearers' capacities and rights</p>	<p>Indicator 3.2A: Number of communities that implemented activities with women and men, boys and girls on gender equality, respectful relationships and access to information and use of basic social services Baseline: 120 ; Target:500 <i>Source:</i> NGO activity reports</p>	<p>Rating: Weak Strengths: Related to output; measurable Weaknesses: Multiple focus (gender equality, respectful relationships, access to information and use of basic social services); One figure totaling all these items may be meaningless; UN Women contribution not specified.</p>

OUTPUTS	QUALITY SCORE	INDICATORS	QUALITY SCORE
	holders' rights. <u>Weaknesses:</u> UN Women contribution not specified	Indicator 3.2B: Number of survivors of GBV who received holistic prevention, care services and social support (disaggregated by type of violence, age and sex) Baseline: 150 Target: 1000 <i>Source:</i> NGO activity reports	Rating: Strong <u>Strengths:</u> Related to output; specific; and measurable; reliable data source. <u>Weaknesses:</u> Multiple focus (holistic prevention, care services, and social support)
Output 3.3: The capacities of institutions and civil society organizations are strengthened to develop and monitor the implementation of laws and policies to end gender-based violence and other forms of discrimination in order to achieve gender equality	Rating: Weak <u>Strengths:</u> Linked to outcome; within control of UN Women; specific; and measurable. <u>Weaknesses:</u> Change in institutional performance; needs to better define duty bearers (which institutions and CSO?)	Indicator 3.3A: Number of new and/or strengthened draft laws and/or policies implemented on violence against women/GBV/harmful practices and/or on gender equality and non-discrimination that are in line with international human rights standards and address the rights of women and girls (including reproductive health rights), including those who experience multiple forms of discrimination Baseline: 0 ; Target: 03 <i>Source:</i> Official Journal and Archives of the General Secretariat of the Government	Rating: Weak <u>Strengths:</u> Clearly related to output and proposes changes in right holders' rights; specific; and measurable. <u>Weaknesses:</u> Too many focuses (laws, policies on violence against women, GBV/harmful practices, gender equality and non-discrimination, rights of women and girls); UN Women contribution not specified; and less than two indicators for the output.
SP Outcome 4	Women and girls contribute and have more influence in building sustainable peace and resilience and also benefit from natural disaster and conflict prevention and humanitarian action		
Output 4.1: National capacities (state structures and peace agreement signatory parties, peace mechanisms, political parties, civil society including women's organizations and youth, the media) are reinforced to implement and monitor the Women, Peace and Security agenda, the R1325 National Action Plan, the Peace Agreement and the National Strategy on Reconciliation	Rating: Adequate <u>Strengths:</u> Linked to outcome; specific; and measurable. <u>Weaknesses:</u> Change in institutional performance; somewhat beyond UN Women's capacity and control.	Indicator 4.1A: Number of national actors (signatory parties and civil society) whose capacities have been strengthened to implement and monitor the peace agreement, the National Action Plan on R. 1325 (NAP Indicator) Baseline: ?; Target: ? <i>Source:</i> ?	Rating: Weak <u>Strengths:</u> Related to output; specific; and measurable. <u>Weaknesses:</u> Impossible to monitor change (no baseline, no target, no source of data); and less than two indicators for the output; UN Women contribution not specified.
Output 4.2: Local and national actors, including women and youth, prevent and manage community conflicts, including those related to natural resources and violent extremism, in an inclusive manner, using, inter alia, traditional tools and promoting positive cultural values while facilitating the integration/reintegration of returnees and displaced persons and humanitarian access.	Rating: Weak <u>Strengths:</u> Related to outcome; specific; and measurable. <u>Weaknesses:</u> Change in behavior; somewhat beyond UN Women's capacity and control.	Indicator 4.2A: Number of municipalities with functional community mechanisms to counter/prevent violent extremism and promote inclusive conflict management with gender analysis through the implementation of joint projects and programs Baseline: ?; Target: ? <i>Source:</i> ?	Rating: Weak <u>Strengths:</u> Related to output; specific; and measurable. <u>Weaknesses:</u> Impossible to monitor change (no baseline, no target, and no source of data); UN Women contribution not specified.

OUTPUTS	QUALITY SCORE	INDICATORS	QUALITY SCORE
		Indicator 4.3B: Number of women's organizations or institutions supported by UN Women to play a role in humanitarian response and recovery Baseline: ?; Target: ? <i>Source: ?</i>	Rating: Weak Strengths: Related to output; specific; and measurable. Weaknesses: Impossible to monitor change (no baseline, no target, and no source of data); UN Women contribution not specified.
Output 4.3: The Government, public institutions and sub-regional coordination structures have enhanced their technical and operational capabilities to respect women's rights and ensure their security, physical and mental health as well as their socio-economic resilience and their needs in the justice processes.	Rating: Weak Strengths: Related to outcome; specific; and measurable. Weaknesses: Change in institutional performance; somewhat beyond UN Women's capacity and control.	Indicator 4.3A: Number of justice experts on sexual and gender-based violence deployed in local and national justice mechanisms Baseline: TBD; Target: ? <i>Source:</i> UNWOMEN's and state departments reports	Rating: Weak Strengths: Related to output; specific; and measurable. Weaknesses: Impossible to monitor change (no baseline, no target, and no source of data)
		Indicator 4.3B: Number of sectoral reforms technically supported by UN-Women Baseline: TBD; Target: ? <i>Source:</i> UNWOMEN's reports	Rating: Weak Strengths: Related to output; specific; and measurable. Weaknesses: Impossible to monitor change (no baseline, no target, and no data source)

