UN WOMEN

Regional Architecture Evaluation Report: Volume 3 Annexes (Evaluation Approaches, Methods and Data)

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ANNEX A: EVALUATION MATRIX

Evaluation Objectives and Selected Questions	Indicators	Analysis	Data Sources
Evaluation Objective 1: Assess the relevance of regional architecture, particularly whether it meets the needs of key UN Women stakeholders at global, regional and country levels.			
1. How well does the regional architecture respond to the needs of governments, civil society and UN agencies at global, regional and country levels? Are any improvements and adjustments needed (and what are they) to meet the needs of key stakeholders, including women and girls, and the most marginalised women? a. Has the regional architecture (RA) increased UN Women's ability to participate in global, regional and country-level fora to promote GEWE? b. In what ways has the regional architecture enabled UN Women to respond to stakeholder needs for information, technical guidance, advocacy, and leadership at each level – global, regional, and national?	Documented increase in UN Women presence in different fora at global, regional, and country level Changes of participation patterns at each level in the system Perceptions of government and civil society respondents on perceived increased participation by government and civil society Increased participation and role with UN partners (Coordination Evaluation) Documented increased catalytic partnerships of UN Women at all levels (Normative Evaluation)	Document evidence of responsiveness to stakeholders based on COAT four key indicators RMS Data – Annual Report Narratives analysis Verify staff and stakeholder perceptions of UN Women's level of presence, participation and responsiveness to stakeholder needs through in-depth interviews Document perceptions of change in responsiveness because of RA	UN Women annual work plans COAT Quarterly reports Programme reports Annual Reports Evaluations: MOPAN, MAR, Coordination, Normative Board documents In-depth portfolio review Staff and stakeholder interviews Global survey Country visits

Evaluation Objectives and Selected Questions	Indicators	Analysis	Data Sources
2. How to ensure the RA is fit to ensure the universality of Sustainable Development Goals (SDGs) and UN Women's mandate?	Elements in the RA design that enable or constrain integration of SDGs and UN Women's mandates Evidence of enablers and constraining factors in RA's ability to ensure the universality of SDGs and UN Women's mandate (case studies, interviews, perceptions of staff) Percentage of staff who report that UN Women is fit to ensure the universality of SDGs and the UN Women's mandates.	Through document review and country portfolio analysis, identify elements in the RA design (including recent developments such as the 12 flagship initiatives) that enable or constrain integration of SDGs and UN Women's mandates Through interviews and case studies, verify and explore enablers and constraints in RA's ability to ensure the universality of SDGs and UN Women's mandate Using the checklist of organizational analysis in the Lusthaus et al. model, identify enabling and constraining factors in the design and implementation of the RA Identify plans in progress to address issues that may arise due to new SDGs	Flagship initiative documents Interviews Case studies Charles Lusthaus Framework In-depth portfolio review

Evaluation Objectives and Selected Questions	Indicators	Analysis	Data Sources
Evaluation Objective 2: Assess the organizational effectiveness of the RA to deliver UN Women's mandate across all roles – advocacy, normative, policy, UN coordination and programmatic at global, regional, and country levels.			
3. To what extent and in what ways have the objectives set in the Executive Board paper (UNW/2012/10) to establish an effective RA been met?	Number of regional and multi-country offices that have been established and are fully operational Number and percentage of regional, multi-country and country offices with the core minimum staffing Number and percentage of staff in regional, multi-country and country offices who have received training and are certified in their areas of responsibility Number and percentage of regional and multi-country offices that have established and are using business and financial management system in place, including procedures for administrative audit and risk mitigation Number and percentage of regional, multi-country and country offices that allocated sufficient budgetary resources to carry out their core functions and mandate	Compare core minimums staffing requirements in board documents (RA Item 3, 2012) to current staff list (Staff List 2015) to analyse percentage of posts not filled DOA rollout dates vs. initial proposed rollout dates in Board Documents Percentage of offices with audit and risk mitigation procedures Compare countries by region in terms of AWP funding gap, percentage unfunded	Board Documents (DOA Framework, 2012 RA Board documents) COAT Staff lists RMS Staff interviews Country visits

Evaluation Objectives and Selected Questions	Indicators	Analysis	Data Sources
4. To what extent and why does the RA 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 setup needed to enhance effectiveness? a. In what ways does the RA design contribute to its achievements of the operational, normative and coordination mandate at each level? b. In what ways does the RA implementation contribute to its achievements of the operational, normative and coordination mandate at each level? c. What does UN Women staff appreciate and value most about the RA that enables them to be more relevant, efficient and effective in their work?	Extent to which the regional offices have engaged with intergovernmental processes to promote dialogue, sharing of information, and innovations and application of international norms and policies to accelerate mainstreaming of gender equality and human rights programming Extent to which UN Women's partners at all levels perceive the regional staff as an important resource for formulation of policies, setting standards and norms, and harmonizing national, regional and global efforts to achieve gender equality and human-rights based programming Number and percentage of survey respondents who perceive the RA as contributing to greater coordination and collaboration among multiple partners in programming for gender equality Ways in which stakeholders perceive the RA as having a comparative advantage or value added in achieving UN Women's	Interviews and survey on staff perceptions, analysis based on qualitative findings of interviews, and quantitative and qualitative findings of survey	Desk review including: Normative evaluation is the main source of information on the normative mandate Coordination evaluation is the main source of information on the coordination mandate OEEF reports Staff and stakeholder interviews In-depth portfolio review Global survey Country visits

Evaluation Objectives and Selected Questions	Indicators	Analysis	Data Sources
	mandate (e.g., through mobilisation of resources, building of partnerships, harmonisation of policies and practices, strategic capacity building of governments and civil society, improved knowledge management and information sharing, etc.)		
5. What systems and processes (both formal and informal) are in place to monitor and assess the effectiveness of the RA? Are the systems working adequately and do they feed the organization with useful lessons?	Documentation of policies, practices and systems currently used by UN Women to track, monitor and evaluate the RA at all levels Extent to which the monitoring and evaluation system described in Board documents is in place, uniformly applied across the UN Women system, and integrated into programme planning and strategic decision making. Note ongoing processes such as the RMS and COAT Number of reports generated by the monitoring and evaluation system on the effectiveness of the RA, and how the results were used for quality improvement and forward planning	Compare RMS data across countries to see % of countries with missing OEEF, DRF, Monitoring, Donor Reports and Programme Reports, disaggregated by type of report Number of OEEF reports completed and tracked across regions, countries and typologies Percentage of staff who use information	Desk review including Executive Board papers Annual Work Plans/Strategic Notes AWP Feedback reports COAT and RMS UN Women All Staff Survey 2014 In-depth portfolio review Staff interviews Global survey Country visits

Evaluation Objectives and Selected Questions	Indicators	Analysis	Data Sources
	Staff perceptions in interview and survey on the use of information in the existing systems for learning, improvement, etc., including specific examples of such use	available for learning and improvement	
6. How has the RA enhanced integration between normative, operation and coordination work? What adjustments are needed to improve integration at all levels and why?	Number and usage of specific strategies, planning guidelines and practices applied in the regional architecture to enhance synergy and linkages between the normative, operational and coordination work of UN Women Number of programmes, activities and initiatives that have built-in linkages between the normative, operational and coordination work of UN Women Extent to which UN Women staff and partners perceive close linkages between the normative, operational and coordination work of UN Women	Number of reports and guidelines Staff perception of usefulness of planning guidelines and practices Quarterly reports, RMS narrative reports of integration Interviews with staff in country to see integration perception	Desk review including memos, emails etc. from retreats including Global Retreat 2015 and staff meetings on integration topic; document of 12 Flagship Initiatives; RA update reports; and evaluation reports In-depth portfolio review Staff and stakeholder interviews Global survey Country visits
7. To what extent and why does the RA increase UN Women's focus and capacity to apply rigorous	Specific policies, procedures and practices instituted in the RA to ensure the integration of gender	Number of programme documents focusing on gender	Desk review including Board papers

Evaluation Objectives and Selected Questions	Indicators	Analysis	Data Sources
gender analysis and human rights approach in programme design, monitoring and implementation at regional and country levels?	analysis and rights-based approaches into its programming at the national, regional and global levels Percentage of UN Women staff who have received training and are knowledgeable about gender-sensitive and human rights-based programming (Survey) Extent to which the RA facilitated the implementation of established standards and norms for gender-responsive and human-rights based programming (Interviews and Survey)	analysis and rights-based approaches to work Number of HQ reports mentioning importance of rights-based approach Analyse knowledge of gender-sensitive programming and human rights-based programming in results of Survey and country interviews	2014 Staff Survey Staff interviews Global survey Country visit
Evaluation Objective 3: Assess the efficiency of RA's administrative systems, structure and processes, including mechanisms to ensure efficient communication linkages between HQ and the field.			
8. To what extent has the RA been designed and implemented in a way that is responsive to needs, changes and actions emerging at the different levels of organization (HQ, Regional Offices, Multi-country and Country Offices)?	Proportion of country requests that receive responses that address the needs expressed in a timely way Percentage of time and resources at regional level devoted to responding to country needs versus other responsibilities Percentage of country and programme staff reporting that they are satisfied with the response they receive	Survey results of staff perceptions of RA flexibility of country context Results of Staff survey 2014 in perceptions of RA	Board papers regarding the design of the RA Formal or informal monitoring records on requests and responses Staff Survey Desk review Staff interviews

Evaluation Objectives and Selected Questions	Indicators	Analysis	Data Sources
			Global survey

Country visits |
| 9. How efficient and responsive is the RA in terms of delegation of authority, decision-making process and methods for setting direction? To what extent and why are the roles and responsibilities, coordination of labour and coordination of systems clear and efficient? | Documentary information on what areas of responsibility and authority have been delegated to the field, and what resources accompany the change to enable the field to execute that authority

Extent to which UN Women staff at all levels feels there is sufficient clarity, transparency and consistency in roles and responsibilities, decision-making processes and operational policies – particularly in the areas of human resources management, resource allocation and programme management

Extent to which key operations processes throughout the system – country, regional, HQ— exploring clarity of roles, common understanding of process, especially in handoffs, systems for tracking requests and responses, systems for evaluating customer service in response to requests

Increased efficiency in decision-making processes, strategic planning as evidenced in timely completion and approvals of plans and | Rollout of delegation of authority chart and timing of DOA rollout in different countries

Case study and in-depth portfolio review reported instances of faster or slower approvals

Staff understanding and Identification of methods of setting direction – e.g., 12 Flagship Initiatives and Peer Review of Strategic Notes process

Explore clarity of roles and challenges, such as duplication of effort and role confusion

Explore clarity of expectations, definitions and functions at all levels of UN Women | Desk review including

Board papers (DOA and Internal Control Framework)

Updates on Regional Architecture

Memos from management

Flagship Initiatives report

Staff interviews

In-depth portfolio review

Global survey

Country visits |

Evaluation Objectives and Selected Questions	Indicators	Analysis	Data Sources
	feedback documents based on survey feedback, in-depth portfolio review and country case studies Improved alignment of resources to needs to implement work plans— look for chain of command in allocations; and who and at what level provides the needed support Percentage of UN Women staff reporting that the system has the flexibility to respond to changing needs or context Percentage of UN Women staff who feels these RA systems and processes are gender-equitable and consistent with human rights-based policies and principles of the UN system globally		
10. How efficient is the use of financial and human resources and IT systems in the framework of the RA?	Extent to which allocation of resources is to be well-planned (versus ad hoc), predictable and aligned with identified needs and organizational priorities at all levels of the UN Women system Extent to which UN Women staff feels that there are adequate and reliable financial, human, and technical resources to	Delivery and delivery rate: aggregate and regionally by type of presence; outlier countries both high and low (explore factors that influence results through interviews) Core and non-core: percentage of core vs. non-core staff and	Desk review including COAT Internal Audits RMS In-depth portfolio review Staff interviews

Evaluation Objectives and Selected Questions	Indicators	Analysis	Data Sources
	fully implement the RA and meet its objectives Management and staff ratio Consistent use of audit and risk mitigation procedures to ensure efficient and appropriate use of financial and human resources within the RA	changes overtime; patterns in core vs. non-core activities and changes overtime Management and staff ratio analysis Percentage of staff vacancies by type of staff (technical, administrative, etc.) and changes overtime Country rating for the eight countries with data: changes overtime Performance in implementation of audit recommendations	Global survey Country visits HR staff data
11. To what extent do the existing funding sources offer sustained support for the current staff structure and planned results of the RA?	Number and percentage of regional, multi-country and country offices that have sufficient funding resources to support current and anticipated staffing needs through 2017 Extent to which UN Women staff feels that the existing funding sources are sufficiently responsive to changing needs in staffing structure or capacities –	Resourcing efficiency: outstanding partner advances and changes overtime Resource mobilisation required and changes overtime Core and non-core: percentage of core vs. non-	Desk review including: COAT-Resource mobilisation required Staff interviews Global survey Country visit

Evaluation Objectives and Selected Questions	Indicators	Analysis	Data Sources
	both expected or unexpected	core staff and changes overtime; patterns in core vs. non-core activities and changes overtime	
12. To what extent does the RA support or reinforce that management and administrative systems promote gender-sensitive approaches in day-to-day operations of the RA?	Percentage of UN Women staff at all levels who received training in and are knowledgeable about gender equality and human rights principles and standards of practice Documented explicit policies, practices and guidelines applied within the RA to operationalize gender-sensitive approaches in its day-to-day operations and practices (e.g., human resource management, programme planning, budgeting and resource allocation, etc.)	Compare percentage of women trained in different typologies (CO, RO, etc.) Staff knowledge of HR guidelines to gender-sensitive approaches Staff perception of gender-sensitive approaches from staff survey 2014	Desk review including: 2014 Staff Survey Board papers HR Guidelines Staff interviews Global survey Country visits

ANNEX B: DATA COLLECTION TOOLS

CASE STUDY AND PORTFOLIO REVIEW – ALL STAFF

UN Women Regional Architecture Evaluation

Site Visit Interview Guide

Questions for UN Women Field Staff

Date:

Country/Office:

Interviewee (name, title):

Interviewer:

INTRODUCTION

Thank you for making the time to talk with me.

We greatly appreciate this opportunity to talk with you about your experience with the UN Women regional architecture (RA). UN Women's Independent Evaluation Group has asked EnCompass to conduct an evaluation of UN Women's RA. The purpose of the evaluation is to assess the relevance, organizational effectiveness and administrative efficiency of the RA since its implementation. The evaluation will assess the strengths and weaknesses of the RA, and provide forward-looking recommendations to strengthen implementation. The findings of the evaluation will be presented to the Executive Board in 2016 and will be used for strategic decisions, organizational learning and accountability.

The evaluation consists of five country case studies that focus on different types of country offices (Regional, MCO, etc.), an in-depth portfolio analysis of 32 countries and a global survey to all UN Women staff. The purpose of this visit is to gain in-depth understanding of how the RA actually functions at the country (or regional) level and how it contributes to the achievement of the UN Women's mandate.

You were suggested as a key person to inform this activity and we greatly appreciate your perspective and views on the RA.

Before we begin, I want to let you know that no information or examples we gather during this interview will be attributed to a specific person or institution, unless you tell us that you would be willing to have your responses to be either quoted in the report or otherwise attributed to you. You are also free not to respond to any of our questions or to stop the interview at any time.

Our interview will take about 1 hour.

Before we begin, do you have any questions about this interview?

CORE QUESTIONS

1. **Engagement with UN Women**: Tell me about your engagement with UN Women and entry into your current position.
   a. **Background**: How long have you been with UN Women and in what capacities? Were you involved with any of the predecessor organizations prior to your engagement with UN Women? How long have you been involved with gender equality work and in what ways?
   b. **Role and Responsibilities**: What is your current position and role? What are your responsibilities (PROBE FOR MOST IMPORTANT RESPONSIBILITIES)? In what ways do you support the coordination, normative, operations mandates?
   c. **Reporting**: To whom do you report? Who reports to you?

*NOTE TO INTERVIEWER: For Regional Offices and MCOs, ask: **In what ways do you support satellite countries?** Probe how countries contact them, tracking of requests, delivery of services or other support, quality assurance and reporting. **Probe into use of PCAs vs. Procurements in Country Offices and Programme Presence Offices. Is this happening? If so, why?***

2. **Exceptional experience related to UN Women's work:** Think about your work with UN Women, since it became UN Women, and tell me a story about an exceptional experience, or high point, a time when you were the most proud to work here.
   What happened? Who was involved? What was your role in this experience? What made it possible? (Try to get a great quote!)

