

**Evaluation of UN Women's Contribution
to United Nations System Coordination
on Gender Equality and Empowerment of
Women (GEEW)**

**Corporate Evaluation Report
Volume II - Appendices**



Unedited version

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Universalialia
245 Victoria Avenue, Suite 200
Westmount, Quebec
Canada H3Z 2M6
www.universalialia.com

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Appendix I Terms of Reference

Terms of Reference

Corporate Evaluation of UN-Women contribution to United Nations system coordination on gender equality and women's empowerment

I. Background

In July 2010¹, the United Nations General Assembly established UN Women.² The creation of UN Women came about as part of the UN reform agenda, consolidating the Organization's resources and mandates on gender equality for greater impact. The mandate of UN-Women brings together four pre-existing entities³, calling on UN Women to have universal coverage, strategic presence and ensure closer linkages between the norm setting inter-governmental work and operations at the field level. It entrusts UN Women with a leading role in normative, operational and coordination work on gender equality in the United Nations system.

The mandate of UN Women is guided by the Beijing Platform for Action, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the United Nations Millennium Declaration, relevant General Assembly, Economic and Social Council, Commission on the Status of Women and other applicable United Nations instruments, standards and resolutions. The work of UN Women is focused on responding to its three core mandates:⁴

- 1) **Normative work:** to support inter-governmental bodies, such as the Commission on the Status of Women (CSW) and the General Assembly, in their formulation of policies, global standards and norms;
- 2) **Operational work:** to help Member States to implement international standards and to forge effective partnerships with civil society; and
- 3) **Coordination work:** entails both work to promote the accountability of the United Nations system on gender equality and empowerment of women (GEEW), including regular monitoring of system-wide progress, and more broadly mobilizing and convening key stakeholders to ensure greater coherence and gender mainstreaming across the UN.

Thus UN Women was established as a composite entity serving three sets of mandates: intergovernmental normative; operational and interagency coordination mandates. This evaluation will focus in UN Women contribution to United Nations system coordination on GEEW.

¹ UN Women was not operational until January 2011.

² United Nations, General Assembly Resolution 64/289: system wide coherence (A/RES/64/289), July 2010.

³ The Division for the Advancement of Women (DAW); the International Research and Training Institute for the Advancement of Women (INSTRAW); the Office of the Special Adviser on Gender Issues and Advancement of Women (OSAGI); and the United Nations Development Fund for Women (UNIFEM)

⁴ Based on "About us" accessed on www.UNWomen.org, 1 July. 2014

UN Women's role in coordinating the United Nations system on GEEW

The establishment of UN Women represents a unique opportunity for the United Nations system to strengthen its coordination to deliver its work on GEEW and to enhance accountability on GEEW. UN Women organizational structure aims to create synergies between normative and operational support functions and to enhance the gender architecture of the UN.

Drive more effective and efficient United Nations system coordination and strategic partnership is one of the four operational effectiveness and efficiency priorities of UN Women Strategic Plan. As stated in the Strategic Plan⁵, UN-Women is expected to effectively lead, coordinate and promote accountability for the implementation of gender equality commitments across the United Nations system, by:

- working as part of the resident coordinator system to coordinate effective system-wide responses to national priorities through joint programmes and by mainstreaming gender equality into country team priority areas. In line with General Assembly resolution 67/226, UN-Women will support country teams in using tools such as the gender scorecard and gender marker to strengthen accountability. The Entity will support the work of gender specialists for coherent United Nations system responses, stronger gender equality outcomes in United Nations Development Assistance Frameworks and “Delivering as one” programmes, and more systematic involvement of gender equality advocates;
- supporting regional United Nations Development Group teams and coordination mechanisms of the regional commissions to engage in UNW mobilizing technical expertise for country teams to assess capacity gaps and jointly support national partners in efforts for gender equality;
- using its membership in high-level global decision-making bodies to advocate for system-wide policies in key sectoral areas, to secure enhanced commitments to comprehensive strategies on gender equality and support implementation of the system-wide action plan.

UN Women's Strategy for the System Wide Coordination on GEEW articulates UN Women's system-wide and interagency commitment to serve as a framework for operationalizing its coordination mandate. The strategy outlines the following four interrelated objectives:

- 1. Enhanced United Nations system coherence and mobilization of joint action for GEEW*
- 2. Increased system-wide gender mainstreaming*
- 3. Strengthened accountability for the work on GEEW*
- 4. Improved gender balance and the status of women in the United Nations system*

For detailed information about the expected results under this strategic objective, please see *Annex 1 “UN Women Coordination Strategy Schematic Overview”*.

1. Enhanced United Nations system coherence and mobilization of joint action for GEEW

UN-Women supports intergovernmental normative processes and strengthened coherence between normative guidance and operational support to national and regional partners. UN-Women convenes UN stakeholders to promote consensus-building, build alliances and strengthen agreements on action through mobilization and advocacy to develop, promote and implement intergovernmental normative standards and commitments at the global, regional and national levels⁶.

⁵ UN Women Strategic Plan 2014-2017, OEEF, Output 1.1

⁶ UN Women Strategic Plan 2014-2017

1.1 Interagency coordination on gender equality in the UN normative work on GEWE at global level

UN Women plays a key leadership role in coordinating system wide efforts and support to review and appraisal of the implementation of the Beijing Declaration and Platform for Action. In parallel, UN Women coordinates United Nations system wide engagement in activities and global events for Beijing+20 and United Nations system efforts to advocate for GEEW, including in the post 2015 Development Agenda and the Strategic Development Goals (SDGs).

At the Global level the UN Chiefs Executive Boards for Coordination and the United Nations Development Group represent the global coordination mechanism through which joint action on gender equality can be promoted at the global, regional and country levels.

Inter-agency global forums for promoting coherence on gender equality include the Executive Committee on Economic and Social Affairs (ECESA), the Executive Committee on Peace and Security (ECPS), the Inter-Agency Network on Women and Gender Equality (*IANWGE*) and the UNDG Task Team on Gender Equality.

1.2. Interagency coordination on gender equality in the UN operational work on GEEW at regional and country levels

UN Women aims to enhance coherence on GEEW through leading and mobilizing joint action of UN entities at the regional and country levels, in line with its coordination mandate⁷.

At the regional level the Regional Coordination Mechanism (RCM) is an instrument for operationalizing the coordination mandate of UN Women, focusing, inter alia, on regional programming and inter-governmental processes, together with the Regional UNDG with focus on the UN's operational work at a country level⁸. Other sectorial coordination structures include UNAIDS on HIV/Aid, the United Nations Girls' Education Initiative (UN GEI) and the "UNiTE to End Violence against Women" campaign of the Secretary-General (UNiTE Campaign).

At the country level, ensuring the capacity of country teams and the resident coordinator system to advance gender equality is one of the highest priorities of UN Women, as reflected in its Strategic Plan 2014-2017. UN-Women works as part of the resident coordinator system to coordinate effective system-wide responses to national priorities through joint programmes and by mainstreaming gender equality into country team priority areas⁹.

The capacity of UN Women to coordinate and mobilize joint action on gender equality depends on its country presence and capacities. UN Women takes the leadership to enhance United Nations system effectiveness in gender equality in countries where it has the capacity to do so; other entities take this leadership in countries where UN Women does not have the capacity of doing so. Coordination on gender equality at the country level includes chairing the UN Gender Theme Groups, leading the integration of gender equality aspects in United Nations Development Assistance Framework (UNDAF) design, formulation, implementation and evaluation and promoting gender mainstreaming in joint programmes and the development of joint programmes on gender equality.

UN Women supports the work of gender specialists for coherent United Nations system responses, stronger gender equality outcomes in United Nations Development Assistance Frameworks and Delivering as one (DAO) programmes. UN Women is present in most DAO countries, and leads and

⁷ GA 64/289, paragraph 56

⁸ Established under ECOSOC resolution 1998/46

⁹ UN Women Strategic Plan 2014/2017

participates on UN joint programmes where the key focus area is gender equality and ensures gender mainstreaming in other joint programmes where gender equality is not the primary objective.

This evaluation aims to undertake a comparative analysis of coordination on gender equality in the UN System in different country contexts. This will include an analysis of those countries where UN Women has a Country Office and is represented by a Country Director; those where UN Women has a programme presence but does not have a Country Office and is not represented by a Country Director; and those where UN Women is not present at all (see methodology section).

1.3. Interagency coordination work in UN Women thematic areas

In its efforts to promote stronger support and greater coherence on GEEW, UN Women prioritizes its thematic areas of focus, taking into account national contexts and capacities of UN Women and other UN entities at country level. This approach does not exclude, where relevant and feasible, its involvement in supporting system wide coherence in other areas of focus beyond the scope of UN Women's Strategic Plan.

Impact 1 Women lead and participate in decision making at all levels

Interagency results in this impact area seek greater coherence in policy advice provided to Governments to advance women's leadership.

The inter-agency coordination mechanism on electoral assistance (ICMEA) is the key forum through which UN Women participates and ensures collaboration and coordination on gender and election issues within the UN.

In the area of constitutional assistance, UN Women works with the UN Department of Political Affairs (DPA), the Department of Peacekeeping Operations (DPKO), OHCHR, UNDP, UNICEF, to strengthen system-wide information sharing, coordination, and partnership.

Impact 2 Women, especially the poorest and most excluded, are economically empowered and benefit from development

UN Women supports the United Nations system coordination towards the full realization of women economic security and rights. UN Women also leads the coordination of the knowledge gateway on women's economic empowerment in coordination with different United Nations system and other partners.

UN Women works with UN Entities on issues related to women's economic empowerment, both in terms of evidence building, programming and legal reforms.

Impact 3: women and girls live a life free of violence

The agreed conclusions adopted at the fifty-seventh session of the Commission on the Status of Women strengthened Member States' commitments on ending violence against women. UN-Women leveraged its convening role to mobilize partners and stakeholders, including entities of the United Nations and civil society¹⁰. UN Women has a critical role ensuring system-wide coordination to bring about greater coherence and effectiveness in the United Nations system efforts to end violence against women.

UN Women acts as secretariat of the United Nations Trust Fund in Support of Actions to Eliminate Violence against Women and supports United Nations system inter-agency efforts to prevent and respond to violence, including the management of UNiTE and the database on violence against women and works with UN entities to strengthen joint comprehensive frameworks for action.

¹⁰ UN Women Strategic Plan 2014-2017

Impact 4: Peace and Security and humanitarian action are shaped by women's leadership and participation

In the thematic area of Peace and Security UN Women facilitates and supports the coordinated approach of the United Nations system to the implementation of the UN Security Council Resolution 1325 and the development of National Actions Plans to accelerate the implementation of the resolution. UN Women also supports the United Nations system coordination and coherence on gender mainstreaming in areas of emergency response and humanitarian action.

Impact Area 5: Governance and national planning fully reflect accountability for gender equality commitments and priorities

UN Women coordinated the United Nations system efforts to develop the capacity of national and regional partners to use gender-responsive budgeting as an advocacy and planning tool for GEEW. UN Women supports the development of common standards and principles for United Nations adoption of the gender markers.

Impact Area 6: a comprehensive set of global norms, policies and standards on gender equality and women's empowerment is in place that is dynamic, responds to new and emerging issues, challenges and opportunities and is applied through action by Governments and other stakeholders at all levels.

UN Women convenes stakeholders to promote consensus-building alliances and strengthen agreement on action through mobilization and advocacy to develop, promote and implement intergovernmental normative standards and commitments at the global, regional and national level.

UN Women works with gender focused intergovernmental bodies, in particular the Commission on the Status of Women, for which UN Women serves as a Secretariat, the Economic and Social Council, the Security Council and the General Assembly. UN Women also engages with sectoral bodies and processes, such as the post-2015 agenda and the sustainable development goals, to achieve better results for women and girls

2. Increased system-wide gender mainstreaming

Accountability for gender mainstreaming rests with all entities in the United Nations system. UN Women's role in the promotion of gender mainstreaming is to be catalytic and to facilitate attention to gender perspectives in the response to issues such as HIV/AIDS, the implementation of the MDGs, the post 2015 framework, peace and security, economic empowerment, poverty reduction, governance and budgets.

UN Women seeks to facilitate systematic incorporation of gender equality perspectives in the assessment of policy issues, options and impacts, and supports UN entities through the provision of expertise to facilitate gender mainstreaming in the formulation of various policy issues. UN Women also supports the United Nations system in efforts in mainstreaming gender in research, data collection, analysis and dissemination and in technical cooperation. In addition, UN Women works in the development of knowledge products that can inform the work on GEEW. UN Women's headquarters and field-based systems aim to support evidence-based knowledge on GEEW. UN Women Training plays a critical role to this aim.

3. Strengthened accountability for the work on GEEW

In October 2006, at the 2nd Regular Session of the United Nations System Chief Executives Board (CEB) for Coordination, in order to accelerate efforts for achieving gender equality and the empowerment of women, issued the “United Nations system-wide policy on gender equality and the empowerment of women: focusing on results and impact”. The CEB’s statement highlighted the intention and commitment of its members to continue to pursue the goal of gender equality and the empowerment of women, both collectively with the United Nations and individually within their specific organizations, through coherent and coordinated implementation of the gender mainstreaming strategy adopted by the Economic and Social Council and its agreed conclusions 1977/2.¹¹

On 13 April 2012 a landmark System-wide Action Plan (UN-SWAP) on gender equality and women's empowerment was adopted at a meeting of the United Nations Chief Executives Board for Coordination, to be applied throughout the United Nations system. For the first time, the UN has a set of common measures with which to measure progress in its gender-related work, including the mainstreaming of the gender perspective across all its operations¹².

The UN-SWAP, as an accountability framework, aims to allow UN Women to deliver on its mandate to guide the system’s coordination on gender. The UN SWAP consists on a set of 15 performance indicators that establish a common understanding of gender equality and the empowerment of women; a common method to advance towards this goal; and a common and progressive sliding scale against which to monitor progress and towards which to aspire at the corporate level¹³.

In addition, UN Women also leads the actively participates in the United Nations Evaluation Group (UNEG) to promote the integration of gender equality in the United Nations system’s evaluation practice.

4. Improved gender balance and the status of women in the United Nations system

The report of the Secretary-General, “Comprehensive proposal for the Composite Entity for GEEW” that informed the founding resolution of UN Women, states that, amongst its key Headquarter functions, “the composite entity will monitor and report on the United Nations system compliance and efforts to develop and apply internal UN gender equality policies, including achieving gender balance, eliminating harassment and promoting work-life balance”¹⁴.

UN Women works to implement the agenda of equal representation of women in the United Nations system through strategic leadership in coordination, advocacy, policy development, and implementation and accountability.

¹¹ CEB/2006/2

¹² Further support for the full implementation of the UN-SWAP is highlighted in ECOSOC Resolution 2012/24; QCPR Resolution A/RES/67/226; and ECOSOC resolution E/2014/L.12 of 9 June 2014 which “Requests the continued use of reporting under the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women to inform the report of the Secretary-General on mainstreaming a gender perspective in all policies and programmes in the United Nations system, in order to measure the progress of the United Nations system on gender mainstreaming at the corporate level against the baseline defined in 2013.”

¹³The second round of UN-SWAP reporting was completed in March 2014. 62 UN entities submitted reports.

¹⁴ A/64/588 (paragraph 11)

II. Purpose, scope and objectives of the evaluation

The UN Women Independent Evaluation Office (IEO) conducts corporate evaluations to assess UN Women's contribution to gender equality and women's empowerment development results at global, regional and country levels. The IEO reports directly to the Executive Director and to the Executive Board through its annual report on the evaluation function. The direct reporting line safeguards its independence from management, thus enabling it to conduct its work with impartiality. This evaluation is foreseen in the 2014-2017 Corporate Evaluation Plan.

The main purpose of this corporate evaluation is to assess relevance, effectiveness and organizational efficiency of UN Women's UN coordination mandate on GEEW. The findings will be used for strategic decision making, organizational learning and accountability as well as for the generation of knowledge on what works and what doesn't work in UN interagency coordination work to advance gender equality at global, regional and country level. The evaluation is also expected to feed into UN Women's efforts to promote the gender equality goal in the post-2015 development framework and inform Beijing +20 discussions and implementation and the next Quadrennial Comprehensive Policy Review (QCPR). In addition, findings from this evaluation will inform the mid-term review of UN Women Strategic Plan.

The targeted users of the evaluation are the UN Women Executive Board, CEB, UNRCs and UNCTs, as well as UN Women senior management and staff and key stakeholders in the area of Coordination, among others.

Given that UN Women was created in 2011, and the mandate for UN coordination was not existing in any of the previous entities, this evaluation will be *formative*. Formative evaluations are usually conducted during the development of a programme or its ongoing operation. They provide feedback for improvement, are prospective and proactive in their orientation, and serve quality assurance purpose. "Formative evaluations assess and assist with the formulation of goals and priorities, provide direction for planning and assessing alternative courses for action and draft plans, and guide programme management by assessing implementation of plans and interim results"¹⁵. Formative evaluations often form the basis for the *summative* evaluations when the programme is matured.

This formative evaluation will analyze UN-Women contribution to the United Nations system coordination during the **time period 2011 through the first quarter of 2015**. It will take into consideration the approach for system-wide and interagency coordination identified in the UN Women 2011-2013 Strategic Plan and in the new Strategic Plan for 2014 – 2017; in the Implementation Strategy for the System-wide and inter-agency mandates and functions of UN Women and ongoing efforts by UN Women to strengthen its strategic vision/approach for this area with the aim of providing strategic inputs to this mandate. The scope of the evaluation is global and will include all dimensions of UN Women's work on interagency coordination, namely its mandate to contribute to the United Nations system coordination on GEEW and the linkages with other areas of work and synergies or possible overlap/duplication.

Considering the mandates to incorporate human rights and gender equality in all UN work and the UN Women Evaluation Policy, which promotes the integration of women's rights and gender equality principles, these dimensions will have a special attention in this evaluation and will be considered under each evaluation criterion.

¹⁵ Stufflebeam, D.L and Shinkfield, A.J (2007) Evaluation Theory, Models, and Applications. John Wiley & Sons. P 25.

The objectives of this formative evaluation are to:

- Assess the **relevance** of UN Women’s contribution to the United Nations system coordination on GEEW at global, regional and national levels, as well as in the different UN Women impact areas.
- Assess **effectiveness and organizational efficiency** in progressing towards the achievement of UN Women results through its UN coordination mandate on GEEW, as defined in the 2011-2013 & 2014-2017 strategic plans, including the organizational mechanisms to ensure efficient linkages/feedback loop between HQ and the field; and between UN Women Coordination Division and other divisions in HQ.
- Analyze how **human rights approach and gender equality principles** are integrated in the UN Women coordination mandate.
- **Identify and validate lessons learned, good practices and examples and innovations** of work supported by UN Women in UN Coordination on GEEW at global, regional and national level;
- Provide **actionable recommendations** with respect to UN Women’s coordination on GEEW in the United Nations system at global, regional and national level.

Key evaluation questions:

Relevance:

- To what extent has UN Women established a relevant, realistic, strategic, innovative and clear approach for its UN coordination mandate in the normative, intergovernmental and operational work at global, regional and country levels?
- To what extent is UN Women strategically positioned to enhance United Nations system coordination on GEEW, including United Nations system accountability on Gender Equality?
- What has been the added value of UN Women coordination on GEEW in the normative, intergovernmental and operational work of the United Nations system at global, regional and country levels?
- How UN Women approach to coordination of United Nations systems efforts on GEEW can be enhanced to better contribute to current development priorities such as UN reform, the post-2015 development framework and Beijing +20 discussions?
- To what extent the coordination mandate undertaken by UN Women contribute to address the underlying causes of inequality and discrimination?

Effectiveness:

- To what extent UN Women’s UN Coordination mandate has contributed to progress (or lack of) towards GEEW?
- To what extent UN Women’s approaches to UN Coordination on GEEW has been effective at the country level? What should be the most effective approaches to be adopted?
- To what extent UN Women has contributed to progress (or lack of) towards interagency coordination, in terms of:
 - coherence and mobilization, including in UN Women thematic areas; Chiefs Executive Boards (CEB) discussion on the UN fit for purpose to deliver the post 2015 agenda on GEEW related aspects; and Beijing+20;
 - gender mainstreaming, including in research and statistics;
 - accountability, including through the UN-SWAP; and,

- 50:50 gender balance?
- What has been the progress UN Women has made to strengthen UNRC system and UNCT capacities to mainstream gender into UNDAFs and other joint programming initiatives at field level?
- What are enabling and limiting factors that contribute to greater interagency coordination and UN Women’s approach for engaging with other UN entities at the global, regional and national levels, and what actions need to be taken to overcome any barriers that limit the progress?
- To what extent human rights based approach and gender equality were incorporated in UN Women coordination related activities?

Organizational efficiency:

- To what extent are operational mechanisms and capacities to make UN Women’s approach to UN coordination efficient and effective at global, regional and country levels?
- To what extent has UN Women put in place mechanisms and capacities to ensure efficient UN coordination work across the various pillars and divisions within the entity (including the connection of UN Women Coordination Division and other HQ level pillars/divisions of the entity)?
- To what extent do initiatives on UN Coordination on GEEW implemented in the field feed into the global approach and vice-versa?
- Were there any constraints (e.g. political, practical, bureaucratic) to addressing UN Women’s UN coordination mandate efficiently? What level of effort was made to overcome these challenges?

Methodology

The evaluation will be a transparent and participatory process involving relevant UN Women stakeholders and partners at the global, regional, and country levels. The evaluation will be based on gender and human rights principles, as defined in the UN Women Evaluation Policy¹⁶ and adhere to the United Nations norms and standards for evaluation in the United Nations system¹⁷. The evaluation methodology will employ mixed methods. The logic model based on UN Women Strategic Plan 2011-2013 and 2014-2017 will be used to assess whether this area is on the right track and whether the proposed interventions have the potential to achieve proposed outcomes in the suggested time-frame. The analysis of the application of human rights and gender equality principles in UN Women’s coordination work will be an integral part of the final evaluation report.

The evaluation will have three levels of analysis and validation of information. *Level 1* will start with a desk review of information sources on UN Women’s coordination work available through corporate UN Women reporting and information systems such as, UN SWAP reporting, UN Women Annual Reports, background preparatory papers for the QCPR, Resident Coordinator Annual Reports (RCARs), existing portfolio analyses developed by UN Women, and relevant evaluations. Level 1 analysis will also try to explore the correlation between countries where UN Women is present, and countries where UN Women is not present and will be supplemented by two surveys to be administered amongst key global and national level stakeholders. The latter survey will be tailored to

¹⁶ UN Women, Evaluation policy of the *United Nations Entity for Gender Equality and the Empowerment of Women* (UNW/2012/12)

¹⁷ United Nations Evaluation Group, Norms and Standards for evaluation in the United Nations system, access at: http://www.uneval.org/normsandstandards/index.jsp?doc_cat_source_id=4

three different audiences: UN Women staff, UNRCs and UNCTs; and National Women Machineries and CSOs. *Level 2* will involve in-depth coordination portfolio analysis of a representative sample of about 40 countries with UN Women offices, programmatic presence and without any UN Women presence (Annex 4). *Level 2* analysis will be primarily based on a review and analysis of key documents, and supplemented with additional online/Skype interviews as necessary with key stakeholders. *Level 3* will involve field visits in a purposive sample of 5 countries and will deploy a number of evaluation methods ranging from document review, interviews, focus groups, rapid assessment surveys, observation. A qualitative comparative case study analysis will be applied to systematically compare and analyze data from *level 2* and *level 3* case studies to identify necessary characteristics and factors for the progress towards results to occur.

In addition, at HQ level, a case study on global initiatives will be conducted, including global programmes, partnerships and normative work, to assess UN Women contribution to the implementation, progress and results of global events such as post-2015 Development Agenda and Beijing+20; joint UN action for GEEW; mainstreaming of gender equality in the formulation of policy issues and gender markers; research, statistics and system-wide accountability; and gender balance in UN-system representation. The case studies are intended to illuminate how the work of UN Women is implemented, and to assess UN Women's contribution towards results as well as to identify lessons and good practices.

The following data sources will be utilized and data will be triangulated to ensure validity and reliability:

- Review of key documents: Strategic Plan; intergovernmental mandates; UN Women Annual Reports; RCARs; available portfolio analyses; monitoring/reporting information, including donor reports for specific global programmes and initiatives; evaluations; guidance notes, etc.;
- Two surveys of key partners and staff to assess UN Women's coordination role. One survey will be administered amongst key stakeholders at global and regional level and a second one amongst key stakeholders at the national levels (this last one will be tailored to three different type of respondents: UNCTs, UN Women staff and National Women Machineries);
- Interviews and focus groups with a purposive sample of UN Women staff, United Nations system partners, civil society partners (NGOs, academia, foundations, etc.), multilateral banks, Member States (both donors and national level partners in the field).
- In-depth document review of a representative sample of 40 countries with UN Women offices, programmatic presence and without any UN Women presence, including strategic notes, annual reports, donor reports, relevant evaluations and monitoring and reporting information. The sampling criteria for the countries will include geographic representation, country income, nature of UN Women engagement (or not) in countries, development and humanitarian country contexts, investment and sub-thematic representation.
- Five Country case studies and one HQ based case study: A set of criteria for selecting case study countries will be developed by the Evaluation Team in consultation with UN Women Independent Evaluation Office. Besides representation of different regions as relevant, the parameters may include development and humanitarian contexts, conflict/post-conflict, fragile states, low and middle-income countries and feasibility of evaluation visit. However, key criterion for the selection of case study countries is their potential to generate knowledge and learning on effective approaches to coordination on GEEW in the United Nations system, including the nature of UN Women presence in the country (Country Office presence; programme presence; no presence: DaO country).

Evaluation Process

The evaluation process has five phases:

- 1) **Preparation:** gathering and analyzing programme data, conceptualizing the evaluation approach, internal consultations on the approach, preparing the TOR, establishment of the reference groups, and recruitment of external advisors and the evaluation team;
- 2) **Inception:** consultations between the evaluation team and the UN Women Independent Evaluation Office, programme portfolio review, stakeholder mapping, inception meetings with the reference groups, review of the result logic for this area, administration of the global and country level surveys and finalization of selection criteria for in-depth document review for level 2 and level 3 country case studies, finalization of evaluation methodology and inception report;
- 3) **Data collection and analysis:** desk research, in-depth review of global, regional and country level planning frameworks and programme documents, in-depth review of portfolio of coordination related activities of 40 countries with UN Women offices, programmatic presence and without any UN Women presence and online interviews as necessary, staff and partner survey/s, visits to five case study countries and HQ and preparation of case study reports;
- 4) **Analysis and synthesis stage:** analysis of data and interpretation of findings, and drafting of an evaluation report and other communication products; and
- 5) **Dissemination and follow-up:** the development of a Management Response, publishing of the evaluation report, preparing the executive summary report for the Executive Board, uploading the published report on the GATE website¹⁸, and production of other knowledge products and learning events, such as a webinar.

III. Evaluation Management

The UN Women Independent Evaluation Office is responsible for the management of this corporate evaluation, including the quality of the evaluation report and its presentation to the UN Women Executive Board. The Independent Evaluation Office will hire an **external and independent evaluation firm** to conduct the evaluation. The evaluation firm will have a combination of the requisite experience in evaluation and technical expertise in UN coordination. The Evaluation Office will manage the evaluation process, constitute a quality assurance system and provide administrative and substantive support, including joining the evaluation team in selected field missions. The Independent Evaluation Office will also support coordination and liaison with concerned sections at headquarters and field offices. The Independent Evaluation Office will ensure that the evaluation is conducted in accordance with the UN Women Evaluation Policy, United Nations Evaluation Group Ethical Guidelines and Code of Conduct for Evaluation in the United Nations system and other key guidance documents.¹⁹

The establishment of **reference groups** will help to ensure that the evaluation approach is robust and relevant to staff and stakeholders, and make certain that factual errors or errors of omission or interpretation are identified in evaluation products. The core reference groups will provide input at

¹⁸ UN Women's Global Accountability and Tracking of Evaluation Use (GATE) website: <http://gate.unwomen.org>

¹⁹ United Nations Evaluation Group, UNEG Ethical Guidelines, accessible at: http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=102 and UNEG Code of Conduct for Evaluation in the United Nations system, accessible at: http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=100

key stages of the evaluation: terms of reference; inception report; draft and final reports. Two headquarters level reference groups will be established: one internal reference group and one external reference group, which will help to ensure a balanced perspective on the evaluation products. The internal reference group will be composed of senior managers/staff from across UN Women's key units responsible for the normative, operational and coordination work. The external reference group will be composed of key global level partners spanning the United Nations system, international financial institutions and civil society. Additionally, Country Reference Groups for the case studies will be established. The Country Reference Groups will be composed of representatives of UN Women, United Nations system partners and key governmental and non-governmental organization stakeholders at the country level.

External Technical Experts will also be recruited to provide external quality assurance of the evaluation process. The technical experts will include 2 evaluation experts and 1 technical expert in the area of United Nations system coordination and United Nations system reform. The experts will play an important role in providing technical and strategic inputs into the evaluation process and review of the main evaluation products: TOR, inception and evaluation reports.

IV. Evaluation Team

The core evaluation team will be composed of 4-5 independent consultants from a firm with extensive experience in evaluation and in United Nations system coordination and United Nations system reform. The team will include an experienced Team Leader; a senior expert on United Nations system coordination and United Nations system reform (preferably with evaluation experience); a senior evaluation expert and research assistants. All team members must sign the "Evaluation consultants' agreement form"²⁰, based on the UNEG Code of Conduct and Ethical Guidelines for Evaluation in the United Nations system (see Annex 2). Detailed profiles of key team members are provided in Annex 3.

The combined expertise of the team should include:

- Advanced evaluation expertise and experience in a wide range of evaluation approaches including utilization-focused, gender and human rights responsive, and mixed methods.
- Proven expertise on UN Coordination/UN Reform/ UNDAF/DaO.
- Previous experience in conducting organizational performance evaluations as well as corporate and complex multi-stakeholder evaluations, preferably for the United Nations system.
- Knowledge of the relevant international frameworks pertaining to gender equality and United Nations system coordination and United Nations system reform, country level programming expertise in gender equality and women's empowerment, gender mainstreaming, gender analysis and the related UN mandates; experience/knowledge of women's movements.
- Strong experience and knowledge in human rights issues, the human rights-based approach to programming, human rights analysis and related UN mandates.
- Strong experience of knowledge management.
- Excellent analytical, facilitation and communications skills; ability to negotiate with a wide range of stakeholders.

²⁰ The form can be downloaded at: <http://gate.unwomen.org/resources/docs/codeofconduct/UNWomen%20-%20CodeofConductforEvaluationForm-Consultants.pdf>

- Experience in organizational development and change management processes.
- Fluency in English and other official UN languages, particularly, Spanish and French.
- Balance in terms of gender and regional representation is desirable.

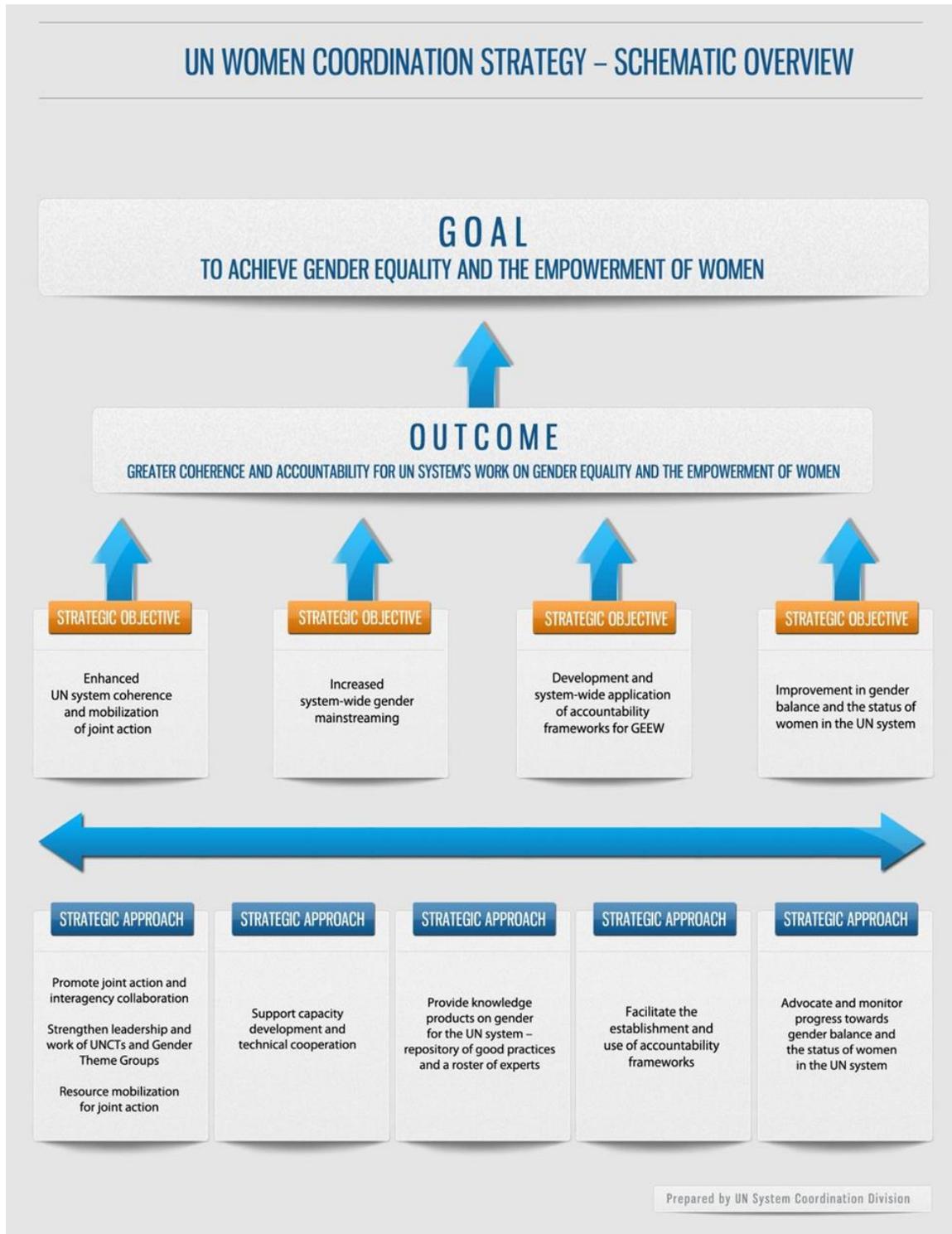
V. Evaluation Time Frame and Expected Products

The proposed timeframe and expected products will be discussed with the evaluation team and refined in the inception report. The Independent Evaluation Office reserves the right to ensure the quality of products submitted by the external evaluation team and will request revisions until the product meets the quality standards as expressed by the Independent Evaluation Office and as set forth in UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS).

Activity	Product to be delivered by Evaluation Team	General Timeframe
Inception phase of evaluation		November 2014-February 2015
Inception report (including two rounds of revision)	Based on inception phase activities the inception report will present a refined scope, a detailed outline of the evaluation design and methodology, evaluation questions, and criteria for the selection and approach for in-depth desk review and case studies. The report will include an evaluation matrix and detailed work plan. A first draft report will be shared with the Evaluation Office and, based upon the comments received the evaluation team will revise the draft. The revised draft will be shared with reference groups and external advisors for feedback. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final inception report.	November 2014 February 2015
Data collection phase of evaluation		March-May 2015
Case study reports (including country and HQ cases and two rounds of revisions)	The findings from the case studies will be summarized in a report format. The format of the case study report will be defined in the inception report. The case study reports will be shared with the case study reference groups established at country level. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final case study reports.	May 2015
Analysis and reporting phase		June – August 2015
Presentation of preliminary findings (one round of revision)	A PowerPoint presentation detailing the emerging findings of the evaluation will be shared with the Independent Evaluation Office for feedback. The revised presentation will be delivered to the reference groups for comment and validation. The evaluation team will incorporate the feedback received into the draft report.	June 2015

Activity	Product to be delivered by Evaluation Team	General Timeframe
Draft Report (including three rounds of revision prior to the final report)	A first draft report will be shared with the Independent Evaluation Office for initial feedback. The second draft report will incorporate Independent Evaluation Office feedback and will be shared with the reference group and external advisors for identification of factual errors, errors of omission and/or misinterpretation of information. The third draft report will incorporate this feedback and then be shared with the reference group for final validation. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the revised drafts.	July – August 2015
Final Report	The final report will include a concise Executive Summary and annexes detailing the methodological approach and any analytical products developed during the course of the evaluation. The structure of the report will be defined in the inception report.	August 2015

Annex 1: UN Women Coordination Strategy – Schematic Overview



ANNEX 2: Key Evaluation Guidance Documents

(Click for hyperlink)

- [Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women \(UNW/2012/8\)](#)
- [UN Women Global Evaluation Reports Assessment and Analysis System \(GERAAS\).](#)
- [Evaluation Consultants Agreement Form](#)
- [Standards for Evaluation in the UN System](#)
- [Norms for Evaluation in the UN System](#)
- [Integrating Human Rights and Gender Equality in Evaluation – towards UNEG Guidance](#)
- [UNEG Quality Checklist for Evaluation Reports](#)
- [UNEG Ethical Guidelines](#)
- [UNEG Code of Conduct for Evaluation in the UN System](#)

ANNEX 3: Team Members Profile

As indicated in the TOR, the evaluation team should be composed of 4-5 members that include an experienced Team Leader, a senior expert in United Nations system coordination and UN reform (preferable with evaluation experience), a senior evaluation expert and research assistants. Ideally, the team leader should have expertise in UN programming processes, while the senior evaluator has strong knowledge of human rights and gender issues in evaluation. The team should be gender balanced and include regional evaluators; and preferably national researchers for the case studies of evaluation. Below is a more detailed description of the tasks and qualification requirements for each team member.

Team Leader

The team leader, with at least 15 years of evaluation experience, will be responsible for delivering the key evaluation products. He/she will coordinate the work of all other team members during all phases of the evaluation process, ensuring the quality of outputs and application of methodology as well as timely delivery of all products. In close collaboration with the Independent Evaluation Office Task Manager, he/she will lead the conceptualization and design of the evaluation, the coordination and conduct of the country visits and the shaping of the findings, conclusions and recommendations of the final report. More specifically the tasks of the team leader include:

- Conducting an inception mission and developing an inception report outlining the design, methodology and the criteria for the selection of the case studies, required resources and indicative work plan of the evaluation team. Assigning and coordinating team tasks within the framework of the TOR.
- Directing and supervising the research assistant/s in carrying out research and analysis of secondary evidence, project documents, databases and all relevant documentation.
- Coordinating the conduct of case studies and preparing case study reports.
- Overseeing and assuring quality in the preparation of the case studies and taking a lead in the analysis of evaluation evidence.
- Drafting the evaluation report and leading the preparation of specific inputs from designated team members, based on case study reports prepared by the team members, desk research, focus groups, surveys, etc.
- Preparing for meetings with the Independent Evaluation Office Task Manager and other stakeholders to review findings, conclusions and recommendations.
- Leading the stakeholder feedback sessions, briefing the Independent Evaluation Office Task Manager on the evaluation through informal sessions and finalizing the report based on feedback from the Independent Evaluation Office Task Manager.
- Preparing evaluation briefs, PPT presentation and working with the report editor, responding to final edits on the evaluation report.

Qualifications:

- At least 15 years practical experience in conducting evaluations of international policies and programmes utilizing a wide range of approaches and methods including utilization focused, gender and human rights responsive, and mixed methods with a background in social research;
- Extensive experience acting as team leader for complex evaluations and proven ability to manage a diverse evaluation team;

- Previous experience in conducting evaluations on UN coordination, UN reform or joint programming related themes would be considered an asset;
- Excellent knowledge of the United Nations system, UN reform processes and UN Women programming at the country level, in development and conflict/post-conflict country contexts;
- Experience and knowledge on gender equality and women's empowerment, gender mainstreaming, gender analysis and the related mandates within the United Nations system; experience/knowledge of women's movements;
- Experience and knowledge on human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the United Nations system;
- Excellent analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders;
- Fluent in English and knowledge of other official UN languages.

Senior Expert on UN Reform/UN coordination

The senior expert on UN Reform/UN coordination will provide substantive advice on the UN reform or UN coordination issues and analysis in evaluation. Under the overall supervision of the evaluation team leader, the senior UN Reform/UN coordination expert will participate in the inception and the conduct phases of the evaluation. He/she will provide inputs to the inception report, participate in the case studies and draft the case study reports, based on a standardized approach and format. In addition, he/she will contribute to the preparation of the final report and evaluation briefs as necessary, and will support the team leader in the supervision of the research assistant/s work.

Qualifications:

- At least 10 years professional experience in UN Reform or UN coordination field;
- Experience/knowledge on gender equality and women's empowerment issues, gender mainstreaming, gender analysis and thorough knowledge of the related mandates within the United Nations system and particularly that of UN Women's;
- Experience/knowledge of women's movements;
- Knowledge of the United Nations system, UN reform processes and UN programming at the country level;
- Knowledge of human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the United Nations system;
- Strong analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders;
- Fluent in English and knowledge of other official UN languages.

Senior Evaluator

The senior evaluation expert will provide substantive advice on the design and implementation of evaluation methodology. Under the overall supervision of the evaluation team leader, the senior evaluation expert will participate in the inception and the conduct phases of the evaluation. He/she will provide inputs to the inception report, participate in the case studies and draft the case study reports, based on a standardized approach and format. In addition, he/she will contribute to the preparation of the final report and evaluation briefs as necessary, and will support the team leader in the supervision of the research assistant/s work.

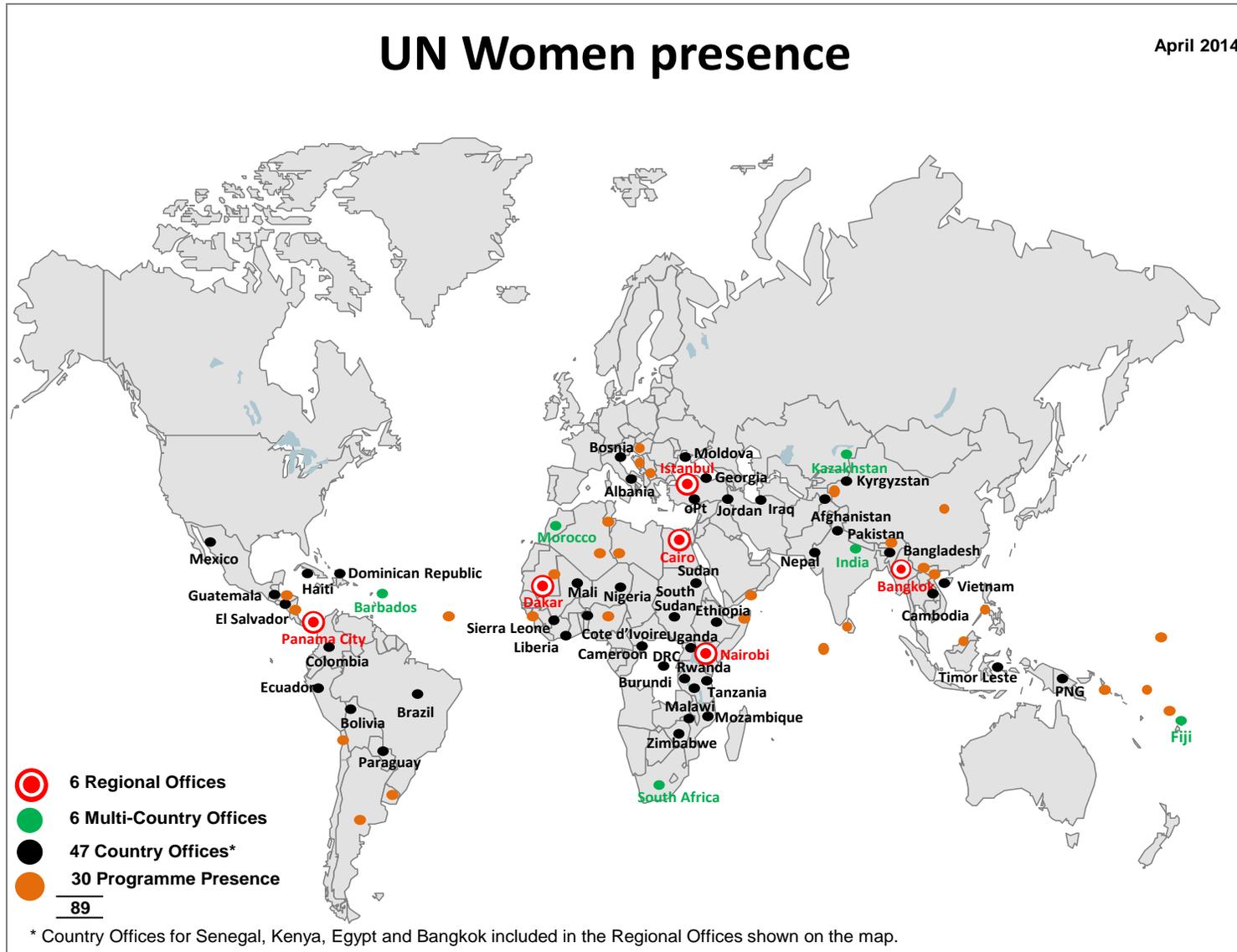
Qualifications:

- At least 7 – 10 years practical experience in conducting evaluation of international policies and programmes utilizing a wide range of approaches and methods including utilization focused, gender and human rights-responsive, and mixed methods and background in social research;
- Strong knowledge of human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the United Nations system;
- Knowledge of the United Nations system, UN reform processes and UN programming at the country level, in development, conflict/post-conflict country contexts;
- Experience and knowledge in gender equality and women’s empowerment, gender mainstreaming, gender analysis and the related mandates within the United Nations system;
- Experience/knowledge of women’s movements would be considered an asset;
- Excellent analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders;
- Fluent in English and knowledge of other official UN languages.

Qualifications of Research Assistant

- Strong analytical skills and ability to quickly grasp and synthesize information;
- Ability to work interactively with a team, often responding to varying requests under pressure;
- Good mastery of information technology required for organized presentation of information, including quantitative information and graphical presentations, and for organizing information and materials on the internal website;
- Excellent drafting skills in English;
- Deep knowledge and/or experience in the UN would be considered an asset;
- Working knowledge of other UN languages would be considered an asset.

Annex 4 UN Women Global Presence



Eastern and Southern Africa (14 offices)
Regional Office: Nairobi, Kenya
Multi-Country Office: South Africa
12 Country Offices:
Burundi, DRC, Ethiopia, South Sudan, Malawi, Rwanda, Kenya, Sudan, Mozambique, Zimbabwe, Uganda, Tanzania
1 Programme Presence Country:
Somalia

Arab States (6 offices)
Regional Office: Cairo, Egypt
Multi-Country Office: Morocco
4 Country Offices:
Egypt, Iraq, Jordan (covering Syria), Palestine
4 Programme Presence Countries
Algeria, Libya, Tunisia, Yemen

Europe and Central Asia (7 offices)
Regional Office: Istanbul, Turkey
Multi-Country Office: Kazakhstan
5 Country Offices:
Albania, Bosnia Herzegovina, Georgia, Kyrgyzstan, Moldova
4 Programme Presence Countries:
Kosovo (under UNSCR 1244), FYR Macedonia, Serbia, Tajikistan

Western and Central Africa (8 offices)
Regional Office: Dakar, Senegal
Multi-Country Office: None
7 Country Offices:
Senegal, Cameroon, Cote d'Ivoire, Nigeria, Mali, Sierra Leone, Liberia
5 Programme Presence Countries:
Cape Verde, Ghana, Guinea Bissau, Niger, Mauritania

Asia and the Pacific (12 Offices)
Regional Office: Bangkok, Thailand
Multi-Country Offices: India, Fiji
9 Country Offices:
Afghanistan, Bangladesh, Cambodia, Nepal, Pakistan, PNG, Thailand, Timor Leste, Vietnam
13 Programme Presence Countries:
China, Indonesia, Kiribati, Laos, Myanmar, Philippines, Samoa, Solomon Islands, Vanuatu, Bhutan, Maldives, Sri Lanka, Tonga

Americas and the Caribbean (12 offices)
Regional Office: Panama City, Panama
Multi-Country Office: Barbados
10 Country Offices
Brazil, Bolivia, Colombia, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Mexico, Paraguay
3 Programme Presence Countries
Honduras, Nicaragua, Uruguay

Appendix II Revised Evaluation Matrix

Key areas for recommendations²¹ as identified in the TOR and during the inception phase:

- How can UN-Women’s approach to coordination of United Nations systems efforts on GEEW be enhanced to better contribute to the implementation of **current** development priorities such as the post-2015 sustainable development framework, and Beijing +20 outcome to ensure it is ‘fit-for-purpose’?
- What are effective approaches to UN System Coordination on GEEW that could be adopted by UN-Women at the country level, depending on the context?
- How can UN-Women contribute to greater UN system-wide coherence on GEEW at global, regional and country levels?
- What actions need to be taken to overcome any barriers that limit the progress?