OEEF Quality and Completeness Assessment

OUTPUTS	QUALITY SCORE	INDICATORS	QUALITY SCORE
Output Cluster 1: Improved coordination, coherence and accountability of the United Nations System in respect of engagements to gender equality and empowerment of women			
Output 1.1: UN Women effectively leads, coordinates and promotes accountability for the implementation of gender commitments across the UN System	Rating: Strong Strengths: Within control of UN Women; achievable; and responsibilities are well defined. Weaknesses: Needs better specification with regard to "effectively"	Indicator 1.1A: Number of joint programs on gender equality (JP/GE) that UN-Women leads/coordinates and participates at country level to support priorities GE identified in UNSDCF Baseline: ?; Target: ? <i>Source:</i> ?	Rating: Weak Strengths: Clearly aligned to output; specific; measurable; and singular focus. Weaknesses: Impossible to monitor change (no baseline, no target, and no source of data)
		Indicator 1.1B: Number of United Nations entities receiving gender advice and/or technical assistance from UN-Women Baseline: ?; Target: ? <i>Source:</i> ?	Rating: Weak Strengths: Clearly aligned to output; specific; measurable; and singular focus. Weaknesses: Impossible to monitor change (no baseline, no target, and no source of data)
		Indicator 1.1C: Percentage of ratings of reporting entities that meet or exceed UNSWAP minimum standards Baseline: ?; Target: ? <i>Source:</i> ?	Rating: Weak Strengths: Clearly aligned to output; specific; measurable; and singular focus. Weaknesses: Impossible to monitor change (no baseline, no target, and no source of data)
		Indicator 1.1D: % of Mali's 2018 Scorecard recommendation implemented Baseline: ? Target: ? <i>Source:</i> ?	Rating: Weak Strengths: Clearly aligned to output; specific; measurable; and singular focus. Weaknesses: Impossible to monitor change (no baseline, no

OUTPUTS	QUALITY SCORE	INDICATORS	QUALITY SCORE
			target, and no source of data)
Output 1.2: The members of the UN System GTG and technical and financial partners (TFP) GTG are strengthened, supported and accompanied by UNWomen	Rating: Strong Strengths: within control of UN Women; achievable; and responsibilities are well defined. Weaknesses: None	Indicator 1.2A: Number of UN System agency staff trained in gender-related standards, principles and themes Baseline: 75; Target: 225 <i>Source:</i> ?	Rating: Strong Strengths: Clearly aligned to output; specific; measurable; and singular focus. Weaknesses: No source of data identified
		Indicator 1.2B: Number of strategic communications on gender-related priorities provided at PTF GTG meetings Baseline: 10 ; Target: 40 <i>Source:</i> ?	Rating: Strong Strengths: Clearly aligned to output; specific; measurable; and singular focus. Weaknesses: No source of data identified
Output 1.3: Effective partnerships between UN Women and civil society & media	Rating: Adequate Strengths: Aligned with UN Women mandate for UN systems at country-level; within control of UN Women; and achievable Weaknesses: Needs better specification with regard to "effective"	Indicator 1.3A: Evidence of civil society advisory groups providing regular feedback on UN-Women programming; Number of feedbacks made by CGSC members; Number of actions carried out in connection with their action plans to support UN-Women Baseline: 04 ; Target: 20 <i>Source:</i> ?	Rating: Strong Strengths: Clearly aligned to output; specific; measurable; and singular focus. Weaknesses: No source of data identified
Output Cluster 2: Strengthen partners' engagement to UN Women mandate			
Output 2.1: UN Women mandate, interventions and expertise are more visible and solicited by donors, partners, the general public and the SNU	Rating: Strong Strengths: Relevant with UN Women mandate at country level; within control of UN Women; and achievable within the program period. Weaknesses: None	Indicator 2.1A: Number of people reached by awareness campaigns Baseline: ?; Target: ? <i>Source:</i> ?	Rating: Adequate Strengths: Clearly aligned to output; specific; measurable; and singular focus. Weaknesses: No baseline, no target, and no source of data
		Indicator 2.1B: Number of partners who are familiar with UN Women mandate Baseline: ?; Target: ? <i>Source:</i> ?	Rating: Adequate Strengths: Clearly aligned to output; specific; measurable; and singular focus. Weaknesses: No baseline, no target, and no source of data
		Indicator 2.1C: Number of new requests for support or partnerships Baseline: ? Target: ? <i>Source:</i> ?	Rating: Adequate Strengths: Clearly aligned to output; specific; measurable; and singular focus. Weaknesses: No baseline, no target, and no source of data
Output 2.2: Communities have a better understanding of the concept of gender and M/F equality, adhere to it and facilitate the implementation of UN Women activities	Rating: Adequate Strengths: Relevant with UN Women mandate at country level; within control of UN Women; change in	Indicator 2.2A: The results of a perception study are available Baseline: ?; Target: ? <i>Source:</i> ?	Rating: Adequate Strengths: Specific; measurable; and singular focus. Weaknesses: Not clearly aligned to output; no baseline, no target, and no source of data

