



UN WOMEN

Regional Architecture Evaluation Report: Volume 2 Annexes (Background Information)

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ANNEX A: EVALUATION TERMS OF REFERENCE

Terms of Reference (TOR)

Evaluation of UN Women's Regional Architecture

BACKGROUND

In July 2010,¹ the United Nations (UN) 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 entities,³ calling on UN Women to have universal coverage and strategic presence, and to ensure closer linkages between the norm-setting intergovernmental 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 UN 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 (CSW) and other applicable UN instruments, standards and resolutions. The work of UN Women is focused on three core mandates:

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

These changes required adapting of the organizational structure of UN Women to support effective and efficient implementation of the mandate. The founding General Assembly resolution 64/289 stipulated that: "in its strategic plan, UN Women would describe as its highest priority the restructuring

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).

and upgrading of its effectiveness and presence on the ground, at both regional and national levels.”⁴ In 2012 and pursuant to paragraph 8 of the Executive Board decision 2011/5 on the UN Women biennial institutional budget, 2012-2013⁵ UN Women presented its plans for the new regional architecture. The overall goal of the regional architecture was to delegate authority to maximize the organization’s ability to deliver on its mandate in a more effective and efficient way, and bring capacity closer to the field in order to increase contribution to the achievement of results. The full implementation of the regional architecture was envisioned to be functioning by the end of 2013.

REGIONAL ARCHITECTURE

The regional architecture identified key elements that were necessary in order to better support Member States and to leverage the UN system. Those elements were informed by consultation with Member States, civil society partners, UN agencies and UN Women staff. UN Women commissioned an external study of options for its regional architecture, including lessons from other organizations both within and outside the UN. Among the three options presented, UN Women choose to develop the new regional architecture that maximizes the organization’s ability to deliver on its mandate. The new institutional arrangement shifted decision making and policy, programmatic and operational support to six regional centres and a select of multi-country, as well as country offices that would continue to be strengthened and report directly to regional centres. Five guiding principles were identified to strengthen the empowerment of countries by delegating responsibility to the field and operational support to increase efficiency. These included: (1) decentralise authority to the field with the required operational support functions; (2) get the maximum impact from the existing resources and synergies with other organizations; (3) best serve the coordination function of UN Women in the UN system; (4) ensure quality and accountability across all levels of the organization; and (5) ensure coherence for the role, messaging and mandate for UN Women.⁶

The new regional architecture consisted of (1) the establishment of six regional offices and six multi-country offices; (2) the transformation of the existing subregional offices into one of the regional offices, a multi-country office or a country office; (3) the decentralisation of day-to-day managerial oversight functions for UN Women country presences from headquarters to regional offices; (4) the transfer of some technical and operational functions from headquarters to the regional level; and (5) accompanying changes at headquarters to support higher level oversight and global technical and policy knowledge and support to the field, providing greater support to country and regionally focused inter-agency processes, as well as UN Women normative role.

⁴ UNW/2011/9, para 30.

⁵ UNW/2011/13

⁶ UNW/2012/5

At the headquarters level, the main functional shift sought to be brought in by the regional architecture was in moving day-to-day activities and more detailed oversight functions and programmatic technical support and guidance functions to the regional level, while strengthening headquarters capacity to provide high-level strategic oversight and generate global technical and policy knowledge. At the regional level, the regional offices overtook managerial and programme oversight, quality assurance, technical and operational support, and policy advice for country offices in their region, including with regards to the normative function. Regional offices were also set to be responsible for UN inter-agency coordination. Delegation of authority for day-to-day activities included: (1) signature of programmes, donor agreements and associated budgets; (2) approval of transactions and payments; (3) recruitment of national staff; and (4) donor reports. Country and multi-country offices would deliver support to government and other partners upon their request in line with UN Women mandate. They were set up to have more delegated authority allowing for faster business processes at the country level to better support partners.⁷

The proposed institutional budget for the field totalled \$74,330,000 for 2012-2013,⁸ of which \$63,616,000 was allocated for staff and \$10,714,000 non-staff costs. The UN Women also proposed \$2.1 million core funds for staff for regional offices to support programming function in 2012-2013. The timeline for implementing the regional architecture and associated changes was planned to be fully completed by the end of 2013, putting the new structure in place for the implementation of the new 2014-2017 strategic plan.

ORGANIZATIONAL ASSESSMENTS, REVIEWS AND EVALUATIONS OF UN WOMEN

During 2013-2015, UN Women underwent a series of organizational assessments that reviewed its overall organizational performance or focused on a specific element of organizational effectiveness and efficiency, such as human resources or evaluation function. These are described in more detail below:

Multilateral Organization Performance Assessment Network (MOPAN): MOPAN is a network of 19 donor countries with a common interest to assess organizational effectiveness of and evidence of contributions to development and humanitarian results achieved by the multilateral organizations that they fund. UN Women was assessed by MOPAN in 2014. The assessment covered four areas of organizational effectiveness: (1) strategic management; (2) operational management; (3) relationship management; and (4) knowledge management. It was based on information collected through a survey of key stakeholders, document review, and interviews with the staff. The MOPAN assessment included an analysis of the decentralisation process to increase country presence and delegate greater authority

⁷ UNW/2012/10

⁸ UNW/2012/10, Annex III

to improve effectiveness on the ground. However, its main objective was to look at the entire organizational performance of the entity so it did not look in depth at the regional architecture as an adequate institutional arrangement in terms of efficiency and effectiveness to better contribute to results.

Multilateral Aid Review⁹ (MAR): The MAR is a systematic assessment that was first conducted in 2011 to examine the value for money that the United Kingdom’s Department of International Development (DFID) gets from putting funding through multilateral organizations. In 2013, DFID continued the exercise by scrutinizing the improvements multilateral organizations have made since 2011. UN Women was assessed as part of the 2013 MAR. The MAR looked at progress against four reform components: (1) contribution to results; (2) strategic and performance management; (3) cost and value consciousness; and (4) transparency and accountability from the perspective of DFID. Similarly to MOPAN, the MAR did not look specifically at the regional architecture of UN Women apart from acknowledging the progress of its implementation.

Development Effectiveness Review (DER): The DER is a development effectiveness review assessment conducted by the Development Evaluation Division of the Department of Foreign Affairs Trade and Development Canada (DFATD), the Netherlands Foreign Affairs’ Policy and Operations Evaluation Department (IOB), and other bilateral donors. The DER analysed the United Nations Population Fund (UNFPA), United Nations High Commissioner for Refugees (UNHCR) and UN Women using the standard methodology developed under the Development Effectiveness of Multilateral Organizations Initiative of the Development Assistance Committee Network on Development Evaluation (OECD /DAC – EVALNET). The objective of the DER was to examine and assess the results achieved by UN Women during the period from 2011 to 2014 using the criteria of performance in achieving results, sustainability, relevance, environmental sustainability, gender equality, efficiency and performance management. At the core of the DER approach is a systematic and structured meta-synthesis of the findings of a sample of evaluations performed by the organization. While the DER looked at results achieved and performance management, it did not specifically focus on the regional architecture process.

In addition to the organizational performance and effectiveness assessments conducted by donors, UN Women undertook other relevant assessments and evaluations. For instance, the UN Women global staff survey conducted in 2014 focused on investigating how staff experienced working at UN Women, levels of engagement and disengagement, and how UN Women compared with other organizations. The staff survey provided useful information on human resources and management practices of UN Women and serves as a baseline for mapping trends in the future. Elements pertaining to staff

⁹ See more on the Multilateral Aid review at <https://www.gov.uk/government/collections/multilateral-aid-review>

satisfaction in relation to the institutional arrangement of UN Women provide useful inputs for analysing the regional architecture with regards to staff.