Evaluation Questions	Levels and Mandate Areas	Illustrative Evaluation Sub-questions	Illustrative Indicators	Potential Data Sources	Methods of Data Collection
Relevance					
To what extent has UN-Women established a relevant, realistic, strategic, innovative and clear approach for its UN system coordination mandate in normative, intergovernmental and operational work at global, regional and	Global, regional and country levels Intergovernmental normative and operational work Impact areas ²²	To what extent is UN-Women’s approach to coordination of the UN system aligned with its overall mandate, strategy and the priorities/needs of the context?	Stakeholders’ perspectives of UN-Women’s relevance, by level, type of work (normative/operational), policy area) Extent to which UN-Women’s approach for its UN system coordination mandate is aligned with: Relevant normative frameworks (i.e. CEDAW, the Beijing Platform for Action)	Global, regional and country level UN system stakeholders UN-Women founding documents UN-Women’s corporate documents related to its coordination	Document review Portfolio review Country Case Studies HQ case study Survey Synthesis of evaluation findings on UN-

²¹ All recommendations shall be addressed to UN-Women

²² The six impact areas are: 1) Women lead and participate in decision making at all levels; 2) Women, especially the poorest and most excluded, are economically empowered and benefit from development; 3) Women and girls live a life free from violence; 4) Peace and security and humanitarian action are shaped by women’s leadership and participation; 5) Governance and national planning fully reflect accountability for gender equality commitments and priorities; and 6) A comprehensive set of global norms, policies, and standards on gender equality and women’s empowerment is in place that is dynamic, responds to new and emerging issues, challenges and opportunities and is applied through action by Governments and other stakeholders at all levels.

Evaluation Questions	Levels and Mandate Areas	Illustrative Evaluation Sub-questions	Illustrative Indicators	Potential Data Sources	Methods of Data Collection
country levels?		<p>To what extent does UN-Women’s strategy address the underlying reasons motivating its establishment?</p> <p>To what extent is the UN-Women UN system coordination mandate clearly understood in the different levels and areas where it operates?</p> <p>What aspects of the UN-Women approach to UN coordination are considered innovative, particularly in the provision of feminist transformative leadership?²³</p>	<p>Relevant GA/ECOSOC resolutions and subsequent directives from Member States</p> <p>UN-Women strategies at global, regional and national levels</p> <p>Current context for GEEW (global, regional, country)</p> <p>Current context for UN system coordination (global, regional, country)</p> <p>UN-Women staff’s views on the clarity of UN-Women’s UN-system coordination mandate</p> <p>Extent to which consulted stakeholders perceive that UN-Women’s approach to UN-system coordination is clear</p> <p>Evidence of new/innovative approaches to consultation, consensus building, agenda-setting, leadership styles</p> <p>Tools, training materials, technical advice that promotes feminist vision</p>	<p>mandate</p> <p>Evaluations that comment on UN-Women’s coordination, normative, and operational mandates (e.g., OIOS Evaluation, Joint Evaluation on Joint Programmes on GEEW)</p>	<p>Women UN system coordination mandate</p> <p>interviews</p>

²³ Ways in which feminist transformative leadership may be exercised include: using consultation, participation and consensus-building as modalities to exercise leadership; building consensus on the value of GE and gender justice; promoting not just women’s empowerment but also the empowerment and transformation of men – in particular the most marginalized-; creating spaces for other or new leaders to emerge; influencing agendas even without the formal power or authority to do so; valuing collective and multi-layered leadership as opposed to individual leadership; valuing relationship-building. (Srilatha Batliwala. Feminist Leadership for Social Transformation. Clearing the Conceptual Cloud. 2011)

Evaluation Questions	Levels and Mandate Areas	Illustrative Evaluation Sub-questions	Illustrative Indicators	Potential Data Sources	Methods of Data Collection
<p>To what extent is UN-Women strategically positioned to enhance United Nations system coordination on GEEW, including United Nations system accountability on Gender Equality?</p>	<p>Global, regional and country levels Intergovernmental normative and operational work Impact Areas</p>	<p>To what extent does UN-Women adopt approaches that reflect an understanding of comparative strengths and niches of other actors? To what extent is UN-Women adopting approaches that reflect its own organizational assets and capacities? To what extent do key stakeholders (e.g. CEB, UNDG, IANWGE, UNDG Task Team on GE, UN-SWAP Focal Points, RCM, UNRCs, UNCTs) perceive UN-Women as strategically positioned to coordinate the UN system on GEEW commitments? To what extent is UN-Women strategically positioned to influence the deep structures of UN</p>	<p>Evidence of consultations with other UN agencies to define coordination approaches Examples of complementarity and synergy on GEEW in UN system Stakeholder perceptions on strategic positioning (e.g., in relation to recognition of mandate, assets, capacities, comparative advantage) Extent and nature of strategic alliances within the UN System (and externally) Identification and development of entry points for strategic change within the agencies and across them</p>	<p>UNRC Reports CSW reports, conclusions UNDG guidance to UNCT Country programming documents (including UNDAF) Global, regional and country level stakeholders UN-Women's corporate documents related to its coordination mandate CEB, UNDG reports UN DESA QCPR reports and survey data UN-SWAP reports</p>	<p>Document review Portfolio review Interviews Country case studies HQ case study Survey</p>

Evaluation Questions	Levels and Mandate Areas	Illustrative Evaluation Sub-questions	Illustrative Indicators	Potential Data Sources	Methods of Data Collection
		system/agencies through its UN system coordination mandate? ²⁴			
What has been the added value of UN-Women coordination on GEEW in the normative, intergovernmental and operational work of the United Nations system at global, regional and country levels?	Global, regional and country levels Intergovernmental normative and operational work Impact areas	How does UN-Women complement and add to other elements of the GE architecture (horizontal and vertical aspects)? Does UN-Women complement and add to capacity of other agencies to deliver on GEEW in their respective mandates? How has UN-Women enhanced coordination mechanisms and practices (e.g., bringing in new approaches, participants and/or intensifying their involvement)?	Respondent perceptions of the difference made by UN-Women at global, regional and country levels Identified changes (frequency, quality) in participation of key UN agencies in UN System's GEEW efforts at global, regional and country levels New actors involved in UN System's coordinated efforts on GEEW at global, regional, country levels	Evaluations that address Un-Women UN-Women's corporate documents related to its coordination mandate UN-Women country level documents (e.g. Strategic Notes, inputs to the Executive Director's global report) Global, regional and country level stakeholders UN-SWAP reports	Document review Interviews/field missions

²⁴ Deep structures are the hidden sites and processes of power and influence, the implicit culture, the informal values and systems of reward and recognition, all of which have enormous impact on how people and the organization actually function. Deep structures are, in a sense, like the elephant in the room – we all know they're there, but we don't know how to name them and tackle them analytically or practically. Srilatha Batliwala. *Feminist Leadership for Social Transformation. Clearing the Conceptual Cloud*. 2011.

Evaluation Questions	Levels and Mandate Areas	Illustrative Evaluation Sub-questions	Illustrative Indicators	Potential Data Sources	Methods of Data Collection
Effectiveness					
<p>To what extent has UN-Women’s UN Coordination mandate contributed to progress (or lack of) towards GEEW?</p>	<p>Intergovernmental normative Operational Six impact areas HQ Regional Country</p>	<p>In the period 2011-2014, how and to what extent have coordination efforts contributed to progress (or lack of) towards reported UN-Women’s DRF results in the six impact areas? What contribution has UN-Women made to increased and improved GEEW expenditure of other UN Agencies? What are the factors that have affected the extent of contribution of UN-Women’s UN system coordination mandate on progress on GEEW?</p>	<p>Perceived contributions of UN-Women’s UN- system coordination mandate to reported results in the six impact areas Reported contributions as available in UN-Women’s reports on results and evaluations Types of coordination modalities used by UN-Women Percentage change in allocation towards GEN 3 outcomes (gender marker) Factors affecting the extent of contribution as identified by consulted stakeholders and evaluations Nature of relationships and degree of influence that UN-Women has in those relationships Identification of factors such as unbalanced power relations, entrenched practices, resources, resistance, strategic alliances, strong individual leadership, etc.</p>	<p>UN-Women staff at HQ, regional, and country levels (for selected countries) Selected UN agencies at HQ, regional, and country levels UN-Women’s corporate and country-level reports on results UN-Women corporate evaluations and available evaluations for countries in the country portfolio UN-Women’s Strategic Plans Results from OIOS surveys UN-SWAP</p>	<p>Interviews Survey of UN-Women staff (TBC) Country case studies Virtual consultations Document review Synthesis of evaluation findings on UN-Women UN system coordination mandate Portfolio review</p>
<p>At the global level, to what extent has UN-Women contributed to progress (or lack of) towards UN system-wide coordination in the following areas:</p>					

Evaluation Questions	Levels and Mandate Areas	Illustrative Evaluation Sub-questions	Illustrative Indicators	Potential Data Sources	Methods of Data Collection
Coherence and mobilization, including in UN-Women policy areas and in global system-wide coordination mechanisms?	Intergovernmental normative Operational Impact areas HQ	How and to what extent has UN-Women contributed, through its coordination mandate, to a more coherent and mobilized UN system in the six impact areas? How do formal structures and informal mechanisms (inter-relationships and power dynamics) affect UN-Women's ability to contribute to UN system coherence in each of the areas?	Types of coordination modalities used by UN-Women to influence the UN system on the six thematic areas Effectiveness of modalities used Increased engagement of selected agencies and UNCT in initiatives related to UN-Women's six impact areas (as measured through output indicators for selected the impact areas in SP 2014-2017) TBD Increased allocation of resources by selected UN agencies in programming around the six impact areas (Gender Marker) Nature and type of inter-relationships	UN-Women staff at HQ Representatives from selected UN agencies IANWGE UN-Women corporate evaluations UN-Women SP indicator data UN-SWAP reports	HQ case study Surveys Document review Synthesis of UN-Women evaluation findings

Evaluation Questions	Levels and Mandate Areas	Illustrative Evaluation Sub-questions	Illustrative Indicators	Potential Data Sources	Methods of Data Collection
	Intergovernmental normative HQ	How and to what extent has UN-Women’s UN system wide coordination mandate contributed to ensuring the prominence of GEEW throughout the SDG agenda? What factors have helped/hindered this process?	Types of coordination modalities used by UN-Women to influence SDG discussions Effectiveness of modalities used Global-level stakeholders’ perceptions on: the extent of UN-Women’s contribution to the adoption of an SDG stand-alone goal on GE and mainstreaming in the others Quality/transformational nature of SDGs from GEEW perspective Differences between draft and final proposed text on SDGs Nature and type of inter-relationships and power dynamics	Representatives of CEB, UNDG, UN-DESA/UN system Task Team, Open Working Group on SDGs UN-Women HQ staff Representatives from selected UN agencies IANWGE OWG’s relevant reports Selected global-level CSOs Selected websites/blogs commenting on SDGs and Beijing+20	HQ case study Surveys Document review Review of websites/blogs Delphi (TBC)
	Intergovernmental normative HQ	How and to what extent has UN-Women contributed to introduce and/or advance GEEW related issues in the UN system proposals for the development and implementation of QCPR?	Extent and type of GEEW language in the resolutions on QCPR and TCPR Types of coordination modalities used by UN-Women identified by UN-Women and UNDG representatives as the most effective in integrating GEEW in the QCPR Nature and type of inter-relationships and power dynamics	Representatives of UNDG UN-Women staff participating in UNDG discussions ECOSOC resolutions (QCPR, TCPR)	Interviews HQ case study Document review

Evaluation Questions	Levels and Mandate Areas	Illustrative Evaluation Sub-questions	Illustrative Indicators	Potential Data Sources	Methods of Data Collection
	Intergovernmental normative HQ	How and to what extent has UN-Women contributed, through its coordination mandate, to mobilize stakeholders and develop a shared view across the UN system on the progress and gaps remaining in the implementation of the Beijing Declaration and Platform for Action and a way forward? How have the inter relationships and power dynamics related to Beijing+20 affected UN-Women's efforts to mobilize stakeholders and develop a shared view across the UN system?	Quality of the engagement of UN agencies around the review of Beijing+20 Extent to which there is a shared view across the UN system on the progress and gaps remaining in the implementation of the Beijing Declaration and Platform for Action Types of coordination modalities used and considered as being the most effective by interviewed/surveyed stakeholders Results of CSW 59 Nature and type of inter-relationships and power dynamics Stakeholders' views on the transformative nature of the CSW 59 results	UN-Women staff from Coordination and Intergovernmental Divisions Selected CSW Bureau members IANWGE Representatives from selected UN agencies CSW 59 statements Outcome document (if available) Representatives of selected global-level CSOs Selected websites/blogs commenting on SDGs and Beijing+20	HQ case study Document review Delphi (TBD)

Evaluation Questions	Levels and Mandate Areas	Illustrative Evaluation Sub-questions	Illustrative Indicators	Potential Data Sources	Methods of Data Collection
Gender mainstreaming, including in research and statistics	Intergovernmental normative HQ Country	How has UN-Women contributed to the development of agreed-upon gender indicators and guidelines on gender statistics for the UN system?	Existence of UN-system indicators and/or guidelines on GEEW developed with UN-Women's contribution Types of UN-Women's contributions to the development of indicators Types of factors affecting the progress	UN-Women ED's Annual Reports UN-Women Data & Research Unit staff Representatives from the Interagency and Expert Group on Gender Statistics (IAEG-GS)/ United Nations Statistics Division (TBC) Workshop/Meeting reports (2011-215) available on the Gender Statistics Website ²⁵ UN-SWAP reports	Document review

²⁵ <http://unstats.un.org/unsd/gender/workshops%20and%20meetings.html>

Evaluation Questions	Levels and Mandate Areas	Illustrative Evaluation Sub-questions	Illustrative Indicators	Potential Data Sources	Methods of Data Collection
Accountability, including through the UN-SWAP	HQ	How and to what extent has UN-Women contributed to make the UN-SWAP an effective accountability mechanism for UN system-wide work on GEEW?	<p>Trend in UN agencies completing the UN-SWAP</p> <p>Types of use of the UN-SWAP made by selected UN agencies</p> <p>Number of requests received by UN-Women to support UN agencies in the development of plans/policies on GEEW</p> <p>Reported changes in selected UN agencies' accountability frameworks on GEEW</p> <p>Number of UN agencies following up on required improvements as identified in the UN-SWAP reports</p> <p>Perspectives of selected UN agencies' representatives on UN-Women's contributions to the effectiveness of the UN-SWAP process</p>	<p>Representatives of CEB</p> <p>IANWGE</p> <p>Representatives from selected UN agencies</p> <p>UN-Women staff working on the UN-SWAP</p> <p>UN-Women ED's Annual Reports</p> <p>SG's QCPR report</p> <p>SG's reports to ECOSOC on mainstreaming a gender perspective into all policies and programmes in the United Nations system</p> <p>Selected UN agencies' UN-SWAP reports (as available)</p> <p>UN-Women's data on requests for support in the development of plans/policies on GEEW</p>	<p>HQ case study</p> <p>Survey</p> <p>Document review</p>

Evaluation Questions	Levels and Mandate Areas	Illustrative Evaluation Sub-questions	Illustrative Indicators	Potential Data Sources	Methods of Data Collection
50:50 gender balance?	HQ, country	What contribution has UN-Women made towards progress in improving the gender balance and the status of women in the United Nations system?	Trend in gender balance within the United Nations, in particular at decision-making levels Number of requests received (and answered) by UN-Women to support UN agencies in the development of gender balance strategies Types factors of affecting the progress	UN-Women ED's Annual Reports SG's reports to GA on the status of women in the UN data on status of women in the UN from recent staff surveys or other document/grey literature as available UN-Women Focal Point for Women IANWGE Surveyed GTG UN-SWAP reports Selected UN agency HR department reports/studies.	Document review Survey

Evaluation Questions	Levels and Mandate Areas	Illustrative Evaluation Sub-questions	Illustrative Indicators	Potential Data Sources	Methods of Data Collection
To what extent have UN-Women's approaches to UN-system coordination on GEEW been effective (in contributing to the immediate results of coherence, synergies, reduced duplication) at the country level?	Normative Operational Six impact areas Country	In the period 2011-2014, to what extent has the implementation of UN-Women's UN system-wide coordination mandate contributed to more coherent joint action, synergies and common shared language of the UN system on GEEW at country level, and reduced duplication and gaps? To what extent is there an increase in the use of common language and tools (including gender markers, indicators, etc.)?	Increased resources for gender equality results in the UNDAFs of countries part of the country portfolio Trend in UN system-wide initiatives on GEEW implemented at country level (e.g. advocacy messages, UNiTE campaign, etc.) Changes (pre-post 2011) in the number and/or quality of participation of UN agencies in the UNiTE campaign Percentage of responses from OIOS surveys on the effectiveness of UN-Women's coordination work with other UN agencies Country-level stakeholders' perceptions on changes in the culture of cooperation among UNCT members around GEEW issues Perceived UN-Women's contributions to GTGs' effectiveness Increased use of GE accountability tools by UNCTs (gender scorecards, gender markers, gender audits)	UN-Women regional and country-level staff UNCTs in field mission countries Selected UN agencies at country level (extended) GTG members RCs in field mission countries and virtual consultations UNDAFs for countries part of the country portfolio UN-Women's corporate and country-level reports on results UN-Women's corporate evaluations Results from OIOS and QCPR Monitoring surveys RCs' annual reports/synthesis (for countries part of the country portfolio)	Interviews Country case studies Virtual consultations Country portfolio Surveys of GTG and UN-Women staff (TBC) Document review Synthesis of evaluation findings on UN-Women UN system coordination mandate

Evaluation Questions	Levels and Mandate Areas	Illustrative Evaluation Sub-questions	Illustrative Indicators	Potential Data Sources	Methods of Data Collection
				SG's reports on mainstreaming a gender perspective into all policies and programmes in the United Nations system GTG reports (as available in field mission countries and countries part of the country portfolio)	

Evaluation Questions	Levels and Mandate Areas	Illustrative Evaluation Sub-questions	Illustrative Indicators	Potential Data Sources	Methods of Data Collection
What has been the progress UN-Women has made to strengthen UNRC system and UNCT capacities to mainstream gender into UNDAFs and other joint programming initiatives at field level?	Operational Regional Country	To what extent do UNDAFs developed in the period 2011-2014 include a gender perspective/address GEEW in their situation analyses, results, indicators, and evaluations? To what extent and through what strategies has UN-Women contributed to improved capacity in gender mainstreaming in select UN agencies?	Difference pre-post 2011 in the inclusion of gender analysis/results/indicators in UNDAFs, by type of UN-Women presence Increased access by UNCTs/RCs to gender experts and/or GEEW country data to integrate gender throughout the various stages of the UNDAF/UNDAPs as reported by UNCTs, RCs, and GTGs in field mission countries and countries for virtual consultations Changes in gender mainstreaming in selected UN agencies GTGs' perceptions on main factors that they see within their organization as affecting more effective promotion of GEEW results Increased demand from UN entities for training (or other capacity development support) on GEEW to UN-Women	UNDAFs/UNDAPs UNCTs RCs GTGs RCMs UN-Women regional and country level staff Strategic notes of selected UN agencies (as available) Data from UN-Women Training Center on demands from UN entities for training (or other support) on GEEW	Country case studies Portfolio review Virtual consultations Survey of GTGs and RCMs (TBC)

Evaluation Questions	Levels and Mandate Areas	Illustrative Evaluation Sub-questions	Illustrative Indicators	Potential Data Sources	Methods of Data Collection
To what extent have human rights based approach and gender equality been incorporated in UN-Women's UN-system coordination efforts?	Intergovernmental normative Operational Six impact areas HQ Regional Country	How and to what extent has UN-Women, through its UN-system coordination efforts, mobilized the UN system to open up spaces for rights holders' (e.g. feminist organizations, organizations of women with disabilities, human rights organizations) participation and influence on GEEW related decision-making)? What factors have affected this?	Examples of spaces opened up by or with the contribution of the UN system to enable/increase the participation of rights holders in GEEW related decision-making Effectiveness of coordination practices used by UN-Women to influence the UN system to open up spaces for the participation of rights holders Types of rights holders participating in global, regional, or country levels system wide mechanisms or processes (e.g. UNDAF consultations) dealing with GEEW Evidence that UNDAFs/UNDAP identify means for addressing the barriers to gender equality Types of factors identified by consulted stakeholders and evaluations as affecting the mobilization of the UN system to greater inclusion of rights holders in GEEW related decision-making	Global, regional and country level stakeholders Relevant reports of global, regional, country level coordinating bodies Selected websites/blogs commenting on SDGs and Beijing+20 UNDAFs/UNDAPs for selected countries	Country case studies HQ case study Survey Document review Review of websites/blogs
Organizational Efficiency					
To what extent are operational mechanisms and capacities to make UN-Women's approach to UN system coordination efficient and effective at	Global, regional and country levels Intergovernmental normative and operational work	To what extent does UN-Women's strategic management provide vision and direction for UN system coordination	Extent to which senior management provides a vision UN-Women coordination mandate Extent to which strategies (SP 2014-2017, coordination strategy, regional strategies, country strategic notes) provide direction on UN-	UN-Women staff Budget data (on OEEF, at other levels) UN-Women country level documents (e.g. Strategic notes,	Document review Interview/field missions Survey

Evaluation Questions	Levels and Mandate Areas	Illustrative Evaluation Sub-questions	Illustrative Indicators	Potential Data Sources	Methods of Data Collection
global, regional and country levels? ²⁶	Policy/thematic Areas	mandate? To what extent does UN-Women have operational capacities required to support its coordination mandate as illustrated in the areas of: Human resources ²⁷ Budgeting Planning and monitoring Decentralized operating structure	Women coordination mandate to staff % of budget allocated to UN system coordination Types of staffing models to support different UN-system coordination approaches % of staff time dedicated to coordination Importance given to UN system coordination in job descriptions, workplans performance review External stakeholder perceptions of operational capacity Inclusion of coordination related tasks and results in annual workplans and reports UN-Women staff's feedback on how internal communications, knowledge management, training, HR practices, organizational architecture (for example) facilitate or inhibit coordination Extent to which UN-Women's HR practices (e.g. training for staff), capacity development or knowledge products include elements of feminist transformative leadership	country/regional-level inputs to the ED annual report) Global, regional and country level stakeholders	

²⁶ In the context of this evaluation, and given that it is part of "Organizational Efficiency," we understand each of the questions in reference to UN-Women's internal organizational capacities (e.g., leadership, resources, strategy, structure, program management, oversight, etc.), or, in other words the management practices and systems that support its UN system coordination mandate.

²⁷ This refers to the full cycle of human resources development, including the stages of planning, staffing, developing, assessing and rewarding.

Evaluation Questions	Levels and Mandate Areas	Illustrative Evaluation Sub-questions	Illustrative Indicators	Potential Data Sources	Methods of Data Collection
<p>To what extent has UN-Women put in place mechanisms and capacities to ensure efficient UN coordination work across the various pillars and divisions within the entity (including the connection of UN-Women Coordination Division and other HQ level pillars/divisions of the entity)?²⁸</p>	<p>Global Intergovernmental normative Policy/thematic Areas</p>	<p>To what extent do internal relationships, coordinating mechanisms, communications and other practices at HQ support efficient UN-System coordination work?</p> <p>To what extent does the organizational architecture of UN – Women²⁹ affect the mainstreaming of UN-Women’s UN system coordination mandate?</p> <p>To what extent does UN-Women have adequate resources (human and financial) across the various divisions to conduct coordination work?</p> <p>Does UN-Women Coordination Division /Programme Division provide</p>	<p>Existence of practices that facilitate internal coordination</p> <p>TBD indicator on capacities/resourcing at HQ</p>	<p>UN-Women staff at HQ</p>	<p>Survey (TBD) Interviews</p>

²⁸ We understand that this question is focused on Headquarters, thus the regional and country levels are not reflected here.

²⁹ By organizational architecture, we refer to the separate divisions and bureaus that appear in the UN-Women organigram

Evaluation Questions	Levels and Mandate Areas	Illustrative Evaluation Sub-questions	Illustrative Indicators	Potential Data Sources	Methods of Data Collection
		<p>guidance and support on UN system coordination, including through the coordination strategy, to other parts of the organization?</p>			
<p>To what extent do initiatives on UN Coordination on GEEW implemented in the field feed into the global approach and vice-versa?</p>	<p>Global Regional Country Level</p>	<p>How do initiatives on UN system coordination on GEEW implemented in the field feed into global approach? What initiatives have informed global approach? How do initiatives on UN system coordination implemented at global level feed into country-level approaches? What communications and reporting mechanisms facilitate this exchange? What is role of the regional office?</p>	<p>Existence of practices that facilitate internal coordination and communication between HQ and Field Evidence that SP and Coordination strategy is informed by lessons from the field Coherence in messaging among all levels.</p>	<p>Global, regional and country level UN-Women staff</p>	<p>Survey Interview/field missions</p>

Evaluation Questions	Levels and Mandate Areas	Illustrative Evaluation Sub-questions	Illustrative Indicators	Potential Data Sources	Methods of Data Collection
<p>Were there any constraints (e.g. political, practical, bureaucratic) to addressing UN-Women’s UN coordination mandate efficiently? What level of effort was made to overcome these challenges?</p>		<p>What have been the constraints affecting UN-Women in carrying out its coordination mandate at different levels?</p> <p>How have these constraints affected UN-Women's work and results on coordination?</p> <p>What measures and resources has UN-Women adopted to overcome or reduce the effects of those constraints?</p>	<p>Types of constraints (at global, regional, and country levels) identified by respondents and emerging from document review</p> <p>Level and type of investments to overcome the identified constraints</p>	<p>Global, regional and country level stakeholders</p> <p>UN-Women documents (e.g. annual reports, country/regional-level inputs to the ED annual report)</p>	<p>Interviews</p> <p>Case studies</p> <p>Document review</p> <p>Portfolio review</p>
<p>Gender Equality and Human Rights</p>					
<p>To what extent does the coordination mandate undertaken by UN-Women contribute to addressing the underlying causes of inequality and discrimination?</p>	<p>Global, regional and country levels</p> <p>Intergovernmental normative and operational work</p> <p>Impact areas</p>	<p>How has UN-Women strengthened the capacity of members of the coordinating mechanisms to analyse and address GEEW in a holistic and effective manner?</p>	<p>Improved quality of gender sensitive analysis in CCAs/UNDAFs/CCPs</p> <p>TBD: Indicator based on Training Center data</p> <p>% of survey respondents who consider to have improved their understanding of how gender power relations affect equality and discrimination as a result of UN-Women’s participation in coordinating mechanisms</p>	<p>UNDAFs/CCPs for sampled countries</p> <p>Global, regional and country level stakeholders</p>	<p>Document review</p> <p>Survey</p>

Evaluation Questions	Levels and Mandate Areas	Illustrative Evaluation Sub-questions	Illustrative Indicators	Potential Data Sources	Methods of Data Collection
To what extent have human rights based approach and gender equality been incorporated in UN-Women's UN-system coordination efforts?	Intergovernmental normative Operational Six impact areas HQ Regional Country	How and to what extent has UN-Women, through its UN-system coordination efforts, mobilized the UN system to open up spaces for rights holders' (e.g. feminist organizations, organizations of women with disabilities, human rights organizations) participation and influence on GEEW related decision-making)? What factors have affected this? To what extent has UN-Women promoted a more holistic and profound understanding of gender equality in its efforts to coordinate other entities in the UN system?	Examples of spaces opened up by or with the contribution of the UN system to enable/increase the participation of rights holders in GEEW related decision-making Effectiveness of coordination practices used by UN-Women to influence the UN system to open up spaces for the participation of rights holders Types of rights holders participating in global, regional, or country levels system wide mechanisms or processes (e.g. UNDAF consultations) dealing with GEEW Evidence that UNDAFs/UNDAP identify means for addressing the barriers to gender equality Types of factors identified by consulted stakeholders and evaluations as affecting the mobilization of the UN system to greater inclusion of rights holders in GEEW related decision-making	Global, regional and country level stakeholders Relevant reports of global, regional, country level coordinating bodies Selected websites/blogs commenting on SDGs and Beijing+20 UNDAFs/UNDAPs for selected countries	Country case studies HQ case study Survey Document review Review of websites/blogs

Appendix III Stakeholders Consulted³⁰

Global Level				
	Number Consulted	Female	Male	Method of consultation
UN Women				
ED and ASG Offices	4	2	2	Face-to-face individual interview
UN Coordination Division	8	6	2	Face-to-face individual interview Group interview
Intergovernmental Support Division	4	4	0	Group interview
Policy Division	8	8	0	Group interview Skype/telephone interview
Programme Division	6	3	3	Face-to-face individual interview Group interview
Independent Evaluation Office	1	0	1	Skype/telephone interview
External UN Stakeholders				
DESA	3	2	1	Face-to-face individual interview Group interview Skype/telephone interview
DOCO	4	1	3	Group interview Skype/telephone interview
DPA	3	2	1	Skype/telephone interview
DPI	2	2	0	Group interview
DPKO	2	2	0	Skype/telephone interview
ILO	1	0	1	Group interview
Office of the Special Representative of the World Bank to the UN	1	1	0	Skype/telephone interview
OHCHR	2	2	0	Skype/telephone interview

³⁰ Additional interviews were conducted during the inception phase and are documented in the final Inception Report for the Corporate Evaluation of UN Women's Contribution to UN System Coordination on Gender Equality and the Empowerment of Women, September 2015

Global Level				
	Number Consulted	Female	Male	Method of consultation
PBSO	2	1	1	Group interview
Secretariat of the United Nations Permanent Forum on Indigenous Issues	2	2	0	Skype/telephone interview
UNAIDS	1	1	0	Skype/telephone interview
UNDG	1	1	0	Skype/telephone interview
UNDP	6	4	2	Group interview Skype/telephone interview
UNEP	2	2	0	Group interview
UNFPA	7	6	1	Group interview Skype/telephone interview
UN-Habitat	1	1	0	Skype/telephone interview
UNHCR	1	1	0	Skype/telephone interview
UNICEF	3	3	0	Skype/telephone interview
UN Secretariat	1	0	1	Group interview
WFP	3	3	0	Skype/telephone interview
WHO	1	1	0	Skype/telephone interview
Member State Representatives				
United Kingdom Mission to the United Nations	1	1	0	Skype/telephone interview
Permanent Mission of Norway to the United Nations	1	1	0	Skype/telephone interview
Civil Society and Academia				
El-Karama	1	1	0	Skype/telephone interview
Center for Women's Global Leadership, Rutgers University	1	1	0	Skype/telephone interview
AIDS-Free World	1	1	0	Skype/telephone interview
Centre for International Governance and Justice, Australian National University	1	1	0	Skype/telephone interview

Total Global-Level Interviews

UN Women	External UN Stakeholders	Member State Representatives	Civil Society and Academia	TOTAL
31 23F/8M	49 38F/11M	2 2F	4 4F	86 67F/19M

Regional Level				
	Number Consulted	Female	Male	Method of consultation
Asia and the Pacific				
OCHA	1	0	1	Skype/telephone interview
OHCHR	1	1	0	Skype/telephone interview
UNDG	1	1	0	Skype/telephone interview
UNESCAP	1	1	0	Skype/telephone interview
UNFPA	1	1	0	Skype/telephone interview
UN Women	2	2	0	Skype/telephone interview
Arab States				
ESCWA	1	1	0	Skype/telephone interview
UNAIDS	2	2	0	Skype/telephone interview
UNDG	1	1	0	Skype/telephone interview
UNDP	1	1	0	Skype/telephone interview
UNFPA	1	0	1	Skype/telephone interview
UN Women	1	0	1	Skype/telephone interview
Europe and Central Asia				
Regional Bureau for Europe and the Commonwealth of Independent States (RBEC)	1	1	0	Group interview
UNDG	1	1	0	Group interview
UNDP	3	1	2	Face-to-face individual interview Skype/telephone interview
UNECE	2	2	0	Skype/telephone interview
UNFPA	2	2	0	Face-to-face individual interview
UN Women	7	6	1	Face-to-face individual interview Group interview Skype/telephone interview

Regional Level				
	Number Consulted	Female	Male	Method of consultation
East and Southern Africa				
ECA	1	1	0	Skype/telephone interview
FAO	1	1	0	Skype/telephone interview
UNDG	1	1	0	Skype/telephone interview
UNICEF	1	1	0	Skype/telephone interview
UN Office in Nairobi (UNON)	1	1	0	Skype/telephone interview
UN Women	2	1	1	Skype/telephone interview
Latin America and the Caribbean				
UNAIDS	1	1	0	Skype/telephone interview
UNDG	1	1	0	Skype/telephone interview
UNFPA	1	0	1	Skype/telephone interview
UNICEF	1	1	0	Skype/telephone interview
UN Women	3	3	0	Skype/telephone interview
West and Central Africa				
ECA	1	0	1	Skype/telephone interview
UNFPA	1	1	0	Skype/telephone interview
UN Women	4	2	2	Skype/telephone interview
WFP	1	1	0	Skype/telephone interview

Total Interviews by Region

AP	AS	ECA	ESA	LAC	WCA	TOTAL
7	7	16	7	7	7	51
6F/1M	5F/2M	13F/3M	6F/1M	6F/1M	4F/3M	40F/11M

Country Level-Field Visit				
	Number Consulted	Female	Male	Method of consultation
Fiji				
ESCAP	2	1	1	Group interview
ILO	1	1	0	Face-to-face individual interview
OCHA	2	0	2	Face-to-face individual interview

Country Level-Field Visit				
	Number Consulted	Female	Male	Method of consultation
OHCHR	1	1	0	Face-to-face individual interview
RCO	2	1	1	Face-to-face individual interview
UNDP	10	6	4	Face-to-face individual interview Group interview Skype/telephone interview
UNESCO	1	1	0	Skype/telephone interview
UNFPA	2	1	1	Face-to-face individual interview Group interview
UNICEF	3	2	1	Face-to-face individual interview Group interview
UN Women	18	16	2	Face-to-face individual interview Group interview Skype/telephone interview
WHO	1	0	1	Face-to-face individual interview
European Union	1	0	1	Face-to-face individual interview
Government of Australia	1	1	0	Face-to-face individual interview
Pacific Island Forum Secretariat	1	1	0	Face-to-face individual interview
Secretariat of the Pacific Community	1	1	0	Face-to-face individual interview
DIVA/DAWN	1	1	0	Face-to-face individual interview
Fiji Women's Rights Movement	1	1	0	Face-to-face individual interview
Pacific Disability Forum	1	1	0	Face-to-face individual interview
Sub-total	50	36	14	

Country Level-Field Visit				
	Number Consulted	Female	Male	Method of consultation
Jordan				
UN Entities				
FAO	1	1	0	Face-to-face individual interview
GenCap	2	2	0	Skype/telephone interview
OCHA	1	1	0	Face-to-face individual interview
RC/HCO	1	0	1	Face-to-face individual interview
UNDP	2	2	0	Group interview
UNESCO	1	1	0	Face-to-face individual interview
UNFPA	2	0	2	Group interview
UNICEF	2	1	1	Group interview
UNOPS	3	2	1	Group interview
UN Women	7	6	1	Face-to-face individual interview Group interview
WFP	1	1	0	Face-to-face individual interview
Embassy of Italy	1	1	0	Face-to-face individual interview
Netherlands Cooperation	1	1	0	Face-to-face individual interview
Norwegian Refugee Council	1	1	0	Face-to-face individual interview
Arab Women's Organization	1	1	0	Face-to-face individual interview
Jordanian National Commission for Women	1	1	0	Face-to-face individual interview
Sub-total	28	22	6	

Country Level-Field Visit				
	Number Consulted	Female	Male	Method of consultation
Mexico				
ECLAC	1	0	1	Face-to-face individual interview
FAO	1	1	0	Group interview
ILO	2	1	1	Face-to-face individual interview Group interview
OHCHR	3	2	1	Face-to-face individual interview Group interview
RCO	2	2	0	Face-to-face individual interview Group interview
UNDP	2	2	0	Face-to-face individual interview
UNEP	1	1	0	Face-to-face individual interview
UNESCO	1	1	0	Group interview
UNFPA	3	2	1	Face-to-face individual interview Group interview
UNHCR	1	1	0	Group interview
UNICEF	2	2	0	Face-to-face individual interview Group interview
UNODC	1	1	0	Group interview
UNOPS	1	1	0	Group interview
UN Women	4	4	0	Face-to-face individual interview Group interview
INMUJERES	1	1	0	Face-to-face individual interview
Ministry of Foreign Affairs	1	0	1	Face-to-face individual interview
Supreme Court of Justice	1	1	0	Face-to-face individual interview
Instituto Simone de Beauvoire	1	1	0	Face-to-face individual interview

Country Level-Field Visit				
	Number Consulted	Female	Male	Method of consultation
Mujeres Construyendo	1	1	0	Face-to-face individual interview
Sub-total	30	25	5	

Country Level-Field Visit				
	Number Consulted	Female	Male	Method of consultation
Kyrgyzstan				
FAO	1	1	0	Group interview
ILO	1	1	0	Group interview
IOM	3	3	0	Group interview
OHCHR	2	2	0	Group interview
PBF Secretariat	2	1	1	Group interview
RCO	2	0	2	Group interview
UNDP	7	4	3	Face-to-face individual interview Group interview
UNFPA	3	2	1	Group interview
UNHCR	1	1	0	Group interview
UNICEF	1	1	0	Group interview
UNIDO	1	0	1	Group interview
UNODS	1	1	0	Group interview
UN Women	15	13	2	Face-to-face individual interview Group interview Skype/telephone interview
WHO	1	0	1	Group interview
Dept. on Ethnic, Religious Policies and Civil Society Relations	1	1	0	Face-to-face individual interview
Embassy of Japan	1	0	1	Group interview
Embassy of Switzerland	1	1	0	Group interview
GIZ	1	1	0	Group interview
Ministry of Economy	1	1	0	Face-to-face individual interview

Country Level-Field Visit				
	Number Consulted	Female	Male	Method of consultation
Ministry of Social Development	3	1	2	Face-to-face individual interview Group interview
USAID	1	1	0	Group interview
European Union	1	0	1	Group interview
OSCE	2	1	1	Group interview
World Bank	1	1	0	Group interview
Aga Khan Foundation	1	1	0	Group interview
Association of Crisis Centers	1	1	0	Group interview
Association of Rural Women ALGA	1	1	0	Group interview
Bishkek Feminists Initiative	1	1	0	Group interview
Implementing Partner Osh	1	1	0	Group interview
Central Asian Alliance on Water	1	0	1	Group interview
ECD	1	1	0	Group interview
Friedrich Ebert Foundation	2	2	0	Group interview
Girls Activists of Kyrgyzstan (DAK)	1	1	0	Group interview
Help Age International	1	1	0	Group interview
Innovative Solutions Inc.	1	1	0	Group interview
Women's Support Centre (WSC)	1	1	0	Group interview
Beneficiaries of ARWEE project	23	20	3	Group interview
Sub-total	90	70	20	

Country Level-Field Visit				
	Number Consulted	Female	Male	Method of consultation
Malawi				
FAO	2	2	0	Face-to-face individual interview
GenCap	1	1	0	Face-to-face individual interview

Country Level-Field Visit				
	Number Consulted	Female	Male	Method of consultation
RCO	4	2	2	Face-to-face individual interview Group interview
UNAIDS	2	2	0	Group interview
UNDP	2	2	0	Face-to-face individual interview Group interview
UNFPA	1	1	0	Face-to-face individual interview
UNICEF	3	2	1	Face-to-face individual interview Group interview
UN Women	14	11	3	Face-to-face individual interview Group interview
Other Members of the GTWG	1	1	0	Group interview
Other Members of the UNCT	3	3	0	Group interview
Department of Agriculture Extension Services (AGRESS)	1	1	0	Face-to-face individual interview
Ministry of Gender, Children, Disability and Social Welfare (MoGCDSW)	4	0	4	Group interview
NGO GCN	1	1	0	Face-to-face individual interview
Sub-total	39	29	10	

Country Level-Field Visit				
	Number Consulted	Female	Male	Method of consultation
Mali				
FAO	3	0	3	Group interview
IOM	2	1	1	Face-to-face individual interview
MINUSMA	7	5	2	Face-to-face individual interview Group interview
OCHA	2	2	0	Group interview
RC/HCO	1	0	1	Skype/telephone interview

Country Level-Field Visit				
	Number Consulted	Female	Male	Method of consultation
UNDP	3	2	1	Group interview Skype/telephone interview
UNFPA	3	1	2	Face-to-face individual interview Group interview
UNICEF	1	1	0	Face-to-face individual interview
UN Women	8	5	3	Face-to-face individual interviews
WHO	3	0	3	Group interview
Other Members of the GTG	5	5	0	Group interview
Embassy of France	1	1	0	Group interview
Embassy of the Kingdom of the Netherlands	2	2	0	Group interview
Embassy of Sweden	1	1	0	Face-to-face individual interview
Ministere de l'Economie et des Finances	2	0	2	Group interview
Ministere de la Promotion de la Fme, de l'Enfant et de la Famille (MPFEF)	2	1	1	Group interview
Spanish Agency for International Development	2	1	1	Group interview
Union Africaine	1	1	0	Group interview
CAFO	7	5	2	Group interview
Platform of Women Leaders in Mali	1	1	0	Skype/telephone interview
Sub-total	57	35	22	

Country Level-Virtual Interviews				
	Number Consulted	Female	Male	Method of consultation
Guinea-Bissau				
RCO	1	1	0	Skype/telephone interview
UNDP	1	0	1	Skype/telephone interview
UN Women	1	1	0	Skype/telephone interview
Women's Political Platform	1	1	0	Skype/telephone interview

Country Level-Virtual Interviews				
	Number Consulted	Female	Male	Method of consultation
Myanmar				
FAO	1	1	0	Skype/telephone interview
UNFPA	1	1	0	Skype/telephone interview
UN Women	1	0	1	Skype/telephone interview
Gender Equality Network	1	1	0	Skype/telephone interview
Serbia				
UNDP	1	1	0	Skype/telephone interview
UNICEF	1	1	0	Skype/telephone interview
United Nations Trust Fund to end Violence Against Women	1	1	0	Skype/telephone interview
UNOPS	1	0	1	Skype/telephone interview
UN Women	1	1	0	Skype/telephone interview
Tanzania				
ILO	1	1	0	Skype/telephone interview
RCO	1	1	0	Skype/telephone interview
UNDP	1	0	1	Skype/telephone interview
UN Women	3	3	0	Skype/telephone interview
Tunisia				
UNICEF	1	0	1	Skype/telephone interview
UN Women	1	1	0	Skype/telephone interview
Uruguay				
ECLAC	1	1	0	Skype/telephone interview
RCO	1	0	1	Skype/telephone interview
UNDP	1	1	0	Skype/telephone interview
UN Women	1	1	0	Skype/telephone interview
WHO	1	0	1	Skype/telephone interview
Agencia Uruguaya de Cooperación Internacional	1	1	0	Skype/telephone interview
Cotidiano Mujer	1	1	0	Skype/telephone interview
Malaysia				
UNFPA	1	1	0	Skype/telephone interview conducted by IEO

Country Level-Virtual Interviews				
	Number Consulted	Female	Male	Method of consultation
Algeria				
UNFPA	1	1	0	Skype/telephone interview conducted by IEO
UN Women	1	1	0	Skype/telephone interview conducted by IEO
WHO	1	0	1	Skype/telephone interview conducted by IEO
Argentina				
UNDP	1	1	0	Skype/telephone interview conducted by IEO
UN Women	1	1	0	Skype/telephone interview conducted by IEO
Eritrea				
UNFPA	1	1	0	Skype/telephone interview conducted by IEO
Montenegro				
UNDP	1	1	0	Skype/telephone interview conducted by IEO

Total Field Visit Interviews by Country

Fiji	Jordan	Mexico	Kyrgyzstan	Malawi	Mali	TOTAL
50 36F/14M	28 22F/6M	30 25F/5M	90 70F/20M	39 29F/10M	57 35F/22M	294 217F/77M

Total Virtual Interviews by Country

Guinea-Bissau	Myanmar	Serbia	Tanzania	Tunisia	Uruguay
4 3F/1M	4 3F/1M	5 4F/1M	6 5F/1M	2 1F/1M	7 5F/2M

Malaysia	Algeria	Argentina	Eritrea	Montenegro	TOTAL
1 1F	3 2F/1M	2 2F	1 1F	1 1F	36 28F/8M

Total # stakeholders consulted = 467 (115M/352F)

Appendix IV Sample Interview Protocols

Interview Protocol for UN Gender Thematic Groups (or equivalent)

Introduction

Universalia Management Group has been contracted by the Independent Evaluation Office of UN-Women to conduct the corporate evaluation of UN Women's contribution to United Nations system coordination on gender equality and the empowerment of women (GEEW). The main purpose of this corporate evaluation is to assess the relevance, effectiveness and organizational efficiency of UN-Women's UN system coordination mandate on GEEW. The evaluation is also expected to feed into UN Women's efforts to promote the gender equality goal in the post-2015 development framework and inform the mid-term review of UN-Women's Strategic Plan.

The evaluation covers HQ, regional and Country levels. This interview is part of the evaluation's Country Case Study phase. The purpose of the Country Case Study is to illustrate how the coordination mandate of UN Women is implemented in the field, describe the perceived contributions to results or key achievements, and identify lessons and good practices. Please feel free to share any concern about the evaluation or the interview with the evaluation team (krojas@universalia.com).

Kindly note that this will be a semi-structured interview; the questions in this protocol may be adapted based on your role and responsibilities.

Context and relevance

- How do you understand the Coordination mandate of UN Women? How relevant is it to the country context – both UN structures and processes, and the key issues in the country? *(prompt, or secondary question: UN Women's coordination mandate is defined as "leading, coordinating and promoting accountability for the work on GEEW" in the UN system – how do they implement this at the country level?)*
- What innovations, if any, has UN Women contributed to coordination mechanisms and practices? All agencies are expected to coordinate more under the move towards Delivering as One – is there anything unique about UN Women's role? What role have other agencies played in promoting coordination on GEEW?
- In what ways has UN Women enhanced the Country analysis, the UNDAF and joint actions? How have they achieved this? Please give examples. *(prompt: greater understanding of the issue, greater clarity in GEEW outputs and outcomes; ensuring its visibility, etc.)*

Effectiveness

- What has UN Women contributed to the processes and results of the Gender Thematic Group? In what ways, or through what mechanisms? What synergies, if any, have been developed between the GTG and UN-Women?
- How has UN Women complemented and enhanced existing capacities and strategies for GEEW within the UN system? To what extent has it contributed to more coherent joint communication and advocacy, joint action and/or projects, synergies, common shared language, common understanding of gender, shared tools/approaches, etc.?

- What has UN Women contributed to the use of accountability mechanisms such as the UN-SWAP, Gender Scorecard, Gender Marker? What changes have occurred across the system with the use of these mechanisms?
- UN Women's coordination mandate cuts across UN Women's normative and operational work. What have been its contributions to normative/advocacy work; programmes; gender mainstreaming? What has been most successful and why?
- How has UN Women contributed to opening spaces for CSOs/women's organizations in both UN process and government consultations?
- What has been UN Women's added value? (If relevant: how does this differ from UNIFEM's previous role?)

Organizational capacity

- What have been the enabling factors and the constraints affecting UN Women in carrying out its coordination role at the country level?

Future

- As the UN prepares for supporting the Post-2015 Development Agenda, what are the emerging expectations and implications for UN Women and its coordinating role on GEEW? How can UN Women enhance or improve its contributions to the UN system in the future?
- Is there anything else you would like to share with us at this stage?

Interview Protocol for External Stakeholders – UN Entities

Introduction

Universal Management Group has been contracted by the Independent Evaluation Office of UN Women to conduct the corporate evaluation of UN Women's contribution to United Nations system coordination on gender equality and the empowerment of women (GEEW). The main purpose of this corporate evaluation is to assess the relevance, effectiveness and organizational efficiency of UN Women's UN system coordination mandate on GEEW. As part of data collection at headquarters, we are gathering feedback on UN Women's work to support UN system mainstreaming of gender equality in the policy areas of EAW, women's economic empowerment, governance and national planning, women's leadership and political participation, peace and security, and Humanitarian Action.

The evaluation is expected to feed into UN Women's efforts to promote the gender equality goal in the post-2015 development framework and contribute to the next QCPR. In addition, findings from this evaluation will inform the mid-term review of the UN Women Strategic Plan.

Please feel free to share any concern about the evaluation or the interview with the evaluation team (krojas@universalia.com).

Kindly note that this will be a semi-structured interview: the questions in this protocol will be adapted based on the type of engagement that you have with UN Women.

Background information

- Please describe your current role and responsibilities and how long you have been in this position. How have you been engaging with UN Women?

Relevance

- How is UN Women strategically positioning itself as a coordinating agency on GEEW? To what extent is UN Women's role in UN system coordination clear to you/your entity? To what extent is it recognized by other UN entities? By stakeholders outside the UN system?
- What do you see as the "value added" of UN Women to your entity?
- What innovative approaches to UN system coordination on GEEW has UN Women introduced so far?

Effectiveness

- To what extent has UN Women's work in policy areas contributed greater UN system coherence, accountability on GEEW commitments, and/or joint action on GEEW? To what extent has it created or supported different coordinating mechanisms working in your policy area?
- How has UN Women supported gender mainstreaming in its priority policy areas (EAW, WEE, Governance and National Planning, Women's Leadership and Political Participation, P&S and Humanitarian Action) in the UN-system? How has UN Women been helpful to your entity?
- What have been UN Women's most and least successful strategies, mechanisms, or approaches to coordinating entities working in your policy area?
- What challenges is UN Women encountering in promoting greater UN system coherence, accountability on GEEW commitments, and/or joint action on GEEW?

Gender Equality and Human Rights

- To what extent has UN Women demonstrated the application of a gender equality and human rights-based approach in carrying out its UN system coordination mandate?
- How have UN Women's UN system coordination efforts contributed to your entity's greater awareness of the need to analyse and address GEEW in a holistic manner?

Future

- What is your expectation for UN Women with regard to the Entity's mandate to lead, coordinate and promote accountability of UN system work on gender equality and the empowerment of women? Is UN Women meeting this expectation? Why?
- How could UN Women strengthen the implementation of its UN system coordination mandate at the global level? What are the key issues that UN Women needs to consider for the implementation of its UN system coordination mandate in light of the Post-2015 Development Agenda?

