

REPORT ANNEXES

COUNTRY PORTFOLIO EVALUATION LIBERIA STRATEGIC NOTE 2020-2025



INDEPENDENT EVALUATION, AUDIT AND INVESTIGATION SERVICES (IEAIS)

Independent Evaluation Service (IES)

UN WOMEN

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Evaluation Team Leader	Cyuma Mbayiha, Regional Evaluation Specialist and co-team leader, WCARO Florescia Tateossian, Evaluation Specialist and co-team leader, HQ
Evaluation Team members	Abraham Billy, National Consultant Jerry Dearest Kolie, National Evaluation Intern
Contact details for this report	florescia.tateossian@unwomen.org cyuma.mbayiha@unwomen.org

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Annex 1: Terms of Reference

The TORs can be found on the [GATE](#) repository.

Annex 2: Evaluation Reference Group

Name	Title, Unit/Division/Office	Type of stakeholder/Area of work
Dwede Tarpeh	Gender and Human Security Program Officer, Sweden Embassy	Donor
Godo Kolubah	Senior Programme Advisor, Embassy of Ireland	Donor
Hon. Curtis Dorley	Deputy Minister of Policy, Planning, and Research	Government
Hon. Laura Golakeh	Deputy Minister of Gender, Children and Social Protection, Rep.	Government
Hon. Edward Mulbah	Deputy Minister of Internal Affairs, Republic of Liberia	Government
Dr. George Gould	The Central Bank of Liberia	Government
Louise K.D. Morris	National Disaster Management Agency	WEE
Leisel Talery	Director, Gender Unit, National Elect Commission (NEC)	G&P
Philomena Williams	Association of Female Lawyers of Liberia (AFELL)	WPS
Alfreda Foboi Nmah	Helping Our People Excel (HOPE)	EVAW

Annex 3: Revised Theory of change

	Description	Inputs	Outputs	Outcomes	Indicators
Problem Statement	Liberia faces persistent gender inequalities, limited economic opportunities for women, and weak institutional capacity to implement gender-responsive policies. These challenges hinder progress toward the (PAPD) and SDG 5 (Gender Equality).				
Key Assumptions	- The Liberian government remains committed to gender-responsive policies. - Stakeholders, including civil society and the private sector, actively support gender equality initiatives. - Adequate funding and technical support are available. - Cultural barriers can be addressed through advocacy and education.				
Pathway 1: Strengthening Institutional Capacity for Gender-Responsive Governance	Building a governance system that promotes and enforces gender equality in Liberia.	Capacity building for policymakers, Development of gender-sensitive policies, Technical support for gender mainstreaming	Increased adoption of gender-responsive policies, Enhanced coordination between government agencies and development partners	Strengthened governance structures for gender equality, Improved accountability in gender policy implementation	Number of gender-responsive policies enacted, Number of government staff trained, Level of inter-agency collaboration
Pathway 2: Enhancing Women's Economic Empowerment and Livelihoods	Expanding economic opportunities for women through skills development, financial access, and entrepreneurship.	Skills training, Access to credit for women-led businesses, Support for women in agriculture	Increased participation of women in income-generating activities, Improved access to financial resources	Greater economic independence for women, Poverty reduction in female-headed households	% of women in formal employment, Number of women accessing credit, Household income levels among female-headed households
Pathway 3: Promoting Social Norms Change and Women's Leadership	Transforming societal attitudes towards gender equality and increasing women's representation in decision-making.	Community-based advocacy, Leadership training, Media campaigns challenging gender stereotypes	Increased representation of women in decision-making roles, Positive shifts in social norms	A more inclusive political and social environment for women	% of women in leadership positions, Public perception of gender equality, Media representation of women in leadership
Pathway 4: Strengthening Data, Monitoring, and Evaluation for Gender Equality	Improving evidence-based policymaking through better gender-disaggregated data collection and monitoring systems.	Investment in gender-disaggregated data collection, Support for national statistical systems, Digital tools for gender monitoring	Improved availability of gender data, Evidence-based policymaking	More effective and adaptive gender-responsive interventions	Number of gender-focused research reports, Availability of disaggregated national data, Integration of gender data in policy planning
Long-Term Impact	The combined efforts will result in gender-equitable economic growth, increased women's leadership, and sustainable development aligned with Liberia's PAPD and SDGs.			Sustained gender equality, Reduced gender-based disparities, Strengthened institutional frameworks for gender equality	Gender parity index, Women's leadership representation in public and private sectors, National gender policy effectiveness

Annex 4: Stakeholders' Mapping

UN Women mandate	Stakeholder category	Boundary partners	Main contribution to UN Women'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.	WPP, WEE, EVAW, OEEF, WPS
	Joint programme and joint programming partners	WHO, UNICEF, UNDP, UNFPA, and OHCHR	Coordination and implementation of joint programmes	WPP, WEE, EVAW, OEEF, WPS
	Government	National Legislature (House of Representatives and Senate), National Elections Commission, and various Ministries such as Agriculture, Labor, Youth & Sports, Mines and Energy, Commerce & Industry, Internal Affairs, Gender, Children and Social Protection, Finance & Development Planning, Education, Defense, Justice, Public Works, Health, and (LISGIS), as well as the Liberia Land Authority.	Guide policy and legal frameworks. Collaborate with the Country Office and implementing partners to ensure the effective execution of the Strategic Note development portfolio across relevant ministries and sectors. Engage in and contribute to capacity-building initiatives aimed at enhancing both institutional and individual capabilities for (GEWE).	WPP, WEE, EVAW, WPS
	NGOs and Civil Society Organizations	(WIPNET), (WONGOSOL), (AFELL), Organization for Women and Children, National Peace Hut Women of Liberia, Medica Liberia in partnership with POWER Liberia, Liberia Initiative for Empowerment, Naymote Partners for Democratic Development, and Messengers of Peace Liberia.	Implementing partners: Project development, activity planning, and development of monitoring and evaluation indicators; Project communication and knowledge management	WPP, WEE, EVAW, OEEF

UN Women mandate	Stakeholder category	Boundary partners	Main contribution to UN Women's work	Impact area
United Nations coordination	Regional Coordinator's Office	Regional Coordinator; Programme 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's Peace and Security Agenda for enhanced conflict prevention and peacebuilding in the Sahel	OEEF
	United Nations Country Team	WHO, UNICEF, UNDP, UNFPA, OHCHR, etc.	Strategic implementing 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	Government	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	Women Caucus in Parliament	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

UN Women mandate	Stakeholder category	Boundary partners	Main contribution to UN Women's work	Impact area
Organizational Effectiveness and Efficiency	UN Women personnel	Country Office, Regional Office, HQ	Implement the Strategic Note, Develop effective partnerships	OEEF, Cross-cutting
Resource mobilization	Bilateral and multilateral donors	(PBF), the Embassy of Sweden, the European Union, the Irish Embassy, the African Development Bank, the World Bank Group, and USAID.	Strategic partners for resource mobilization; Project and programme financing; Feedback on periodic reports, narratives, 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	Ecobank Liberia AccessBank Liberia Orange Liberia Inc.	Supply of financial products, loans, savings, financial education, and support to women entrepreneurs/traders Project support in specific technical domains	WEE, Cross-cutting
	United Nations	UNDP, PBF, Climate funds, EU	Project financing and co-financing	WPP, EVAW
Right holders	Direct program participants	women, girls, men, boys, persons with disabilities, and other groups at risk of marginalization	Participation in activities as direct program participants of the implementation of the Country Office programme	Cross-cutting
Duty bearers	Government	Government bodies, listed above, are partners in the implementation of the country programme.	In charge of the country's development programmes, support the alignment of priorities with	Cross-cutting

UN Women mandate	Stakeholder category	Boundary partners	Main contribution to UN Women's work	Impact area
			national gender policies and actions	

