



# EVALUATION OF UN WOMEN'S CONTRIBUTION TO GENDER- RESPONSIVE BUDGETING IN THE EUROPE AND CENTRAL ASIA REGION





# ANNEXES TO THE EVALUATION REPORT



**UNITED NATIONS ENTITY FOR GENDER EQUALITY AND WOMEN'S  
EMPOWERMENT (UN WOMEN)**

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Planet 50-50 by 2030  
Step It Up for Gender Equality

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# ANNEX A: EVALUATION TERMS OF REFERENCE

## I. Background

The creation of UN Women in July 2010<sup>1</sup> came about as part of the UN reform agenda, consolidating the Organization's resources and mandates on gender equality for greater impact. The mandate of UN-Women<sup>2</sup> calls on UN Women to have universal coverage, strategic presence and ensure closer linkages between the norm-setting inter-governmental work and operations at the field level.

UN Women has been present in the Europe and Central Asia (ECA) region since its creation in 2011 and prior to UN Women creation the former UNIFEM was also operational in the region. At the creation of UN Women in 2011, two Sub-regional Offices were operational in ECA: former Central and Eastern Europe (CEE) and the Commonwealth of Independent States (CIS) Sub-regional Offices.

Currently in ECA region, the Regional Office (RO) provides support and oversight to five Country Offices (COs) in Albania, Georgia, Bosnia and Herzegovina (BiH), Kyrgyzstan and Moldova, as well as a Multi-Country Office (MCO) in Kazakhstan, which covers programme presence in Kazakhstan, Tajikistan and Uzbekistan<sup>3</sup>. In addition, programme/project presence is directly supported by the RO, in Kosovo, the Former Yugoslav FYR Macedonia, Serbia, Turkey and Ukraine. The RO was established in Istanbul at the beginning of 2014 and has been functioning in line with a bridge

plan of 2014 that has effectively transitioned UN Women from a regional architecture of 2 sub-regional offices, one in Kazakhstan and one in Slovakia, to the present set-up which has effectively de-commissioned the Slovakia office, transformed the Kazakhstan office from a sub-regional office to an MCO and delegated authority to the COs. The current ECA Strategic Note 2015-2017 is the first multi-year strategic framework of the newly established ECA Regional Office. Durations of Country Office Strategic Notes in the ECA region are aligned with respective UNDAF cycles at country level.

### UN Women's approach to GRB

Gender-responsive budgeting (GRB) has become an internationally acknowledged tool for achieving gender equality. This tool was first pioneered in Australia in 1984, with a federal government assessment of the budget's impact on women. A decade later, the concept was endorsed by the UN's Fourth World Conference on Women and the Beijing Platform for Action in 1995. Presently, more than 70 countries all around the world pursue a variety of GRB initiatives that span civil society, academia, Parliaments, government and international organizations. Responding to the demand from countries to introduce or institutionalise GRB, the UN Women contributes extensively to building interest, capacity and commitment to incorporate a gender equality perspective in budgetary processes and practices.

In 2015 UN Women selected "Transformative Financing for Gender Equality & Women's Empowerment" as one of the flagship initiatives to be supported by the entity. This flagship programme seeks to:

1. Create political awareness and consensus to increase allocations to and implement national gender equality commitments. Through gender gap analyses of budgets and ODA, public spending impact

1 UN Women was not operational until January 2011.

2 The mandate is guided by the Beijing Platform for Action, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the UN Security Council Resolution 1325 on Women, Peace and Security, the Millennium Declaration, relevant General Assembly, Economic and Social Council (ECOSOC), Commission on the Status of Women (CSW) and other applicable United Nations instruments, standards and legislation.

3 In 2015 UN Women Kazakhstan MCO will expand its presence to Turkmenistan.

assessments and costing, the flagship will improve the evidence and make data available on the financing gaps. The leadership capacity of GE advocates will be strengthened through their participation in gender analyses of budgets, parliamentary committees, and advocacy efforts.

**2.** Promote gender responsive fiscal laws, policies and national action plans that prioritize both revenue and budgetary allocations for gender equality. Technical support and capacity development for putting in place progressive tax policies that eliminate discriminatory provisions and result in more equitable distribution of socio-economic benefits will be provided. In addition, legislative frameworks and institutional capacities of finance ministries on gender responsive public financial management systems will be strengthened. The capacities of line ministries and local government on GRB will also be enhanced to enable strategic budget allocations for gender equality.

**3.** Mobilize additional financing for gender equality. The flagship will increase international financing for GE by improving the awareness and capacity of donors to analyze gender gaps and strengthening donor monitoring and tracking systems. It will also increase resources for GE from the private sector and innovative financing mechanisms through efforts to align them with national gender equality commitments.

**4.** Hold all actors accountable for implementing GEWE commitments. Establishing multi-stakeholder partnerships will ensure comprehensive responses to address financing gaps. The capacities of multi-stakeholder partners to analyse the impact of their investments will be strengthened. Gender advocates and women's organizations will be enabled to demand greater accountability for and transparency on government expenditures through enhanced capacity on gender analysis of budgets and advocacy.