Consultations at Regional Level- UN System Stakeholders

Introduction

Universal Management Group has been contracted by the Independent Evaluation Office of UN Women to conduct the corporate evaluation of UN Women's contribution to United Nations system coordination on gender equality and the empowerment of women (GEEW). The main purpose of this corporate evaluation is to assess the relevance, effectiveness and organizational efficiency of UN Women's UN system coordination mandate on GEEW. The evaluation is also expected to feed into UN Women's efforts to promote the gender equality goal in the post-2015 development framework, inform the mid-term review of UN Women's Strategic Plan, and inform the next QCPR. The evaluation scope encompasses global, regional and country levels, and considers links between UN system coordination and UN Women's normative, operational, and policy work.

At the **country level**, six country case studies informed through in-depth country visits (Fiji, Jordan, Kyrgyzstan, Malawi, Mali, and Mexico) are included in the evaluation. The case studies are learning-focused and their design is primarily illustrative, aimed at showcasing how the coordination mandate is implemented in various contexts. In order to select countries, the evaluation team considered a set of criteria representative of the maximum variation in terms of contextual conditions (including type of UN Women presence) and approaches to implementing UN Women's coordination mandate. These case studies will be complemented by phone and Skype interviews that will be conducted in an additional five countries. A portfolio review exercise will give a broad overview of a select 25 countries, including several MCOs.

In addition to the country approach, the evaluation will reflect on the **regional dimension** of UN Women's UN system coordination mandate in two ways:

- It will consider how the Regional Offices play a role in linking HQ and the field, and to what extent they provide technical support, guidance, and oversight to UN Women country offices in their UN system coordination role in GEEW in the context of UNCT and UNDAF.
- It will explore the role UN Women at the regional level plays in UN system coordination in the context of the Regional Coordination Mechanisms and the Regional UNDG Teams.

The interview with stakeholders at the regional level will cover the following themes:

- Your background and role in the UN regional architecture;
- Evolution of the context and architecture for regional level coordination on GEEW since UN Women was created in 2011, in the RCM and in the UNDG Regional Team;
- UN Women's strategic positioning for promoting, leading and coordinating the accountability of the UN system in its work on gender equality and the empowerment of women (GEEW) at the regional level;
- Key contributions made by UN Women to incorporate GEEW in regional dimensions (policy and advocacy) and in providing operational oversight/support to UNCT;
- Added value of UN Women to your entity and to the regional architecture for GEEW;
- Factors affecting UN Women's organizational capacity– the extent to which systems, structure, resources and other aspects facilitate or limit UN Women's role in UN system coordination;

- Challenges and opportunities for UN Women’s implementation of its UN system coordination mandate at regional level and at country level;
- Future – How can UN Women improve the implementation of its UN system coordination mandate in order to be “fit for purpose” for the post-2015 development agenda? What are the key capacities that UN Women requires at the regional and country levels in order to do this?

Please feel free to share any concern about the evaluation or the interview with the evaluation team (krojas@universalia.com)

Appendix V Types of Documents Consulted

Type of Document	Examples
UN Women Documents	<ul style="list-style-type: none"> • Strategic Plans • Coordination and GEEW-related documents • Reports of the Under Secretary-General/Executive Director • Implementation strategies • Position/policy papers • Budget documents • Guidelines, handbooks, technical notes • Post-2015 Working Group minutes
Regional and Country Programming Documents	<ul style="list-style-type: none"> • RCM and UNDG reports • Resident Coordinator Annual Reports • 2014 UN Women Annual Reports • UN Women Strategic Notes • UN Women Annual Work Plans • UN Women Development Results Frameworks • UN Women Management Results Frameworks/Organizational Effectiveness and Efficiency Frameworks • UN Women's regional or country-level evaluations • UNDAFs and CCAs • UNDAF evaluations • Gender Theme Groups' reports/minutes/work plans (as available) • RC Annual Reports • CEDAW Concluding Observations • Contextual analysis documents
UN System Documents	<ul style="list-style-type: none"> • Secretary-General's reports on gender mainstreaming and the status of women in the UN • CEB reports • GA/ECOSOC/Security Council resolutions • Entity documents on gender mainstreaming • IANWGE reports • UNDG Gender Equality Task Team meeting minutes • HCLC reports • OWG documents • UN system Task Team and Technical Support Team reports/briefs • Synthesis of 2011/2012 RC Annual Reports • Records of Executive Board meetings of selected UN entities • Strategic Plans of selected UN entities • Joint programming documents • Policy directives

Type of Document	Examples
Evaluations/reviews	<ul style="list-style-type: none"> • Meta-analysis of evaluations managed by UN-Women • Joint Evaluation of Joint Programmes on Gender Equality • UN-Women’s contribution to WEE • UN-Women’s contribution to preventing VAW • UN-Women’s contribution to increasing women’s leadership and participation in peace and security and humanitarian response • Joint Systemic Review of Gender Equality in Development • OIOS evaluation on UN-Women’s normative support work and its link with operational activities • Regional evaluation of UN-Women’s contribution to UN system coordination on GEEW in Europe and Central Asia (forthcoming) • ECA Regional Office Desk Review of 12 UNDAFs in Europe and Central Asia
Survey Data	<ul style="list-style-type: none"> • OIOS surveys on UN-Women’s normative support work and its operational linkages • QCPR Monitoring Survey (administered by UN-DESA) • DOCO survey of UN Resident Coordinators
Articles/Websites	<ul style="list-style-type: none"> • Relevant articles/websites on the SDGs and Beijing+20 (e.g. AWID) • Online platforms (e.g. I know Politics, Knowledge Gateway, etc.)
Other	<ul style="list-style-type: none"> • Theoretical documents, e.g. feminist perspectives, systems theory • Documents on UN system reform and the creation of UN Women

Appendix VI Background Note on Country Selection: Portfolio Review, Country Case Studies and Virtual Consultations

UN Women works in 120 countries out of 159 countries covered by UN Resident Coordinators leading UN country or multi-country teams. Depending on the country, UN Women has different types of presence: in 6 countries it has Regional Offices (RO), another 6 countries have a Multi-Country Office (MCO) covering an additional 46 countries, 43 countries have a Country Office (CO) (excluding Egypt & Kenya that are counted as ROs). In 66 countries, UN Women has “programme presence”,³¹ and in 36 countries it has no presence.

The table below shows UN Women’s type of presence by region.

Table 1. UN-Women’s Type of Presence by Region

Region	Regional Offices	Multi-Country Offices	Additional Countries covered by a MCO	Programme Presence in countries covered by a MCO	Country Offices (except Egypt & Kenya)	Programme Presence (in countries not covered by MCO)	Other presence (Project Office or Gender Advisor at the RCO)	No Presence	Total number of UN-Women types of presence
AP	1	2	16	4	8	5	0	3	32
Arab States	1	1	2	2	3	0	1 (Yemen)	8	8
ECA	1	1	3	2	5	4	1 (Turkey)	5	14
ESA	1	1	4	0	11	1	0	6	18
LAC	1	1	21	1	10	5	0	4	38

³¹ Countries with UN Women programme presence or project presence have been generally considered as those countries satisfying at least one of these conditions: they are covered by an MCO (as indicated in UN Women’s file UN Women 2014 – Multi-Country Offices), they have a UN Women national or international staff, and/or they have some level of investment by UN Women. They amount to a total of 66 countries: 18 countries with programme presence (Cape Verde, Chile, China, Guinea Bissau, Honduras, Indonesia, Kosovo, Laos, Myanmar, Nicaragua, Niger, Peru, Philippines, Serbia, Somalia, FYR Macedonia, Ukraine, Uruguay); 46 countries covered by MCOs, among which 9 countries have some programme presence on the ground (Algeria, Bhutan, Jamaica, Maldives, Samoa, Sri Lanka, Tajikistan, Tunisia, Uzbekistan); plus 2 more countries with a project office or a gender advisor sitting at the RCO (excluding Turkey because it is counted as a RO). Some Regional Offices coexist with a Country Office, as in the cases of Egypt and Kenya. Turkey counts with a Regional Office in Istanbul and a Project Office in Ankara. For the purpose of simplification, we have only counted countries with regional offices once in the category of regional offices.

Region	Regional Offices	Multi-Country Offices	Additional Countries covered by a MCO	Programme Presence in countries covered by a MCO	Country Offices (except Egypt & Kenya)	Programme Presence (in countries not covered by MCO)	Other presence (Project Office or Gender Advisor at the RCO)	No Presence	Total number of UN-Women types of presence
WCA	1	0	0	0	6	3	1 (CAR)	11	11
Total	6	6	46	9	43	18	3	37	121
Total of presence (%) over total number of countries covered by UN-Women work	5%	5%	38%		36%	15%	2%		100%

Source: UN Women Excel file 'Criteria for Country Selection_05em (SE23Mar)'; List of UN Resident Coordinators as of 31 August 2015; other UN Women internal documents.'

The Country Portfolio Review

Based on consultations with UN Women, the country portfolio included 26 countries. Six of those countries were included as country case studies (country visits); another 6 countries were considered for virtual consultations (see below). The rest of the countries were analyzed through desk research, including five countries with no presence of UN Women staff (Montenegro, Malaysia, Argentina, Eritrea and Chad), which were reviewed with the support of the IEO. A preliminary list of 20 countries was developed and other countries identified to allow for qualified input that points at “learning experiences.” The final list of 26 countries ensured coverage of all typologies of country offices and all modalities of coordination results.

The unit of analysis of the country portfolio review is the implementation of UN Women’s UN-system coordination mandate at the country level.

The detailed criteria for country selection and the list of 26 countries included in the portfolio review are presented below. Overall, this sample has the following characteristics:

- UN-Women presence: 5 countries with a Multi-Country Office (MCO), 9 countries with a Country Office (CO), 7 countries with Programme Presence (two of them as part of a MCO countries), and 5 countries without presence
- Regions: 5 countries from the Asia Pacific region, 4 from Arab States, 4 from Eastern Europe and Central Asia, 4 from Eastern and Southern Africa, 5 from Latin America and the Caribbean, and 4 from West and Central Africa
- DaO countries (both first generation and self-starter) and non-DaO countries
- Income level: low, lower-middle, upper-middle, and high-income countries
- Context: development and humanitarian contexts; least developed countries; fragile states
- Level of investment: countries receiving high and low levels of UN-Women investment.

The evaluation team used a multi-tier approach to sampling countries. The first tier was designed to ensure representation of different types of UN Women’s presence. This is considered by UN Women as a key factor affecting the performance of its UN system coordination function. Using this as the first criterion for selecting the sample, the evaluation team identified a sample of countries made up of:

- 5 countries with a MCO³² (i.e. all the MCOs³³)
- 9 countries with a CO (i.e. 21% of the total number of countries with COs)
- 7³⁴ countries with Programme Presence, including the MCOs (i.e. 11% of the total number of countries where UN-Women has programme presence); and
- 5 countries without presence (i.e. 14% of the total number of countries with no UN-Women programme presence)

³² We looked at UN Women’s coordination work in the country where the MCO is located, plus any other country already included in the country portfolio.

³³ Since the ECA MCO was included in the regional evaluation.

³⁴ The 13 countries with UN Women programme presence include 6 MCOs and 7 other countries.

The evaluation team then determined the number of countries to be selected per region by dividing 20 by the number of regions. The evaluation team ensured that no region had fewer than three countries in the portfolio review. Given the higher presence of UN Women in the Asia and the Pacific and Latin America regions, the evaluation team assigned one additional country to each one of these two regions. The table below shows the number of countries selected by region.

Table 2. Number of Countries Selected by Region Based on the Presence of a CO or Programme Presence

Region	Number of countries with a CO or PP	Number of Selected Countries
Asia Pacific Region	31	4
Arab States	6	3
Eastern Europe and Central Asia	13	3
Eastern and Southern Africa	17	3
Latin America and the Caribbean	37	4
West and Central Africa	12	3

Finally, within each region, the selection of countries ensured (to the extent of possible):

- Coverage of the different sub-regions; and
 - A mix of countries with the following characteristics, which were drawn from the TOR and the interviews conducted during the Inception Phase:
 - Inclusion of both DaO and no-DaO countries³⁵
 - Income level: both low and middle-income levels
 - Type of context: development and humanitarian.

The countries included in the country portfolio review are listed in the table below.

³⁵ This criterion is not applicable to the Arab States Region as there are no DaO countries.

Table 3. List of Countries Included in the Country Portfolio Review

Country	UNW Region	UNW Regional Office	UNW Multi-CO	UNW Country Office	Programme presence	No presence	Level of investment by UN-Women (2013-draft/2014 expenditure)	DaO/Self-starter DaO country	Developing humanitarian context	Country income	Least developed country	Fragile state	UNDAF specific gender outcome	Used as country case study in other evals	DPKO/PB	UN Women led/ participated a JP w/ GE as main focus	UN Women led/ participated in a JP GEEW not main focus (from 2011 onwards)	UN Women leads UNCT Gender Interagency Group (GIG)	UN Women is substantially involved in other UNCT thematic groups	UNCT Scorecard implemented	# intl professional UN Women staff	# NOA-NOD (professional local staff)	Del. of Auth
Fiji	AP		x		x		\$9,571,544.01			U/M						Yes	No	Yes	Yes		4	4	Yes
India	AP		x		x		\$9,905,606.54			L/M			Yes	EVAW & OIOS	PK	Yes	Yes	Yes	Yes	Yes	2	5	Yes
Timor Leste	AP			x			\$4,241,326.13			L/M	x	A				No	No	Yes		Yes	4	2	Yes
Myanmar	AP				x		\$39,394.15		H	L/M	x	A											
Malaysia	AP					x				U/M													
Jordan (covering Syria)	Arab States			x			\$7,234,472.03		H	U/M			No	WEE		Yes	No - TBC	N/A	Yes	Yes	2	2	Yes
Morocco	Arab States		x		x		\$5,232,353.08			L/M			No	EVAW		Yes	Yes	Yes	Yes			2	Yes
Tunisia	Arab States				x		\$1,041,293.79			U/M			No			Yes	Yes	Yes	Yes			1	
Algeria	Arab States				x		\$790,435.56		H	M													
Kyrgyzstan	ECA			x			\$2,930,896.53	x (2009)		L/M		HW				Yes	Yes	Yes	Yes		2	3	Yes
Ukraine	ECA				x				H	L/M													
Montenegro	ECA					x		x (2009)		U/M													
Serbia	ECA				x					M						Yes	Yes	Yes	Yes	Yes	1		
Malawi	ESA			x			\$2,981,024.61	x (2009)		L	x	HW				No	Yes	Yes	Yes	Yes	Yes	1	Yes
South Africa	ESA		x		x		\$6,331,175.96			U/M				WEE		Yes	Yes	Yes	Yes		2	2	Yes
Tanzania	ESA			x			\$5,612,221.28	x (2006)		L	x	HW	No				Yes	Yes	Yes		3	1	Yes
Eritrea	ESA					x		x (2015)	H	L	x	A											
Barbados	LAC		x		x		\$4,456,076.17			H			No	Jamaica/Grenada (EVAW)			Yes	N/A	Yes		1	4	Yes
Colombia	LAC			x			\$5,251,563.97		H	U/M		HW		P&S		Yes	Yes	Yes	Yes	Yes	1	2	Yes
Uruguay	LAC				x		\$846,266.36	x (2006)		H												1	
Mexico	LAC			x			\$7,396,334.56			U/M						Yes	Yes	Yes	Yes		1	2	Yes
Argentina	LAC					x				H													
Guinea-Bissau	WCA				x		\$675,807.93	x (2006)		L/M	x	A	Yes			Yes	Yes	Yes	Yes				
Mali	WCA			x			\$7,197,703.19	x (2010)	H	L	x	A	Yes		PK	No	Yes	Yes	Yes		1	1	Yes
Cote d'Ivoire	WCA			x			\$2,307,947.089	x (2014)	H	L/M		HA			PK	Yes	Yes	No	Yes	Yes (2015)	1	1	Yes
Chad	WCA					x		x (2014)	H	L	x	HA											

As per the Fund for Peace Fragile States Index: VHA=Very High Alert, HA=High Alert, A=Alert, and HW=High Warning

In red, countries that have already been covered by previous evaluations.

Country Case Studies

In order to select countries to inform the country case studies (through in-depth country visits), the evaluation team began with the countries proposed for the country portfolio review and then considered: i) capacity of the UN Women’s country staff to support a mission;³⁶ ii) whether the country had already participated in a recent corporate evaluation as a country case study; iii) on the basis of a preliminary scan of the UN Women Results Monitoring System (RMS) for the reporting year 2014, the extent to which results reported for 2014 seem to be linked to UN system coordination efforts; and iv) logistical aspects including potential budget implications .

The table below lists the countries visited during field missions in the spring of 2015.³⁷

Table 4. Country Visits

Asia and the Pacific	Arab States	Europe and Central Asia	East and Southern Africa	Latin America and the Caribbean	West and Central Africa
<p>Fiji</p> <p>It is a MCO It works in a very particular context, with small islands and communication barriers A preliminary review of the results reported for 2014 suggests that there are several contributions of the UN system coordination mandate to those results</p>	<p>Jordan</p> <p>It has a CO and covers Syria, which has a humanitarian context and is a fragile state. A preliminary review of the results reported for 2014 suggests that there are a few contributions of the UN system coordination mandate to reported results</p>	<p>Kyrgyzstan</p> <p>A CO with full delegation of authority, representing Central Asia Recommended by RO A preliminary review of results reported for 2014 indicates that there are contributions of the UN system coordination mandate to those results</p>	<p>Malawi</p> <p>It has a CO It was recommended by several interviewees It is a DaO country It is a least developed country</p>	<p>Mexico</p> <p>It has a CO It receives a relative high level of UN-Women investment It was recommended by several interviewees A preliminary review of the results reported for 2014 suggests that there are several contributions of the UN system coordination mandate to those results</p>	<p>Mali</p> <p>It has a CO It was recommended by interviewees However, from a preliminary review of the results reported for 2014, it is not clear how the UN system coordination mandate contributed to those results</p>

³⁶ The original selection included Fiji, Mali, Mexico, Tanzania, and Egypt. However, due to UN-Women CO’s office capacity in Egypt and in Tanzania, these two countries were replaced for, respectively, Jordan and Malawi.

³⁷ The Kyrgyzstan mission took place in the first half of September as part of the ECA regional evaluation on this same topic.

Virtual Consultations

A total of 6 countries were covered through virtual consultations.

Table 5. Countries for Virtual Consultations

Asia and the Pacific	Arab States	Europe and Central Asia	East and Southern Africa	Latin America and the Caribbean	West and Central Africa
<p>Myanmar UN-Women staff is located at the RC office. UN-Women has placed a Senior Gender Advisor to support the UNCT and the GTG. UNFPA Chairs the G</p>	<p>Tunisia It seems that the country has just recently (2013 or 2014) completed the new UNDAF. It would therefore be interesting to see how the coordination mandate has been used in this context. In addition, since the field mission is proposed to be carried out in a Middle East country, the virtual consultations could be conducted in a country in the Maghreb region</p>	<p>Serbia -It has programme presence -Supervised by the Regional Office -Post-conflict country</p>	<p>Tanzania -It was recommended by several interviewees -It is a DaO country</p>	<p>Uruguay -It has programme presence -It was recommended as an interesting case for coordination -It is a DaO country</p>	<p>Guinea-Bissau UN-Women staff is located at the RC office and is supporting the GTG and Gender mainstreaming in the National and UNS frameworks. UN-Women is also planning to support RC and UNCT to do a gender score card in 2015. UN-Women is also coordinating the implementation of two main UN joint PBF project on women and elections and economic empowerment. UNW</p>

Appendix VII Portfolio Review

Definitions and Abbreviations

UN Women Impact Areas

EVAW	Elimination of Violence Against Women
WEE	Women's Economic Empowerment
WPP	Women's Political Participation
WPS	Women, Peace and Security
NPS	Norms, Policy and Standards
GSG/NP	Gender Sensitive Governance and National Planning

Coordination Approaches

Advocacy/campaigns	Wide audience communications/outreach campaigns, including UNiTE Campaign/Orange Day/16 Days of activism, HeforShe Campaign, Beijing+20 and other national campaigns.
Knowledge generation/sharing	Activities related to the generation, analysis, use and sharing of knowledge intended to improve programmes through various means.
Policy advice/dialogue	Upstream work involving support for and provision of recommendations regarding a course of action. Includes facilitation, participation or contribution to policy dialogue with national partners, notably around the Post-2015 agenda, CEDAW reporting and to compliance to other global frameworks
Technical assistance/capacity development of local partners	The process by which skills, systems, resources and knowledge are strengthened, created, adapted and maintained over time in order to achieve development results.
UNCT/UNS Gender mainstreaming	Gender mainstreaming in UNDAF/CCA, technical advisory support to UNCT and UNS, UNCT/UNS Capacity assessment and capacity building

Interagency Coordination Mechanisms

Accountability frameworks	GEEW accountability mechanism include the UNCT Gender Scorecard Assessment (UNCT Performance indicators for Gender Equality and Women's Empowerment), gender audits
GTG	Gender Theme Group
IAWG	Other UN Inter-Agency Working Groups
JA	Joint Actions: Bilateral or broader interagency actions that fall outside of the mechanisms described above that can include joint advocacy activities, joint communications, joint M&E, joint planning, etc.

Interagency Coordination Mechanisms

JP	Joint Programmes/Programming: A set of activities contained in a joint work plan and related common budgetary framework involving two or more UN organizations and (sub-) national governmental partners, intended to achieve results aligned with national priorities as reflected in UNDAF/One Programme or an equivalent programming instrument or development framework. ³⁸
UNCT	United Nation Country Team: Structured Head of Agencies decision making group generally guided by a forma UNCT work plan. The UNCT ensures inter-agency coordination and decision-making at the country level. ³⁹
UNDAF	United Nation's Development Assistance Framework
UNRCO	UN Resident Coordinator's Office: UN office formally in charge of coordinating development operations of the UN system in given country ⁴⁰

³⁸ UNDG. (2014). Guidance Note on Joint Programmes. Retrieved <https://undg.org/wp-content/uploads/2015/02/Guidance-Note-on-Joint-Programmes.pdf>

³⁹ <https://undg.org/home/country-teams/unct-home/>

⁴⁰ <https://undg.org/home/resident-coordinators/>

1. Introduction

1.1 Overview

The portfolio review is a document-based analysis focusing on the implementation of UN Women's UN-system coordination mandate in 26 countries. The review provides a broad overview of the types of UN Women presence and of the work undertaken by country offices. It provides a "snapshot" of UN Women's coordination work in 2013-2014 and does not intend to provide a description or analysis of the evolution of each of the offices over time. Six of these countries were also the subject of country case studies and an additional six countries were covered through virtual consultations.

This chapter examines the sources of data, limitations, methodology, and sampling for the portfolio review.

1.2 Sources of Data

Documents reviewed for the portfolio review included, amongst others: United Nations Development Assistance Framework (UNDAFs) and recent Common Country Assessments (CCA), UN Women Strategic Notes (SNs), Development Results Frameworks (DRFs), Organizational Effectiveness and Efficiency Frameworks (OEEFs), Annual Work Plans (AWP), UN Women Annual Reports, Gender Theme Group (GTG) plans and reports, Resident Coordinator (RC) Annual Reports, and Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) concluding observations. Documents such as evaluations, gender scorecards, and other complementary sources of information such as the UNDP Human Development Index (HDI) and Gender Inequality Index (GII) were also consulted when available.

For the sake of comparability, and given that during 2011 and 2012 UN Women was establishing its reporting systems, this analysis focused on documents and evidence for 2013 and 2014.

The portfolio review provides aggregated qualitative and quantitative data describing the contexts surrounding UN Women's planned and reported coordination modalities/mechanisms, results of coordination, as well as the characteristics and factors that affect the Entity's work in UN system coordination. Where relevant, the portfolio review disaggregates data by certain variables, namely types of country presence and country status.

1.3 Limitations and constraints

Comparability across countries was a primary concern as reporting may vary from one country to another, both in terms of format and substance. UN Women's programme presence countries, for example, do not have their own plans (i.e. Strategic Notes), results frameworks and reports, making data collection for these countries more challenging. Multi-country offices, on the other hand, have planning and reporting documents that cover multiple countries, thus making it harder to isolate data for single countries.

UN Women recently established a standardized reporting tool, the Results Management System (RMS), which includes harmonized questions and indicators for reporting purposes. However, the RMS does not yet guarantee that countries have reported on all indicators, or that they had the same understanding of the specific questions on which they had to report. To mitigate this constraint, reviewers focused on RMS reports provided for 2014, which for the first time also included a specific question on UN system coordination efforts in relation to development results: "Describe any significant results for women and girls that were achieved as a consequence of UN Women's coordination role in your country." When possible, information drawn from UN Women documentation was triangulated with other sources including UNRC and UNCT annual reports, as well as information collected through field visits and virtual consultations.

For some countries with UN Women presence, the evaluation team had access to workplans and reports from inter-agency coordinating mechanisms such as gender theme groups. In other cases, GTG achievements were presented in UN Women or UNRC annual reports. As these groups do not have standard reporting formats, quality data collected varied from country to country. This constraint was mitigated for countries that were analyzed through field visits and virtual consultations.

The review drew mostly on self-reported data provided by UN Women; thus, observations related to coordination results must be understood as observations about reported result statements (often unverified).

Given the nature of the exercise (document-based), the observations drawn from this review are not intended to be generalized beyond the scope of the concerned countries. The observations below can rather serve to guide future research questions or serve as basis for more in-depth analysis of specific issues.

1.4 Country Selection

The roll out of the regional architecture approved at the end of 2012 has been recently completed and now consists of six Regional Offices (in Nairobi, Cairo, Dakar, Bangkok, Panama and Istanbul), six Multi-Country Offices (MCO), 47 Country Offices (CO) and 30 Programme Presence (PP) countries⁴¹.

Based on consultations with UN Women (IEO, HQ, and Regions) a sample of 26 countries was selected in order to reflect the diversity of regions and operational contexts, and also to consider countries that could represent good opportunities for learning. Specifically, the sample considers:

- UN Women presence: 5 countries with a Multi-Country Office (MCO),⁴² 9 countries with a Country Office (CO), 7 countries with Programme Presence (PP) – two of them under MCO countries authority – and 5 countries with no presence of UN Women
- Regions: 5 countries from the Asia Pacific region, 4 from Arab States, 4 from Eastern Europe and Central Asia, 4 from Eastern and Southern Africa, 5 from Latin America and the Caribbean, and 4 from West and Central Africa
- Delivering as One (DaO) countries (both first generation and self-starter) and non-DaO countries
- Income level: low, lower-middle, upper-middle, and high-income countries
- Context: development and humanitarian contexts; least developed countries

The portfolio review assessed 5 Multi-Country Offices (MCOs) whose operational authority covers a number of countries. Rather than analyzing all the countries covered by the MCO, the unit of analysis was the country hosting the office.

⁴¹ There are 30 programme/project presence countries: 18 countries with programme presence (Cape Verde, Chile, China, Guinea Bissau, Honduras, Indonesia, Kosovo, Laos, Myanmar, Nicaragua, Niger, Peru, Philippines, Serbia, Somalia, FYR Macedonia, Ukraine, Uruguay); 9 countries under MCOs that have some programme presence on the ground (Algeria, Bhutan, Jamaica, Maldives, Samoa, Sri Lanka, Tajikistan, Tunisia, Uzbekistan); plus 3 more countries with a project office or a gender advisor sitting at the RCO (including Ankara office in Turkey). Some Regional Offices coexist with a Country Office, as in the cases of Egypt and Kenya. Turkey counts with a Regional Office in Istanbul and a Project Office in Ankara.

⁴² The only MCO not included is Kazakhstan MCO because it was the subject of an MCO portfolio evaluation in 2015.

1.5 Methodology

The portfolio review methodology draws on UN Women’s Implementation strategy for the system-wide and inter-agency mandates and functions (UN Women’s Coordination Strategy), notably its first strategic outcome “Enhanced UN system coherence and mobilization of joint action for GEEW.” The Coordination Strategy emphasises the need for UN Women to “prioritize its thematic areas of focus, taking into account national contexts and capacities of UN Women and other UN entities at country level” but does not preclude working beyond the scope of its strategic plan. The portfolio review has thus linked UN Women’s coordination work to its Strategic Plan’s impact areas (see sidebar).

UN Women Impact Areas

EVAW: Elimination of Violence Against Women
 WEE: Women’s Economic Empowerment
 WPP: Women’s Political Participation
 WPS: Women, Peace and Security
 NPS: Norms, Policy and Standards
 GSG/NP: Gender Sensitive Governance and National Planning

When laying out UN Women’s coordination role at country level, the Coordination Strategy refers to various mechanisms on which UN Women should rely to further implement its mandate, most notably Delivering as One (DaO), Joint Programmes (JP) and Gender Theme Groups (GTG). These mechanisms were also taken into account in this review.

Finally, strategic outcome to “increase system-wide gender mainstreaming” lays out the “approach that UN Women will follow in supporting gender mainstreaming across some clusters of the work of the UN system”. These approaches were kept in mind while proceeding to the document review in order to further understand the nature of UN Women’s coordination role at country level.

The methodology for the portfolio review comprised four steps:

- Document review for each country, using a standard grid to capture information about eight key variables (see sidebar)
- Data clean up and consistency check, which entailed looking across the grids and ensuring that information was complete and, if possible, updated by information from interviews
- Data aggregation for key variables that lend themselves to aggregation (such as country status, gender inequality index, DaO, number of joint programmes in which UN Women is involved, etc.)
- Qualitative analysis across certain variables such as *planned coordination results, reported coordination results* to identify patterns in relation to:
 - UN Women’s impact areas as noted in its most recent Strategic Plan

Variables considered in the country portfolio review

Country context
 GEEW in UN System
 UN Women presence
 UN Women planning for coordination
 UN Women reporting on coordination
 Profiling of UN Women coordination work in country (focus on impact areas)
 Facilitating/Challenging factors
 Good practices/lessons

The analysis was carried out using Dedoose, a qualitative data analysis software that facilitates coding of text.

2. Characteristics of the Countries Sampled

The sample of countries selected for this exercise is composed of a mix of countries having different income and human development index (HDI) levels as shown in the figures below for 2013⁴³.

Figure 1. Sampled Countries: Distribution by income level

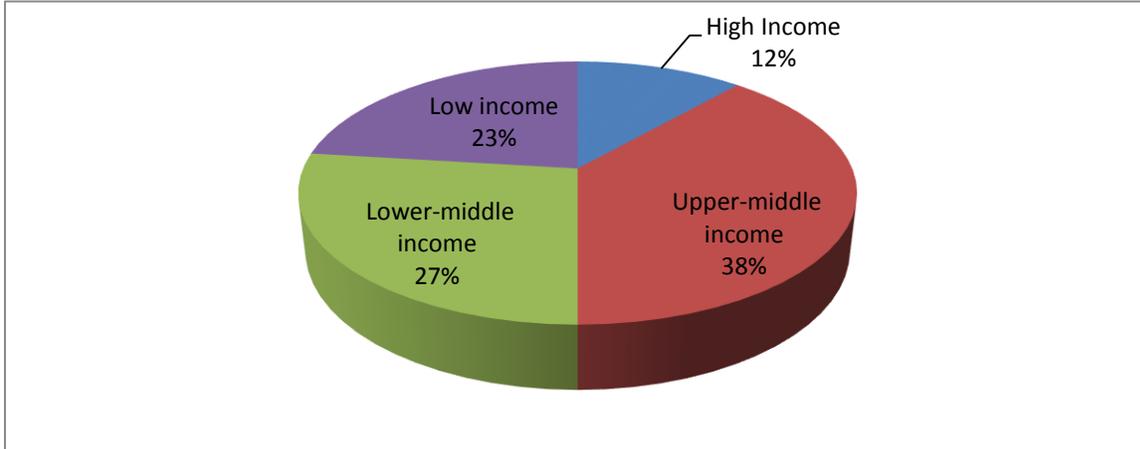
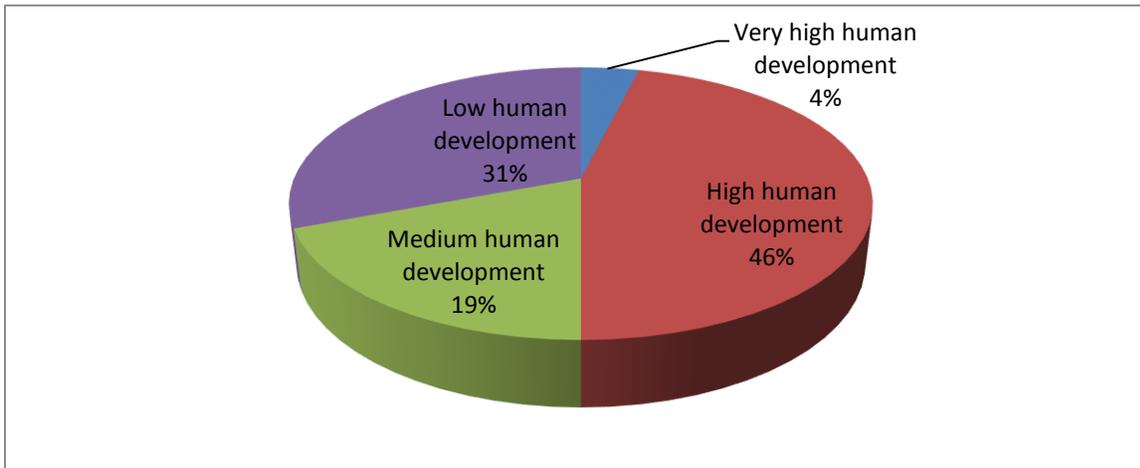


Figure 2. Sampled Countries: Distribution by HDI level



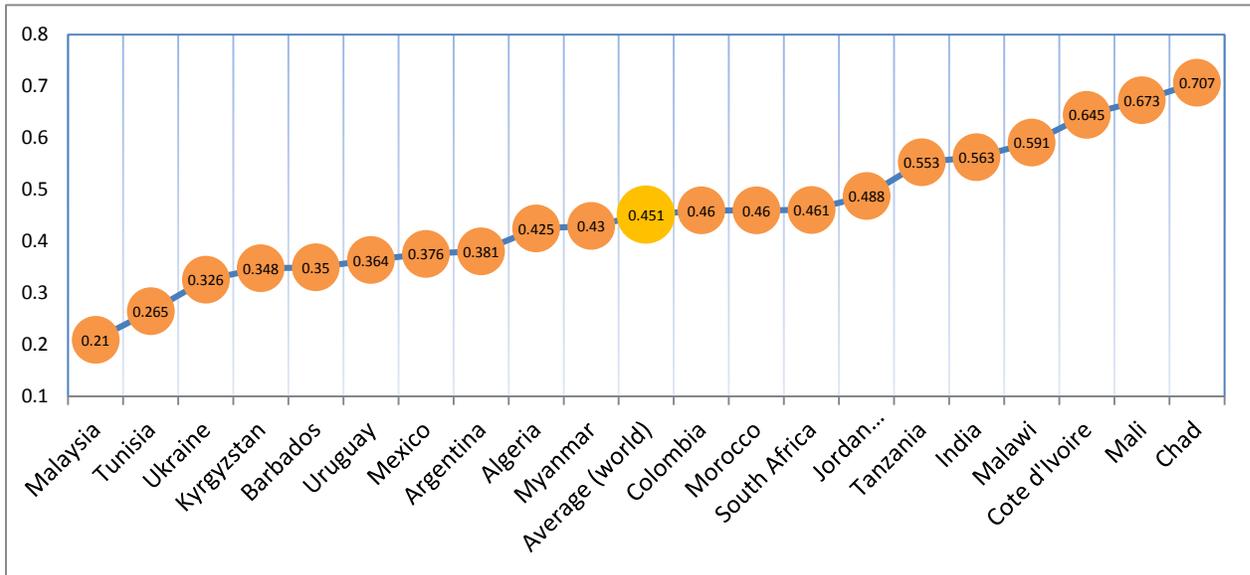
The Gender Inequality Index (GII) was calculated by UNDP for 20 of the 26 countries in the sample⁴⁴. As shown in Figure 3, half had a GII rating higher than the world average of 0.451 and half were lower. The GII can be interpreted as a combined loss to achievements in reproductive health, empowerment, and labour market participation due to gender inequalities. A higher GII score means higher inequalities and higher loss to human development. The world average score of 0.451 indicates a percentage loss of 45.1 per cent in achievements across the three dimensions due to inequalities.⁴⁵ Interestingly, all countries sampled signed CEDAW and fifteen have signed the Optional Protocol.

⁴³ UNDP. (2014) Human development report for 2013.

⁴⁴ Ibid.

⁴⁵ <http://www.undp.org/content/dam/turkey/docs/Publications/hdr/HDR2014%20FAQ%20GII%20EN.pdf>

Figure 3. Sampled Countries by Gender Inequality Index⁴⁶



Two countries have ongoing peacekeeping missions (Cote d’Ivoire, Mali) while one (Timor-Leste) completed its mandate in 2012. At least 10 countries are currently or recurrently facing humanitarian situations (Chad, Colombia, Cote d’Ivoire, Eritrea, Jordan covering Syria, Ukraine, Mali, Myanmar, Tanzania and Malawi).⁴⁷

On average, United Nations Country Teams (UNCT) were composed of 16 agencies.

The sample includes nine countries whose governments officially requested the adoption of Delivering as One (DaO). Among these, six requested DaO adoption prior to 2011 thus the DaO implementation process should be more advanced than in recent DaO countries.

⁴⁶ No data are available for Serbia, Fiji, Timor-Leste, Guinea-Bissau, Eritrea and Montenegro.

⁴⁷ Criteria used to establish whether a country is in a humanitarian context include: (i) country level presence of an active Office for the Coordination of Humanitarian Affairs (OCHA) or (ii) country having received more than 30 millions USD in humanitarian funding in a single year since 2011 according to OCHA Financial Tracking Service

3. UN Women's Presence

3.1 Overview

This chapter examines the operating modalities, financial resources and staffing of UN Women in the countries sampled.

3.2 Operating Modalities

UN Women has presence in 21 of the 26 countries considered in this portfolio review. While there are three official models (MCO, CO, PP) of UN Women presence considered in the sample (excluding no presence countries), we noted in fact a wider variety of operating modalities in programme presence and no presence countries.

- Five multi-country offices (MCOs) with full delegation of authority that oversee from 3 (i.e. Morocco MCO) to 23 (i.e. Barbados MCO) programme presence countries
- Nine country offices (COs) with full delegation of authority
- Seven countries classified as programme/project presence countries (PP), five of which are supervised by a RO and two by an MCO. Moreover, PP countries have different operating characteristics, which include:
 - Countries where UN Women does not have a Representative but has a Gender Advisor in the RC Office (Myanmar)
 - Countries where UN Women has a Programme Manager and programming budget/funds (Guinea-Bissau, Serbia)
 - Countries where UN Women has a Programme Manager but no programming budget/funds (Uruguay)
 - Countries where UN Women has a presence focused on a specific project (Ukraine)
 - Countries under MCO authority, but with no staff in the country (Algeria)
 - Countries under MCO authority, with staff in the country (Tunisia)
- Five countries where UN Women does not have a presence, and where it is considered a non-resident member of the UNCT.
 - Two countries where there used to be a UN Women presence (Argentina, Montenegro).
 - Three countries where there has never been any UN Women's presence (Malaysia, Eritrea, Chad).
 - Three countries where the UNCT has received support from UN Women RO or HQ as required (Malaysia, Montenegro, Argentina).

3.3 Financial Resources

The financial data collected for the year 2014 provide information on annual budgets of UN Women's offices and show different trends related to different types of presence.

- MCOs, which may cover up to 23 countries, have higher budgets that range from USD 2.1 million (Morocco) to USD 9.6 million (Fiji) [Average = USD 5 485 474]. On average, MCOs had to mobilize 34 per cent of their resources for 2014.

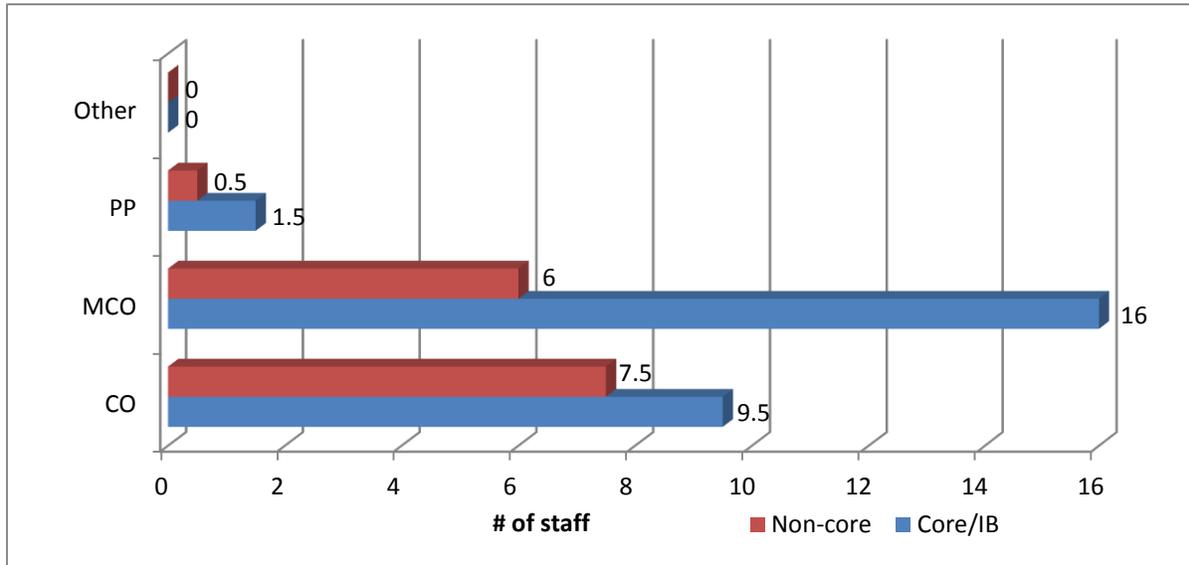
- COs (with delegation of authority) have annual budgets that range from USD 2.1 million (Kyrgyzstan) to USD 7.5 million (Tanzania) [Average = USD 3 866 014] On average, COs had to mobilize 43 per cent of their resources for 2014.⁴⁸
- PP offices had the most limited budgets, ranging from zero (Uruguay) to USD 1.6 million (Guinea-Bissau) [Average = USD 502 538].⁴⁹ Data on percentage of resources mobilized were not consistently available for these countries.

In 2014, the average budget of the offices sampled (excluding no presence) was approximately USD 3.4 million.

3.4 Staffing

In terms of staffing, MCOs within the sample have the highest number of staff financed by core and institutional budgets (IB) with an average of 16 staff per MCO⁵⁰ while COs have on average 9.5 staff per office. COs and MCOs have on average 7.5 and 6 non-core staff in addition to their core staff. Programme presence (PP) countries have an average of 1.5 core staff and 0.5 non-core staff, reflecting the fact that in some countries, such as Ukraine and Guinea-Bissau, there may only be one non-core staff member.

Figure 4. Staffing structure



⁴⁸ Non-Core resources to be mobilized for 2014, this figure excludes Tanzania as data were not available

⁴⁹ Excluding Algeria, for which no data were available

⁵⁰ Excluding Morocco MCO as data were not available.

4. Common Coordination Mechanisms

4.1 Overview

This chapter examines UN Women’s participation in gender theme groups, other inter-agency working groups, and joint programmes in the countries sampled.

4.2 Gender Theme Groups

According to UN Women’s coordination strategy, Gender Theme Groups are a “major conduit, organizational framework and mobilization mechanism for joint action and better coordination of the work on GEEW at the country level.”⁵¹ Within the limits of data availability and comparability, this review pays particular attention to the broad characteristics of GTGs in countries sampled, and more specifically, to their work plans and reported results attributed to or aiming to strengthen GTGs. Consulted documents include the latest GTG work plans, UN Women’s Strategic Notes, GTG annual reports, RMS data, and RC annual reports for 2014-2015.

Of the 26 countries included in the portfolio review, 22 have a gender theme group (GTG)⁵² and, in 18 of these, UN Women is playing a prominent role in the group – by chairing, leading, holding the secretariat (13 countries) or co-chairing the group (5 countries).

- All 9 COs with delegation of authority have GTGs for which UN Women plays a leading or co-leading role
- Of the 7 programme presence countries, 5 have GTGs and UN Women plays a leading role in 3 of them.
- Of the 5 no-presence countries, 4 have GTGs.

In four of the sampled countries, the GTG is extended to include non-UN actors such as donors or civil society organization (CSOs) either permanently or on specific occasions.

- In Mali, Kyrgyzstan and Ukraine, the extended GTG includes donors in the country but may not include all of the resident entities of the UN system. The extended GTGs are established in order to facilitate coordination in support of aid effectiveness on GEEW, often as part of broader donor coordination structures in the country.
- In Guinea-Bissau, the extended GTG includes CSOs and is convened periodically.

⁵¹ UN Women. (2014). Implementation strategy for the system-wide and inter-agency mandates and functions of UN women.

⁵² Eritrea, Barbados, Tunisia do not have GTGs. No evidence was found regarding Algeria.

Table 1. Characteristics of the UN in the 22 countries with a GTG

	MCO				CO									PP				Other				
	Fiji	India	Morocco	South Africa	Colombia	Cote d'Ivoire	Jordan (Syria) ⁵³	Kyrgyzstan	Malawi	Mali	Mexico	Tanzania	Timor-Leste	Guinea-Bissau	Myanmar	Serbia	Ukraine	Uruguay	Argentina	Chad	Malaysia	Montenegro
GTG	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Extended GTG							x		x					x*			x					
UN Women leading GTG	x		x	x	x	x	x	x		x	x	x				x		x	x			
UN Women co-leading GTG		x							x				x		x							x
Other IAWG	x	x	x	x	x		x	x	x	x	x	x				x		x	x			
Gender Scorecard ⁵⁴	x	x			x	x	x		x				x			x						
DaO ⁵⁵						x		x	x	x		x						x		x		x
Pre-2011 DaO								x	x	x		x						x				x

* GTG occasionally extended to include non-UN actors

⁵³ GTG in Jordan (covering Syria) was established in 2015.

⁵⁴ Tunisia also implemented the Gender Scorecard

⁵⁵ Eritrea is a recent DaO country but does not appear here as it does not have a GTG or extended GTG

In the sample, there appears to be a positive correlation between delegation of authority to UN Women country offices and the role it plays in the GTG, considering it has a leading or co-leading role in the GTGs of all countries where there is a UN Women country office with delegation of authority (while it is not the case in the six PP countries, as it leads the GTG in only two of these countries). However, data also show that UN Women's presence is not a necessary condition for GTGs to exist as GTGs are present in countries where UN Women has no office presence (Argentina, Chad, Malaysia and Montenegro). These four countries have active GTGs that meet regularly.

In the countries sampled, eight of the nine Delivering as One (DaO) countries have a GTG (Eritrea is the exception). In addition, all six countries that adopted DaO prior to 2011 have GTGs. On the other hand, out of the 16 countries that are not DaO countries, 13 (or 81 per cent) have GTGs. As such, there no clear correlation between DaO and the presence of GTGs in a country.

4.3 Other Inter-Agency Working Groups (IAWG)

Across the countries where it has presence, UN Women's participation in other inter-agency working groups (IAWG) is less consistent than its participation in GTGs. In non-DaO countries, UN Women participates in at least one other IAWG in 8 of the 17 (47 per cent) countries. However, the figures are quite different in DaO countries. UN Women participates in at least one other IAWG in 5 of the 6 (83 per cent) "pre-2011" DaO countries and in 7 of the 9 (78 per cent) official DaO countries. This suggests there might be positive correlation between the degree of implementation of DaO and the inclination of UN Women to get involved in other IAWGs in a given country.

However, a more plausible correlation may exist between delegation of authority and IAWG participation as 10 out of 14 (71 per cent) offices with delegation of authority (MCOs and COs) participate in other IAWGs while only 3 out of 14 offices (21 per cent) with no delegated authority clearly mention participating in other IAWGs. This possible correlation is also consistent with the fact that countries with reduced presence rely on fewer human resources and less financial resources thus lacking the capacity to take the lead (or contribute to) in all gender related endeavors.

4.4 Joint Programmes in which UN Women is involved

Between 2011 and 2015, UN Women COs were involved in an average of three joint programmes (JPs) and MCOs were involved in an average of three JPs in total across the countries they cover.

COs operating in humanitarian contexts were far more likely to be involved in JPs (an average of four JPs) than COs operating in development contexts (an average of one JP). The COs involved in the most JPs were Tanzania (6 JPs), Colombia (5 JPs), Jordan covering Syria (5 JPs) and Cote d'Ivoire (5 JPs); these COs all operate in humanitarian or peacekeeping contexts. This suggests that both donors and UN stakeholders may see the heightened need for and benefits of joint programming in such contexts. This appears to be supported by the fact that there is generally more donor funding available in those countries including specific funding or trust funds (such as the Peace-Building Fund) targeted to humanitarian contexts.

Mexico was the only CO that was not involved in any JPs in the period reviewed. The office noted that raising funds for JPs in an upper middle income country (UMIC) is a challenging task, thus suggesting this coordination mechanism is not possible in all types of countries. Indeed, Colombia and Jordan (covering Syria) are both UMICs and participate in five gender JPs, but as mentioned above, they operate in humanitarian contexts. Uruguay, a high-income country (HIC), is an interesting case as it has implemented three gender joint programmes in recent years. Indeed, interviews indicated the UN in Uruguay is expected to operate only through JPs because of its DaO status. This JP approach was initially facilitated by UNCT's reliance on a One Fund that could only be used for joint programming. However, although the One Fund has ended, the UN has preserved a

collaborative culture that has allowed UN Women to position GEEW programming at the center of the UN agenda.