Annex 5. List of implemented projects

Project Title	Donor	Period	US\$
Accelerating Digital Opportunities for Youth Participation	Peacebuilding Fund	2024, 2025	121767
Accelerating Progress towards GEWE	Multi-Donor Trust Fund Office	2020, 2021	301816
Accountability and transparency	Peacebuilding Fund	2023-2025	239954
Advancing Reconciliation through ...	Peacebuilding Fund	2020, 2021	116972
Advancing implementation of UN-UNW-LBR-00119121	Peacebuilding Fund	2020-2023	1186736
Barrier Assessment of the Arme-UNW-LBR-00126225	Multi-Donor Trust Fund Office	2021-2023	120000
Buy From Women Liberia Project	FEM-US National Committee	2020	311217
Extra budget- FGE Activity	UN Women	2020-2022	434460
Enhancing peace and social cohesion	AEXCID, Peacebuilding Fund	2023-2025	453044
Gender Justice Platform - Closing the gap for women	UNDP	2024	7900
Improving Access to Legal Aid	UN Office on Drugs and Crime	2020, 2021	100089
Institutional budget for Liber	UN Women	2020-2022	2614042
JP Initiative to Prevent and R	JP UN Women as AA	2020, 2021	165326
Liberia - Women's Leadership Initiative for Africa (AWLN)	Government of Germany	2024	144611
Orange digital inclusion for W-UNW-LBR-00132213	France National Committee	2022-2025	310293
Promoting Inclusive Political	Peacebuilding Fund	2021-2024	1165114
Rapid Response Window WPHF	Multi-Donor Trust Fund Office	2021-2024	7780
SPF 3_Outcome1 WPP-UNW-00129648	Swedish Int'l Development Cooperation	2023, 2024	188579
SPF2 O3.1 Constitutions & laws	Government of Sweden	2021	22499
Spotlight Initiative- Lbr-Unw-Lbr-00112426	MPTF-Spotlight Initiative Fund	2020-2022	6980493
SRS Liberia	UN Women	2020-2022	1838119
Sustaining Peace and Reconciliation	Peacebuilding Fund	2020-2023	2061741
Sweden Funding LBR SN-OEEF 202-UNW-LBR-00122592	Swedish Int'l Development Cooperation	2020-2023	3911485
Sweden LBR WPS SN	Swedish Int'l Development Cooperation	2020	1074009
Sweden LBR WEE SN 2020 - 2024-UNW-LBR-00122602	Swedish Int'l Development Cooperation	2020-2024	1464217
Tf in support of Action to eliminate VAW	UN Women	2022-2023	2412
Transformative Leadership and Community Engagement	Irish Aid	2022-2025	445453
UN to UN Increasing Women's Participation in Elections	UNDP	2023, 2024	584326
UNAIDS 2022-23 Country Envelop-UNW-LBR	UNAIDS	2022	117310
UNAIDS UNBRAf	UNAIDS	2020-2023	200000
UNDP-UN Women collaboration (In-UNW-LBR-00132076	UNDP	2022	278867
Upgrading Gbah Gender Friendly	Dept of Forgn Afrs Trade & Dev	2020, 2021	71839
WPHF COVID 19 ERW-UNW-LBR-00122481	Multi-Donor Trust Fund Office	2020-2022	192395

Project Title	Donor	Period	US\$
WPP- Community Engagement	IRISH AID	2021-2023	346191
Women Peace and Security Glob	Government of Germany	2020	960
Women Political empowerment 00106200	Government of Canada	2020-2023	144096 6
Women's Leadership Initiative for Stability (AWLN)	Government of Germany	2024	14168
Women_x001A_s Peace and Humanitarian	MDTF Office, UNW, MPTF-Spotlight	2020-2022	157209 8
Women's Peace and Humanitarian- 00119837	MDTF Office, UNW, MPTF-Spotlight	2023, 2024	588524

Annex 6. Evaluation matrix

#	Evaluation Questions	Indicators	Means of Verification	Sampling, Sources
Relevance: Is the Thematic Focus and implementation strategy of UN Women Liberia the most relevant and coherent to advance gender equality and women's empowerment?				
Alignment				
1	Is the UN Women's work in Liberia aligned with national policies and international human rights standards?	Evidence of adherence and alignment to national, regional and international reference frameworks including CEDAW, SDGs, UNSCR 1325, UNSDCF. Feedback from evaluation stakeholders on relevance and alignment	Document analysis, Surveys, Semi-structured interviews	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
	How responsive has UN Women's work in Liberia been to the needs of the gov and target population?	Evidence of responsiveness and alignment to target population needs Feedback from stakeholders	Document analysis, Surveys, semi-structured interviews	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
	What is UN Women's comparative advantage in Liberia compared to other UN entities and partners?	Evidence of UN Women's particular thematic and geographical positioning in relation to other UN organizations, and of the differences in strategic approach to areas of intervention.	Document analysis, Surveys, Semi-structured interviews	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
Coherence: How does UN Women Liberia leverage its coordination role and added value vis-à-vis other actors involved in gender equality and women empowerment to ensure coherence?				

2	Do the key interventions create synergies within the UN Women portfolio and the work of UN entities?	% of responders acknowledging the role of UN Women CO Evidence on coherence between UN Women and UNCT including the joint programmes with other relevant UN entities Evidence of CO's comparative advantages vis-à-vis other key players Evidence of the CO's convening and leadership role in the sector	Document analysis, Surveys, Semi-structured interviews	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
Effectiveness: To what extent have UN Women Liberia contributions advanced GE including through the UNSCDF outcomes?				
Achievements				
3	What are the key results of UN Women's work in Liberia? What are the main enabling and hindering factors for the achievements of results? Were there any unexpected outcomes? To what extent the Liberia CO has included sustainability practices to its interventions?	Evidence on the extent the planned outcomes have been achieved to quality and on time Extent to which interventions are aligned with TOC/intended results Evidence of unexpected outcomes Evidence of the challenges and how they were addressed by the Country Office Evidence of opportunities and how they were optimally utilized by the Country Office	Document analysis, Surveys, Semi-structured interviews	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations

		Evidence that CO has built normative frameworks, institutional capacity, and knowledge at the beneficiary level as well as sustainable resource flow	Document analysis, Surveys, Semi-structured interview	RO, CO staff, government partners, CSOs, beneficiaries, UNCT, donors, joint UN programme partners, private sector organizations
		Evidence of strategies and implementation for learning and knowledge management Results monitoring systems in place and utilized Quality corporate and donor reporting delivered on time Evidence of a learning culture in the Country Office % of respondents from government (NCW) and UNCT who view CO as having strong expertise in GEEW (including WEE, EVAW, WPS and governance and leadership)	Document analysis, Surveys, Semi-structured interview	RO, CO staff, UNCT, donors
Efficiency: Does UN Women Liberia have the adequate organizational structure, systems and capacities to ensure efficient use of resources for deliver results?				
Organizational Efficiency and governance				

4	Does UN Women Liberia have appropriate governance, capacity and capability to ensure good use of resources (personnel, funding, and assets) to deliver and report on results?	Degree to which CO human resources align with its SN priority areas Effectiveness of COs internal coordination and communication (vertical/horizontal) mechanisms Staff survey report satisfaction in risk management processes Evidence of programme reporting that are results-oriented, credible, accurate, timely and high quality.	Document analysis, Surveys, Semi-structured interview	RO, CO staff, implementing partners, donors
5	To what extent does the CO have effective evidence, learning and knowledge management systems and culture in place?	Evidence of effective learning and knowledge management strategies and mechanisms Presence of leadership that nurtures learning and knowledge management culture.	Document analysis, Surveys, Semi-structured interview	RO, CO staff, implementing partners, donors
Human Rights and Gender Equality				
Leave No One Behind				
6	Has the portfolio been designed and implemented according to the Leave No One Behind principles, including disability perspective?	Evidence of strategies and actions that demonstrate interventions of the CO identifies the most marginalized groups and individuals, assesses and addresses their differential needs in a systematic way.	Document analysis, Surveys, Semi-structured interviews	RO, CO staff, government partners, CSOs, direct beneficiaries UNCT, donors, joint UN programme partners, private sector organizations