UN Women's supported GRB initiatives operate on different levels and vary in their objectives, but they are united in their ultimate goal: to contribute to the realization of women's rights and gender equality through changes in budget priorities as well as increased women's participation in budgetary debates and decision-making. Since 2007, in ECA Region, GRB initiatives have taken place in the following 10 countries: Albania; BiH; Macedonia, Moldova; Georgia; Serbia, Kosovo; Kyrgyzstan; Turkey and Ukraine. In

some countries of ECA region such as Albania, BiH, FYR Macedonia, Serbia the first GRB initiatives started as 2007, while in some others GRB started later such as Moldova, Georgia, Kosovo, Kyrgyzstan, Turkey and Ukraine.

### **GRB Regional Project: Albania, Bosnia and Herzegovina (BiH), Former Yugoslav FYR Macedonia (FYR of Macedonia) and Moldova**

Promoting Gender Responsive Policies in South East Europe and the Republic of Moldova, Phase II" regional project (2013 -2016) (hereon referred to as "GRB Regional Project") is funded by the Austrian Development Agency (ADA) and the Swiss Agency for Development and Cooperation (SDC). This regional project represents the biggest effort UN Women has contributed to support GRB in the ECA region. The project is implemented in Albania, Bosnia and Herzegovina (BiH), Former Yugoslav FYR Macedonia (FYR of Macedonia) and Moldova. Its goal is to contribute to the implementation of commitments towards achieving gender equality in these countries. The project builds on two prior interventions, "Gender Responsive Budgeting (GRB) in South East Europe (SEE): Advancing Gender Equality and Democratic Governance through Increased Transparency and Accountability in Albania, BiH, FYR of Macedonia and Serbia (2006-2010) and the first phase of the project "Promoting Gender Responsive Policies and Budgets in South-East Europe" (2011-2013) (PGRP-SEE).

The ultimate aim of the project is to contribute to the implementation of commitments towards achieving gender equality. To achieve this aim, three distinct outcomes were anticipated (the logical framework for the project provides more details):

- **Outcome 1:** Sectoral programs and budgets at the central and local levels reflect better gender equality concerns.
- **Outcome 2:** Strengthened oversight of central and local government programs, policies and budgets towards gender equality commitments.
- **Outcome 3:** Exchange of knowledge and learning on GRB facilitates replication of good practices and lessons learned.

In order to achieve these outcomes, the project envisages the following outputs:

- **Output 1.1.:** Increased capability and capacity of Ministries of Finance to institutionalize the integration of GRB.
- **Output 1.2.:** Selected central and local programs (such as rural development, social protection and employment) and budgets are analyzed to respond to gender equality commitments.
- **Output 1.3.:** Strengthened capacities and increased commitment of select number of local governments to make programs and budgets gender responsive.
- **Output 2.1.:** Experts, academia and CSOs have strengthened capacities to analyze programs and budgets from gender perspective.
- **Output 2.2.:** Members of parliament (MPs) and local councilors (LCs) have increased knowledge and capacities to assess the gender-responsiveness of the national and local programs and budget.
- **Output 3.1.:** Networks of GRB experts and public officials are capacitated to respond to country and regional demand for GRB expertise.

In addition to the regional project other relevant GRB initiatives supported in other ECA countries are described below.

### GRB efforts in the project “Women for Equality, Peace and Development” in Georgia

UN Women has supported GRB initiatives in Georgia since 2013 in the framework of the Norway funded project “Women for Equality, Peace and Development in Georgia Phase II”.

In the framework of the project UN Women supported national capacity building on GRB at national and local levels through trainings and direct support and consultations, the project introduced key stakeholders the definition and purpose of GRB, providing to them practical tools and action plans for the utilization of the GRB approach at national and local levels. In addition at the municipal level, representatives of local governments in GRB Committees were provided with additional support for GRB piloting and integration

of gender perspectives into the regular planning and budgeting processes.

To ensure that the needs of women are integrated into the local budgets, five GRB community committees were established in the target regions and included 38 Self-help groups (SHGs) members representing Internally Displaced Persons (IDPs), conflict affected and ethnic minority women. These committees conducted rapid surveys of 2,203 local inhabitants (62 per cent women) and documented the issues that concern women and vulnerable local communities. During the project implementation, 15 Round Table meetings were conducted with 5 round tables held each year.

Towards the end of the implementation of the project UN Women organized a conference on “Gender in Local Governance” where representatives of 7 regions across Georgia participated. One full day of the conference was dedicated to GRB work and project results related to GRB were presented. Considerable interest was expressed by participants, especially by the Deputy Minister of Finance.

### Financing for Gender Equality in Kyrgyzstan and Ukraine

The Global Programme Increasing Accountability in Financing for Gender Equality (2012-2015) (hereon referred to as “The Global Programme”) was developed to increase financing for national gender equality commitments in sixteen countries and to strengthen government and donor accountability on financing decisions and practices.

The overall goal of the Increasing Accountability in Financing for Gender Equality programme was to increase the volume and effective use of aid and domestic resources to implement national commitments to gender equality and women’s empowerment. It was implemented in sixteen countries by UN Women in partnership with the International Training Centre of the International Labour Organization and funded by the European Commission. Funding support was also provided by the Government of Spain and the Government of Italy. The countries covered by the Global Programme in the ECA Region included Kyrgyzstan and Ukraine. In each country, the programme sought to ensure adequate financing for gender equality and to strengthen government

and donor accountability for the implementation of gender equality commitments. Working with a range of national partners, donors and civil society organizations, it set out to support governments to articulate and integrate national gender equality commitments in policy, planning and budget frameworks and to mobilize adequate resources for implementing them. The programme also increased the capacity and accountability of national governments and donors for financing and implementing gender equality priorities and supported civil society initiatives, namely those of women's organizations and feminist economists, which contributed to global and national policy dialogue on and advocacy for greater financing for gender equality.