OUTPUTS	QUALITY SCORE	INDICATORS	QUALITY SCORE
	knowledge. <u>Weaknesses:</u> Not specific (which communities?)	Indicator 2.2B: Number of participants in gender activities Baseline: ?; Target: ? <i>Source: ?</i>	Rating: Adequate <u>Strengths:</u> Clearly aligned to output; specific; measurable; and singular focus. <u>Weaknesses:</u> No baseline, no target, and no source of data
Output 2.3: The partnership strategy with institutions, NGOs, private sector, media, religious and customary leaders is strengthened	Rating: Strong <u>Strengths:</u> Relevant with UN Women mandate at country level; within control of UN Women; language of change; and achievable <u>Weaknesses:</u> None	Indicator 2.3A: Number of new effective partnership frameworks established Baseline: ?; Target: ? <i>Source: ?</i>	Rating: Adequate <u>Strengths:</u> Clearly aligned to output; specific; measurable; and singular focus. <u>Weaknesses:</u> No baseline, no target, and no source of data
		Indicator 2.3B: Number of new effective partnership frameworks established with the private sector Baseline: ?; Target: ? <i>Source: ?</i>	Rating: Adequate <u>Strengths:</u> Clearly aligned to output; specific; measurable; and singular focus. <u>Weaknesses:</u> No baseline, no target, and no source of data
Output 2.4: Civil society organizations, leaders (customary, religious), local, national authorities, and institutions are intensifying their engagement in gender issues	Rating: Adequate <u>Strengths:</u> Relevant with UN Women mandate at country level; within control of UN Women; and achievable <u>Weaknesses:</u> Too broad; language of action, not of change.	Indicator 2.4A: The number of decisions taken in favor of gender (civil society, institutions, local authorities, etc.) Baseline: ?; Target: ? <i>Source: ?</i>	Rating: Weak <u>Strengths:</u> Clearly aligned to output; measurable. <u>Weaknesses:</u> Multi-focus civil society, institutions, local authorities, etc.); no baseline, no target, and no source
		Indicator 2.4B: Number of cases covered by the media as part of mass communication mechanisms Baseline: ?; Target: ? <i>Source: ?</i>	Rating: Weak <u>Strengths:</u> Clearly aligned to output; measurable. <u>Weaknesses:</u> Reliable data difficult to collect; no baseline, no target, and no source of data
Output 2.5: Funding opportunities are expanded by promoting UN Women results and expertise	Rating: Strong <u>Strengths:</u> Within control of UN Women; language of change; and achievable <u>Weaknesses:</u> None	Indicator 2.5A: Number of new donors who are committed to gender Baseline: ?; Target: ? <i>Source: ?</i>	Rating: Adequate <u>Strengths:</u> Clearly aligned to output; measurable. <u>Weaknesses:</u> No baseline, no target, and no source of data
		Indicator 2.5C: At least 5% increase in funding Baseline: ?; Target: ? <i>Source: ?</i>	Rating: Strong <u>Strengths:</u> Clearly aligned to output; measurable; and singular focus. <u>Weaknesses:</u> No baseline, no target, and no source of data
Output Cluster 3: High quality of program through knowledge, innovation, management and results-based evaluation			
Output 3.1: projects and programs implemented by UN Women are accompanied by a strong monitoring and evaluation mechanism	Rating: Strong <u>Strengths:</u> Within control of UN Women; achievable; and specific. <u>Weaknesses:</u> None	Indicator 3.1A: Number of monitoring, study/research and evaluation (MERP) plans developed and implemented Baseline: 0; Target: 5 <i>Source: MERP Document (RMS)</i>	Rating: Adequate <u>Strengths:</u> Clearly aligned to output; specific; measurable. <u>Weaknesses:</u> Double focus (developed; implemented).

OUTPUTS	QUALITY SCORE	INDICATORS	QUALITY SCORE
		<p>Indicator 3.1 B: Number of quarterly, annual and donor reports completed on time and according to the appropriate template and uploaded to ONEAPP</p> <p><u>Quarterly report</u> Baseline: 0 ; Target: 40 (narrative and online)</p> <p><u>Annual report</u> Baseline: 0; Target: 10 (narrative and online)</p> <p><u>Donor report</u> Baseline: 0; Target: (according to projects/programs and contracts)</p>	<p>Rating: Adequate</p> <p><u>Strengths:</u> Clearly aligned to output; specific; measurable.</p> <p><u>Weaknesses:</u> Multiple focuses (completed on time; according to the appropriate template; uploaded to ONEAPP).</p>
<p>Output 3.2: Knowledge is generated, analyzed and used to improve program management and inform other actors about the situation of women in Mali</p>	<p>Rating: Strong</p> <p><u>Strengths:</u> Within control of UN Women; achievable.</p> <p><u>Weaknesses:</u> Multiple focuses (generation, analysis, and use)</p>	<p>Indicator 3.2A: Number of knowledge documents (study reports, evaluation reports, research reports, good practice guides, review reports, etc.) produced by UN-Women by type</p> <p>Baseline: 0; Target: 20</p> <p><i>Source:</i> SharePoint and GATE</p>	<p>Rating: Adequate</p> <p><u>Strengths:</u> Clearly aligned to output; specific; measurable.</p> <p><u>Weaknesses:</u> Multiple focuses (completed on time; according to the appropriate template; uploaded to ONEAPP).</p>
		<p>Indicator 3.2B: Number of knowledge sharing practices by type (roundtable, webinar)</p> <p>Baseline: 0; Target: 20</p> <p><i>Source:</i> SharePoint and GATE</p>	<p>Rating: Adequate</p> <p><u>Strengths:</u> Clearly aligned to output; specific; measurable.</p> <p><u>Weaknesses:</u> Double focus (roundtable, webinar).</p>
<p>Output Cluster 4: Improved management of financial and human resources in the achievement of results</p>			
<p>Output 4.1: The financial, material, implemented by UN Women Mali, maximize Programmatic results</p>	<p>Rating: Adequate</p> <p><u>Strengths:</u> Within control of UN Women; achievable and specific; single focus.</p> <p><u>Weaknesses:</u> Unclear formulation</p>	<p>Indicator 4.1A: Percentage of donor financial reports submitted on time</p> <p>Baseline: 70%; Target: 100%</p> <p><i>Source:</i> Financial Reports</p>	<p>Rating: Weak</p> <p><u>Strengths:</u> Specific; measurable and available.</p> <p><u>Weaknesses:</u> Not aligned to output.</p>
		<p>Indicator 4.1B: Implementation rate of common service lines in: i. Common procurement services; ii. Common Financial Services; iii. Common Information, Communication and Technology (ICT) services; iv. Common logistics services; v. Common human resources services; vi. Common facility services, including common areas</p> <p>Baseline: 50%; Target: 80%</p> <p><i>Source:</i> BOS Framework</p>	<p>Rating: Weak</p> <p><u>Strengths:</u> Specific; measurable.</p> <p><u>Weaknesses:</u> Not aligned to output; multiple focuses (Common procurement services; Common Financial Services; Common ICT services; Common logistics services; Common human resources services; Common facility services, including common areas).</p>