Also, the evaluation function of UN Women was assessed by three external assessments (MOPAN, JIU and UNEG professional peer review) in 2014. These assessments, although with different goals and objectives, provided an in-depth analysis of independence, credibility, and utility of the evaluation function, including decentralised evaluation practices.

Finally, UN Women corporate thematic evaluations and meta-analysis reports conducted by the Independent Evaluation Office have included selected insights on the results of the regional architecture in relation to the thematic areas evaluated, and as part of the overall lessons extracted from all evaluations. These reports are nonetheless limited in scope because they do not analyse specifically the efficiency or effectiveness of the regional architecture.

This summary of UN Women's assessments demonstrates that MOPAN, DER, and other reviews and evaluations provide findings on the overall UN Women's performance that include the regional architecture. Among assessments, MOPAN has devoted more attention to the decentralisation process. However, the overall organizational effectiveness and administrative efficiency of the regional architecture as the adequate institutional arrangement to fulfil UN Women's mandate at regional, multi-country and country office levels is yet to be independently evaluated. Having said that, MOPAN, DER, staff survey and the reviews of evaluation function provide very useful information on the different aspects of UN Women's performance. The evaluation of regional architecture will aim to use this wealth of data and analysis in its framework.

PURPOSE, SCOPE AND OBJECTIVES

The corporate evaluation of regional architecture will be undertaken as part of the Corporate Evaluation Plan 2014-2017. The purpose of this evaluation is to assess the relevance, organizational effectiveness and administrative efficiency of UN Women's regional architecture. The findings will be used for strategic decisions and organizational learning and accountability, and will inform the midterm review of UN Women Strategic Plan. The targeted users of the evaluation are the UN Women Executive Board, UN Women senior management and staff, and other agencies undergoing internal decentralisation processes.

Given that regional architecture is relatively new, the evaluation will be *formative*. Formative evaluations provide feedback for improvement, are prospective and proactive in their orientation, and serve quality assurance purpose. In this evaluation, the formative element will focus on the implementation of the regional architecture after its rollout to assess the functioning of the organizational set-up as UN Women moves forward.

The evaluation will analyse the design, planning and implementation of regional architecture from its launch in 2012 to the second quarter of 2015. The scope of the evaluation will include regional, multi-

country and country offices and also divisions in headquarters. It will focus on relevance, organizational effectiveness and administrative efficiency of regional architecture to deliver UN Women’s mandate across all roles—normative, operational, and UN coordination—at regional and country levels, including its contribution to results at global level. The evaluation will analyse organizational structure and administrative systems, such as strategic and process management, financial and human resources, programme management, communications and knowledge management.

Considering the mandates to incorporate human rights and gender equality into 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. A specific evaluation objective on human rights and gender equality is included, and specific questions are mainstreamed across the evaluation criteria.

EVALUATION OBJECTIVES

The evaluation has the following objectives:

- 1) Assess the relevance of regional architecture, particularly whether it meets the needs of key UN Women stakeholders at regional and country levels, including the needs of relevant global stakeholders.
- 2) Assess the organizational effectiveness of regional architecture to deliver UN Women’s mandate across all roles – advocacy, normative, policy, UN coordination and programmatic at regional and country levels, including their contribution to global results and headquarters’ support to the field.
- 3) Assess the efficiency of regional architecture’s administrative systems, structure and processes, including mechanisms to ensure efficient communication linkages between headquarters and the field and within regional, multi-country and country offices.
- 4) Analyse how effective and efficient was the regional architecture in promoting gender responsive and human rights-based approaches in programme management and administrative systems.
- 5) Provide forward-looking recommendations for strengthening the effectiveness and efficiency of regional architecture.

KEY EVALUATION QUESTIONS

RELEVANCE

- 1) How does the regional architecture respond to the needs of governments, civil society and UN agencies at regional and country levels, including the needs of actors at the global level?
- 2) What improvements and adjustments are needed to meet the needs of key stakeholders, including the most marginalised women?

- 3) How to ensure the regional architecture is fit to ensure the universality of Sustainable Development Goals and UN Women mandate?

ORGANIZATIONAL EFFECTIVENESS

- 4) To what extent have the objectives set in the Executive Board paper (UNW/2012/10) to establish an effective regional architecture been met?
- 5) To what extent did the regional architecture contribute to UN Women's achievements in the operational, normative and coordination mandate at global, regional and country levels in an effective manner? Are any improvements or adjustments to the institutional set-up among regional, country and headquarters divisions needed to enhance effectiveness?
- 6) What systems are in place to monitor and assess the effectiveness of regional architecture? Are they working adequately and feed the organization with useful lessons?
- 7) To what extent does the regional architecture enhance the linkages between normative, operational and coordination work? What adjustments are needed to improve these linkages?
- 8) To what extent does UN Women apply rigorous gender analysis and human rights approach in programme design, monitoring and implementation at regional and country levels?

ADMINISTRATIVE EFFICIENCY

- 9) To what extent has the regional architecture been designed and implemented in a way that is responsive to needs, changes and actions emerging at different levels of organization (headquarters, regional offices, multi-country and country offices)?
- 10) How efficient is regional architecture in terms of delegation of authority, decision-making process and methods for setting direction? To what extent are the roles and responsibilities, coordination of labour, and coordination of systems clear and efficient?
- 11) How efficient is the use of financial and human resources and IT systems in the framework of regional architecture?
- 12) To what extent do the existing funding sources offer sustained support for the current staff structure and planned results of regional architecture?
- 13) Are the intervention resources used in an efficient manner to address human rights and gender equality (e.g., participation of targeted stakeholders, including the most marginalised groups, and collection of disaggregated data)?
- 14) To what extent do UN Women's management and administrative systems promote gender-sensitive approaches in day-to-day operations of regional architecture (e.g., management and leadership style, horizontal versus hierarchical structures, consultative and participatory decision-making processes)?
- 15) To what extent is the regional architecture achieving the gender parity of staff?

APPROACH AND METHODOLOGY

The evaluation will be a transparent and participatory process involving relevant UN Women stakeholders and partners at the corporate, regional and country levels. It will be based on gender and human rights principles, as defined in the UN Women Evaluation Policy¹⁰ and adhere to the UN norms and standards for evaluation in the UN System.¹¹

The evaluation will build on findings and assessment frameworks of MOPAN, MAR and DER, but will primarily deploy Institutional and Organizational Assessment Model (IOA) as a guiding framework for evaluation¹² (See Figure 1). The performance of regional architecture will be assessed on its organizational effectiveness (contribution to the achievement of the Organizational Effectiveness and Efficiency Framework results and to development results), administrative efficiency (the quality and responsiveness of management systems and work processes) and relevance (the extent to which it has ability to adapt to changing conditions and environments).

The proposed evaluation approach draws on the concept of organizational effectiveness as applied by MOPAN in the organizational performance assessment of UN Women conducted in 2014.¹³ Under the criterion of organizational effectiveness, the evaluation will “examine the organizational systems, practices and behaviours” that are important for achieving results of regional architecture as stated in planning documents. It will also analyze the contribution of regional architecture to the overall development results of UN Women, given its significance in delivering UN Women’s mandate on the ground. Meanwhile, the analysis of efficiency will focus on the efficiency of administrative systems and work processes.¹⁴ The methodological choice to focus on administrative efficiency rather than cost-efficiency or cost-benefit analysis is based on two main reasons. First, the lack of rigorous efficiency indicators and detailed data that link resources, such as funds, staff and time used, to the results of UN Women. Second, the challenge of identifying meaningful comparator organizations for cost-efficiency analysis given the uniqueness of UN Women’s mandate, and also UN Women being a new organization where regional architecture and decentralisation were rolled out very recently.