### GRB efforts in the framework of the UNKT Joint Programme on Domestic Violence in Kosovo

UN Women Kosovo Programme Office has worked on GRB in the context of the **UNKT Joint Program on Domestic Violence** implemented in the country, which main objective is to support to addressing Gender Based Violence in Kosovo through strengthening the Implementation of the Kosovo Law, National Action Plan and Strategy against Domestic Violence.

Project was implemented by 5 UN Agencies (UN Women, UNICEF, UNFPA, OHCHR and UNDP). UN Women has focused on establishing and strengthening the Coordination Mechanism for protection against domestic violence at the local level, working closely with service providers to improve the quality of services to DV survivors and strengthen capacities of Police and Judiciary.

UN Women role has focused in contributing to the program through a specific GRB component by providing technical assistance on Gender Responsive Budgeting aimed at having clearly indicated and engendered budget lines for addressing DV. In 2012 there was overall consensus that despite the legal and institutional framework in place to prevent and protect survivors of domestic violence to date public institutions in Kosovo have not been able to translate these commitments into practice. The professional capacity of service providers in Kosovo was generally

weak with very low technical and professional capacity on social service professionals, the Police and the Judiciary.

Related to the knowledge on GRB, it was revealed that a misunderstanding about GRB was common. GRB was frequently understood as the process of having separate budgets for men and women. It was found that none of the institutions apply GRB in their budgeting process and majority of members understood GRB as a special budget line at the central level for gender issues.

### UN Women support to GRB efforts in Serbia at the national and local levels

Since 2007 former UNIFEM and UN Women have supported GRB related activities in close cooperation with the Serbian National Government. In 2007 former UNIFEM initiated GRB activities in Serbia in cooperation with the Provincial Secretariat for Economy, Employment and Gender Equality (PSEEGE). In the period 2010 – 2013 two other provincial secretariats were supported to conduct beneficiary assessments of their programmes on women and men, as part of the project Advancing Women's Economic and Social Rights implemented by UN Women. These were the Provincial Secretariat for Education, Administration and National Communities and the Provincial Secretariat for Health Care, Social Policy and Demography.

In period 2011-2012 UN Women supported NGO Women's Center Uzice to perform the gender analysis of budget items allocated to agriculture, which led to the redistribution of subsidies in agriculture, implying that the focus was shifted from animal husbandry to the development of greenhouse production, with the aim of exploiting the potential of rural women and their recruitment and promotion activities.

In 2014, UN Women engaged in active advocacy with the Ministry of Finance and Provincial Secretariat of Finance for the inclusion of gender equality considerations in the budget instructions and in the budget development process. The advocacy at provincial level was done in close partnership with PSEEGE. UN Women also supported capacity development of the Ministry of Finance and Provincial Secretariat of



Finance on gender responsive budgeting, which included dedicated training sessions, a study visit to the Republic of Austria and provision of technical advice by an international expert.

In 2015, Serbia Government introduced gender responsive budgeting in the budget planning, execution and monitoring. The new Budget System Law introduced gender responsive budgeting as mandatory at all levels, to be implemented gradually in the period 2016-2020. Provisions of the new Law stipulate responsibilities of all ministries, governmental bodies, public institutions and local governance to define gender goals and gender sensitive indicators in their budgets. UN Women provided technical expertise at the national and provincial level to the Serbian Government and supported the development of budget instructions and formulation of legal provision and supported line ministries to include gender issues in planning and budgeting.

At local level, UN Women has provided advisory support to local self-governance for strengthening gender responsive participatory process in budget, in line with a key principle of good governance. Methodology for gender sensitive and participative consultations on budgetary priorities and budgetary preparation was developed, including specific models of consulting with vulnerable groups of women, such as Roma women, women with disabilities, rural women and single parents, with specific benchmarks and standards for gender sensitive policy consultations at the local level. UN Women has organized two rounds of GRB trainings for civil servants and representatives of local Gender Equality Mechanisms from eight municipalities, attended by 50 participants (43 women and 7 men). These eight municipalities were directly supported by UN Women in developing locally tailored recommendations and instructions for integrating gender in the budget cycle and civil servants in municipalities were trained to conduct gender budget analysis. Step by step tool for gender sensitive multi-annual budgetary cycle was developed and used by municipalities. As a result of the training sessions and conference on gender equality at the local level, implemented by UN Women in 2014, two local Gender Equality Mechanisms have committed to perform analysis of municipal budgets from the gender perspective and advocate for changes.

## UN Joint Programme for Promoting Human Rights of Women in Turkey

Supported by Sabanci Foundation, and implemented by UN Women and UNDP the **UN Joint Programme for Promoting the Human Rights of Women** was implemented in Turkey from 2012-2015

Gender-Responsive Budgeting Program of the above mentioned joint programme component was implemented by UN Women. This component includes the activities that contribute to the capacity improvement of the local administrations, local women's CSOs and Women's Studies Units of Universities in providing services in the framework of Gender-Responsive Budgeting (GRB). In this framework, different tailor-made training activities will be conducted in the pilot provinces based on their capacities to implement GRB. It's targeted that local administrators, members of women's CSOs and Women's Studies Units of Universities in the pilot provinces have an improved understanding on the importance of GRB for improving gender equality; and local administrators, member of women CSOs and Women's Studies Units of Universities will initiate concrete steps to better reflect needs of men and women by the end of the project implementation.