7	The extent to which the interventions have been gender transformative identifying the structural gender inequalities and addressing them systematically?	Evidence of strategies and actions that demonstrate interventions of the CO identifies the structural gender inequalities and addresses them in a systematic way	Document analysis, Surveys, Semi-structured interviews	RO, CO staff, government partners, CSOs, direct beneficiaries, UNCT, donors, joint UN programme partners, private sector organizations
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Annex 7. List of interviewees and Focus Groups participants

UN Women Personnel				
S/No	Organization	Title	Gender	Office
1.	UN Women	WPS Program Head	Female	CO
2.	UN Women	Communication Specialist	Female	CO
3.	UN Women	Communication Analyst	Male	CO
4.	UN Women	WEE Programme Head	Male	CO
5.	UN Women	WEE Programme Analyst	Female	CO
6.	UN Women	WEE Feminist Economist	Male	CO
7.	UN Women	WPS Programme Analyst	Male	CO
8.	UN Women	Program Specialist Gender Responsive	Male	CO
9.	UN Women	WPPL Programme Analyst	Female	CO
10.	UN Women	International Volunteer Peace &	Female	CO
11.	UN Women	International Volunteer WPS	Female	CO
12.	UN Women	Planning and Reporting Analyst	Female	CO
13.	UN Women	Monitoring, Evaluation, and Knowledge Management Specialist	Male	CO
14.	UN Women	WPS Program Associate	Female	CO
15.	UN Women	Partnerships and Coordination	Female	CO
16.	UN Women	Human Resource Assistant	Female	CO
17.	UN Women	Operations Manager	Male	CO
18.	UN Women	Programme Specialist WPP& Lead	Female	CO
19.	UN Women	Finance Associate	Male	CO
20.	UN Women	ICT Assistant National Volunteer	Female	CO
21.	UN Women	Administrative Clerk	Female	CO
22.	UN Women	EVAW Program Head	Male	CO
23.	UN Women	Knowledge Management specialist	Female	CO
24.	UN Women	UN Women Representative	Female	CO

UN Agencies

25.	WFP	(D. Rep/ D. Country director)	Male
		Program policy Officer)	Male
		Research, Assessment and Monitoring	Male
26.	UNDP	Deputy Director	Male
		Economist	Male
		Programme Officer	Male
		Programme Officer	Male
		Gender Officer	Female
27.	UN RCO	Resident Coordinator	Female
28.	OHCHR	Deputy Country representative	Female
29.	UNICEF	Country Representative	Male
		Gender Focal Point	

Donors

30.	EU	Gender Focal Point	Female
31.	PBF	M&E Officer	
32.	Embassy of Ireland	Senior Governance Officer	Male
		Head of Development	Female
		Development support officer	Female

Government of Liberia

33.	Ministry of Ministry of Local Governance	Deputy Minister Officer	Male
		Executive Director-Liberia	Male
		Peacebuilding Office	Male
		Administrative assistant	Female
		DM/RDP	Male
		Deputy Minister for Operations	
34.	Land Commission	Land Commissioner	Male
		Director of Policy and Planning	Male
		Communication Officer	Female
		Assistant Director for Gender, Policy and Planning	
35.	Central Bank	Director	Male
36.	Ministry of Youth and Sports	Deputy Director	Male
		Director	Male
37.	Armed Forces	Deputy Chief of Staff for Armed Forces	Male
		Director of Gender Integration Unit	Female
		Deputy Director of Gender integration unit	Male
		Deputy Director of Gender Policy	Female
		Analyst	
			Male

38.	Ministry of Women	Deputy Director	
		Technical team:	Female
		WEE Advisor	Female
		Project Supervisor	Female
		Programme Associate	Female
		Director	Male
		Programme Office	Male
39.	House of Representatives	Women Representative	
		Women’s Legislative Caucus	Female
		Senator	Female
		Senator	Female
		Officer	Female
40.	Ministry of finance and development Planning	Deputy Finance minister for Budget and Development Planning	Female
			Male
		Asst. Director Plan development and coordination unit	Male
		Director of Budget policy Coordinator	Female
CSOs			
41.	WONGOSOL	Executive Director	Female
		Head of Programmes	Female
42.	WANEP	Monitoring and Evaluation Officer	Male
		National Network Coordinator	Male
		WIPNET Coordinator WANEP	Female

43.	Rights and Rice	Executive Director	Male
		Program Coordinator Gender Specialist	Male
44.	Association of Female Lawyers	President	Female
		Vice President	Female
45.	ORWOCH	Executive Director Program Manager Finance Officer Logistics Officer M&E Officer), Support Staff	6 Females
46.	Sister Aid Foundation	Executive Director	2 females
		Finance Officer Programme Manager M&E Officer	2 males

Focus group discussions

The table below provides further details on the focus groups.

Project	Detail	Participants	
		F	M
Sua-Yelle Multipurpose Cooperative	Field Evaluation, Focus Group Discussion with beneficiaries and Auditing of Solar Equipment's under the WEE programs in Gbartala	19	3
Bong Poultry Farmers' Cooperative	Field Evaluation, Focus Group	7	2

Sonkay Town Vocational and Heritage Center	Site Visits, Field Evaluation, Focus Group Discussion with beneficiaries and Auditing of Solar Equipment's under the EVAWG programs in Sonkay	28	10
Konjah Focus Group	Site Visits, Field Evaluation, Focus Group Discussion with beneficiaries	10	2
Gonzodua Focus Group	Site Visits, Field Evaluation, Focus Group Discussion with beneficiaries	5	2
Bo waterside Peace Hut	Site Visits, Field Evaluation, Focus Group Discussion with beneficiaries	10	0
Little Bassa Focus Group	Site Visits, Field Evaluation, Focus Group Discussion with beneficiaries	17	0

Annex 8: List of sites visits

The CPE-A team have selected four (4) intervention sites as part of the data collection process taking place from 7 to 17 April 2025. The team has a limited timeframe in Liberia and therefore opted to also utilize the holidays/weekend to maximize their visit. The selected sites for joint CPE-A visits are as follows:

1. Site Visit: Gbartala and Gbarnga, Bong County (WEE-related interventions)
Date: 11 April 2025
2. Site Visit Sonkay Town Vocational and Heritage Center, Montserrado County (EVAW-related intervention)
Date: 12 April 2025
3. Site Visit: Grand Cape Mount (WPS- related intervention and land governance)
Date: 28 April 2025
4. Site Visit: Grand Bassa County (WPPL- related intervention, peacebuilding and governance)
Date: 29 April, 2025

Annex 9: Data Collection tools

Consent form for evaluation participants

We are conducting an evaluation to assess the results of the work implemented by UN Women Liberia Country Office between 2020 and 2025. 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 program participants.

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 Liberia.

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. Recordings might take place during data collection.

Please note participation is fully voluntary, and that you are free to interrupt data collection always if you wish not to proceed.

Interview Protocols

Standard information for all interviews:

Date:

Name of Interviewee:

Position held in organization:

Organization:

Interviewers:

Opening Statement

- This interview will inform the UN Women Liberia Country Portfolio evaluation. In other words, we are assessing the performance of the office and its achievements in line with its Strategic Note since 2020
- This evaluation is critical to shaping the strategic direction of the office for the future. It is important to us to get your perspective on the successes and strengths of the organization, as well as the challenges and

potential opportunities for the future. We appreciate your time and your information to support this process.

- We are an independent team of evaluators, with 2 members of the UN Women Evaluation and Audit Team at HQ and an independent national expert and intern. [introduce members present]
- Any information that you provide to us will be held confidential - including our notes of this interview. We will not attribute any specific comments or information to you or your organization. We are taking notes for our own use, but we are not otherwise recording this conversation.
- For beneficiaries: You do not need to tell us any personal information or answer any of our questions if you do not wish to. If, at any time, you are uncomfortable or upset by our questions, we can take a break or simply stop the interview. We appreciate you taking part in our conversation but we believe your comfort is more important.
- Questions?

Government stakeholders

Background

- Please briefly describe your role in your institution, including how long you have held the role and relationship between your institution and UN Women Liberia Country Office.
- Please describe which initiatives, projects or programmes you have worked with UN WOMEN directly on or taken part in activities.