NOTE TO INTERVIEWER: Is this experience related to normative, coordination or operations?

For ROs and MCOs: Probe for how countries were served in this exceptional experience satellite.

3. **Values:** What do you value the most about the work you do?

4. **Most significant changes:** From your perspective, what are the three most significant changes in the way your office does business since the implementation of the regional architecture? How are these changes significant?
   a. **For ROs and MCOs:** How are these changes significant for satellite countries?

NOTE TO INTERVIEWER: Probe for changes related to roles/responsibilities, decision-making processes, resources, country level benefits, partner relationships, etc.

5. **Enabling actions:** What actions and adaptations on your part (and the part of your office/unit) have enabled you to take advantage of the RA to do your work better?
    a. **For ROs and MCOs: …**especially to serve satellite offices?

NOTE TO INTERVIEWER: Probe for examples of efficiency (do things faster with fewer steps, raise funds to get things done), effectiveness (advocate better, reach more stakeholders, adapt campaigns to local needs, feel confident and knowledgeable in promoting GEWE).

6. **Probe on a key process or key task:** Let's take your example of … (*pick one of the core areas of responsibility of this person, or key changes/enabling action areas*) and help me understand it better.

NOTE TO INTERVIEWER: Probe for understanding the process: who initiates, who has input, who approves, who benefits, who has oversight, who is accountable and how, who communicates, who evaluates?

For ROs and MCOs, pick a process that serves satellite offices.

Note variation (sometimes, it works this way, sometimes that) and what it depends on.

Conclude: I see this has been important for you. What is one thing you would do to strengthen it?

Checklist of areas that may come up for strengthening, PROBE FOR: REPORTING/RMS, KNOWLEDGE MANAGEMENT, HUMAN RESOURCES, FINANCIAL RESOURCES MANAGEMENT, ADVOCACY/PARTNERSHIPS, FUNDRAISING:

Enabling environment	Organizational capacity	Organizational motivation
• *Administrative* • *Political* • *Social/Cultural* • *Economic* • *Stakeholder*	• *Leadership* • *Structure* • *Human Resources* • *Financial Management* • *Infrastructure* • *Programme Management, including support in financial management, IT, HR, etc.* • *Process Management* • *Inter-organizational linkages* • *Knowledge Management, e.g., support by Policy Advisors*	• *History* • *Mission* • *Culture* • *Incentives/Rewards, including recognition, promotions, inclusion in important meetings*

7. **Customer window questions:** In what ways has the RA enabled you and your colleagues to support your key stakeholders, including the most marginalised women? What challenges do you face in supporting your key stakeholders under the RA?

*NOTE TO INTERVIEWER: **Explore linkages with relevant stakeholders**. For **ROs and MCOs**, probe especially for support and linkages to satellite countries. Also probe into added value:*

- *How would you describe the added value of this MCO/RO to the Triple Mandate of UN Women?*
- *If you could make three modifications to increase the ability of the MCO/RO to deliver, what would they be?*

We will use this to compare perceptions when talking to any of these stakeholders.

Stakeholder	Changes appreciated	Changes not appreciated	How to better support
Government			
Civil Society			
Other UN agencies			
Regional Office			
Multi-country Office			
Country Office(s)			
Programme Office			
Headquarters			

8. **Wishes:** If you had three wishes or requests (related to any level) that would make your exceptional experience an everyday occurrence (that would enable your work even more), and help UN Women be the best organization it could be, what would these three wishes be?

NOTE TO INTERVIEWER: Probe on each of these wishes if they are too vague: what would it take to get them accomplished?
For ROs and COs, probe for wishes to help UN Women serve satellite countries.

We will categorize each wish by the elements in the Lusthaus and Carden model: authority, communication, incentives (recognition, consequences), leadership, structure, human resources, financial management, etc.

OPTIONAL QUESTIONS

9. **FOR REGIONAL DIRECTORS, MCO Directors, COUNTRY REPRESENTATIVES and PROGRAMME MANAGERS: Integration of work in three mandates:** How has the RA enhanced integration between normative, operation and coordination work? What adjustments are needed to improve integration at all levels?
   a. To what extent and in what ways has the RA enhanced your ability to integrate your work in the normative, operational and coordination spheres (e.g., planning across pillars, using normative agenda to inform operational planning and coordination activities, etc.)? Please give examples, describe a specific situation or tell us a story to illustrate your point.
   b. What adjustments or changes in the system are needed to improve integration between the three mandates at all levels?

10. **FOR SENIOR MANAGERS, 2030 agenda:** How does UN Women's overall organizational design (RA) best position UN Women to be fit-for-purpose in supporting the 12 Flagship Initiative and addressing the 2030 agenda?
   a. **For Regional Directors/MCOs:** How does UN Women's RA best support countries to be fit-for-purpose in addressing the 2030 agenda?

11. **FROM DOCUMENTS:** To what extent do the existing funding sources offer sustained support for the current staff structure and planned results of the RA?

Core funds:	Non-core funds: (note sources)

   a. **FOR SENIOR MANAGERS:** What strategies has your office used to garner resources to support its staffing needs through non-core funds and other non-traditional funding sources? How has that worked and what are the challenges (e.g., lack of continuity and stability)?

   b. **SENIOR MANAGERS:** In what areas do you need capacity strengthening to make your office more effective in delivering on the three UN Women mandates? Please explain.

   NOTE TO INTERVIEWER: Probe for needed changes in management skills and leadership, programmatic and technical expertise and operational support. Also, probe for gender analysis and human rights approaches competencies.

CASE STUDY – NON-UN WOMEN STAKEHOLDERS

UN Women Regional Architecture Evaluation

Case Study Interview Guide

Questions for Non-UN Women Stakeholders

Date:

Country:

Interviewee (name, title, affiliation):

Interviewer:

INTRODUCTION

Thank you for making the time to talk with me.

We greatly appreciate this opportunity to talk with you about your experience with the UN Women regional architecture (RA). UN Women's Independent Evaluation Group has asked EnCompass to conduct an evaluation of UN Women's RA. The purpose of the evaluation is to assess the relevance, organizational effectiveness and administrative efficiency of the RA since its implementation. The evaluation will assess the strengths and weaknesses of the RA and provide forward-looking recommendations to strengthen implementation. The findings of the evaluation will be presented to the Executive Board in 2016 and will be used for strategic decisions, organizational learning and accountability.

The evaluation consists of five country case studies that focus on different types of country offices (Regional, MCO, etc.), an in-depth portfolio analysis of 32 countries and a global survey to all UN Women staff. The purpose of this visit is to gain in-depth understanding of how the RA actually functions at the country (or Regional) level and how it contributes to the achievement of the UN Women's mandate.

You were suggested as a key person to inform this activity and we greatly appreciate your perspective and views on the RA.

Before we begin, I want to let you know that no information or examples we gather during this interview will be attributed to a specific person or institution, unless you tell us that you would be willing to have your responses to be either quoted in the report or otherwise attributed to you. You are also free to not respond to any of our questions or stop the interview at any time.

Our interview will take about 1 hour.

Before we begin, do you have any questions about this interview?

QUESTIONS

1. **Engagement with UN Women**: Tell me about your involvement with UN Women. In what ways are you engaged with UN Women and with whom do you mostly interact? What are you currently doing with UN Women and how long have you been working with them?

2. **Most significant changes:** What changes have you seen in UN Women in the last 3 years? What are the three most significant changes in the way you or your organization does business with UN Women since the implementation of the RA?

   NOTE TO INTERVIEWER: Probe for changes related to roles/responsibilities, decision-making processes – speed, presence, level of engagement, resources, country level benefits, partner relationships, etc.

3. **Values:** What do you value most about your collaboration with UN Women? What do you think UN Women does particularly well?

4. **Wishes:** If you had three wishes for UN Women that would enable it to support your work and your joint goals for GEWE in the best way, what would these three wishes be?

   NOTE TO INTERVIEWER: Probe on each of these wishes if they are too vague: what would it take to get them accomplished?

   We will categorize each wish by the elements in the Lusthaus and Carden model: authority, communication, incentives (recognition, consequences), leadership, structure, human resources, financial management, etc.

ANNEX C: CASE STUDY COUNTRY CRITERIA

The following Criteria were used for selection of case studies and portfolio analysis, following consultation with UN Women IEO. Proposed list of countries is currently under review. They are listed by country criteria in Table B.

Table A:

Key criteria for country case studies (five field visits)	
1. Type of Office	
Database Ref	UN Women Global Presence
Rationale	Regional typology (regional, multi-country, country, programme presence, gender advisor, no presence)
Explanation	Type of office will allow capturing specificities on how each type of office established interacts within the regional architecture setup
Data sources	UN Women Global Presence
2. Geographic distribution	
Database Ref	UN Women Regions
Rationale	Geographic diversity
Explanation	Need to include a balanced representation of the UN Women's work across its six regions
Data sources	UN Women Global Presence
3. Country Context	
Database Ref	UN Classification of Countries
Rationale	Contextual diversity
Explanation	UN Women operations differ in middle-income and low-income countries, and in terms of the humanitarian context. This criterion was included to capture differences and similarities in operations between different sets of countries and how different contextual variables affect results. Countries will be chosen based on country context-income and humanitarian context status.
Data sources	UN Women Global Presence, UN Classification of Countries
4. Evaluation Fatigue – Site Visits ONLY	
Database Ref	Past evaluation case studies and planned decentralised evaluations
Rationale	Feasibility
Explanation	Evaluation fatigue was assessed based on the presence of evaluations at the country level since 2011, including country, regional and corporate evaluations. The reason to include this

criterion was to avoid overburdening country offices with too many evaluation demands, as well as ensuring a higher learning potential by evaluating countries that have not been already over-analysed.

Data sources	Information available on the Gate UN Women.org

Additional criteria for in-depth portfolio analysis (32 countries)

4. Status of Workforce

Database Ref	
Rationale	Portfolio diversity
Explanation	This criterion was selected to ensure that the sample includes countries with the varied size of workforce. Includes staff and non-staff personnel, such as service contracts, SSA/IC, secondments, UNV, other and interns. Policy advisors and economic advisors are the primary criterion.
Data sources	Total Workforce numbers per region, country and grade, provided by Human Resources (Workforce Data spreadsheet). Data were extracted from HR Staff list provided by HR Section as of 1 September 2015.

5. Level of Maturity

Database Ref	Status of the Rollout of DOA by region and by year
Rationale	Maturity based on RA establishment
Explanation	The level of maturity of each office as seen by DOA rollout timelines, and by existence as an office or not prior to the RA rollout.
Data sources	List of DOA, based on DOA dates consolidated from intranet and provided by PSU

6. Level of Expenditure (Secondary Criterion to Status of Workforce)

Database Ref	2014 Level of Expenditure
Rationale	Portfolio diversity
Explanation	This indicator will be used as a secondary criterion to Status of Workforce. It includes level of investment in each office in terms of financial resources.
Data sources	Programme Expenditure based on report sent by Finance from August 2015

Table B:

Country/ Region	Type of Office	Geography	Country Context Income	Humani tarian	Gender Advisor	Eval. Fatigue	Status of Workforce – Total	Level of Maturity	Level of Expenditure (2014)	Status of Workforce – Policy & Economic
Country Case Studies (Confirmed)										
Morocco	Multi-country	Arab States	L/M			3	21	2/1/2013	$ 1,970.80	
Liberia	Country Office	Western and Central Africa	L			2	24	4/2/2013	$ 1,827.90	
Thailand	Regional and Country Office	Asia and the Pacific	U/M			1	43		$ 7,094.48	2- Policy Advisors, 1 - Policy Specialist
Colombia	Country Office	Americas and the Caribbean	U/M	H		3	45	5/14/2013	$1,650.00	
Tajikistan	Programme Presence	Europe and Central Asia	L				15		$ 489.72	
Malaysia	Non-programme Presence									
Portfolio Analysis Countries (Tentative)										
Regional and Multi-country Offices										
Egypt	Regional and Country Office	Arab States	L/M				53	6/14/2014	$ 4,751.24	1- Policy Advisor
Kenya	Regional & Country Office	Eastern and Southern Africa	L			1	68	2/26/2013	$ 5,636.82	1- Economic Advisor, 3- Policy Advisor

Country/ Region	Type of Office	Geography	Country Context Income	Humani tarian	Gender Advisor	Eval. Fatigue	Status of Workforce – Total	Level of Maturity	Level of Expenditure (2014)	Status of Workforce – Policy & Economic
Panama (Panama City)	Regional	Americas and the Caribbean	U/M				30		$ 3,397.01	1- Economic Advisor, 2- Policy Advisor
Senegal	Regional and Country Office	Western and Central Africa	L/M			2	44		$ 3,447.08	1- Policy Advisor
Thailand	Regional and Country Office	Asia and the Pacific	U/M			1	43		$ 7,094.48	2- Policy Advisors, 1 - Policy Specialist
Turkey (Istanbul)	Regional	Europe and Central Asia	U/M				19		$ 1,418.74	1- Policy Advisor
Barbados	Multi-country	Americas and the Caribbean	H			2	13	4/3/2013	$ 1,887.13	
Fiji	Multi-country	Asia and the Pacific	U/M			4	35	3/20/2013	$ 3,884.72	
India	Multi-country	Asia and the Pacific	L/M			5	63	4/9/2013	$ 3,636.87	
Kazakhstan	Multi-country	Europe and Central Asia	U/M			3	15	10/15/201 4	$ 2,057.80	
Morocco	Multi-country	Arab States	L/M			3	21	2/1/2013	$ 1,970.80	
South Africa	Multi-country	Eastern and Southern Africa	U/M			2	12		$ 1,550.37	

Country/ Region	Type of Office	Geography	Country Context Income	Humani tarian	Gender Advisor	Eval. Fatigue	Status of Workforce – Total	Level of Maturity	Level of Expenditure (2014)	Status of Workforce – Policy & Economic
Additional 20 Country and Programme Presence Countries (including 2 satellite countries)										
Cote d'Ivoire	Country Office	Western and Central Africa	L/M	H		2	15	4/24/2015	$ 663.74	
Niger	Programme Presence	Western and Central Africa	L	H			1		$ 87.99	
Kyrgyzstan	Country Office	Europe and Central Asia	L/M				32	5/20/2013	$ 1,293.89	
FYR Macedonia	Programme Presence	Europe and Central Asia	U/M				14		$ 243.59	
Somalia	Programme Presence	Eastern and Southern Africa	L	H		1	10		$ 937.73	
South Sudan	Country Office	Eastern and Southern Africa	L/M	H		1	17	3/4/2013	$ 4,933.24	
Tanzania	Country Office	Eastern and Southern Africa	L			2	25	4/26/2013	$ 2,214.14	
Afghanistan	Country Office	Asia and the Pacific	L	H		5	65	3/1/2013	$ 8,289.74	1- Economics-related specialist
China	Programme Presence	Asia and the Pacific	U/M			1	7		$ 586.15	
Vietnam	Country Office	Asia and the Pacific	L/M			1	23	8/13/2013	$ 1,251.28	
Jordan (covering Syria)	Country Office	Arab States	U/M-Jordan L/M-SAR	H-Syria		2	23	4/25/2013	$ 2,943.22	

Country/ Region	Type of Office	Geography	Country Context Income	Humani tarian	Gender Advisor	Eval. Fatigue	Status of Workforce – Total	Level of Maturity	Level of Expenditure (2014)	Status of Workforce – Policy & Economic
Yemen	Programme Presence	Arab States	L/M	H	Gender Advisor (Senior)	1			$ 0.71	
Uruguay	Programme Presence	Americas and the Caribbean	H			1	3		$ 317.66	
Haiti	Country Office	Americas and the Caribbean	L	H		1	20	7/3/2014	$ 1,058.13	
Brazil	Country Office	Americas and the Caribbean	U/M			2	20	5/2/2012	$ 969.58	
Guatemala	Country Office	Americas and the Caribbean	L/M			1	19	3/11/2013	$ 931.01	1- Economics- related coordinator
Palestine	Country Office	Arab States	L/M	H		2	??		$ 2,774.78	
Serbia	Programme Presence	Europe and Central Asia	U/M			1	9			
Nigeria	Country Office	Western and Central Africa	L/M			1	13	5/23/2014	$ 1,722.21	3- Economics- related support/sp ecialist
Sri Lanka	Programme Presence (MCO Supported)	Asia and the Pacific	L/M	H			5		$19.90	

ANNEX D: EVALUATION QUESTION CRITERIA

Relevance

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

The first question relates to relevance, while the second places emphasis on the needs of two categories of stakeholders: (1) key stakeholders such as, broadly speaking, governments, civil society and UN agencies, and (2) most marginalised women. This wording loses focus on the most central stakeholder in the UN Mandate: women and girls. We propose to reword this question to read:

New Question #1: How well does the regional architecture respond to the needs of governments, civil society and UN agencies at global, regional and country levels? Are any improvements and adjustments needed (and what are they) to meet the needs of key stakeholders, including women and girls, and the most marginalised women?