The programme identified that despite important legislative and institutional developments in Turkey, there is an urgent need to accelerate the implementation of gender equality goals in order to close existing substantial gaps in equality between men and women in key areas of life. Therefore, implementation of commitments related with gender equality requires intentional measures to incorporate a gender perspective in planning and budgeting frameworks and concrete investment in addressing gender gaps. These measures are commonly known as Gender-Responsive budgeting (GRB).

The programme stated that GRB is relatively unknown and certainly under-used tool for enhancing gender equality not only in Turkey, but in most countries in the world. Some reasons behind this situation are lack of GRB in regular educational curricula for relevant subjects; relatively small pool of GRB experts; and limited number of CSOs which advocate the benefits of GRB. However, the analysis of the programme reflected that some recent attempts for utilizing GRB

in Turkey create opportunities for benefiting from this concept in accelerating commitments to gender equality and women's empowerment. For example, the National Action Plan for Gender Equality (2008-2013) puts "Carrying out preparatory work for the implementation of gender sensitive budgeting" as one of the strategies for attaining women's advancement. Besides, the Prime Ministry Circular (NO. 2006/17) on "Measures to be taken to Prevent Custom and Honour Killings and Violence against Children and Women" which was issued in order to designate the necessary measures and responsible parties has stated that gender-responsive budget analysis should be done. Another very important step identified by the programme was the establishment of the sub-Commission on Gender-Responsive Budgeting by Equal Opportunity Commission for Women and Men of Turkish Grand National Assembly in November 2012.

In this context GRB component of this joint initiative aimed to improve capacities of local administrations (municipalities) and local women's CSOs (including Citizen Assemblies and Women Assemblies) and Women's Studies Units of Universities in 11 provinces to analyze, develop and monitor local budgets from a gender perspective.

## II. Purpose, scope and objectives of the evaluation

In its 2015/2017 Strategic Note, the UN Women ECA Regional Office established a strategic level evaluation planning approach. The UN Women's work on GRB in the ECA Region will represent the second Regional Strategic Evaluation in ECA. The main purpose of this evaluation is to assess relevance, effectiveness, organizational efficiency and sustainability of UN Women's work in the area of GRB and the findings will be used for strategic decision-making, organizational learning and accountability as well as for the generation of knowledge. **While the focus of the study will to primarily the GRB Regional Programme** (implemented in Albania, BiH, Macedonia and Moldova); the evaluation will also aim to draw lessons and best practices from the implementation of GRB initiatives in other countries (including Kyrgyzstan, Ukraine, Georgia, Kosovo, Serbia and Turkey).

The targeted users of the evaluation are the UN Women Staff in in the ECA region, UN sister entities;

ECA national and local governments, CSOs, donor community and other development partners.

This evaluation will have a summative and also a forward looking focus and will analyze UN-Women work on GRB in ECA region. While the main focus of the evaluation will be the above described GRB regional project (implemented between 2013 and 2016 in Albania, BiH, FYR of Macedonia and Moldova), it will aim to also systematize lessons from all the different GRB initiatives supported in the region since the creation of UN Women (in Kosovo, Kyrgyzstan, Ukraine, Serbia and Turkey). It will take into consideration the current vision of UN Women on the flagship initiative "Transformative Financing for Gender Equality & Women's Empowerment" and ongoing efforts by UN Women to strengthen its strategic vision/approach for this area with the aim of providing strategic inputs for future initiatives in the region. The geographic scope of the evaluation will cover ECA region (see methodology for detailed information on coverage) and will include all GRB initiatives supported by UN Women in the indicated period.

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

The **objectives** of this evaluation are to:

1. Assess the **relevance and sustainability** of UN Women's contribution financing for GEEW in the ECA region.
2. Assess **effectiveness and organizational efficiency** in progressing towards the achievement of GRB regional project results
3. Analyze how **human rights approach and gender equality principles** are integrated in the implementation of GRB programming.
4. **Identify and validate lessons learned, good practices and examples and innovations** of work supported by UN Women in GRB programming.
5. Provide **actionable recommendations** with respect to UN Women's work on GRB in the ECA region.

## Key evaluation questions

### Relevance:

the extent to which the objectives of the development intervention are consistent with beneficiaries' requirements, countries needs, global priorities, and partner's and donor's policies

- What approaches does UN Women deploy in GRB programming in the ECA region and what underlying assumptions and theories support these initiatives?
- Which different innovative initiatives and approaches in GRB programming have been supported by UN Women in the ECA region and how were those prioritized in the different countries?
- How were women's needs and priorities identified in the different GRB initiatives?
- To what extent findings and recommendations from the evaluation of the GRB regional project phase I were considered in the project's phase II, including the establishing of a performance monitoring framework to track the achievement of results in the four countries covered by the project?
- To what extent the GRB regional project addresses the main needs of the project's target groups?
- To what extent has the GRB regional projects been aligned to other strategies and policies on gender mainstreaming in the different countries where it has been implemented and in particular on budgeting at the central and local levels?

**Effectiveness:** the extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.

- What evidence exists to support claims that UN Women's GRB portfolio in ECA is contributing to gender equality and making an impact on the advancement of women's rights?
- How do the political, economic, social and institutional contexts affect UN Women's GRB work in the ECA region and the achievement of expected results?