Correlations between JPs and the type of UN Women presence could not be investigated, as information on JPs was unavailable for some programme presence countries (Myanmar, Ukraine, and Tunisia).⁵⁶

4.5 Gender Scorecard

The Gender Scorecard was implemented in 9 of the 26 countries in the sample. Eight of these countries had active GTGs led or co-led by UN Women⁵⁷ however collected data did not indicate whether the GTG was instrumental in the Gender Scorecard implementation. As such, there were no observable correlations between the gender scorecard and the income level or human development level of a country, the type of UN Women presence, GTG, UN Women’s role in GTG, humanitarian/development context or to DaO.

5. UN Women Planning for Coordination

5.1 Overview

This chapter examines UN Women’s planning for coordination in the 26 countries sampled.

The observations are drawn from a review of UN Women planning documents such as the Development Results Framework (DRF) and the Organizational Effectiveness and Efficiency Framework (OEEF) – based on the assumption that coordination intentions should be explicit in UN Women’s planning documents– and a review of GTG work plans – since UN Women’s coordination strategy highlights the importance of this mechanism.

5.2 Strategic Notes and the DRF

The following observations focus on the way that the UN-System coordination mandate is integrated into the DRF in the UN Women Strategic Notes, specifically the most recent ones generally covering 2014 and onward.

In the 26 countries reviewed, at least 19 had Strategic Notes⁵⁸ but only eight UN Women offices (COs and MCOs) explicitly planned their intentions to achieve coordinated results in the DRF.⁵⁹ With the exception of Guinea-Bissau, these offices have full delegation of authority.

UN Women Impact Areas

EVAW: Elimination of Violence Against Women
 WEE: Women’s Economic Empowerment
 WPP: Women’s Political Participation
 WPS: Women, Peace and Security
 NPS: Norms, Policy and Standards
 GSG/NP: Gender Sensitive Governance and National Planning

⁵⁶ The limited size of the sample and the absence of information on the number of JPs in which UN Women is involved in certain countries do not allow observing relevant trends.

⁵⁷ Tunisia implemented the Gender Scorecard although it did not have a GTG.

⁵⁸ The five countries with no presence do not have Strategic Notes. Programme presence countries have Strategic Notes (either from RO or MCO) although data was unavailable for Myanmar and Algeria.

⁵⁹ If a DRF referenced joint or coordinated approaches or joint work with other UN entities (at outcome, outputs, or activity level), this was taken to be an “explicit intention” to use collaborative approaches to achieve the desired outcome.

As shown in Table 3, five of these offices (62 per cent) coordinated around the Elimination of Violence against Women (EVAW) while other UN Women impact areas (see sidebar) were mentioned less frequently. Three offices focused on other priorities such as disaster management (Fiji) and maternal mortality (Cote d'Ivoire, Guinea-Bissau). The South Africa MCO is the only office that did not plan coordinated development results aligned with UN Women's impact areas but focused instead on mainstreaming gender in the UN system (results oriented towards the UN).

Table 2. Impact areas around which UN Women Offices' DRF articulates coordination work

UN Women Offices	UN Women Impact Areas						
	EVAW	WEE	WPP	WPS	NPS	GSG/NP	Other
Barbados	x						
Colombia				x			
Cote d'Ivoire	x						x
Fiji	x						x
Guinea-Bissau	x						x
Malawi		x					
Mexico	x	x	x			x	
South Africa							

The UN Women Mexico Strategic Note provides the only example in this group of countries in which the DRF explicitly mentions other UN entities and links them to specific outcomes. UN entities are referred to as providers of parallel funds⁶⁰ to five outcomes articulated to support the provision of “policy advice/dialogue, technical assistance and knowledge generation/sharing activities,” thus reflecting the willingness of UN actors to strengthen coordination around GEEW. Although this planned coordination does not ensure joint implementation, it is a tool to increase cohesion and limit potential overlaps around GEEW among UN actors involved.

Half of the UN Women offices with planned coordination results referred to more than one approach to coordination in the DRF. Furthermore, most DRFs tended to focus on joint provision of technical assistance/capacity development to local partners and mainstreaming gender in UNCT/UNS. The Mexico CO, for example, planned to “enhance capacities of national counterparts to produce and use gender-sensitive statistics” with ECLAC. Fiji planned to provide technical support for the implementation of the National Action Plan on EVAW through a EVAW taskforce supported by other UN agencies, while in Ivory Coast the CO planned to support the Ministry of Health on EVAW and maternal mortality and also more generally through joint UNCT initiatives. Guinea-Bissau PP planned interagency initiatives to provide coordinated technical assistance to VAW service providers in addition to implementation of the H4+ JP (involving UNAIDS UNFOA, UNICEF, WHO, World Bank and UN Women).

⁶⁰ For parallel funds, each agency manages its funds (regular or other) with the objective to achieve a common result, but through different partners. Source : <https://info.undp.org/global/popp/frm/pages/parallel-fund-management.aspx>

Half of the UN Women offices with planned coordination results also planned gender mainstreaming activities for the UN system in their DRF. These activities often involved assessing and building GEEW capacities of UNCT/UNS, ensuring GEEW is mainstreamed in UNDAFs, or GEEW support to the UN (without necessarily mentioning what type of support it would provide).

In most cases where coordinated activities were linked to outcomes in the DRFs reviewed, joint programming was the favoured coordination mechanism, although actions led by UNCTs and GTGs were also mentioned. The reviewed DRFs also refer to joint initiatives/actions (although often remaining vague about the nature of the actions) such as: joint UN work around the UNiTE Campaign (Fiji), UN system action to prevent EVAW (Guinea-Bissau), joint support to implement policies or joint knowledge products (Mexico). In these cases, UN Women might consider being more explicit in its planning document about which specific mechanism or tool they intend to use to coordinate results.

5.3 Strategic Notes and the OEEF

In the 26 countries reviewed, at least 19 had Strategic Notes and 18 of these SNs had an Organizational Effectiveness and Efficiency Framework (OEEF) that included the standard outcome “UN Women contributes to more effective and efficient UN system coordination and strategic partnerships on gender equality and women’s empowerment.” This OEEF coordination outcome is strongly oriented towards strengthening coordination mechanisms or processes rather than on how UN system coordination would be used in support of achieving GEEW results (i.e. development results).

In reviewed OEEFs,

- 72 per cent (13 out of 18) referred to mainstreaming gender into the UNDAF
- 56 per cent (10 of 18) were related to establishing or strengthening the GTG
- 50 per cent (9 of 18) referred to utilization or increased utilization of joint programmes as a modality to achieve GEEW results
- 44 per cent (8 of 18) focused on gender mainstreaming in UNCTs
- 39 per cent (7 of 18) referred to implementation of accountability mechanisms such as the Gender Scorecard, gender audits or other gender markers.

UN Women PP countries provide interesting examples of distinctive coordination mechanism not explicitly referred to in OEEFs although they primarily emphasized efforts around mainstreaming gender in UNDAF and utilization of Joint Programmes (as 3 PP out of 4 used these mechanisms). Indeed, two UN Women PP offices (Guinea-Bissau, Ukraine) planned to establish or strengthen the GTGs, while two others (Serbia, Ukraine) stated they would rely on regional inter-agency groups such as the UNDG Peer Support Group for gender mainstreaming purposes. A less common approach in this set of PP countries was adopted in Guinea-Bissau and Myanmar where UN Women, which is located in UNRC offices, provided special advisory support to the Resident Coordinator. Malaysia, although it has no UN Women presence, is covered by the OEEF of the East Asia and Pacific Regional Office. The regional OEEF emphasized the intent to mainstream gender in UNDAF, in the UNCT, and to work through UNDG Asia Pacific in Malaysia.

The review of OEEFs and DRF highlighted a disconnection between the UN Women’s coordination mandate (explicitly referred to in the OEEF) and its operational and normative mandates (laid out in the DRF). Indeed, the desired/intended development results are not adequately captured in the UN Women OEEF planning documents as OEEFs indicators are “process oriented” and aim to measure the implementation of UN internal processes such as “number of JPs on GEEW”, the “establishment of GTGs”, the “number of GTG meetings” held, or the “implementation” of the

scorecard. Indicators to measure coordination mechanisms are mostly inward looking and are not strongly integrated into the overall development purpose of the Strategic Notes or to any broader theory of change for the UN Women country offices. On the other hand, DRFs remain generally vague about UN Women's mandate to coordinate around development results.

5.4 GTG Work Plans

In the portfolio review, 22 of the 26 countries sampled had active GTGs and the evaluation team had access to the workplans for 16 of these.

GTGs planned to provide joint technical/analytical work or policy advice in the area of gender sensitive and national planning by supporting national plans and policies, providing GEEW related training to ministries, local agencies or CSOs. Uruguay's GTG provides good examples of this type of work as it planned to produce a gender-sensitive analysis of the strengths and weaknesses of Uruguay's legislative agenda from a gender perspective. It also planned to produce the UNS report to CEDAW.

Planned work around EAW in the GTGs was often linked to coordination of campaigns such as the Secretary General's UNiTE campaign (Mexico, Argentina) and the 16 Days of Activism (Timor-Leste). In Colombia the GTG focused on a reference system and analytical work on sexual violence in conflict and, in Serbia, the GTG developed a matrix of UN contributions to the National Strategy on EAW.

While most GTGs used more than one approach, as shown in Table 4, 81 per cent of GTGs (13 out of 16) emphasized gender mainstreaming in UNS (including assessing and building GEEW capacities of UNS), and 63 percent (10 out of 16) focused on policy advice dialogue.

Table 3. Impact Areas and Approaches to Coordination in GTG Work Plans

UN Women Offices	GTG Approaches				
	Policy Advice/ Dialogue	Advocacy/ Campaigns	Technical assistance/ capacity dev.	UNCT/UNS Gender mainstreaming	Knowledge generation/ sharing
Fiji				x	
South Africa	x				
Colombia	x			x	x
Jordan (covering Syria)		x		x	x
Kyrgyzstan	x		x		
Malawi	x			x	x
Mali	x		x	x	
Mexico		x		x	x
Tanzania		x		x	x
Timor-Leste	x	x	x	x	
Serbia	x			x	
Uruguay	x			x	
Argentina		x		x	x

UN Women Offices	GTG Approaches				
	Policy Advice/ Dialogue	Advocacy/ Campaigns	Technical assistance/ capacity dev.	UNCT/UNS Gender mainstreaming	Knowledge generation/ sharing
Chad					x
Malaysia	x	x		x	
Montenegro	x	x		x	

5.5 UNDAF

Out of the 21 countries reviewed having UN Women presence, 14 have UNDAFs that include a specific outcome focusing on gender equality. In all cases (except Myanmar) UN Women or UNIFEM were present at the time of UNDAF development.

A more in-depth review of a subset of the portfolio countries shows that gender equality is extensively incorporated in the UNDAFs, either in outcomes, outputs or their respective indicators (see table 5.3).

However, the intended results for gender equality in the UNDAF results matrices are varied and it is not always clear what constitutes a “gender outcome” (e.g. Maternal and infant health may be considered gender because they involve women, but do not necessarily promote equality or empowerment).

Some outcomes without gender considerations can include outputs and indicators that demonstrate a high degree of gender mainstreaming. On the other hand, some outcomes that mention ‘gender sensitive’ do not actually develop this into any meaningful or measurable results. In addition, many indicators were defined only by simple disaggregation of data, or targets for women’s participation.

To add to the uncertainty of the effectiveness of mainstreaming through the UNDAF, budget/resource allocations to gender equality results in the UNDAF are often unclear.

Table 4. Level of integration of gender in UNDAFs sampled

Country	Period of the UNDAF	Outcomes		Indicators	
		Gender outcome ⁶¹	Indirect gender focus ⁶²	Gender outcome	Indirect gender focus
Barbados	2012-2016	0	0	9	5
Colombia ⁶³	2008-2014	2	0	4	0
Cote d'Ivoire	2013-2015	0	2	1	8

⁶¹ Gender specific normative or policy change or programme activities in areas identified as strategic for women such as GBV or women’s leadership and/or to redress historical inequalities.

⁶² Specific reference to the increased inclusion of women/girls in activities/programs, or women and/or girls as a vulnerable group, or data disaggregation by sex.

⁶³ Colombia’s patterns were a little different – in Out of 99 outputs, 13 were disaggregated by sex and/or gender focused, and three are very specific gender output.

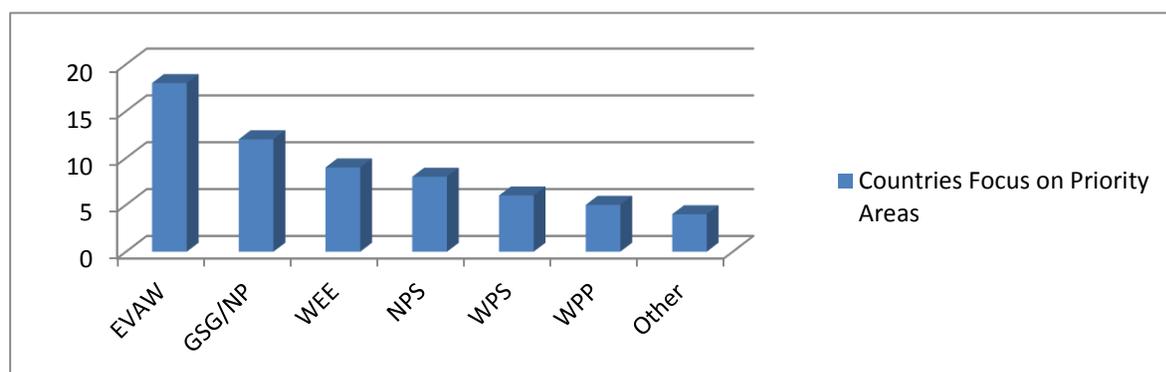
Country	Period of the UNDAF	Outcomes		Indicators	
		Gender outcome ⁶¹	Indirect gender focus ⁶²	Gender outcome	Indirect gender focus
Guinea-Bissau	2016-2020	0	1	2	6
India	2013-3017	2	2	18	11
Jordan	2013-2017	0	2	5	9
Malawi	2012-2016	2	8	22	23
Mali	2015-2019	0	2	16	14
Morocco	2012-2016	3	1	5	3
Tanzania	2011-2015	4	1	n/a	n/a
Timor-Leste	2009-2013	2	4	12	6
Tunisia	2015-2019	2	0	2	2
Uruguay	2011-2015	3	2	6	1
TOTAL		20	25	102	88

6. UN Women reporting on coordination results

6.1 Reporting on overall coordination results

This section explores how UN Women reports on the results of its UN system coordination work in the countries it operates in. Evidence collected through UN Women country level reports (primarily from the 2014 RMS⁶⁴ reports and RC annual reports) allowed determining the main impact areas around which UN Women coordinated with other UN actors to achieve specific development results. As presented in Figure 5, *EVAW* is by far the most common topic on which UN Women reported across all countries assessed with a 69% occurrence rate among the 26 countries (i.e. 69% of offices reported on “joint” results related to *EVAW*), followed by *gender sensitive governance/national planning* with a 46% occurrence rate. It is followed by *WEE* (34%) and *norms policy and standards* (30%).

⁶⁴ A particular attention was given to what was reported under the question : “Describe any significant results for women and girls that were achieved as a consequence of UN Women’s coordination role in your country”

Figure 5. Number of countries where UN emphasizes on UN Women's Impact areas

On average, COs with delegation of authority focus on 3 impact areas, MCOs focus on 2 to 3, PP countries with no delegated authority on 2, and countries with no presence focus on no more than 1 impact area thus indicating that offices with delegation of authority might be more likely to coordinate around a higher number of UN WOMEN impact areas than other types of office presence.

Table 5. Types of approach reported related to UN Women's coordination efforts achievements

	Policy Advice/ Dialogue	Advocacy/ Campaigns	Technical assistance/ capacity dev	Knowledge generation/ sharing
Barbados		x	x	
Fiji	x	x	x	x
India	x	x	x	x
Morocco	x	x		
South Africa	x	x		x
Colombia	x	x		x
Cote d'Ivoire	x	x	x	x
Jordan			x	
Kyrgyzstan	x	x	x	
Malawi	x	x	x	x
Mali		x	x	x
Mexico	x	x		x
Tanzania	x	x	x	
Timor-Leste		x	x	
Tunisia	x	x	x	
Guinea-Bissau	x	x	x	
Myanmar	x		x	x

	Policy Advice/ Dialogue	Advocacy/ Campaigns	Technical assistance/ capacity dev	Knowledge generation/ sharing
Serbia			x	x
Ukraine	x	x	x	
Uruguay	x	x	x	
Algeria				x
Argentina		x		
Malaysia⁶⁵	x	x		x

Policy advice/dialogue

Policy advice/dialogue achievements: 16 countries reported reaching results thought coordinated policy advice/dialogue efforts often aligned with development results related to *Norms, Policy and Standards* and *Gender Sensitive Governance and National Planning* impact areas. Concretely, many offices (Fiji, India, Kyrgyzstan, Mexico, Tanzania) reported having collaborated around the development of UNCT confidential reports to CEDAW, thus not only strengthening UNCT’s understanding of the CEDAW convention and its implications (as noted in Mexico for example) but most importantly, by having some of their inputs and recommendations taken into account in the Concluding Observations of the Committee. These Observations are intended to monitor the implementation of the CEDAW and to formulate concerns and recommendations to the State parties. This exercise is much likely to have considerable influence over the countries’ policy agenda.

In some other cases (South Africa, Morocco), UN Women has acted in coordination with the UN system to organize and participate to events that were useful vehicles to facilitate dialogue between CSO, government decision-makers and UN around country specific GEEW issues. In Morocco for example, UN Women was at the center of a joint UN event around International Women’s Day during which the Ministry of Foreign Affairs and Cooperation officially supported UN Women’s proposition to have a “transformative stand-alone goal on achieving gender equality, women’s rights and women’s empowerment” in the context of the post-2015 development framework and SDGs development. In South Africa, UN jointly supported the National Gender Summit and “provided a critical analysis of gender equality in the country.

The most common achievement reported remains however related joint dialogue with decision maker, or facilitation of dialogue between decision-makers and CSOs, to influence the policy agenda of the countries. In Colombia, the CO reported having created, with UNDP, a space for dialogue for women in political positions with the Ministry of Interior. It reported this forum has pushed the Congress to improve the quota law. In Malawi, UN Women has been leading a taskforce that developed an action plan to fight child marriage and that contributed passing the Marriage, Divorce and Family Relations Bill which rises the age of marriage from 15 to 18. In Tunisia, UN Women, UNFPA, OHCHR and the Secretary of Women engaged in high-level policy dialogue for the withdrawal of a reservation on CEDAW with the state Secretary for Women. In Guinea-Bissau UNWOMEN, UNIOGBIS, and UNDP supported (through an MDG Fund Joint Project) the National Assembly, the Specialized Committee of Women and Children to advocate for ending domestic

⁶⁵ Data available for 2011-2012 only

violence until the Law on Domestic Violence was adopted by the National Assembly on the 18 July 2013. In Cote d'Ivoire UN Women advocated with UNAIDS and UNDP for the adoption of a law on HIV/AIDS which was successfully promulgated on July 2014.

A further look into the types of mechanisms utilized for coordination shows that most of the *policy advice/dialogue* work reported was achieved through joint interagency work with a limited number of UN actors (i.e. a smaller group than UNCTs) that also falls outside the formal structure of JPs. A good example of such work was identified in WPS in Colombia where UN Women, UNICEF, UNDP and OHCHR organized a Transitional Justice Forum to give access to women knowledge and elements to start a reflection about the post-conflict scenario. Four other victims' fora that included more than 1500 at regional and national level were conducted and resulted in concrete proposals that were shared with negotiators for the peace process in La Havana.

Nevertheless work was often discussed, initiated or even conducted during GTG meetings (Fiji, South Africa, Myanmar, Malaysia) or even during UNCT meetings (Malaysia). Joint programmes were not generally used to promote policy advice/dialogue related initiatives (except in Guinea-Bissau).

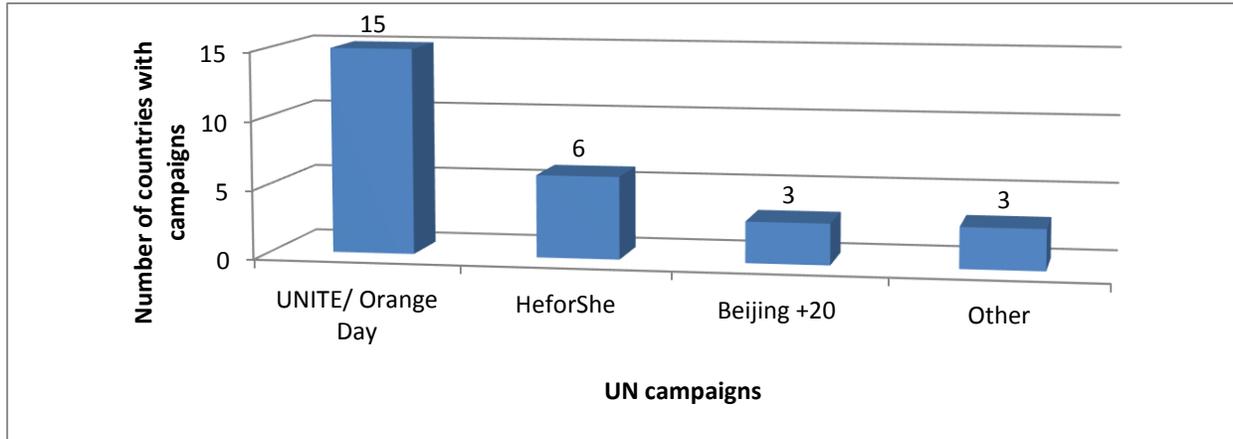
Advocacy work and campaigns

Eighteen countries reported results related to *advocacy/campaigns* work (i.e. wide audience communication initiatives) and most achievements relate to the realisation of GEEW global campaigns as illustrated in Figure 6. While some countries have reported on the activities *per se* (Timor-Leste, Guinea Bissau, Argentina, Montenegro, Barbados, Fiji, India, Mexico), some others reported achieving higher level results. In Mali, the CO reported having celebrated the HeForShe campaign with government agencies and CSOs and having generated and shared audio and visual messages during the 16 Days of Activism. They moreover indicate that these events have generated recommendations that the government has taken into account and integrated into a work plan for 2015. In Tunisia, planning meetings for the 16 Days of Activism have allowed the UN to identify an opportunity to engage in high level policy discussions for the withdrawal of CEDAW reservation (as discussed under policy advice/dialogue).

Other local campaigns were also reported such as in Colombia, where UN Women and UNDP initiated the campaign "Democracy Without Women is Incomplete", in Cote d'Ivoire where the UN commemorated the 14th anniversary of the adoption of resolution 1325 (2000) or in Malawi where UN Women joined FAO for the "International Day of the Rural Women". This also illustrated that while most initiatives are related to ERAW (notably those related on UNiTE, HeforShe, 16 Days of Activism) some also reported advocacy initiatives related to WPP (Colombia, Guinea-Bissau) or WPS (Cote d'Ivoire).

Advocacy initiatives and campaigns were generally planned as joint actions involving two or more agencies, but as for policy advice/dialogue initiatives, they were often promoted, discussed and planned in GTG meetings (Fiji, Morocco, Colombia, Kyrgyzstan, Mexico, Timor-Leste, Uruguay, Montenegro, Malaysia) and in very few cases in UNCT meetings (Barbados, India, Argentina). In some cases, the initiatives were supported and promoted by the Resident Coordinator (Argentina, Ukraine, Kyrgyzstan).

Figure 6. Number of countries where UN Campaigns took place, with participation of UN Women (out of 26 countries in sample)



Technical assistance and capacity development

UN Women has been an active provider of technical assistance as sixteen countries have reported contributions to development results in this area. Many countries reported having provided “technical support”, “inputs” or “assistance” to governments and ministries. As examples below tend to show, consulted reporting document generally refer to activities rather than to actual results (outputs or outcomes). In Jordan, UN Women and UNESCO collaborated on a WEE project in which UN Women provided technical inputs on GEEW. In Core d’Ivoire, UN Women provided technical support to the organisation of the platform of political actors initiated by UNOCI and the Independent Electoral Commission. In India, it provided through the UNCT technical inputs to the government of India on the implementation “One Stop Crisis Center”. In Fiji, UN Women, OCHA, OHCHR and UNHCR, provided technical assistance to the national authorities to assist in conducting a gender-sensitive protection assessment of the impact on affected women and girls. In Kyrgyzstan, it supported the monitoring of the National Action Plan on gender equality. In addition, various offices (Tunisia, Myanmar, Ukraine, Uruguay) reported having provided joint support to the government on their CEDAW reporting engagements.

UN Women also contributed to delivering workshops and trainings to local partners. In Uruguay it for example conducted workshops to the Institute of Women and Foreign Affairs on the CEDAW process through the GTG. In Kyrgyzstan provided workshops to 1000 boys and girls to speak out when confronted to harmful practices. In Malawi, it supported with UNDP a peace building mediation training for faith-based women with the objective to mediate conflicts that might arise during the elections. A similar training was provided in Mali where women mediators were trained to participate in regional and national conflict resolution fora. In Serbia, the UN conducted the JP “Integrated Response to VAW in Serbia” (UNDP, UNICEF, UN Women) for which UN Women delivered general and specialized training to professionals from Centers for Social Work, police, schools and healthcare centers in Vojvodina.

This approach more often relied on joint programming (i.e. technical inputs and trainings were often provided within the context of joint programme implementation) than approaches previously reviews. Joint actions remained common when responding to ad hoc technical requests from local partners, such as activities related government reporting requirements on CEDAW (Tunisia, Myanmar, and Ukraine) or on the Beijing Platform for Action (Timor-Leste). The GTG was also a common source of technical support as it is the case in Mali where the extended GTG contributed to the creation of a partnership among women for peace in Mali and of a draft action plan for 2012-13

or in Myanmar where the GTG provided technical inputs (collected data and conducted a gender situation analysis) to inform the development of an operational plan of the National Strategic Plan for the Advancement of Women 2013-22 (NSPAW).

Knowledge generation/sharing

Knowledge generation and sharing activities were reported in twelve countries and were always a result of GTGs work. In Serbia, the GTG produced “Gender Briefs”, a sort of newsletter on gender achievements of the UNS. In Myanmar, GTG published the document “UN Good Practices on Gender Equality and Women’s Rights”. In Mexico, the GTG published “*ONU en acción para la igualdad de género en Mexico*” a document highlighting UN GEEW achievements in the country. In Malawi, UN held consultations that should lead to the development of a document presenting the history of GE in Malawi.

Few joint actions were conducted such as UN Women and FAO’s desk study on gender in agriculture and rural development and a gender assessment of the sectoral plans of the Ministries of Agriculture, Rural Development, and Environmental Conservation, and Forestry. In Colombia, UNFPA, UNDP and UN Women led a nationwide “Gender Gap Analysis” to reflect on UN role in post-conflict planning and gender equality within that scenario.

Knowledge generation was also intended for internal UN purposes and to mainstream gender within UN programming and mechanisms such as UNDAFs and CCAs. This is further explored in the gender mainstreaming section below.

Mainstreaming gender in the UN-System

UN-wide gender mainstreaming is being reported in twenty countries reviewed and often simply consists in reporting on efforts and activities being deployed to integrate gender in UN programming, most notably in joint programmes, UNDAFs (India, Colombia, Malawi, Tunisia, Guinea-Bissau and Serbia) and CCAs (Algeria, Colombia). In Colombia, the GTG reported having contributed to the development of the CCA and the UNDAF by analyzing the former documents and emphasising the need to strengthen gender focus of the upcoming documents. In Malawi, UN Women reported having developed a cross-cutting issues guideline with the Human Rights Working Group to mainstream and follow-up gender and human rights in the UNDAF. The Fiji MCO reported the GTG has promoted the development of various joint programmes emphasising on GEEW and EVAW in Kiribati, Solomon Islands and Samoa.

Assessing and building UN GEEW capacities through trainings or talks are also often mentioned in report (India, Mexico, Timor-Leste, Tanzania, and Uruguay). In Mexico, UN Women, through the GTG, recently conducted a self assessment survey that highlighted the strengths and weaknesses related to all UN staff’s knowledge on GEEW with the objective to guide capacity building efforts. A similar initiative was conducted in Timor-Leste.

Table 6. Countries where UN Women reported contribution to gender mainstreaming

MCO	CO	PP	No presence
Barbados	Colombia Mali	Tunisia	Algeria
Fiji	Cote d'Ivoire Mexico	Guinea-Bissau	Malaysia
India	Jordan Tanzania	Myanmar	
South Africa	Kyrgyzstan Timor-Leste	Serbia	
	Malawi	Uruguay	

6.2 Reporting on Gender Thematic Groups results

Within the subset of 22 countries assessed that have a GTG⁶⁶, 17 reported achieving results through the GTG for 2014 – although not all reported on a predefined GTG work plan⁶⁷. More specifically, Morocco, Guinea-Bissau, India, Ukraine and Myanmar reported on GTG results although no work plan was identified through this review. In addition, no GTG results report was identified for some countries having developed a work plan for 2014, namely Jordan, Argentina and Chad. Data was collected from GTG annual reports (when available) or RMS reporting system for 2014.

Table 7. Approach to coordination in GTGs

UN Women office	Policy Advice/ Dialogue	Advocacy/ Campaigns	Technical assistance/ capacity dev	Knowledge generation/ sharing	Mainstreaming	Enforcing accountability
Fiji	x	x	x	x	x	
India		x				
South Africa	x				x	
Colombia		x	x	x	x	
Cote d'Ivoire	x				x	x
Kyrgyzstan	x				x	
Malawi	x	x	x	x	x	
Mali	x			x	x	
Mexico		x		x	x	
Tanzania	x	x	x		x	
Timor-Leste		x			x	
Guinea-Bissau		x	x	x		
Myanmar	x		x		x	

⁶⁶ Tunisia, Algeria, Barbados and Eritrea do not have GTGs

⁶⁷ in addition, Malaysia reporting dates back to 2012 and was thus excluded.

UN Women office	Policy Advice/ Dialogue	Advocacy/ Campaigns	Technical assistance/ capacity dev	Knowledge generation/ sharing	Mainstreaming	Enforcing accountability
Serbia				x		
Ukraine			x			
Uruguay	x		x	x	x	
Montenegro		x				

Countries reviewed having reported on GTG results for 2014 generally approached the GTG as a *knowledge sharing* platform and a GEEW knowledge platform for its members (10 countries or 59 %). Fiji's GTG for example developed a glossary of GE resources for education and dissemination purposes within the UN and its partners. They also developed a surge capacity list on gender from resources available within UN to be mobilized in case of disaster. Uruguay also provides an interesting example of *knowledge sharing* that goes beyond information sharing as its GTG organized talks with international experts on the CEDAW. Interestingly, knowledge sharing is the main approach utilized by GTGs in programme presence countries, probably because it is the less resource intensive coordination approach.

A full list of examples is provided in the Technical Note on Gender Theme Groups (Appendix XI).

7. Internal challenging and facilitating factors

The document review allowed identifying three key challenging factors on which UN WOMEN offices reported:

- Human resources:** in 10 of 26 countries reviewed, human resource constraints were specifically identified as an impediment to UN Women's coordination efforts. Interviewed staff at one UN Women Programme Office noted that the operational capacity of the office is limited given the lack of human resources. Compared to UN Women's handful of staff, the UNFPA office in the same country has a staff of approximately 80 persons, including 12 gender advisors. In other cases, some country offices did not have a country representative for most of 2014 as they were going through leadership transitions, thus limiting their ability to operate. In Uruguay, the programme presence office has been progressively reduced to only one staff in 2015.
- Financial resource mobilization:** in 10 of 26 countries reviewed, financial resource constraints were specifically identified as a factor impeding UN Women's coordination efforts. In India, the UN Women MCO noted that "Implementation of a cost recovery strategy with uncertainties in achieving resource mobilization targets has been challenging; The [...] resource mobilization functions are crucial for UN WOMEN, [yet weak] or are non-existent." The South Africa office reported that it is trying to meet financial resource challenges by engaging with the private sector. Joint Programmes were sometimes mentioned as a useful vehicle to mobilize resources, notably in Cote-d'Ivoire.

- **Lack of delegation of authority/ Type of presence in-country/ Lack of operational flexibility:** In 6 of the 26 countries reviewed, lack of Delegation of Authority was identified as a major obstacle to carrying out UN Women's coordination mandate. Guinea-Bissau reported having limited capacities to respond to all reporting requirements because of its weak programme presence. Ukraine expressed more explicitly a concern about the fact that programme presence does not provide sufficient flexibility to address new issues. In programme presence countries, UN Women does not count on a P5 representative thus sometimes complicating relationships with Heads of Agencies.

A few of facilitating factors for coordination were identified through the document review, notably:

- **Coordination expert:** Due to the important size of the UNCT in Colombia, UN Women has hired a coordination expert which has been able to play an effective coordination role.
- **DaO culture:** Uruguay was an early DaO country and complementary interviews in the country revealed that DaO has created a collaborative culture among UN agencies which has allowed UN Women to implement its coordination mandate efficiently despite its reduced programme presence.
- **Relationship with Resident Coordinator:** In a few cases, notably where the UN Women office does not have delegated authority, the establishment of a good working relationship with the Resident Coordinator has been identified as a factor facilitating coordination. This type of proximity is sometimes allowed in cases where the UN Women Officer in Charge is hosted in/near the RC Office.

Appendix VIII Survey Data

GTG-Summary

1.1 Are you:

Response	Chart	Percentage	Count
a staff member or consultant of the UN		97.7%	591
a non-UN stakeholder		2.3%	14
Total Responses			605

1.2 What is your gender?

Response	Chart	Percentage	Count
Male		29.6%	175
Female		69.0%	408
Prefer not to answer		1.4%	8
Total Responses			591

1.3 What is your post level within the UN?

Response	Chart	Percentage	Count
Entry Level Professional (P2 – P3)		12.4%	73
Mid-Level Professional (P4 – P5)		19.4%	114
National Officer (NOA-NOD)		42.8%	252
Senior Level Professional (P6/D-1 – P7/D2)		4.1%	24
Other (please specify)		21.4%	126
Total Responses			589

1.3 What is your post level within the UN? (Other (please specify))

#	Response
1.	unv
2.	unv
3.	Administrative support

#	Response
4.	National consultant - SC10
5.	General Service Staff
6.	National Consultant
7.	Head of Office Representative
8.	G6
9.	G7 General staff in the Country Office
10.	FS-4
11.	International Consultant
12.	UNV
13.	UN Volunteer
14.	Special fixed term contract
15.	national partner
16.	GS
17.	G6
18.	UG
19.	SB5
20.	IC- Junior Consultant
21.	GS-5
22.	consultant
23.	Consultant
24.	SC
25.	SC
26.	Consultant
27.	gs7
28.	GS5
29.	Service contract
30.	SC
31.	Service Contract
32.	GS-4
33.	SC
34.	Consultant

#	Response
35.	G-6
36.	UN Volunteer
37.	g5
38.	Service Contract SB3 C
39.	G6
40.	G5
41.	SB 4
42.	g7
43.	GS-7
44.	GS
45.	G7
46.	General service 6
47.	GS
48.	G6
49.	General Service Staff
50.	SC 5
51.	NOB
52.	SC
53.	local staff G level
54.	Service Contractor (Sr.)
55.	SC
56.	Chief
57.	SC
58.	G
59.	Service Contract
60.	Service Contract holder
61.	GS
62.	NOB
63.	UNV
64.	Consultant
65.	UNV

#	Response
66.	UNDP Service Contract
67.	SC
68.	Mid-level consultant
69.	Long term consultant at entry level
70.	GS
71.	SC
72.	GS 6
73.	SC
74.	SB3
75.	General Service
76.	G6
77.	Service contract
78.	G5
79.	IC
80.	Consultant
81.	UNV
82.	SC
83.	D2
84.	Policy Specialist
85.	G7
86.	G6 - Operations Associate
87.	Programme assistant
88.	GS7/12
89.	GS
90.	Service Contract SB V
91.	UNV
92.	SC6
93.	g6
94.	NOB
95.	National Consultant and former International Consultant P04(retired)
96.	GS6

#	Response
97.	Service contract
98.	NPP Service Contract
99.	SB4 peg 3
100.	consultant with standby partner
101.	UNV
102.	consultant - economist
103.	GS6
104.	Consultant
105.	UNV
106.	G7
107.	GS
108.	project-based post (Programme manager)
109.	UN Volunteer
110.	International Consultant
111.	UNOPS-LICA
112.	Consultant
113.	General service staff
114.	G6 Senior Project Assistant
115.	GPP
116.	Limited duration contract at UNRWA (Grade G step 2)
117.	UNV
118.	National Service contract holder.
119.	International UNV
120.	GS
121.	G7
122.	Programme Associate
123.	SC, SB44
124.	General staff
125.	programme associate
126.	SC6

1.4 Please indicate in which type of UN Entity you are working:

Response	Chart	Percentage	Count
Office or Department of the Secretariat		11.7%	69
Fund or Programme		46.5%	274
Specialized agency		33.3%	196
Regional Commission		0.5%	3
Bretton Woods institution		0.0%	0
Other (please specify)		8.0%	47
Total Responses			589

1.4 Please indicate in which type of UN Entity you are working: (Other (please specify))

#	Response
1.	RC office
2.	UNRWA
3.	Environment
4.	UNRWA
5.	Office of the Resident Coordinator
6.	RCO
7.	UNICEF
8.	WHO
9.	Resident Coordinator's Office
10.	UNDP
11.	Country Office
12.	Résident Coordinator office
13.	UNESCO
14.	UNAIDS
15.	UN RCO
16.	IOM, International Organization for Migration
17.	World Health Organization
18.	Resident Coordinator's Office
19.	RCO
20.	Resident Coordinator's Office
21.	RC Office

#	Response
22.	UNDP
23.	International Organization for Migration
24.	RC Office
25.	WHO
26.	UNIDO
27.	RCO
28.	Resident Coordinator Office
29.	IOM
30.	UNICEF
31.	IOM
32.	FAO
33.	UN entity
34.	Standby Partner
35.	Resident Coordinator's Office
36.	UNDSS
37.	Resident Coordinator's Office
38.	UNDP
39.	UNDP
40.	the International Organization for Migration
41.	UN mission
42.	Office of the UN Resident Coordinator
43.	Operations in UNDP
44.	Resident Coordinator's Office
45.	Resident Coordinator's Office
46.	RC Office
47.	International Organization for Migration

1.5 Within which region do you work?

Response	Chart	Percentage	Count
Americas and the Caribbean		14.8%	87
Arab States		9.7%	57
Asia and Pacific		24.4%	144
East and Southern Africa		24.4%	144
Europe and Central Asia		21.7%	128
West and Central Africa		4.9%	29
Total Responses			589

1.6 Are you a member of:

Response	Chart	Percentage	Count
Gender Theme Group (or equivalent inter-agency working group focused on gender equality)		61.2%	359
an UNDAF Results Group		39.2%	230
M&E Group		16.0%	94
Operations Management Team (OMT)		10.2%	60
UNDAF Programme Management Team (PMT)		18.1%	106
Communications Group		13.5%	79
Other Groups, please specify:		18.2%	107
Total Responses			587

1.6 Are you a member of: (Other Groups, please specify:)

#	Response
1.	UNDG
2.	Youth Theme Group
3.	UN Cares
4.	Rule of Law Global Focal Point
5.	Compliance and Risk Management Officer
6.	Not a member of any Group
7.	I was part of an inter-agency workgroup designing a joint programme on GBV
8.	None
9.	none

#	Response
10.	UN Human Rights Working Group
11.	Youth, HIV&AIDS
12.	Social Protection
13.	Theme Group on Youth
14.	UNCT, SMT
15.	advisory group on youth
16.	none
17.	UNAIDS Theme Group
18.	Youth inter-agency group, UN Cares initiative
19.	nothing
20.	Youth Group. HIV/aids Group
21.	Peace Support Working Group on UNSCR 1325; CRSV task force
22.	ad hoc groups , particular for positioning papers
23.	UNCT
24.	GBV Sub Sector
25.	IAG on GE GTF
26.	Global Focal Point
27.	none
28.	youth theme groups, HIV/AIDS Theme group
29.	Joint programme
30.	Joint UN Team on HIV
31.	Youth
32.	UNPF working groups
33.	UNCT
34.	HIV/AIDS
35.	HIV TB
36.	HIV/AIDS, Security
37.	Gender mainstreaming in legislation is one of goals of our programme
38.	PPOC
39.	UN H4+ for MCH and UN WG for Human Rights
40.	Somalia Joint UN Rule of Law Team

#	Response
41.	UNDSS
42.	Inter Agency Youth Group
43.	Protection Cluster and GBV Sub-Cluster
44.	Joint Programme
45.	Programme Team
46.	HIV/AIDS Joint Programme
47.	Other theme group
48.	Heads of Agency
49.	UNCT & SMT
50.	HIV & NCDs
51.	Working on CEDAW and other treaties
52.	Equipo conjunto VIH; Equipo Humanitario País
53.	Women Empowerment and Advisory Group of Ministry of Agriculture, Irrigation and Livestock (MAIL)
54.	All Coordination Groups
55.	Security Cell, SMT
56.	Regional coordinator
57.	Joint Programmes and Operations Management Team
58.	UN Joint Team on HIV and AIDS
59.	Health cluster
60.	Humanitarian country team
61.	Health and nutrition
62.	Programme
63.	UN Cares Group
64.	thematic programme coordination group
65.	UN Joint Team on AIDS
66.	SDGs focal person
67.	UN Country Team
68.	Youth work group
69.	UN Program of Cooperation Health Group
70.	member of the Gender Group for my UN entity
71.	OHCHR

#	Response
72.	UN-Urban Task Force
73.	Forum against GBV
74.	Joint Team on HIV/AIDS
75.	SDG Task Force, UNDAF Task Force (for evaluation of present one and elaboration of next one)
76.	UN Country Team
77.	data for development
78.	UNCT
79.	UNCT
80.	UN
81.	Human Rights Working Group
82.	programme
83.	social protection; health
84.	Management team
85.	UN Cares Focal Point
86.	Rule of Law Group
87.	PMOG
88.	Humanitarian Coordination Mechanisms - staff of OCHA
89.	Statistical group
90.	UNCT
91.	Disaster Risk Management Task Force (under UNCT)
92.	HIV/AIDS Work Group and Roma Work Group
93.	Youth
94.	Youth Theme Group
95.	HIV JPG
96.	Procurement task force for one UN
97.	GBV-Sub Cluster
98.	Programme Management Team
99.	UN H4+
100.	GOVERNANCE
101.	UNDP
102.	UNCares Focal Point

#	Response
103.	UNCT
104.	INTERAGENCY MONITORING AND ANALYSIS ARRANGEMENT ON CONFLICT RELATED SEXUAL VIOLENCEENT
105.	all inter agency group
106.	UN Joint Programme on HIV/AIDS
107.	Sport for Development

2.1 You represent your entity in the GTG because you are the:

Response	Chart	Percentage	Count
Gender Focal Point		50.3%	147
Gender Specialist/ Advisor		16.4%	48
Resident Representative/Head of Agency		10.3%	30
Other, please specify:		22.9%	67
Total Responses			292

2.1 You represent your entity in the GTG because you are the: (Other, please specify:)

#	Response
1.	RCO staff
2.	Interested in Gender issues and member of support staff in the RC's office
3.	I work on Gender related activities
4.	Head of Office for the RCO
5.	human rights adviser
6.	member of gender task force at UNICEF
7.	I look after Constitution/ parliament support project and i am also one of the gender focal point in the Country Office
8.	Some members of the team cover the GTG
9.	Alternative of Gender Focal Point
10.	gender expertise
11.	Alternative gender focal point for the now closed JPGWE and a group member in the formulation of the current Gender WG
12.	RC unit in charge of the GTG
13.	Policy Advisor

#	Response
14.	A staff member from my Office represents us
15.	We are a 2 staff office. We share our roles for the theme and working groups.
16.	M&E Specialist
17.	GBV Specialist
18.	Alternate to the Gender Focal Point
19.	A programme officer managing The UN GEWE Flagship Joint Programme
20.	Head of the Office of the Resident Coordinator
21.	ETHNICITY FOCAL POINT
22.	program officer
23.	From the Office of the UN Resident Coordinator
24.	Human Rights Officer
25.	Assistant
26.	Deputy Representative
27.	represent the agency that leads the GTG
28.	Communication
29.	National Officer for Gender in Security Sector Reform
30.	Member of gender task force
31.	Head of Office in T&T
32.	Deputy representative
33.	Head of the Office of the Resident Coordinator
34.	Manager of a project on Violence Against Women
35.	GTG secretariat
36.	Head of sub-office
37.	AC focal point
38.	My role includes GBV response.
39.	Communications Officer, involved into the advocacy campaigns for GTG
40.	Head of sub Office
41.	Country Director
42.	Shadow GFP, giving over the reigns to a new staff member who will be trained to act as GFP in future
43.	Gender Seal Focal Team Member
44.	The only staf representing my agency at local level

#	Response
45.	there are two of us
46.	alternate member Gender focal point
47.	I am an Ex-Gender Focal Point. Not currently engaged in the work of the Inter-agency working group on Gender
48.	UN Women Programme Specialist
49.	Head of RCO
50.	Human Rights Adviser
51.	Backstop Gender Focal Point
52.	Women economic empowerment
53.	UN Volunteer in women's rights
54.	My work involves Gender specific topics
55.	Field Subject Expert
56.	working on gender issues
57.	Deputy Representative
58.	Assistant Representative
59.	One of the interested staff to learn more about gender equality
60.	Alternate Gender Focal Point
61.	coordinator of a project
62.	R C Office
63.	RBM specialist
64.	Gender thematic areas
65.	CHEIF OF THE HUMAN RIGHTS SECTION IN UNAMID
66.	coordination officer for the unct
67.	I am a regional gender specialist and the duty to participate in the Gender Theme Group actually rests with the National Gender Focal Point of my organization. However, I attend when I can because the capacity and the committment of the existing FP is weak.

2.2 In your position, what percentage of your time each week do you dedicate to working on issues related to gender equality and women's empowerment?

Response	Chart	Percentage	Count
0-25%		46.0%	134
26-50%		21.0%	61
51-75%		7.2%	21

76-100%		23.0%	67
Do not know		2.7%	8
Total Responses			291

2.3 If you are a Gender Focal Point, do you have Terms of Reference that describe the requirements for this role?

Response	Chart	Percentage	Count
Yes		38.1%	111
No		23.7%	69
Do not know		2.1%	6
Not applicable		36.1%	105
Total Responses			291

2.4 How often does your inter-agency Gender Theme Group meet:

Response	Chart	Percentage	Count
At least once a month		34.5%	100
At least 4 times a year		49.0%	142
3 times a year		6.9%	20
2 times a year		5.5%	16
once a year or less		4.1%	12
Total Responses			290

2.5 Does the inter-agency Gender Theme Group also work with an Extended GTG (which includes stakeholders outside of the UN, such as other multilateral organizations, donors, and civil society organizations)?

Response	Chart	Percentage	Count
Yes		62.6%	181
No		25.3%	73
Do not know		12.1%	35
Total Responses			289

2.6 Please select from the list below the role(s) that UN-Women plays (or has recently played) in the GTG:

Response	Chart	Percentage	Count
Chair		72.3%	209
Co-Chair		23.5%	68
Secretariat		28.0%	81
Member		19.7%	57
Other role, please specify:		2.8%	8
Do not know		1.0%	3
Total Responses			289

2.6 Please select from the list below the role(s) that UN-Women plays (or has recently played) in the GTG: (Other role, please specify:)

#	Response
1.	Became co chair recently at my request
2.	Calling for a meeting and dissimtaing invitation as well arrange and participating in events such as the 16 days Campaign
3.	They played a key role in the establishment of the GWG for which they now provide the secretariat role
4.	Technical leadership
5.	UNWomen Funded a Gender Specialist post in the RC Office
6.	Their role was not very clear
7.	coordination, convener
8.	Coordination of interagency joint programme for GEWE

2.7 The following questions are designed to provide insights on the strengths and limitations of the inter-agency Gender Theme Group (GTG).

	1- Strongly disagree	2- Somewhat disagree	3- Neither agree nor disagree	4- Somewhat agree	5- Strongly agree	Not applicable / Do not know	Total Responses
2.7.1 The members of the Gender Theme Group (GTG) share a common purpose.	3 (1.0%)	10 (3.5%)	18 (6.2%)	112 (38.8%)	144 (49.8%)	2 (0.7%)	289
2.7.2 The GTG has a realistic workplan.	8 (2.8%)	39 (13.5%)	30 (10.4%)	111 (38.5%)	94 (32.6%)	6 (2.1%)	288
2.7.3 Roles and responsibilities within the GTG are clear.	6 (2.1%)	41 (14.2%)	46 (16.0%)	114 (39.6%)	76 (26.4%)	5 (1.7%)	288
2.7.4 The GTG has sufficient human resources given its purpose.	19 (6.6%)	70 (24.3%)	55 (19.1%)	103 (35.8%)	31 (10.8%)	10 (3.5%)	288
2.7.5 The GTG has sufficient financial resources given its purpose.	43 (14.9%)	94 (32.6%)	58 (20.1%)	53 (18.4%)	15 (5.2%)	25 (8.7%)	288
2.7.6 The GTG receives sufficient support from the regional UNDG.	19 (6.6%)	40 (13.9%)	78 (27.2%)	56 (19.5%)	26 (9.1%)	68 (23.7%)	287
2.7.7 The GTG inspires a sense of shared ownership among its members.	13 (4.5%)	32 (11.1%)	49 (17.1%)	120 (41.8%)	71 (24.7%)	2 (0.7%)	287

	1- Strongly disagree	2- Somewhat disagree	3- Neither agree nor disagree	4- Somewhat agree	5- Strongly agree	Not applicable / Do not know	Total Responses
2.7.8 Members of the GTG share feminist perspectives.	14 (4.9%)	22 (7.6%)	88 (30.6%)	91 (31.6%)	52 (18.1%)	21 (7.3%)	288
2.7.9 Attending GTG meetings is a productive use of my time.	7 (2.4%)	29 (10.1%)	48 (16.7%)	117 (40.6%)	83 (28.8%)	4 (1.4%)	288
2.7.10 I have sufficient decision-making authority within my organization to ensure implementation of commitments made as part of the GTG.	12 (4.2%)	30 (10.4%)	38 (13.2%)	96 (33.3%)	105 (36.5%)	7 (2.4%)	288
2.7.11 Information shared at GTG meetings is relevant to the work of my organization.	5 (1.7%)	17 (5.9%)	19 (6.6%)	116 (40.3%)	124 (43.1%)	7 (2.4%)	288
2.7.12 GTG has strong leadership that facilitates the work of the group.	15 (5.2%)	33 (11.5%)	28 (9.8%)	106 (36.9%)	101 (35.2%)	4 (1.4%)	287

2.8 The following questions are designed to provide insights on the role the GTG plays within UN system and at the country level.