2. How to ensure the regional architecture is fit to guarantee the universality of SDGs and UN Women mandate?

This question was added in an updated TOR sent to the evaluation team on 27 October 2015. The evaluation team agrees with this addition and will keep this question.

Organizational Effectiveness

3. To what extent is the regional architecture supporting national capacities through south-south cooperation?

This question is too detailed to be a standalone question and we propose to move it under Question #3 (see below).

4. To what extent have the objectives set in the Executive Board paper (UNW/2012/10) to establish an effective regional architecture been met?

This question checks on actions and progress aligned with the intentions of the regional architecture. During inception, many respondents asked not only for descriptive information, but the underlying reasons and implications. We, therefore, propose to reword this question as follows:

New Question #3: To what extent and in what ways have the objectives set in the Executive Board paper (UNW/2012/10) to establish an effective regional architecture been met? In particular, to what extent is the regional architecture supporting national capacities through south-south cooperation?

5. To what extent does 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 setup needed to enhance effectiveness?

A clarification: by "institutional setup," this question means "regional architecture." Also, feedback from inception participants was to include exploring *why* the regional architecture contributes or does not contribute to the three mandates.

New Question #4: To what extent and why does 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 setup 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?**

This question emphasizes systems, and the question is more complete when it inquires both into systems and the processes used for monitoring and assessment. Furthermore, monitoring and assessment are not ends in themselves, but are pursued to increase accountability, communicate guidance, knowledge and experiences, and learn from each other and collective experience.

We, therefore, propose to reword this question as follows:

New Question #5: What systems and processes (both formal and informal) are in place to monitor and assess the effectiveness of regional architecture? Are the systems working adequately and do they 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?**

Integration seemed to be more representative of the goals of UN Women rather than linkages between groups within the organization. Feedback during inception on this question included adding "integration" as an area of inquiry and requiring a more in-depth understanding of what "integration" of the mandates really looks like, as well as where and how it takes place. It also became clear that it is important to talk with and review the material of the evaluations of each part of the mandate. Therefore, wording was slightly changed to represent the importance of integration across normative, operational and coordination work.

New Question #6: How has the regional architecture enhanced integration between normative, operation and coordination work, and what adjustments are needed to improve integration at all levels and why?

Administrative Efficiency

8. **To what extent has the regional architecture been designed and implemented in a way that is responsive to needs, changes and actions emerging at the different levels of organization (Headquarters, Regional Offices, Multi-country and Country Offices)?**

This question was added in an updated TOR sent to the evaluation team on 27 October 2015. The evaluation team agrees with this addition and will keep this question.

9. **How responsive is the regional architecture and its organizational setup in terms of information flow between Headquarters and the field, and vice versa?**

First a clarification: We understand "institutional setup" to be synonymous with "regional architecture" and include both the structure and processes approved by the Executive Board. This question asks how regional architecture has enabled or constrained the bidirectional flow of knowledge, expertise and information between Headquarters and the field that is needed for decision-making and strategic planning. Because this question is overlapping with the question regarding information flow and delegation of authority in the new TOR question, we propose to remove this question.

10. How efficient is the 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?

This question has been raised as a central question during inception interviews. We propose an expansion of this question as follows:

New Question #8: How efficient and responsive is the regional architecture in terms of delegation of authority, decision-making process and methods for setting direction? To what extent and why 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 the regional architecture?

This question raised some concerns during the inception site visit, especially around the boundaries of human resources and administrative processes. For example, it is clear that this evaluation should not become an evaluation of the human resources process—hiring, onboarding, benefits, supervising, employee relations, and separations. This evaluation will concern itself with (and establish boundaries concerning) issues related to staff and system capacities to perform UN Women's business (fit for purpose), and any findings related to initiation, approval and participation in key decisions related to the devolution of authorities under the regional architecture.

Similarly, for information technology and procurement systems, this evaluation will incorporate findings related to the levels of authority (where decisions now take place), roles, participation in decisions and information flow. It will not delve into issues of IT systems selection and functioning, rules and procedures, etc.

12. To what extent do the existing funding sources offer sustained support for the current staff structure and planned results of the regional architecture?

This question was clear to the evaluation team. Because this is a formative evaluation, it needs to consider the regional architecture related to current efforts for resource mobilisation, including the 12 flagship initiatives, and any existing intentions and efforts toward sustained support of the current regional architecture.

13. 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?

The question implied that this was an evaluation of UN Women and its performance in these two areas, which it is not. It was, thus, revised to be more targeted at evaluating the regional architectures's role in increasing the capacity of UN Women rather than evaluating the organization's approach to gender analysis and human

rights approaches; for example, through guidance available for staff to implement such approaches, inclusion in job descriptions, etc. The IEO proposed to move this question under organizational effectiveness.

New Question #11: *To what extent and why does the regional architecture increase UN Women's focus and capacity to apply rigorous gender analysis and human rights approach in programme design, monitoring and implementation at regional and country levels?*

14. 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, collection of disaggregated data)?

This question seemed to address an "intervention" – a term unclear to the team. It also seemed to ask for an evaluation of the performance of UN Women. We did not understand the connection to the implementation or current structure of the regional architecture. We propose to remove this question.

15. To what extent do UN Women management and administrative systems promote gender-sensitive approaches in day-to-day operations of regional architecture?

This question does not seem to be about the regional architecture, but UN Women as a whole. We propose to place the regional architecture at the centre of the question as follows:

New Question #13: *To what extent does the regional architecture support or reinforce that management and administrative systems promote gender-sensitive approaches in day-to-day operations of regional architecture?*

16. To what extent is the regional architecture successful in achieving the gender parity of staff?

The regional architecture, in itself, does not mandate gender parity. We propose to remove this question.

ANNEX E: SURVEY METHODS

Online Survey: In consultation with UN Women IEO, EnCompass LLC released an online survey to capture the perceptions of a broader array of UN Women staff on the structure and function of the regional architecture (RA). The survey was open from 17 February through 25 February 25 2016, and contained 46 closed- and open-ended questions (see Annex F: Online Survey Outputs for full instrument).

The assessment team discussed the content and sampling for the survey in-depth with UN Women, and internally pilot-tested the questionnaire in February 2016, after which the survey instrument was finalized and released through the EnCompass Survey Monkey account. UN Women distributed the survey link directly to the UN Women all-staff mailing list, containing approximately 2,400-2,500 individuals. Ultimately, the evaluation team received 332 responses to this survey, of which 197 (59 per cent) were fully completed.

The evaluation team analysed survey data in Microsoft Excel and STATA, reviewing descriptive statistics and tabulating answers against respondents' office type, region and other demographic information.

Exhibit 1: Office Types Sampled in Online Survey (n=331)

57	50	26	161	4	23	10

■ New York Headquarters ■ Regional Office ■ Multi-country Office
■ Country Office ■ PP as part of an MCO ■ PP directly reporting to RO
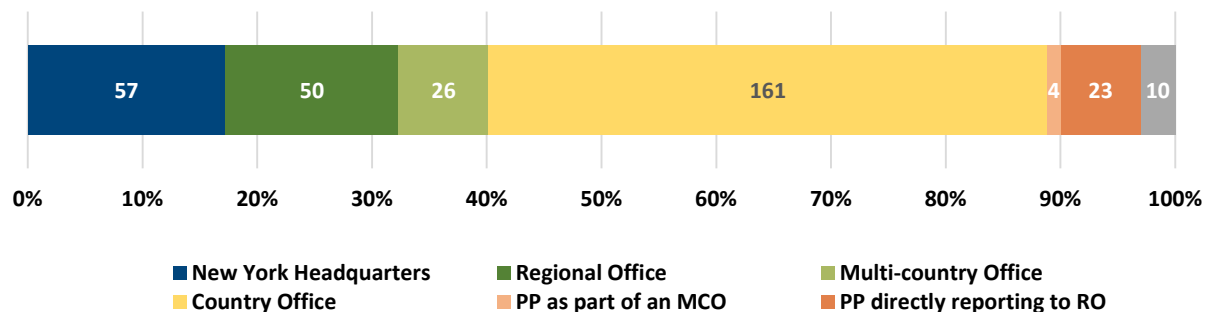
Exhibit 2: Regions Sampled in Online Survey (n=329)

69	68	57	46	39	28	22

■ Americas and the Caribbean ■ Asia and the Pacific ■ New York/Headquarters
■ Eastern and Southern Africa ■ Europe and Central Asia ■ Western and Central Africa
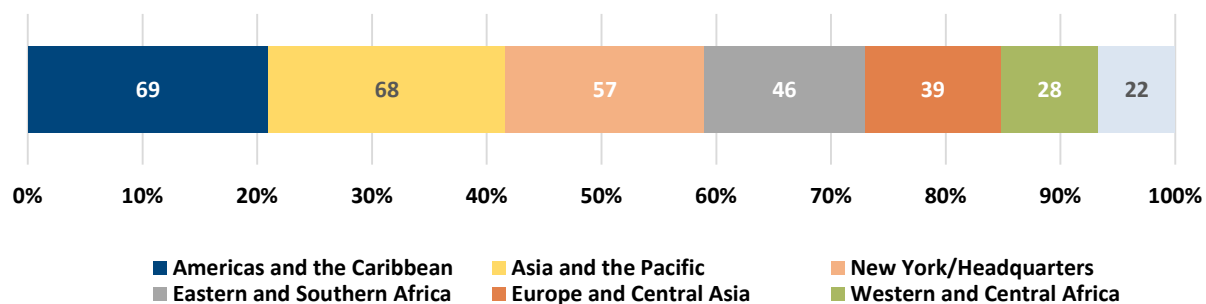
Online Survey Limitations: Although these data have resulted in rich supporting evidence, there are several limitations of the survey distribution and resulting data. EnCompass has informed UN Women of these limitations and has carefully considered them when analysing the survey data and using them to support other evidence. Note the following potential limitations and sources of bias:

Sample representativeness: UN Women emailed the link to this survey to the entire UN Women staff distribution list of approximately 2,400 individuals, with 332 responses or a response rate of approximately 14 per cent. Because all UN Women staff was contacted, this survey is likely to contain minimal sampling error, but has a fairly low response rate. The purpose of a high response rate is to reduce the possibility of a non-representative sample. However, at the time of writing, the precise number of each demographic group[1] listed in the UN Women staff distribution list was not available. Consequently, no such comparison can be made between UN Women staff as a whole and those who submitted a survey. As a result, the representativeness of this survey is unclear.

Sample Size: Fourteen (14) per cent may be considered a somewhat low response rate for an online survey, particularly when breaking respondents into demographic subgroups of interest. Note that the survey method typically affects the response rate, with online surveys often yielding fewer responses than mail or in-person methods, even when Internet access is not an issue. Additionally, due to timeline constraints, this survey was only open for 7 business days with only one reminder to complete it. EnCompass has found that surveys open for 10 to 14 days with at least three reminders are ideal. The sample size of this survey is also worth noting in questions aimed towards a specific demographic group, which result in fewer responses and lower reliability. Please note that EnCompass records the response rate of each question and demographic group, and does not generalize results about any demographic group using survey data only, due to the limitations of this tool.

Completion Rate: No demographic subgroup disproportionately dropped out of completing the online survey. However, the relatively low survey completion rate of 59 per cent makes the final survey questions less reliable. Reasons for this completion rate may include the length of the survey or complexity of the questions.

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[1] For example, number of headquarters staff, number of field staff in a given region, etc.

ANNEX F: SURVEY OUTPUT

1. What is your sex?

Answer Options	Response Percent	Response Count
Female	**73.7%**	241
Male	**23.2%**	76
Other	**0.3%**	1
Prefer not to answer	**2.8%**	9
	answered question	327
	skipped question	5

2. Where is your office currently located?

Answer Options	Response Percent	Response Count
Eastern and Southern Africa	**14.0%**	46
Western and Central Africa	**8.5%**	28
Arab States	**6.7%**	22
Asia and the Pacific	**20.7%**	68
Europe and Central Asia	**11.9%**	39
Americas and the Caribbean	**21.0%**	69
New York/Headquarters	**17.3%**	57
	answered question	329
	skipped question	3

3. What is the primary language(s) spoken in the UN Women office in which you are working?

Answer Options	Response Percent	Response Count
Spanish	**19.2%**	63
Arabic	**4.0%**	13
Chinese	**0.9%**	3
English	**72.3%**	237
French	**10.1%**	33
Portuguese	**1.5%**	5
Russian	**2.4%**	8
Other (please specify)	**5.8%**	19
	answered question	328
	skipped question	4

4. How long have you been working with the organization since it became UN Women?

Answer Options	Response Percent	Response Count
Less than 1 year	**23.6%**	77
1 year to 3 years	**35.9%**	117
3+ years	**40.5%**	132
	answered question	326
	skipped question	6

5. What is your job level?

Answer Options	Response Percent	Response Count
USG to D1	1.8%	6
P5 to P4	19.8%	65
P3 to P1	14.6%	48
NOD to NOA	17.1%	56
G7 to G5	20.7%	68
G4 to G1	2.7%	9
Not applicable	23.2%	76
	answered question	328
	skipped question	4

6. What is your contract type?

Answer Options	Response Percent	Response Count
Permanent	4.3%	14
Fixed Term	54.3%	178
Temporary	2.1%	7
JPO	2.1%	7
Service Contractor	23.2%	76
Consultant/SSA/IC	4.0%	13
UN Volunteer	6.1%	20
Intern	2.4%	8
Other (please specify)	1.5%	5
	answered question	328
	skipped question	4

7. What type of office do you currently work in?

Answer Options	Response Percent	Response Count
New York Headquarters (HQ)	17.2%	57
Regional Office (RO)	15.1%	50
Multi-country Office (MCO)	7.9%	26
Country Office (CO)	48.6%	161
Programme Presence Office as part of an MCO	1.2%	4
Programme Presence Office directly reporting to RO	6.9%	23
Liaison Office	1.2%	4
Office of UN Country Team Resident Coordinator	0.3%	1
Other (please specify)	1.5%	5
	answered question	331
	skipped question	1

8. What is your organisational location at HQ?

Answer Options	Response Percent	Response Count
Management and Administration	21.1%	12
Policy and Programme	36.8%	21
Strategic Partnerships, Coordination and Intergovernmental Support	22.8%	13
Executive Director's Office, including Independent Evaluation Office and Human Resources	19.3%	11
	answered question	57
	skipped question	275

9. Please assess the extent to which the implementation of the RA has supported the achievement of the following results at the GLOBAL level. Results at this level are the culmination of UN Women's work around the world and on the global stage.