Following gender-responsive evaluation approach, it will also assess the transformative potential of UN Women’s results on the ground, and the integration of gender equality and human rights principles

¹⁰ UN Women, *Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women* (UNW/2012/12)

¹¹ United Nations Evaluation Group, Norms and Standards for evaluation in the UN System. Available at: http://www.uneval.org/normsandstandards/index.jsp?doc_cat_source_id=4

¹² Lusthaus, Ch., M. Adrien, G. Anderson, F. Carden and G. Montalvan. 2002. *Organization Assessment: A framework for improving performance* International Research center. Available at: <http://www.idrc.ca/EN/Resources/Publications/Pages/IDRCBookDetails.aspx?PublicationID=241>

¹³ MOPAN, Technical Report Volume II p.3

¹⁴ The evaluation uses the following definition of the IDRC and IADB: “Administrative efficiency explores how different work processes contribute to the overall value added in an organization (...) how well an organization is managing its strategy and work processes.” IDRC and IADB. *Organization Assessment: A framework for improving performance*, p. 81

into strategic and programme management practices. The evaluation will analyse the dimensions of organizational motivation and environment as important contextual forces that drive the performance of regional architecture, but primarily it will focus on assessing the dimension of organizational capacity and needed improvements for greater effectiveness and efficiency of UN Women at global, regional and country levels.

Figure 1. Regional Architecture Evaluation Framework based on IOA model.



The evaluation methodology will be based on mixed methods and will deploy a variety of evaluation techniques ranging from desk review, interviews, participatory workshops, surveys, observation and comparative case studies. The logic model based on the Organizational Efficiency and Effectiveness Framework of UN Women Strategic Plan 2014–2017 and relevant regional architecture documents will be developed by the evaluation team to guide the assessment. A baseline of performance will be established based on the monitoring and reporting information, and results of previous organizational performance assessments and reviews, evaluations, staff survey and the databases of financial and human resources.

The evaluation will have three levels of analysis and validation of information. *Level 1* will start with a desk review of information sources on regional architecture available through corporate UN Women’s reporting and information systems, such as regional architecture documents presented to the

Executive Board, Results Management System, Annual UN Women Reports, Regional and Country Reports, Audits, external UN Women's organizational assessments (MOPAN, MAR, DER, UNEG Peer Review), UN Women staff survey 2014, and corporate and decentralised evaluations of UN Women. *Level 2* will involve more in-depth analysis of six regional offices, six multi-country offices and a representative sample of 20 UN Women country offices. *Level 2* analysis will be based on document review and supplemented with additional online/Skype interviews with the key stakeholders. It will also include surveys of UN Women staff and external stakeholders.

Level 3 will involve field visits in a purposively selected sample of five countries that will include at least one regional office, one multi-country office, one country office, one country with programme presence and one without any UN Women presence (to be confirmed at inception phase). The qualitative comparative case study analysis will be applied to systematically compare and analyse data from *level 2* and *level 3* case studies to identify necessary characteristics and factors to ensure effectiveness and efficiency of the regional architecture. In addition, at headquarters level, a case study will be conducted to capture linkages between headquarters and field offices. The case studies will provide information on how regional architecture is implemented and whether any adjustments are needed, as well as identify good practices and lessons learned and feed into the synthesis report.

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

- Review of key documents: Strategic Plan; Regional Architecture documents; UN Women Annual Reports; Division of Management and Administration reports; Results Management system: audits; external UN Women's organizational assessments (MOPAN, MAR, DER, UNEG Peer Review), UN Women global Staff survey 2014; corporate and decentralised evaluations; and guidance notes.
- Survey of UN Women staff and surveys of UN Women key stakeholders at country level.
- Interviews and focus groups with a purposive sample of UN Women staff, members of Executive Board and civil society advisory groups.
- In-depth document review of six regional and six multi-country offices and a representative sample of 20 UN Women country offices, including strategic notes, annual reports, donor reports, relevant evaluations and monitoring and reporting information on regional architecture. This review will also analyse key documents and reports of five countries where UN Women is not present. The sampling criteria for the countries will include geographic representation, range of country contexts, range of UN Women's services and capacity and investment.
- Five country case studies and one headquarters-based case study: A set of criteria for selecting case study countries will be developed by the evaluation team in consultation with the Independent Evaluation Office. Besides representation of different regions as relevant, the parameters may include the size of investment; regional, multi-country and country offices, programme presence and no presence; length of establishment/maturity of office; and

feasibility of evaluation visit. A key criterion for the selection of case study countries will be their potential to generate knowledge and learning on effectiveness and efficiency of the regional architecture.

EVALUATION PROCESS

The evaluation process has five phases:

- 1) **Preparation:** gathering of available data on regional architecture, conceptualizing the evaluation approach, conducting internal consultations on the approach, preparing the TOR, establishing internal reference group, and recruitment of external advisors and the evaluation team.
- 2) **Inception:** consultations between the evaluation team and evaluation office, desk review of key documents, inception meetings with the reference group, development of the result logic of regional architecture, establishment of baseline, finalisation of selection criteria for country case studies for level 2 and level 3 country case studies, finalisation of evaluation methodology and inception report.
- 3) **Data collection and analysis:** desk research; in-depth review of global, regional level, multi-country, country and planning frameworks and programme documents; in-depth review of six regional offices, six multi-country offices and a representative sample of 20 UN Women country offices; staff and partner survey/s; participatory workshops; visits to five countries and headquarters; and preparation of six 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.
- 5) **Dissemination and follow-up:** the development of a Management Response, publishing of the evaluation report, preparing conference room paper for the Executive Board, uploading the published report on the GATE website,¹⁵ production of other knowledge products, and organizing learning events, such as a webinar.

EVALUATION MANAGEMENT

The UN Women Independent Evaluation Office (IEO) 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. IEO 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 organizational performance evaluations. The IEO will manage the evaluation process, constitute a quality assurance system and provide administrative and substantive support,

¹⁵ UN Women's Global Accountability and Tracking of Evaluation Use (GATE) website: <http://gate.unwomen.org>

including joining the evaluation team in selected field missions and in headquarters case study. IEO will also support coordination and liaison with concerned sections at headquarters and field offices. The IEO 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 UN system, and other key guidance documents.¹⁶

The establishment of **reference groups** will help 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 key stages of the evaluation: TOR; inception report; draft and final reports. An internal UN Women reference group will be established that will be composed of senior managers/staff from regional and country offices, as well as key divisions at headquarters responsible for normative, operational, coordination and management and administration work. Regional Offices are encouraged to establish regional reference groups to gather inputs and comments at different stages of the process. These groups will be managed by regional offices.

External Technical Experts will also be recruited to provide external quality assurance of the evaluation process. The technical experts will include one evaluation expert and one technical expert in decentralisation processes in international organizations. 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.

EVALUATION TEAM

The core evaluation team will be composed of four to five independent consultants from a firm with extensive experience in organizational performance evaluation and decentralisation processes, preferably of the UN System. The team will include an experienced Team Leader; a Senior Expert on Organizational Development and Decentralisation Processes, a Senior Evaluation Expert and Research Assistant(s). All team members must sign the “Evaluation consultants’ agreement form,”¹⁷ based on the UNEG Code of Conduct and Ethical Guidelines for Evaluation in the UN system (see Annex 1). Detailed profiles of key team members are provided in Annex 2.