	1- Strongly disagree	2- Somewhat disagree	3- Neither agree nor disagree	4- Somewhat agree	5- Strongly agree	Not applicable / Do not know	Total Responses
2.8.1 The GTG is a key platform for knowledge and information sharing about GEEW issues at the country level.	11 (3.8%)	16 (5.6%)	31 (10.8%)	114 (39.6%)	113 (39.2%)	3 (1.0%)	288
2.8.2 The GTG is effectively advocating on GEEW issues at the country level.	13 (4.5%)	24 (8.4%)	44 (15.3%)	112 (39.0%)	88 (30.7%)	6 (2.1%)	287
2.8.3 The GTG is actively engaged in strengthening accountability mechanisms at country level, such as UNCT Gender Scorecards.	14 (4.9%)	28 (9.8%)	56 (19.5%)	98 (34.1%)	75 (26.1%)	16 (5.6%)	287
2.8.4 The GTG fosters coherence across entities on issues focused on GEEW.	11 (3.8%)	33 (11.5%)	64 (22.2%)	103 (35.8%)	71 (24.7%)	6 (2.1%)	288
2.8.5 The GTG helps to reduce duplication across entities on issues focused on GEEW.	11 (3.8%)	43 (15.0%)	54 (18.8%)	123 (42.9%)	51 (17.8%)	5 (1.7%)	287
2.8.6 The GTG provides a space for feminist dialogue on gender issues in the country.	14 (4.9%)	26 (9.1%)	65 (22.6%)	112 (39.0%)	58 (20.2%)	12 (4.2%)	287

	1- Strongly disagree	2- Somewhat disagree	3- Neither agree nor disagree	4- Somewhat agree	5- Strongly agree	Not applicable / Do not know	Total Responses
2.8.7 The GTG contributes to improving capacity on GEEW across the UN system.	14 (4.9%)	33 (11.5%)	47 (16.3%)	109 (37.8%)	83 (28.8%)	2 (0.7%)	288
2.8.8 GTG recommendations are regularly <u>taken up by the UNCT</u> .	10 (3.5%)	26 (9.0%)	59 (20.5%)	102 (35.4%)	59 (20.5%)	32 (11.1%)	288
2.8.9 GTG recommendations are regularly <u>taken up by the UN Resident Coordinator</u> .	5 (1.7%)	25 (8.7%)	55 (19.1%)	87 (30.2%)	78 (27.1%)	38 (13.2%)	288
2.8.10 The GTG is playing an important role in localizing SDG 5 and gender targets in other goals.	13 (4.5%)	30 (10.5%)	59 (20.6%)	89 (31.0%)	76 (26.5%)	20 (7.0%)	287
2.8.11 The GTG is maximizing its potential as a coordination mechanism for promoting GEEW within the UN system.	16 (5.6%)	33 (11.5%)	45 (15.6%)	101 (35.1%)	85 (29.5%)	8 (2.8%)	288

2.9 Please provide example(s) of improved coherence, reduced duplication, or increased synergies in the work on GEEW among UN agencies in your country as a result of the work of the GTG. If none are available, please explain some of the on-going challenges for coherence across agencies, or example(s) where there is still duplication of efforts in GEEW?

The 178 response(s) to this question can be found in the appendix.

2.10 Based on your experience, how could the GTG strengthen its role as an inter-agency coordination mechanism on GEEW at the country level?

The 185 response(s) to this question can be found in the appendix.

2.11 What types of support are required from regional or HQ level in order to strengthen coordination on gender equality at the country level?

The 175 response(s) to this question can be found in the appendix.

3.1 Is gender equality, gender mainstreaming, and/or empowerment of women on the standing agenda of your inter-agency working group’s meetings?

Response	Chart	Percentage	Count
Yes		74.9%	277
No		20.3%	75
Do not know		4.9%	18
Total Responses			370

3.2 Are any members of the inter-agency working group Gender Focal Points or do they have other gender experience?

Response	Chart	Percentage	Count
Yes		71.9%	266
No		8.6%	32
Do not know		19.5%	72
Total Responses			370

THE ROLE AND CONTRIBUTIONS OF UN-WOMEN IN THE UN INTER-AGENCY WORKING GROUP(S) THAT I PARTICIPATE IN

Response	Chart	Percentage	Count
Not at all familiar		9.8%	36
Somewhat familiar		61.4%	226
Very familiar		28.8%	106
Total Responses			368

3.3 Please select the answer that best reflects your perception of the following statements:

	1- Strongly disagree	2- Somewhat disagree	3- Neither agree nor disagree	4- Somewhat agree	5- Strongly agree	Not applicable / Do not know	Total Responses
3.3.1 UN-Women brings technical expertise on gender equality and women's empowerment to this UN working group.	18 (4.9%)	27 (7.4%)	31 (8.5%)	122 (33.3%)	153 (41.8%)	15 (4.1%)	366
3.3.2 UN-Women is contributing to increased coherence on gender equality and women's empowerment within the working group.	16 (4.4%)	32 (8.7%)	53 (14.4%)	120 (32.7%)	133 (36.2%)	13 (3.5%)	367
3.3.3 Within the working group, UN-Women inspires a sense of shared commitment to mainstream gender equality and the empowerment of women among members.	21 (5.7%)	35 (9.5%)	51 (13.9%)	117 (31.9%)	130 (35.4%)	13 (3.5%)	367
3.3.4 UN-Women brings a feminist dialogue/analysis to the table of the UN working group.	25 (6.8%)	37 (10.1%)	83 (22.7%)	110 (30.1%)	84 (23.0%)	27 (7.4%)	366

	1- Strongly disagree	2- Somewhat disagree	3- Neither agree nor disagree	4- Somewhat agree	5- Strongly agree	Not applicable / Do not know	Total Responses
3.3.5 UN-Women is effective in promoting gender mainstreaming in this working group.	25 (6.8%)	40 (10.9%)	49 (13.4%)	120 (32.8%)	117 (32.0%)	15 (4.1%)	366

3.4 Please briefly describe the contributions UN-Women has made to the types of activities/initiatives being led by the UN inter-agency working group.

The 215 response(s) to this question can be found in the appendix.

4.1 Contribution of UN Women’s UN system coordination mandate to promoting gender equality and the empowerment of women at the country level.

	1- Strongly disagree	2- Somewhat disagree	3- Neither agree nor disagree	4- Somewhat agree	5- Strongly agree	Not applicable / Do not know	Total Responses
4.1.1 In general, there is good coordination on gender equality and women’s empowerment among UN agencies.	15 (3.3%)	56 (12.3%)	69 (15.1%)	191 (41.9%)	113 (24.8%)	12 (2.6%)	456
4.1.2 UN-Women has contributed significantly to improve UN system coherence on gender equality and women’s empowerment.	13 (2.9%)	47 (10.3%)	74 (16.2%)	159 (34.9%)	145 (31.8%)	18 (3.9%)	456

	1- Strongly disagree	2- Somewhat disagree	3- Neither agree nor disagree	4- Somewhat agree	5- Strongly agree	Not applicable / Do not know	Total Responses
4.1.3 UN- Women has used its coordination mandate to facilitate joint UN results on gender equality	16 (3.5%)	51 (11.2%)	69 (15.1%)	153 (33.6%)	146 (32.0%)	21 (4.6%)	456
4.1.4 UN- Women has facilitated joint UN policy/normative work on gender equality and women's empowerment.	12 (2.6%)	42 (9.2%)	83 (18.2%)	155 (34.0%)	142 (31.1%)	22 (4.8%)	456
4.1.5 UN- Women has contributed significantly to improved programming across the UN for gender equality and the empowerment of women.	17 (3.7%)	61 (13.4%)	86 (18.9%)	168 (36.8%)	108 (23.7%)	16 (3.5%)	456
4.1.6 UN- Women has contributed significantly to capacity building for gender equality and the empowerment of women across the UN system.	20 (4.4%)	69 (15.1%)	90 (19.7%)	161 (35.3%)	101 (22.1%)	15 (3.3%)	456

	1- Strongly disagree	2- Somewhat disagree	3- Neither agree nor disagree	4- Somewhat agree	5- Strongly agree	Not applicable / Do not know	Total Responses
4.1.7 UN-Women has contributed significantly to the application of accountability mechanisms (e.g. UNCT scorecard, gender audit).	17 (3.7%)	46 (10.1%)	104 (22.8%)	152 (33.3%)	98 (21.5%)	39 (8.6%)	456
4.1.8 UN-Women has contributed significantly to analyses that informed prioritization and gender results in the UNDAF.	15 (3.3%)	36 (7.9%)	67 (14.7%)	156 (34.2%)	137 (30.0%)	45 (9.9%)	456
4.1.9 UN-Women's coordination mandate is well understood by members of the working group.	24 (5.3%)	50 (11.0%)	87 (19.1%)	146 (32.0%)	128 (28.1%)	21 (4.6%)	456

4.2 In your experience, what is UN-Women 'doing right' as a coordinating entity for the UN system on Gender Equality and Women's Empowerment at the country level?

The 288 response(s) to this question can be found in the appendix.

4.3 In your experience, what can UN-Women do better to strengthen its role as a coordinating entity for the UN system on Gender Equality and Women's Empowerment at the country level?

The 289 response(s) to this question can be found in the appendix.

IANWGE-SWAP Summary

Which of the following do you represent?

Response	Chart	Percentage	Count
Office or Department of the Secretariat		37.2%	32
Fund or Programme		20.9%	18
Specialized entity		30.2%	26
Regional Commission		4.7%	4
Bretton Woods institution		1.2%	1
Other (please specify)		5.8%	5
Total Responses			86

Which of the following do you represent? (Other (please specify))

#	Response
1.	ICSC
2.	XXX
3.	Non-UN International Organization
4.	WFP
5.	Not officially appointed (participant to last UNSWAP meeting in GVA)

In your position, what percentage of your time each week do you dedicate to work on gender equality and women's empowerment?

Response	Chart	Percentage	Count
0-25%		45.3%	39
26-50%		4.7%	4
51-75%		5.8%	5
76-100%		44.2%	38
Do not know		0.0%	0
Total Responses			86

What is your gender?

Response	Chart	Percentage	Count
Male		11.6%	10
Female		88.4%	76
Prefer not to answer		0.0%	0
Total Responses			86

The head of the Gender Unit in your entity is at which of the following levels?

Response	Chart	Percentage	Count
P3 or P4		23.3%	20
P5		30.2%	26
D1 or D2		22.1%	19
Other		3.5%	3
Not applicable/ Do not know		20.9%	18
Total Responses			86

Do you participate in the Inter-Agency Network on Women and Gender Equality (IANWGE)?

Response	Chart	Percentage	Count
Yes		51.2%	44
No		48.8%	42
Total Responses			86

For how many years have you been involved with IANWGE?

Response	Chart	Percentage	Count
Less than 1 year		7.3%	3
1-3 years		43.9%	18
More than 3 years		48.8%	20
Total Responses			41

Did you participate in IANWGE meetings (including annual sessions and/or intersessional meetings) in 2015?

Response	Chart	Percentage	Count
Yes		65.0%	26
No		35.0%	14
Total Responses			40

The following questions are designed to gather insights on IANWGE as a coordination mechanism. Please select the answer that best reflects your perception of the statements.

	1- Strongly disagree	2- Somewhat disagree	3- Neither agree nor disagree	4- Somewhat agree	5- Strongly agree	Not applicable / Do not know	Total Responses
IANWGE members share a common purpose.	1 (2.7%)	2 (5.4%)	2 (5.4%)	15 (40.5%)	16 (43.2%)	1 (2.7%)	37
IANWGE has realistic work plans.	0 (0.0%)	5 (13.5%)	13 (35.1%)	11 (29.7%)	3 (8.1%)	5 (13.5%)	37
IANWGE monitors progress towards its goals.	2 (5.4%)	4 (10.8%)	8 (21.6%)	15 (40.5%)	6 (16.2%)	2 (5.4%)	37
There is a clear process for decision-making within IANWGE.	6 (16.2%)	5 (13.5%)	9 (24.3%)	8 (21.6%)	2 (5.4%)	7 (18.9%)	37
Roles and responsibilities within IANWGE are clear.	5 (13.5%)	6 (16.2%)	10 (27.0%)	8 (21.6%)	2 (5.4%)	6 (16.2%)	37
The membership of IANWGE is appropriate given its purpose.	1 (2.7%)	2 (5.4%)	4 (10.8%)	14 (37.8%)	11 (29.7%)	5 (13.5%)	37

	1- Strongly disagree	2- Somewhat disagree	3- Neither agree nor disagree	4- Somewhat agree	5- Strongly agree	Not applicable / Do not know	Total Responses
Members of IANWGE have feminist perspectives in common.	2 (5.4%)	5 (13.5%)	10 (27.0%)	9 (24.3%)	6 (16.2%)	5 (13.5%)	37
Attending IANWGE meetings is a productive use of my time.	4 (10.8%)	6 (16.2%)	8 (21.6%)	8 (21.6%)	9 (24.3%)	2 (5.4%)	37
I have sufficient decision-making authority within my entity to implement any commitments made as part of IANWGE.	5 (13.5%)	6 (16.2%)	5 (13.5%)	8 (21.6%)	12 (32.4%)	1 (2.7%)	37
IANWGE inspires a sense of shared ownership among its members.	3 (8.1%)	10 (27.0%)	6 (16.2%)	10 (27.0%)	6 (16.2%)	2 (5.4%)	37
IANWGE is a useful forum for discussing the gender equality and women's empowerment issues that shape the development landscape (e.g., Rio+20, the Post-2015 Agenda).	3 (8.1%)	5 (13.5%)	2 (5.4%)	12 (32.4%)	12 (32.4%)	3 (8.1%)	37
IANWGE is a key platform for information sharing.	2 (5.4%)	4 (10.8%)	7 (18.9%)	16 (43.2%)	6 (16.2%)	2 (5.4%)	37

	1- Strongly disagree	2- Somewhat disagree	3- Neither agree nor disagree	4- Somewhat agree	5- Strongly agree	Not applicable / Do not know	Total Responses
IANWGE fosters coherence across entities on gender equality and women's empowerment.	1 (2.7%)	9 (24.3%)	7 (18.9%)	11 (29.7%)	6 (16.2%)	3 (8.1%)	37
IANWGE provides a space for feminist dialogue.	3 (8.1%)	7 (18.9%)	10 (27.0%)	8 (21.6%)	5 (13.5%)	4 (10.8%)	37
IANWGE is maximizing its potential as a coordination mechanism for promoting gender equality and women's empowerment in the UN system.	6 (16.2%)	9 (24.3%)	8 (21.6%)	8 (21.6%)	4 (10.8%)	2 (5.4%)	37
I am satisfied with UN-Women's leadership as Chair/Secretariat of IANWGE.	5 (13.5%)	8 (21.6%)	4 (10.8%)	10 (27.0%)	8 (21.6%)	2 (5.4%)	37

Based on your experience, how could IANWGE be strengthened as a coordination mechanism on gender equality and women's empowerment?

The 27 response(s) to this question can be found in the appendix.

How can UN-Women improve in its role as Chair/Secretariat of the Network?

The 24 response(s) to this question can be found in the appendix.

Are you a Focal Point for the UN-SWAP in your entity?

Response	Chart	Percentage	Count
Yes		69.2%	54
No		30.8%	24
Total Responses			78

Are you familiar with your entity's efforts to implement the UN-SWAP?

Response	Chart	Percentage	Count
Yes		70.8%	17
No		29.2%	7
Total Responses			24

My entity reports to its Executive Board or other governing body on its UN-SWAP performance.

Response	Chart	Percentage	Count
Yes		51.5%	35
No		26.5%	18
N/A (e.g. if in the Secretariat)		20.6%	14
Don't know		1.5%	1
Total Responses			68

The following questions are designed to gather insights on the UN-SWAP as an accountability mechanism. Please select the answer that best reflects your perception of the statements.

	1- Strongly disagree	2- Somewha t disagree	3- Neither agree nor disagre e	4- Somewha t agree	5- Strongl y agree	Not applicable / Do not know	Total Response s
The UN-SWAP is an effective accountability mechanism for UN system work on gender equality and women's empowerment .	3 (4.4%)	10 (14.7%)	5 (7.4%)	22 (32.4%)	28 (41.2%)	0 (0.0%)	68
The UN-SWAP has contributed to greater coherence in approaches to gender mainstreaming across the UN system.	2 (2.9%)	4 (5.9%)	12 (17.6%)	21 (30.9%)	27 (39.7%)	2 (2.9%)	68
The UN-SWAP has fostered greater information sharing across entities on gender equality and women's empowerment issues.	2 (2.9%)	4 (5.9%)	7 (10.3%)	22 (32.4%)	32 (47.1%)	1 (1.5%)	68

	1- Strongly disagree	2- Somewha t disagree	3- Neither agree nor disagre e	4- Somewha t agree	5- Strongl y agree	Not applicable / Do not know	Total Response s
My entity demonstrates greater accountability for gender equality and women's empowerment commitments as a result of the UN-SWAP.	7 (10.4%)	6 (9.0%)	10 (14.9%)	24 (35.8%)	17 (25.4%)	3 (4.5%)	67
My entity is more innovative in its approach to promoting gender equality and women's empowerment as a result of the UN-SWAP.	7 (10.3%)	11 (16.2%)	17 (25.0%)	20 (29.4%)	11 (16.2%)	2 (2.9%)	68
The UN-SWAP has contributed to stronger commitment to gender equality and women's empowerment on the part of my entity's senior management.	7 (10.3%)	10 (14.7%)	11 (16.2%)	19 (27.9%)	19 (27.9%)	2 (2.9%)	68

	1- Strongly disagree	2- Somewha t disagree	3- Neither agree nor disagre e	4- Somewha t agree	5- Strongl y agree	Not applicable / Do not know	Total Response s
My entity has made a concerted effort to achieve gender parity at the P4 level and above since 2012 as a result of the UN-SWAP.	12 (17.6%)	8 (11.8%)	15 (22.1%)	16 (23.5%)	11 (16.2%)	6 (8.8%)	68
My entity's institutional culture has become more favourable to gender equality and women's empowerment as a result of the UN-SWAP.	6 (8.8%)	18 (26.5%)	13 (19.1%)	19 (27.9%)	9 (13.2%)	3 (4.4%)	68
My entity has access to the technical support that it requires in order to meet UN-SWAP targets.	7 (10.3%)	11 (16.2%)	11 (16.2%)	23 (33.8%)	13 (19.1%)	3 (4.4%)	68
UN-Women's technical support is valuable to my entity in helping us to meet our UN-SWAP targets.	9 (13.2%)	8 (11.8%)	14 (20.6%)	10 (14.7%)	23 (33.8%)	4 (5.9%)	68

	1- Strongly disagree	2- Somewhat disagree	3- Neither agree nor disagree	4- Somewhat agree	5- Strongly agree	Not applicable / Do not know	Total Responses
The UN-SWAP is coherent with other gender equality and women's empowerment accountability tools.	2 (2.9%)	3 (4.4%)	20 (29.4%)	16 (23.5%)	21 (30.9%)	6 (8.8%)	68

Based on your experience, how could the UN-SWAP be strengthened as an accountability mechanism for the UN system?

The 40 response(s) to this question can be found in the appendix.

The following questions are designed to gather insights on the network of UN-SWAP focal points as a coordination mechanism. Please select the answer that best reflects your perception of the statements.

	1- Strongly disagree	2- Somewhat disagree	3- Neither agree nor disagree	4- Somewhat agree	5- Strongly agree	Not applicable / Do not know	Total Responses
Members of the UN-SWAP network share a common purpose.	1 (1.9%)	1 (1.9%)	5 (9.6%)	18 (34.6%)	23 (44.2%)	4 (7.7%)	52
Attending UN-SWAP meetings is a productive use of my time.	1 (1.9%)	5 (9.6%)	14 (26.9%)	13 (25.0%)	17 (32.7%)	2 (3.8%)	52

	1- Strongly disagree	2- Somewhat disagree	3- Neither agree nor disagree	4- Somewhat agree	5- Strongly agree	Not applicable/ Do not know	Total Responses
There is a sense of shared ownership amongst members of the UN-SWAP network.	2 (3.8%)	5 (9.6%)	8 (15.4%)	12 (23.1%)	20 (38.5%)	5 (9.6%)	52
The UN-SWAP network provides a space for feminist dialogue.	2 (3.8%)	6 (11.5%)	14 (26.9%)	14 (26.9%)	9 (17.3%)	7 (13.5%)	52
The membership of the UN-SWAP network is appropriate given its purpose	1 (1.9%)	1 (1.9%)	9 (17.3%)	20 (38.5%)	15 (28.8%)	6 (11.5%)	52
Members of the UN-SWAP network have feminist perspectives in common.	4 (7.7%)	7 (13.5%)	12 (23.1%)	16 (30.8%)	3 (5.8%)	10 (19.2%)	52
UN-Women is effectively leading the UN-SWAP network.	2 (3.8%)	1 (1.9%)	7 (13.5%)	16 (30.8%)	22 (42.3%)	4 (7.7%)	52

Is UN-Women’s UN system coordination mandate clear to you?

Response	Chart	Percentage	Count
Yes		60.3%	44
No		9.6%	7
Somewhat		30.1%	22
Total Responses			73

The following questions are designed to gather insights on UN-Women’s UN system coordination mandate. Please select the answer that best reflects your perception of the statements.

	1- Strongly disagree	2- Somewhat disagree	3- Neither agree nor disagree	4- Somewhat agree	5- Strongly agree	Not applicable / Do not know	Total Responses
UN-Women’s UN system coordination role serves a much-needed function within the UN system.	4 (5.5%)	7 (9.6%)	4 (5.5%)	19 (26.0%)	37 (50.7%)	2 (2.7%)	73
UN-Women has contributed to system-wide coordination on the SDGs.	4 (5.5%)	5 (6.8%)	15 (20.5%)	21 (28.8%)	19 (26.0%)	9 (12.3%)	73
UN-Women has contributed to system-wide coordination as part of Beijing+20.	0 (0.0%)	5 (6.8%)	15 (20.5%)	21 (28.8%)	24 (32.9%)	8 (11.0%)	73
UN-Women effectively supports gender mainstreaming in the UN system.	4 (5.5%)	7 (9.6%)	6 (8.2%)	21 (28.8%)	32 (43.8%)	3 (4.1%)	73

In your experience, what is UN-Women 'doing right' as a coordinating entity for the UN system on Gender Equality and Women's Empowerment at the global level?

The 42 response(s) to this question can be found in the appendix.

In your experience, what can UN-Women do to strengthen its role as a coordinating entity for the UN system on Gender Equality and Women's Empowerment at the global level?

The 38 response(s) to this question can be found in the appendix.

Do you have any additional comments or feedback on how to improve coordination on Gender Equality and Women's Empowerment in the UN system?

The 26 response(s) to this question can be found in the appendix.

Regional-Stakeholders

1.1 Within which region do you work?

Response	Chart	Percentage	Count
Americas and the Caribbean		25.6%	23
Arab States		22.2%	20
Asia and Pacific		14.4%	13
East and Southern Africa		17.8%	16
Europe and Central Asia		13.3%	12
West and Central Africa		6.7%	6
Total Responses			90

1.2 What is your post level within the UN?

Response	Chart	Percentage	Count
Entry Level Professional (P2 – P3)		18.9%	17
Mid-Level Professional (P4 – P5)		50.0%	45
Senior Level Professional (P6/D-1 – P7/D2)		17.8%	16
Other (please specify):		13.3%	12
Total Responses			90

1.2 What is your post level within the UN? (Other (please specify):)

#	Response
1.	National consultant - SC10
2.	NOC
3.	LICA 8
4.	x
5.	ASG
6.	Executive Secretary and Under-Secretary-General
7.	consultant
8.	NOB/6
9.	Assistant Director General
10.	G4

#	Response
11.	National Officer (NO)
12.	NO C

1.3 Please indicate in which type of UN Entity you are working:

Response	Chart	Percentage	Count
Office or Department of the Secretariat		11.2%	10
Fund or Programme		41.6%	37
Specialized agency		36.0%	32
Regional Commission		4.5%	4
Bretton Woods institution		0.0%	0
Other (please specify):		6.7%	6
Total Responses			89

1.3 Please indicate in which type of UN Entity you are working: (Other (please specify):)

#	Response
1.	UNDG
2.	IOM
3.	n
4.	Regional office
5.	UNDG
6.	unido

1.4 Please indicate what types of UN regional inter-agency coordinating groups you participate in:

Response	Chart	Percentage	Count
Regional UNDG		44.9%	40
Regional Coordinating Mechanism (RCM)		31.5%	28
Peer Support Group (PSG)		34.8%	31
Regional Inter-Agency Theme Group/Working Group on Gender Equality		47.2%	42
Other regional coordination group (please specify):		16.9%	15
Total Responses			89

1.4 Please indicate what types of UN regional inter-agency coordinating groups you participate in: (Other regional coordination group (please specify):)

#	Response
1.	N/A
2.	UNDAF groups at country level
3.	UNAIDS Regional Cosponsors
4.	Regional group on gender parity
5.	IASC ad-hoc group on gender and humanitarian assistance
6.	Human Rights
7.	M&E IAWG
8.	Regional inter-agency working group on disaster risk reduction
9.	UNAIDS Regional Cosponsors Group
10.	WHO REGIONAL OFFICE FOR THE EASTERN MEDITERRANEAN
11.	IASC subgroup on gender equality and humanitarian assistance
12.	I-A working group at national levels only
13.	JURTA
14.	UN Gender Thematic Group (Inter-agency level)
15.	More in-country coordinating groups such as on gender

1.5 What is your gender?

Response	Chart	Percentage	Count
Male		34.8%	31
Female		60.7%	54
Prefer not to answer		4.5%	4
Total Responses			89

2.1 How would you rate the effectiveness of the UN-Women's Regional Office role and contributions in the Peer Support Group?

	1-Very ineffective	2-Ineffective	3-Neither effective nor ineffective	4-Effective	5-Very effective	Do not know/Not applicable	Total Responses
2.1.1 Capacity building for UNCT and GTG on mainstreaming gender in the UNDAF	0 (0.0%)	2 (6.1%)	3 (9.1%)	19 (57.6%)	6 (18.2%)	3 (9.1%)	33
2.1.2 Technical expertise on gender equality and women's empowerment	0 (0.0%)	0 (0.0%)	4 (12.1%)	18 (54.5%)	8 (24.2%)	3 (9.1%)	33
2.1.3 Use of accountability tools by the UNCT (e.g. UNCT gender scorecard)	0 (0.0%)	2 (6.1%)	8 (24.2%)	13 (39.4%)	3 (9.1%)	7 (21.2%)	33
2.1.4 Positioning of gender equality and women's empowerment in the agenda	0 (0.0%)	1 (3.1%)	3 (9.4%)	16 (50.0%)	9 (28.1%)	3 (9.4%)	32

	1-Very ineffective	2-Ineffective	3-Neither effective nor ineffective	4-Effective	5-Very effective	Do not know/Not applicable	Total Responses
2.1.5 Overall strengthening of the PSG to provide joint gender-related support to UNCT and GTG	0 (0.0%)	2 (6.2%)	4 (12.5%)	14 (43.8%)	8 (25.0%)	4 (12.5%)	32

2.2 How effective do you think UN-Women has been overall at mainstreaming gender into the work of the UN in the region?

Response	Chart	Percentage	Count
Very effective		3.1%	1
Effective		65.6%	21
Neither effective nor ineffective		21.9%	7
Ineffective		9.4%	3
Very ineffective		0.0%	0
Total Responses			32

2.3 What specific example, if any, can you give of UN-Women’s success in mainstreaming gender into the work of the UN in the region?

The 17 response(s) to this question can be found in the appendix.

2.4 What, in your opinion, is the biggest challenge that UN Women faces in mainstreaming gender in the work of the UN in the region?

The 22 response(s) to this question can be found in the appendix.

3.1 How would you rate UN-Women's participation in regional inter-agency coordination mechanisms for each of the following factors.

	1-Very ineffecti ve	2- Ineffecti ve	3- Neither effective nor ineffecti ve	4- Effecti ve	5-Very effecti ve	Do not know/ Not applicab le	Total Respons es
3.1.1 Providing strategic inputs to the inter-agency mechanism	0 (0.0%)	3 (6.0%)	9 (18.0%)	26 (52.0 %)	10 (20.0 %)	2 (4.0%)	50
3.1.2 Openness to working together as partners with other UN entities	0 (0.0%)	1 (2.0%)	7 (14.0%)	27 (54.0 %)	14 (28.0 %)	1 (2.0%)	50
3.1.3 Coordinating with other UN entities	1 (2.0%)	1 (2.0%)	8 (16.0%)	34 (68.0 %)	4 (8.0%)	2 (4.0%)	50
3.1.4 Communicating with other UN entities	1 (2.0%)	2 (4.0%)	11 (22.0%)	26 (52.0 %)	8 (16.0 %)	2 (4.0%)	50
3.1.5 Sharing expert knowledge on gender equality	0 (0.0%)	3 (6.0%)	12 (24.0%)	26 (52.0 %)	8 (16.0 %)	1 (2.0%)	50
3.1.6 Positioning gender equality in the inter-agency work of this regional mechanism	0 (0.0%)	3 (6.0%)	8 (16.0%)	24 (48.0 %)	14 (28.0 %)	1 (2.0%)	50
3.1.7 Bringing a feminist perspective to dialogue on issues of gender equality and women's empowerment at the regional level	1 (2.0%)	4 (8.0%)	10 (20.0%)	19 (38.0 %)	9 (18.0 %)	7 (14.0%)	50
3.1.8 Coordinating UN engagement and follow-up to normative/intergovernmental processes (CEDAW, Beijing+20, CSW)	0 (0.0%)	1 (2.0%)	11 (22.0%)	17 (34.0 %)	14 (28.0 %)	7 (14.0%)	50
3.1.9 Promoting joint communications and advocacy on gender equality-related issues	0 (0.0%)	3 (6.0%)	11 (22.0%)	26 (52.0 %)	7 (14.0 %)	3 (6.0%)	50

	1-Very ineffective	2-Ineffective	3-Neither effective nor ineffective	4-Effective	5-Very effective	Do not know/Not applicable	Total Responses
3.1.10 Providing technical advice/support for implementation of the Gender Equality goal and targets that are part of the SDGs	1 (2.0%)	1 (2.0%)	10 (20.0%)	26 (52.0%)	6 (12.0%)	6 (12.0%)	50
3.1.11 Providing technical advice/support for monitoring of the Gender Equality goal and targets that are part of the SDGs	1 (2.0%)	1 (2.0%)	14 (28.0%)	22 (44.0%)	6 (12.0%)	6 (12.0%)	50

3.2 How effective do you think UN-Women has been overall at coordinating the work of the UN system on gender equality and women’s empowerment at the regional level?

Response	Chart	Percentage	Count
Very effective		6.0%	3
Effective		58.0%	29
Neither effective nor ineffective		24.0%	12
Ineffective		12.0%	6
Very ineffective		0.0%	0
Total Responses			50

4.1 Is UN-Women the Chair or Co-Chair of the Theme Group or Working Group on Gender Equality at the regional level?

Response	Chart	Percentage	Count
Yes		92.1%	35
No		2.6%	1
Don’t know		5.3%	2
Total Responses			38

4.2 The following questions are designed to provide insights on the role the regional inter-agency GTG:

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree	Don't Know/Not applicable	Total Responses
4.2.1 The GTG is a key platform for sharing good/promising practices in support of gender equality goals in the region	0 (0.0%)	2 (5.3%)	3 (7.9%)	17 (44.7%)	14 (36.8%)	2 (5.3%)	38
4.2.2 The GTG is effectively advocating on GEEW issues in the work of the UN system in the region	0 (0.0%)	4 (10.5%)	6 (15.8%)	16 (42.1%)	9 (23.7%)	3 (7.9%)	38
4.2.3 The GTG strengthens regional engagement to promote gender equality through regional and international initiatives and fora (e.g. Commission on the Status of Women (CSW) and the Beijing Platform for Action review and follow-up)	0 (0.0%)	6 (15.8%)	3 (7.9%)	21 (55.3%)	5 (13.2%)	3 (7.9%)	38
4.2.4 The GTG fosters coherence across entities on issues focused on GEEW	0 (0.0%)	6 (15.8%)	7 (18.4%)	17 (44.7%)	5 (13.2%)	3 (7.9%)	38

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree	Don't Know/ Not applicable	Total Responses
4.2.5 The GTG provides a space for feminist dialogue on gender issues	1 (2.6%)	7 (18.4%)	8 (21.1%)	11 (28.9%)	4 (10.5%)	7 (18.4%)	38
4.2.6 The GTG facilitates joint/collaborative inter-agency work in support of gender equality results	0 (0.0%)	3 (7.9%)	8 (21.1%)	14 (36.8%)	9 (23.7%)	4 (10.5%)	38
4.2.7 The GTG is playing an important role in localizing SDG 5 and gender targets in other goals	0 (0.0%)	6 (15.8%)	11 (28.9%)	12 (31.6%)	4 (10.5%)	5 (13.2%)	38
4.2.8 The regional GTG provides effective technical support to UNCT and GTG at country level	0 (0.0%)	6 (15.8%)	12 (31.6%)	9 (23.7%)	6 (15.8%)	5 (13.2%)	38
4.2.9 The regional GTG facilitates effective use of human resources between member agencies on gender-related initiatives	2 (5.3%)	8 (21.1%)	10 (26.3%)	7 (18.4%)	4 (10.5%)	7 (18.4%)	38
4.2.10 The regional GTG facilitates effective use of human resources between member agencies on gender-related initiatives	3 (7.9%)	7 (18.4%)	11 (28.9%)	5 (13.2%)	5 (13.2%)	7 (18.4%)	38

4.3 The following questions are designed to provide insights on the strengths and limitations of the regional inter-agency Gender Theme Group (GTG):

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree	Don't Know/Not applicable	Total Responses
4.3.1 The members of the Gender Theme Group (GTG) share a common purpose	0 (0.0%)	1 (2.6%)	4 (10.5%)	27 (71.1%)	3 (7.9%)	3 (7.9%)	38
4.3.2 The GTG has a realistic workplan	0 (0.0%)	1 (2.6%)	13 (34.2%)	17 (44.7%)	2 (5.3%)	5 (13.2%)	38
4.3.3 Roles and responsibilities within the GTG are clear	0 (0.0%)	8 (21.1%)	12 (31.6%)	13 (34.2%)	3 (7.9%)	2 (5.3%)	38
4.3.4 The GTG has sufficient human resources given its purpose	1 (2.6%)	13 (34.2%)	15 (39.5%)	7 (18.4%)	0 (0.0%)	2 (5.3%)	38
4.3.5 The GTG has sufficient financial resources given its purpose	4 (10.5%)	19 (50.0%)	8 (21.1%)	2 (5.3%)	1 (2.6%)	4 (10.5%)	38
4.3.6 GTG has strong leadership that facilitates the work of the group	0 (0.0%)	4 (10.5%)	10 (26.3%)	19 (50.0%)	4 (10.5%)	1 (2.6%)	38
4.3.7 GTG provides a forum for debate/discussion on substantive issues	1 (2.6%)	3 (7.9%)	8 (21.1%)	16 (42.1%)	9 (23.7%)	1 (2.6%)	38
4.3.8 Members of the GTG share feminist perspectives	0 (0.0%)	7 (18.4%)	8 (21.1%)	11 (28.9%)	5 (13.2%)	7 (18.4%)	38

5.1 In your experience, what is UN-Women 'doing right' as a coordinating entity for the UN system on Gender Equality and Women's Empowerment at regional level?

The 57 response(s) to this question can be found in the appendix.

5.2 In your experience, what can UN-Women do better to strengthen its role as a coordinating entity for the UN system on Gender Equality and Women's Empowerment at regional level?

The 59 response(s) to this question can be found in the appendix.

5.3 In light of the 2030 Development Agenda, do you have any specific suggestions for UN-Women and how it can better leverage its coordination mandate in support of this Agenda?

The 51 response(s) to this question can be found in the appendix.

5.4 Do you have any other comments or thoughts that you would like to share with us?

The 28 response(s) to this question can be found in the appendix.

UNW-Staff Summary

1.1 Within which UN-Women region do you work?

Response	Chart	Percentage	Count
Americas and the Caribbean		21.4%	25
Arab States		7.7%	9
Asia and Pacific		18.8%	22
East and Southern African		24.8%	29
Europe and Central Asia		17.1%	20
West and Central Africa		10.3%	12
Total Responses			117

1.2 In which setting do you work?

Response	Chart	Percentage	Count
Multi-country office		8.5%	10
Country office		70.9%	83
Liaison office		0.9%	1
UN Women programme or project office		15.4%	18
Other (please specify)		4.3%	5
Total Responses			117

1.2 In which setting do you work? (Other (please specify))

#	Response
1.	regional office
2.	Country and Liaison
3.	Joint Justice Project (UNDP, Minusca, UNWomen) based in RC office; UNWomen had not a separate programme or project
4.	Goma DRC
5.	I work in the Office of the Special Envoy for the Great Lakes Region

1.3 What are your main functional responsibilities?

Response	Chart	Percentage	Count
Representation		15.4%	18
Program management		53.8%	63
Operations		9.4%	11
General Support		1.7%	2
Other (please specify)		19.7%	23
Total Responses			117

1.3 What are your main functional responsibilities? (Other (please specify))

#	Response
1.	Program Assistant
2.	Monitoring and Evaluation
3.	Coordination
4.	Advocacy, coordination, knowledge management
5.	Knowledge management
6.	M&E officer
7.	Coordination
8.	Coordination Analyst
9.	Monitoring and Evaluation
10.	provision of professional services and expertise
11.	consultant (as specialist - EAW)
12.	Project Coordination, Monitoring and Evaluation
13.	National Programme Officer
14.	Coordination
15.	Coordination
16.	Humanitarian Gender Advisor
17.	Represent UNW in national related events/activities; manage and coordinate programs; manage operations of country office and provide general support to partners
18.	Technical support to programme
19.	Program officer
20.	Head of office

#	Response
21.	My main duties include contribute to mainstreaming gender perspectives in the implementation of the mandates of the Special Envoy and the Office. This will include, inter alia, providing guidance in mediation, women, peace and security activities and developing specific initiatives to prevent and address conflict-related sexual violence, engaging with women’s organizations, strengthening women’s participation in mediation efforts and ensuring the full range of commitments to Security Council resolution 1325 (2000) and subsequent Women. In addition to this, I provide programme management, representation, operations and general support to the Office of the Special Envoy.
22.	Representation but within UN Women also a lot of programme management, and operational guidance and oversight
23.	Deputy Representative for Programmes and Operations

1.4 What is your post level?

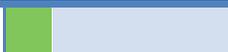
Response	Chart	Percentage	Count
D2 and above		0.9%	1
P5-D1		21.4%	25
P3-P4		15.4%	18
P2-P1		2.6%	3
National Officer (NOA-NOD)		39.3%	46
General Service		1.7%	2
Other (please specify)		18.8%	22
Total Responses			117

1.4 What is your post level? (Other (please specify))

#	Response
1.	NUNV
2.	Service Contract
3.	Service Contract
4.	SC
5.	Service Contract
6.	SC
7.	Consultant
8.	Service Contract
9.	Service contract

#	Response
10.	SB-4
11.	Consultant
12.	SSA
13.	SC (SB-4)
14.	Service Contract
15.	Service Contract SB4
16.	Non-staff, Contract
17.	SB-4
18.	National Officer (SC)
19.	SC-5
20.	Service Contract
21.	SB4
22.	Services Contract

1.5 How many years have you been working in UN-Women?

Response	Chart	Percentage	Count
Less than 1 year		13.7%	16
1 – 2 years		22.2%	26
More than 2 years		64.1%	75
Total Responses			117

1.6 What is your gender?

Response	Chart	Percentage	Count
Male		17.1%	20
Female		78.6%	92
Prefer not to answer		4.3%	5
Total Responses			117

1.7 In your position, approximately what percentage of your time do you spend each month on work related to UN-Women's UN system coordination mandate?

Response	Chart	Percentage	Count
0-25%		38.5%	45
26-50%		37.6%	44
51-75 %		7.7%	9
76-100 %		16.2%	19
Total Responses			117

1.8 What are the coordination-related activities in which you invest most effort? (Please select the 5 activities that that represent the greatest level of effort.)

Response	Chart	Percentage	Count
Leading Gender Thematic Group meetings		45.9%	51
Participating in Gender Thematic Group meetings		25.2%	28
Leading other inter-agency working groups (not exclusively focused on gender)		19.8%	22
Participating in other inter-agency working groups (not exclusively focused on gender)		47.7%	53
Participating in the UNCT		34.2%	38
Leading the development of joint inter-agency products (such as reports)		25.2%	28
Joint advocacy with other UN agencies		52.3%	58
Providing technical guidance to other UN agencies on mainstreaming gender equality and women's empowerment		30.6%	34
Providing capacity development support on gender equality to other UN agencies		13.5%	15
Ensuring a gender perspective is fully integrated into country analytical work led or supported by the UNCT		28.8%	32
Contributing to UNDAF development and implementation		62.2%	69
UNiTE campaign		22.5%	25
Development and implementation of joint <u>gender</u> programmes		39.6%	44
Development and implementation of other <u>joint</u> programmes		17.1%	19
Joint capacity development support to country partners		25.2%	28

Response	Chart	Percentage	Count
Other (Please specify)		9.9%	11
Total Responses			111

1.8 What are the coordination-related activities in which you invest most effort? (Please select the 5 activities that that represent the greatest level of effort.) (Other (Please specify))

#	Response
1.	All activities requested by the Representative and Programme Specialist
2.	(only four)
3.	monitoring an evaluation of the UN Women portfolio and UNDAF
4.	Actually, most of the tasks listed above are within my purview. Also most of these tasks are carried out, not just within the UN context but the broader gender development context in the country
5.	Monitoring
6.	Follow-up to intergovernmental processes
7.	gender mainstreaming in humanitarian work
8.	I am also nominated as the OMT chair for Nepal since October 2015
9.	Participating in the Joint Procurement Team & Operations Managers Team
10.	Coordinating common technical assistant to national partners
11.	OMT/SMT

2.1 The following questions are designed to provide insight into the kinds of contributions that UN-Women has made through its UN system coordination mandate. Please tell us the extent to which you agree with the following statements on a scale of 1 to 5, where 1 means “strongly disagree” and 5 means “strongly agree”.

	1- Strongly disagree	2- Somewhat disagree	3- Neither agree nor disagree	4- Somewhat agree	5- Strongly agree	Do not know	Total Responses
2.1.1 In general, there is good coordination on Gender Equality and Women’s Empowerment among UN agencies.	2 (2.1%)	14 (14.9%)	19 (20.2%)	42 (44.7%)	17 (18.1%)	0 (0.0%)	94
2.1.2 UN-Women has contributed significantly to improved UN system coherence on gender equality and women’s empowerment.	0 (0.0%)	8 (8.5%)	12 (12.8%)	27 (28.7%)	46 (48.9%)	1 (1.1%)	94
2.1.3 UN-Women has used its coordination mandate to facilitate joint UN results on gender equality.	2 (2.1%)	2 (2.1%)	11 (11.7%)	30 (31.9%)	48 (51.1%)	1 (1.1%)	94
2.1.4 UN-Women has facilitated joint UN policy/normative work on gender equality and women’s empowerment.	0 (0.0%)	4 (4.3%)	5 (5.3%)	36 (38.3%)	48 (51.1%)	1 (1.1%)	94

	1- Strongly disagree	2- Somewhat disagree	3- Neither agree nor disagree	4- Somewhat agree	5- Strongly agree	Do not know	Total Responses
2.1.5 UN-Women has contributed significantly to improved programming across the UN system for gender equality and the empowerment of women.	1 (1.1%)	6 (6.4%)	15 (16.0%)	42 (44.7%)	30 (31.9%)	0 (0.0%)	94
2.1.6 UN-Women has contributed significantly to capacity building for gender equality and the empowerment of women across the UN system.	1 (1.1%)	6 (6.4%)	15 (16.0%)	36 (38.3%)	36 (38.3%)	0 (0.0%)	94
2.1.7 UN-Women has contributed significantly to the application of accountability mechanisms in the UN (e.g. UNCT scorecard, gender audit).	4 (4.3%)	6 (6.4%)	13 (13.8%)	31 (33.0%)	33 (35.1%)	7 (7.4%)	94
2.1.8 UN-Women has contributed significantly to analyses that informed prioritization and gender results in the UNDAF.	1 (1.1%)	2 (2.1%)	10 (10.6%)	28 (29.8%)	48 (51.1%)	5 (5.3%)	94

	1- Strongly disagree	2- Somewhat disagree	3- Neither agree nor disagree	4- Somewhat agree	5- Strongly agree	Do not know	Total Responses
2.1.9 UN-Women's coordination mandate is well understood by UN partners at the country level.	5 (5.3%)	13 (13.8%)	14 (14.9%)	35 (37.2%)	24 (25.5%)	3 (3.2%)	94

2.2 Please provide examples of achievements in these areas.

The 66 response(s) to this question can be found in the appendix.

2.3 Please provide example(s) of improved coherence, reduced duplication, or increased synergies in the work on GEEW among UN agencies in your country? If none are available, please explain some of the on-going challenges to coherence across agencies and/or example(s) where there is still duplication of efforts in GEEW?

The 64 response(s) to this question can be found in the appendix.

2.4 UN-Women Country Offices work in a number of different thematic areas. In which areas is the likelihood of achieving UN coherence and collaborative results greatest? In which areas is the likelihood of achieving UN coherence and collaborative results least?

	1st (greatest likelihood)	2nd	3rd	4th	5th	6th (least likelihood)	Total Responses
Elimination of violence against women	58 (63.7%)	12 (13.2%)	11 (12.1%)	4 (4.4%)	4 (4.4%)	2 (2.2%)	91
Women's Economic Empowerment	12 (14.3%)	21 (25.0%)	19 (22.6%)	16 (19.0%)	11 (13.1%)	5 (6.0%)	84
Expanding women's leadership and participation	10 (11.9%)	17 (20.2%)	19 (22.6%)	20 (23.8%)	15 (17.9%)	3 (3.6%)	84
Governance and national planning	4 (4.9%)	15 (18.3%)	15 (18.3%)	15 (18.3%)	15 (18.3%)	18 (22.0%)	82

	1st (greatest likelihood)	2nd	3rd	4th	5th	6th (least likelihood)	Total Responses
Strengthening women's peace and security agenda	6 (7.3%)	16 (19.5%)	12 (14.6%)	13 (15.9%)	13 (15.9%)	22 (26.8%)	82
Mainstreaming gender into humanitarian response	3 (3.7%)	9 (11.0%)	11 (13.4%)	15 (18.3%)	18 (22.0%)	26 (31.7%)	82

2.5 Please provide examples that help to illustrate what the UN has achieved in these areas through coordinated efforts facilitated by UN-Women:

The 60 response(s) to this question can be found in the appendix.

2.6 How would you rate the overall effectiveness of UN-Women's coordination work on GEEW?

Response	Chart	Percentage	Count
Very ineffective		2.1%	2
Ineffective		4.3%	4
Neither effective nor ineffective		19.1%	18
Effective		52.1%	49
Very effective		18.1%	17
Do not know		4.3%	4
Total Responses			94

2.7 Please provide comments to support the assessment in the above question if you have any.

The 51 response(s) to this question can be found in the appendix.

3.1 From the list below, please select the three (3) main external factors that have facilitated the UN-system coordination role of UN-Women at the country level?

Response	Chart	Percentage	Count
Existing Delivering as One culture at the country level		14.6%	13

Response	Chart	Percentage	Count
Leadership from the RC office on gender equality and women's empowerment		41.6%	37
Leadership from the UNCT on gender equality and women's empowerment		24.7%	22
Sufficient level of resources available for joint programming		12.4%	11
Sufficient level of resources available for development cooperation in general		6.7%	6
Acceptance of UN-Women's coordination role by Heads of Agency		50.6%	45
Dynamism of gender networks within UN system (e.g., GTG or similar coordination mechanisms)		37.1%	33
Proactive leadership by gender champions within the UN system		21.3%	19
Highly institutionalized coordination or accountability mechanisms on GEEW within the UN system		9.0%	8
Capacities for gender mainstreaming in the UN system		7.9%	7
Donor support for a more coherent GEEW agenda		22.5%	20
Government demand for a more coordinated UN system in the country		25.8%	23
Civil society demands for a coherent UN on GEEW		7.9%	7
Limited competition for resources		3.4%	3
Emergent crisis within the country/region		5.6%	5
Geographical factors		1.1%	1
Other, please specify:		7.9%	7
Total Responses			89

3.1 From the list below, please select the three (3) main external factors that have facilitated the UN-system coordination role of UN-Women at the country level? (Other, please specify:)

#	Response
1.	individual UNW staff who can get space for the agency.
2.	Most coordination is due to UN Women efforts.
3.	only two. weak coordination role (or unknown)
4.	Capacities for gender mainstreaming in UN Women.