Relevance

- How well does the UN WOMEN Liberia Country Office work and approach align to the national and regional context, national policies and international human rights norms and standards? How does it align with your ministry or institution, especially regarding gender equality and women's empowerment?
- How responsive is UN Women Liberia work to the needs of the government and target populations?
- What is UN Women's Liberia comparative advantage compared to other UN entities and partners?

Coherence

- To what extent do the interventions of UN WOMEN Liberia ensure synergy, and coordination with the government and other key partners? Are there any overlaps?

Effectiveness and Sustainability

- What are key results that UN Women Liberia has achieved?
- What were the enabling or hindering factors to the achievement of the outcomes? Are these sustainable?
- Are there any areas where you feel UN Women's work in Liberia has not been as effective?
- Were there any unexpected outcomes from your work with UN Women Liberia?

Efficiency

- What is your perception of the human and financial capacities and resources of the UN Women country office in Liberia? Were there any issues related to efficiency in your cooperation with UN Women?

Women's empowerment and transformative change

- How is the Leave No One Behind principle ensured, and the needs/perspective of most marginalized groups taken into account? To what extent do you think UN Women is contributing to addressing underlying causes of women's inequalities in Liberia and bringing forth sustainable transformative changes?

Concluding questions

- What are UN WOMEN CO's strengths, areas of improvement and overall value addition?
- What would be your recommendations to the UN WOMEN CO for the next strategic period?

UN Entities

Background

- Please briefly describe your role in your institution, including how long you have held the role and relationship between your institution and UN Women Liberia Country Office.
- Please describe which projects you have worked with UN WOMEN directly on or taken part in activities.

Relevance

- How well does the UN WOMEN Liberia Country Office work and approach align to the national and regional context, national policies and international human rights norms and standards? How does it align with the mandate of your institution?
- How responsive is UN Women Liberia work to the needs of the government and target populations?
- What is UN Women's Liberia comparative advantage compared to other UN entities and partners?

Coherence

- Based on UN Women's coordination mandate within the UN system, how well is UN Women implementing this mandate in the context of Liberia? How did UN Women Liberia contribute to bring coherence to the UN system in Liberia in terms of advancing gender equality and women's empowerment?

Effectiveness and Sustainability

- What are key results that UN Women Liberia has achieved from your perspective?
- What were the enabling or hindering factors to the achievement of the outcomes? Are these sustainable?
- Are there any areas where you feel UN Women's work in Liberia has not been as effective?
- Were there any unexpected outcomes from your work with UN Women Liberia?

Efficiency

- What is your perception of the human and financial capacities and resources of the UN Women country office in Liberia? Were there any issues related to efficiency in your cooperation with UN Women?
- In your joint programmes, are the planned interventions delivered on time and are resource efficient? (Probing)

Women's empowerment and transformative change

- To what extent do you think UN Women is contributing to addressing underlying causes of women's inequalities in Liberia and bringing forth sustainable transformative changes?
- How is the Leave No One Behind principle ensured, and the needs/perspective of most marginalized groups taken into account?

Concluding questions

- What are UN WOMEN CO's strengths, areas of improvement and overall value addition? Do you consider UN Women as the go-to agency on issues related to gender equality and women's empowerment?
- What would be your recommendations to the UN WOMEN CO for the next strategic period?

Civil Society Organizations/Implementing partners

Background

- Please briefly describe your role in your institution, including how long you have held the role and relationship between your institution and UN Women Liberia Country Office.
- Please describe which projects you have worked with UN WOMEN directly on or taken part in activities.

Relevance

- How well does the UN WOMEN Liberia Country Office work and approach align to the national and regional context, national policies and international human rights norms and standards? How does it align with the mandate of your institution?
- How responsive is UN Women Liberia work to the needs of the government and target populations?
- What is UN Women's comparative advantage with respect to other partners?

Coherence

- To what extent do the interventions of UN WOMEN Liberia ensure synergy, and coordination with the government and other key partners to advance gender equality and the empowerment of women in Liberia? Do they avoid duplication?
- What are the mechanisms of coordination between UN Women Liberia and your organization? Are they effective?

Effectiveness and Sustainability

- What are key results that UN Women Liberia has achieved from your perspective and from the programme you cooperate together?
- What were the enabling or hindering factors to the achievement of the outcomes? Are these sustainable?
- Are there any areas where you feel UN Women's work in Liberia has not been as effective?
- Were there any unexpected outcomes from your work with UN Women Liberia?

Efficiency

- What is your perception of the human and financial capacities and resources of the UN Women country office in Liberia? Were there any issues related to efficiency in your cooperation with UN Women?
- In your joint programmes, are the planned interventions delivered on time and are resource efficient? (Probing)

Women's empowerment and transformative change

- To what extent do you think UN Women is contributing to addressing underlying causes of women's inequalities in Liberia and bringing forth sustainable transformative changes?
- How is the Leave No One Behind principle ensured, and the needs/perspective of most marginalized groups taken into account?

Concluding questions

- What are UN WOMEN CO's strengths, areas of improvement and overall value addition? Do you consider UN Women as the go-to agency on issues related to gender equality and women's empowerment?
- What would be your recommendations to the UN WOMEN CO for the next strategic period?

Donors

Background

- Please briefly describe your role in the organization, including how long you have held the role.

- Please describe the relationship between your organization and UN WOMEN Liberia CO (e.g. donor for a joint programme etc.).
- What are the priorities/strategies of your organization in the field of women's rights and the empowerment of women in general and in Liberia in particular? Please describe which projects or programmes you have worked with UN Women directly on or taken part in initiatives.

Relevance

- How well does the UN WOMEN Liberia Country Office work and approach align to the national and regional context, national policies and international human rights norms and standards? How does it align with the mandate of your institution?
- How responsive is UN Women Liberia work to the needs of the government and target populations?
- What is UN Women's comparative advantage with respect to other partners?

Coherence

- To what extent do the interventions of UN WOMEN Liberia ensure synergy, and coordination with the government and other key partners to advance gender equality and the empowerment of women in Liberia? Do they avoid duplication?
- What are the mechanisms of coordination between UN Women Liberia and your organization? Are they effective?

Effectiveness

- What would you identify as the key achievements in initiatives implemented by UN Women and funded by your organization? Would you consider the Country Office to be innovative in their approach and programming? Are these sustainable?
- What were the enabling or hindering factors to the achievement of the outcomes? Are these sustainable?
- Are there any areas where you feel UN Women's work in Liberia has not been as effective?
- Were there any unexpected outcomes from your work with UN Women Liberia?

Efficiency

- How were you able to understand the value and impact of your funding? (Probing Q: Was there a results-based management system? What was the quality of UN Women's reports? Did the reporting include results and outcomes, rather than outputs?)
- To your view were resources properly and cost effectively managed?
- To your view is UN Women overall well positioned to mobilize resources? (Follow up Q: Do you have any suggestions for improvement?)

Women's empowerment and transformative change

- To what extent do you think UN Women is contributing to addressing underlying causes of women's inequalities in Liberia and bringing forth sustainable transformative changes?
- How is the Leave No One Behind principle ensured, and the needs/perspective of most marginalized groups taken into account?

Concluding questions

- How well is UN Women prepared to adapt to the priorities of the government in the next 5 years?
- What would be your recommendations to the UN WOMEN CO for the next strategic period?

UN Women CO Personnel (Management, Programme Managers/Assistants)

Timeframe for discussion: 1 hour maximum

*Questions will be modified based on role/contribution of each staff member

Background

- Can you briefly describe your role within UN Women and when you began working with UN Women?
- If you have been involved in development of SN, can you tell us how the country priorities have been developed?

Relevance

- How well does the UN WOMEN Liberia Country Office work and approach align to the national and regional context, national policies and international human rights norms and standards?
- How responsive is UN Women Liberia work to the needs of the government and target populations?
- What is UN Women's comparative advantage with respect to other partners and UN entities ?