The combined expertise of the team should include:

¹⁶ 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

¹⁷ The form can be downloaded at: <https://unw-gate.azurewebsites.net/resources/docs/SiteDocuments/UNWomen%20-%20CodeofConductforEvaluationForm-Consultants.pdf>

- 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 in evaluation of organizational performance and decentralisation processes.
- Previous experience in conducting organizational performance evaluations, as well as corporate and complex multi-stakeholder evaluations, preferably for the UN system.
- Knowledge of the relevant international frameworks on gender equality and women’s empowerment, gender mainstreaming, and gender analysis; experience/knowledge of women’s movements.
- Strong experience and knowledge in human rights, 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.
- Experience in organizational development and change management processes.
- Fluency in English and other official UN languages, particularly French and Spanish.
- Balance in terms of gender and regional representation is desirable.

EVALUATION TIMEFRAME AND EXPECTED PRODUCTS

The proposed timeframe and expected products will be discussed with the evaluation team and refined in the inception report. The IEO 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 IEO and as set forth in UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS).

Activity	Deliverables	General Timeframe
Planning phase		February-April, 2015
Reference and Advisory Group		31 April 2015
Draft TOR		31 April
Final TOR and RFP	Meeting on feedback to TOR 6 May	20 May
RFP	Advertising 3 weeks	20 May - 20 June
Team on Board		15 July
Inception phase of evaluation		July-September 2015
Inception	Meeting in NY 24-25 August; Skype interviews with reference group 1-2- September	August –September 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	28 September

Activity	Deliverables	General Timeframe
	include an evaluation matrix and detailed work plan. A first draft report will be shared with the IEO and, based on the received comments, 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 received comments and provide a response on how the comments were addressed in the final inception report.	
Data collection phase of evaluation		November-December 2015
Case study reports (including country and headquarters 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 received comments and provide a response on how the comments were addressed in the final case study reports.	January 2015
Analysis and reporting phase		February - March 2016
Presentation of preliminary findings (one round of revision)	A PowerPoint presentation detailing the emerging findings of the evaluation will be shared with the IEO 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.	March 2016
Draft Report (including three rounds of revision prior to the final report)	A first draft report will be shared with the IEO for initial feedback. The second draft report will incorporate IEO 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.	April 2016
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.	April - May 2016
Articles for IEO Magazine	A dissemination product/pamphlet extracting the key findings, conclusions and recommendations of the evaluation report in a user-friendly format.	May 2016
Dissemination and Follow up	<i>IEO is responsible for presenting the evaluation report to the Executive Board and disseminating the evaluation.</i>	May – September 2016

ANNEX 1: KEY EVALUATION GUIDANCE DOCUMENTS

(Click for hyperlink)

- [UN Women GERAAS evaluation report quality standards](#)
- [Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women](#) (UNW/2012/8)
- [UN Women Evaluation Handbook](#)
- [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 2: TEAM MEMBERS PROFILE

As indicated in the TOR, the evaluation team should be composed of four to five members that include an experienced Team Leader, a Senior Expert on Organizational Performance and Decentralisation Processes, a Senior Evaluation Expert and Research Assistant(s). 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. S/he 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 IEO Task Manager, s/he 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. The Team Leader will be required to lead/participate in the headquarters case study and at least two regional and/or country case studies, including the first country case study. More specifically, the tasks of the Team Leader include:

- Conducting an inception mission and developing an inception report outlining the design, methodology and 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 IEO Task Manager and other stakeholders to review findings, conclusions and recommendations.
- Leading the stakeholder feedback sessions, briefing the IEO Task Manager on the evaluation through informal sessions and finalising the report based on feedback from the IEO Task Manager.
- Preparing evaluation briefs, PowerPoint 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 applying 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 organizational performance evaluations, as well as corporate and complex multi-stakeholder evaluations, preferably for the UN system
- Excellent knowledge of the UN system, UN reform processes and UN Women programming at the country level, and in development and conflict/post-conflict country contexts
- Experience in and knowledge of gender equality and women's empowerment, gender mainstreaming, gender analysis and the related mandates within the UN system; experience in/knowledge of women's movements
- Experience in and knowledge of human rights issues, human rights-based approach to programming, human rights analysis and related mandates within the UN system
- Excellent analytical, facilitation and communications skills, and ability to negotiate among a wide range of stakeholders
- Fluent in English with knowledge of other official UN languages.

SENIOR ORGANIZATIONAL DEVELOPMENT/DECENTRALISATION EXPERT

The Senior Organizational Development/Decentralisation Expert will provide substantive advice on the organizational performance and decentralisation issues in evaluation. Under the overall supervision of the evaluation Team Leader, the Senior Expert will participate in the inception and the conduct phases of the evaluation. S/he will provide inputs to the inception report, participate in the case studies and draft case study reports based on a standardized approach and format. In addition, s/he 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 of professional experience in organizational development, change management and decentralisation
- Knowledge of organizational development theory and practice, including feminist and gender analysis of organizations
- Knowledge of the UN system, UN reform processes and UN programming at the country level
- Knowledge of human rights issues, human rights-based approach to programming, human rights analysis and related mandates within the UN system
- Strong analytical, facilitation and communications skills, and ability to negotiate among a wide range of stakeholders
- Fluent in English with knowledge of other official UN languages.

SENIOR EVALUATION EXPERT

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. S/he 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, s/he 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 to 10 years of practical experience in conducting evaluation of international policies and programmes, including organization performance assessments, using 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, human rights-based approach to programming, human rights analysis and related mandates within the UN system
- Knowledge of the UN system, UN reform processes and UN programming at the country level, and 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 UN system
- Experience/knowledge of women’s movements would be considered an asset
- Excellent analytical, facilitation and communications skills, and ability to negotiate among a wide range of stakeholders
- Fluent in English with knowledge of other official UN languages.

RESEARCH ASSISTANT QUALIFICATIONS

- 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 B: LIST OF CONSULTED STAKEHOLDERS

Position/Office or Organization	Male/Female	Method of Consultation
UN Women Inception Visit		
Reference Group		
Human Resources Specialist/Office of HR	M	Face-to-face individual interview Group interview
Eastern and Southern Africa RO/MCO South Africa	M	Face-to-face individual interview Group interview
Deputy Regional Director/Europe and Central Asia Regional Office	F	Face-to-face individual interview Group interview
Country Representative/Ecuador - representing LAC Regional Office	F	Face-to-face individual interview Group interview
Deputy Regional Director/Asia Pacific	F	Face-to-face individual interview Group interview
Coordination Advisor/Coordination Division	M	Face-to-face individual interview Group interview
Political Participation Advisor/Policy Division	F	Face-to-face individual interview Group interview
Secretariat Executive Board/Headquarters	M	Face-to-face individual interview Group interview
Chief/ICT-DMA IOC	M	Face-to-face individual interview Group interview
Deputy Regional Director/West and Central Africa	M	Face-to-face individual interview Group interview
Country Representative/Palestine	F	Face-to-face individual interview Group interview
Assistant Secretary General/ Strategic Partnerships, Coordination and Intergovernment Support Bureau	F	Face-to-face individual interview Group interview
Group Interview		
Programme Advisor/LAC Programme Division	F	Face-to-face individual interview Group interview