- What key indicators, processes and variables are strategic for tracking and measuring progress in GRB processes in the ECA region?
- What are the results of the regional GRB project Phase II? Why and how were these results achieved? What are the good practices, lessons learned and challenges?
- To what extent the approach followed by the GRB project Phase II has been effective in establishing a performance monitoring system and measuring the progress towards the achievement of results in the different countries?

**Efficiency:** extent to which the initiative has used the least costly resources possible in order to achieve the desired results.

- To what extent were resources managed by GRB Regional Project in a transparent and accountable manner (at all levels) to promote equitable and sustainable development?
- Have UN Women's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the programme?
- What measures have been taken during planning and implementation to ensure that resources are efficiently used towards the achievement of results?
- Have the outputs been delivered in a timely manner?
- To what extent has the GRB Regional Project management structure facilitated (or hindered) good results and efficient delivery?

**Sustainability:** the continuation of benefits from a development intervention after major development assistance has been completed, the probability of continued long-term benefits and the resilience to risk of the net benefit flows over time.

- To what extent have GRB initiatives supported by UN Women in the ECA region and in particular the GRB regional project been successful in embedding the participation of civil society and women's organizations in the entire budgetary cycle?

- To what extent the GRB regional project fostered the participation of relevant CSOs and women’s organizations in the different countries covered by the project?
- To what extent have the GRB initiatives been successful in making the linkages and agreements that would ensure the continuation of work on GRB? What factors are/will be critical to sustainability?
- In the context of the GRB Regional project, what evidence is there that achievements will be sustained? And what specific activities do government, civil society organizations, or others indicate they will continue regardless of whether UN Women support continues?

As specified in the formulation of each question listed above, preliminary questions included in this ToR in some cases are general for all the GRB supported initiatives in the ECA region and in some cases are specific to the GRB regional project. However, it is expected that the evaluation team will develop an evaluation matrix, which will relate to the above questions (and refine them as needed), the areas they refer to, the criteria for evaluating them, the indicators and the means for verification as a tool for the evaluation. Final evaluation matrix will be approved in the evaluation inception report.

## Methodology

The evaluation will be a transparent and participatory process involving relevant UN Women stakeholders and partners at the regional, and country levels. The evaluation will be based on gender and human rights principles, as defined in the UN Women Evaluation Policy<sup>4</sup> and adhere to the United Nations norms and standards for evaluation in the United Nations system<sup>5</sup>. The evaluation methodology will employ mixed methods.

The GRB programming at UN Women in the ECA region constitutes a diverse portfolio of initiatives aimed

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

5 United Nations Evaluation Group, Norms and Standards for evaluation in the United Nations system, access at: [http://www.uneval.org/normsandstandards/index.jsp?doc\\_cat\\_source\\_id=4](http://www.uneval.org/normsandstandards/index.jsp?doc_cat_source_id=4)

at promoting gender equality in budgetary processes at country levels. The proposed evaluation approach will take account of this complexity by combining qualitative and quantitative research methods within a theory-driven approach. The key components of the evaluation design will include literature and desk reviews, case study and regional mapping/systemic review of UN Women’s GRB initiatives. The evaluation will deploy innovative audiovisual methods (including the use of infographics, video and other audiovisual tools) with the aim to better contribute to the dissemination and use of evaluation results.

## Desk and literature reviews (Stage 1)

We propose to begin the process of evaluation by developing a framework of project and programme theories. This step will begin with a desk review of the programmes. This will include programme documents, reports, reviews and previous evaluations of UN Women GRB initiatives in the ECA region. During stage 1 the evaluators will aim to identify the underlying assumptions (programme theories) that the stakeholders have made about how GRB initiatives are supposed to work. The document analysis will be supported by virtual consultations with key UN Women programme staff. The desk review will focus on a different GRB initiatives implemented in the ECA region in the period 2011- 2016. The GRB initiatives will be explored in broad socio-economic and organizational contexts.

## Data analysis (Stage 2)

The theories will be refined and tested focusing on the in depth study of the GRB Regional Project. Following the literature and desk reviews, theories will be further developed through a series of semi-structured interviews and focus groups with the GRB Regional Project management staff, regional and country offices and partners. The good practices and their supporting mechanisms will be mapped and grouped according to the specific project strands. Data from different research sources will be triangulated to increase its validity. Field visits will take place in the countries covered by the GRB regional project. Data will be collected in the countries not included in the Regional project but field visits are not envisioned in those countries.

## Typology and Synthesis (Stage 3)

This stage will focus on the analysis of secondary data and telephone interviews to evaluate the effectiveness, relevance, efficiency and sustainability of UN Women's GRB approach in the ECA region. Here the semi-structured telephone interviews conducted with key stakeholders will be an important tool for data collection as the available programme/project documents may not provide enough evidence to map the theories of change and propose data capture and monitoring systems for the different initiatives to be analyzed.

The proposed approach and methodology have to be considered as flexible guidelines rather than final standards, and the evaluators will have an opportunity to make their inputs and propose changes in the evaluation design. It is expected that the Evaluation Team will further refine the approach and methodology and submit their detailed description in the proposal and later this will be further refined and consolidated in the Inception Report. In addition, the refined approach and methodology by the Evaluation Team should incorporate Human Rights and Gender Equality perspectives.