Coherence

- Within your area of work, how were the needs and interests of stakeholders identified and incorporated into the program's design? Could you describe the process and level of stakeholder involvement? (Follow up Qs: Do you believe that UN Women meets stakeholders' expectations? Where gaps exist between stakeholder expectations and UN Women's current role, how do you close these gaps (what strategies or approaches)?
- Please provide some examples of how interventions addressed the integrated mandate of UN Women (normative, coordination, operational- WPS, HA, GBV, WEE etc.)?
- [External Coherence] To what extent do the interventions of UN WOMEN Liberia ensure synergy, and coordination with the government and other key partners to advance gender equality and the empowerment of women in Liberia? Do they avoid duplication?

Effectiveness

- What have been some of the key results that UN Women has achieved over the SN period? What were the enabling or hindering factors to the achievement of the outcomes? Are these sustainable? Probe for results in coordination and normative
- Are there any areas where you feel UN Women's work in Liberia has not been as effective?
- Were there any unexpected outcomes from your work with UN Women Liberia?

Efficiency

- Does CO have capacity to implement what was promised in SN? (Follow up Qs: If not, what are the plans to address the gaps? Any long-term HR strategy? How is the office work distributed? Any potential areas for better organizing the work? E.g. some functions/personnel are overloaded while others might have some spare capacity to absorb additional workload.)
- Can you please explain or provide examples of the monitoring mechanisms in place and how they have enabled UN Women to measure progress towards results? · How does CO collect, validate, monitor and report on achieving the SN? Does the office have a comprehensive M&E framework which covers key aspects of its SN/AWPs, project and partner monitoring? Does the CO office have a KM strategy and system?

- Can you please provide examples of steps your team has taken to ensure financial resources were used in the most economical way possible? Can more be achieved with less? Is good value-for-money being achieved? Any potential cost or time savings possible? Where are the biggest bottlenecks?
- Does CO have a Resource Mobilisation (RM) Strategy and related work plan?
- What is CO's communication and advocacy strategy? Could you provide concrete examples of the strategy in action and results achieved. (Optional) Is this area adequately resourced and monitored? In your view, does the current communication and advocacy work?

Surveys (Personnel and Stakeholders)

Personnel Survey:

Evaluation of UN Women Liberia Country Portfolio Evaluation 2020-2025

Dear colleague:

The UN Women Independent Evaluation Service thanks you for participating in this survey, which is a key component of the **Country Portfolio Evaluation of UN Women Liberia**. The purpose of this evaluation is to assess for the implementation period (2020-2025) the results achieved and to document lessons learned for the future.

In this context, the survey seeks to **better understand your perspective on UN Women's work in the country**. The survey will take between 10-20 minutes to complete; certain questions are optional in the case you are unable to answer.

All data will be treated as confidential without any attribution to your identity. If you have any questions, please contact the independent evaluation team [email].

Required*

Background

1. What is your position in the office?
 - Senior staff (Representative, Deputy)
 - Programme staff
 - Operations staff
 - Other: _____
2. What type of contract do you have?
 - SSA (Special Services Agreement)
 - SC (Service Contract)
 - FTA (Fixed Term Appointment)
 - UNV (UN Volunteer)
 - Other: _____
3. Your gender identification:

- ☐ Female
- ☐ Male
- ☐ Prefer not to say

4. How long have you worked at UN Women Country Office?
- ☐ Less than 1 year
 - ☐ 1-3 years
 - ☐ 3-5 years
 - ☐ More than 5 years

5. **What is your main operational area of work?**

Select all that apply.

- ☐ Project Management and Implementation
- ☐ Strategic Planning
- ☐ Human Resources
- ☐ Finance
- ☐ Administration
- ☐ Operations
- ☐ Communication
- ☐ Coordination
- ☐ Other: _____

6. **What is your main thematic area of work?**

Select all that apply.

- ☐ Ending violence against women
- ☐ Women's political empowerment
- ☐ Governance, planning and budgeting
- ☐ Women's economic empowerment
- ☐ Women Peace and Security
- ☐ Normative
- ☐ Coordination
- ☐ Operations
- ☐ Communications
- ☐ All of the above
- ☐ Not applicable
- ☐ Other: _____

Working environment

7. Please indicate the extent to which you agree with the following statements about working in the UN Women Country Office. *

MOTIVATION AND ENGAGEMENT

	Fully disagree	Disagree	Not sure	Agree	Fully agree
<i>My workload is manageable.</i>					
<i>I am able to maintain a healthy balance between my work and personal life.</i>					
<i>If I were offered a comparable position with similar salary and benefits elsewhere, I would stay with the Office.</i>					
<i>The Office has sufficient financial resources to do its job effectively.</i>					
<i>The Office has adequate human resources to do its job effectively.</i>					
<i>The level of stress I experience in my job is acceptable.</i>					

8. *

COLLABORATION AND COMMUNICATION

	Fully disagree	Disagree	Not sure	Agree	Fully agree
<i>The people I work with collaborate to get the job done.</i>					
<i>Knowledge and lessons learned are shared in useful ways around the office.</i>					
<i>The people I work with share information and ideas to help others succeed.</i>					
<i>Leadership effectively communicates what the office is trying to accomplish.</i>					
<i>I have sufficient knowledge in my topic/operational area to perform my duties.</i>					

9. *

INNOVATION AND AGILITY

	Fully disagree	Disagree	Not sure	Agree	Fully agree
<i>In our office, we are open to new ideas.</i>					
<i>In my office, we regularly try new ideas to improve our services, processes or programmes.</i>					

I have confidence in the ability of my office's management to make the decisions necessary to effectively carry out our mandate.

My office is adapting well to changes in the way we operate.

I have sufficient knowledge in my topic/operational area to perform my duties.

10. For statements with which you do not agree, please provide additional comments, if applicable.

11. Please select the TRAINING opportunities you have participated in since 2019 or after you joined the office, while indicating the number of those opportunities.

	0	1-2	3-5	> 5
Country Office internal training session				
Regional Office webinar				
Headquarters webinar				
Other external training activity (online course, conference, etc.)				

12. In what AREAS do you often seek support in your work? (Select all that apply.)

- ☐ Program and project development
- ☐ Resource mobilization
- ☐ Monitoring and reporting
- ☐ Evaluation
- ☐ Partner engagement
- ☐ UN System coordination
- ☐ Communication and advocacy
- ☐ Procurement

- ☐ Finance
- ☐ Recruitment and human resources
- ☐ Other: _____

13. Please rate your level of satisfaction with the support provided by the UN Women offices listed below.

	Very unsatisfied	Somewhat unsatisfied	Not sure	Somewhat satisfied	Very satisfied
<i>Country Office</i>					
<i>Regional Office</i>					
<i>Headquarters</i>					

14. Please indicate where and how UN Women's support can be improved, if at all.

15. Do you think the Country Office requires additional technical support in any of the following areas?

- ☐ Supporting gender mainstreaming in UN and government institutions
- ☐ Ending Violence Against Women
- ☐ Women Peace and Security
- ☐ Women's Economic Empowerment
- ☐ Women's Political Participation
- ☐ Gender data and statistics
- ☐ Normative related issues
- ☐ Coordination related issues
- ☐ Other: _____

16. How often do you experience significant BOTTLENECKS in the following management areas, if at all?

	Very often	Often	Sometimes	Rarely	Never
<i>Recruitment of staff and consultants</i>					
<i>Partner management (agreements, transfer of funds, etc.)</i>					
<i>Internal approvals - Country Office</i>					

Internal approvals - Regional Office and/or Headquarters

Procurement

Communication with partners

Relevance and strategic priorities

17. Please indicate your level of satisfaction with UN Women's work regarding the following assertions.

	Very unsatisfied	Somewhat unsatisfied	Not sure	Somewhat satisfied	Very satisfied
<i>ALIGNMENT to the most pressing needs of women and girls in the country</i>					
<i>Targeting the CAUSES of gender inequality</i>					
<i>IDENTIFICATION of the most marginalised and vulnerable populations in line with the principle of "leave no one behind"</i>					
<i>ENGAGE with the most marginalised and vulnerable populations in line with the principle of "leave no one behind"</i>					

18. Please rate the level of value added by UN Women in the areas listed below.

	Very low	Low	Medium	High	Very high
<i>Governance and participation in public life</i>					
<i>Women's economic empowerment</i>					
<i>Elimination of violence against women</i>					
<i>Humanitarian action, risk and disaster management</i>					
<i>Women, peace and security</i>					

19. What areas, if any, require MORE ATTENTION from UN Women to advance its mission for the empowerment of women and gender equality?