#	Response
5.	substantive coordination
6.	Most important have been the active leadership of UN Women
7.	Institutionalized coordination (i.e Joint annual workplanning) and accountability (joint annual reporting) mechanism in the UN System in general. Not necessarily limited to GEEW.

3.2 In your opinion, are there any other factors that facilitated UN-Women's coordination of the UN system on gender equality and the empowerment of women?

The 49 response(s) to this question can be found in the appendix.

3.3 From the list below, please select the three (3) main external factors that have hindered the UN-system coordination role of UN-Women at the country level?

Response	Chart	Percentage	Count
Lack of Delivering as One culture at the country level		36.0%	32
Lack of leadership from the RC office on gender equality and women's empowerment		14.6%	13
Lack of leadership from the UNCT on gender equality and women's empowerment		20.2%	18
Insufficient level of resources available for joint programming		51.7%	46
Insufficient level of resources available for development cooperation in general		19.1%	17
Limited acceptance of UN-Women's coordination role by Heads of Agency		14.6%	13
Lack of dynamism of gender networks within UN system (e.g., GTG or similar coordination mechanisms)		5.6%	5
Lack of leadership by gender champions within the UN system		6.7%	6
Limited institutionalized coordination or accountability mechanisms on GEEW within the UN system		22.5%	20
Lack of capacities for gender mainstreaming in the UN system		30.3%	27
Pressure from external partners (civil society)		1.1%	1
Lack of donor support to individual agency agendas		18.0%	16

Response	Chart	Percentage	Count
Lack of Government demands for individual agencies		4.5%	4
Excessive competition for resources		38.2%	34
Emergent crisis within the country/region		9.0%	8
Geographical constraints		2.2%	2
Other, please specify:		5.6%	5
Total Responses			89

3.3 From the list below, please select the three (3) main external factors that have hindered the UN-system coordination role of UN-Women at the country level? (Other, please specify:)

#	Response
1.	weak capacity of UNWOMEN
2.	Limited enforcement of accountability mechanisms on GEWE within the UN
3.	Lack of political support and capacity from the ministry responsible for women's empowerment.
4.	inter agency competition and incoherence amongst UN agencies
5.	Lack of adequate technical support from UN Women Regional Office and HQ to support joint programming at the country level.

3.4 In your opinion, are there any other factors that hindered UN-Women's coordination of the UN system on gender equality and the empowerment of women?

The 44 response(s) to this question can be found in the appendix.

4.1 The following questions are designed to explore the organizational capacities that affect the implementation of UN-Women’s UN-system coordination mandate on gender equality and the empowerment of women. Please select the answer that best reflects your perception of the following statements on a scale of 1 to 5 where 1 means “strongly disagree” and 5 means “strongly agree”.

	1- Strongly disagree	2- Somewhat disagree	3- Neither agree nor disagree	4- Somewhat agree	5- Strongly agree	Do not know	Total Responses
4.1.1 UN-Women consistently applies policies favourable to women’s (and men’s) advancement, such as flexible work hours, work/life balance, equal maternity/paternity leave, sexual harassment policies, etc.	8 (9.2%)	17 (19.5%)	12 (13.8%)	27 (31.0%)	22 (25.3%)	1 (1.1%)	87
4.1.2 Our UN-Women CO has sufficient financial resources to carry out its coordination mandate.	27 (31.0%)	23 (26.4%)	13 (14.9%)	14 (16.1%)	9 (10.3%)	1 (1.1%)	87
4.1.3 Our UN-Women CO has sufficient dedicated staff to carry out its coordination mandate	22 (25.3%)	25 (28.7%)	12 (13.8%)	12 (13.8%)	16 (18.4%)	0 (0.0%)	87
4.1.4 I have a clear understanding of my role in implementing the UN-Women UN system coordination mandate.	0 (0.0%)	3 (3.4%)	8 (9.2%)	20 (23.0%)	54 (62.1%)	2 (2.3%)	87

	1- Strongly disagree	2- Somewhat disagree	3- Neither agree nor disagree	4- Somewhat agree	5- Strongly agree	Do not know	Total Responses
4.1.5 SNs and AWP provide the necessary organizational planning tools to implement the coordination mandate effectively.	1 (1.1%)	13 (14.9%)	17 (19.5%)	30 (34.5%)	25 (28.7%)	1 (1.1%)	87
4.1.6 Our UN-System coordination mandate is valued as much as our operational and normative mandates	4 (4.6%)	13 (14.9%)	21 (24.1%)	32 (36.8%)	15 (17.2%)	2 (2.3%)	87
4.1.7 In our CO, we are provided time to discuss and analyze our mandate in relation to the national and UN system contexts.	8 (9.2%)	14 (16.1%)	20 (23.0%)	19 (21.8%)	25 (28.7%)	1 (1.1%)	87
4.1.8 I have the skills necessary to undertake the coordination-related responsibilities I am assigned.	0 (0.0%)	4 (4.6%)	6 (6.9%)	24 (27.6%)	52 (59.8%)	1 (1.1%)	87
4.1.9 I have the experience necessary to undertake the coordination-related responsibilities I am assigned.	1 (1.1%)	4 (4.6%)	9 (10.3%)	14 (16.1%)	57 (65.5%)	2 (2.3%)	87

	1- Strongly disagree	2- Somewhat disagree	3- Neither agree nor disagree	4- Somewhat agree	5- Strongly agree	Do not know	Total Response s
4.1.10 I have the time required to undertake the UN-system coordination tasks that are expected from me.	8 (9.2%)	26 (29.9%)	14 (16.1%)	21 (24.1%)	18 (20.7%)	0 (0.0%)	87
4.1.11 I am familiar with the corporate UN-Women strategy for the implementation of the UN-system coordination mandate.	2 (2.3%)	8 (9.2%)	13 (14.9%)	31 (35.6%)	32 (36.8%)	1 (1.1%)	87
4.1.12 I receive sufficient support from HQ to carry out the UN system coordination mandate.	11 (12.6%)	21 (24.1%)	26 (29.9%)	19 (21.8%)	5 (5.7%)	5 (5.7%)	87
4.1.13 I receive sufficient support from the Regional Office to carry out the UN system coordination mandate.	5 (5.7%)	26 (29.9%)	24 (27.6%)	22 (25.3%)	7 (8.0%)	3 (3.4%)	87

4.2 In your experience, what is UN-Women 'doing right' as a coordinating entity for the UN system on Gender Equality and Women's Empowerment at the country level?

The 62 response(s) to this question can be found in the appendix.

4.3 What can UN-Women do better to strengthen its role as a coordinating entity for the UN system on Gender Equality and Women's Empowerment at the country level?

The 59 response(s) to this question can be found in the appendix.

4.4 How can UN-Women leverage its UN system coordination mandate to ensure that the UN and its national partners prioritize gender equality (through SDG goal 5 and within the other goals)?

The 57 response(s) to this question can be found in the appendix.

4.5 Do you have any other comments or thoughts that you would like to share with us on the UN-Women coordination mandate?

The 42 response(s) to this question can be found in the appendix.

Appendix IX Reform Milestones

Date	UN Reform Milestones (through February 2015) (GEEW-specific milestones in blue)
1997	The UNDG was created to improve coordination of UN development programmes and operations globally.
July 1997	ECOSOC resolution 1997/2 concluded that “all entities of the United Nations system should institutionalize mainstreaming of a gender perspective at all levels through specific steps” including “the establishment of instruments and mechanisms for monitoring and evaluation” and “the creation of accountability mechanisms for gender mainstreaming.”
2000	The HLCP was established as the principal mechanism for system-wide coordination in the programme area.
September 2005	In the World Summit Outcome Document (GA resolution A/60/1), Member States recommended reforms of operational activities for development aimed at a more effective, efficient, coherent, coordinated, and better performing UN country presence with a strengthened role of the senior resident official and a common management, programming, and monitoring framework.
January 2006	The Secretary-General asked the HLCP and HLCM to develop, in cooperation with his Special Advisor on Gender Issues and the Advancement of Women, a system-wide gender mainstreaming policy to accelerate implementation of ECOSOC agreed conclusions 1997/2.
February 2006	The Secretary-General established a High-level Panel on UN System-wide Coherence. The Panel explored ways to strengthen the management and coordination of UN operational activities to improve the effectiveness of their contribution to the achievement of internationally agreed-upon development goals, including the MDGs.
October 2006	The CEB endorsed the system-wide policy on gender equality (CEB/2006/2) and requested that the Secretary-General’s Special Advisor on Gender Issues and the Advancement of Women develop a system-wide action plan to be presented to the joint meeting of the HLCP and HLCM in the spring of 2007. The plan was not prepared or presented.
November 2006	The High Level Panel submitted its “Delivering as One” report, which included recommendations on consolidating and improving the effectiveness of UN operations.
January 2007	The Secretary-General launched the “Delivering As One” initiative in eight self-selected programme countries.
December 2007	TCPR Resolution 62/208 was adopted and provided a framework for system-wide coherence for operational activities for development. It states that UN development assistance should be aligned with national development plans and strategies; gives prominence to the central role of the RC in facilitating coordination of development activities; reaffirms UNDP’s role as manager of the RC system; highlights the central role of the UNDAF in aligning the UN response to national priorities; encourages efforts in capacity-building and development, including South-South cooperation; and promotes increased efforts in the simplification and harmonization of business processes. It also emphasizes the need for an independent evaluation of DaO.
April 2008	The UNDG principals endorsed the gender scorecard, the developed of which was coordinated by the Task Team on Gender Equality.
August 2008	The UNDG agreed on and the CEB endorsed a Management and Accountability System of the UN Development and Resident Coordinator System, including the “functional firewall” for the RC system.

Date	UN Reform Milestones (through February 2015) (GEEW-specific milestones in blue)
September 2008	The GA adopted a resolution 62/277 on System-wide Coherence. The resolution stated that subsequent consultations on system-wide coherence would focus on harmonization of business practices, funding, governance, GEEW, and DaO at country and regional levels.
	The Chair of the UNDG and the Governments of Spain, Norway, and the United Kingdom launched the Expanded Delivering as One Funding Window (DFW) for Achievement of the Millennium Development Goals. The Funding Window is a multi-donor funding mechanism that provides resources to support nationally led and owned programming processes.
September 2009	The GA adopted resolution 63/311 on System-wide Coherence, which took up five key areas of concern: strengthening the institutional arrangements for supporting GEEW; strengthening governance of operational activities; improving the funding system of operational activities; Delivering as One; and harmonization of business practices.
November 2009	The UNDG adopted a new UNDAF guidance and support package to simplify the programming process and improve the next generation of UNDAFs.
July 2010	The General Assembly adopted resolution 64/289 on system-wide coherence, which established UN Women. The resolution also encouraged the Secretary-General to proceed with the evaluation of the DaO pilots.
September 2010	In his 2010 report on women's participation in peace building (A/65/354-S/2010/466), the Secretary-General called on all United Nations-managed funds to institute a "gender marker" to assist "in tracking the proportion of funds devoted to advancing gender equality." In addition, the Secretary-General's Policy Committee tasked the UNDG Task Team on Gender Equality to develop common principles to ensure that the various UN gender marker systems are comparable.
2011-2012	UN Women coordinated the development of the SWAP framework, involving consultations with over 50 entities, Secretariat Departments, Offices and Commissions. The SWAP was piloted by eight entities.
April 2012	The CEB endorsed the UN-SWAP as a means of operationalizing the UN System-Wide Policy on Gender Equality and the Empowerment of Women (2006). Implemented by UN Women, it is one of three interconnecting mechanisms that comprise a comprehensive UN accountability framework on GEEW.
July 2012	The ECOSOC welcomed the UN-SWAP in its resolution 2012/24 and called on the UN system to actively engage in its rollout and report on the implementation of the resolution at its substantive session in 2013.
September 2012	The UN publishes its independent evaluation of 'Delivering As One.'
December 2012	The General Assembly adopts the quadrennial comprehensive policy review resolution 67/226 and welcomes the development of the UN-SWAP. The QCPR calls on the UNDS to expand and strengthen the use of the UN Country Team Performance Indicators for GEEW ("scorecard") as a planning and reporting tool for assessing the effectiveness of gender mainstreaming by UN country teams.
July 2013	ECOSOC resolution 2013/16 requests the Secretary-General to submit a report on progress made in the implementation of the UN-SWAP.

Date	UN Reform Milestones (through February 2015) (GEEW-specific milestones in blue)
September 2013	The Task Team on Gender Equality published its “Gender Equality Marker Guidance Note” and “Financing for Gender Equality and Tracking Systems Background Note” outlining common principles and standards for gender equality marker systems. The gender equality marker guidance note served as the basis for two UN-SWAP inter-agency training workshops on the development of gender markers.
March 2014	The UNDG Gender Experts Roster was established under the leadership of UN Women. The first cohort was comprised of 33 experts from across the UN system supported by the UNDG Resource Book for Mainstreaming Gender in UN Common Programming at the Country Level. UNCTs can call on these gender experts’ knowledge of gender mainstreaming in programme planning and implementation to ensure that gender dimensions are addressed in the UNDAF, joint programmes, and other development programming frameworks.
May 2014	The UNDG produced its Options Paper outlining five elements critical to the post-2015 agenda and five key accelerators for driving system-wide change, particularly at the country level.
July 2014	UN Women lead the Task Team on gender equality in the development of its July 2014 “Resource Book for Mainstreaming Gender in UN Common Programming at the Country Level,” which supports prioritizing and mainstreaming gender equality issues in UN common programming processes at the country level. The “Resource Book” is for use by UN gender experts and gender focal points, UNDAF outcome/results groups, Gender Theme Groups, regional gender advisors and experts, Resident Coordinators, and UNCTs.
August 2014	The UNDG publishes its Standard Operating Procedures (SOP) for countries adopting the ‘Delivering As One’ approach.
September 2014	John Hendra, in his development dialogue paper, “Making the UN ‘Fit-for-Purpose’: Lessons from the ‘Delivering as One’ experience,” identifies the following six key lessons learned from the ‘Delivering as One’ experience, as well as other UN system-wide initiatives: coherent, strategic policy advice; ‘one voice’; scaling up ‘delivering as one’; adequate, sustainable funding; broad, inclusive partnerships; and behavior change.
November 2014	UN Women published its “Gender Mainstreaming in Development Programming” Guidance Note, which was informed by the 30 April-3 May 2013 international expert group meeting entitled, “Approaches to Gender Mainstreaming in Development Programming: Being Strategic and Achieving Results in an Evolving Development Context.”
February 2015	Draft 2012-2014 Desk Review of UNCT Performance Indicators for Gender Equality and the Empowerment of Women (Scorecard). UN Women and the UNDG Task Team on Gender Equality undertook the review jointly.

Appendix X Humanitarian Technical Note

1. Guiding Documents

1.1 UN Women's Strategic Plan 2014-2017

UN Women's Strategic Plan includes the following outcome and outputs on humanitarian action under Impact 4 –“Peace and security and humanitarian action are shaped by women and men's equal leadership and participation”:

Outcome 4.3: Gender equality and women's empowerment commitments adopted and implemented throughout humanitarian action including preparedness, disaster risk reduction, response and early recovery.

- Output 4.3.1: Evidence-based knowledge on gender-responsive humanitarian action including performance measurement and accountability frameworks, are accessible to policy-makers, practitioners and decision-making bodies.
- Output 4.3.2: Enhanced national and regional capacity of institutions and partners to develop and implement gender-responsive policies and measures for humanitarian action.
- Output 4.3.3: Existing coordination mechanisms are more gender-responsive and better analyze and address the distinct needs of women, girls, men and boys.

Paragraph 56 of the Strategic Plan states, “UN-Women will also strengthen its work with partners, including the Office for the Coordination of Humanitarian Affairs, to support existing coordination mechanisms to ensure more effective, gender-responsive United Nations system-wide humanitarian action. UN-Women will develop knowledge and capacity to assess gender-specific needs and coordinate humanitarian action, including in formulating disaster risk reduction strategies for women's empowerment and, in the case of disaster response, meet immediate gender-responsive survival needs.”⁶⁸

1.2 UN Women's Coordination Strategy

UN Women's Coordination Strategy results framework includes one output (1.5) related to humanitarian assistance, namely “System-wide efforts to implement SC res. 1325 supported and gender mainstreaming in humanitarian assistance ensured.” This output is located under outcome 1, “Enhanced UN system coherence and joint action mobilized.”

With respect to mainstreaming gender into humanitarian responses, UN Women aims to:

- Strengthen its work with partners, including the Office for the Coordination of Humanitarian Affairs, to support existing coordination mechanisms to ensure more effective, gender-responsive United Nations system-wide humanitarian action;
- Promote the need to address the specific needs of women, girls, boys and men in a comprehensive and consistent manner, and encourage the efforts of UN entities through existing inter-agency mechanisms to ensure gender mainstreaming in the delivery of humanitarian assistance;

⁶⁸ UN-Women. (2014). United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2014-2017.

- Support existing system-wide coordination efforts for gender-responsive humanitarian action at the global level through the Inter-Agency Standing Committee (IASC) as well as at the regional and national level, to address the specific needs of women and girls;
- Work closely with the Office for the Coordination of Humanitarian Affairs (OCHA) and other UN Agencies and relevant national and local stakeholders.⁶⁹

1.3 UN Women's Humanitarian strategy 2014-2017

- UN Women established a Humanitarian Unit in October 2012 within its Programme Division in New York.
- The Unit's work builds on humanitarian activities previously undertaken by UN Women's (and prior to that, UNIFEM's) Peace and Security Unit.
- The unit will consolidate and support humanitarian work, including disaster risk reduction, preparedness, risk prevention and mitigation, at the global, regional and national levels, working closely with all Divisions within the organization.

The overall goal of UN Women's humanitarian strategy: Integration of gender equality and women's empowerment considerations in the development and implementation of normative, policy and procedures in humanitarian action.

The central elements of UN Women's engagement in humanitarian action will include:

- **Coordination and Leadership**-Working with existing coordination mechanisms and UN partners, UN Women will ensure that humanitarian action policies, programmes and operational procedures and standards integrate GEEW. UN Women will provide guidance upon request to Member States and national partners in the development and/or strengthening of national strategies.
- **Technical Expertise**-Where it has a Country Office, UN Women will provide UN and Humanitarian Country Teams with guidance and tools, and will work through the existing humanitarian architecture. Where it has no or limited country presence, UN Women will provide short-term gender expertise/capacity. To do this, UN Women plans to establish agreements with stand-by capacity rosters. UN Women will also provide guidance on gender mainstreaming in assessments, gender analysis and programme implementation and ensure the engagement of gender machineries and CSOs in the development of recovery plans.
- **Capacity Building**-UN Women will pursue capacity development of gender machineries, CSOs and other national and local stakeholders to enable their effective engagement in humanitarian action efforts and will strengthen participation of women and girls in DRR and peacebuilding. UN Women will build synergies between advocacy and prevention and response programmes on GBV and ERAW and will support participation of women's CSOs as first responders in humanitarian action efforts.⁷⁰

⁶⁹ UN Women, UNCD. (2014). Implementation Strategy for the System-Wide and Inter-Agency Mandates and Functions of UN Women, Annex IV.

⁷⁰ UN Women. (2014, June 20). Humanitarian Strategy 2014-2017.

2. Key Issues

2.1 IASC Membership

UN Women is not currently a member of IASC. The Humanitarian strategy, however, discusses pursuing membership in this body, which has to date been denied. The UN General Assembly resolution establishing IASC in 1991 (A/RES/46/182) specifies that the body is to involve the participation of “all operational organizations.”⁷² UN Women’s exclusion from the group is based on the assertion that UN Women is not operational (or sufficiently operational) in humanitarian work. The resolution, however, goes on to propose a strong link between emergency assistance and recovery and long term development, stating, “Development assistance organizations of the United Nations system should be involved at an early stage and should collaborate closely with those responsible for emergency relief and recovery, within their existing mandates.”⁷³

UN Women participates at the global level through the IASC Reference Group on Gender in Humanitarian Action (GRG) established in 2006 to support the integration of GEEW into the humanitarian system coordinated by IASC.⁷⁴ The GRG brings together representatives of UN Agencies, NGOs, donors, and Member States, and meets on a monthly basis, structuring its work around an annual work plan. The GRG had the following main objectives for its work in 2015:

- Leadership—provide guidance and support, wherever feasible, to all bodies and structures of IASC for incorporating gender equality into relevant aspects of their work;

Factors Affecting UN Women’s Strategic Positioning in Humanitarian Action

UN Women has demonstrated that it can play an effective coordination role in humanitarian contexts. Key examples include its role in Nepal after the earthquake and in Liberia and Sierra Leone in response to the Ebola crisis. Based on a review of the evaluation case studies (particularly Mali, Fiji, Malawi, and Jordan) as well as other reported data, the following factors appear to be key in determining UN Women’s strategic positioning in humanitarian action in the field:

- * A lack of gender architecture and accountability for GEEW in humanitarian action at the global level. This includes, for example, the absence of a strong inter-agency coordinating mechanism on gender (GTG or similar network of focal points) that can be mobilized for broad-based coordination on GEEW.⁷¹
- * UN Women CO capacity, especially sufficient staff resources and specific expertise in humanitarian response
- * A strong Humanitarian Coordinator in country that recognizes the assets of UN Women (inviting UN Women to be a part of HCT)
- * Strong leadership from a UN Women Representative in the UNCT/HCT
- * Strong OCHA representation in country that recognizes/demands and facilitates a UN Women role in coordination on GEEW
- * Membership in IASC becomes more of a determining factor when these other factors are not in place because UN Women does not necessarily have a role in the default coordinating mechanisms of IASC (e.g., in the cluster system).

⁷¹ If the cluster system is in place, there are established coordination mechanisms within the Protection Cluster focused on GBV, usually under the responsibility of UNFPA.

⁷² A/RES/46/182, para. 38.

⁷³ Ibid. para, 40

⁷⁴ According to the IASC website (<https://interagencystandingcommittee.org/node/2606>), Reference Groups are “voluntary communities of practice affiliated to, but not directly overseen by, the IASC. They are composed of technical experts from the IASC organizations and build a forum for exchange of knowledge in topics that are crosscutting issues or remain relevant for the IASC, although not a current priority. Reference Groups are free to organize their structure and leadership. They can bring topics to the Working Group through their sponsor or Working Group members.”

- Accountability to gender equality—support and champion IASC’s commitment to work in an inter-agency fashion towards the goal of gender equality in all aspects of humanitarian action;
- Coordination and knowledge management—Ensure the humanitarian community is consistently provided with timely and practical information, tools and resources to meet its commitments to gender equality programming in humanitarian action.

As of August 2015, the GRG is co-chaired by UN Women, the Women’s Refugee Commission in New York, and the WFP in Rome. The GRG has an Internet platform that provides access to resources (most of which were developed before UN Women was created) including an IASC e-learning course hosted by UN Women’s Training Centre eLearning-Campus.⁷⁵

There are mixed opinions about the importance of UN Women’s membership in IASC: while its lack of membership is frequently mentioned as a problem, it is also apparent that, in many instances, UN Women has developed a functional working relationship with the Committee. However, UN Women still lacks the authority membership would bring.

2.2 Operational capacity vs. a capacity building or advocacy role

UN Women seeks to leverage its triple mandate – normative, coordination and operational – to ensure that gender equality and women’s empowerment are incorporated into humanitarian action and contribute to humanitarian effectiveness through integrating gender equality across the work of all clusters. UN Women’s corporate commitments on humanitarian action include **evidence-based planning and programming** through comprehensive gender assessment and analysis across sectors; **coordination** of humanitarian action to ensure mainstreaming of gender concerns, as well as integration of the local gender architecture and humanitarian architecture; **capacity development** for civil society and gender machineries to empower these actors to exercise their responsibilities and duties; and **targeted action** to complement programmatic gaps in gender equality and women’s empowerment programming.

As UN Women has focused its operational response primarily on piloting targeted actions to complement programmatic gaps, there is some discussion of how operational UN Women should be. One stakeholder from the Arab States commented that UN Women’s lack of recognition by IASC means it cannot play a role in the cluster system. From this interviewee’s perspective, to be a member, UN Women would need to earn a seat at the table by becoming more operational and capable of responding quickly in humanitarian crises. In Jordan, however, UN Women has gained some credibility based on its Hemayati joint project in the Zaatari refugee camps. Likewise, in Nepal, UN Women managed to co-lead the Inter Cluster Gender Working Group established right after the 2015 earthquake. It also attained membership in the Protection Cluster and the GBV sub-cluster.

As illustrated in HQ interviews with external stakeholders, discussions of UN Women’s role in humanitarian crises are focused primarily on the entity’s capacity. Two stakeholders interviewed at the global level questioned the legitimacy of a coordinating entity that is not operational, especially given that two coordination mechanisms are already in place (IASC and OCHA). An additional coordination role for UN Women would necessitate a strong business case. These stakeholders noted that humanitarian work is by nature very hands-on and that UN Women, given its lack of field

⁷⁵ “Gender in Humanitarian Action: Different Needs – Equal Opportunities” is a self-paced course that provides guidance on the core issues of gender equality in the humanitarian context and how it relates to ensuring effective and rights based humanitarian response - including camp management and coordination, education, food security, gender-based violence, health, livelihoods, non-food items, protection, shelter, water, sanitation and hygiene.

presence and operational experience, can best contribute through advocacy. The UN-SWAP was also highly praised as a mechanism for getting UN entities to better address gender in their own mandates.

UN Women's lack of history and experience in humanitarian work was also cited as a reason why it should not be operational. However, there are several examples of successful UN Women interventions since the adoption of the entity's Humanitarian Strategy, including its work in Zaatari Camp, part of Hemayati joint project with UNFPA and UNICEF (noted above) that puts the Essential Services package developed by UNFPA and UN Women into practice and, in the case of the Fiji multi-country office, the development of a surge capacity roster within the GTG and deployment of a number of UN Women's own staff to participate in a needs assessment alongside CSO partners. UN Women's response to the Ebola crisis in Liberia and Sierra Leone is also often cited by UN Women as an example of the entity's operational capacities in emergency situations. In Sierra Leone specifically, the CO reported having successfully advocated for the creation of a Gender Cluster by the UNCT as well as a Gender Pillar in the national Ebola management structure. As these examples illustrate, UN Women is building its track record and slowly receiving recognition from different humanitarian stakeholders.

2.3 OCHA

All interviewed stakeholders felt that OCHA has been highly supportive of UN Women's participation in more upstream activities in spite of its minimal operational capacity. UN Women and OCHA have signed a letter of agreement at the global level allowing for joint initiatives in spite of UN Women's lack of membership in IASC. Also, UN Women's Humanitarian Strategy work plan includes development of a joint training curriculum on gender and humanitarian response with OCHA, as well as six pilot projects with OCHA to ensure alignment and complementarity on gender.

In Asia and the Pacific, a close working relationship between UN Women and OCHA has developed based on their comparative advantages, i.e. OCHA's experience in humanitarian contexts and UN Women's gender expertise. Together they established a strategic level gender working group led by an experienced GenCap advisor with the time limited task of coming up with a gender strategy and developing a plan for its sustainability. This group has evolved into a standing committee of the regional IASC. OCHA sees UN Women's value added in the region as supporting the front end (ensuring that capacity and procedures are in place *before* a disaster) as well as a crosscutting approach to compensate for the "tunnel vision" characteristic of much emergency work. Two major contributions of UN Women/GenCap include: 1) extensive input into the series of World Humanitarian Summit meetings this year, including a chapter on gender in the report⁷⁶ and 2) guidelines for Minimum Standards for Gender in emergencies.

In Fiji, the contribution of UN Women's MCO is highly valued, especially in the area of GBV, which increases in times of crisis. In general, resources from the UN are stretched in response to natural disasters and there is the feeling that the Pacific is the poor cousin in the Asia and the Pacific region given its small population and GDPs. One stakeholder expressed concern that UN Women relies on volunteers in such a disaster prone region and noted that his entity is not well supported by UNW in Fiji due to capacity limitations. However, after Tropical Cyclone Winston, UN Women MCO was able (with support from HQ and the UN Women Crisis Management Committee in addition to two surge deployments) to co-lead the Regional Protection cluster and the Regional GBV in Emergencies sub-cluster, the national Safety and Protection cluster, as well as serve as lead technical advisor for the national sub-cluster on GBV AoR in emergencies.

⁷⁶ World Humanitarian Summit Secretariat, Restoring Humanity: Synthesis of the Consultation Process for the World Humanitarian Summit (New York, United Nations, 2015).

2.4 GenCap

GenCap was established before the creation of UN Women to support the integration of gender into humanitarian activities on short notice and for limited time periods. UN Women sits on the GenCap Steering Committee and recognizes the importance of GenCap in early response, but there is growing recognition that such short-term humanitarian efforts should be anchored in more sustainable development solutions.

In Malawi, a GenCap Advisor was successfully deployed to work 60% of her time with the UN system to ensure that proposals for rebuilding after disastrous flooding would adequately take into account the need to “build back better” from a gender perspective. The remaining 40% of her time was dedicated to building ongoing capacity within the UN Women office to respond to emergencies. In the Asia and the Pacific Regional Office, as noted previously, a GenCap advisor was successfully employed for a limited time period to sustainability integrate gender into disaster preparedness plans. There are several concerns with GenCap, however, including accountability (i.e. whom advisors are accountable to) and the implications of temporary placements for the sustainability and institutionalization of gender expertise.

2.5 Training and Capacity Building

UN Women’s Training Centre offers an IASC Reference Group e-course, which provides guidance on applying a gender equality approach to humanitarian programming. It also offers training in the area of peace and security and humanitarian action. The Asia and the Pacific region has the highest percentage of training activities mapped for this impact area (63%), with most of these activities focused on women’s leadership in peace processes and promoting engendered peace processes at national and sub-national levels. A 2015 UN Women Training Centre study notes that, on the one hand, given that none of UN Women’s predecessor entities had mandates for humanitarian work, it has made great progress in this area. On the other hand, only seven training activities were planned in the area of humanitarian action (as opposed to 34 in peace and security and 66 in WEE).⁷⁷

2.6 World Humanitarian Summit 2016

UN Women has been engaged in preparations for the first World Humanitarian Summit scheduled for May 2016 in Istanbul, Turkey. The Summit is the culmination of three years of consultations that included more than 23,000 people in 153 countries. In his report for the World Humanitarian Summit, the UN Secretary-General calls on Member States and other stakeholders to accept and act upon five core responsibilities. Two of these have implications for women and girls in humanitarian contexts, namely to “uphold the norms that safeguard humanity, including eradicating sexual and gender-based violence and treat survivors with dignity” and “leave no one behind, including through empowering and protecting women and girls.”⁷⁸ One respondent from Asia and the Pacific noted UN Women’s contributions to the preparations for the World Humanitarian Summit. In particular, the individual commented on the extensive feedback UN Women’s regional office elicited from around the region (especially from CSOs) for input into preparatory sessions and papers.

3. Issues to carry forward

⁷⁷ UN Women Training Centre. (2015, March). Mapping of the Main Training and Capacity Development Activities within the UN Women Regional and Country Offices’ Annual Work Plans for 2015.

⁷⁸ World Humanitarian Summit. (n.d.). Women and Girls: Catalysing Action to Achieve Gender Equality-High-level Leaders’ Roundtable on Core Responsibilities Two and Three of the Agenda for Humanity.

UN Women's Senior Management Team should further strengthen UN Women's strategic positioning as a coordinating entity in the area of humanitarian action by demonstrating how an upstream and coordinating role can bring value to an area that is widely seen to require strong operational capacity.

UN Women will not be a fully operational humanitarian organization, nor does its strategy reflect this intention. Rather, it should continue to focus on targeted action to fill gaps in programmatic response. Also, a limited role in innovative pilot projects, preferably in partnership with other UN agencies, could provide UN Women with credibility and evidence-based experience to support policy and advocacy work while also improving the way UN partner agencies address gender in humanitarian contexts. UN Women should create a repository of "results" to shed light on its key contributions in areas not addressed by other entities.

Membership in IASC should be pursued in order to give UN Women's current contributions more authority. While in favorable environments lack of membership proves a minor barrier, under less favorable circumstances, it can limit UN Women's role.

UN Women's capacity to respond to emergencies is still limited. In Malawi, a GenCap Advisor was employed to help upgrade staff capacity, and in Fiji, UN Women engaged volunteers (in addition to UN Women specialized staff, e.g. UN Women's Representative, Deputy Representative, ERAW Programme Specialist, DRR Policy Specialist, surge capacity, etc.). If UN Women is to continue to support capacity development in humanitarian action, it must invest in developing sustainable internal capacity.

The GenCap project offers potential for complementarity: short term experts available for emergencies can jump-start an emergency response and help to build capacity in UN women offices, laying the groundwork for sustainability in UN Women's follow-up. In addition, as stressed in the Pacific region in particular, gender responses have to be sensitive to local culture. UN Women's knowledge of the local context and experience operating in the country would supplement the more limited capacities of an external GenCap advisor in this respect. In addition, UN Women plans to use the GenCap training program. As much as UN women wants and is committed to building capacity in the area of humanitarian action, it cannot be done overnight and GenCap provides a potentially good bridge. However, as noted in Section 2.4 above, issues of accountability remain, as do concerns about the sustainability and institutionalization of gender expertise.

UN Women's relationship with grassroots women's organizations has helped bring women to the table to express their needs and aspirations for support and reconstruction. This is a valuable asset in which UN Women should continue to invest.

UN Women should continue to pursue its two-pronged approach of deploying immediate emergency support (surge capacity, for example) and working long-term to strengthen the UN's response through capacity building and advocacy, including analysis, developing guidelines, training, ensuring first response workers are highly aware of gender from the outset, and helping to "build back better."

Appendix XI Characteristics of UN Women's programme presence⁷⁹

	Algeria	Guinea-Bissau	Myanmar	Serbia	Tunisia	Ukraine	Uruguay	Turkey (Ankara)	Kosovo
Authority	MCO	RO	RO	RO	MCO	RO	RO	RO	RO
Programming budget⁸⁰	n/a	1 586 349	265 397	362 386	645 000	156 097	0	510 000	950 000
# staff⁸¹	0	1	2	3	6	1	1	1	9
Role in GTG (if any)	GTG inactive	UNFPA leads, UN Women coordinates	UN Women co-leads	UN Women leads	No GTG (in 2014)	UNFPA leads	UN Women leads	UN Women leads	UN Women leads
Formal relation to RC	n/a	Hosted in RC office, but no formal GE advisory role	Was hosted in RC office but has now moved out	None beyond personal relationship	n/a	None	DaO	Gender Advisor reports to RC and UN Women RD, does not manage programme budget	None

⁷⁹ Based on programme presence countries analyzed as part of the Corporate Evaluation and Regional Evaluation of UN-Women contribution to UN system coordination on GEEW

⁸⁰DRF budget in annual workplans for 2014

⁸¹ Annual workplans and estimate at the time of doing the interviews for the consultations or visits. Staff were in the process of being hired in several countries (Uruguay and Guinea-Bissau)

	Algeria	Guinea-Bissau	Myanmar	Serbia	Tunisia	Ukraine	Uruguay	Turkey (Ankara)	Kosovo
Informal relation to RC	n/a	RC moderately supportive	Moderately supportive; previous RC very supportive	RC supportive	n/a	RC supportive	RC highly supportive	RC supportive of Gender Advisor role, does not want to lose Advisor	RC highly supportive
Membership/ Relation to UNCT	Limited to formal discussions	limited influence, Informal gender advisor to UNCT	Limited, not a UNCT member	Limited influence	Member of UNCT acting as UN Women Representative	Probably limited, staff dedicate to a specific project	Member of UNCT acting as UN Women Representative	Regional Director represents UN Women on UNCT	Member of UNKT acting as UN Women Representative (facilitated by RC)
DaO	no	No	no	no	No	no	DaO (2007) created a facilitating environment	no	no
# JPs UN Women is involved in	1	3	n/a	3	n/a	n/a	3	1	4
Country context	Development	Development	Development; Humanitarian	Development	Development	Development; Humanitarian	Development	Development	Development

Common facilitating or challenging factors for UN Women across this range of Programme Presence Countries

- Limited core staff and core financial resources to dedicate to programming.
- A supportive RC is key to ensure UN Women's presence in UNCT and to maximize UN Women's influence in UNCT
- More generally, in countries with limited human and financial resources, interpersonal relations and individual's (head of other agencies) interest for the gender issues are the main drivers of gender mainstreaming and programming.

Special facilitating or challenging factors for UN Women across range of Programme Presence Countries

- Algeria, UNW situation is even more challenging than in non-presence countries. The reason being that the UN system expects UN Women to take the lead in all gender related endeavors although UN Women has no capacity to do so.
- In some countries, UN Women has not been able to take the lead of the GTG. In Algeria, its presence is too weak to reactivate the GTG while in Guinea-Bissau, UNFPA has kept the lead of the GTG. In Ukraine, the only staff present cannot alone lead the GTG.

Appendix XII Technical Note: Gender Theme Groups

The purpose and activity of GTGs vary across country contexts. Like other theme groups, the GTG is generally intended as a mechanism to facilitate joint action and coordination at the national level. The terms of reference for the GTG are prepared at the discretion of the UNCT of each country. Guidance on what makes an effective GTG dates from 2005 in a resource guide developed by UNIFEM.⁸² According to the evaluation team's review of GTG workplans, the most common purposes and activities of GTGs are related to mainstreaming gender in the UN system. It is also a key platform to exchange information on the activities of agencies in order to identify synergies and avoid duplication, coordinate joint activities – most notably campaigns, such as 16 days of Activism – review the UNDAF and contribute to CCAs.⁸³ There is also considerable variety in how these inter-agency groups are organized and operate, and in their composition.

Because of the different purposes and activities of GTGs, the extent of their contributions to these more immediate benefits of coordination varies across contexts. Many of the GTGs plan for and report on activities that are related to campaigns; few of them provide indications of how their joint efforts are leading to common/harmonized approaches to working with government on GEEW (e.g., the national gender machinery). There is also a wide range of both inward looking work (related to capacity development and mainstreaming gender in the UN) and outward looking work, related to how the UN collectively engages with its partners on issues of national priority. In more than half of the GTGs reviewed, workplans committed to foster policy dialogue and provide advice to government and CSOs.

Overall, the GTG's dynamism (and similar coordination mechanisms) was identified by UN Women survey respondents as one of the three main factors having facilitated UN Women's coordination mandate. However, the data suggest a need to further reflect on the purpose of GTGs, the balance between inward and outward looking work, and how that might vary by context. To what extent are GTGs mostly inward looking? And should they be? To what extent are campaigns linked to national initiatives and priorities? Should countries status (i.e. upper-income countries versus lower-income countries) and/or specific countries needs determine the strategic purpose of GTGs?

Throughout the evaluation process, various factors related to these questions were identified as having significant influence on the relevance and effectiveness of GTG.

Factors affecting GTG performance and influence:

Good organization and continuity: Permanent administrative support provided by UN Women ensured a form of continuity and regularity that few thematic groups of any kind have. In Fiji, for example, the GTG is the only thematic group in the country that regularly reports to the UNCT, meets regularly, and has a work plan that is monitored between meetings.⁸⁴

⁸² UNIFEM. (2005, January). Resource Guide for Gender Theme Groups.

⁸³ Additional roles played by GTGs in some countries include promoting and designing joint programmes; organizing workshops or forums on gender equality; supporting, reviewing and providing technical input to UN members and external partners; and serving as the reference group for gender scorecard exercises and their follow up. See Volume II, Appendix VII Country Portfolio Review

⁸⁴ The Communications group in Fiji, chaired by a Volunteer communications expert in UN Women also has similar support and receives high praise from other entities.

Degree of influence of GTG participants: Effectiveness of GTG can be affected if members do not have enough seniority or weight in their own organizations to be able to represent it adequately in the GTG. This depends to some extent on their roles in their own agencies. For example, senior gender advisors generally carry sufficient weight and have a cross-cutting advisory role. In some cases, however, a GTG members' may only work on one UN programme in which they may be very successful in integrating gender, but they may also lack sufficient influence across their agency.

Stakeholder in Mexico raised questions about the composition of the GTG and whether Country Representatives should be the ones participating. In Jordan, the newly minted Gender Theme Group was formed with membership of the Country Representatives of each member precisely to avoid this problem, but this possibly created other problems as the representatives don't necessarily have any gender expertise and are very busy. This is expected to be remedied by their accompaniment by GFP/gender advisors who can provide the technical input and follow up. Although this appears a good solution, the GTG in Jordan is too recently formed to assess.⁸⁵

Member capacity and experience on gender: Members of GTGs may not have sufficient capacity or experience in gender. Interviews found that many Gender Focal Points who were appointed to the GTG did not have written terms of reference that allocated a minimum of 20 per cent of their time to gender work, and had no significant experience in gender. In fact, some agencies had even reduced the gender role from an advisor to a GFP due either to budget cuts or the misconception that UN Women could take up the gender slack. A number of cases noted "lack of human resources" as a constraint, leaving UN Women with an inordinate proportion of the work to be done.

Level of participation from the UN System: Regular attendance of GTG members to meetings is obviously key to the effectiveness of GTGs. Underlying factors influencing regular participation may moreover include members' perception about the relevance of GTG meetings (for them personally or for their organisation) as well as their perception on the value they can add to the GTG, the UN or to the country needs. As such, GTGs having realistic workplans focused on clear and concrete joint objectives (notably around campaigns or policy advice to local partners) could contribute to the perceived relevance of the group. As the portfolio review shows, groups having workplan were generally effective in achieving results related to policy advice and campaigning. In addition, even generally less active GTGs often came together for very specific tasks, such as preparation of UNDAFs or CCAs.

Capacity to respond strategically to national priorities: The GTG has to be intentional in its work and be sure it is addressing national priorities, not only responding to internal UN demands or to requests to support global initiatives. Indeed, in a context where available resources have been decreasing (particularly in high and upper-middle income countries), beneficiaries might not always perceive the relevance of GTGs and IAWGs having inward looking purposes (i.e. assessing/building internal UN capacities, creating UN specific tools, etc.).

In addition, outward looking initiatives increasingly need to be grounded to local or regional needs rather than responding to global predefined initiatives. In LAC, the RO has taken the initiative to strategically focus its campaigning initiative on a few themes relevant to the region (such as child marriage and women's land tenure) and having the potential to convene both national partners and UNCTs.

⁸⁵ The GTG was formed in January of 2015 and had its first meeting in March.

Financial resources, pooled funds and members' financial contributions: Nearly half of the GTG survey respondents noted that GTGs had insufficient financial resources given its purpose (n=288). As such, it seems reasonable to expect that agencies jointly contribute to financing GTGs workplans. Some GTGs have implemented pooled funding modalities for joint gender programming and had presumably contributed to reduce duplications, improved inter-agency communication and reduce transaction costs. In some countries that operated with a One Fund basket for joint programming, interviews also tended to indicate that such mechanism increased coherence and overall collaboration around joint programmes, thus giving a programmatic purpose to GTG meetings. As such, it seems probable that GTGs that have a budget to which all member agencies contribute could be more effective than the ones financially supported by a single lead agency.

Examples of GTG reported activities are provided in the table below.

Results attributed to and reported by the Gender Theme Groups

	Policy Advice/ Dialogue	Advocacy/ Campaigns	Technical assistance/ capacity development	Knowledge generation/ sharing	UN Gender Mainstreaming
Fiji	<p>1.The GTG coordinated UN agency inputs into UN Country Team Reports to CEDAW for Solomon Islands and Tuvalu.</p> <p>2.The Pacific Islands Forum Secretariat, with coordinated inputs from the UN Gender Group, published “An Informal Guide on the Commission on the Status of Women (CSW) for Pacific Island Government and Non-governmental Organization (NGO) Delegations.”</p> <p>3. Engaged significantly with the global process for the 20-year review of the Beijing Declaration and Platform for Action (BPfA), and was kept informed of developments this year with regard to the ICPD+20 process.</p>	<p>The UN Gender Group planned and developed a regional calendar of events to commemorate the 16 Days of Activism Against Gender Violence.</p>	<p>The Gender Group was responsible for developing increased awareness around the need for comprehensive ERAW legislation and services for women and children, women’s discrimination and access to jobs, and women’s increased vulnerability to hardship and exploitation in the Pacific. This was a result of the submissions made by the UN Gender Group in response to the Australian Parliamentary Inquiry investigating challenges facing women and girls of the Indian Ocean – Asia Pacific region. The ILO, UNFPA and UN Women coordinated technical inputs by UN agencies for the two submissions on behalf of the UN Gender Group. UN Women and UNFPA also collaborated with SPC/RRRT in providing technical support for the development of the Family Peace Bill in Kiribati</p>	<p>1.The Gender group developed a surge capacity list on gender from resources available within the UN system that could be mobilized to provide a gender analysis/response to a sudden onset disaster. As a result of technical assistance provided by UN agencies through the Gender Surge, Pacific Humanitarian responses to emergencies in Tonga, Vanuatu and Solomon Islands included gender and gender-based violence sensitive processes and programmes.</p> <p>2. Developed a glossary of gender equality resources and opportunities for further education and disseminated it to UN staff and key partners.</p>	<p>1.UNFPA and UN Women worked closely with UNDP to ensure a gender analysis in UNDAF Annual Reviews (Solomon Islands, Kiribati, Vanuatu, Tonga).</p> <p>2. The UN Gender Group produced two Joint Programme Documents in 2014: the Solomon Islands UN-Government VAW Joint Programme and the Kiribati ESGBV Joint Programme.</p> <p>3. Hosted two Learning Sessions, one for UN Women staff in order to test and refine a Pacific Gender Learning module, and a second session on Gender and Social/Economic Development.</p>
India		<p>Representatives from 13 UN agencies and RC’s office participate in the GTT and WG. Two major UNCT joint initiatives were planned in 2014 – a) Joint Advocacy to End Violence Against Women</p>			

	Policy Advice/ Dialogue	Advocacy/ Campaigns	Technical assistance/ capacity development	Knowledge generation/ sharing	UN Gender Mainstreaming
South Africa	In 2014, atleast three initiatives were joint supported by UN agencies including the National Gender Summit(UNDP, UN Women and UNFPA) and the Critical Thinking Forum(UN Women and UNFPA) and a discussion forum on the financial services institutions(UNDP and UN Women).				In 2014, UN Women organised a UNCT Gender Theme Group held a retreat in which the Department of Women Senior Leadership participated and contributed to. The retreat agreed on priority areas for promoting gender equality and empowerment of women in the country.
Colombia		<p>1.conducted various activities such as:</p> <ul style="list-style-type: none"> • 16 Days of Activism Against Gender-Based Violence • for the Orange Day, it held the distribution of orange scarves to members of the Congress of Colombia on the same day November 25, as a symbolic act of commitment to ending gender-based violence. • Similarly, in an exercise of alignment of the Global Strategy "Empowering Women, empowering Humanity: Imagine" 20 years after the signing of the Beijing Platform for Action (Beijing + 20) and the Secretary General's Campaign "Unite to end violence against women", UNW collaborated with the 1st Festival "or the petal of a rose" • Conducted HeforShe Campaign 	- significant progress in the work of technical support to the National Directorate of Analysis and Context (DINAC) of the Attorney General's Office (FGN), on prosecution of crimes of sexual violence in the armed conflict.	<p>- contributed to SG report on sexual violence by sharing insights from Colombia</p> <p>- supported the mission of the Expert Team on the rule of law and Sexual Violence in Conflict</p>	<p>1. "GIG has taken a proactive role in proposing aspects that should be taken into account in the new UNDAF. It should integrate of women and girls and progress towards women's empowerment and gender equality in all its working priorities."</p> <p>2. With the support of UNIC, a Gender toolkit website was developed and operationalized in dceember 2014 to share within the UNCT and UN system in Colombia (http://nacionesunidas.org.co/herramientasdegenero/)</p>

	Policy Advice/ Dialogue	Advocacy/ Campaigns	Technical assistance/ capacity development	Knowledge generation/ sharing	UN Gender Mainstreaming
Cote d'Ivoire	<p>1.Appui à la mise en place au sein de l'Assemblée Nationale ivoirienne, du Caucus des femmes parlementaires de Côte d'Ivoire avec pour vocation de permettre aux femmes parlementaires ivoiriennes d'agir ensemble et en solidarité en faveur des droits des femmes, de l'égalité des sexes et de la prise en compte du genre dans le travail parlementaire. Les capacités des Préfets de Région, responsables de la coordination de la mise en œuvre des instruments internationaux, régionaux et nationaux applicables en matière de genre et VBG (CEDEF, Résolution 1325 du Conseil de Sécurité des Nations unies, loi sur les MGF) ont été renforcées à travers une formation qui a promu le changement de comportement, le respect, la promotion et la protection des droits des femmes et des filles.</p> <p>2.In 2014, UNWomen CI seized the opportunities of UNCT and gender thematic group meetings, as well as those held with national partners: political parties, deputies, prefects, women or national planners gathering to present gender normative texts, including CEDAW, and Resolutions 1325 and 2122</p>				Supported other thematic groups regarding gender mainstreaming

	Policy Advice/ Dialogue	Advocacy/ Campaigns	Technical assistance/ capacity development	Knowledge generation/ sharing	UN Gender Mainstreaming
Kyrgyzstan	The Beijing+20 consultations were determined as a priority in the UN GTG working plan for 2014 and were implemented with the joint support of UNDP, UNFPA, UNICEF, OHCHR and RCO, coordinated by UN Women. The consultations evolved into a nation-wide campaign and findings of the national review and follow up discussion (together with the 4th National Periodic CEDAW Report) informed UN Agencies programming for 2015-2017, including mid-term review of United Nations Development Assistance Framework (UNDAF).				In order to make the UN programme in Kyrgyzstan more gender-responsive and transformative and increase UNCT's accountability on GEWE at all levels of the programme cycle in accordance with the corresponding United Nations System Wide Action Plan, the CO initiated an evaluation of the UNCT Gender Mainstreaming Strategy and the development of a new one in line with the UNDAF mid-term review. This evaluation has been started at the end of 2014 and will be continued in 2015
Malawi	<ol style="list-style-type: none"> 1. Due to the GTWG's collaboration and lobbying, there is now an enforcement date for the Gender Equality Act, which was passed in April 2013. 2. The Marriage, Divorce and Family Relations bill was passed at Cabinet level. 3. Beijing+20 Report 4. UNCT CEDAW Report 5. Signing of a commitment on ending child marriages by HE Prof. Peter Mutharika during the SADC Gender Ministers meeting 5. Advocacy on a stand alone goal on gender in the post-2015 development agenda 6. Including gender priorities in the Education Sector Implementation Plan document 	Advocacy work on the End Child Marriages and Keeping Girls in School campaigns have allowed for dialogue and created awareness amongst community leaders, policy makers and the public.	Development of a gender tool for the education sector	Processes and consultations towards the development of a document detailing the history of gender equality in Malawi	<ol style="list-style-type: none"> 1. The UN-GTWG prepared the first joint work plan to harmonize its work with the Ministry of Gender, Children, Disability and Social Welfare (MoGCDSW) in 2015. Prior to this, each UN agency had been working with the Ministry individually with some duplication and competition 2. Development of a UN joint programme to support adolescent girls' education and development by addressing issues such as gender based violence (amongst others)

	Policy Advice/ Dialogue	Advocacy/ Campaigns	Technical assistance/ capacity development	Knowledge generation/ sharing	UN Gender Mainstreaming
Mali	GT-GAF contributed to the creation of a partnership among women for peace in Mali and an action plan for 2012-13 was drafted. Several PTF, under the leadership of UNW, committed to supporting the implementation of the plan. This led to the formation of 80 mediators, support for women's participation in regional and international fora for conflict resolution in Mali			Reparation for rape victims: situational analysis undertaken which resulted in the discovery of the existence of sexual slaves in a women's prison	Integration of gender into humanitarian response: technical assistance provided to the clusters for the integration of gender into CAP projects; elaboration of action plan for the participation of women in the peace process.
Mexico		In November 2015, UN agencies working in Mexico dedicated the UNiTE Campaign and the 16 days of activism to the cause of eliminating child and early marriage, with a notable emphasis on the harmonization of legal frameworks across all Mexican states through the campaign <i>De A (Aguascalientes) a Z (Zacatecas) México sin unión temprana y matrimonio de niñas en la ley y en la practica.</i>		"La ONU en Acción para la Igualdad de Género en México" published to illustrate the strategic partnership between Mexico and the UN to work towards achieving gender equality and the empowerment of women and girls in the country.	Capacity assessment of UNS
Tanzania	1.Increased understanding of these gender gains was achieved as a result of an IAGG forum (the first of two to be held during the year). Working in partnership with another key gender coordination mechanisms, the Development Partners Group on Gender (DPG Gender), over 50 key stakeholders were brought together to be briefed by the women's caucus who have analyzed the draft Constitution from a gender perspective. This joint event also strengthened the working relationship between these two coordination mechanisms. 2. preparations of the national Beijing	Coordination on advocacy to end GBV has been increased through the development of joint messaging and branding for the 16 Days of Activism to end GBV Campaign, increasing the visibility and reach of advocacy messages. This was achieved through a combination of coordinated support to national led initiatives, alongside internal UN activities. Within the UN, each agency established an 'orange corner' in their office. This	1.Support to the Ministry of Community Development, Gender and Children (the Government body responsible for producing the CEDAW report) was coordinated through IAGG. 2. Further support to strengthen Government support to national led gender mainstreaming initiatives was provided by IAGG for the finalization of a gender mainstreaming guideline		1.Knowledge and understanding of the gender gains in the proposed Constitution of the United Republic of Tanzania have been increased among influential stakeholders and partners, including other UN agencies and development partners. 2. In preparation for the evaluation of UNDP I and development of UNDP II, the IAGG 's annual retreat was used as an opportunity to identify GEWE results to date and recommendations for the future. This was the beginning of ongoing discussions, which are designed to enable IAGG to fully support the ongoing processes

	Policy Advice/ Dialogue	Advocacy/ Campaigns	Technical assistance/ capacity development	Knowledge generation/ sharing	UN Gender Mainstreaming
	+20 report, this provided an opportunity to take stock of a wide range of gender equality and women's rights issues, and galvanize consensus around remaining challenges and priorities	provided a space for information on a range of GBV issues to be shared and the work of different agencies highlighted. Furthermore, it created discussion and increased awareness among a range of agency staff, many of who had not previously engaged in the issues. This initiative was inspired by and contributed to the UN Secretary General's UNiTE Campaign, creating synergies and linkages between national and global advocacy. In Zanzibar, a Zero Tolerance Campaign to End Violence against Women and Children was launched as part of the 16 Days Campaign. Significant support for the launch of the campaign was provided by a range of UN agencies, and coordinated through IAGG. The campaign is accompanied by a two-year action plan. UN country support at the highest level was provided, with the Resident Coordinator giving speeches at several events during the 16 Days Campaign including the launch of the national campaign and the launch of the Zero Tolerance Campaign in Zanzibar.	for the Big Results Now Initiative. The aim of this tool is to ensure gender issues are not left out of the initiative, which had been the case prior to the development of the guideline. Inputs and comments were coordinated through IAGG members, and provided to MCDGC for consideration. This initiative was again undertaken jointly with DPG Gender.		