## Evaluation Process

The evaluation process has five phases:

- 1) Preparation:** gathering and analyzing programme data, conceptualizing the evaluation approach, internal consultations on the approach, preparing the TOR, establishment of the reference groups, and selection of evaluation team for the Regional Evaluation Study
- 2) Inception:** consultations between the evaluation team and the Regional Evaluation Specialist for ECA, programme portfolio review, stakeholder mapping, inception meetings with the reference group, review of the result logics, analysis of the initiative's relevant information selection criteria for in-depth document review for level 2 and level 3, finalization of evaluation methodology and preparation and validation of inception report.
- 3) Data collection and analysis:** in depth desk research, in-depth review of GRB Regional Project, regional and national planning and monitoring frameworks and

project documents, in-depth review of portfolio of GRB initiatives supported in the region and online interviews as necessary, staff and partner survey/s, visits to the countries covered by the regional project.

**4) Analysis and synthesis stage:** analysis of data and interpretation of findings, and drafting of an evaluation report and other communication products; and

**5) Dissemination and follow-up:** the development of a Management Response by UN Women, publishing of the evaluation report, uploading the published report on the GATE website <sup>5</sup>, and production of other knowledge products and learning events, such as a webinar.

## III. Evaluation Management

The **ECA Regional Evaluation Specialist**, who is a staff member of the UN Women Independent Evaluation Office is responsible for the management of this evaluation, and to ensure the quality of the evaluation report and provide administrative and substantive support, including joining the evaluation team in the field missions. The ECA Regional Evaluation Specialist will also support coordination and liaison with concerned staff in the RO and in the different ECA CO/POs. The ECA Regional Evaluation Specialist will ensure that the evaluation is conducted in accordance with the UN Women Evaluation Policy, United Nations Evaluation Group Ethical Guidelines and Code of Conduct for Evaluation in the United Nations system and other key guidance documents<sup>6</sup>.

The establishment of **reference groups** will help to ensure that the evaluation approach is robust and relevant to staff and stakeholders, and make certain that factual errors or errors of omission or interpretation are identified in evaluation products. The reference groups will provide input at key stages of the evaluation: terms of reference; inception report; draft and final reports. The Internal Reference Group will be

<sup>6</sup> UN Women's Global Accountability and Tracking of Evaluation Use (GATE) website: <http://gate.unwomen.org>

<sup>7</sup> United Nations Evaluation Group, UNEG Ethical Guidelines, accessible at: [http://www.uneval.org/papersandpubs/documentdetail.jsp?doc\\_id=102](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=102) and UNEG Code of Conduct for Evaluation in the United Nations system, accessible at: [http://www.uneval.org/papersandpubs/documentdetail.jsp?doc\\_id=100](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=100)

composed of UN Women staff based in UN Women ECA Regional Office, including the Regional Deputy Director, the Programme Specialist and relevant UN Women staff in the different CO/POs. In addition an External Reference Group will be composed of key regional level partners and the members of the GRB regional Project's Board.

## IV. Company Requirements

Financial stability should be proven.

Company should have been registered for at least 5 years, conducting evaluations.

Proven previous expertise in conducting thematic/complex evaluations (advanced expertise in wide range of evaluation approaches including utilization-focused, theory-based, gender and human rights responsive, mixed methods as well as in conducting thematic, corporate and multi-stakeholders evaluations preferably for the UN system as seen by previous evaluation reports).

Previous evaluation reports should be annexed to the proposal sent to UN Women.

At least 5 years of evaluation and working experience in developing countries, as proven by having worked and/or having conducted evaluation in developing countries.

## V. Evaluation Team

The core evaluation team will include a team leader, a research assistant and national consultants to conduct the field work in the 4 countries covered by the GRB Regional project.

### Team Leader

The team leader, with at least 10 years of evaluation experience, will be responsible for delivering the key evaluation products. He/she will coordinate the work of all other team members during all phases of the evaluation process, ensuring the quality of outputs and application of methodology as well as timely delivery of all products, in close collaboration with ECA Regional Evaluation Specialist.

- Leading the inception phase and developing an inception report outlining the design, methodology and the criteria for the selection of the case studies, required resources and indicative work plan of

the evaluation team. Assigning and coordinating team tasks within the framework of the TOR.

- Directing and supervising the evaluation team members in carrying out research and analysis of secondary evidence, project documents, databases and all relevant documentation.
- Supervising the national consultants for the field work.
- Overseeing and assuring quality in the preparation of the field work and taking a lead in the analysis of evaluation evidence.
- Drafting the evaluation report and leading the preparation of specific inputs from designated team members, based on case study reports prepared by the team members, desk research, focus groups, surveys, etc.
- Preparing for meetings with the ECA Regional Evaluation Specialist and other stakeholders to review findings, conclusions and recommendations.
- Leading the preparation of evaluation briefs, PPT presentation and any other deliverable.

A copy of past reports produced should be provided in the proposal submitted to UN Women.

### Qualifications:

- At least 10 years practical experience in conducting evaluations of international policies and programmes utilizing a wide range of approaches and methods including utilization focused, gender and human rights responsive, and mixed methods with a background in social research;
- Proven experience acting as team leader for evaluations and proven ability to manage a diverse evaluation team;
- Proven previous experience in conducting evaluations on GEEW interventions, as a Team Leader; previous experience on GRB will be an asset.
- Excellent knowledge of the United Nations system and UN Women programming at the country level. Previous experience in the ECA region will be an asset.
- At least 10 years of experience and knowledge on gender equality and women's empowerment, gender mainstreaming, gender analysis and the

related mandates within the United Nations system; experience/knowledge of women's movements;

- At least 10 years of experience and knowledge on human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the United Nations system;
- Proven analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders;
- Fluent in English and knowledge of other official UN languages would be considered an asset.