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
UN Women has demonstrated progress in enhancing the visibility of the organisation at the GLOBAL level	4 1.6%	7 2.8%	15 6.0%	80 32.3%	85 34.3%	42 16.9%	15 6.0%	248
UN Women has demonstrated progress in being seen as an influential partner at the GLOBAL level	6 2.4%	5 2.0%	30 12.1%	81 32.7%	75 30.2%	35 14.1%	16 6.5%	248
UN Women has demonstrated progress in consolidating GLOBAL partners' efforts to achieve women's empowerment	6 2.4%	11 4.5%	37 15.0%	72 29.3%	74 30.1%	25 10.2%	21 8.5%	246
UN Women has demonstrated progress in increasing the presence of women in different sectors and in important public policy discussions at the GLOBAL level	4 1.6%	14 5.7%	38 15.4%	74 30.0%	75 30.4%	23 9.3%	19 7.7%	247
UN Women has demonstrated progress in changing policies and laws toward gender equality	5 2.0%	18 7.3%	35 14.2%	75 30.4%	75 30.4%	22 8.9%	17 6.9%	247
UN Women HQ has been able to focus more on conducting/initiating or joining strategic global advocacy initiatives on Gender Equality and Women's Empowerment (GEWE) (e.g., global campaigns)	3 1.2%	15 6.1%	25 10.2%	69 28.0%	73 29.7%	37 15.0%	24 9.8%	246

answered question	**248**
skipped question	**84**

10. At the GLOBAL level, please assess the extent to which UN Women has made progress in the following focus areas:

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
Women's economic empowerment	9 3.7%	28 11.4%	43 17.6%	87 35.5%	39 15.9%	13 5.3%	26 10.6%	245
Leadership and political participation	2 0.8%	11 4.5%	36 14.8%	86 35.2%	61 25.0%	20 8.2%	28 11.5%	244
Ending violence against women	3 1.2%	15 6.1%	25 10.2%	70 28.7%	75 30.7%	31 12.7%	25 10.2%	244
Peace and security, and humanitarian actions	4 1.6%	15 6.1%	32 13.1%	79 32.4%	61 25.0%	26 10.7%	27 11.1%	244
National planning and budgeting	5 2.0%	23 9.4%	47 19.2%	88 35.9%	39 15.9%	8 3.3%	35 14.3%	245
Global norms, policies and standards	1 0.4%	17 7.0%	27 11.1%	82 33.6%	57 23.4%	35 14.3%	25 10.2%	244

answered question	**245**
skipped question	**87**

11. Please assess the extent to which the implementation of the RA has supported the achievement of the following results at the REGIONAL level:

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
The delegation of authority to the field has strengthened the capacity of REGIONAL	6 2.4%	19 7.8%	42 17.1%	85 34.7%	45 18.4%	18 7.3%	30 12.2%	245

offices to effectively engage in quality assurance and oversight of country offices								
The delegation of authority to the field has enabled UN Women staff at the REGIONAL level to work in a faster and more efficient way	8	27	50	67	41	19	32	244
	3.3%	11.1%	20.5%	27.5%	16.8%	7.8%	13.1%	
UN Women has demonstrated progress in enhancing the visibility of the organisation at the REGIONAL level	2	18	34	71	63	26	30	244
	0.8%	7.4%	13.9%	29.1%	25.8%	10.7%	12.3%	
UN Women has demonstrated progress in being seen as an influential partner in moving forward the GEWE agenda at the REGIONAL level	5	12	33	73	60	24	36	243
	2.1%	4.9%	13.6%	30.0%	24.7%	9.9%	14.8%	
UN Women has demonstrated progress in coordinating REGIONAL partners' efforts to achieve women's empowerment	4	23	42	61	58	17	37	242
	1.7%	9.5%	17.4%	25.2%	24.0%	7.0%	15.3%	
UN Women has demonstrated progress in increasing the presence of women in different sectors and in important public policy discussions at the REGIONAL level	6	14	44	76	47	16	41	244
	2.5%	5.7%	18.0%	31.1%	19.3%	6.6%	16.8%	
UN Women has demonstrated progress in changing policies and normative actions toward gender equality at the REGIONAL level	6	13	44	78	46	18	38	243
	2.5%	5.3%	18.1%	32.1%	18.9%	7.4%	15.6%	
UN Women has demonstrated progress in reaching marginalised women at the REGIONAL level	7	27	54	66	36	8	44	242
	2.9%	11.2%	22.3%	27.3%	14.9%	3.3%	18.2%	
						answered question		**245**
						skipped question		**87**

12. At the REGIONAL level, please assess the extent to which UN Women has made progress in the following focus areas:

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
Women's economic empowerment	10	28	55	65	41	11	32	242
	4.1%	11.6%	22.7%	26.9%	16.9%	4.5%	13.2%	
Leadership and political participation	4	17	40	78	55	17	31	242
	1.7%	7.0%	16.5%	32.2%	22.7%	7.0%	12.8%	
Ending violence against women	9	13	35	71	63	22	29	242
	3.7%	5.4%	14.5%	29.3%	26.0%	9.1%	12.0%	
Peace and security, and humanitarian actions	8	26	43	71	46	12	35	241
	3.3%	10.8%	17.8%	29.5%	19.1%	5.0%	14.5%	
National planning and budgeting	10	24	49	70	40	8	41	242
	4.1%	9.9%	20.2%	28.9%	16.5%	3.3%	16.9%	
Global norms, policies and standards	7	16	37	76	50	19	37	242
	2.9%	6.6%	15.3%	31.4%	20.7%	7.9%	15.3%	
						answered question		**242**
						skipped question		**90**

13. Please assess the extent to which the implementation of the RA has supported the achievement of the following results at the COUNTRY level (including MCO, CO, PP):

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
The delegation of authority to the field has enabled UN Women staff at the COUNTRY	10	13	31	73	51	42	23	243
	4.1%	5.3%	12.8%	30.0%	21.0%	17.3%	9.5%	

level (MCO, CO, PP) to work in a faster and more efficient way								
UN Women has demonstrated progress in enhancing the visibility of the organisation at the COUNTRY level (MCO, CO, PP)	6	11	21	69	67	52	17	243
	2.5%	4.5%	8.6%	28.4%	27.6%	21.4%	7.0%	
UN Women has demonstrated progress in being seen as an influential partner at the COUNTRY level (MCO, CO, PP)	4	16	23	62	72	48	17	242
	1.7%	6.6%	9.5%	25.6%	29.8%	19.8%	7.0%	
UN Women has demonstrated progress in coordinating COUNTRY partners' efforts to achieve women's empowerment	5	12	29	68	69	41	19	243
	2.1%	4.9%	11.9%	28.0%	28.4%	16.9%	7.8%	
UN Women has demonstrated progress in increasing the presence of women in different sectors and in important public policy discussions at the COUNTRY level (MCO, CO, PP)	6	13	32	69	69	28	24	241
	2.5%	5.4%	13.3%	28.6%	28.6%	11.6%	10.0%	
UN Women has demonstrated progress in changing policies and laws toward gender equality at the COUNTRY level (MCO, CO, PP)	5	12	29	76	73	29	19	243
	2.1%	4.9%	11.9%	31.3%	30.0%	11.9%	7.8%	
UN Women has demonstrated progress in reaching marginalised women at the COUNTRY level (MCO, CO, PP)	4	27	36	75	49	27	24	242
	1.7%	11.2%	14.9%	31.0%	20.2%	11.2%	9.9%	
						answered question		**243**
						skipped question		**89**

14. At the COUNTRY level (MCO, CO, PP), please assess the extent to which UN Women has made progress in the following focus areas:

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
Women's economic empowerment	11	25	36	78	56	18	20	244
	4.5%	10.2%	14.8%	32.0%	23.0%	7.4%	8.2%	
Leadership and political participation	8	14	29	73	66	34	20	244
	3.3%	5.7%	11.9%	29.9%	27.0%	13.9%	8.2%	
Ending violence against women	4	12	27	60	81	40	19	243
	1.6%	4.9%	11.1%	24.7%	33.3%	16.5%	7.8%	
Peace and security, and humanitarian actions	10	17	34	68	55	28	32	244
	4.1%	7.0%	13.9%	27.9%	22.5%	11.5%	13.1%	
National planning and budgeting	14	16	43	76	48	21	26	244
	5.7%	6.6%	17.6%	31.1%	19.7%	8.6%	10.7%	
Global norms, policies and standards	7	9	27	89	61	26	25	244
	2.9%	3.7%	11.1%	36.5%	25.0%	10.7%	10.2%	
						answered question		**245**
						skipped question		**87**

15. Please assess the extent to which the RA has enabled UN Women to optimise engagement and partnership with government agencies at the:

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
Global level (via Headquarters)	3	21	18	75	33	15	55	220
	1.4%	9.5%	8.2%	34.1%	15.0%	6.8%	25.0%	
Regional level (via Regional Offices)	7	20	31	59	39	16	47	219
	3.2%	9.1%	14.2%	26.9%	17.8%	7.3%	21.5%	
Country level (via Multi-country Offices)	5	13	17	53	40	14	75	217
	2.3%	6.0%	7.8%	24.4%	18.4%	6.5%	34.6%	

Country level (via Country Offices)	5	12	12	64	59	40	30	222
	2.3%	5.4%	5.4%	28.8%	26.6%	18.0%	13.5%	

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
Country level (via Program Presences)	6 2.7%	15 6.8%	24 10.9%	56 25.5%	46 20.9%	26 11.8%	47 21.4%	220

		answered question	222
		skipped question	110

16. Please assess the extent to which the RA has enabled UN Women to optimise engagement and partnership with civil society organisations at the:

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
Global level (via Headquarters)	3 1.4%	16 7.3%	27 12.3%	66 30.1%	28 12.8%	16 7.3%	63 28.8%	219
Regional level (via Regional Offices)	4 1.8%	20 9.1%	33 15.0%	57 25.9%	41 18.6%	14 6.4%	51 23.2%	220
Country level (via Multi-country Offices)	6 2.7%	11 5.0%	16 7.3%	59 26.9%	42 19.2%	13 5.9%	72 32.9%	219
Country level (via Country Offices)	5 2.3%	13 5.9%	14 6.3%	66 29.7%	62 27.9%	30 13.5%	32 14.4%	222
Country level (via Program Presences)	7 3.2%	13 5.9%	23 10.5%	59 26.9%	46 21.0%	24 11.0%	47 21.5%	219

		answered question	222
		skipped question	110

17. Please assess the extent to which the RA has enabled UN Women to optimise engagement and partnership with other UN agencies at the:

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
Global level (via Headquarters)	7 3.2%	11 5.1%	20 9.2%	62 28.6%	33 15.2%	20 9.2%	64 29.5%	217
Regional level (via Regional Offices)	5 2.3%	16 7.4%	21 9.7%	65 30.0%	40 18.4%	19 8.8%	51 23.5%	217
Country level (via Multi-country Offices)	6 2.8%	12 5.5%	14 6.4%	58 26.6%	32 14.7%	20 9.2%	76 34.9%	218
Country level (via Country Offices)	4 1.8%	13 5.9%	21 9.5%	50 22.7%	57 25.9%	47 21.4%	28 12.7%	220
Country level (via Program Presences)	6 2.8%	16 7.4%	23 10.6%	52 24.0%	41 18.9%	33 15.2%	46 21.2%	217

		answered question	220
		skipped question	112

18. Please assess the extent to which the RA has enabled UN Women to optimise engagement and partnership with bilateral and multilateral agencies at the:

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
Global level (via Headquarters)	4 1.9%	15 7.0%	21 9.8%	60 27.9%	30 14.0%	17 7.9%	68 31.6%	215
Regional level (via Regional Offices)	6 2.8%	19 8.8%	18 8.4%	72 33.5%	36 16.7%	10 4.7%	54 25.1%	215
Country level (via Multi-country Offices)	6 2.8%	15 7.0%	14 6.5%	55 25.6%	31 14.4%	10 4.7%	84 39.1%	215
Country level (via Country Offices)	7	19	14	68	48	22	38	216

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
	3.2%	**8.8%**	**6.5%**	**31.5%**	**22.2%**	**10.2%**	**17.6%**	
Country level (via Program Presences)	7	19	24	63	33	18	50	214
	3.3%	**8.9%**	**11.2%**	**29.4%**	**15.4%**	**8.4%**	**23.4%**	
						answered question		**216**
						skipped question		**116**

19. Please assess the extent to which the RA has enabled UN Women to optimise engagement with beneficiaries at the:

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
Global level (via Headquarters)	9	21	21	57	14	11	81	214
	4.2%	**9.8%**	**9.8%**	**26.6%**	**6.5%**	**5.1%**	**37.9%**	
Regional level (via Regional Offices)	8	25	22	67	20	9	63	214
	3.7%	**11.7%**	**10.3%**	**31.3%**	**9.3%**	**4.2%**	**29.4%**	
Country level (via Multi-country Offices)	9	16	13	52	28	12	84	214
	4.2%	**7.5%**	**6.1%**	**24.3%**	**13.1%**	**5.6%**	**39.3%**	
Country level (via Country Offices)	10	15	19	56	55	26	33	214
	4.7%	**7.0%**	**8.9%**	**26.2%**	**25.7%**	**12.1%**	**15.4%**	
Country level (via Program Presences)	9	16	19	55	41	26	49	215
	4.2%	**7.4%**	**8.8%**	**25.6%**	**19.1%**	**12.1%**	**22.8%**	
						answered question		**216**
						skipped question		**116**

20. Please assess the extent to which the RA has enabled UN Women to optimise engagement and partnership with private sector organisations at the:

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
Global level (via Headquarters)	6	22	27	50	34	16	62	217
	2.8%	**10.1%**	**12.4%**	**23.0%**	**15.7%**	**7.4%**	**28.6%**	
Regional level (via Regional Offices)	10	29	24	61	22	8	62	216
	4.6%	**13.4%**	**11.1%**	**28.2%**	**10.2%**	**3.7%**	**28.7%**	
Country level (via Multi-country Offices)	12	27	28	44	17	3	86	217
	5.5%	**12.4%**	**12.9%**	**20.3%**	**7.8%**	**1.4%**	**39.6%**	
Country level (via Country Offices)	16	34	31	64	25	8	41	219
	7.3%	**15.5%**	**14.2%**	**29.2%**	**11.4%**	**3.7%**	**18.7%**	
Country level (via Program Presences)	20	31	37	47	15	8	59	217
	9.2%	**14.3%**	**17.1%**	**21.7%**	**6.9%**	**3.7%**	**27.2%**	
						answered question		**219**
						skipped question		**113**

21. Please assess the following statements regarding the relevance of the RA overall:

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
Since implementation of the RA, UN Women has made progress in promoting gender equality and women's empowerment	8	15	22	73	56	29	16	219
	3.7%	**6.8%**	**10.0%**	**33.3%**	**25.6%**	**13.2%**	**7.3%**	
						answered question		**219**
						skipped question		**113**

22. Please assess the extent to which UN Women has demonstrated progress toward planned RA results on the global level.

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
UN Women has demonstrated progress toward its stated goal of strengthening HQ capacity to provide high-level oversight and global technical and policy knowledge and support to the field	4	17	30	65	50	13	31	210
	1.9%	8.1%	14.3%	31.0%	23.8%	6.2%	14.8%	

	answered question	**210**
	skipped question	**122**

23. Please assess the extent to which UN Women has demonstrated progress toward planned RA results at the regional level.

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
UN Women has demonstrated progress toward its stated goal of increasing its effectiveness and presence on the ground at the REGIONAL level	5	17	31	71	47	12	29	212
	2.4%	8.0%	14.6%	33.5%	22.2%	5.7%	13.7%	
UN Women has demonstrated progress toward its stated goal of decentralizing day-to-day managerial oversight functions for UN Women country presences from HQ to Regional Offices	5	16	34	69	40	19	28	211
	2.4%	7.6%	16.1%	32.7%	19.0%	9.0%	13.3%	
UN Women has demonstrated progress toward its stated goal of transferring some technical and operational functions from HQ to Regional Offices	5	19	28	69	36	22	32	211
	2.4%	9.0%	13.3%	32.7%	17.1%	10.4%	15.2%	
UN Women has demonstrated progress toward its stated goal of transferring some responsibility for UN inter-agency coordination to the Regional Offices	6	17	28	57	43	19	41	211
	2.8%	8.1%	13.3%	27.0%	20.4%	9.0%	19.4%	

	answered question	**212**
	skipped question	**120**

24. Please assess the extent to which UN Women has demonstrated progress toward planned RA results at the country level (MCO, CO, PP).

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
UN Women has demonstrated progress toward its stated goal of increasing its effectiveness and presence on the ground at the country level	6	16	23	68	58	25	16	212
	2.8%	7.5%	10.8%	32.1%	27.4%	11.8%	7.5%	
UN Women has demonstrated progress toward its stated objective of empowering Multi-country Offices to deliver support to government and other partners upon their request in line with UN Women mandate	6	11	22	54	36	9	73	211
	2.8%	5.2%	10.4%	25.6%	17.1%	4.3%	34.6%	
UN Women has demonstrated progress toward its stated objective of empowering Country Offices to deliver support to government and other partners upon their request in line with UN Women mandate	7	13	23	55	57	27	28	210
	3.3%	6.2%	11.0%	26.2%	27.1%	12.9%	13.3%	
UN Women has demonstrated progress toward its stated objective of empowering Programme Presence Offices to deliver support to government and other partners upon their request in line with UN Women mandate	9	16	35	44	45	17	46	212
	4.2%	7.5%	16.5%	20.8%	21.2%	8.0%	21.7%	

	answered question	**213**
	skipped question	**119**

25. Please assess the extent to which normative, operational and coordination mandates are being implemented as an integrated mandate at the different levels of the architecture.