OUTPUTS	QUALITY SCORE	INDICATORS	QUALITY SCORE
Output 4.2: Collaborative approaches are adopted to achieve scale economies, and improve the security and working conditions of the Staff (HR Management approach)	Rating: Adequate Strengths: Within control of UN Women; achievable and specific. Weaknesses: Multiple focuses (scale economies, staff security, and staff working conditions)	Indicator 4.2A: Time and average turnover rate Baseline: 25%; Target: 5% <i>Source:</i> HR Data	Rating: Weak Strengths: Strongly aligned to the output; measures change. Weaknesses: Double focus (Time, average turnover rate)
		Indicator 4.2B: Percentage of offices in compliance with United Nations security risk management requirements Baseline: 80% Target: 100% <i>Source:</i> SCES	Rating: Weak Strengths: Strongly aligned to the output; measures change. Weaknesses: Double focus (Time, average turnover rate)
		Indicator 4.2C: Percentage of offices in compliance with business continuity plans and processes Baseline: 75%; Target: 80% <i>Source:</i> BCP Data	Rating: Strong Strengths: Clearly aligned to output; specific; measurable, single focus. Weaknesses: None
Output 4.3: UN Women Mali scrupulously observes the management procedures and works for the effective implementation of the residual recommendations of the AUDITS	Rating: Adequate Strengths: Within control of UN Women; achievable and specific. Weaknesses: Double focus (management procedures, Audits recommendations)	Indicator 4.3A: % of internal audit recommendations implemented Baseline: 10%; Target: 100% <i>Source:</i> Audit Report	Rating: Strong Strengths: Clearly aligned to output; specific; measurable, single focus. Weaknesses: None
		Indicator 4.3B: % of external audit recommendations implemented Baseline: 30%; Target: 90% <i>Source:</i> NEX Audit Report	Rating: Strong Strengths: Clearly aligned to output; specific; measurable, single focus. Weaknesses: None
		Indicator 4.3C: Number of projects financially closed beyond a period of 12 months after operational closure Baseline: 45%; Target: 100% <i>Source:</i> Project Closure Report	Rating: Weak Strengths: Clearly aligned to output; measurable, single focus. Weaknesses: Not specific (criteria for success not clear)
Output 4.4: Procurement	Rating: Weak Strengths: None Weaknesses: Lack of output statement to define expected results	Indicator 4.4A: Procurement request execution rate and turnaround time Response rate to procurement requests Baseline: 72 hrs; Target: 48 hrs <i>Source:</i> Procurement Report	Rating: Weak Strengths: Clearly related to procurement. Weaknesses: Reliable data hardly available; Double focus (execution rate, turnaround time Response rate)

ANNEX. 21 SN outputs and UPR recommendations

UPR recommendations	SN 2020-2024	Comments
Criminalize any form of female genital mutilation; strengthen related awareness raising campaigns, in particular in partnership with religious leaders, ensure that the practice is punished, and implement actions to provide for economic and social	SN Output 5.1: Institutions and communities have increased capacity to prevent gender-based violence, promote the rights of women and girls, including in humanitarian situations.	<i>UNW-Mali's SN corresponding output is unspecific about FGM.</i> The UPR recommendation is quite specific in addressing the issue of female genital mutilation (FGM), calling for criminalization, awareness campaigns, punishment, and support for women who practice FGM. However, the corresponding output in

UPR recommendations	SN 2020-2024	Comments
reconversion for women who practice female genital mutilation;		the UN Women Strategic Note for Mali lacks specificity regarding these aspects to combat FGM. Instead, it focuses broadly on increasing capacity to prevent gender-based violence and promote women's and girls' rights, including in humanitarian situations. This suggests a potential gap in directly addressing the UPR recommendation on FGM within the strategic plan for Mali.
Adopt legislative and policy measures to combat sexual violence, including forced and early marriage, sexual slavery, rape and torture committed against women by extremist groups and members of the armed forces, as well as the impunity of the perpetrators;	SN Output 6.2: The capacities of institutions and civil society organizations are strengthened to develop and monitor the implementation of laws and policies to end gender-based violence and other forms of discrimination in order to achieve gender equality.	<i>UNW-Mali's corresponding output is certainly about laws and policies to eliminate VAW.</i> The UPR recommendation highlights the urgency of addressing sexual violence, particularly in conflict and extremist contexts, and calls for concrete legislative and policy measures to combat it. However, the corresponding output in the UN Women Strategic Note presents a more general approach, focusing on strengthening capacities to develop and monitor laws and policies to end gender-based violence and discrimination. While this output aligns with the broader goal of gender equality and combating violence, it may not fully capture the specificity and urgency of the UPR recommendation regarding sexual violence perpetrated by extremist groups and armed forces, and the need to address impunity.
Enact adequate measures to ensure medical, psychosocial, and judicial support for the victims of serious human rights violations, in particular former child soldiers and victims of sexual crimes, including conflict-related sexual violence	SN Output 6.1: Institutions, communities and service providers have strengthened their capacity to adopt attitudes and behaviors in favor of changing social norms that are harmful to women/girls, to identify and refer GBV/VSLC survivors and to provide them quality essential services.	The UPR recommendation emphasizes the importance of enacting measures to provide comprehensive support to victims of serious human rights violations, particularly former child soldiers and survivors of sexual crimes, including conflict-related sexual violence. However, the corresponding output in the UN Women Strategic Note focuses on strengthening the capacity of institutions, communities, and service providers to adopt positive attitudes and behaviors towards changing harmful social norms, identifying and referring gender-based violence (GBV) and conflict-related sexual violence (VSLC) survivors, and providing them with quality essential services. While this output contributes to creating a supportive environment for survivors and addresses harmful social norms, it may not fully capture the need for specific medical, psychosocial, and judicial support measures as outlined in the UPR recommendation.
Undertake awareness campaigns in order to end the social stigmatization affecting women who have been victims of rape or sexual abuse and provide effective access to justice for all women and girls	SN Output 6.1: Institutions, communities, and service providers have strengthened their capacity to adopt attitudes and behaviors in favor of changing social norms that are harmful to women/girls, to identify and refer GBV/VSLC survivors and to provide them quality essential services. SN Output 6.2: The capacities of institutions and civil society organizations are strengthened to develop and monitor the implementation of laws and	The UPR recommendation underscores the importance of conducting awareness campaigns to combat social stigmatization against women who have experienced rape or sexual abuse, alongside ensuring effective access to justice for all women and girls. However, the corresponding outputs in the UN Women Strategic Note offer a broader approach to addressing gender-based violence (GBV) and harmful social norms. While both outputs contribute to strengthening institutional capacities, changing social norms, and developing laws and policies to combat GBV, they may not fully capture the specific emphasis on awareness campaigns and access to justice for survivors of rape and sexual abuse as outlined in the UPR recommendation.