### Qualifications of National Consultants (4 national consultants for the countries covered by the GRB regional project will be needed for this assignment: Albania; BiH, FYR of Macedonia and Moldova)

- 5 years of previous experience in conducting/participating in evaluations in the region
- Previous knowledge of the UN system, and GRB work will be an important asset.
- Experience knowledge in GEEW and GRB programming
- Experience/knowledge of women's issues at the country level (in the above mentioned countries)
- Excellent knowledge of English and the local language/s in the above mentioned countries as relevant

### Qualifications of Research Assistant

- Strong analytical skills and ability to quickly grasp and synthesize information;
- At least 5 years of experience of information technology required for organized presentation of information, including quantitative information and graphical presentations, and for organizing information and materials on the internal website;
- Excellent drafting skills in English;
- At least 3 years of experience working for different UN organizations would be considered an asset; Working knowledge of other UN languages would be considered an asset.

### Evaluation Time Frame and Expected Products

- The ECA Regional Evaluation Specialist reserves the right to ensure the quality of products submitted by the external evaluation team and will request revisions until the product meets the quality standards as expressed by the ECA Regional Evaluation Specialist and as set forth in UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS). Time frame is an estimate.

Activity	Product to be delivered by Evaluation Team	General Timeframe
<b>Inception phase of evaluation/RO data collection</b>		July-September 2016
<b>Inception report (including two rounds of revision)</b>	The evaluation team will present a refined scope, a detailed outline of the evaluation design and methodology, evaluation questions, and criteria for the approach for in-depth desk review and field work to be conducted in the data collection phase. The report will include an evaluation matrix and detailed work plan. A first draft report will be shared with the ECA Regional Evaluation Specialist and, based upon the comments received the evaluation team will revise the draft. The revised draft will be shared with the internal and external reference groups for feedback. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final inception report.	July 2016 June-July 2016
<b>Data collection phase of evaluation</b>		July-September 2016
<b>Field visits</b>	Field visits in the 4 countries covered by the GRB regional Project will be conducted. The findings from the field visits will be integrated in the synthesis report.	July-September
<b>Virtual consultations and desk review</b>	Virtual consultations and desk review will take place in those countries not covered by the GRB regional project	July-September
<b>Analysis and reporting phase</b>		September-November 2016
<b>Presentation of preliminary findings (one round of revision)</b>	A PowerPoint presentation detailing the emerging findings of the evaluation will be shared with the Regional Evaluation Specialist for feedback. The revised presentation will be delivered to the reference group for comment and validation. The evaluation team will incorporate the feedback received into the draft report	September 2016
<b>Draft Report (including three rounds of revision prior to the final report)</b>	A first draft report will be shared with the ECA Regional Evaluation Specialist for initial feedback. The second draft report will incorporate Regional Evaluation Specialist feedback and will be shared with the reference groups for identification of factual errors, errors of omission and/or misinterpretation of information. The third draft report will incorporate this feedback and then be shared with the reference group for final validation. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the revised drafts.	October 2016
<b>Final Report</b>	The final report will include a concise Executive Summary and annexes detailing the methodological approach and any analytical products developed during the course of the evaluation. The structure of the report will be defined in the inception report.	November 2016



## ANNEX 1: Key Evaluation Guidance Documents

- Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/8): <http://www.unwomen.org/en/digital-library/publications/2012/10/evaluation-policy-of-the-united-nations-entity-for-gender-equality-and-the-empowerment-of-women>
- UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS): <http://www.unwomen.org/-/media/headquarters/attachments/sections/about%20us/evaluation/evaluation-geraasmethodology-en.pdf>
- Standards for Evaluation in the UN System: <http://www.uneval.org/document/detail/22>
- Norms for Evaluation in the UN System:  
<http://www.uneval.org/document/detail/21>
- Integrating Human Rights and Gender Equality in Evaluation – towards UNEG Guidance:  
<http://www.uneval.org/document/detail/980>
- UNEG Guidance Integrating Human Rights and Gender into Evaluation:  
<http://www.uneval.org/document/detail/1616>
- UN SWAP Evaluation Performance Indicator:  
<http://www.uneval.org/document/detail/1452>
- UNEG Quality Checklist for Evaluation Reports:  
<http://www.uneval.org/document/detail/607>
- UNEG Ethical Guidelines:  
<http://www.unevaluation.org/document/detail/102>
- UNEG Code of Conduct for Evaluation in the UN:  
<http://www.unevaluation.org/document/detail/100>

## Annex 2: UN Women Flagship Programming Initiatives:

- <http://www2.unwomen.org/-/media/headquarters/attachments/sections/executive%20board/2015/2nd%20regular%20session/flagship%20programming%20initiatives%20-%20booklet.pdf?v=1&d=20150929T1424>



# ANNEX B: EVALUATION MATRIX

Priority questions are identified in **bold**.