Risk management

20. Please highlight 1 or 2 of the main risks and mitigation strategies that you have identified during the implementation of the current Strategic Note, if any.

21. Please assess the extent to which UN Women has effectively ADAPTED its programme of work to the changing context in the country, including to COVID-19.

Not at all  Fully

22. Please provide 1 or 2 examples of where the Office's work has been effectively adapted to the changing context.
Coordination and partnerships

23. How effectively has UN Women contributed to STRENGTHENING COORDINATION on gender with the UN system in Liberia in the following areas?

UN Women's work in coordination aims to promote UN system accountability on gender equality and women's empowerment, and more broadly to mobilize key stakeholders to ensure greater coherence and gender mainstreaming across the UN.

	Very ineffective	Somewhat ineffective	Not sure	Somewhat effective	Very effective
Mobilisation around the gender agenda through ADVOCACY with the Technical support for gender mainstreaming in UN INTERVENTIONS					
COHERENCE of UN gender interventions					
Conceptualisation and implementation of JOINT UN PROGRAMMES on gender					
ACCOUNTABILITY on gender (e.g. with the UNCT-SWAP Gender Equality					

24. Please indicate the extent to which you agree with the following statements regarding UN Women's coordination role.

	Fully disagree	Disagree	Not sure	Agree	Fully agree
UN Women's UN Gender Coordination MANDATE is clear to me					
UN Women's leadership in the GENDER THEMATIC GROUP has been effective in strengthening					
There is a CLEAR DELIMITATION of responsibilities regarding the gender agenda between UN					
UN Women's work does not duplicate that of other agencies					
UN Women has effectively fulfilled its coordination role on gender					

25. In your opinion, to what extent does the UN system in Liberia mainstream gender?

Not at all integrated ☆☆☆☆☆ Fully integrated

26. What are the enablers and barriers affecting gender mainstreaming in the UN system?

27. Please indicate how UN Women's support in coordination can be improved, if at all.

28. UN Women works to strengthen the capacity of its partners to develop and implement gender-responsive policies, strategies, frameworks and programmes. Please assess UN Women's effectiveness in its CAPACITY BUILDING efforts with the following partners.

	Very ineffective	Somewhat ineffective	Not sure	Somewhat effective	Very effective
United Nations System					

<i>National government</i>				
<i>Sub-national government</i>				
<i>Civil society</i>				

29. With regards to capacity building management, to what extent is the Country Office effective in the following?

	Very ineffective	Somewhat ineffective	Not sure	Somewhat effective	Very effective
<i>Capacity needs assessment</i>					
<i>Tailored capacity development design</i>					
<i>Capacity development delivery</i>					
<i>Provision of coaching and mentoring as a follow-up</i>					
<i>Monitoring and evaluation of how participants apply knowledge and skills</i>					
<i>Knowledge generation from application of knowledge and skills</i>					
<i>Providing other supportive actions to facilitate results of the capacity development</i>					
<i>Supporting beneficiaries' organizational/institutional changes</i>					
<i>Identifying impact of the capacity development interventions</i>					

30. Please share one of the results of the capacity development provided by UN Women that you are most proud off?

31. Please assess the effectiveness of UN Women's MANAGEMENT OF PARTNERSHIPS with the following actors in order to effectively fulfil its mandate.

	Very ineffective	Somewhat ineffective	Not sure	Somewhat effective	Very effective
<i>United Nations System</i>					
<i>National government</i>					
<i>Sub-national government</i>					
<i>Civil society</i>					
<i>International non-governmental organisations</i>					

Donors

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32. Please indicate your level of satisfaction with the SUPPORT PROVIDED TO PARTNERS by UN Women in the following areas.

	Very unsatisfied	Somewhat unsatisfied	Not sure	Somewhat satisfied	Very satisfied
<i>Integrated normative support</i>					
<i>Integrated policy advice</i>					
<i>Comprehensive and disaggregated data</i>					
<i>Advocacy and social mobilisation</i>					
<i>Direct support and service delivery</i>					

33. Can you give examples of where UN Women's partnerships could be strengthened, if at all?

34. Are you aware of the SIDA modality of flexible funding for the implementation of UN Women's Strategic Note?

- ☐ Yes
- ☐ No (if no skip to Q37)

35. To what extent have you seen the modality affected the following aspects of UN Women's CO performance?

	Very ineffective	Somewhat ineffective	Not sure	Somewhat effective	Very effective
<i>Ability to better align with country priorities</i>					
<i>Ability to better meet the needs of partner institutions and civil society</i>					
<i>Ability to better meet the needs of end beneficiaries</i>					
<i>Ability to better respond to changes in the context / crises</i>					
<i>Less administrative burden on personnel</i>					
<i>Potential to support central functions such as coordination, communication etc.</i>					
<i>Potential to develop and test innovative approaches</i>					
<i>Potential to support hard-to-fund areas</i>					
<i>Better cooperation and communication of employees across thematic areas</i>					



United Nations Entity for Gender Equality
and the Empowerment of Women

More successful resource mobilization

Potential to put Sida funding into Joint Programs

35. Are there any other strengths of that modality you have noticed?

36. What are the challenges that this funding modality poses for the Country Office?

Overall improvement

37. Please use this space to suggest 2-3 ACTIONS for UN Women regarding its approach to achieving gender equality and women's empowerment in the country.

External stakeholder Survey:

Evaluation of UN Women Liberia Country Portfolio Evaluation 2020-2025

Dear Madam/Sir:

The UN Women Independent Evaluation Service thanks you for participating in this survey, which is a key component of the **Country Portfolio Evaluation of UN Women Liberia**. The objective of this evaluation is to assess for the implementation period (2020-2025) the results achieved and to document lessons learned for its next Strategic Note.

In this context, the survey seeks to **better understand your perspective on UN Women's work in the country**. The survey will take between 10-20 minutes to complete; certain questions are optional in the case you are unable to answer.

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

*Required**

1. How long have you been collaborating with UN Women in the country?

- ☐ I have not worked with UN Women in the country
- ☐ Less than one year
- ☐ 1-3 years
- ☐ 3-5 years
- ☐ More than five years

2. Your gender identification*

- ☐ Female
- ☐ Male
- ☐ Prefer not to say

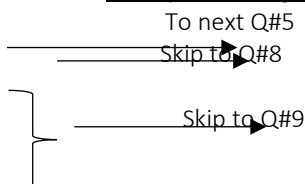
3. Your position in your organization

- ☐ Senior manager (Director, Representative, or Deputy Representative)
- ☐ Program manager
- ☐ Program Specialist
- ☐ Project Staff
- ☐ Other

4. Your organization type*

- ☐ United Nations Agency
- ☐ Civil Society Organization
- ☐ Bilateral agency or donor
- ☐ Government
- ☐ Other

Survey Branching Logic:



5. Your United Nations agency

[See online Microsoft Form for full list of agencies to adapt]

6. Since 2020, what UN coordination mechanisms, if any, have you participated in?

Select all that apply

- ☐ United Nations Country Team (UNCT)
- ☐ Gender Thematic Group
- ☐ Monitoring and Evaluation Group
- ☐ Operations Management Team (OMT)
- ☐ Communication Group
- ☐ UNCDF Results Group 1: [XYZ]
- ☐ UNCDF Results Group 2: [XYZ]
- ☐ UNCDF Results Group 3: [XYZ]
- ☐ UNDAF Results Group 4: [XYZ]
- ☐ [List other groups as needed]
- ☐

Other

7. How effectively has UN Women contributed to STRENGTHENING COORDINATION on gender with the UN system in the following areas?

UN Women's work in coordination aims to promote UN system accountability on gender equality and women's empowerment, and more broadly to mobilize key stakeholders to ensure greater coherence and gender mainstreaming across the UN.