Position/Office or Organization	Male/Female	Method of Consultation
Programme Advisor/Africa Programme Division	M	Face-to-face individual interview Group interview
Programme Advisor/Arab States Programme Division	F	Face-to-face Group interview
Programme Advisor/Asia Pacific Programme Team	M	Face-to-face Group interview
Programme Advisor/Europe and Central Asia Programme Division	F	Face-to-face Group interview
Individual Interview		
Chief, Leadership and Governance Section/Policy Division	F	Face-to-face individual interview
Director/Policy Division	F	Face-to-face individual interview
Assistant Secretary General/Policy and Programme Bureau	M	Face-to-face individual interview
Director of Programmes/Programmes Division	F	Face-to-face individual interview
Deputy Director, Programmes Division	M	Face-to-face individual interview
Chief of Staff/Office of the Executive Director	F	Face-to-face individual interview
Director/Human Resources	F	Face-to-face individual interview
Representative/Caribbean Region MCO	F	Face-to-face individual interview
Regional Director and Representative/Asia and the Pacific	F	Face-to-face individual interview
Policy Advisor/Gender Equality and HIV/AIDS, Policy Division	F	Face-to-face individual interview
Regional Director/Americas and the Caribbean	F	Face-to-face individual interview
Regional Director/Officer in Charge, West and Central Africa	F	Face-to-face individual interview
Officer in Charge /Division of Management and Administration	M	Face-to-face individual interview
Regional Director/Arab States	M	Face-to-face individual interview
Regional Director/East and Southern Africa	F	Face-to-face individual interview

Position/Office or Organization	Male/Female	Method of Consultation
Regional Director/Europe and Central Asia	F	Face-to-face individual interview
Head of Programme Support Unit/Programme Division	F	Face-to-face individual interview
Regional Representative/Colombia Country Office	F	Face-to-face individual interview
External Stakeholders		
Project Assistant/Universalialia	F	Group interview Skype/telephone interview
Senior Project Manager/Universalialia	F	Group interview
Independent Consultant/Conducted MCO Evaluation	M	Group interview Skype/telephone interview

Total HQ-Level Interviews – Inception visit

Reference Group		Group Interview		Individual Interview		External Stakeholders		TOTAL	
M	F	M	F	M	F	M	F	M	F
6	6	2	3	4	12	1	2	13	23
12		5		16		3		36	

PORTFOLIO ANALYSIS

Position/Organization	Male/Female	Method of Consultation
Regional Offices		
Arab States		
Operations Specialist/Egypt	F	Skype/telephone interview
Regional Office Representative/Egypt	M	Skype/telephone interview
Planning and Coordination Specialist/Egypt	F	Skype/telephone interview
Europe and Central Asia		
Operations Manager/Turkey (Istanbul)	M	Skype/telephone interview

Position/Organization	Male/Female	Method of Consultation
Regional Office Representative/Turkey (Istanbul)	F	Skype/telephone interview
Planning and Coordination/Turkey (Istanbul)	F	Skype/telephone interview
East and Southern Africa		
Operations Specialist/Kenya	F	Skype/telephone interview
Regional Office Representative/Kenya	F	Skype/telephone interview
Planning and Coordination/Kenya	F	Skype/telephone interview
Latin America and the Caribbean		
Operations Manager/Panama (Panama city)	M	Skype/telephone interview
Regional Office Representative /Panama (Panama city)	F	Skype/telephone interview
Evaluation Specialist/Panama (Panama city)	F	Skype/telephone interview
West and Central Africa		
Operations Manager/Senegal	M	Skype/telephone interview
Deputy Director/Senegal	M	Skype/telephone interview
Planning and Coordination/Senegal	F	Skype/telephone interview
Multi-country Offices		
Europe and Central Asia		
MCO Representative/India	F	Skype/telephone interview
Operations Manager/India	F	Skype/telephone interview
MCO Representative/Kazakhstan	F	Skype/telephone interview
Operations Manager/Kazakhstan	F	Skype/telephone interview
East and Southern Africa		
Programme Specialist/South Africa	F	Skype/telephone interview
Programme Specialist/South Africa	F	Skype/telephone interview

Position/Organization	Male/Female	Method of Consultation
Latin America and the Caribbean		
MCO Representative/Barbados	F	Skype/telephone interview
Operations Manager/Barbados	F	Skype/telephone interview
Asia and the Pacific		
MCO Representative/Fiji	F	Skype/telephone interview
Deputy Director/Fiji	M	Skype/telephone interview
Country Offices		
Arab States		
Country Representative/Jordan (covering Syria)	M	Skype/telephone interview
Resilience, Response and Recovery Unit/Jordan (covering Syria)	F	Skype/telephone interview
Country Representative/Palestine	F	Skype/telephone interview
Programme Analyst/Palestine	F	Skype/telephone interview
Country Representative/Afghanistan	F	Skype/telephone interview
Program Management Specialist/Afghanistan	F	Skype/telephone interview
Europe and Central Asia		
Country Representative/Kyrgyzstan	M	Skype/telephone interview
National Programme Officer/Kyrgyzstan	F	Skype/telephone interview
East and Southern Africa		
Country Representative/South Sudan	F	Skype/telephone interview
Deputy Representative/South Sudan	M	Skype/telephone interview
Country Representative/Tanzania	F	Skype/telephone interview

Position/Organization	Male/Female	Method of Consultation
Deputy Representative/Tanzania	F	Skype/telephone interview
Latin America and the Caribbean		
Country Representative/Haiti	M	Skype/telephone interview
M&E Officer/Haiti	F	Skype/telephone interview
Country Representative/Brazil	F	Skype/telephone interview
Program Manager/Brazil	F	Skype/telephone interview
Country Representative/Guatemala	F	Skype/telephone interview
National Programme Officer/Guatemala	F	Skype/telephone interview
West and Central Africa		
Country Representative/Côte d'Ivoire	F	Skype/telephone interview
Programs and Operations Assistant/Côte d'Ivoire	M	Skype/telephone interview
Country Representative/Nigeria	F	Skype/telephone interview
Programme Manager/Nigeria	M	Skype/telephone interview
Asia and the Pacific		
Country Representative/Vietnam	F	Skype/telephone interview
Programme Specialist of the Vietnam Office	F	Skype/telephone interview
Programme Presence		
Arab States		
Gender Advisor/Yemen	F	Skype/telephone interview
Europe and Central Asia		
Gender Specialist/FYR Macedonia	F	Skype/telephone interview
East and Southern Africa		
Country Programme Manager	F	Skype/telephone interview

Position/Organization	Male/Female	Method of Consultation
Gender Specialist/Serbia	F	Skype/telephone interview
Latin America and the Caribbean		
Gender Specialist/Uruguay	F	Skype/telephone interview
Asia and the Pacific		
Programme Analyst/Sri Lanka	F	Skype/telephone interview
Programme Specialist/China	F	Skype/telephone interview

Total Virtual Interviews by Typology

RO		MCO		CO		PP		TOTAL	
M	F	M	F	M	F	M	F	M	F
5	10	1	9	6	18	0	7	12	44
15		10		24		7		56	

Position/Organization	Male/Female	Method of Consultation
Country-level Stakeholders		
Colombia		
Country Representative/UN Women	F	Face-to-face individual interview
Programme Officer/UN Women	F	Face-to-face individual interview
Humanitarian Officer/ UN Women	M	Face-to-face individual interview
Programme Officer/ UN Women	F	Face-to-face individual interview
Project Coordinator – Sweden, Norway Peace/ UN Women	F	Face-to-face individual interview
Project Coordinator – USAID/UN Women	F	Face-to-face individual interview
Project Coordinator – National Components/ UN Women	F	Face-to-face individual interview