UPR recommendations	SN 2020-2024	Comments
	policies to end gender-based violence and other forms of discrimination in order to achieve gender equality.	
Ensure the effective participation of women in all stages of the peace, stabilization and reconstruction process in Mali.	SN Output 1.1: Men, women and young people participate more actively and equitably in the management of public life (electoral processes, forums and public debates, national dialogue, in the institutions of defense, security and justice sectors) through a transparent, egalitarian, and credible democratic system, and effective decentralization	The UPR recommendation emphasizes the need to ensure the meaningful participation of women in all stages of the peace, stabilization, and reconstruction process in Mali. However, the corresponding output in the UN Women Strategic Note focuses more broadly on promoting active and equitable participation of men, women, and young people in various aspects of public life, including electoral processes, public debates, national dialogue, and institutions within the defense, security, and justice sectors. While the Strategic Note output aligns with broader goals of democratic governance and participation, it may not fully capture the specific emphasis on women's participation in peace and reconstruction processes as highlighted in the UPR recommendation.

ANNEX. 22 Reference group of the evaluation

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ANNEX. 23 Partner advances

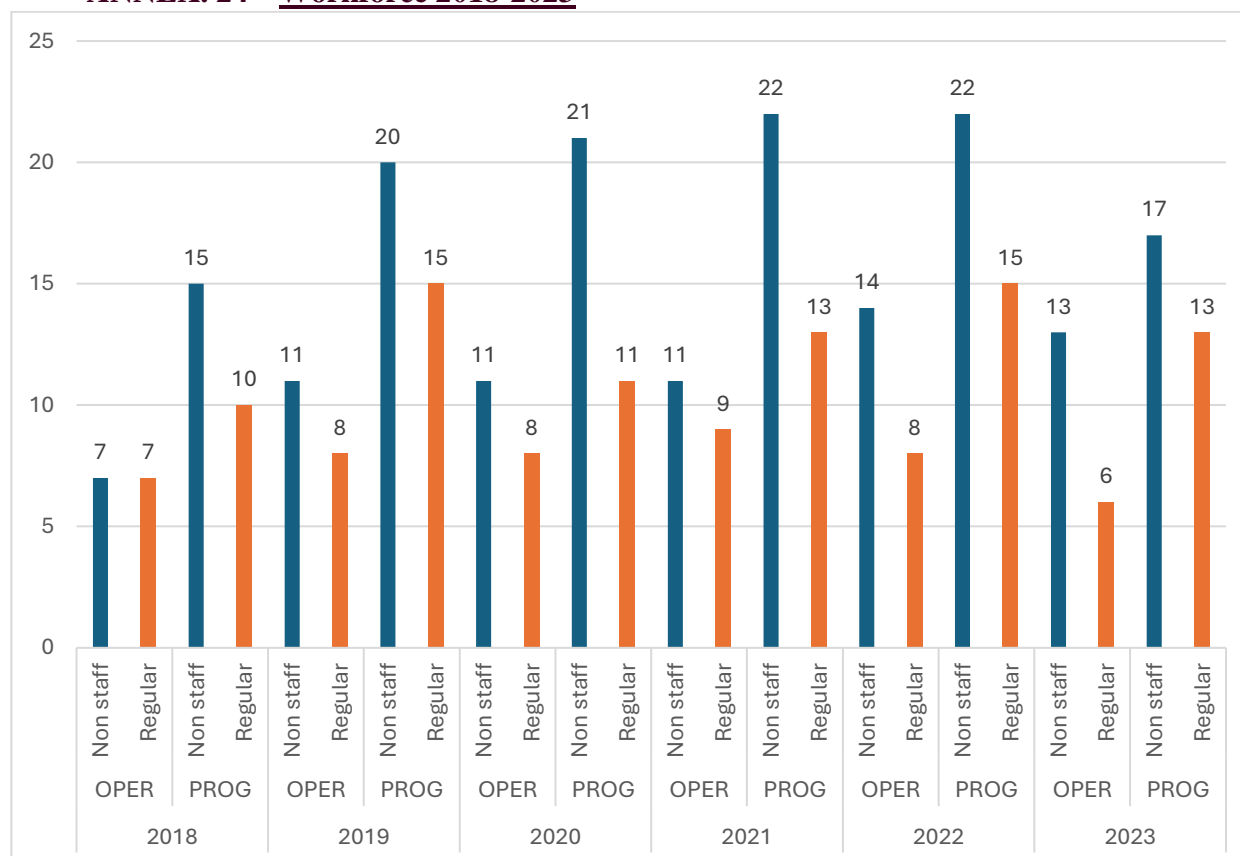
Outstanding Advances 2023 in WCA Region

Where	31 December 2023	Current	1-3 Month	4-6 Month	7-12 Month
CMR	1,984,232.63	1,140,451.55	339,225.75	0	504,555.33
CAF	155,807.08	2,253.74	236,073.50	122,145.63	-
COD	1,305,064.38	591,365.07	496,569.31	161,483.79	55,646.21
CIV	124,034.62	7,715.82	801.86	0	115,516.94
LBR	355,575.00	55,825.83	151,006.38	136,769.00	11,973.79
MLI	1,647,967.57	648,481.07	688,150.47	302,434.15	8,901.89
NGA	1,405,041.47				254,610.25
SEN	795,537.24	544,118.86	251,418.37	0	0