	Policy Advice/ Dialogue	Advocacy/ Campaigns	Technical assistance/ capacity development	Knowledge generation/ sharing	UN Gender Mainstreaming
Timor-Leste		Utilizing the Task Force to strengthen the interest generated during the discussion with the Resident Coordinator, UN Women coordinated several planning meetings in advance of the 16 Days of Activism to streamline UN agency supports to the campaign, which resulted in greater visibility of the UN system during the 2014 campaign and, for the first time, the engagement of new entities in the organization of VAW advocacy events (such as UN Volunteers) and resource contributions (such as the World Health Organization).*			A comprehensive assessment of the learning needs of GTG members informed the development of a multi-year capacity development plan.
Guinea-Bissau		A series of joint advocacy initiatives organized by UN GTG around the International Women's Day and the 16 Days Campaign against Gender-based Violence contributed to awareness raising of the state institutions and general public about gender equality, women's human rights and elimination of violence against women	Through the GTG the UN system provided coordinated support to the Government in preparation of the National Review of the implementation of the Beijing Platform for Action	GTG is functioning quite well because it has the following characteristics: good nature of the technical debates; there is regular exchange of information; there are structured meetings; meetings focus on the substance; there is a schedule for the meetings; and sharing costs & activities	

	Policy Advice/ Dialogue	Advocacy/ Campaigns	Technical assistance/ capacity development	Knowledge generation/ sharing	UN Gender Mainstreaming
Myanmar	Support and advocacy on development of a comprehensive national law to prevent violence against women and the UN technical review of four race and religion laws completed under the UNGTG in collaboration with the Human Rights Theme Group		1.data collection and research as part of a gender situation analysis to inform the development and implementation of an operational plan for the National Strategic Plan for the Advancement of Women 2013-2022 (NSPAW); 2. contribution to normative process on gender equality and women's rights supporting the government on the CEDAW review process;		Placing the gender equality and women's rights agenda in the plan and planning processes including the UN interim strategy as well as National AIDS Plan in Myanmar. (AR 2014)
Serbia				UN Gender Theme Group conceptualized and produced "Gender Brief": a form of newsletter representing the first effort to gather in one place, in a synthesized and user friendly manner, information on the activities and achievements on gender equality of the UN System, as well as the latest data and national and international developments. The Brief has been made public on UN Serbia website.	

	Policy Advice/ Dialogue	Advocacy/ Campaigns	Technical assistance/ capacity development	Knowledge generation/ sharing	UN Gender Mainstreaming
Ukraine			Under the leadership and facilitation of the Gender Theme Group which in addition to securing intra-UN gender coordination was extended to government partners, the donor community, international organizations and the civil society, UN-facilitated expertise and technical support resulted in the approval of the State Gender Programme. Issues relating to income disparities, gender quota and budgeting, gender based violence and non-discrimination, and the situation of older women were in focus.		
Uruguay	<p>1. Document on legislative output with gender equity and generations for the period 2010-2014. A common fund managed by UNOPS with contributions from most of the member agencies of the Interagency Gender Working Group was established; hired consultants Diana Gonzalez. The document was published in February 2015.</p> <p>2. CEDAW Report: Prepare UNS report to the Committee</p>		Support/contribute to the development of the Country Response to CEDAW Observations.	Talks with international experts: Beside the talks with Humberto Henderson and Line Bareiro - international experts on the CEDAW - group received Mr. Juan Miguel Petit, Human Rights Adviser of the United Nations, who presented the recommendations and challenges gender outlined in the Universal Periodic Review (UPR) to Uruguay	Prospective Workshops for Gender Equality: Achieved in September with the participation of agencies, government, CSOs and academia.

	Policy Advice/ Dialogue	Advocacy/ Campaigns	Technical assistance/ capacity development	Knowledge generation/ sharing	UN Gender Mainstreaming
Montenegro		The cross-cutting Working Group on Gender and Human Rights will remain involved in joint UN's work in the area of "16 days against violence campaign" and Human Rights Day, in close cooperation with national partners as in the last six years			

Appendix XIII Reported UN Women coordination results

Advocacy/ Campaigns

IA= Impact Area; RES=Result; MEC=Mechanism

*= RMS question: "Describe any significant results for women and girls that were achieved as a consequence of UN Women's coordination role in your country"

	Reported achievement	RES	IA	MEC
Barbados	<p>1. MCO Caribbean continued advocacy on Orange Day and the UNiTE Campaign in addition to UN Women funding under the Trust Funds and in support of NSPs on GBV, led to a region-wide pick up of activities for the 16 Days of Activism with media visibility totaling 33 unique articles with pick up across the various regional list-servs. Additionally new partners including faith-based organisations and local government officials engaged in activities this year actively seeking out UN Women's technical support and promoting the campaign branding.</p> <p>2. Supported knowledge sharing of GE and WE among partners and UNCTs and UNCGs particularly around the Post 2015 processes, Beijing and UN Women advocacy campaigns such as UNiTE and HeforShe.</p>	Event-focus	EVAW	UNCT
Fiji	<p>Through advanced planning by the GG of a regional calendar of events, the 16 days of Activism against Gender violence were well coordinated. Agencies that held activities included FAO, ILO, UNAIDS, UNDP, UNDP Pacific Centre, UNESCAP, UNFPA, UNICEF, UNV, UN Women and WHO.</p>	Event-focus	EVAW	GTG

	Reported achievement	RES	IA	MEC
India	<p>Joint Advocacy to End Violence Against Women:</p> <p>1. Nirbhaya, a play on Violence Against Women was staged 11 times in three cities (Delhi, Mumbai and Bangaluru) during 17-28 March 2014. The play reached out to 7327 audience directly and engaged with additional 5000 individuals through debates and activities around the issue. The play was co-organized UN Women and UNESCO.*</p> <p>2.The “MenEngage” Global Symposium on men and boys brought together over 1200 advocates from across 94 Countries to pledge their support for mobilizing men and boys for promoting gender equality; UN agencies including UNDP, UNFPA, UN Women and UNICEF provided key technical and financial support towards the symposium. UN agencies led and provided substantive inputs in 20 sessions. Two campaigns, “HeforShe” and “it starts with me” were carried out during symposiums. UN Women executive Director Ms Phumzile Mlambo-Ngcuka participated in the inaugural session and the first plenary on “State of the Men for Gender Equality field” at the symposium.*</p> <p>3. UN Women led the UNCT joint advocacy campaign (16 days of activism to end violence against women) in November. UN agencies in India conducted 21 advocacy meetings around the issue during 16 days of activism. UNCT joint advocacy and awareness campaigns and initiatives covered over 6,300 participants. The use of social media enabled the UNCT to reach 1.6 million people globally. Major newspapers in India and around the world published over 180 articles covering a number of events which took place during 16 days of activism*</p>	Activity; event; campaign	EVAW	JA; UNCT
Morocco	<p>In fact, the significant results achieved through the advocacy and awareness-raising work conducted by the NGO Fondation Ytto were showcased, during a UN Gender theme group meeting, chaired by UN Women. This has contributed to raise interest of other UN agencies on the work of this NGO and synergies were identified to provide further support to its work. As a consequence, the following proposal submitted by Fondation Ytto was co-financed by UNW and UNICEF. Similarly, the Coalition Springtime for Dignity that advocates for the adoption of a legislation that protects women and girls from violence and is funded by UNW since its creation in 2009, has benefited for the first time in 2014 from UNESCO funds, as a result of UNW's advocacy and support (joint project UNW-UNESCO).*</p>	fundraising	EVAW	GTG

	Reported achievement	RES	IA	MEC
Colombia	<p>1. UNW was actively engaged to promote women political participation in the congressional elections hold in 2014. In partnership with UNDP, the campaign Democracy Without Women is Incomplete was launched. A tool kit was prepared and a focused dissemination and awareness campaign was developed both with parties and electors.</p> <p>2. GTG conducted:</p> <ul style="list-style-type: none"> • 16 Days of Activism Against Gender-Based Violence • for the Orange Day, it held the distribution of orange scarves to members of the Congress of Colombia on the same day November 25, as a symbolic act of commitment to ending gender-based violence. • Similarly, in an exercise of alignment of the Global Strategy "Empowering Women, empowering Humanity: Imagine" 20 years after the signing of the Beijing Platform for Action (Beijing + 20) and the Secretary General's Campaign "Unite to end violence against women", UNW collaborated with the 1st Festival "or the petal of a rose" • Conducted HeforShe Campaign 	Campaigning	WPP; EVAW	JA; GTG
Cote d'Ivoire	<p>1. Peace and security and humanitarian action are shaped by women leadership and participation</p> <p>In commemoration of the 14th anniversary of the adoption of Resolution 1325/2000 of the UN Security Council, UN Women co-organized with UNO agencies, the open day in November 12, 2014 in Abidjan.</p> <p>In commemoration of the 14th anniversary of the adoption of Resolution 1325/2000 of the UN Security Council, UN Women co-organized with UNO agencies, the open day in November 12, 2014 in Abidjan. This commemoration, under the presidency of the Special Representative of the Secretary-General of the United Nations in Côte d'Ivoire, and the Ivorian Minister of Solidarity, Family, Women and Children, brought together about 75 personalities. It was enhanced by the presence of Ambassadors from United States and Canada, the United Nations Resident Coordinator in Côte d'Ivoire, the Countries Representatives of 9 to 13 UN agencies in Côte Ivoire (UNHCR, WHO, UNIDO, UNDP, UNESCO, UNFPA UNICEF OCHA), the Deputy Representatives of the World Bank, the first Vice President of the National Assembly, representatives of the caucus of women parliamentarians, women mayors Côte d'Ivoire and women working at a policy level in all sectors of Côte d'Ivoire.</p> <p>This platform was an opportunity to analyze the step taken in relation to the assessment of the implementation of 1325 in 2012, the challenges that still stand in its full implementation and effort women themselves must provide for this. An also, for better inclusion of women's priorities in conflict resolution, reconciliation and the consolidation of peace. They have thus ruled on actions to be taken to promote the participation of women including</p>	Event; campaigning	WPS; EVAW	JA

	Reported achievement	RES	IA	MEC
	<p>the need for Ivorian women to engage directly and through synergy of actions in advocating for increased participation in decision-making spheres, the weight to be given to the economic empowerment of the Ivorian woman, who is a key factor in its involvement in decision making, and the benefits of using and sustaining the presidential initiative Compendium of feminine skills.</p> <p>2. More partners organized the orangng campaign based on the significant role plaid by UN-Women by providing TORs, guiding and sharing the first agenda of the planned activities that were realized by UNW partners. Women and girls were involved, media was also very involved in this and highlighted the GBV negative impacts on women and girls.*</p>			
Jordan	<p>UN Women took the lead in one out of three joint advocacy campaigns promoted by the UN Communication Group. Focusing on 'gender', the campaign was carried out in the last trimester of 2014, building on the 16 Days of Activism Against Gender Violence. (Page 20)</p>	Campaigning	EVAW	IAWG
Kyrgyzstan	<p>1. The CO has vigorously supported advocacy for stronger legislation to EVAW. Through the Unite campaign (together with 38 different organizations and activists) a number of legislative changes could be supported. Today the campaign has become a movement that covers all provinces of the country and has become a network that advocates powerfully for GEWE and EVAWG.</p> <p>2. The Beijing+20 consultations were determined as a priority in the UN GTG working plan for 2014 and were implemented with the joint support of UNDP, UNFPA, UNICEF, OHCHR and RCO, coordinated by UN Women. The consultations evolved into a nation-wide campaign and findings of the national review and follow up discussion (together with the 4th National Periodic CEDAW Report) informed UN Agencies programming for 2015-2017, including mid-term review of United Nations Development Assistance Framework (UNDAF).*</p>	Campaign; policy change; consultations	EVAW	JA; GTG; RC

	Reported achievement	RES	IA	MEC
Malawi	<p>1. WEE-For the International Day of the Rural Woman, UN Women, in collaboration with the MoGCDSW, Action Aid and FAO, held a rural women's event that brought together 50 rural women from across the country to present, advocate and lobby on issues affecting them as subsistence farmers. The women developed and presented a communiqué on the barriers to their full and equal inclusion in the agricultural sector that was endorsed by senior managers at MoAWID. The women then further presented the communiqué to the State President at the World Food Day event.</p> <p>2. The Malawi CO organized, on behalf of the UN system and in collaboration with the GoM, an art competition entitled "Freedom from Violence Against Women and Girls Art Exhibition and Talent Show" to raise public awareness about the different forms of violence against women and girls. The event was used as a platform to launch the HeForShe campaign and the UNiTE Creative Artist Advisory Group</p>	Campaign; statement	WEE	JA
Mali	<p>In 2014 UN Women Mali solemnly celebrated the twentieth anniversary and HEforSHE campaign in partnership with the structures of the state, the organization of civil society. Audio and visual messages were sent during the 16 days of activism and even beyond. At these events a series of presentation was held and recommendations have been made. The ministry in partnership with UN Women prepared its 2015 work plan that takes into account the recommendation.</p> <p>Leadership will also be provided by UN Women to ensure that Mali is fully involved in key global processes such as post MDGs and Beijing + 20 review and also take steps to adopt strategies and mechanisms that will address women poverty and fulfill women rights.</p>	campaign	EVAW	JA
Mexico	<p>1. UNiTE Campaign, Orange Day coordinated through the GTG</p> <p>2. UN Women carried out several bilateral interagency initiatives for joint advocacy on key priority areas. In particular, UN Women joins efforts with UNHCHR regarding women's human rights defenders' situation and indigenous women's rights and monitoring of CEDAW compliance; with ILO to promote the recognition of domestic work and the ratification of the Convention 189, with UNFPA and UNICEF regarding the reduction of adolescent pregnancy (in 2014 a UN gender interagency press note was published on this topic) and with UNFPA and UNHCHR to promote reproductive rights in the law reforms.*</p>	Campaign; activity	EVAW	GTG; JA

	Reported achievement	RES	IA	MEC
Tanzania	Knowledge and understanding of the gender gains in the proposed Constitution have been increased among influential stakeholders and partners, including other UN agencies and development partners. Advocacy among a wide range of stakeholders, is critical if the proposed constitution is to be passed. This was achieved by bringing together members from different coordination mechanisms to be briefed by the women's caucus who have analysed the draft Constitution with support from UN Women.*	Activity	GE	JA
Timor-Leste	Utilizing the Task Force to strengthen the interest generated during the discussion with the Resident Coordinator, UN Women coordinated several planning meetings in advance of the 16 Days of Activism to streamline UN agency supports to the campaign, which resulted in greater visibility of the UN system during the 2014 campaign and, for the first time, the engagement of new entities in the organization of VAW advocacy events (such as UN Volunteers) and resource contributions (such as the World Health Organization).*	Activity	EVAW	GTG
Tunisia	An ad-hoc meeting was held to tackle specifically UN agencies' planned activities for the 16 days of activism. Joint programmes and activities held by UN Women in coordination with different UN agencies include an advocacy session for the withdrawal of the reservations on CEDAW in partnership with UNFPA, OHCHR and the state Secretary for women. In the same context, a CEDAW communication strategy was developed in coordination with the same partner agencies.*	Planning	EVAW	Former GTG
Guinea-Bissau	1. During the reporting period (2013), UNIOGBIS and UN-Women continued to provide technical and financial support for efforts to legalize and operationalize the Women's Political Platform and the Regional Network on Women, Peace and Security. These efforts contributed to creating greater public awareness of the situation of women, promoting in-depth reflection on women's issues and greater cohesion among women's organizations, as well as enhancing the capacity of women, who were provided with coordination and fundraising instruments. 2. There is evidence that UN Women led/participated in the 16 days of activism campaign against VAW but against, there is limited information available on this due to limited country reporting.	Activity; capacity change	WPP	JA
Ukraine	The evidenced-based advocacy for gender equality was undertaken, with specific messages on prevention of domestic violence, promotion of women's participation, employment rights, etc. A common UN position was formed and delivered by the RC in Parliamentary Hearings shaping the debate around universal rights and best practices.	Activity; statement	EVAW	RC
Uruguay	Comunicado de prensa ONU en el Día Internacional de la Erradicación de la Violencia contra la Mujer.	Campaign	EVAW	GTG

	Reported achievement	RES	IA	MEC
Argentina	Campaña del Secretario General de las Naciones Unidas “UNETE para poner fin a la Violencia contra las Mujeres”, se continuó apoyando a la campaña a través de: una carta de aval, fotos con la tarjeta roja (CR, UNCT), un evento en la Feria del Libro con la participación de más de 300 personas, y la participación en el Lanzamiento formal.	Campaign	EVAW	RC; UNCT
Montenegro	The cross-cutting Working Group on Gender and Human Rights will remain involved in joint UN’s work in the area of “16 days against violence campaign” and Human Rights Day, in close cooperation with national partners as in the last six years	Campaign	EVAW	GTG
Malaysia	In order to raise awareness on the CEDAW and to address the lack of awareness about the Convention amongst members of the public and policy makers, the Theme Group developed a one year national media campaign, including the development of radio PSAs and the development of a CEDAW training module for student council and non-student council youth leaders at tertiary level. (2011)			GTG

UNCT/UNS Gender mainstreaming

IA= Impact Area; RES=Result; MEC=Mechanism

*= RMS question: "Describe any significant results for women and girls that were achieved as a consequence of UN Women's coordination role in your country"

	Reported achievement	RES	IA	MEC
Barbados	1. finalised the first Joint Programme on GBV in Jamaica in late 2014*; 2.guided drafting of a proposed joint Programme on GBV in Trinidad and Tobago for possible government funding*; 2.initiated a joint programme on GBV for Barbados and the Eastern Caribbean with UNICEF (still in draft stage - looking for funding from EU)*	Planning	EVAW	JP
Fiji	Through the UN Gender Group, UN Women has been able to promote the development of Joint Programming on EVAW for Kiribati and Solomon Islands and is currently working with the office of the resident coordinator in Samoa for a joint programme on gender in Samoa. In 2014, the VAW Joint Programme in Solomon Islands received funding from the UN Trust Fund.*	planning	EVAW	JP; GTG
India	UN Women MCO conducted training on Gender Mainstreaming for UNDAF Roll-out in Maldives in June 2014, and contributed to meetings with Gender Task Teams of UNCT Maldives and Sri Lanka.*	Training for UNDAF		n/a
Morocco				
South Africa	1. UN Women also provided technical support to UN system in South Africa and Lesotho providing concrete suggestions on strengthening gender equality and empowerment of women articulation in the countries' Strategic Cooperation Framework (SCF) and Lesotho United Nation Development Assistance Framework.*	Technical suppose to UNS		n/a
Colombia	1. Beginning on 2015, this [OCHA and UNFPA, UNW implemented a joint strategy in the department of Chocó with the objective of improving prevention measures and attention road maps related to cases of sexual violence within the frame of the armed conflict] fostered coordination, associated to specific projects implemented to target women and women organization, should further increase UNW capacity to deliver development results for women and girls.* 2. With three UN Agencies, UNDP, FAO and PMA, a Joint Program was designed for the department of Cauca. The Joint Program will be financed in 2015-2016 by the SDG-Fund. The above initiatives would not have been achieved without the coordination of UNW with key UN and development partners in Colombia".	Joint Strategy; planning		JA; JP
Cote d'Ivoire	In 2014, UN Women CI seized the opportunities of UNCT and gender thematic group meetings, as well as those held with national partners: political parties, deputies, prefects, women or national planners gathering to present gender normative texts, including CEDAW, and Resolutions 1325 and 2122	Discuss normative frameworks		UNCT; GTG

	Reported achievement	RES	IA	MEC
Jordan	<p>1. UN Women also provided strategic support in mainstreaming gender equality and women's empowerment into UNCT planning/programming.*</p> <p>2. A gender scorecard was finalized in December 2014, highlighting some critical areas which will be addressed by the UNCT in 2015. For instance, this resulted in the establishment of a Gender Theme Group under the leadership of UN Women that- due to the high seniority of membership envisaged- will support the RC/UNCT in developing, implementing and monitoring a vision strategy on how to mainstream gender in joint initiatives till the end of the current UNAF cycle.*</p>	Planning		UNCT; GTG
Kyrgyzstan	<p>1. Women's and girls' needs were more prominently considered within UN AFP programmes as a result of UN Women coordination role at UNCT and UN GTG levels.*</p> <p>2. As a result of UN Women's coordination role within UN Peace Building Fund projects the implementation of gender equality and women's empowerment approach has been strengthened and monitored in peacebuilding interventions.*</p> <p>3. The following projects: (a) UN-EC project on "Operationalization of good governance for achieving of social justice", (b) UN Women, FAO, WFP and IFAD programme "Acceleration of women's economic empowerment", (c) UN Women, OHCHR, UNDP, UNICEF and UNHCR Capacitating the Ombudsman Institute joint project were specifically focused on women's and girls' empowerment and the creation of enabling environment for gender equality and social justice. The CO provided technical expertise on gender equality and women's empowerment to partner agencies on the project implementation and coordinated gender-specific activities in order to make them more targeted, coherent and gender transformative. The following results of UN Women coordination were achieved in 2014 within the above mentioned projects:</p> <ul style="list-style-type: none"> •A methodology on improving access of women and girls to local services and establishing transformative institutions at local level, to ensure women's participation in decision making and budgeting has been developed by UN Women and introduced by participating UN Agencies; • A comprehensive programme on creating an enabling environment to support rural women's economic empowerment and to address structural inequalities, equitable access and ownership of resources in targeted 20 municipalities, has been developed within the ARWEE. This programme seeks to achieve that women in selected areas are empowered to enhance sustainable livelihoods, productive assets, have increased resilience to climate change and actively participate in local economy and decision-making processes; •Systemic measures introduced in the Ombudsman Institute in order to improve protection of human rights of women and children.* 	Planning	WPS	UNCT; GTG; JP

	Reported achievement	RES	IA	MEC
Malawi	Development of Cross Cutting Issues Guidelines jointly with the HR TWG for UNDAF and follow up with clusters to mainstream gender and human rights issues	Technical inputs for UNDAF		IAWG
Mali	Integration of gender into humanitarian response: technical assistance provided to the clusters for the integration of gender into CAP projects; elaboration of action plan for the participation of women in the peace process.	Technical inputs	WPS	GTG
Mexico	UN Women, in the framework of the Gender Thematic Group, is leading the implementation of a self-assessment survey for all UN staff working in Mexico. The overall objective of this initiative is to have a clear baseline of the general knowledge and capacities of country staff, in order to guide the capacity building efforts to be implemented by the GTG and inform the UNCT on the state of the art.*	Capacity assessment		GTG
Tanzania	Knowledge and understanding of the gender gains in the proposed Constitution have been increased among influential stakeholders and partners, including other UN agencies and development partners. Advocacy among a wide range of stakeholders, is critical if the proposed constitution is to be passed. This was achieved by bringing together members from different coordination mechanisms to be briefed by the women's caucus who have analysed the draft Constitution with support from UN Women*	discussions	GSG- NP	
Timor-Leste	<p>1. In July 2014, in its role as a co-Chair of the Violence against Women (VAW) Task Force with UNFPA, UN Women coordinated the first UN GTG presentation to the Resident Coordinator on the UN Country Team's efforts to address violence against women and children (VAWC). Strategies for a coordinated approach on VAW was discussed in the context of dwindling donor funding for the UN system on VAW. Areas of comparative advantage for the UN were highlighted particularly in prevention and strengthening of legal framework through institutional strengthening.*</p> <p>2. A comprehensive assessment of the learning needs of GTG members informed the development of a multi-year capacity development plan.</p>	Planning; capacity assessment	EVAW	GTG
Tunisia	<p>1. After the finalization of the UNDAF preparation, two major issues have been identified from the upcoming cooperation programme to be coordinated within the UN: youth and gender equality.*</p> <p>2. The UN Gender theme Group, chaired by UN Women, therefore held two meetings in 2014 (September 18th and October 02nd), to review the Terms of reference of the Group and share, discuss and identify possible synergies in the current and planned projects.*</p>	Planning; UNDAF		UNDAF; GTG

	Reported achievement	RES	IA	MEC
Guinea-Bissau	UNW is coordinating the GTG and Gender mainstreaming in the National and UNS frameworks (e.g: UNDAF; PNIEG; PNA on VAW and Laws - domestic violence)*	UNDAF		
Myanmar	Through coordination mandate and UNGTG led by the UN Women, results include: Placing gender equality and women's right agenda in the plan and planning processes including the UN interim strategy as well as National AIDS Plan in Myanmar.*	planning		JA; GTG
Serbia	UN Women Serbia office invested significant effort in ensuring that gender equality is integrated in the Common Country Assessment for Serbia and in drafts of the Serbia UN Development Assistance Framework 2016-2020, prepared in the course of 2014. This was done both by UN Women independently and in mobilizing the UN Gender Theme Group, which UN Women is chairing. These efforts resulted in a dedicated and detailed section on Gender Equality in the CCA (developed by UN Women with input by Gender Theme Group) as well as mainstreaming of gender considerations and sex-disaggregated data in most other chapters of the CCA. The latest draft of the UNDAF Pillars/Outcomes as of December 2014, includes a stand-alone Outcome on Gender Equality as well as gender mainstreaming in the other Outcomes.*	UNDAF planning; UNDAF gender outcome		
Uruguay	1. Prospective Workshops for Gender Equality: Achieved in September with the participation of agencies, government, CSOs and academia. 2. Talks with international experts: Beside the talks with Humberto Henderson and Line Bareiro - international experts on the CEDAW - group received Mr. Juan Miguel Petit, Human Rights Adviser of the United Nations, who presented the recommendations and challenges gender outlined in the Universal Periodic Review (UPR) to Uruguay	Training; capacity building		GTG
Algeria	Gender concerns have been integrated into the new Common Country Assessment, following a gender-based analysis of the Algerian context (CCA was elaborated during the last quarter of 2014). UN Women Algeria has actively participated to the Country Common Assessment (CCA) preparatory meetings with the other UN agencies and the consultant in charge of its elaboration. These meetings provided an opportunity for UN Women to advocate for an increased consideration of gender equality issues. UN Women National Coordinator in Algeria also provided valuable inputs to the CCA section on gender equality by sharing data, and comments/recommendations feeding into the gender-based analysis.	Technical inputs		CCA

Knowledge generation/ sharing

IA= Impact Area; RES=Result; MEC=Mechanism

*= RMS question: "Describe any significant results for women and girls that were achieved as a consequence of UN Women's coordination role in your country"

	Reported achievement	RES	IA	MEC
Fiji	Through UN Gender Group, UN Women has been able to ensure that in 2014 the Pacific UNDAF annual reviews for Solomon Islands, Kiribati, Vanuatu and Tonga contained a comprehensive analysis of gender equality related achievements, challenges and lessons learned.*	Internal mainstreaming		GTG
India	Biennial Survey on Status of Women in India*			GTG
South Africa	In 2014, UN Women organised a UNCT Gender Theme Group held a retreat in which the Department of Women Senior Leadership participated and contributed to. The retreat agreed on priority areas for promoting gender equality and empowerment of women in the country.	Internal mainstreaming		GTG
Colombia	In coordination with UNFPA and UNDP, UNW co-led a nationwide "Gender Gap Analysis" (see description in question n. 5) and actively contributed to reflection on UN role in post-conflict planning and gender equality within that scenario This joint exercise will produce a more accurate focusing of UN system interventions on the most disadvantaged, and conflict-affected, areas of the country.			JA
Kyrgyzstan				
Malawi	Processes and consultations towards the development of a document detailing the history of gender equality in Malawi			GTG
Mali	Reparation for rape victims: situational analysis undertaken which resulted in the discovery of the existence of sexual slaves in a women's prison;			GTG
Mexico	A closing activity for 2014, was the booklet on UNCT work in gender equality and ending violence against women, produced and to be launched as an interagency product in the frame of the thematic group and with the office of the Resident Coordinator.*			UNCT/GTG

	Reported achievement	RES	IA	MEC
Myanmar	<p>. Through coordination mandate and UNGTG led by the UN Women, key results include: 1) data collection and research on gender situation analysis in Myanmar to inform the development of an operational plan of the National Strategic Plan for the Advancement of Women 2013-22 (NSPAW) and its implementation*</p> <p>UN Women conceived of and coordinated (with the RCO and in close consultation with UN agencies) a publication on UN Good Practices on Gender Equality and Women's Rights, which was in final draft form as of January 2015.</p> <p>In partnership with FAO, UN Women conducted a desk study on gender in agriculture and rural development and a gender assessment of the sectoral plans of the Ministries of Agriculture, Rural Development, and Environmental Conservation, and Forestry. (AR 2014)</p>		NPS	GTG; JA
Serbia	<p>In 2014, the UN Gender Theme Group conceptualized and produced "Gender Brief": a form of newsletter representing the first effort to gather in one place, in a synthesized and user friendly manner, information on the activities and achievements on gender equality of the UN System, as well as the latest data and national and international developments. The Brief has been made public on UN Serbia website.</p>	Information sharing		GTG
Algeria	<p>Gender concerns have been integrated into the new Common Country Assessment, following a gender-based analysis of the Algerian context (CCA was elaborated during the last quarter of 2014). UN Women Algeria has actively participated to the Country Common Assessment (CCA) preparatory meetings with the other UN agencies and the consultant in charge of its elaboration. These meetings provided an opportunity for UN Women to advocate for an increased consideration of gender equality issues. UN Women National Coordinator in Algeria also provided valuable inputs to the CCA section on gender equality by sharing data, and comments/recommendations feeding into the gender-based analysis.*</p>			CCA

Policy Advice/ Dialogue

IA= Impact Area; RES=Result; MEC=Mechanism

*= RMS question: "Describe any significant results for women and girls that were achieved as a consequence of UN Women's coordination role in your country"

	Reported achievement	RES	IA	MEC
Fiji	The confidential UNCT Reports to CEDAW for Solomon Islands and Tuvalu were strengthened by the inputs of multiple UN agencies on account of the UN Gender Group's coordination. UN Gender Group members further collaborated with the Human Rights working group to ensure that a gender perspective was reflected in Universal Periodic Reports, including those of Vanuatu, Republic of Marshall Islands and Fiji.*	Global framework reporting	NPS	GTG
India	UN Women led the drafting and submission of UNCT Confidential Report for 58th session of the Committee on the Convention for the Elimination of Discrimination against Women (CEDAW). More than 50% of recommendations of the UNCT confidential report were included in CEDAW concluding recommendation.*	Global framework reporting	NPS	JA
Morocco	UN Women's proposition of "Transformative Stand-alone goal on achieving gender equality, women's rights and women's empowerment" was officially supported by the Kingdom of Morocco (through the Ministry of Foreign Affairs and Cooperation) during a UN joint event for IWD celebration coordinated by UN Women (7 March 2014).*	Joint event ; policy influence	WEE ; GSG-NP	JA

	Reported achievement	RES	IA	MEC
South Africa	<p>1.“UN Women supported joint initiatives with UN agencies on the National gender summit held to provide a platform for critical debate on the attainment of gender equality in South Africa, and the challenges experienced, as the country celebrated 20 years of democracy. In addition to achieving coordinated voice of the UN system in gender equality and empowerment, the summit was an important resource for the country as it provided critical analysis on status of gender equality in South Africa by taking stock of, and celebrates, gender equality gains, while critically assessing persistent shortcomings and gaps;</p> <p>2.In 2014, UN Women organised a UNCT Gender Theme Group held a retreat in which the Department of Women Senior Leadership participated and contributed to. The retreat agreed on priority areas for promoting gender equality and empowerment of women in the country. Due to restructuring process undertaken by the Department of Women as a result of change of their mandate, most activities agreed on were not carried out. UN Women will follow up on these initiatives in order to improve and strengthen more alignment with national priorities. The Representative has held a number of consultation meetings with Minister Shabangu responsible for the Ministry of Women in South Africa.</p>	Joint event (gender summit); critical analysis; dialogue with MoW	GSG-NP	JA; GTG
Colombia	<p>1.The most prominent result achieved for women in Colombia, as a consequence of UNW’s coordination role, is their active participation in the peace process. This has been achieved at different level, that we can synthesize as follows:</p> <p>a. Two women plenipotentiary were appointed to participate in the government delegation in La Havana.</p> <p>b. A Gender Sub-commission was set up in September 2014, between government and FARC-EP delegations, to ensure that women’s issues are properly discussed in La Havana and women’s requests are taken into considerations in the final peace agreements.</p> <p>c. 1,537 women participated (48.6% of the participants) in 4 victims’ fora at regional and national level to collect victims’ proposals that have been afterward submitted to the negotiating table.</p> <p>d. Five (5) victims’ commissions travelled to la Havana. Women represented the 62% of the 60 victims that composed the commissions. Women victims’ voices were heard and contributed to the dialogue around the 4th point of negotiations, “victims”, which deals with Transitional Justice measures.</p> <p>e. The first commission of women, representing women organizations and platforms, travelled to La Havana to express women proposals to the negotiators and to discuss with the gender sub-commission. Through a Transitional Justice Forum, UNW together with UNDP, UNICEF, OHCHR, gave access to women to</p>	Peace process; technical inputs; policy influence; Policy change; regional forum	WPS	JA;

	Reported achievement	RES	IA	MEC
	<p>knowledge and elements to start a profound reflection about what women want for the post-conflict scenario.*</p> <p>2. UNW led the elaboration of the Report on Resolution 1820 on sexual violence in conflict. This report was prepared in coordination with the UN Inter Agency Gender Group, composed of 6 UN agencies, and in close coordination with the RCO.</p> <p>3. With the ministry of Ministry of Interior, UNW in partnership with UNDP conducted regional forums with Elected Women facilitating in this way a space for dialogue with and for women in political positions (mayors, councilors). It further worked closely with UNDP and other actors to support women initiatives in the Congress to push for an improved quota Law.*</p> <p>The above initiatives would not have been achieved without the coordination of UNW with key UN and development partners in Colombia.</p> <p>4. Through the organization of a Transitional Justice Forum, UNW together with UNDP, UNICEF, OHCHR, gathered close to 100 women from different regions of Colombia and gave access to women to knowledge and elements to start a profound reflection about what women want for the post-conflict scenario.</p>			
Cote d'Ivoire	<p>1- Women lead and participate in decision making at all levels: UN Women participated to the working group on Governance whose main points covered the elections. This meeting was an opportunity for UN Women to report with women's organizations wishing to engage themselves in elections and to share the gender strategy and election preparation.</p> <p>2. Participation in the platform of political actors Since the Yamoussoukro meeting during which the Special Representative of the Secretary General (SRSG) highlighted the crucial role played by UN Women to coordinate such initiatives in Côte d'Ivoire, the office is part of the platform, which is chaired by the SRSG. Thus, the Country Representative of UN Women took part in the first meeting of the top women in the key institutions of the country, the private sector and civil society, organized by the SRSG on December 6, 2014, in which they confirmed their willingness and commitment to the contribution to a peaceful and democratic election in Côte d'Ivoire.</p>	Dialogue with CSO; electoral dialogue	WPP; WPS; Other (HIV)	JA

	Reported achievement	RES	IA	MEC
	<p>3. The office provided technical support in the organization of the platform of political actors initiated by UNOCI in collaboration with the IEC (Independent Electoral Commission). Part of the scientific committee, UN Women participated in the preparatory meetings convened by the SRSG and issued a communication on "issues of women's participation in elections" in the workshop of reflection that was held from 18 to 19 December 2014 in the premises of the mission of peace.</p> <p>4. Finally, during the session moderated by ONUFEMMES on "challenges of participation of the Ivorian elections" in the platform of the United Nations exchanges with political actors and civil society on the elections in Côte d'Ivoire organized as part of his mission of good offices by the SRSG in partnership with the Independent Electoral Commission (IEC) December 18, 2014 women of political parties reiterated their need to be better equipped to fulfill their role in the upcoming elections.</p> <p>5. UN Women, jointly advocated with UNAIDS and UNDP for the adoption of the promotion and of the law on HIV and AIDS. The HIV law was adopted and promulgated in July 4, 2014</p>			
Kyrgyzstan	<p>The Beijing+20 consultations were determined as a priority in the UN GTG working plan for 2014 and were implemented with the joint support of UNDP, UNFPA, UNICEF, OHCHR and RCO, coordinated by UN Women. The consultations evolved into a nation-wide campaign and findings of the national review and follow up discussion (together with the 4th National Periodic CEDAW Report) informed UN Agencies programming for 2015-2017.*</p>	global framework reporting		
Malawi	<p>EVAW (or a cross-cutting issue)-UN Women has played a key coordination role in the area of child marriage, including catalyzing the passage of the marriage bill, stalled for many years. UN Women has brought together key actors and has contributed to enhanced coordination and knowledge sharing on child marriage interventions. It helped establish a task force and develop an action plan to fight child marriage and launched a national campaign to End Child Marriage. UN Women is the Secretariat and coordinator of the task force, which helped pass the Marriage, Divorce and Family Relations Bill, which increases the age of marriage from 15 to 18 years. (AR 2014 page 133)</p>	policy change; facilitating dialogue	EVAW; other (Child Marriage)	JA

	Reported achievement	RES	IA	MEC
Mexico	UN Women carried out several bilateral interagency initiatives for joint advocacy on key priority areas. In particular, UN Women joins efforts with UNHCHR regarding women's human rights defenders' situation and indigenous women's rights and monitoring of CEDAW compliance; with ILO to promote the recognition of domestic work and the ratification of the Convention 189, with UNFPA and UNICEF regarding the reduction of adolescent pregnancy (in 2014 a UN gender interagency press note was published on this topic) and with UNFPA and UNHCHR to promote reproductive rights in the law reforms.*	Dialogue with decision-makers; statements reporting on global frameworks	EVAW; WEE	JA
Tanzania	<p>1. Knowledge and understanding of the gender gains in the proposed Constitution have been increased among influential stakeholders and partners, including other UN agencies and development partners. Advocacy among a wide range of stakeholders is critical if the proposed constitution is to be passed. This was achieved by bringing together members from different coordination mechanisms to be briefed by the women's caucus who have analysed the draft Constitution with support from UN Women.*</p> <p>2. Accountability for the implementation of CEDAW was supported in 2014 through the development of Tanzania's seventh and eighth Periodic Report. Coinciding with the preparations of the national Beijing +20 report, this provided an opportunity to take stock of a wide range of gender issues, and galvanise consensus around remaining challenges and priorities. As the coordinator of UN and Development Partners working on GEWE, UN Women played a central role in facilitating stakeholder participation, including the Ministry of Community Development Gender and Children in this process.*</p>	Facilitating dialogue; global framework reporting	GSG-NP; NPS	JA
Tunisia	<p>1. Joint programmes and activities held by UN Women in coordination with different UN agencies include an advocacy session for the withdrawal of the reservations on CEDAW in partnership with UNFPA, OHCHR and the state Secretary for women.*</p> <p>2. With regard to VAW activities, joint programme between UNFPA, OHCHR, UNICEF, and UN Women, contributed to the elaboration of a comprehensive law on ending violence against women. The last version was finalized and submitted before the Ministerial council in November 2014. Recommendations were provided to adjust the draft law.*</p>	dialogue; policy influence; global framework reporting	GE; EVAW	JP

	Reported achievement	RES	IA	MEC
Guinea-Bissau	<p>1. UNIOGBIS, UNWOMEN and UNDP within the MDG Fund Project have supported the National Assembly, the Specialized Committee of Women and Children to advocate for ending domestic violence. On the 18 July 2013, the Law on Domestic Violence was adopted by the National Assembly.</p> <p>2. Initiation of the revision of the laws and policies on land, employment and finance in taking account the gender dimension.*</p>	Policy influence; Policy change; facilitating dialogue	EVAW; GSG-NP	JA; JP?
Myanmar	<p>1. Support and advocacy on development of a comprehensive national law to prevent violence against women and the UN technical review of four race and religion laws completed under the UNGTG in collaboration with Human Rights Theme Group; and</p> <p>2.Placing gender equality and women's right agenda in the plan and planning processes including the UN interim strategy as well as National AIDS Plan in Myanmar.*</p>	Policy development; policy influence;	EVAW; GSG-NP	GTG; JA
Ukraine	<p>1. Efforts to align with the national development processes:</p> <p>UN contribution to national programming and policy development processes included in particular support to the development of policies related to health (Public Health Law; National Anti-drug Strategy; State Programme on HIV/AIDS 2014-2018; Concept of Social Programmes on HIV/AIDS); social development (Concept of Social Development Policy of Ukraine 2013-2023, amendments to the Law on Social Services related to social commissioning, National Corporate Social Responsibility Strategy), family and gender equality (Law on Domestic Violence, State Programme on Ensuring Equal rights and Opportunities for Women and Men till 2016), labor rights and standards (ILO Home Work Convention #177, Protocol to ILO Night Work Convention #171, ILO Maternity Protection Convention #183); energy efficiency (National Action Plan on Renewable Energy until 2020, National Renewable Energy Action Plan for Ukraine, Low Carbon Development Strategy) and the strategy for attracting international technical assistance.</p>	Policy influence; gender mainstreaming in polices	GSG-NP	

	Reported achievement	RES	IA	MEC
Uruguay	<p>1. GENDER EQUALITY POLICIES AND INSTITUTIONALITY: UN Women had a strategic role in helping the two main equality plans, the nationwide plan and the one in Montevideo, to move efficiently through all the stages of the policy cycle: design, implementation, monitoring, external evaluation, accountability and new participatory design. [...]In parallel, contributions were made to the consolidation and agreement of the main strategies and lines of national and local gender policy for the period 2014-2018.</p> <p>2. Economic rights: During 2012, UN Women's worked in this field through three lines of action: a) increase the quality of public policies to improve the employability of women, particularly women from the poorest sectors facing multiple discrimination</p> <p>3.</p>	Policy influence;	GSG-NP; WEE	
Malaysia	<p>1. In 2012, gender related issues will remain an important cross-cutting dimension in all our activities. The UNCT in Malaysia will also continue to work with national institutions to strengthen and advocate the promotion of gender equality and empowerment in the economic, social and political realm, and formulate strategies and joint action with national partners to promote the mainstreaming of CEDAW into national policies and to persuade the Government to reduce the country's remaining reservations to CEDAW.</p> <p>2. The Gender Theme Group conducted several advocacy activities to promote the mainstreaming of the CEDAW into national policies, advocate the need and importance of gender disaggregated data for policy analysis, including through the organization of a High-Level Meeting on Achieving the Targets of Malaysia's National Policy on Women with the Ministry of Women. Two Roundtable Dialogues on Hudud Laws and Gender Equality, and Gender Disaggregated Data in Malaysia, and a public forum on gender equality were also organised. In order to raise awareness on the CEDAW and to address the lack of awareness about the Convention amongst members of the public and policy makers, the Theme Group developed a one year national media campaign, including the development of radio PSAs and the development of a CEDAW training module for student council and non-student council youth leaders at tertiary level.</p>	Gender mainstreaming in policies;	GSG-NP	UNCT; GTG

Technical assistance/ capacity development

IA= Impact Area; RES=Result; MEC=Mechanism

*= RMS question: "Describe any significant results for women and girls that were achieved as a consequence of UN Women's coordination role in your country"

	Reported achievement	RES	IA	MEC
Barbados	Through UN Women and UNICEF's joint technical support on child and gender responsive approaches to poverty alleviation, the following policies were adopted in 2014: in Grenada, a gender-sensitive Social Protection Policy Framework has been adopted. In St. Kitts a gender-sensitive Social Development Assistance Act has been adopted. In St. Lucia a gender-sensitive National Social Protection Policy and Strategic Action Plan has been developed and is before Cabinet in consideration for approval.	technical support ; Policy change	GSG-NP	JA
Fiji	1.UN Women has been able to activate the gender surge mechanism of the UN Gender Group to provide technical assistance in the context of humanitarian emergencies in Solomon Islands, Tonga and Vanuatu. UN Women, in coordination with OCHA, OHCHR and UNHCR, provided technical assistance to the national authorities to assist in conducting a gender-sensitive protection assessment of the impact on affected women and girls.* 2.Coordination between the PIFS and UN agencies has included a scoping exercise on costing the socio-economic impact of violence against women.	technical assistance; Service provision; activity	Other; EVAW	GTG; JA
India	1. The UNCT provided technical inputs to the Govt. of India on "One Stop Crisis Centre" (OSCC). UNCT's recommendation to make OSCCs hospital based is now part of the public deliberations on the future planning of these centers. UN Women being the Chair of GTT anchored the entire process.* 2. Joint work under the WEGBV Cluster • Provide policy guidance on sex selection available (UNFPA, UN Women, UNICEF, UNDP, UNOPS, WHO) • Support decentralized governance focused on women's political leadership (UNDP, UNICEF, UN Women)	technical inputs; Service provision	GSG-NP; WPP	UNCT; GTG; IAWG