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
HQ Level	4	14	27	62	35	19	49	210
	1.9%	6.7%	12.9%	29.5%	16.7%	9.0%	23.3%	
Regional Level	8	19	30	64	38	13	38	210
	3.8%	9.0%	14.3%	30.5%	18.1%	6.2%	18.1%	
Multi-country Level	5	13	24	53	25	6	82	208
	2.4%	6.3%	11.5%	25.5%	12.0%	2.9%	39.4%	
Country Office Level	7	10	19	71	55	25	25	212
	3.3%	4.7%	9.0%	33.5%	25.9%	11.8%	11.8%	
Programme Presence Office Level	11	18	27	52	37	18	45	208
	5.3%	8.7%	13.0%	25.0%	17.8%	8.7%	21.6%	

answered question	**213**
skipped question	**119**

26. Please assess the extent to which use of the following resources has assisted in making your work more effective:

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
UN Women Intranet/SharePoint	3	6	17	73	69	40	4	212
	1.4%	2.8%	8.0%	34.4%	32.5%	18.9%	1.9%	
UN Women Evaluation Resources (GATE, Gender portal)	5	13	27	70	40	13	41	209
	2.4%	6.2%	12.9%	33.5%	19.1%	6.2%	19.6%	
Knowledge Gateway for women's economic empowerment	13	15	27	55	33	13	52	208
	6.3%	7.2%	13.0%	26.4%	15.9%	6.3%	25.0%	
Virtual Knowledge Centre to end violence against women and girls	13	11	25	58	31	12	58	208
	6.3%	5.3%	12.0%	27.9%	14.9%	5.8%	27.9%	
Training Centre resources	14	11	29	71	34	20	29	208
	6.7%	5.3%	13.9%	34.1%	16.3%	9.6%	13.9%	

answered question	**212**
skipped question	**120**

27. Please assess the extent to which implementation of the following oversight and reporting systems and processes has resulted in greater effectiveness.

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
QUARTERLY reporting system	8	22	37	65	41	19	18	210
	3.8%	10.5%	17.6%	31.0%	19.5%	9.0%	8.6%	
ANNUAL reporting system	5	10	26	75	52	25	15	208
	2.4%	4.8%	12.5%	36.1%	25.0%	12.0%	7.2%	
Donor agreements and reporting	7	11	33	70	40	21	25	207
	3.4%	5.3%	15.9%	33.8%	19.3%	10.1%	12.1%	
RMS system	7	13	24	61	54	23	27	209
	3.3%	6.2%	11.5%	29.2%	25.8%	11.0%	12.9%	

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
Peer-review process	7	10	26	65	38	12	50	208
	3.4%	4.8%	12.5%	31.3%	18.3%	5.8%	24.0%	
The ATLAS system	8	7	25	76	43	26	26	211
	3.8%	3.3%	11.8%	36.0%	20.4%	12.3%	12.3%	

					answered question	211
					skipped question	121

28. Please assess the extent to which the availability of the following policies and guidelines have resulted in greater organisational effectiveness.

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
RMS Guidance	7	16	28	80	34	21	25	211
	3.3%	7.6%	13.3%	37.9%	16.1%	10.0%	11.8%	
Strategic Notes	4	9	21	69	63	23	19	208
	1.9%	4.3%	10.1%	33.2%	30.3%	11.1%	9.1%	
UN Women Internal Control Framework	3	6	14	66	60	26	35	210
	1.4%	2.9%	6.7%	31.4%	28.6%	12.4%	16.7%	
Flagship Programming Initiatives	9	11	32	65	38	23	32	210
	4.3%	5.2%	15.2%	31.0%	18.1%	11.0%	15.2%	
Global Leadership Charter	7	9	30	46	34	12	67	205
	3.4%	4.4%	14.6%	22.4%	16.6%	5.9%	32.7%	
Delegation of Authority Framework	6	4	17	66	55	33	30	211
	2.8%	1.9%	8.1%	31.3%	26.1%	15.6%	14.2%	
Programme and Operations Manual	6	5	26	65	58	32	19	211
	2.8%	2.4%	12.3%	30.8%	27.5%	15.2%	9.0%	
UN Women Strategic Plan	3	8	25	64	57	36	16	209
	1.4%	3.8%	12.0%	30.6%	27.3%	17.2%	7.7%	

					answered question	212
					skipped question	120

29. Please assess the extent to which the RA has increased the focus on knowledge generation and management at regional and country levels.

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
UN Women has made progress in collecting information on gender equality and women's empowerment in the field	9	17	36	71	39	19	19	210
	4.3%	8.1%	17.1%	33.8%	18.6%	9.0%	9.0%	
UN Women analyzes the existing data on gender equality and women's empowerment, and incorporates it in its materials in the field	10	17	45	63	36	16	22	209
	4.8%	8.1%	21.5%	30.1%	17.2%	7.7%	10.5%	
UN Women conducts its own studies on issues related to gender equality and women's empowerment in the field	9	15	37	65	43	19	19	207
	4.3%	7.2%	17.9%	31.4%	20.8%	9.2%	9.2%	
UN Women uses information on GEWE strategically in advocacy campaigns in the field	8	10	26	77	48	18	22	209
	3.8%	4.8%	12.4%	36.8%	23.0%	8.6%	10.5%	
UN Women uses information on GEWE strategically in programming at the REGIONAL level	9	13	30	61	36	12	45	206
	4.4%	6.3%	14.6%	29.6%	17.5%	5.8%	21.8%	
UN Women uses information on GEWE strategically in programming at the COUNTRY level	7	10	30	61	48	24	26	206
	3.4%	4.9%	14.6%	29.6%	23.3%	11.7%	12.6%	

					answered question	210

| | | | | | | | | skipped question | 122 |

30. Please assess the extent to which the RA has resulted in overall increased effectiveness.

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
The implementation of the RA has resulted in greater organisational effectiveness	10	15	28	81	50	9	16	209
	4.8%	7.2%	13.4%	38.8%	23.9%	4.3%	7.7%	

| | | | | | | | answered question | 209 |
| | | | | | | | skipped question | 123 |

31. Please assess the extent to which UN Women has demonstrated progress toward creating clarity around the roles and responsibilities.

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
UN Women has made progress in clarifying roles and responsibilities at all levels of the architecture (HQ, Regional, Country, Programme Presence)	13	22	43	69	34	13	10	204
	6.4%	10.8%	21.1%	33.8%	16.7%	6.4%	4.9%	
UN Women has made progress in establishing clear lines of accountability in the RA system (i.e., between HQ, RO, MCO, CO, and PP).	16	17	46	66	31	13	15	204
	7.8%	8.3%	22.5%	32.4%	15.2%	6.4%	7.4%	

| | | | | | | | answered question | 204 |
| | | | | | | | skipped question | 128 |

32. Please rate the extent to which you engage with others within the UN Women RA system using the six-point scale, which ranges from "never" to "daily". If this engagement doesn't apply to your office or position, please choose "Don't know". This scale will only apply to this question.

Answer Options	Never	Rarely	Occasionally	Sometimes	Often	Daily	Don't know	Response Count
Director of Programmes, HQ	63	43	15	20	10	4	55	210
	30.0%	20.5%	7.1%	9.5%	4.8%	1.9%	26.2%	
Executive Directors Office (EDO)	81	29	26	9	8	6	50	209
	38.8%	13.9%	12.4%	4.3%	3.8%	2.9%	23.9%	
Programme Planning and Guidance Unit	44	37	32	31	18	5	43	210
	21.0%	17.6%	15.2%	14.8%	8.6%	2.4%	20.5%	
Legal Advisor	56	33	30	25	17	3	45	209
	26.8%	15.8%	14.4%	12.0%	8.1%	1.4%	21.5%	
Strategic Partnership Division	54	32	31	22	16	5	50	210
	25.7%	15.2%	14.8%	10.5%	7.6%	2.4%	23.8%	
Thematic Advisors in Regional Office	34	38	24	25	40	10	38	209
	16.3%	18.2%	11.5%	12.0%	19.1%	4.8%	18.2%	
Thematic Advisors in HQ	56	31	30	25	20	2	44	208
	26.9%	14.9%	14.4%	12.0%	9.6%	1.0%	21.2%	
Operations Managers, Finance Associates, HR Associates in Regional Offices	12	18	27	31	61	33	26	208
	5.8%	8.7%	13.0%	14.9%	29.3%	15.9%	12.5%	
Regional Advisor in HQ	57	31	22	32	21	1	44	208
	27.4%	14.9%	10.6%	15.4%	10.1%	0.5%	21.2%	
Procurement section in HQ	52	37	27	29	17	5	39	206
	25.2%	18.0%	13.1%	14.1%	8.3%	2.4%	18.9%	
Human Resources section in HQ	41	34	33	39	27	3	32	209

	19.6%	**16.3%**	**15.8%**	**18.7%**	**12.9%**	**1.4%**	**15.3%**	
Finance Section in HQ	40	27	30	38	35	4	35	209
	19.1%	**12.9%**	**14.4%**	**18.2%**	**16.7%**	**1.9%**	**16.7%**	
Regional Director	26	34	40	29	35	15	29	208
	12.5%	**16.3%**	**19.2%**	**13.9%**	**16.8%**	**7.2%**	**13.9%**	
Multi-country Office(s)	38	27	32	20	22	15	50	204
	18.6%	**13.2%**	**15.7%**	**9.8%**	**10.8%**	**7.4%**	**24.5%**	
Country Office(s)	7	8	29	28	51	61	23	207
	3.4%	**3.9%**	**14.0%**	**13.5%**	**24.6%**	**29.5%**	**11.1%**	
							answered question	**210**
							skipped question	**122**

33. What are the five most important ways in which HQ supports UN Women's integrated mandate?

Answer Options	Response Percent	Response Count
Communicating priorities, guidance and procedures	**73.8%**	155
Programmatic guidance and feedback, such as for the annual work plan, strategic notes, etc.	**64.3%**	135
Operational and processing documents, including funding, approvals, procurements	**39.0%**	82
Programme development, technical support and policy advice in substantive areas, such as women's political participation, EVAW, etc.	**46.7%**	98
Clarifying operational guidance and procedures, including funding, approvals and procurement	**45.7%**	96
Connecting regional offices to share learning and experiences	**28.1%**	59
Helpful guidance for rollout of UN Women campaigns	**22.4%**	47
Providing feedback in the work planning process	**16.7%**	35
Training	**30.5%**	64
Learning and improving through corporate evaluations	**21.4%**	45
Communication of updates and good practices with UN Women	**29.5%**	62
Visits to the field	**13.8%**	29
I don't know how HQ supports the UN Women organisation	**7.1%**	15
Other (please specify)	**6.7%**	14
	answered question	**210**
	skipped question	**122**

34. Please assess the extent to which HQ provides guidance to RO, MCO, CO and PP offices on:

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
Political Participation	10	19	22	48	28	9	67	203
	4.9%	**9.4%**	**10.8%**	**23.6%**	**13.8%**	**4.4%**	**33.0%**	
Women's Economic Empowerment	17	23	21	42	30	11	58	202
	8.4%	**11.4%**	**10.4%**	**20.8%**	**14.9%**	**5.4%**	**28.7%**	
Ending Violence Against Women	11	10	21	50	40	16	53	201
	5.5%	**5.0%**	**10.4%**	**24.9%**	**19.9%**	**8.0%**	**26.4%**	
Peace and Security	10	13	20	36	41	18	64	202
	5.0%	**6.4%**	**9.9%**	**17.8%**	**20.3%**	**8.9%**	**31.7%**	
National Planning and Budgeting	16	15	24	41	28	9	69	202
	7.9%	**7.4%**	**11.9%**	**20.3%**	**13.9%**	**4.5%**	**34.2%**	
Global Norms, Policies and Standards	7	12	21	50	38	18	56	202
	3.5%	**5.9%**	**10.4%**	**24.8%**	**18.8%**	**8.9%**	**27.7%**	

| | | | | | | | | answered question | 204 |
| | | | | | | | | skipped question | 128 |

35. Please assess the extent to which Headquarters provides guidance to RO, MCO, CO and PP offices on:

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
Programme Design/Formulation	13	16	30	50	39	11	46	205
	6.3%	7.8%	14.6%	24.4%	19.0%	5.4%	22.4%	
Resource Mobilisation	18	27	41	44	24	8	43	205
	8.8%	13.2%	20.0%	21.5%	11.7%	3.9%	21.0%	
Partnership Building	13	27	42	44	23	8	48	205
	6.3%	13.2%	20.5%	21.5%	11.2%	3.9%	23.4%	
Human Resources	10	14	23	61	43	11	42	204
	4.9%	6.9%	11.3%	29.9%	21.1%	5.4%	20.6%	
Procurement	8	11	13	64	48	9	51	204
	3.9%	5.4%	6.4%	31.4%	23.5%	4.4%	25.0%	
Budgets	10	11	17	56	48	9	53	204
	4.9%	5.4%	8.3%	27.5%	23.5%	4.4%	26.0%	
Finance	9	8	14	57	49	11	55	203
	4.4%	3.9%	6.9%	28.1%	24.1%	5.4%	27.1%	

| | | | | | | | | answered question | 205 |
| | | | | | | | | skipped question | 127 |

36. What are the five most important ways in which Regional Offices support UN Women's mandate?

Answer Options	Response Percent	Response Count
Providing oversight to MCOs, COs, PPs	52.2%	106
Programmatic guidance and feedback, such as for the annual work plan, strategic notes, etc.	56.7%	115
Programme development and technical support and policy advice in substantive areas, such as women's political participation, VAW, etc.	42.9%	87
Clarifying operational guidance and procedures, including funding, approvals and procurement	53.2%	108
Connecting offices to HQ advisors	19.7%	40
Connecting offices to important knowledge and resources in other countries in the region	34.5%	70
Adapting campaigns to regional and country needs	17.2%	35
Training on operational and substantive programmatic issues	31.5%	64
Knowledge management	25.1%	51
Facilitating partnerships	14.3%	29
Resource mobilisation	20.2%	41
Monitoring and evaluation	30.0%	61
I don't know how Regional Offices support the UN Women organisation	13.8%	28
Other (please specify)	3.9%	8

| | answered question | 203 |
| | skipped question | 129 |

37. Please assess the extent to which Regional Office(s) have the technical expertise to provide guidance to MCO, CO and PP offices on:

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
Political Participation	11 / 5.5%	19 / 9.5%	20 / 10.1%	55 / 27.6%	34 / 17.1%	11 / 5.5%	49 / 24.6%	199
Women's Economic Empowerment	17 / 8.5%	15 / 7.5%	36 / 18.1%	52 / 26.1%	29 / 14.6%	14 / 7.0%	36 / 18.1%	199
Ending Violence Against Women	16 / 8.1%	16 / 8.1%	26 / 13.1%	54 / 27.3%	39 / 19.7%	13 / 6.6%	34 / 17.2%	198
Peace and Security	12 / 6.0%	17 / 8.5%	31 / 15.6%	45 / 22.6%	34 / 17.1%	9 / 4.5%	51 / 25.6%	199
National Planning and Budgeting	20 / 10.1%	19 / 9.6%	30 / 15.2%	45 / 22.7%	28 / 14.1%	8 / 4.0%	48 / 24.2%	198
Global Norms, Policies and Standards	16 / 8.2%	15 / 7.7%	29 / 14.8%	50 / 25.5%	32 / 16.3%	11 / 5.6%	43 / 21.9%	196

answered question	**199**
skipped question	**133**

38. Please assess the extent to which Regional Office(s) have the operational expertise to provide guidance to MCO, CO and PP offices on:

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
Programme Design/Formulation	13 / 6.6%	16 / 8.1%	30 / 15.2%	64 / 32.5%	31 / 15.7%	12 / 6.1%	31 / 15.7%	197
Resource Mobilisation	20 / 10.1%	26 / 13.1%	39 / 19.7%	55 / 27.8%	21 / 10.6%	9 / 4.5%	28 / 14.1%	198
Partnership Building	14 / 7.1%	19 / 9.6%	41 / 20.8%	57 / 28.9%	26 / 13.2%	7 / 3.6%	33 / 16.8%	197
Human Resources	14 / 7.0%	19 / 9.5%	36 / 18.1%	53 / 26.6%	32 / 16.1%	11 / 5.5%	34 / 17.1%	199
Procurement	12 / 6.1%	10 / 5.1%	17 / 8.6%	66 / 33.3%	47 / 23.7%	12 / 6.1%	34 / 17.2%	198
Budgets	12 / 6.0%	13 / 6.5%	21 / 10.6%	62 / 31.2%	46 / 23.1%	13 / 6.5%	32 / 16.1%	199
Finance	11 / 5.6%	12 / 6.1%	16 / 8.1%	64 / 32.3%	48 / 24.2%	13 / 6.6%	34 / 17.2%	198
IT on Corporate Applications and Services	17 / 8.6%	14 / 7.1%	32 / 16.2%	47 / 23.9%	21 / 10.7%	12 / 6.1%	54 / 27.4%	197

answered question	**200**
skipped question	**132**

39. What are the five most important ways in which Multi-country Offices support UN Women's mandate?

Answer Options	Response Percent	Response Count
Providing oversight to MCO's countries	**34.2%**	68
Programmatic guidance and feedback, such as for the annual work plan, strategic notes, etc.	**27.6%**	55
Programme development and technical support and policy advice in substantive areas, such as women's political participation, VAW, etc	**32.2%**	64
Clarifying operational guidance and procedures, including funding, approvals and procurement	**25.1%**	50
Connecting offices to HQ advisors	**10.1%**	20

Connecting offices to important knowledge and resources in other countries in the region	**23.1%**	46
Adapting campaigns to regional and country needs	**13.6%**	27
Training on operational and substantive programmatic issues	**16.6%**	33
Knowledge management	**13.6%**	27
Facilitating partnerships	**15.6%**	31
Resource mobilisation	**17.1%**	34
Monitoring and evaluation	**13.6%**	27
I don't know how Multi-country Offices support the UN Women organisation	**47.2%**	94
Other (please specify)	**2.0%**	4
answered question		**199**
skipped question		**133**

40. What are the five most important ways in which Country Offices support UN Women's mandate?

Answer Options	Response Percent	Response Count
Programming in substantive areas of work, such as EVAW, women's political participation, etc.	**71.9%**	143
Coordination at the country level	**70.4%**	140
Translating/integrating normative work to programmatic activities	**38.2%**	76
Monitoring and evaluation	**20.6%**	41
Planning	**24.6%**	49
Knowledge management	**17.1%**	34
Engagement with governments	**67.3%**	134
Engagement with civil society organisations	**58.3%**	116
Engagement with donors	**37.2%**	74
Communicating local needs and priorities to the regional and HQ levels of the organisation	**31.7%**	63
I don't know how Country Offices support the UN Women organisation	**10.6%**	21
Other (please specify)	**0.0%**	0
answered question		**199**
skipped question		**133**

41. What are the five most important ways in which Programme Presence Offices support UN Women's mandate?

Answer Options	Response Percent	Response Count
Programming in substantive areas of work, such as EVAW, women's political participation, etc.	**51.8%**	103
Coordination at the country level	**45.2%**	90
Translating/integrating normative work to programmatic activities	**30.7%**	61
Monitoring and evaluation	**18.6%**	37
Planning	**24.6%**	49
Knowledge management	**17.1%**	34
Engagement with governments	**49.2%**	98
Engagement with civil society organisations	**45.2%**	90
Engagement with donors	**23.6%**	47
Communicating local needs and priorities to the regional and HQ levels of the organisation	**24.1%**	48
I don't know how Programme Presence Offices support the UN Women organisation	**29.6%**	59
Other (please specify)	**0.5%**	1
answered question		**199**
skipped question		**133**

42. Please assess the extent to which the RA has allowed UN Women to be more responsive and efficient at all levels of the organisation.

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
UN Women has made progress in facilitating access and communication between HQ, RO and country-level offices (MCO, CO, PP)	8	11	42	73	26	12	18	190
	4.2%	5.8%	22.1%	38.4%	13.7%	6.3%	9.5%	
UN Women has demonstrated progress toward allowing for faster recruitment and hiring	15	22	53	44	20	8	29	191
	7.9%	11.5%	27.7%	23.0%	10.5%	4.2%	15.2%	
Since implementation of the RA, procurement processes have become more efficient	11	16	36	57	28	9	35	192
	5.7%	8.3%	18.8%	29.7%	14.6%	4.7%	18.2%	
Since implementation of the RA, field offices (RO,CO, MCO, PP) have been able to expand the number of programmes they are implementing	8	17	34	49	33	10	40	191
	4.2%	8.9%	17.8%	25.7%	17.3%	5.2%	20.9%	

		answered question	**192**
		skipped question	**140**

43. Please assess the extent to which the RA has been sufficiently resourced to support achievement of results:

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
Since implementation of the RA, UN women has made progress in meeting staffing needs at the REGIONAL level	14	14	28	43	22	8	61	190
	7.4%	7.4%	14.7%	22.6%	11.6%	4.2%	32.1%	
Since implementation of the RA, UN women has made progress in meeting staffing needs at MULTI-COUNTRY level	8	9	22	36	14	3	99	191
	4.2%	4.7%	11.5%	18.8%	7.3%	1.6%	51.8%	
Since implementation of the RA, UN women has made progress in meeting staffing needs at the COUNTRY OFFICE level	12	23	37	46	24	4	45	191
	6.3%	12.0%	19.4%	24.1%	12.6%	2.1%	23.6%	
Since implementation of the RA, UN women has made progress in meeting staffing needs at the PROGRAMME PRESENCE level	13	19	26	37	19	3	72	189
	6.9%	10.1%	13.8%	19.6%	10.1%	1.6%	38.1%	
Since implementation of the RA, REGIONAL offices have been able to mobilise the funds they need to support delivery of their mandate	19	24	32	38	13	3	62	191
	9.9%	12.6%	16.8%	19.9%	6.8%	1.6%	32.5%	
Since implementation of the RA, country-level offices (MCO, CO, PP) have been able to mobilise the funds they need to support delivery of their mandate	13	28	43	47	18	5	38	192
	6.8%	14.6%	22.4%	24.5%	9.4%	2.6%	19.8%	

		answered question	**192**
		skipped question	**140**

44. Please assess the following statements related to gender-responsive practices in UN Women.

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
UN Women gives me the opportunity to lead in my work area	9	14	13	73	49	30	7	195
	4.6%	7.2%	6.7%	37.4%	25.1%	15.4%	3.6%	
UN Women challenges me to address gender stereotypes in the workplace	12	14	21	63	46	26	12	194
	6.2%	7.2%	10.8%	32.5%	23.7%	13.4%	6.2%	
	5	10	13	54	53	48	10	193

UN Women decision-making processes are hierarchical	**2.6%**	**5.2%**	**6.7%**	**28.0%**	**27.5%**	**24.9%**	**5.2%**	
UN Women encourages participatory decision-making processes	20	22	41	73	22	11	6	195
	10.3%	**11.3%**	**21.0%**	**37.4%**	**11.3%**	**5.6%**	**3.1%**	
UN Women actively implements guidelines and tools to support work-life balance	36	32	38	47	24	12	6	195
	18.5%	**16.4%**	**19.5%**	**24.1%**	**12.3%**	**6.2%**	**3.1%**	
The key barrier to applying gender-responsive approaches in day-to-day operations and practices is UN bureaucracy	13	15	25	47	37	31	25	193
	6.7%	**7.8%**	**13.0%**	**24.4%**	**19.2%**	**16.1%**	**13.0%**	
I feel my ideas are valued by UN Women	13	14	27	76	35	23	7	195
	6.7%	**7.2%**	**13.8%**	**39.0%**	**17.9%**	**11.8%**	**3.6%**	

answered question	**195**
skipped question	**137**

45. Please assess the extent to which the RA has resulted in overall increased efficiency.

Answer Options	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Response Count
The implementation of the RA has resulted in greater organisational efficiency	15	16	30	67	42	6	18	194
	7.7%	**8.2%**	**15.5%**	**34.5%**	**21.6%**	**3.1%**	**9.3%**	

answered question	**194**
skipped question	**138**

46. What are the top five areas that UN Women needs to strengthen in order to improve the organisation's ability to deliver on its mandate to promote gender equality and women's empowerment?

Answer Options	Response Percent	Response Count
Increased capacity at the Country level (MCO, CO, PP)	**64.5%**	127
Increased capacity at the Regional level	**22.3%**	44
Increased capacity at Headquarters	**6.6%**	13
Training/Capacity building of staff	**56.9%**	112
Programming in substantive areas of work such as EVAW, women's political participation, etc.	**26.9%**	53
Translating/integrating normative work to programmatic activities	**21.3%**	42
Increased coordination with other UN agencies	**28.9%**	57
Increased delegation of authority to Regional Offices	**5.1%**	10
Increased delegation of authority to Country Offices	**28.9%**	57
Project and programme planning	**18.8%**	37
Project and programme management	**21.8%**	43
Monitoring and evaluation	**21.3%**	42
Internal communications	**23.4%**	46
Knowledge management	**20.3%**	40
Strategies for influencing government	**13.7%**	27
Strategies for mobilising resources	**48.7%**	96
Streamlining contractual agreements for procurements	**18.3%**	36
Streamlining recruitment policies and procedures	**19.3%**	38
Other (please specify)	**10.7%**	21

answered question	**197**
skipped question	**135**

CONTENTS

ANNEX G: OUTCOMES AND OUTPUTS: IMPACT AREA ANALYSIS

CONTENTS

RO TOTAL OUTCOMES AND OUPUTS

Table 1

Total Outcomes	2014	2015
Impact 1 Women lead and participate in decision making at all levels	10	11
Impact 2 Women, especially the poorest and most excluded, are economically empowered and benefit from development	13	13
Impact 3 Women and girls live a life free from violence	8	6
Impact 4 Peace and security and humanitarian action are shaped by women leadership and participation	10	11
Impact 5 Governance and national planning fully reflect accountability for gender equality commitments and priorities	16	10
Impact 6 A comprehensive and dynamic set of global norms, policies and standards on gender equality and women's empowerment is in place and is applied through action by governments and other stakeholders at all levels	11	10
Total	**68**	**61**
Total Outputs	**2014**	**2015**
Impact 1 Women lead and participate in decision making at all levels	20	23
Impact 2 Women, especially the poorest and most excluded, are economically empowered and benefit from development	25	18
Impact 3 Women and girls live a life free from violence	20	17
Impact 4 Peace and security and humanitarian action are shaped by women leadership and participation	17	17
Impact 5 Governance and national planning fully reflect accountability for gender equality commitments and priorities	27	15
Impact 6 A comprehensive and dynamic set of global norms, policies and standards on gender equality and women's empowerment is in place and is applied through action by governments and other stakeholders at all levels	18	21
Total	**127**	**111**

- Reduction overall of outputs and outcomes could be due to a larger role in oversight rather than programmatic focus.

- Increase in Political Participation of ROs and reduction in WEE
- Total Outcomes and outputs reduced 2014-2015
- Largest reduction in Impact Area 5

RO POLICY ADVISORS VS. IMPACT AREAS – OUTCOMES

Table 2

2015	Outcomes - 2015 vs. Policy Advisors											
	RO Egypt		**RO Kenya**		**RO Panama**		**RO Senegal**		**RO Thailand**		**RO Turkey**	
Impact 1 Political Participation	X	33.33%	X	18.18%	X	14.29%		18.75%		13.33%		0.00%
Impact 2 Women's Economic Empowerment	X	33.33%	X	27.27%		14.29%	X	18.75%	X	20.00%	X	0.00%
Impact 3 Ending Violence Against Women		11.11%		9.09%	X	14.29%		12.50%		6.67%		0.00%
Impact 4 Peace and Security		11.11%	X	18.18%		14.29%	X	18.75%	X	20.00%	X	33.33%
Impact 5 Governance and National Planning		0.00%		18.18%		14.29%		18.75%		20.00%		33.33%
Impact 6 A comprehensive and dynamic set of global norms, policies and standards on gender equality and women's empowerment		11.11%		9.09%		28.57%		12.50%		20.00%		33.33%
Total		**100%**		**100%**		**100%**		**100%**		**100%**		**100%**

RO POLICY ADVISORS VS. IMPACT AREAS - OUTPUTS

Table 3

2015		Outputs - 2015 vs. Policy Advisors										
		RO Egypt		RO Kenya		RO Panama		RO Senegal		RO Thailand		RO Turkey	
Impact 1 Political Participation	X	31.58%	X	23.53%	X	18.18%		25.81%		11.54%		0.00%
Impact 2 Women's Economic Empowerment	X	21.05%	X	17.65%		9.09%	X	16.13%	X	19.23%	X	0.00%
Impact 3 Ending Violence Against Women		21.05%		17.65%	X	9.09%		16.13%		15.38%		0.00%
Impact 4 Peace and Security		15.79%	X	11.76%		9.09%	X	16.13%	X	19.23%	X	14.29%
Impact 5 Governance and National Planning		0.00%		17.65%		18.18%		16.13%		15.38%		14.29%
Impact 6 A comprehensive and dynamic set of global norms, policies and standards on gender equality and women's empowerment		10.53%		11.76%		36.36%		9.68%		19.23%		71.43%
Total		**100%**		**100%**		**100%**		**100%**		**100%**		**100%**

- African ROs (Egypt, Kenya and Senegal) focus on this much less than the other ROs that have it as a substantial part of their budget.

- The majority of offices align their regional advisors with their heavy focus on WEE, Political Participation or Peace and Security.
- Turkey has no outcomes our outputs to WEE, but has a WEE advisor.

MCO TOTAL OUTCOMES AND OUTPUTS

Table 4

Total Outcomes	2013*	2014	2015
Impact 1 Women lead and participate in decision making at all levels	6	11	11
Impact 2 Women, especially the poorest and most excluded, are economically empowered and benefit from development	6	19	14
Impact 3 Women and girls live a life free from violence	5	13	8
Impact 4 Peace and security and humanitarian action are shaped by women leadership and participation	3	8	6
Impact 5 Governance and national planning fully reflect accountability for gender equality commitments and priorities	6	13	10
Impact 6 A comprehensive and dynamic set of global norms, policies and standards on gender equality and women's empowerment is in place and is applied through action by governments and other stakeholders at all levels	1	10	8
Total	27	74	57
Total Outputs	**2013***	**2014**	**2015**
Impact 1 Women lead and participate in decision making at all levels	12	18	17
Impact 2 Women, especially the poorest and most excluded, are economically empowered and benefit from development	10	33	25
Impact 3 Women and girls live a life free from violence	18	28	23
Impact 4 Peace and security and humanitarian action are shaped by women leadership and participation	4	14	9
Impact 5 Governance and national planning fully reflect accountability for gender equality commitments and priorities	11	20	15

Impact 6 A comprehensive and dynamic set of global norms, policies and standards on gender equality and women's empowerment is in place and is applied through action by governments and other stakeholders at all levels	1	14	9
Total	56	127	98

*Three out of six MCOs are missing data from 2013.

- Spike in 2014 and reduction in 2015, but overall improvement from 2013.
- Most outputs and outcomes are in WEE.

CO SAMPLE FROM PORTFOLIO ANALYSIS (14 TOTAL) – OUTCOMES AND OUTPUTS

Table 5

Total Outcomes	2013	2014	2015
Impact 1 Women lead and participate in decision making at all levels	13	26	24
Impact 2 Women, especially the poorest and most excluded, are economically empowered and benefit from development	22	28	27
Impact 3 Women and girls live a life free from violence	15	23	19
Impact 4 Peace and security and humanitarian action are shaped by women leadership and participation	23	24	23
Impact 5 Governance and national planning fully reflect accountability for gender equality commitments and priorities	14	20	20
Impact 6 A comprehensive and dynamic set of global norms, policies and standards on gender equality and women's empowerment is in place and is applied through action by governments and other stakeholders at all levels	0	7	5
Total	87	128	118
Total Outputs	**2013**	**2014**	**2015**
Impact 1 Women lead and participate in decision making at all levels	30	63	56
Impact 2 Women, especially the poorest and most excluded, are economically empowered and benefit from development	61	59	59
Impact 3 Women and girls live a life free from violence	35	61	46
Impact 4 Peace and security and humanitarian action are shaped by women leadership and participation	48	51	49

	22	44	44
Impact 5 Governance and national planning fully reflect accountability for gender equality commitments and priorities	22	44	44
Impact 6 A comprehensive and dynamic set of global norms, policies and standards on gender equality and women's empowerment is in place and is applied through action by governments and other stakeholders at all levels	5	8	8
Total	202	286	262

- COs' outcomes and outputs spiked in 2014 and fell again in 2015, but overall have improved from 2013.
- Political Participation was more of a focus in 2014, while WEE stayed consistent in 2013-2015 as one of the highest areas of focus.