	Very ineffective	Somewhat ineffective	Not sure	Somewhat effective	Very effective
Mobilisation around the gender agenda through ADVOCACY					
Technical support for gender mainstreaming in UN INTERVENTIONS					
COHERENCE of UN gender interventions					
Conceptualisation and implementation of JOINT UN PROGRAMMES					
ACCOUNTABILITY on gender (e.g. with the UNCT-SWAP					

8. Since 2020, has your organisation been a member of the Civil Society Advisory Group established by UN Women?

- ☐ Yes
- ☐ No
- ☐ I don't know

9. How are gender equality and human rights positioned in your organisation's priorities?

- They are a separate strategic priority
- They are crosscutting all priorities
- Both of the above
- They are not a part of our strategic priorities

10. Please indicate the extent to which you agree with the following statements regarding UN Women's coordination role.

	Fully disagree	Disagree	Not sure	Agree	Fully agree
UN Women's UN Gender Coordination MANDATE is clear to me					
There is a CLEAR DELIMITATION of responsibilities regarding the gender agenda between UN					
UN Women's work does not duplicate that of other agencies					
UN Women is a strong advocate for gender equality and the empowerment of women and					
Gender equality and the empowerment of women and human rights are well represented					
UN Women has effectively fulfilled its coordination role					

11. In your opinion, to what extent does the UN system mainstream gender?

Not at all integrated ☆☆☆☆☆ Fully integrated

12. Please indicate how UN Women's support in coordination can be improved, if at all.

13. Please indicate your level of satisfaction with UN Women's work regarding the following assertions.

	Very unsatisfied	Somewhat unsatisfied	Not sure	Somewhat satisfied	Very satisfied
<i>ALIGNMENT to the most pressing needs of women and girls in</i>					
<i>Targeting the CAUSES of gender inequality</i>					
<i>IDENTIFICATION of the most marginalised and vulnerable</i>					
<i>ENGAGE with the most marginalised and vulnerable</i>					

14. How effectively has UN Women contributed to NORMATIVE work in the following areas?

UN Women's normative work aims to contribute to the advancement and implementation of key international instruments on gender equality and women's empowerment.

	Very ineffective	Somewhat ineffective	Not sure	Somewhat effective	Very effective
<i>Technical support for discussions in international processes (CSW, ...)</i>					
<i>Support for the Universal Periodic Review and CEDAW processes</i>					
<i>Monitoring the implementation of CEDAW recommendations</i>					
<i>Support to the development of the gender equality policies in the</i>					
<i>Support to implementation of the national gender equality policy in</i>					
<i>Awareness raising on international and national normative</i>					

15. Please rate the level of value added by UN Women in the areas listed below.

Very low Low Medium High Very high

Governance and participation in public life

Women's economic empowerment

Elimination of violence against women

Humanitarian action, risk and disaster management

Women, peace and security

16. What areas, if any, require MORE ATTENTION from UN Women to advance its mission for the empowerment of women and gender equality?

17. Please indicate your level of satisfaction with the SUPPORT PROVIDED TO PARTNERS by UN Women in the following areas.

	Very unsatisfied	Somewhat unsatisfied	Not sure	Somewhat satisfied	Very satisfied
<i>Integrated normative support</i>					
<i>Integrated policy advice</i>					
<i>Comprehensive and disaggregated</i>					
<i>Advocacy and social mobilisation</i>					
<i>Direct support and service delivery</i>					

18. Can you give examples of where UN Women's partnerships could be strengthened, if at all?

19. UN Women works to strengthen the capacity of its partners to develop and implement gender-responsive policies, strategies, frameworks and programmes. Please assess UN Women's effectiveness in its CAPACITY BUILDING efforts with the following partners.

	Very ineffective	Somewhat ineffective	Not sure	Somewhat effective	Very effective
<i>United Nations System</i>					
<i>National government</i>					
<i>Sub-national government</i>					

Civil society

--	--	--	--	--

20. Have you participated in UN Women's training and capacity building activities?

- Yes
- No [[Skip to #23](#)]

21. To what extent do you agree with the following?

	Fully disagree	Disagree	Not sure	Agree	Fully agree
<i>Capacity needs were well assessed by UN Women</i>					
<i>Capacity building was relevant to my organization</i>					
<i>I advanced my knowledge in UN Women's capacity building program</i>					
<i>UN Women provided knowledge and skills I didn't have before</i>					
<i>UN Women provided quality knowledge products (manuals, toolkits etc.)</i>					
<i>UN Women provided relevant international experience</i>					
<i>The program helped me change my attitudes and behaviors</i>					
<i>I successfully applied learnt knowledge and skills after the program</i>					
<i>UN Women provided follow up support to facilitate application of knowledge and skills</i>					
<i>UN women measured results of the capacity building</i>					

22. Please expand on your answer on any of the above aspects.

23. Have you used any research, knowledge products or other documents produced by UN Women in your work? If yes, please provide more information on what publication or data you used and how.

24. To what extent do you agree with the following statements about UN Women's approach to communication?

	Fully disagree	Disagree	Not sure	Agree	Fully agree

UN Women has integrated innovation in its communication strategies.

UN Women tailors its messages to different audiences

UN Women uses creative ways to communicate its messages

UN Women manages to reach wider population with its messages

UN Women manages to reach socially vulnerable groups with its messages

UN Women's communication challenges stereotypes

UN Women has integrated innovation in its communication strategies.				
Fully disagree	Disagree	Not sure	Agree	Fully agree
UN Women tailors its messages to different audiences				
Fully disagree	Disagree	Not sure	Agree	Fully agree
UN Women uses creative ways to communicate its messages				
Fully disagree	Disagree	Not sure	Agree	Fully agree
UN Women manages to reach wider population with its messages				
Fully disagree	Disagree	Not sure	Agree	Fully agree
UN Women manages to reach socially vulnerable groups with its messages				
Fully disagree	Disagree	Not sure	Agree	Fully agree
UN Women's communication challenges stereotypes				
Fully disagree	Disagree	Not sure	Agree	Fully agree

25. Please assess the extent to which UN Women has effectively ADAPTED its programme of work to the changing context in the country, including to COVID-19.

Not at all ☆☆☆☆☆ Fully

26. Please provide 1 or 2 examples of where the Office's work has been effectively adapted to the changing context, if at all.

27. Please use this space to suggest 2-3 ACTIONS for UN Women regarding its approach to achieving gender equality and women's empowerment in the country.

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. Recordings might take place during data collection.

Please note participation is fully voluntary, and that you are free to interrupt data collection always if you wish not to proceed.

Annex 10: Summary of survey results

UN Women Staff survey

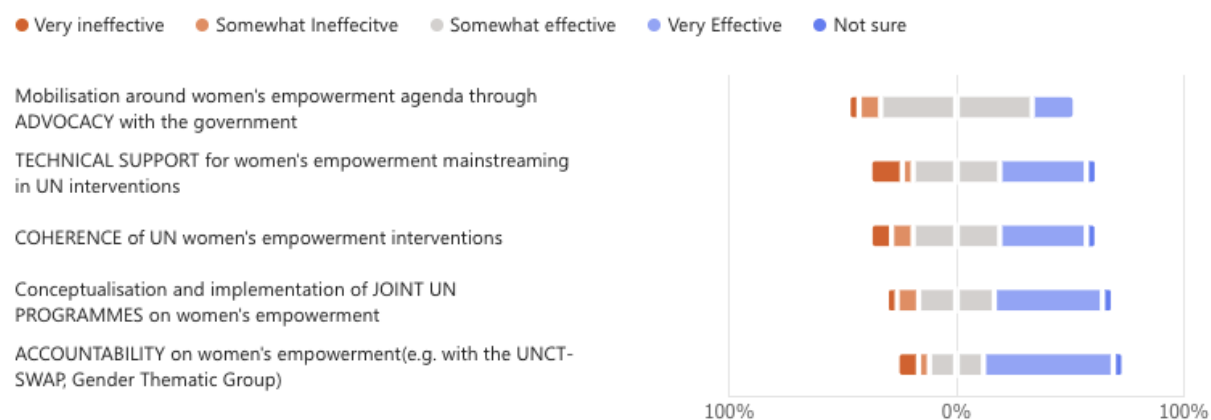
The UN Women personnel survey achieved a 53 per cent response rate (21 out of 39 staff; 12 women, 9 men).