	Reported achievement	RES	IA	MEC
Cote d'Ivoire	<p>1. The office provided technical support in the organization of the platform of political actors initiated by UNOCI in collaboration with the IEC (Independent Electoral Commission). Part of the scientific committee, UN Women participated in the preparatory meetings convened by the SRSG and issued a communication on "issues of women's participation in elections" in the workshop of reflection that was held from 18 to 19 December 2014 in the premises of the mission of peace.</p> <p>2. In order to help the Ministry to regain its position at the driving place, the Co established a LOA with them in which trainings will be delivered and also to ensure that they would be a key player in the coordination of every activities supported by UNWOMEN in their field of action. In fact, 10 years of no war no peace situation followed by a violent post-electoral conflict, contributed to weaken national coordination mechanisms, including within the Ministry in charge of Solidarity, Family, Women and Childre. During the crisis period, the coordination role was the most assumed by the development partners. The government was very appreciative of the initiative and considered it as a best practice that should be extended to other donors.*</p> <p>3. UN Women, in collaboration with other UN System agencies organized a training workshop for traditional practitioners on gender, human rights and HIV / AIDS was organized from 26 to 30 November 2014. The workshop helped to identify gaps and limitations of traditional healers and reflect on the creation of a platform for collaboration between traditional medicine and modern medicine in the context of prevention and support for PLHIV.</p>	technical support; Service provision;	WPS	JA

	Reported achievement	RES	IA	MEC
Jordan	<p>1.WEE coordination with UNESCO working in a tourist area in the north, providing job opportunities for women in handicrafts (basal stone), combined with tourism. UNW provides input regarding human rights and women's rights.</p> <p>2.Coordination of the Jordan Response Plan 2015 task force: UN Women served as the secretariat of the social protection taskforce under the Jordan Response Plan (JRP) 2015 structure. In this role UN Women supported the Chair of the taskforce, the Ministry of Social Development (MOSD), in the convening of national and international partners working on social protection in Jordan to come together, develop a common needs analysis and priority actions for 2015 from this. As the JRP is implemented UN Women will support the MOSD in monitoring progress against it and addressing implementation challenges in real time. In this role UN Women succeeded in supporting the government to place women and girls at the centre of its social protection response and framework and will be working with partners to address challenges in reaching women and girls. UN Women also provided strategic support in mainstreaming gender equality and women's empowerment into UNCT planning/programming.</p>	Input; Service provision	WEE	JA/JP; GTG
Kyrgyzstan	<p>1. Through Women Peace and Security programmes approximately 10000 boys and girls have been trained to speak out against harmful practices. The CO further has supported the monitoring of the NAP on GE, the conduct of gender expertise of the Strategy of Social Development and has organized a conference on aid effectiveness in February 2014.</p>	monitoring NAP; Training; technical input (methodology)	WPS; GSG- NP; WEE	JA; JP

	Reported achievement	RES	IA	MEC
Malawi	<p>UN Women's leadership made possible an Integrated Work Plan between the Ministry of Gender, Children, Disability and Social Welfare and the UN system. Ten UN agencies were involved in developing the Work Plan, which aims to ensure coherent and coordinated UN system support to the Government of Malawi in line with the UNDAF.</p> <p>UN Women and UNFPA supported the Ministry of Gender, Children, Disability and Social Welfare in the development of a national response to combat gender based violence strategy. (AR 2014 page 131)</p> <p>UN Women, in partnership with UNDP, supported the first peace building and mediation training for faith-based women with the aim of them supporting and mediating any conflict that arose during the elections. (AR 2014 page 132)</p> <p>Gender and Agriculture Programme-UN Women shares an FAO programme officer (who is part-time with UN Women and part-time with FAO). FAO brings with them valuable experience when it comes to agricultural programming and has provided technical support throughout programme delivery. With many contacts across the agricultural sector, it has meant that UN Women has better access to key sector stakeholders.</p>	<p>developing the Work Plan;</p> <p>develop strategy;</p> <p>mediation training;</p> <p>technical support</p>	<p>NPS;</p> <p>EVAW;</p> <p>other</p>	<p>JA; JP</p>
Mali	<p>GT-GAF contributed to the creation of a partnership among women for peace in Mali and an action plan for 2012-13 was drafted. Several PTF, under the leadership of UNW, committed to supporting the implementation of the plan. This led to the formation of 80 mediators, support for women's participation in regional and international fora for conflict resolution in Mali, etc.</p> <ul style="list-style-type: none"> • Reparation for rape victims: situational analysis undertaken which resulted in the discovery of the existence of sexual slaves in a women's prison; medical/psychosocial/economic services offered to rape victims and raising awareness/capacity building campaigns undertaken, including among defence and security forces. • Integration of gender into humanitarian response: technical assistance provided to the clusters for the integration of gender into CAP projects; elaboration of action plan for the participation of women in the peace process. 	<p>plan implementation;</p> <p>training women mediators;</p> <p>technical assistance for GE</p> <p>mainstreaming</p>	<p>WPS;</p> <p>EVAW</p>	<p>GTG</p>

	Reported achievement	RES	IA	MEC
Timor-Leste	To support the Government in development of the National Report on implementation of the Beijing Platform for Action (B+20 Review), UN Women coordinated a group of gender focal points from the UN Agencies in collection and analysis of a sectoral data; organization of national consultations as well in provision of a technical support to the Government's preparation for the Regional Inter-Ministerial Conference on Beijing +20 organized in Bangkok, Thailand.*	Support Reporting;	NPS	JA
Tunisia	1. Partnership with UNAIDS in order to better address both men's and women's vulnerability to HIV, a gender assessment of the national response to HIV/AIDS has been led by UN Women. This gender assessment is a tool to help the PNLs (National Programme to fight AIDS) developing a gender sensitive response to HIV and to implement adequate policies integrating gender issues.* 2. To support the State Secretary for Women to draft the 7th periodic report to CEDAW committee, a national expertise was provided.*	gender assessment is a tool to help the PNLs; support CEDAW report	Other (HIV)	UNAIDS
Guinea-Bissau	Capacity building of the Women Political Platform, a major women's organization among the signatories of the code of conduct for peaceful elections. Improvement of the % of women in parliament (14%) Attainment of 31% of Women in the Government.*	Capacity building	WPP	n/a
Myanmar	Through coordination mandate and UNGTG led by the UN Women, key results include (1) and (2): 1. Data collection and research on gender situation analysis in Myanmar to inform the development of an operational plan of the National Strategic Plan for the Advancement of Women 2013-22 (NSPAW) and its implementation; 2. Contribution to normative process on gender equality and women's rights supporting the government on the CEDAW review process. This Government CEDAW Report coordinated by the Department of Social Welfare (DSW) (the focal point department on gender in the Ministry on Social Welfare, Relief and Resettlement) was produced as a result of a multi-ministry report writing mechanism set up for the purpose; the report was written by the government itself and went through NGO consultation. It has now been submitted for final government endorsement;* 3. UN Women, UNFPA, UNDP, OHCHR, and UN RCO provided robust technical guidance to the government on its participation in the CEDAW review process, including guidance on report writing and on consultation with CSOs.	Support national planning; technical guidance CEDAW report	NPS	GTG; JA

	Reported achievement	RES	IA	MEC
Serbia	<p>3- PREVENTION AND PROTECTION AGAINST GENDER BASED VIOLENCE</p> <p>Under the joint UN project “Integrated response to violence against women in Serbia”,</p> <p>UN Women’s partner Provincial Secretariat for Economy, Employment and Gender Equality (PSEEGE) developed Program on Protection of Women from Violence in the Family and in Intimate Partner Relations 2014-2020. The program was developed by a Working Group consisting of experts and government representatives and the consultation process on the draft has included more than 400 people. The program includes and draws upon two analytical products also developed: policy paper on economic empowerment of women survivors and tailor-made outreach program for women belonging to minority and marginalized communities. Strategy costing and Action Plan are in the making. In addition, UNDP supported the realization of specialized trainings on VaW in family for judges, prosecutors and police officers, through cooperation with the Judicial and the Police Academy. UN Women supported general and specialized trainings in Vojvodina for professionals from Centers for Social Work, police, schools and healthcare centres.</p>	Policy paper on WEE; costing action plan; trainings	WEE; EVAW	JP
Ukraine	<p>1. Government efforts in preparation to the CEDAW reporting were supported.</p> <p>2. UN Women office coordinated UN agencies’ and donor’s meeting with participants of Ukrainian Women’s Fund “First Step to Success” All-Ukrainian Leadership Programme (2 June, 2014). It resulted in increased knowledge of young women leaders on UN and donor’s programmes and projects and funding opportunities.*</p>	Technical inputs CEDAW; CSO training	NPS	JA
Uruguay	<p>1. GENDER EQUALITY POLICIES AND INSTITUTIONALITY: During the last stage, UN Women Uruguay technically supported and advised on two aspects: one, the definition of the internal and external strategy for the use of the assessment results; and the other, the definition, consolidation and agreement of the main themes of the future plans of equality. Along this line, work was done on the design methodology of accountability, in the organization (purpose and target audience) and scope of the meetings, and in identifying dimensions for discussion to guide gender policies in the coming years.</p> <p>The meetings were organized by sector, namely: public bodies responsible for the Plan lines, the Uruguayan women's and feminist movement and the development cooperation agencies. In the case of the National Women's Institute, three sub-regional workshops were</p>	Technical inputs; policy change; trainings	GSG-NP; WPP	JA (Dao); GTG

	Reported achievement	RES	IA	MEC
	<p>also held in order to report to local stakeholders across the country.</p> <p>2. LEADERSHIP AND POLITICAL PARTICIPATION. Concerning the implementation of the first and only instance of the Quota Law, there are two results worth mentioning of the "More Women, Better Policy" project of the Equality Fund, implemented by a conglomerate of social organizations: Cotidiano Mujer, Ciudadanía en Red and the National Monitoring Committee. The first, derived from meetings around the country, is the creation and consolidation of six spaces of articulation between women in civil society and women politicians in order to influence the election campaign. The second result was the drafting of a bill that seeks to extend the quota law until 2019, which was presented by a representative of a political party with the support of the Bicameral Women's Caucus.</p> <p>3. Con el objetivo de retomar los hallazgos de los talleres prospectivos realizados en 2013 y profundizar sobre los temas de mercado de trabajo y género (definido como prioritario en los talleres anteriores), el grupo decidió llevar adelante un tercer taller que realizó en el mes de setiembre. Concurrieron participantes de diferentes áreas -agencias, gobierno, sociedad civil, academia-. Se contó con presentaciones a cargo de las Sras. Verónica Amarante y Karina Batthyany. En el taller se recogieron insumos para la construcción de escenarios, identificación de tendencias y posibles hojas de ruta y prioridades estratégicas, y se realizaron propuestas del grupo para el próximo UNDAF y el rol esperado por los/as participantes para el SNU en Uruguay en esta temática.</p> <p>Taller de inducción al proceso CEDAW realizado el 17 de junio de 2014 con Cancillería e Inmujeres.</p>			

Appendix XIV Technical Note: Progress in Gender Parity in the UN System

From 31 December 2011 to 31 December 2013, representation of women in Professional and higher categories in the UN system increased marginally, from 40.9 per cent to 41.8% per cent overall. As shown in table below, while parity was reached at the P-1 and P-2 levels (highlighted in green), the representation of women decreases in higher position levels (highlighted in red).

Representation of women in Professional and higher categories ⁸⁶	As of Dec. 31, 2011	As of Dec. 31 2013
Overall	40.9%	41.8%
Ungraded (i.e. above D-2 level)	30.0	26.7
D-2	26.9	30.1
D-1	30.4	32.4
P-5	32.7	34.2
P-4	39.0	40.5
P-3	45.5	45.3
P-2	57.1	57.9
P-1	61.0	54.3

During that same period, there was also an increase in the representation of women Resident Coordinators from 37.1 per cent to 39.5 per cent. The largest increase took place in the Arab States, followed by Africa. Other regions (i.e. Asia and Pacific, Europe and CIS, and Latin America and Caribbean) witnessed decreases in representation of women Resident Coordinators.⁸⁷ All National Professional Officer levels are currently within 10 percentage points of achieving gender parity and overall, 44.4% of all National Professional Officers are women.⁸⁸

Progress towards gender parity has been more limited in the context of UN peace operations. As of 31 December 2014, women made up 29 per cent of all Professional staff in peace operations. The percentage of professional women decreases by rank from 41 per cent at the P-2 level to 13 per cent at the ASG level. By the end of 2014, women accounted for only 22 percent of the total number of heads of peace operations (6 out of 27).⁸⁹

⁸⁶ Secretary-General. (2014). *Improvement in the status of women in the United Nations system* (Report of the Secretary-General No. A/69/346).

⁸⁷ *Ibid.*, pp. 14-15.

⁸⁸ *Ibid.*, p. 15.

⁸⁹ High-level Independent Panel on Peace Operations. (2015). *Report of the High-level Independent Panel on Peace Operations on uniting our strengths for peace: politics, partnership and people* (No. A/70/95-S/2015/446).

Limited progress in reaching gender parity is also confirmed by UN-SWAP assessments. By 2014, gender architecture and parity remained one of the indicators with the poorest performance across the UN system.⁹⁰ In the 2014 SWAP review, only 21 per cent of agencies were rated as meeting or exceeding performance requirements in this area; 77 per cent of entities reported that they had not achieved equal representation of women at the P-4 level and above.⁹¹

UN Women notes that its projections for reaching gender parity (based on average annual increment during the period December 2003-December 2013) vary from 12 years for P4 positions to 30 years for ungraded positions.⁹²

The 2015 Secretary General's report on Gender Mainstreaming noted a number of key factors likely to contribute to the persistent challenges related to achieving gender parity as outlined below.

- Gender Focal Points are not consistently designated at sufficiently high levels to have full access to senior management: While 92 per cent of SWAP-rated entities have a Gender Focal Point or equivalent in place, only 61 per cent of these positions are at the P-4 level and above. In addition, only 66 per cent of Gender Focal Points have terms of reference in writing and only 47 per cent devote 20 per cent or more of their time to functions related to gender equality.
- Under-resourced gender units: Only 23 per cent of entities reported having a fully resourced gender unit or equivalent. This is likely to negatively affect the rate of progress, especially in areas which represent more entrenched challenges within the entity. Thus, while 59 per cent of UN entities were rated as meeting or exceeding the SWAP criterion of having a gender policy in place in 2014,⁹³ limited in-house capacities due to insufficiently resourced gender units negatively influenced their effective implementation.
- Lack of leadership in the entities: In the 2014 UN SWAP assessment, 61 per cent of entities (10 per cent more than in 2012) stated that senior management constituted one of the chief drivers of positive performance. Therefore, without commitment on the part of senior leadership, gender parity targets will not likely be reached by the 2017 deadline.⁹⁴

⁹⁰ The others being resource allocation, capacity assessment and resource tracking.

⁹¹ Secretary-General. (2015). *Mainstreaming a gender perspective into all policies and programmes in the United Nations system* (Report of the Secretary-General No. E/2015/58).

⁹² UN Women. (2015). *Beijing+20: Past, Present and Future, The Representation of Women and the United Nations System*, p. 11.

⁹³ In many cases, gender policies were developed with support from UN Women. UN-Women has supported the development of 20 entity-specific policies since 2012. Source: Internal documents provided by UN-Women.

⁹⁴ Secretary-General. (2015). *Mainstreaming a gender perspective into all policies and programmes in the United Nations system* (Report of the Secretary-General No. E/2015/58).

Appendix XV Alignment between Coordination strategy 2014 and Strategic Plan 2014-17

Coordination Strategy 2014			Strategic Plan 2014-2017			
Goal: To achieve gender equality and the empowerment of women						
Overarching Outcome: Greater coherence and accountability for the UN system's work on gender equality and the empowerment of women						
Outcomes	Outputs	Activities	Outcome	Outcome Baseline/Target	Output	Output Baseline/Target
1. Enhanced UN system coherence and joint action mobilized	1.1 Gender perspectives reflected in discussions on post-2015 development agenda	Actively contribute to internal UN Women Task Forces on the Post-2015 development agenda. Contribute substantive inputs to new HLCP working group on 7 Billion initiative (mapping of activities, policy statements, other ad hoc requests) Contribute to discussions and provide substantive input to issues related to health and education within the context of post-2015	N/A	N/A	N/A	N/A
	1.2 Enhanced UN contribution to Beijing+20 preparations	Lead and facilitate UN system engagement in Beijing+20 process Contribute to global review within designated focal point areas	N/A	N/A	N/A	N/A
	1.3 Strengthened implementation of the QCPR with gender perspectives duly	Support UN System and UNW implementation of gender section of QCPR including through guidance on its various relevant			OEE 1.1 UN Women effectively leads, coordinates	Number of agencies that track and report on allocations and expenditure

Coordination Strategy 2014			Strategic Plan 2014-2017			
Goal: To achieve gender equality and the empowerment of women						
Overarching Outcome: Greater coherence and accountability for the UN system's work on gender equality and the empowerment of women						
Outcomes	Outputs	Activities	Outcome	Outcome Baseline/Target	Output	Output Baseline/Target
	integrated and reported on	aspects Support preparation of SG report on the QCPR, including Monitoring Framework) Communication to UN Women COs and to RCs (on behalf of UNDG) outlining initiatives to ensure implementation Substantive contribution to the integrated guidance package for the roll out of SOPs for DaO			and promotes accountability for the implementation of gender equality commitments across the UN system	using gender markers validated by a quality assurance process (UN SWAP) [QCPR] Baseline: 3 UN agencies are currently reporting using the gender marker Target: 8 UN agencies by 2017 Percentage of UNDAFs and Common Country Programmes (CCPDs) finalized with measurable and dedicated results and resources for gender equality. [QCPR] Baseline: 40% of UNDAFs finalized between 2011-

Coordination Strategy 2014			Strategic Plan 2014-2017			
Goal: To achieve gender equality and the empowerment of women						
Overarching Outcome: Greater coherence and accountability for the UN system's work on gender equality and the empowerment of women						
Outcomes	Outputs	Activities	Outcome	Outcome Baseline/Target	Output	Output Baseline/Target
						12 have strong outcome levels results on gender equality. Target: 60% of approved UNDAFs and CCPDs
					OEE 2.1 UN Women practices results-based management	Percentage of country/multi-country programmes showing a clear results chain from the UNDAF and showing use of common undg rbm principles. [QCPR] Baseline: TBD Target: 80%
						Availability of baselines and targets for all SP indicators at corporate, regional and country levels.

Coordination Strategy 2014			Strategic Plan 2014-2017			
Goal: To achieve gender equality and the empowerment of women						
Overarching Outcome: Greater coherence and accountability for the UN system's work on gender equality and the empowerment of women						
Outcomes	Outputs	Activities	Outcome	Outcome Baseline/Target	Output	Output Baseline/Target
						[QCPR] Baseline: About 75% of the indicators of the SP (14-17) DRF and MRF have baselines and targets Target: 100% by the end of 2014
						Percentage of programme funds dedicated to strengthening national capacities [QCPR] Baseline: TBD Target: TBD
					OEE 2.2 UN Women is a recognized hub of knowledge on achieving gender equality and women's	Number of countries supported by UN Women to engage in knowledge exchange (including

Coordination Strategy 2014			Strategic Plan 2014-2017			
Goal: To achieve gender equality and the empowerment of women						
Overarching Outcome: Greater coherence and accountability for the UN system’s work on gender equality and the empowerment of women						
Outcomes	Outputs	Activities	Outcome	Outcome Baseline/Target	Output	Output Baseline/Target
					empowerment around the world	through South-South or Triangular cooperation). [QCPR] Baseline TBD (based on first year of reporting) Target TBD
					OEE 3.1 Effective leadership and direction to advance the mandate and mission of UN Women	Percentage of Strategic Plan outputs and outcomes on track. [QCPR] Baseline: 79% of 2012-13 DRF outcome indicators were on track at end 2012 58 % of MRF indicators were on track at end of 2012 Target TBD
					OEE 3.3 UN Women	Adoption of simplified and

Coordination Strategy 2014			Strategic Plan 2014-2017			
Goal: To achieve gender equality and the empowerment of women						
Overarching Outcome: Greater coherence and accountability for the UN system's work on gender equality and the empowerment of women						
Outcomes	Outputs	Activities	Outcome	Outcome Baseline/Target	Output	Output Baseline/Target
					promotes a culture of risk management, accountability, harmonisation of business practices and transparency in its operations	<p>harmonized internal programming process for UN Women country offices. [QCPR] Baseline: System of Strategic Notes and AWP adopted as interim measure Target: By the end of 2017 all country office programming processes simplified and harmonized with UNDAFs and CCPDs</p> <p>Percentage of UN Women country offices which adopt common services on procurement, HR and IT.[QCPR] Baseline: TBC Target: TBC in</p>

Coordination Strategy 2014			Strategic Plan 2014-2017			
Goal: To achieve gender equality and the empowerment of women						
Overarching Outcome: Greater coherence and accountability for the UN system's work on gender equality and the empowerment of women						
Outcomes	Outputs	Activities	Outcome	Outcome Baseline/Target	Output	Output Baseline/Target
						line with UNDG targets
					OEE 4.1 Improved stewardship of resources through Budget, Financial, HR and IT management	Percentage of total core expenditures directed to program expenditure vs. non-core expenditure. [QCPR] Baseline:TBC Target: TBC
	1.4 Gender equality and women's empowerment reflected in discussions and outcomes of global inter-agency coordination mechanisms	Support participation of UNW in coordination mechanisms at global, regional and country levels (CEB, HLCP, HLCM, UNDG, RCM, ECESA) Provide substantive servicing of IANWGE (Annual session, reports, follow up with TFs) Follow-up IANWGE decisions Provide Substantive servicing of UNDG Task Team on Gender Equality Support DED participation in UNDG AG, represent UN Women in selected UNDG working	N/A	N/A	N/A	N/A

Coordination Strategy 2014			Strategic Plan 2014-2017			
Goal: To achieve gender equality and the empowerment of women						
Overarching Outcome: Greater coherence and accountability for the UN system's work on gender equality and the empowerment of women						
Outcomes	Outputs	Activities	Outcome	Outcome Baseline/Target	Output	Output Baseline/Target
		mechanisms and contribute to implementing related workplans (e.g. UPN, WG on RC Issues)				
	1.5 System-wide efforts to implement SC res. 1325 supported and gender mainstreaming in humanitarian assistance ensured	Develop a strategic framework with PBSO and an action plan on gender responsive peace building Increase and improve the reporting on the 26 indicators Engage with IASC and GenCap	DRF 4.3 Gender equality commitments adopted and implemented in humanitarian action which includes disaster risk reduction and preparedness, response and early recovery	Indicator 4.3a: Percentage of intergovernmental outcome documents on humanitarian action with specific provisions to strengthen targeted action for gender equality and women's empowerment in humanitarian action Target: 25% (2015) 50% (2017) Baseline: Baseline from desk review of intergovernmental outcome documents by UN-Women HQ (Gender and Humanitarian	4.3.1 Evidence-based knowledge including performance measurement and accountability frameworks on gender-responsive humanitarian action, is accessible to policy-makers, practitioners and decision-making bodies	4.3.1a Number of countries supported by UN-Women where there is evidence of the use of the <i>UN-Women Accountability to Gender in Humanitarian Action Report</i> to inform high level policy discussions Target: 16 (2015), 30 (2017) Baseline: 0 Source: UN-Women Country Office reporting

Coordination Strategy 2014			Strategic Plan 2014-2017			
Goal: To achieve gender equality and the empowerment of women						
Overarching Outcome: Greater coherence and accountability for the UN system's work on gender equality and the empowerment of women						
Outcomes	Outputs	Activities	Outcome	Outcome Baseline/Target	Output	Output Baseline/Target
				Unit) end of 2013 Source: Annual desk review of intergovernmental outcome documents by UN-Women HQ (Gender and Humanitarian Unit)		
						4.3.1b Number of countries supported by UN-Women , where there is evidence of the use of country specific research/studies on Gender in Humanitarian Action to inform high level policy discussions Target:10 (2015), 30 (2017) Baseline: Baseline from

Coordination Strategy 2014			Strategic Plan 2014-2017			
Goal: To achieve gender equality and the empowerment of women						
Overarching Outcome: Greater coherence and accountability for the UN system's work on gender equality and the empowerment of women						
Outcomes	Outputs	Activities	Outcome	Outcome Baseline/Target	Output	Output Baseline/Target
						survey of UN-Women Country Offices end 2013 Source: UN-Women Country Office reporting
	1.6 Support for initiatives to end violence against women enhanced.	<p>Compile Member States' laws policies and programmes</p> <p>Collaborate with the UN Special Rapporteur on Violence against women</p> <p>Implement the UNiTE Campaign and the strategy of the UN TF</p> <p>Position ERAW in policy and funding frameworks (e.g. PRSPs, MDGs, HIV/AIDS)</p> <p>Support the UN Adolescent Girls TF in its priority areas related to ending violence, abuse and exploitation</p> <p>Manage SG database on violence against women</p> <p>Compile inputs by other UN agencies to update the Inventory of the United Nations system to prevent and eliminate violence against women</p> <p>Partner with UNFPA on the global</p>	DRF 3.1 Laws, policies and strategies adopted and implemented in line with international standards and informed by voices of women survivors of violence to prevent and respond to violence against women and girls	<p>Indicator 3.1a Number of countries that have adopted National Action Plans (NAPs)/strategies on ending violence against women and girls.</p> <p>Target: 15 countries</p> <p>Baseline: 6 countries²⁰</p> <p>Source: UN-Women Country Office reporting</p>	3.1.3 Strengthened and coordinated UN-system action to prevent and eliminate violence against women and girls, including interagency initiatives such as the Secretary-General's UNiTE to End Violence Against Women campaign and other joint programmes	<p>3.1.3a Number of joint UN VAW programmes or other interagency initiatives in countries supported by UN-Women</p> <p>Target: 100</p> <p>Baseline: Baseline from survey of UN-Women Country Offices and Resident Coordinator Annual Reports end 2013</p> <p>Source: UN-Women Country Office and</p>

Coordination Strategy 2014			Strategic Plan 2014-2017			
Goal: To achieve gender equality and the empowerment of women						
Overarching Outcome: Greater coherence and accountability for the UN system's work on gender equality and the empowerment of women						
Outcomes	Outputs	Activities	Outcome	Outcome Baseline/Target	Output	Output Baseline/Target
		<p>initiative of Essential Services and carrying out technical consultations also in partnership with other UN agencies such as WHO, UNODC and UNDP</p> <p>Manage the global program of Safe Cities in partnership with UNICEF and UN Habitat</p> <p>Strengthen the work of UN Women on prevention of violence against women and girls through inter-agency collaboration in order to re-enforce a global shared understanding on the topic</p> <p>Prepare SG reports on VAW in consultation with lead agencies</p> <p>Develop and support strategic policy-oriented positions for coherent messaging by UN system on VA</p>		<p>Indicator 3.1b: Number of countries that have adopted strengthened legislation addressing all forms of violence against women informed by voices of women survivors Target: TBD Baseline: 15 countries Source: UN-Women Country Office reporting</p>		<p>Resident Coordinator annual reporting</p> <p>3.1.3b Number of UNCTs supported by UN Women whose work on EAW includes engagement with men and boys Baseline: TBD Target: 40 countries Source: UN-Women country office reporting</p>
	1.7 Joint work with UN and key international partners on the economic empowerment of women enhanced and formalized	<p>Develop a UN system wide strategy on women economic empowerment</p> <p>Implement principles and platforms for enhanced corporate responsibility</p>	<p>N/A See SP 2011-2013: Inter-agency Coordination Outcomes DRF 2.5</p>	N/A	<p>N/A See SP 2011-2013: Adoption of CEB strategy and action plan on women's</p>	<p><i>Proposed Target: UN action plan on women's economic empowerment agreed by end 2011. Baseline: No such</i></p>

Coordination Strategy 2014			Strategic Plan 2014-2017			
Goal: To achieve gender equality and the empowerment of women						
Overarching Outcome: Greater coherence and accountability for the UN system's work on gender equality and the empowerment of women						
Outcomes	Outputs	Activities	Outcome	Outcome Baseline/Target	Output	Output Baseline/Target
	(e.g. IFAD, FAO, ILO, UNDP, UNCTAD, WB)		Strengthened coordination of the UN system and key international partners (including multi-lateral development banks) on women's economic empowerment.		economic empowerment. --- Extent to which initiatives in the Global Migration Group (GMG) Plan of Action on Empowering Women Migrant Workers integrate a gender equality and empowerment of women perspective on migration.	<i>action plan currently exists</i> --- <i>Proposed Target: All major initiatives in the Global Migration Group Work Plan integrate a gender equality and empowerment of women perspective on migration by mid-2012.</i> <i>Baseline: To be established</i>
	1.8 Knowledge services delivered for integrating gender into national planning and budgeting	Develop policy framework Set up training facilities for civil servants	N/A	N/A	N/A	N/A
	1.9 Common approach for UN system in place for	Under take a mapping exercise of mandates and activities in the field	DRF 1.2 Gender responsive	Indicator 1.2a: Number of countries with	1.2.3 Coordinated UN action	1.2.3a Percentage of countries

Coordination Strategy 2014			Strategic Plan 2014-2017			
Goal: To achieve gender equality and the empowerment of women						
Overarching Outcome: Greater coherence and accountability for the UN system's work on gender equality and the empowerment of women						
Outcomes	Outputs	Activities	Outcome	Outcome Baseline/Target	Output	Output Baseline/Target
	Temporary Special Measures (TSMs) to promote women's leadership and participation in decision-making	of gender and elections Provide a guidance document on gender and electoral assistance including TSMs Promote partnerships with CSOs including set up of a global civil society advisory board	measures (mechanisms, processes and services) promote women's leadership and participation in politics	gender balance (>40% women) in boards of Electoral Management Bodies Target: 40 countries by 2017 Baseline: Baseline from survey of UN-Women Country Offices end 2013 Source: UN-Women Country Office reporting	through adoption of policies and guidance on TSM and electoral support on women's leadership and political participation.	receiving UN electoral assistance where Electoral Management Bodies adopt reforms to promote women's participation as voters Target: 50% of countries with UN Electoral Assistance Baseline: Baseline from survey of UN-Women Country Offices end 2013 Source: UN-Women Annual Reports (surveys of UN-Women Country Offices) for 2014, 2015, 2016 and 2017
				Indicator 1.2b: Number of countries with gender equality committees in parliament Target: 80 countries Baseline: 53 countries Source: IPU		

Coordination Strategy 2014			Strategic Plan 2014-2017			
Goal: To achieve gender equality and the empowerment of women						
Overarching Outcome: Greater coherence and accountability for the UN system's work on gender equality and the empowerment of women						
Outcomes	Outputs	Activities	Outcome	Outcome Baseline/Target	Output	Output Baseline/Target
				"Parline" Database		
	1.10 Regional gender related policies, strategies and action plans are formulated and coordinated	Support ROs, Regional UNDG Teams and Regional Commissions Mobilize technical expertise for UNCTs	N/A	N/A	N/A	N/A
	1.11 Coordination-related Knowledge Management products are developed	Maintain community of practice on coordination issues for UN Women staff Develop disseminate a repository of good practices on GM Develop FAQs on Inter-Agency coordination Operate a Field Help Desk	DRF 4.3 Gender equality commitments adopted and implemented in humanitarian action which includes disaster risk reduction and preparedness, response and early recovery	Indicator 4.3a: Percentage of intergovernmental outcome documents on humanitarian action with specific provisions to strengthen targeted action for gender equality and women's empowerment in humanitarian action Target: 25% (2015) 50% (2017) Baseline: Baseline from desk review of intergovernmental	4.3.1 Evidence-based knowledge including performance measurement and accountability frameworks on gender-responsive humanitarian action, is accessible to policy-makers, practitioners and decision-making bodies	4.3.1a Number of countries supported by UN-Women where there is evidence of the use of the <i>UN-Women Accountability to Gender in Humanitarian Action Report</i> to inform high level policy discussions Target: 16 (2015), 30 (2017) Baseline: 0 Source: UN-Women Country Office reporting

Coordination Strategy 2014			Strategic Plan 2014-2017			
Goal: To achieve gender equality and the empowerment of women						
Overarching Outcome: Greater coherence and accountability for the UN system's work on gender equality and the empowerment of women						
Outcomes	Outputs	Activities	Outcome	Outcome Baseline/Target	Output	Output Baseline/Target
				outcome documents by UN-Women HQ (Gender and Humanitarian Unit) end of 2013 Source: Annual desk review of intergovernmental outcome documents by UN-Women HQ (Gender and Humanitarian Unit)		4.3.1b Number of countries supported by UN-Women, where there is evidence of the use of country specific research/studies on Gender in Humanitarian Action to inform high level policy discussions Target:10 (2015), 30 (2017) Baseline: Baseline from survey of UN-Women Country Offices end 2013 Source: UN-Women Country Office reporting
	1.12 Services and products are delivered for effective gender	Update resource guide for GTGs Engage in CCA/UNDAF processes and lead/support GTGs			OEE 1.1 UN Women effectively leads,	Number of UN Country Teams that implement Performance

Coordination Strategy 2014			Strategic Plan 2014-2017			
Goal: To achieve gender equality and the empowerment of women						
Overarching Outcome: Greater coherence and accountability for the UN system's work on gender equality and the empowerment of women						
Outcomes	Outputs	Activities	Outcome	Outcome Baseline/Target	Output	Output Baseline/Target
	mainstreaming in country level common programming (analysis, RBM, budgeting)	Lead/support Joint Programmes on gender equality Lead KM on gender for the 128 JPs under the MDG Achievement Fund Support UNCTs with resource mobilization, capacity development and accountability mechanisms			coordinates and promotes accountability for the implementation of gender equality commitments across the UN system	Indicators on Gender Equality (Gender Scorecards or similar accountability tools to track the commitments and performance of the UNDAF or UN Strategic Frameworks in country.) Baseline: 25 UN Country Teams Target: 37
					OEE 3.3 UN Women promotes a culture of risk management, accountability, harmonisation of business practices and transparency in its operations	Adoption of simplified and harmonized internal programming process for UN Women country offices. [QCPR] Baseline: System of Strategic Notes and AWP adopted as interim measure

Coordination Strategy 2014			Strategic Plan 2014-2017			
Goal: To achieve gender equality and the empowerment of women						
Overarching Outcome: Greater coherence and accountability for the UN system's work on gender equality and the empowerment of women						
Outcomes	Outputs	Activities	Outcome	Outcome Baseline/Target	Output	Output Baseline/Target
						Target: By the end of 2017 all country office programming processes simplified and harmonized with UNDAFs and CCPDs Percentage of UN Women country offices which adopt common services on procurement, HR and IT.[QCPR] Baseline: TBC Target: TBC in line with UNDG targets
2. Increased system-wide gender mainstreaming	2.1 UN Women Issues Brief on GM developed, incorporating policies and normative standards	Review existing background documents on GM and draft Issues Brief Lead substantive preparation of the Joint Meeting of the Boards Prepare Report of the SG on GM into all UN policies and programmes	N/A	N/A	N/A	N/A

Coordination Strategy 2014			Strategic Plan 2014-2017			
Goal: To achieve gender equality and the empowerment of women						
Overarching Outcome: Greater coherence and accountability for the UN system's work on gender equality and the empowerment of women						
Outcomes	Outputs	Activities	Outcome	Outcome Baseline/Target	Output	Output Baseline/Target
		Support Agency level guidance on GM upon request				
	2.2 Lead the work of the IANWGE	Convene and service the annual and inter-sessional meetings Encourage timely action by Standing Committees, Task Forces and Working Groups, including in the production of inputs into intergovernmental processes Identify new and emerging issues affecting gender equality that require system-wide attention	N/A	N/A	N/A	N/A
	2.3 Services and products for policy analysis, development and advocacy are delivered to Intergovernmental bodies and UN entities	Provide policy expertise Mainstream gender in M&E of the implementation of Intergovernmental agreements Coordinate input from the UN system for Intergovernmental discussions	DRF 4.3 Gender equality commitments adopted and implemented in humanitarian action which includes disaster risk reduction and preparedness, response and early recovery	Indicator 4.3a: Percentage of intergovernmental outcome documents on humanitarian action with specific provisions to strengthen targeted action for gender equality and women's empowerment in humanitarian action Target: 25%	4.3.3 Existing coordination mechanisms are more gender-responsive and better analyze and address the distinct needs of women and girls.	4.3.3a Percentage increase in the number of humanitarian appeals and strategies that include a gender analysis. Targets: 75% (2017) Baseline: TBD Source: Consolidated Appeals Process

Coordination Strategy 2014			Strategic Plan 2014-2017			
Goal: To achieve gender equality and the empowerment of women						
Overarching Outcome: Greater coherence and accountability for the UN system's work on gender equality and the empowerment of women						
Outcomes	Outputs	Activities	Outcome	Outcome Baseline/Target	Output	Output Baseline/Target
				(2015) 50% (2017) Baseline: Baseline from desk review of intergovernmental outcome documents by UN-Women HQ (Gender and Humanitarian Unit) end of 2013 Source: Annual desk review of intergovernmental outcome documents by UN-Women HQ (Gender and Humanitarian Unit)		or equivalent.
	2.4 Sex disaggregated data collected, analyzed and disseminated across the UN system	Help define research areas Assess research methodologies Select researchers with proven expertise in applying gender perspectives CD for GM in statistics Disseminate and apply research	N/A	N/A	N/A	N/A

Coordination Strategy 2014			Strategic Plan 2014-2017			
Goal: To achieve gender equality and the empowerment of women						
Overarching Outcome: Greater coherence and accountability for the UN system's work on gender equality and the empowerment of women						
Outcomes	Outputs	Activities	Outcome	Outcome Baseline/Target	Output	Output Baseline/Target
		results				
	2.5 Gender equality issues are better reflected in UN- supported technical cooperation projects	<p>Include gender in project analysis</p> <p>Involve women and men in project consultations</p> <p>Access local gender expertise and referral to expertise available in other UN entities</p>	4.3 Gender equality commitments adopted and implemented in humanitarian action which includes disaster risk reduction and preparedness, response and early recovery	<p>Indicator 4.3a: Percentage of intergovernmental outcome documents on humanitarian action with specific provisions to strengthen targeted action for gender equality and women's empowerment in humanitarian action</p> <p>Target: 25% (2015) 50% (2017)</p> <p>Baseline: Baseline from desk review of intergovernmental outcome documents by UN-Women HQ (Gender and Humanitarian Unit) end of 2013</p>	4.3.3 Existing coordination mechanisms are more gender-responsive and better analyze and address the distinct needs of women and girls.	<p>4.3.3a Percentage increase in the number of humanitarian appeals and strategies that include a gender analysis.</p> <p>Targets: 75% (2017)</p> <p>Baseline: TBD</p> <p>Source: Consolidated Appeals Process or equivalent.</p>

Coordination Strategy 2014			Strategic Plan 2014-2017			
Goal: To achieve gender equality and the empowerment of women						
Overarching Outcome: Greater coherence and accountability for the UN system's work on gender equality and the empowerment of women						
Outcomes	Outputs	Activities	Outcome	Outcome Baseline/Target	Output	Output Baseline/Target
				Source: Annual desk review of intergovernmental outcome documents by UN-Women HQ (Gender and Humanitarian Unit)		
	2.6 Knowledge management products and capacity development for GM delivered	<p>Develop and maintain thematic online portals (e.g. Knowledge Gateway; Gender Matters; Gender responsive budgeting; gender and HIV/AIDS; iKnow Politics; Women Watch)</p> <p>Set up a UNDG roster of gender experts for training and program support to UNCTs</p> <p>Prepare a repository of gender based CD interventions provided in the area of governance and public sector reforms</p> <p>Support South-South cooperation on gender responsive policy practices</p>			OEE 2.2 UN Women is a recognized hub of knowledge on achieving gender equality and women's empowerment around the world	<p>Number of citations of UN Women's flagship products (Progress of the World's Women and World Survey on the Role of Women in Development)</p> <p>Baseline: POWW: No data, World Survey: 332</p> <p>Target; 10% increase</p>
						<p>Number of unique visits to virtual platforms</p> <p>Baseline: 81000</p>

Coordination Strategy 2014			Strategic Plan 2014-2017			
Goal: To achieve gender equality and the empowerment of women						
Overarching Outcome: Greater coherence and accountability for the UN system's work on gender equality and the empowerment of women						
Outcomes	Outputs	Activities	Outcome	Outcome Baseline/Target	Output	Output Baseline/Target
						Target:245000
						Number of UN agencies using training programmes developed by UN Women Baseline: 0 Target: 20
						Number of countries supported by UN Women to engage in knowledge exchange (including through South-South or Triangular cooperation). [QCPR] Baseline TBD (based on first year of reporting) Target TBD
3.	3.1	Coordinate and lead preparations			OEE 1.1 UN	Percentage of

Coordination Strategy 2014			Strategic Plan 2014-2017			
Goal: To achieve gender equality and the empowerment of women						
Overarching Outcome: Greater coherence and accountability for the UN system's work on gender equality and the empowerment of women						
Outcomes	Outputs	Activities	Outcome	Outcome Baseline/Target	Output	Output Baseline/Target
Development and system-wide application of accountability frameworks for GEEW	Implementation of the UN SWAP supported and sustained by UN entities	for 2014 SWAP reporting Synthesis report on UN-SWAP submissions UN-SWAP remedial plans of action			Women effectively leads, coordinates and promotes accountability for the implementation of gender equality commitments across the UN system	remedial plans submitted by UN entities under the UN SWAP reviewed with UN Women Baseline: 75% Target: 80%
						Number of agencies that track and report on allocations and expenditure using gender markers validated by a quality assurance process (UN SWAP) [QCPR] Baseline: 3 UN agencies are currently reporting using the gender marker Target: 8 UN agencies by 2017

Coordination Strategy 2014			Strategic Plan 2014-2017			
Goal: To achieve gender equality and the empowerment of women						
Overarching Outcome: Greater coherence and accountability for the UN system's work on gender equality and the empowerment of women						
Outcomes	Outputs	Activities	Outcome	Outcome Baseline/Target	Output	Output Baseline/Target
	3.2 Repository of Evaluation on GEEW in UN system developed	Create data base of gender equality focused evaluations Develop online platform	N/A	N/A	N/A	N/A
	3.3 Meta-Evaluation of GEEW results in UN system conducted		N/A	N/A	N/A See SP 2011-2013: MRF 2.3 A clear evidence base generated from high quality evaluations on SP implementation for learning, decision-making, and accountability.	N/A See SP 2011-2013: Number and quality of SP relevant corporate and decentralized evaluations completed at the end of SP. Baseline: 2 corporate evaluations & 13 decentralized evaluations and evaluation exercises completed (2010 Evaluation Annual Report). Target: System-wide

Coordination Strategy 2014			Strategic Plan 2014-2017			
Goal: To achieve gender equality and the empowerment of women						
Overarching Outcome: Greater coherence and accountability for the UN system's work on gender equality and the empowerment of women						
Outcomes	Outputs	Activities	Outcome	Outcome Baseline/Target	Output	Output Baseline/Target
						joint programme evaluation completed in 2012. One meta evaluation of all gender evaluations in UN system completed in 2013.
	3.4 The Use of Performance Indicators for GEEW by UNCTs is expanded				OEE 1.1 UN Women effectively leads, coordinates and promotes accountability for the implementation of gender equality commitments across the UN system	Number of UN Country Teams that implement Performance Indicators on Gender Equality (Gender Scorecards or similar accountability tools to track the commitments and performance of the UNDAF or UN Strategic Frameworks in country.) Baseline: 25 UN

Coordination Strategy 2014			Strategic Plan 2014-2017			
Goal: To achieve gender equality and the empowerment of women						
Overarching Outcome: Greater coherence and accountability for the UN system's work on gender equality and the empowerment of women						
Outcomes	Outputs	Activities	Outcome	Outcome Baseline/Target	Output	Output Baseline/Target
						Country Teams Target: 37
	3.5 A common gender marker across UN entities and UNCTs to track resource allocation on GEEW is developed and adopted	Develop policy note on UN system-wide gender marker, Seek endorsement of UN Women's ED for implementation of recommendations	DRF 5.1 National Development Strategies and other national sectoral plans with specific commitments to advance gender equality and women's empowerment adopted and implemented	Indicator 5.1a: Number of countries where national action plans on gender equality are developed and implemented in alignment with the National Development Strategies. Target: 40 by 2017, 30 by 2015 Baseline: 21 countries ²⁷ (2010) Source: UN-Women Annual Reports (surveys of UN-Women Country Offices) for 2014, 2015, 2016 and 2017; UNDP country reports, one UN pilots reports,	5.1.2 Adoption and use of gender markers by UN entities that produce comparable data to track the adequacy of resource allocations to gender equality	5.1.2a Methodology and guidelines for a common UN Gender marker agreed and adopted by the UN system (CEB). Target: Methodology and guidelines developed and adopted Baseline: No methodology and guidelines available Source: UN-Women assessment 5.1.2b Number of UN entities using the agreed gender marker Target: 8 UN

Coordination Strategy 2014			Strategic Plan 2014-2017			
Goal: To achieve gender equality and the empowerment of women						
Overarching Outcome: Greater coherence and accountability for the UN system's work on gender equality and the empowerment of women						
Outcomes	Outputs	Activities	Outcome	Outcome Baseline/Target	Output	Output Baseline/Target
				government towards gender equality and to monitor implementation of gender equality commitments.		agencies by 2017; 6 by 2015 Baseline: 4 UN agencies Source: Reports on implementation of UN-SWAP on Gender
4. Improvement in gender balance and the status of women in the UN system	4.1 Draft template for a policy on gender based violence and the workplace developed and disseminated	Review recommendations from the EGM on gender-based violence in the workplace to develop the draft template for a policy	N/A	N/A	N/A	N/A
	4.2 Network newsletter produced (3 times a year)	Carry out research and interviews to prepare quarterly newsletters on the status of women	N/A	N/A	N/A	N/A
	4.3 UN system-wide network of gender balance focal points strengthened	Organize regular meeting Carry out an informal needs assessment survey Coordinate the work of other Entities tracking and measuring progress on gender parity	N/A	N/A	N/A	N/A

Coordination Strategy 2014			Strategic Plan 2014-2017			
Goal: To achieve gender equality and the empowerment of women						
Overarching Outcome: Greater coherence and accountability for the UN system's work on gender equality and the empowerment of women						
Outcomes	Outputs	Activities	Outcome	Outcome Baseline/Target	Output	Output Baseline/Target
	4.4 SG's report on the improvement in the status of women in the UN system	Collect and analyze data from 32 entities and prepare report	N/A	N/A	N/A	N/A
	4.5 EGM on Special Measures for Gender Equality held	Organize 2-day meeting involving UN entities and external partners	N/A	N/A	N/A	N/A

Appendix XVI Regional Offices Coordination Context

	LAC	AS	AP	ESA	ECA	WCA
	Panama	Egypt	Bangkok	Nairobi	Istanbul	Dakar
#countries covered end 2013 (incl. MCOs)	14	9	20	11	11	12
Concentration of other UN agencies in RO's host city	High	Medium	high	Medium	Low	Medium
OEEF budget	5,008,597 (2015)	3,275,794 (2015)	6,081,611 (2015)	3,238,298 (2015)	1,609,161 (2015)	1,748,813 (2015)
DRF budget	1,039,779 (2015)	8,440,590 (2015)	14,021,389 (2015)	2,235,000 (2015)	5,974,142 (2015)	2,987,972 (2015)
#Staff	27 (end of 2014) 19 (end of 2013)	25 (2015 AWP)	41 (2015 AWP) w/ 6 vacancies	22 (2015 AWP)	15 out of 18 (2015 field visit)	24 (2015 AWP)
Level of completion of Staffing process ⁹⁵	Incomplete	Incomplete	Incomplete	n/a	Incomplete	n/a
Date of entry of latest Regional Director	2014	2015 (acting RD)	2011	n/a	2014	2016 (acting RD)
Planning and coordination specialist (P4)	Yes	Yes	Yes	Yes	Yes	Yes
Monitoring and reporting specialist (P3/P4)	No	No	No	Yes	No	Yes

⁹⁵ Vacancies at the end of 2014

	LAC	AS	AP	ESA	ECA	WCA
	Panama	Egypt	Bangkok	Nairobi	Istanbul	Dakar
GTG or equivalent	UNW Chair	UNW Chairs	UNW chairs	Member	UNW co-chairs	No GTG ⁹⁶
PSG ⁹⁷	UNW Co-chairs (2015)	UNW chairs (2015)	Member	Member	Member	Member
Regional JPs (2011-2015 period)	No ⁹⁸	No	Yes (Partners4 Prevention)	No	No	No
Regional coordination strategy or ToC	None	ToC	Coordination and planning approach	None	None	None

⁹⁶ Co-chairs Gender Cluster with Economic Commission For Africa outside of the UNDG and RCM

⁹⁷ The PSG Chairperson coordinates the PSG function, in liaison with the Convening Agency (where the PSG Chairperson and the CA are different), PSG members, and Regional UNDG Secretariats.

⁹⁸ UN Women's website refers to the recent creation of a Regional joint programme for the eradication of child marriage.