PPs FROM SAMPLE OF PORTFOLIO ANALYSIS (9 TOTAL) – OUTCOMES AND OUTPUTS

Reduction in outcomes and outputs from 2014 to 2015. No data from 2013.

Table 6

Total Outcomes	2014	2015
Impact 1 Women lead and participate in decision making at all levels	11	9
Impact 2 Women, especially the poorest and most excluded, are economically empowered and benefit from development	17	11
Impact 3 Women and girls live a life free from violence	12	12
Impact 4 Peace and security and humanitarian action are shaped by women leadership and participation	16	10
Impact 5 Governance and national planning fully reflect accountability for gender equality commitments and priorities	19	13
Impact 6 A comprehensive and dynamic set of global norms, policies and standards on gender equality and women's empowerment is in place and is applied through action by governments and other stakeholders at all levels	7	5
Total	**82**	**60**
Total Outputs	**2014**	**2015**
Impact 1 Women lead and participate in decision making at all levels	19	9
Impact 2 Women, especially the poorest and most excluded, are economically empowered and benefit from development	31	18
Impact 3 Women and girls live a life free from violence	28	21
Impact 4 Peace and security and humanitarian action are shaped by women leadership and participation	26	16
Impact 5 Governance and national planning fully reflect accountability for gender equality commitments and priorities	33	17
Impact 6 A comprehensive and dynamic set of global norms, policies and standards on gender equality and women's empowerment is in place and is applied through action by governments and other stakeholders at all levels	10	3

Total		147	84

- All PPs in our sample reduced outcomes from 2014 to 2015.

AVERAGE OUTCOMES AND OUTPUTS MCO VS. CO

Green signifies the most outcomes committed to this area per year per typology

Table 7

Average Outcomes	CO 2013	MCO 2013	CO 2014	MCO 2014	CO 2015	MCO 2015
Impact 1 Women lead and participate in decision making at all levels	1	2	2	2	2	2
Impact 2 Women, especially the poorest and most excluded, are economically empowered and benefit from development	2	2	2	3	2	2
Impact 3 Women and girls live a life free from violence	1	2	2	2	1	1
Impact 4 Peace and security and humanitarian action are shaped by women leadership and participation	2	1	2	1	2	1
Impact 5 Governance and national planning fully reflect accountability for gender equality commitments and priorities	1	2	2	2	2	2
Impact 6 A comprehensive and dynamic set of global norms, policies and standards on gender equality and women's empowerment is in place and is applied through action by governments and other stakeholders at all levels	0	0	1	2	0	1

Total		7	9	10	12	9	10

- Both COs and MCOs increased from 2013 to 2014 and then reduced outcomes from 2014 to 2015.
- All 3 years, MCOs report more outcomes than COs.
- WEE had the most outcomes throughout both types in all years.

Table 8

Average Outputs	CO 2013	MCO 2013	CO 2014	MCO 2014	CO 2015	MCO 2015
Impact 1 Women lead and participate in decision making at all levels	2	4	5	3	4	3
Impact 2 Women, especially the poorest and most excluded, are economically empowered and benefit from development	5	3	5	6	5	4
Impact 3 Women and girls live a life free from violence	3	6	5	5	4	4
Impact 4 Peace and security and humanitarian action are shaped by women leadership and participation	4	1	4	2	4	2
Impact 5 Governance and national planning fully reflect accountability for gender equality commitments and priorities	2	4	3	3	3	3
Impact 6 A comprehensive and dynamic set of global norms, policies and standards on gender equality and women's empowerment is in place and is applied through action by governments and other stakeholders at all levels	0	0	1	2	1	2
Total	**16**	**19**	**22**	**21**	**20**	**16**

- Outputs differ from outcomes as COs report more outputs in 2014 and 2015 than MCOs.

- Again, both offices increased outputs in 2014 and then reduced outputs numbers in 2015.

- Impact Area 2 and 3 were most focused on between both groups in all 3 years.

GLOBAL REACH – REGION SUMMARIES

Table 9

Total Outcomes	2013	2014	2015
Impact 1 Women lead and participate in decision making at all levels	38	99	159
Impact 2 Women, especially the poorest and most excluded, are economically empowered and benefit from development	43	112	165
Impact 3 Women and girls live a life free from violence	42	91	133
Impact 4 Peace and security and humanitarian action are shaped by women leadership and participation	24	77	119
Impact 5 Governance and national planning fully reflect accountability for gender equality commitments and priorities	44	97	140
Impact 6 A comprehensive and dynamic set of global norms, policies and standards on gender equality and women's empowerment is in place and is applied through action by governments and other stakeholders at all levels	4	40	85
Total	**195**	**516**	**801**
Total Outputs	**2013**	**2014**	**2015**
Impact 1 Women lead and participate in decision making at all levels	78	208	293
Impact 2 Women, especially the poorest and most excluded, are economically empowered and benefit from development	100	237	332
Impact 3 Women and girls live a life free from violence	94	227	318

Impact 4 Peace and security and humanitarian action are shaped by women leadership and participation	47	154	218
Impact 5 Governance and national planning fully reflect accountability for gender equality commitments and priorities	83	179	249
Impact 6 A comprehensive and dynamic set of global norms, policies and standards on gender equality and women's empowerment is in place and is applied through action by governments and other stakeholders at all levels	4	58	113
Total	**406**	**1063**	**1523**

ANNEX H: PORTFOLIO ANALYSIS: QUALITATIVE FINDINGS

RELEVANCE OF UN WOMEN'S RA

MANDATE CLEAR IN DESCRIBING EXCEPTIONAL EXPERIENCES FOR UN WOMEN

All respondents mentioned an appreciation in ability to fulfil the mandate through work on WEE, VAW, etc. and an overall appreciation for the work that UNW Mandate is trying to achieve. Even those that were more negative about the RA and UNW admitted to working passionately to fulfil UNW mandate.

I can tell you in terms of being able to relate to the mandate, I can tell you UN Women gives you a valid advantage and satisfaction because working in a country like India and having worked with FAO as a technical agency, you are far more able to relate your work to what you personally believe in. (MCO)

- RO: 5/5
- MCO: 5/5
- CO: 12/12
- PP: 7/7

Total: 29/29

SHIFT FROM CSO TO GOVERNMENT

The RA's ability to respond needs of CSO's is still being refined and offices reported shifting from UNIFEM to UNW affected their relationship with CSO's.

Multi-Country Offices and country offices were most likely to report this shift from UNIFEM to UNWomen and the effect it has had on the relationship with CSOs. PP's were least likely to report as a lot of their work did not change as drastically or they reported a mostly positive role on their work with CSOs due to their of participation of CSAGs as they are held at regional and country levels.

- RO: 2/5
- MCO: 5/5
- CO: 6/12
- PP: 1/7

Total: 14/29

ABILITY TO FULFILL THE NEEDS OF GOVERNMENT STAKEHOLDERS

Relevance: RO, CO, PP officers reported greater visibility and opportunity to engage with governments, donors, and UN agencies due to the roll out of the RA.All MCO's and RO's reported increased visibility and opportunity to engage with government stakeholders. Most PP's reported an increased visibility due to their presence on the ground as well as UNW's increased visibility in the region and at HQ.

We have national staff on the ground and personally I think government works better when there are national staff on the ground otherwise there is a disconnect but also because there is a change at the top level, so they are more willing now to work with us.(PP)

- ROs: 5/5
- CO: 12/12
- PP: 6/7

Total: 23/29

MCO answers were mixed with most, 3/5 offices reporting positive increased visibility with governments, 2/5 reported no or little change from the transition to sub regional office and one office not reporting on this question

- MCO: 3/5

RA INCREASED VISIBILITY WITH DONORS FOR BETTER PARTNERSHIPS**

**Note it should be noted that although many offices reported increased visibility and partnerships with donors, the majority mentioned in the same sentiment the threat of delayed donor reporting to this relationship.

The majority (over 80%) of MCO, CO, RO's reported increased visibility and better partnerships with governments. Programme Presence did not mention this relationship as they are often funded by few donors and see their role as difficult to fundraise and gain visibility.

Donors want to see UNW as a solid agency that is not going to approach for projects funding but more not project focused work but delivering on our core mandate. Often when we try to fundraise on local level we are told donors are contributing to our core resources so we would be supported from our core resources to what they contribute to"

- RO: 4/5
- MCO: 4/5
- CO: 11/12
- PP:1/7

Total: 20/29

ABILITY TO FULFILL NEEDS OF UN AGENCIES

All offices reported an increased visibility across offices, participants agree there has been an increased recognition of UNW as a key partner, most notably by playing the role at country level on the UNCT

- RO: 4/5
- MCO: 4/5
- CO: 12/12
- PP: 5/7

Total: 25/29

MCOS IMPACT ON RELEVANCE

MCO's reported the RA having less relevance in fulfilling their stakeholder's needs in comparison to their work as a sub-regional office in terms of approvals and in some instances downgrading DOA.

UN is known as very prominent and UN Women is very small, even when we changed from South Asia office to MCO, I don't think it has changed to stakeholders at all.

I think different offices will have different experiences but for us, this office used to be a sub-regional office and then became a MCO and so in a way we had less power than what we had before

- MCO: 5/5

PATTERNS REGARDING CAPACITY OF PP'S

All PP's reported throughout their interviews the lack of capacity to ensure universality.

Key challenge is that the request and demand to fulfill the mandate is the same if you see the demand on HQ and RO to deliver results and mandate are the same for CO and PP while capacities are so different. We are SO understaffed and the structure itself of this office is very particular. (PP)

In the end we have to do the same and in the same conditions as an office but they put a lot of pressure, we don't have money, time, staff resources of DOA so at the end it doesn't work. It works if a person likes me works in the kind of way. (PP)

- PP: 7/7

RO'S SUPPORT TO PP'S AND NON PROGRAMME PRESENCE IN FULFILLING UNIVERSAL MANDATE

Regional offices reported difficulty in supporting their programme presence offices and fulfilling universality due to the limited capacity of their programme presence offices.

The relation with them is more intense because they depend on us. We supervise the program offices. In our case we have 5. The challenge is bigger for us here because their capacity is more limited. (RO)

With a country presence where there is a level of sustainability due to commitment of gov and partners we want to have COS. (RO)

- RO: 4/5

EFFECTIVENESS OF UN WOMEN'S RA

SLOWER FULFILLMENT OF RA IMPACT ON EFFECTIVENESS

We have the new architecture (and organizational chart) in 2012 but it was not implemented until April 2015, the moment we recruited counselors, during three years, no changes, it was so slow; we had a counselor and she moved to UNFPA in Haiti. (RO)

At the start, the RO was very minimal, small team. Just now finishing finance staff recruitment, and it has been very challenging to find people with the requisite UN expertise. (RO)

I have to confess that reading RA contribution it is quite difficult to identify a real value added from the region, in my opinion the RA has always been under construction. We have had a regional director and people come in and come out very frequently. Just a few people have been there for more than a year so their support is weak. (CO)

- CO: 6/12
- RO: 5/5
- MCO: 2/5
- PP: 1/7

Total: 14/29

UNCLEAR IN ROLE AND RESPONSIBILITES WITHIN THE RA:

The countries reporting greatest lack of clarity in roles and responsibilities within their office are RO and MCOs.

Getting clarity in terms of who is doing what and who is responsible for what. I think the Cos would also ask the same question. If they have delegation of authority then what is the role of RO in terms of oversight. How can we all feel empowered wherever we are in the spectrum of HQ, RO and CO? (RO)

- RO: 5/5
- MC: 5/5
- CO:3/12
- PP: 3/7

Total: 16/29

LACK OF CLARITY AROUND HOW MUCH AND WHAT TYPE OF WORK IS EXPECTED AND THE BALANCE BETWEEN OPERATIONAL AND COORDINATION/PROGRAMMATIC.

I think the operational mandate is critical and when you have a country presence, the operational mandate cannot be underestimated,(PP)

Needs to be more thinking about the NATURE of the programming in MCO. Should it only be Legislative and data? Helping to monitor policies and not implementation of the policies (MCO)

- RO: 5/5
- CO: 4/12
- MCO: 4/5
- PP: 1/7

Total: 14/29

OFFICES REPORTING OPERATIONAL SUPPORT FROM RO

Offices reported increased operational and technical support from the RO however lack of capacity led to more limited technical capacity than what is needed by country level offices.

Since RO was formed, it continues to capacitate itself so they are better able to support us. There are many times when we call upon them to support various things. Like when we are doing AWP, SN, they were able to send some of the staff to help us. Sometimes it will be finances, Atlas, recently our operations manager found there was a gap and they were able to start helping us.(MCO)

- CO: 12/12
- RO: (reporting support): 5/5
- MCO: 4/5
- PP: 2/7

Total: 23/29

OFFICES REPORTED LACK OF FULL TECHNICAL CAPACITY BY RO

Regional Office – They help with resource mobilization. They help with technical expertise occasionally. But we would want to get more technical support (particularly on normative side – peace and security, etc.) It would be nice if they helped more with advocacy efforts but they don't (CO)

Because of the policy advisor, they have to provide support to the Cos. They are very busy so we only get timely responses about 50% of the time. I think they are responsible for many countries. (CO)

- RO: 2/5
- CO: 6/12
- MCO: 3/5
- PP: 5/7

Total: 16/29

SUPPORT FROM RO: COORDINATION

Country Offices and MCO's reported Regional Offices and experts increased their ability to fulfill coordination due to their role in technical expertise and convening authority at regional level.

Ivory Coast as an a Country Office, the RA brought technical horizontal support, the availability of advisors in assistance, enabling autonomy and leadership; mobilizing fund (CO)

'In terms of coordination, there are few things that brings all CO's together. Technical specialists to talk about the programming in the region at regional level and also opportunity to share the country office. (MCO)

- MCO: 1/5
- CO: 4/12

Total: 5/17

SUPPORT FROM RO: NORMATIVE

Normative: Support from the RO to MCO has increased the visibility of UN Women and ability to fulfill normative mandate.

Most of the other work in terms of our mandate is localized already. The normative mandate, through the existence of the RO, we are able to get more support for the common agenda. (CO)

- MCO: 1/5
- CO: 2/12

Total: 3/17

MCO CHALLENGE OF SUPPORTING TO SATELLITE IN NORMATIVE MANDATE

MCO reported most challenges in fulfilling normative mandate within satellite countries.

UNWomen expectation which is extremely difficult to do without presence in a country…It is really hard to follow up with this government, my relationship as a representative are not direct and strong, they are very basic logistical challenges which you wouldn't have if you were a CO. (MCO)

- MCO: 3/5

RA INCREASE IN DIVERSIFIED PARTNERSHIPS, PARTICULARLY WITH CO'S

Most Country Offices reported the RA has increased and diversified partnerships with donors, governments and UN agencies enabled them to fulfill their triple mandate.

I really think that the work that we developed last year was very interesting, because we were able to diversify our partners and engage in several kind of partnerships so we could develop a very broad campaigns, nation-wide campaigns and working with private sector companies instead of having elaborating an agreement with these companies we counted on in-kind contributions (CO)

- RO: 1/7
- CO: 7/12
- PP: 1/7

Total: 9/26

IMPACT AREA FULFULLMENT

Reported Operational EVAW and Women's Economic Empowerment is mentioned most often.

Leadership and Governance:
- CO: 2/5
- PP: 1/5

Peace and Security:
- MCO: 1/5

EVAW:

- MCO: 3/5
- CO: 5/12
- PP: 1/7

WEE:

- MCO: 4/5
- CO: 1/12
- PP: 2/7

DECENTRALIZED REPORTING HAS IMPROVED BUT IT IS STILL EARLY- REPORTING, PLANNING & PEER REVIEW PROCESS

Peer Review Process has mixed feedback depending on offices (RO, MCO mostly positive), CO mixed between seeing it as a helpful process that has improved but also frustration in the burden of the peer review process. PP reported feeling left out of the process.