Outstanding Advances 2021-2023

When	Year-end outstanding	Current	1-3 Month	4-6 Month	7-12 Month	Total Ageing
MLI-2021	-	995792,17	80632,6	1054,28	57784,61	1132263,66
MLI-2022	-	505476	1016102	161161,7	97503,56	1744243,26
MLI-2023	1,647,967.57	648,481.07	688,150.47	302,434.15	8,901.89	1689967,58
%		39%	42%	18%	1%	

ANNEX. 24 Workforce 2018-2023



Source: Data from HR as compiled by Evaluation Team

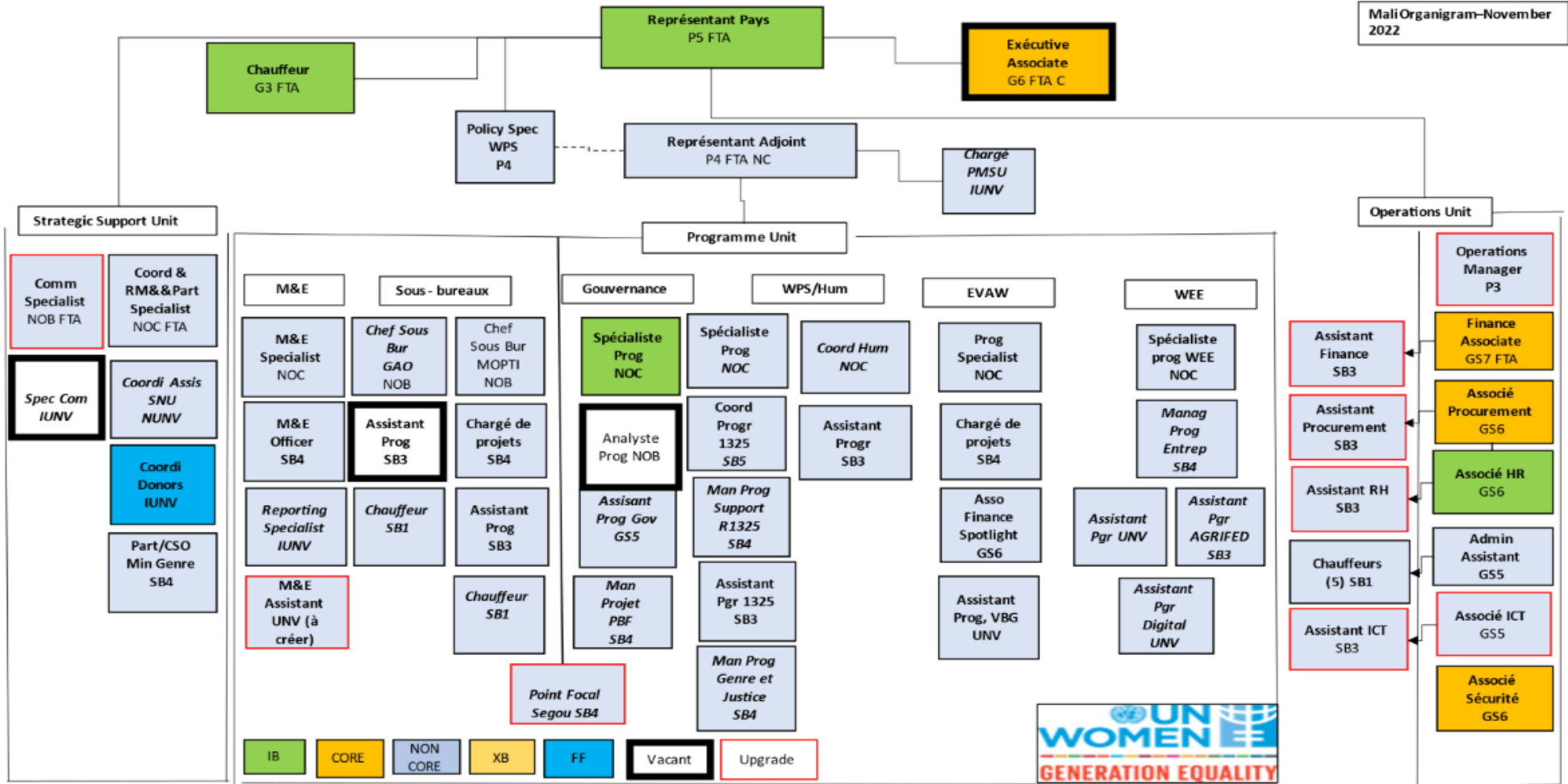
ANNEX. 25 ICF data

User Entitlement	Missing DOAs	ICF Conflicts
Project Manager UNW	18	0
Voucher Creation UNW	15	0
Expense Receiver UNW	14	0
Expense Receiver	9	0
Procurement Case Manager	6	0
Asset Focal Point UNW	2	0
Finance User UNW	2	0
Manager Level 2 UNW	2	0
Procurement DOA UNW	2	0
Supplier Maintenance UNW	2	0
Travel Processor	2	0
Manager Level 1 UNW	1	0
Procurement DOA UNW	1	0
Procurement DOA UNW	1	0
Senior Manager UNW	1	0
Voucher Creation	1	0

Source : ICF/DOA Dashboard consulted on 31 March 2024

ANNEX. 26 Organizational chart

Mali Organigram–November 2022



ANNEX. 27 Consent form for evaluation participants

We are conducting an evaluation to assess the results of the work implemented by UN Women Mali Country Office between 2020 and 2024. As part of our work, we wish to learn more about stakeholder's perceptions of UN Women's interventions, and of their contributions in addressing the needs and expectations of targeted beneficiaries.