Position/Organization	Male/Female	Method of Consultation
Project Coordinator – National Components/UN Women	F	Face-to-face individual interview
Finance Associate/UN Women	M	Face-to-face individual interview
Finance Associate/UN Women	F	Face-to-face individual interview
UN Resident and Humanitarian Coordinator/UN Women	M	Face-to-face individual interview
UNW PME Unit Planning, Monitoring, Evaluation and Reporting/UN Women	M	Face-to-face individual interview
Communication Office/UN Women	F	Face-to-face individual interview
Coordination Team/UN Women	F	Face-to-face individual interview
Coordination Team/UN Women	F	Face-to-face individual interview
Civil Society Organization “Red de Educación Popular Entre Mujeres”	F	Face-to-face individual interview
Civil Society Organization “Casa de la Mujer”	F	Face-to-face individual interview
Civil Society Organization “Sisma Mujer”	F	Face-to-face individual interview
Civil Society Organization “Mujeres que Crean	F	Face-to-face individual interview
General Coordinator/AECID	M	Face-to-face individual interview
Programme Specialist/Embassy of Sweden	F	Face-to-face individual interview
Programme Specialist/USAID	F	Face-to-face individual interview
Deputy Representative/UNFPA	F	Face-to-face individual interview
Programme Specialist/UNFPA	F	Face-to-face individual interview

Position/Organization	Male/Female	Method of Consultation
Presidential Advisor for Gender Equality/Government of Colombia	F	Face-to-face individual interview
Gender Focal Point of Resident Coordinator Office	F	Face-to-face individual interview
UNICEF Protection Focal Point/UNFPA	F	Face-to-face individual interview
UNHCR Focal Point/UNHCR	F	Face-to-face individual interview
UN Territorial Coordinator/UN Women Office Meta	F	Face-to-face individual interview
Chief of Local Gender Machinery of Meta/Local Government of Meta	F	Face-to-face individual interview
Project Coordinator of EICOS/ONUM	F	Face-to-face individual interview
Environmental Women's Network	F	Face-to-face individual interview
UNFPA Territorial Coordinator	F	Face-to-face individual interview
Director of the Reparation Section of UARIV (Victim's Reparation Unit)	F	Face-to-face individual interview
UN Women Office Meta	F	Face-to-face individual interview
UN Women Office Meta	F	Face-to-Face Individual Interview
Headquarters		
Head Programme Support Unit/Programme Division	F	Face-to-face individual interview
Chief of Programme, Planning and Guidance Unit/Programme Division	M	Face-to-face individual interview
Chief of Procurement/Management and Administration Division	M	Face-to-face individual interview

Position/Organization	Male/Female	Method of Consultation
Chief of Accounts/ Management and Administration Division	F	Face-to-face individual interview
Chief Fund for Gender Equality/ Programme Division	F	Face-to-face individual interview
Chief IT Services/ Management and Administration Division	M	Face-to-face individual interview
Executive Director/Office of the Executive Director	F	Face-to-face individual interview
Assistant Secretary General/Policy and Programme Bureau	M	Face-to-face individual interview
Chief EVAW Trust Fund/ Programme Division	F	Face-to-face individual interview
Director of Programmes/Programme Division	F	Face-to-face individual interview
Advisor of UN Coordination/Strategic Partnerships, Coordination and Intergovernmental Support Bureau	M	Face-to-face individual interview
Deputy Director/Programme Division	M	Face-to-face individual interview
Human Resource Specialist/Human Resources Office	M	Face-to-face individual interview
Advisor/Intergovernmental Division	F	Face-to-face individual interview
Chief Economic Empowerment/Policy Division	F	Face-to-face individual interview
Programme Advisor, Europe and Central Asia/Policy and Programme Bureau	F	Face-to-face individual interview
Programme Advisor, LAC/Policy and Programme Bureau	F	Face-to-face individual interview
Programme Advisor, Arab States/Policy and Programme Bureau	F	Face-to-face individual interview

Position/Organization	Male/Female	Method of Consultation
Programme Advisor, Africa/Policy and Programme Bureau	M	Face-to-face individual interview
Programme Advisor, Asia Pacific/Policy and Programme Bureau	M	Face-to-face individual interview
Senior Partnership Specialist/ Strategic Partnerships, Coordination and Intergovernmental Support Bureau	F	Face-to-face individual interview
Former Partnership Advisor, Resource Mobilization/ Strategic Partnerships, Coordination and Intergovernmental Support Bureau	F	Face-to-face individual interview
Senior Coordinator, Post 2015 Development Agenda/Strategic Partnerships, Coordination and Intergovernmental Support Bureau	M	Face-to-face individual interview
Chief of Communications/Management and Administrator Division	F	Face-to-face individual interview
Chief Leadership and Governance/Policy and Programme Bureau	F	Face-to-face individual interview
Chief EVAW/Policy and Programme Bureau	F	Face-to-face individual interview
Humanitarian Action Advisor/ Policy and Programme Bureau	F	Face-to-face individual interview
Governance and National Planning Advisor/Policy and Programme Bureau	F	Face-to-face individual interview
Peace and Security Advisor/ Policy and Programme Bureau	F	Face-to-face individual interview
Deputy Director/UNDP's Bureau for External Relations and Advocacy	F	Face-to-face individual interview
Strategic Planning and Operations Advisor/Office of the Executive Director	M	Face-to-face individual interview
Assistant Secretary General/ Strategic Partnerships, Coordination and Intergovernmental Support Bureau	F	Face-to-face individual interview
Knowledge Management Specialist/Management and Administration Division	F	Face-to-face individual interview

Position/Organization	Male/Female	Method of Consultation
Director/Brussels Liaison Office	M	Individual Skype/telephone interview
Officer in charge/EVAW Section	F	Face-to-face individual interview
Policy Advisor/Political Participation	F	Face-to-face individual interview
HR Specialist/Human Resources Office	F	Face-to-face individual interview
Chief/Peace and Security Section	F	Face-to-face individual interview
Liberia		
National Program Officer/Embassy of Sweden	F	Face-to-face group interview
Executive Director/Peace Building Fund in Liberia	M	Face-to-face group interview
Program Manager (Governance and Rule of Law)/Delegation of the European Union	F	Face-to-face group interview
Executive Director/Women in Sustainable Development (WISD)	F	Face-to-face group interview
Deputy Director for Programs/Acting Executive Director/DEN-L, Peace Building Fund Project	M	Face-to-face group interview
National Program Officer/UNFPA	F	Face-to-face group interview
Team Leader/UNDP	F	Face-to-face group interview
Gender Officer/UNICEF	F	Face-to-face group interview
Strategic Planning Advisor and Head of Office	F	Face-to-face group interview
Resident Representative of LBR's National Bureau/African Development Bank	F	Face-to-face group interview
Communications Officer/UN Women	M	Face-to-face individual interview
Country Director/UNDP	M	Face-to-face group interview
Operations Manager/UNDP	F	Face-to-face group interview
National Rural Women's Structure (NRWS)	F	Face-to-face group interview