'The approval of our annual workplans and notes – we have a process for peer review from RO. I think it adds value if colleagues with broader expertise are able to provide input. I think it has been working well. (CO)

Peer review – it looks like it's not well coordinated at the RO and HQ level. Sometimes we receive contradictory comments from these groups. We are then stuck trying to serve both groups and it takes too much of our time. (CO)

- RO Positive: 2
- MCO Positive: 2
- CO Positive: 7/12
- CO Negative: 4/12
- PP Negative: 3/7

RMS NEGATIVE FEEDBACK IN TERMS OF FLEXIBILITY AND ROLL OUT OF RMS AND MONITORING MECHANISMS

Respondents discussed lack of emphasis on impact in favor of delivery rates as well as a lack of flexibility around the RMS and adjusting to needs of different countries

'We need to be able to find balance between efficiency and accountability. In two years we have been audited three times, multiple evaluations. For next two years need to reduce the amount of ops work and let people figure out how to do the actual work getting results, implementation, etc. (He thinks that the emphasis from UN and donors on audits resulted from bad audit at Unifem just prior to transition.) e.g Albania has just been told they will have an audit, and they figure that it will use 25% of the office's time, that would otherwise would have gone to actually doing something. How does that make sense? (RO)

The RMS system was designed by HQ colleagues but designed in a very top-down style. Maybe it is very useful for the person who designed it but not useful for the person entering the data. This system should help field offices meet our mandate but reality is that it is stopping us from doing of real work. (CO)

- RO: 2/5
- CO: 5/12
- MCO: 1/7

Total: 8/29

RMS POSITIVE OR UNSURE FEEDBACK

MS- I have mixed feelings, it was hard to understand and get clear information on it, we entered information and then we heard things were missing and then we had issues on flagship programs weren't being reflected, then we told them only if you have a million dollars, in country office and HQ. How it looks now, I think we like it because it shows everything (MCO)

- RO: 1/5
- MCO: 2/5
- CO: 1/12
- PP: 1/7

Total: 5/29

BURDEN OF REPORTING AND NEED FOR INCREASED DOA TO HELP THE REPORTING BURDEN

MCO has to complete three AWP's. However RO, CO and MCO reported a need for increased DoA in approvals and decision making in order to continue to be efficient in their processes. Respondents reported that there are too many reporting processes (especially the quarterly reporting process) and that Regional Offices have to review so many country and programme presence office reports without designated staff to fill this role.

We function as RO and we have to answer the same level of reporting for regional work plan but also review 10 other AWPs and Annual Reports and approve or reject and have them all done by the deadline. This year we did it in 5 reports and some were 120 pages long. It has been really good and changes in improvement of quality but for us as an RO it is very very challenging.(RO)

People are stuck in processes rather than allowing us to do our substantive work.(CO)

'That there be less reporting and less burden. From November until mid-february much staff capacity at the CO is to plan workplans for the next year and then report. This is all time that you can't do what you must do in terms of implementing work or getting resources. (CO)

- RO: 4/5
- MCO: 4/5
- CO: 8/12
- PP: 4/7

Total: 20/29

ROS SUPPORT FOR COMMUNICATIONS AND LEARNING IS LIMITED

Global Interview: RO's reported supporting countries offices communication and learning through site visits, webinars, trainings and bi-annual meetings.

There are trainings, webinars, and visits, the annual retreat is the best for exchange and sharing. (CO)

We have annual retreats and we often publish a good practice booklet for those and also we do a marketplace for offices to share their experiences during the retreat. So that enables a dynamic exchange in the region. (RO)

- RO: 5/5
- CO: 3/12

Total: 8/29

LIMITED CAPACITY FOR KM AND LEARNING

Global Interview (MCO, CO, PP): However, even with increased communication and learning, offices reported limited time to take advantage of this TA due to capacity constraints.

I must say we do have more online trainings besides the mandatory ones which we have done but this is a challenge for us because I know a few of them I would have liked to attend but I simply have no time (PP)

- PP: 6/7

RO WANT FOR GREATER CLARITY ON ROLES AND MESSAGING FROM HQ

 RO: want greater visibility, greater clarity on roles and responsibilities, greater consistency in messaging from HQ; what is happening programmatically in other regions and at HQ;

This is something to think about at the global level – trying to get the different ROs to share more. The KM process itself is not so good sometimes. (RO)

'Communications and Knowledge management across regions not happening, very vertical, left up to colleagues who know each other. Need to systematize. Don't have a dedicated KM person in HQ who is responsible to ensure sharing across countries and regions. Have external websites, but internal knowledge sharing.(RO)

- RO: 5/5

MCO CO PP WANT BETTER HORIZONTAL COMMUNICATION ACROSS REGIONS

Improved Internal Communication is wanted. RMS reported being rolled out poorly but seen as useful long-term. There is a need for more horizontal communications. In Americas and Caribbean we don't know what is happening in Africa or south-east Asia.

MCO/CO/PP: strengthen communication horizontally, greater focus on learning, improvement rollout of systems and processes, also programmatic knowledge in other regions

I did try with other representatives to see if we could do something together because we have no *way of communication with each other at all. It really is just one by one. So if you have another XO that is a friend, one by one but there is no meeting together so the only time we see each other is if we go to Bangkok. (MCO)*

In terms of learning – we need to create a learning planning. We had some support from HQ to develop this. (CO)

- MCO: 4/5
- CO: 4/12
- PP: 6/7

Total: 14

MCO & RO'S SPECIFICALLY MENTIONING REGIONAL RELEVANCE

Global Interview: Offices reported needing a more strategic communication strategy for horizontal (from other CO's, MCO, PP) and vertical communication (from HQ)

Really partnered well, because the pacific context, and everyone had to make due and partnered with civil society and key role in SDG's and Beijing Process and we had a really strong voice in the pacific, being deeply involved, linking gender to humanitarian health for the world humanitarian summit.(MCO)

- MCO: 1
- RO: 1

Total: 2/29

HORIZONTAL COMMUNICATION IS VERY AD HOC

Global Interview: Interactions across country offices was specifically mentioned as ad hoc and did not occur on any sort of systematic or consistent basis.

- RO: 5/5
- MCO: 4/5
- CO: 4/12
- PP: 2/7

Total: 15/29

INTEGRATION OF MANDATES

- RO: 1/5
- MCO: 1/5
- CO: 4/12
- PP: 3/7

Total: 9/29

EFFICIENCY

LACK OF CLARITY OF ROLES THROUGHOUT THE SYSTEMS IN REPORTING AS WELL AS DEFINED ROLES AND RESPONSIBILITIES

Conflicting directions and lack of clarity of rules for RO limits its ability to respond. Each office reported a lack of clarity and responsibilities and roles of their level and levels above and below them in the RA. Most reported was differences in HQ vs. RO vs. CO in reporting and approvals.

Global Interview: There is a lack of clarity in roles and responsibilities between HQ vs. RO in Reporting & Monitoring Process (from RO and MCO perspective)

'Getting clarity in terms of who is doing what and who is responsible for what. I think the Cos would also ask the same question. If they have delegation of authority then what is the role of RO in terms of oversight. How can we all feel empowered wherever we are in the spectrum of HQ, RO and CO? (RO)

I think it would be easier to figure out exactly how they wanted the PP's that belong to MCO's or other centers, I know there are several MCO's for UNWomen's RA but there should be a clear way for how it works. To make us a lot more efficient and guidelines.(MCO)

- RO: 5/5
- MCO: 5/5
- CO: 6/12
- PP: 4/7

Total: 20/29

CAMPAIGNS CONFUSION

Global Interview (Brazil): HQ campaigns and initiatives come out one on top of another.

- RO: 1/5
- CO: 3/12
- MCO: 1/ 5

Total: 5/29

UNW HQ SUPPORT ON AS NEEDED BASIS

Global Interview: HQ support was reported on an "as needed basis" for technical (webinars, site visits) and operational support (mostly finance team). More limited interactions were reported by MCO's.

The below are mentions of as needed or ad hoc guidance from HQ not occurring in a systematic way.

- MCO: 3/5
- CO: 3/12

Total: 6/17

FINANCE TEAM SPECIFICALLY MENTIONED POSTIVIVELY

- RO: 2/5
- MCO: 1/5
- CO: 4/12

Total: 7/29

HQ TOO TOP HEAVY AND STAFFING LEVELS DON'T MATCH OFFICE NEEDS

Offices reported they felt HQ was "top heavy" and there was discussion about what types of staff (national vs. international, P5 vs. P3) were needed. Most participants reported wanting more junior level staff at country level to help provide capacity of day to day activities.

- CO: 3/12

- RO: 2/5
- MCO: 1/5
- PP: 1/5

Total: 7/29

FLEXIBILITY OF RA IS IMPROVING

RA's flexibility in response to humanitarian and changing political contexts is still yet to be determined but is improving. RO's and CO's mentioned improvement in flexibility in terms of humanitarian contexts but there are still language issues that are hindering performance.

'Business processes are a bit slow for a country in conflict. Ex. you find an opportunity and you need to hire someone very quickly to capitalize on the opportunity and then it takes forever. IF there is something like a fast track for countries in conflict that would help. Some of our business processes are really very slow. We are trying to get money from SEDA and the negotiations are taking 5 months (CO)

The CO now can engage in operational procedures that makes things work more efficiently. In countries like ours where we have unstable situations we always have to adjust to a change in context. (CO)

- CO: 3/12
- RO: 4/5

Total: 7/17

LANGUAGE & GEOGRAPHIC/CONTEXTUAL ISSUES ARE STILL NOT COMPLETELY UNDERSTOOD

Every one of them is in Spanish because it is only Haitian Rep and myself who aren't Haitian speakers. (MCO)

- MCO: 3/5
- CO: 2/12
- PP: 1/7

Total: 6/24

LIMITED AND DIFFICULT INTERACTIONS WITH PP'S AND SATELLITES

Offices reported limited interactions with PP's due to their limited capacity and ability to fulfill the mandate within the RA. – Not about MCO's.

We follow it but we don't have much engagement. The program presence is good but it's a transitional issue. If we want to be in a country then we need to have an office. (CO)

But with our limited resources maybe we need to focus on some countries more than others. In the end, we should develop our work in the countries that have COs and delegation of authority. If we continue with Program presence then we need to be very clear in the role that we have.(RO)

- RO: 4/5
- MCO: 3/5
- CO: 4/12

Total: 11/22

INTERACTIONS WITH MCOS WAS LIMITED BY CO'S

We have very little contact with MCO because we have one for Caribbean countries but we do not report to them we report to ROs we have few contacts with them.(CO)

- CO: 4/12
- PP: 1/7

Total: 5/19

DOA RESULTED IN INCREASED EFFICEINCY

DOA to CO/MCO and RO has increased efficiency and ability to engage with partners and fulfill triple mandate DOA was reported by CO & RO's as making their offices more efficient in their engagement with partners, internal and external processes and overall ability to fulfill the triple mandate.

Regional Offices and Country Offices with DOA reported it being a positive outcome of the RA. MCO's were less likely to report the positive effects of the DOA due to their transformation from a sub-regional office to an MCO, keeping or sometimes loosing DoA on certain processes (e.g. vendor forms). Programme Presence countries did not report improvements in DOA as they don't have DOA .

Delegation of authority – that is the best thing that has happened to UNW. Before things were stalled on the way through the RO. (CO)

'Full DoA, the only thing missing is ability to approve our own vendor forms. This was as sub regional office and was doing our own vendor forms, and was doing it for 5 years and now we can't anymore. (MCO)

- RO: 5/5
- MCO: 2/5
- CO: 12/12
- PP: 0/7

Total: 19/29

DELAYS AND FRSUSTRATIONS WITH DONOR REPORTING

Delays and frustration with Donor Reporting process was one of the most reported findings under monitoring and effectiveness. Lack of technical capacity and timely processes frustrated donor partners and threatened future relationships.

- RO: 4/5
- MCO: 3/5
- CO: 6/12
- PP 1/7

Total: 14/29

NON-CORE FUNDING USED FOR STAFFING HINDERS NON-PROGRAMMATIC WORK & SUSTAINABILITY

Offices reported the structure of funding staff through non-core is difficult, makes their programs less sustainable and puts majority of focus on programs over normative and coordination.

Our core is ridiculous. It's so small. It's 274k for the full CO. My salary is only a fixed term program person. I am paid from core and not institutional budget. The rest of the staff is paid by projects but this means they are doing project work. (CO)

We try to cover positions by projects and donors. More and more we have to find the resources to find staff. Otherwise we won't have the capacity. (CO)

Most of specializations are service contracts and as far as I know they don't use it. We use labor contracts which are less secure and less expensive to organization but idea is to use it for project specific responsibilities as we now use it for more core funding.(MCO)

- CO: 8/12
- MCO: 5/5
- PP: 4/7

Total: 17/29

PROCUREMENT IS TOO RIGID AND DIFFICULT

Offices reported Procurement processes have improved by are still seen as overly burdensome for large contracts.

'Sometimes when volume of procurement is huge, we need to send to RO and RO is looking at specific details and some of the things aren't available in the country in this context. For instance, we wanted to buy greenhouse kits for vegetable production for women, only 1 person that supplies those in South Sudan and that is AMRIAN, our procurement requires us to reach out to 3 other people or other service providers and they don't exist in South Sudan. To be able to go on with one supplier this will take over a whole other plan. You need approval from HQ and it takes a lot of time to do that.(CO)

- MCO: 2/5
- CO: 3/12
- PP: 5/7

Total: 10/24

LACK OF ADEQUATE RESOURCES TO FULFILL MANDATE

Offices are under resourced and under-funded leading them to non-traditional funding sources such as private sector, governments and reinvestment plans.

Don't have level of resources to do our work well, it is a big problem that everyone has to solve. Without sufficient financial resources we don't have sufficient human resources, we are all overworked, we are doing more than we should be and we don't have enough staff to be dedicated to the work that would be more efficient for the office.(PP)

- RO: 1/5
- MCO: 5/5
- CO: 8/12
- PP: 7/8

Total: 22/29

GREATER RESOURCE MOBILZATION ASSISTANCE IS NEEDED FROM HQ & RO

Greater resource mobilization is needed from HQ and RO.

- RO (lack of clarity in resource mobilization strategy): 4/5
- MCO: 5/5
- CO: 2/12

Total: 11/22

WISHES BY RANKING

1. MORE RESOURCES TO SUPPORT REGIONAL ADVISORS AND CORE STAFFING NEEDS OF OFFICES

- RO: 5/5
- MCO: 5/5
- CO: 12/12
- PP:7/7

Total: 29/29

2. GREATER SUPPORT AND CAPACITY BUILDING

Greater technical and advisory support in terms of professional development, capacity building and technical growth. There are requests for this support from HQ and the RO, mostly by CO's and PP's.

- RO:1/5
- MCO:2/5
- CO:7/12
- PP: 7/7

Total: 17/29

3. SIMPLIFED BUSINESS PROCESSES AND LESS BUREACRACY

Mostly RO's and CO's are asking for simpler, easier processes that are less bureaucratic and more efficient.

- RO: 3/5
- MCO: 2/5
- CO: 8/12
- PP:1/7

Total: 14/29

4. CLARITY IN REASONING FOR RA STRUCTURE AND ROLES AND RESPONSIBILITES OF EACH LEVEL OF THE RA

Mostly RO's but also some MCO and CO's are still unclear of the differences in responsibilities between RO's and HQ in supporting country and multi-country offices.

- RO: 5/5
- MCO: 2/5
- CO: 2/12
- PP: 0/7

Total: 12/29

5. INCREASED DOA AND RESPOSNIBILITY IN REGIONS AND COUNTRIES

There is a want mostly by CO's and PP's of increased DOA and ability to work in a timely and efficient way with their host country counterparts. Many PP's also expressed desire for less obstacles to accomplishing their work.

- RO:2/5
- MCO: 0/5
- CO: 4/12
- PP: 4/7

Total: 10/29

6. IMPROVED COMMUNICATION

This includes improved horizontal and vertical communication. CO's mentioned horizontal communication most while MCO and RO's mentioned vertical communication.

- RO:2/5
- MCO: 2/5
- CO: 3/12
- PP: 0/7

Total: 5/29