The figures below represent a summary of the survey results of key questions used in the report:

Q.2 Do you agree that the UN Women Liberia 's work aligns with the most pressing needs of women and girls in Liberia?



Q.9 How effectively has the Liberia Country Office contributed to strengthening coordination on women's empowerment with the UN system in the following areas?



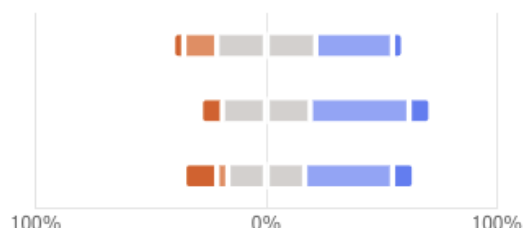
Q.12 How effectively has the Liberia Country Office contributed to the achievement of its normative mandate in the following three areas?

● Very ineffective ● Somewhat Ineffective ● Somewhat effective ● Very Effective ● Not sure

Building capacity - Strengthening the ability of government and local partners to implement, monitor, and report on global gend...

Providing technical support – Assisting in drafting, implementing, and monitoring gender-responsive laws and...

Advocacy & community mobilization – Raising awareness and empowering women to claim their rights under gender-responsi...

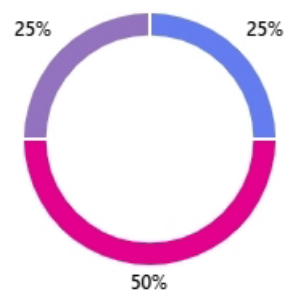


External partners survey

The external partners survey reached 16 out of 61 persons (26 per cent; 6 women, 10 men).

In terms of stakeholders, the external partners survey reached the following:

United Nations Agency (To next Q#5)	4
Civil Society Organization (Skip to Q#8)	8
Bilateral agency or donor (Skip to Q#9)	0
Government (Skip to Q#9)	4
Other	0



The figures below represent a summary of the survey results of key questions used in the report:

Q.5 How effectively has UN Women contributed to STRENGTHENING COORDINATION on gender with the UN system in the following areas?

UN Women's work in coordination aims to promote UN system accountability on gender equality and women's empowerment, and more broadly to mobilize key stakeholders to ensure greater coherence and gender mainstreaming across the UN.

● Very ineffectively ● Somewhat ineffectively ● Not sure ● Somewhat effectively ● Very effectively

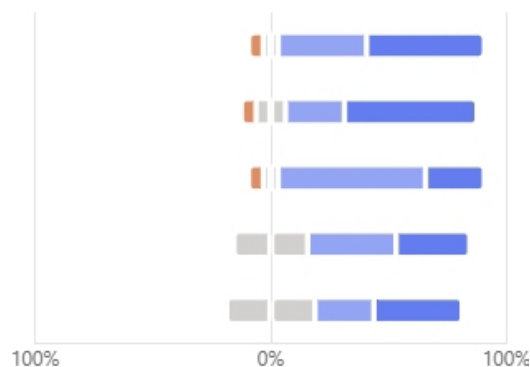
Mobilisation around the gender agenda through ADVOCACY with the government

Technical support for gender mainstreaming in UN INTERVENTIONS

COHERENCE of UN gender interventions

Conceptualisation and implementation of JOINT UN PROGRAMMES on gender

ACCOUNTABILITY on gender (e.g. with the UNCT-SWAP Gender Equality Scorecard)



Q.11 Please indicate your level of satisfaction with UN Women's work regarding the following assertions

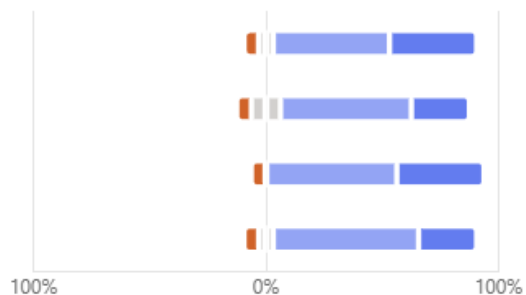
● Very unsatisfied ● Somewhat unsatisfied ● Not sure ● Somewhat satisfied ● Very satisfied

ALIGNMENT to the most pressing needs of women and girls in the country

Targeting the CAUSES of gender inequality

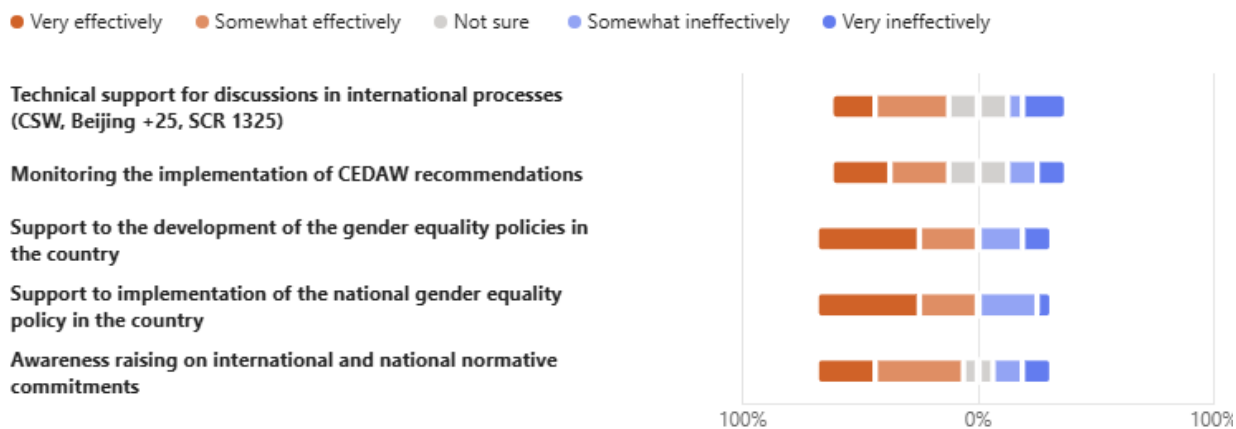
IDENTIFICATION of the most marginalized and vulnerable populations in line with the principle of "leave no one..."

ENGAGE with the most marginalised and vulnerable populations in line with the principle of "leave no one..."



Q.12 How effectively has UN Women contributed to NORMATIVE work in the following areas?

UN Women's normative work aims to contribute to the advancement and implementation of key international instruments on gender equality and women's empowerment.



Q.13 Please rate the level of value added by UN Women in the areas listed below.

● Very low
 ● Low
 ● Medium
 ● High
 ● Very high



Q.17 UN Women works to strengthen the capacity of its partners to develop and implement gender-responsive policies, strategies, frameworks and programmes. Please assess UN Women's effectiveness in its CAPACITY BUILDING efforts with the following partners.

● Very ineffective
● Somewhat ineffective
● Not sure
● Somewhat effective
● Very effective



Annex 11: Bibliography

The complete bibliography can be provided upon request.

Type of document	Number of documents
Internal documents	
UN Women Strategic Document (e.g. Strategic Plan, Senior MGMT meetings reporting)	12
Project documents (e.g. project proposals, financial documents, donor agreements)	96
Donor Reports (e.g. mission reports, quarterly reports, annual reports)	93
Evaluation documents (e.g. UN Women corporate evaluations, previous CPE, project evaluations)	35
Liberia Country Office Strategic Note (e.g. workplans narrative reports, DRF, OEEF, annual reports)	16
Liberia CO financial document	10
Liberia CO HR documents	11
Knowledge products (e.g. HQ, regional and country level publications, briefs)	43
Liberia CO RMS extractions	7
Audits report	17
Photos of field evaluations	45
External documents	
National Gender Strategy documents	10
UNCT Documents (e.g. meeting minutes, reports)	12
Academic papers	2
TOT	409