Position/Organization	Male/Female	Method of Consultation
Program Associate/Support to the UNCT Gender Task Group Project monitoring	M	Face-to-face individual interview
Program Policy Officer/WFP	M	Face-to-face individual interview
M&E Specialist/UN Women Office	F	Face-to-face individual interview
Director for Policy and Planning/ Ministry of Gender and Development, Liberia	M	Face-to-face individual interview
Minister, Community Dialogues, Family Violence Law, Campaigns/Ministry of Internal Affairs, Liberia	M	Face-to-face individual interview
National Program Manager/UN Women	F	Face-to-face group interview
National Program Manager/UN Women	M	Face-to-face group interview
Program Associate/UN Women	M	Face-to-face group interview
Chair/Women's Legislative Caucus	M	Face-to-face individual interview
Executive Director/Women NGOs Secretariat of Liberia (WONGOSOL)	F	Face-to-face individual interview
Country Representative/UN Women	F	Face-to-face individual interview
Deputy Country Representative/UN Women	M	Face-to-face individual interview
Finance Associate/UN Women	M	Face-to-face group interview
Finance Assistant/UN Women	F	Face-to-face group interview
Head of UNMIL Office of Gender Affairs	M	Face-to-face individual interview
Deputy Special Representative/UN Women	M	Face-to-face individual interview
Operations Manager/UN Women	M	Face-to-face individual interview

Position/Organization	Male/Female	Method of Consultation
Administrative Associate and Human Resources/UN Women	F	Face-to-face group interview
Program Assistant, Procurement/UN Women	M	Face-to-face group interview
Morocco		
Representative/UN Women MCO	F	Face-to-face individual interview
Operations Manager/UN Women MCO	F	Face-to-face individual interview
Procurement and HR Group/UN Women MCO	F	Face-to-face individual interview
Programme Coordinator/UN Women	F	Face-to-face individual interview
Project Coordinator/UN Women MCO	F	Face-to-face group interview
Project Officer/UN Women MCO	M	Face-to-face group interview
(Member of UN Gender Theme Group)/UNAIDS	F	Face-to-face group interview
"Spécialiste de programme Sciences sociales et humaines (Member of UN Gender theme Group)"/UNESCO	M	Face-to-face group interview
M&E Officer/UN Resident Coordinator Office	F	Face-to-face individual interview
Service Contract Group/UN Women	F	Face-to-face group interview
Service Contract Group/UN Women	M	Face-to-face group interview
Service Contract Group/UN Women	F	Face-to-face group interview
National President/The Democratic Association of Women in Morocco (ADFM)	F	Face-to-face individual interview
Parliamentarian - Coordinator of the WPWG/The Women Parliamentarians' Working Group (WPWG)	F	Face-to-face individual interview
Director of Protection/National Human Rights Council (CNDH)	F	Face-to-face individual interview

Position/Organization	Male/Female	Method of Consultation
National Coordinator/UN Women Algeria	F	Face-to-face individual interview
President/The Tunisian Association of Democratic Women (ATFD)	F	Face-to-face individual interview
Directeur des Programmes de Coopération/Swiss Cooperation	M	Face-to-face individual interview
Secretary General/Ministry of Solidarity, Women, Family, and Social Development	M	Face-to-face individual interview
Chargée de Programme National/UN Women Tunisia	F	Face-to-face individual interview
Director of Women, at the Ministry of Women, Family and Childhood	F	Face-to-face individual interview
Tajikistan		
Programme Specialist/UN Women	F	Face-to-face individual interview
Programme Specialist/UN Women MCO	F	Face-to-face individual interview
Humanitarian Officer/UN Women	F	Face-to-face individual interview
Operations Director/UN Women Istanbul Regional Office	M	Face-to-face individual interview
Deputy Director of Cooperation/Swiss Agency for Development and Cooperation	F	Face-to-face individual interview
National Programme Officer Small Actions/Swiss Agency for Development and Cooperation	M	Face-to-face individual interview
Director/UN Women Central Asia MCO	F	Face-to-face individual interview
Deputy Director/United Nations Children's Fund	F	Face-to-face individual interview
Director, RO/UN Women Istanbul Regional Office	F	Face-to-face individual interview

Position/Organization	Male/Female	Method of Consultation
OSCE Election Office/Expanded Gender Theme Group, Dushanbe	F	Face-to-face individual interview
OHCHR Programme Officer/ Expanded Gender Theme Group, Dushanbe	M	Face-to-face group interview
USAID, Gender focal point/ Expanded Gender Theme Group, Dushanbe	F	Face-to-face group interview
Intern/Expanded Gender Theme Group, Dushanbe	M	Face-to-face group interview
EU delegation/Expanded Gender Theme Group, Dushanbe	F	Face-to-face group interview
OSCE Gender Advisor/ Expanded Gender Theme Group, Dushanbe	F	Face-to-face group interview
British Charity International Alert/Expanded Gender Theme Group, Dushanbe	F	Face-to-face group interview
National Project Officer, UNFPA/Expanded Gender Theme Group, Dushanbe	F	Face-to-face group interview
PDV, GOPA/Expanded Gender Theme Group, Dushanbe	F	Face-to-face group interview
Nutrition Officer, UNICEF/ Expanded Gender Theme Group, Dushanbe	F	Face-to-face group interview
Asia Development Bank/ Expanded Gender Theme Group, Dushanbe	F	Face-to-face group interview
Finnish Environment Institute/ Expanded Gender Theme Group, Dushanbe	F	Face-to-face group interview
Gender Adviser, Oxfam/ Expanded Gender Theme Group, Dushanbe	F	Face-to-face group interview
ED Gender and Development NGO/NGO Coalition, Dushanbe	F	Face-to-face group interview
State Women's Center under the Dushanbe City Authorities/ NGO Coalition, Dushanbe	F	Face-to-face group interview
Women with Higher Education in Tajikistan/ NGO Coalition, Dushanbe	F	Face-to-face group interview
Chair of NGO Women with Disabilities participation/NGO Coalition, Dushanbe	F	Face-to-face group interview
Parastor NGO/NGO Coalition, Dushanbe	F	Face-to-face group interview
ED of Women with Higher Education Conference/NGO Coalition, Dushanbe	F	Face-to-face group interview
NGO Najoty Kudakon/NGO Coalition, Dushanbe	F	Face-to-face group interview
Interim Country Director/UNDP	M	Face-to-face individual interview

Position/Organization	Male/Female	Method of Consultation
Programme Analyst/UNDP	F	Face-to-face individual interview
Disaster Risk Response, Gender Focal Point/UNDP	F	Face-to-face individual interview
Assistant to Resident Representative on Programmes/UNDP	M	Face-to-face individual interview
Rule of Law/Elimination of Violence Against Women Project Coordinator/UN Women	F	Face-to-face individual interview
Program Manager and Project Officer, Governance/UK Department for International Development	F	Face-to-face individual interview
Head/National Committee for Women and Family Affairs	F	Face-to-face individual interview
Former National Portfolio Manager/UN Women	F	Face-to-face individual interview
Programme Specialist/UN Women	M	Face-to-face individual interview
Associate Project Officer/UN Women	F	Face-to-face individual interview
Program Assistant/UN Women	F	Face-to-face individual interview
Women's Economic Empowerment Project Coordinator/UN Women	F	Face-to-face individual interview
UN Resident Representative	M	Face-to-face individual interview
Planning and Coordination Specialist/UN Women Istanbul Regional Office	F	Face-to-face individual interview
Thailand		
Regional Director/UN Women	F	Face-to-face individual interview
Deputy Regional Director/UN Women	F	Face-to-face individual interview