We would like to hear your opinions on activities and results, to better understand the achievements and challenges faced during realisation. Your perspective will help us better understanding the Country Office's work and will support us in making recommendations to improve future interventions in the field of gender equality and women's empowerment in Mali.

Please note that there are no expectations linked to the participation in the evaluation. The opinions expressed during the conversation and the conduct of the evaluation itself will have no direct implications on the likelihood of future projects being implemented in this area or in collaboration with former implementing partners.

We will solely use the collected information for the purpose of this evaluation. All personal information that may be disclosed during the data collection session will be treated in a confidential manner and never disclosed to the public. The final evaluation report will not include any specific reference to respondents' identity, unless they explicitly wish so. All online information stored by the team concerning this data collection exercise will be solely accessible to the Evaluation Team, and will be destroyed within three months of evaluation completion. No recordings will take place during data collection.

Please note participation is fully voluntary, and that you are free to interrupt data collection at all times should you wish not to proceed.

ANNEX. 28 List of documents consulted

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ANNEX. 29 List of interviews and focus group respondents

Number	Title	Organization	Method	Female	Male
1	Resident Representative	UN Women	Interview	1	
2	Deputy Resident Representative	UN Women	Interview		1
3	Coordinator LEAP, WPS, Humanitarian Action	UN Women	Interview		1
4	Head of Unit « Gouvernance et Leadership féminin»	UN Women	Interview		1
5	Coordinator WEE Unit	UN Women	Interview	1	
6	Programme Officer WEE	UN Women	Interview	1	
7	Programme Officer EAW	UN Women	Interview	1	
8	Coordinator R1325	UN Women	Interview	1	
9	Program Officer R1325	UN Women	Interview	1	
10	Gender and Justice program Officer	UN Women	Interview		1
11	EAW Officer	UN Women	Interview		1
12	Gender and Justice Coordinator	UN Women	Interview		1
13	Gender and Justice programme Analyst	UN Women	Interview		1
14	AGRIFED Program Officer	UN Women	Interview	1	
15	Monitoring & Evaluation Officer	UN Women	Interview		1
16	Reports Assistant	UN Women	Interview	1	
17	UN Volunteer: Monitoring & Evaluation	UN Women	Interview		1
18	WPS Program officer, Mopti	UN Women	Interview		1
19	HR Section Lead	UN Women	Interview		1
20	PSMU (Program Support Management Unit)	UN Women	Interview		1
21	Coordination Officer	UN Women	Interview		1

22	Head of Resident Coordinator's Office	RCO	Interview		1
23	Resident Representative	UNICEF	Interview		1
24-25	Senior advisor National Expert	PBF	Interview		2
26-31	UNDP Country office program officers	UNDP	Discussion up	4	2
32	Communication and liquidation MINUSMA	UNDP	Interview	1	
33-34	Acting head of office Project coordinator	UNDP Mopti	Interview		2
35-37	Sub-office manager Monitoring-evaluation manager Agronomist assistant	FAO Mopti	Interview		3
GOVERNMENT AND PUBLIC INSTITUTIONS					
38-39	Secretary General Permanent Secretary PNG	Ministry for the Promotion of Women, nily and Child Protection (MPFEF)	Interview	1	1
40	Former Permanent Secretary PNG	PNG Permanent Secretariat, MPFEF		1	
LOCAL AUTHORITIES AND DECENTRALIZED SERVICES					
SEGOU REGION					
41	Regional Director of Fisheries	Regional Directorate of Fisheries, PACP ject	Interview		1
42-44	Director Project officer Planning officer	Regional Directorate of Social velopment and the Solidarity Economy DRDSES)	Interview		3
MOPTI REGION					
45-46	Regional Director Displacement Sites Manager	Regional Directorate of Social Action Solidarity Economy (DRDSES), Mopti	Interview		2
47-50	ERAR Participants	Regional Reconciliation Support Team (RAR), Ministry of Reconciliation, Peace, National Cohesion (MRPCN)	Group discussion	1	3
51-53	Regional Director Head of Women's Promotion Division Head of Child and Family Promotion Division	Regional Directorate in charge of the ancement of women, MPFEF	Interview	2	1
54-55	Regional Youth Director Interim Regional Coordinator	CNPV (National Center for the motion of Volunteers), Regional Youth ectorate	Interview		2
CIVIL SOCIETY ORGANIZATIONS - BAMAKO					
56-59	Secretary General Program Officer Administrative Officer Finance officer	Subaahi Gumo Association (ASG)	Interview	1	3
60-61	Executive Director Program Manager, Justice	Cap DH (Center for Assistance and motion of Human Rights)	Interview		2

	ponent				
62-65	President Legal advisor Reporting manager Accommodation Center manager	Association for the Progress and Defense of Women's Rights (APDF)	Interview	3	1
66-70	President Program Officer Program Coordinator Project Supervisor Finance and Accounting manager	African Centre for the Integration of Human Rights (PACINDHA)	Interview	1	4
71-73	Single Window Director and Women Business Center Coordinator Women Business Center Assistant Communications Officer	Agency for the Promotion of Investments in Mali (API-MALI)	Interview	1	2
FIELD VISITS (ASSOCIATIONS/GROUPINGS)					
SEGOU REGION					
74-77	Program manager: vulnerable displaced persons support Program host Mediation specialist, and FEDE focal point Food safety assistant	Women and Development (FEDE) Interview	2	2	
78-105	Displacement camp participants	Sébougou displaced persons site	Interview	22	4
106	Head of Office	AMEDD - "AGRIFED" program, Sikasso and Ségou	Interview		1
MOPTI REGION					
107-103	Executive Director Director of Operations Communications officer, UN project coordinator Program Assistant Ambassador of Peace in Soufroulaye Ambassador of Peace, Soufroulaye	ODI Sahel	Interview	3	3
104-123	Displaced persons Savaré site	Support Group association for the promotion of disabled women in Sévaré	Interview	16	2
124-125	Vice president Coordinator			1	
	Executive Director Project coordinator	ADEL-Sahel	Interview	1	3