Position/Organization	Male/Female	Method of Consultation
Strategic Planning and Coordination Specialist/UN Women	F	Face-to-face individual interview
Regional Operations Manager/ UN Women	F	Face-to-face individual interview
Programme Manager/UN Women	F	Face-to-face individual interview
Women's Economic Empowerment Advisor/UN Women	M	Face-to-face individual interview
UN Development Group for Asia-Pacific Secretariat/UN Women	F	Face-to-face individual interview
Regional Operations Manager/ UN Women	M	Face-to-face individual interview
Regional Programme Manager – Migration/UN Women	F	Face-to-face individual interview
Policy Advisor – Governance, Peace and Security/UN Women	F	Face-to-face individual interview
Regional Advisor, HIV/UN Women	F	Face-to-face individual interview
Regional Programme Manager (CEDAW SEAP)/UN Women	F	Face-to-face individual interview
Program Officer/UN Women	F	Face-to-face individual interview
Asia Pacific Monitoring and Reporting Specialist, UN Women Fund for gender Equality/UN Women	F	Face-to-face individual interview
Regional Communications Specialist/UN Women	F	Face-to-face individual interview
Resident Coordinator/UN Women	F	Face-to-face individual interview
Operation/UN Women	F	Face-to-face individual interview

Position/Organization	Male/Female	Method of Consultation
Programme Analyst, Ending Violence against Women/UN Women	F	Face-to-face individual interview
Country Programme Coordinator (Thailand)/UN Women	F	Face-to-face individual interview
Finance Specialist/UN Women	F	Face-to-face individual interview
Programme Specialist/UN Women	F	Face-to-face individual interview
Human Resources Specialist/UN Women	F	Face-to-face individual interview
Program Assistant, Budget coordination/UN Women	F	Face-to-face individual interview
Program Associate/UN Women	F	Face-to-face individual interview
DFAT, Australia	F	Face-to-face individual interview
Chief/ Gender Equality and Women's Empowerment Section, Social Development Division	F	Face-to-face individual interview
Programme Officer/ International Women's Rights Action Watch Asia Pacific Kuala Lumpur, Malaysia	F	Face-to-face individual interview
Partners for Prevention Manager	F	Face-to-face individual interview
Operation/UN Women	F	Face-to-face individual interview
Head, Assistant Director/ Social Welfare, Women, Labour and Migrant Workers Division ASEAN Socio-Cultural Community (ASCC) Department	F	Face-to-face individual interview
UNFPA Iraq CO Representative (Former UN Women ROAP Deputy Director)	M	Face-to-face individual interview
Special consultative status/RCSAG	F	Face-to-face individual interview

Position/Organization	Male/Female	Method of Consultation
Technical Advisor of Social Development, Governance, and Gender Division Sustainable Development and Climate Change Department/Asian Development Bank	F	Face-to-face individual interview
Thailand Representative and Chair/ ASEAN Commission on the Promotion and Protection of the Rights of Women and Children of The Ministry of Social Development and Human Security (Thailand) ACWC	F	Face-to-face individual interview
UN Development Group for Asia-Pacific Secretariat	F	Face-to-face individual interview

Total Field Visit Interviews by Country

Colombia		Liberia		Headquarters		Morocco		Tajikistan		Thailand		TOTAL	
M	F	M	F	M	F	M	F	M	F	M	F	M	F
5	31	17	16	12	26	5	16	8	35	3	32	50	156
36		33		38		21		43		35		206	

Total # Interviews = 299

ANNEX C: REFERENCES

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ANNEX D: EVALUATION TEAM PROFILE

TESSIE CATSAMBAS – TEAM LEADER

Tessie Tzavaras Catsambas, brings 30 years of experience in management, strategy development, evaluation and facilitation of learning of international development programs. She has managed contracts and implementation of projects for the United Nations System, the World Bank Group, the U.S. government, and various international NGOs and Foundations. Ms. Catsambas has led performance and impact evaluations across the spectrum of development sectors, including agriculture, economic growth, democracy and governance, education, global health, natural resources management, and resilience and livelihoods. She also has expertise in gender equality and gender assessments and evaluations. Ms. Catsambas has conducted workshops and led presentations at national and international conferences on topics such as: *Gender-responsive Evaluation, Linking Knowledge Management and Evaluation in the Non-profit Sector, and Using Evaluation Data for Advocacy through Reporting*. Ms. Catsambas holds an MPP from the Kennedy School of Government, Harvard University and a Bachelor's degree in Economics and Political Science from the College of Wooster in Ohio. She has completed fieldwork across Africa, Asia, the Caribbean, Europe, the Middle East, Latin America, and North America. Ms. Catsambas is bilingual in English and Greek, fluent in French, and conversant in Spanish.

LESLIE FOX – SENIOR ORGANIZATIONAL DEVELOPMENT ADVISOR

Leslie Fox brings over 30 years of experience in international development with specific expertise in: performance management, and results and resource tracking and reporting; institutional analysis, design and reform; and democracy and governance initiatives. He has supported the formulation, tracking and assessment of results using logic models and, within a results-based management framework, has worked to promote the dual values of staff empowerment and organizational accountability in the delivery of planned results. He has specific experience in political and governance assessments, strategy development, civil society strengthening, anti-corruption programming, promotion of public-private partnerships, and conflict mitigation and management. Mr. Fox has conducted organizational assessments, including analysis of effectiveness of institutional devolution of decision making, resource allocations and administrative functions. In addition, Mr. Fox has facilitated strategic planning exercises for a range of international organizations at both the corporate and business unit level to support the development of performance monitoring and evaluation plans. Mr. Fox has worked for most of the principal UN Agencies (e.g., UNDP, UN Women, UNICEF, UN Habitat, UNOPS and UNECA) and bilateral partners (e.g., USAID, DFID, AusAID). Mr. Fox has an M.A. in International Affairs from the School of Advanced International Studies (SAIS) at Johns Hopkins University and a B.A. in International Studies from the School of International Services (SIS) at American University. He is fluent in English and French.

KATHERINE BOURNE – SENIOR EVALUATION ADVISOR

Katherine Bourne is an expert in strategic and non-profit management of international programmes with a focus on sexual reproductive rights and health, gender equality, and HIV. She has been an active member of the global maternal health community for over 20 years, and has engaged in global fora related to maternal and reproductive health in her roles as Vice President for International Policy and Regional Programs at the International Women's Health Coalition, Country Representative for Vietnam and Director of Public Affairs at Pathfinder International, and a consultant at UNFPA in China. Ms. Bourne is an adjunct professor at New York University Wagner School of Public Policy and the Bard Program on Globalization and International Affairs. She holds an MPH in International and Family Health from the University of Texas in Houston and a BA in English Literature from the University of Colorado at Boulder.

FRED CARDEN – SENIOR GOVERNANCE/DECENTRALISATION ADVISOR

Dr. Fred Carden has lived, worked and managed complex projects in several parts of the world and is an internationally respected expert in evaluation of decentralisation, governance models, and decentralisation systems. His experience is global with extensive experience in South and Southeast Asia, and East Africa. Most recently, he was Lead Technical Advisor of the Knowledge Sector Initiative in Indonesia where he supported the Government of Indonesia in enhancing the use of locally generated research in the policy process. As Director of Evaluation at IDRC, he was involved in evaluation and research on the knowledge to policy process, and collaborated on the development of program design and assessment tools, such as outcome mapping and organization assessment. He carries out research and has published widely, most recently on the use of research in the policy process. He co-authored publications such as: [Organizational Assessment: A framework for improving performance](#) and [Outcome Mapping: Building learning and reflection into development programs](#). Dr. Carden holds a PhD from University of Montreal and an MES from York University. He is fluent in English and French.