	Financial and Administrative Manager President of a women's group Member of the group				
TOTAL				69	64

Category of stakeholder	Total	Including women	further details
members of UN Women personnel (KII)	21	8	Includes members of personnel working in programmatic areas (12), operations (12), M&E (3), and Senior Management (2)
IP organisation representatives (KII)	36	15	Representatives from PACINDHA, API, APDF, CADH, ASG, FEDE, AMEDD, ODI-Sahel, ADE-Sahel, ADEL-Sahel
programme participants (FDG)	40	36	
National actors	20	5	Government, public institutions, decentralised services and local authorities
UN actors	16	5	UN sister agencies, including implementing joint projects, financial partners, GTG participants
Survey respondents	70		34 partners 9 UN system respondents 27 UN Women personnel

UN Women personnel who were contacted

#	Function
3	Management Team
9	Programme Specialists
2	M&E Officers
1	Programme Analyst Gender & Jus

ANNEX. 30 Reported income improvements

WEE components of WPS Programmes

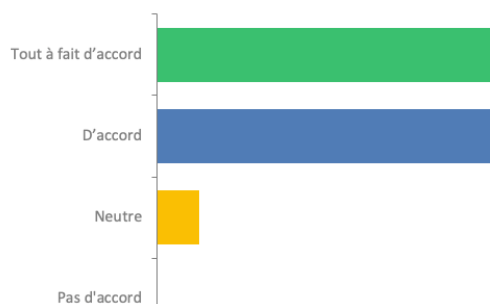
Improvements in the livelihoods of conflict-affected communities resulted from activities such as gardening, dyeing, soap making, marketing of wax fabrics, as well as cattle and sheep fattening. Market gardening, mainly focused on shallots, onions, potatoes, tomatoes, and okra, has allowed 1,277 female farmers affected by conflicts in the Ségou region (Ségou and Niono circles) to achieve a profit margin of \$301,575.79 USD, averaging \$3,454.96 USD¹⁴⁰ per person. Similarly, 100 women from two associations in the village of Bandiougou (commune of Pignari-Bana, Bandiagara circle, Bandiagara region), equipped with gardening tools and small materials through support from the WPHF fund, have been able to generate incomes ranging from \$7,460 to \$9,950 USD¹⁴¹, thanks to the adoption of gardening techniques. Furthermore, women members of 15 associations in the Mopti region (Mopti, Douentza, and Ténenkou circles) made a profit of \$1,062.20 USD¹⁴² in 2021 through the sale of antibacterial soap, in response to the COVID-19 pandemic, after receiving training in 2020. Similarly, the Keibene association in Gao, composed of 44 women specializing in dyeing and agro-food processing, recorded a profit of \$2,124.41 USD¹⁴³. Field interviews revealed that displaced¹⁴⁴ women in the commune of Sébougou (Ségou) can make up to 500 FCFA in profit on each batch of 3 loincloths sold after a week of sales activity. This would equate to a gross monthly margin of 2,000 FCFA for the sale of 3 loincloths. The profitability of this activity depends on the quantity and speed of merchandise sales during a given period. The income generated from these activities enables women to better cover their health expenses, while also allowing them to

acquire a large quantity of products for their own consumption at the sites.

ANNEX. 31 Survey results (excerpt)

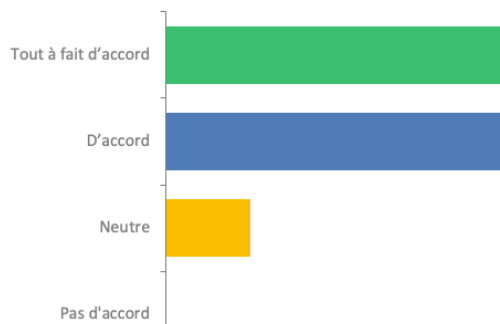
Q3: ONU Femmes contribue de manière décisive à la mise en oeuvre des cadres normatifs internationaux auxquels souscrit le Mali (tels que CEDEF, Résolution 1324,...).

Answered: 34 Skipped: 0



Q1: ONU Femmes contribue de manière décisive à la mise en oeuvre des cadres normatifs internationaux tels que CEDEF, Résolution 1324,... au Mali.

Answered: 9 Skipped: 0



ANNEX. 32 Types of conflicts, resolutions and locations

Types of community conflicts	Where
leadership conflicts	villages of Hewa, Hondubomo Ababer, Beragoungou, and Bourem
leadership disputes among youth	Taboye within the municipal council
intra-community conflicts between the Bambara and	in the Municipality of Mopti
conflicts related to agricultural land	circles of Segou, Bla, Niono, San, Djenné, Bandiagara, Douentza,
Land commissions at village and commune levels	in Bla, Segou, San, and Koro,
Security Advisory Committees	Mopti region
Peace labs	circles of Macina (incl. Kokry) and Tenenkou

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UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to ensure that the standards are effectively implemented and truly benefit women and girls worldwide. It works globally to make the vision of the Sustainable Development Goals a reality for women and girls and stands behind women's equal participation in all aspects of life, focusing on four strategic priorities: Women lead, participate in and benefit equally from governance systems; Women have income security, decent work and economic autonomy; All women and girls live a life free from all forms of violence; Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and humanitarian action. UN Women also coordinates and promotes the UN system's work in advancing gender equality.



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