#	Evaluation Questions	Indicators	Means of Verification (Data collection/ analysis methods)	Sampling
<b>RELEVANCE: the extent to which the objectives of the development intervention are consistent with beneficiaries' requirements, countries' needs, global priorities, and partner's and donor's policies</b>				
1	What approaches does UN Women deploy in GRB programming in the ECA region and what underlying assumptions and theories support these initiatives?	Extent to which the design of programs to address CEDAW requirements for public revenue, public expenditure, budget processes and macro-economic policy.	Social Inquiry (Interviews) Theory of Change (TOC) Mapping Document Analysis	ECA Region
2	Which different innovative initiatives and approaches in GRB programming have been supported by UN Women in the ECA region and how were those prioritized in the different countries?	Consistency between participatory theories of change and established theory Recorded history of programmes	Document Analysis Observation/Critical Theory Social Inquiry (Interviews)	ECA Region
3	How were women's needs and priorities identified and addressed in the different GRB initiatives?	Evidence that research, studies and data on women's needs and priorities have been collected, analyzed and reflected in UN Women's approach to addressing GRB  Extent to which UN Women GRB interventions take into account/address the identified needs of target populations (i.e. unemployed, economically inactive and rural women)  Degree to which women's groups and organisations were consulted during the design and implementation of the project	Document Analysis Social Inquiry (Interviews)	ECA Region
4	To what extent findings and recommendations from the evaluation of the GRB regional project phase I were considered in the project's phase II, including the establishing of a performance monitoring framework to track the achievement of results in the four countries covered by the project?	Number of findings/recommendations implemented  Extent to which the recommendations are addressed in the management response to the past evaluation	Document Analysis (evaluation management response; Project Document; Logical Framework/ PMF) Social Inquiry (Interviews)	GRB Regional Project

5	To what extent was the GRB regional project work relevant to country systems and policies related to finance, public sector reform, budget reform, EU accession, decentralization, and aid effectiveness?	Concrete links between GRB programs and national and local policy priorities, reform initiatives, and political narratives.	TOC Mapping Critical Systems Heuristics Outcome Harvest Outcome Panel	GRB Regional Project
6	To what extent has the GRB regional project been aligned to other strategies and policies on gender mainstreaming in the different countries where it has been implemented and in particular on budgeting at the central and local levels?	Extent to which GRB programming is aligned with: <ul style="list-style-type: none"> <li>• a. National strategies, laws, policies and programmes</li> <li>• b. Work of other UN agencies and multilateral organizations</li> <li>• c. Inter-agency networks and joint policies on GRB</li> <li>• d. UN priorities</li> </ul> Extent of duplication in the activities of UN Women and its key partners  Nature and extent of complementarity, synergy and co-ordination between UN Women and its key partners  Evidence of efforts by UN Women to link GRB strategies/programming with key development priority areas  Extent to which UN Women has been able to influence UNCT/UNDAF programming, particularly in relation to GRB/engendering of governance initiatives	Document Analysis Social Inquiry (Interviews)	GRB Regional Project

**EFFECTIVENESS: the extent to which the development intervention’s objectives were achieved, or are expected to be achieved, taking into account their relative importance**

7	<b>What evidence exists to support claims that UN Women’s GRB portfolio in ECA is contributing to gender equality and making an impact on the advancement of women’s rights?</b>	Availability of evidence validating levels of TOC and HRBA/GE: budgets and programs reflect GE concerns, stronger oversight, exchange of knowledge, and production of evidence	TOC Mapping Document Analysis Observation/Critical Theory Outcome Harvest Outcomes Panel Social Return on Investment Social Inquiry (Interviews)	ECA Region
8	How do the political, economic, social and institutional contexts affect UN Women’s GRB work in the ECA region and the achievement of expected results?	Extent to which political, economic, social and institutional context supported/hindered achievement of results	TOC Mapping Critical Systems Heuristics Document Analysis	ECA Region
9	What key indicators, processes and variables are strategic for tracking and measuring progress in GRB processes in the ECA region?	Evidence from TOC Degree to which Project PMF captures GRB progress and results	TOC Mapping Observation/Critical Theory Outcome Harvest Social Return on Investment Summit	ECA Region

10	<b>What are the results of the regional GRB project Phase II? Why and how were these results achieved? What are the good practices, lessons learned and challenges?</b>	Extent to which project targets met  Extent to which interventions are aligned with TOC/intended results? Evidence of contributions to the different levels of the TOC	Document Analysis Observation/Critical Theory Outcome Harvest Outcomes Panel Social Return on Investment Social Inquiry (Interviews) Video Stories	GRB Regional Project
11	To what extent has the approach followed by the GRB project Phase II been effective in establishing a performance monitoring system and measuring the progress towards the achievement of results in the different countries?	Extent to which project monitoring and reporting is results-based  Ability of project staff to effectively measure and monitor progress (using baseline data)  Extent to which monitoring data is updated, collected and used to assess progress  Degree of donor satisfaction with ability of project management to produce results-based reports	Document Analysis (Project Document, PMF, quarterly reports) Observation/Critical Theory Social Inquiry (Interviews)	GRB Regional Project
<b>EFFICIENCY:</b>				
12	To what extent were resources managed by GRB Regional Project in a transparent and accountable manner (at all levels) to promote equitable and sustainable development?	Evidence of five 'E's: economy efficiency, effectiveness, cost effectiveness, equity <sup>8</sup> .  Alliances and networks; Ministry of Finance capabilities; analysis of selected budgets and programs; capacity of selected local governments; capacity of experts and CSOs; knowledge and capabilities of politicians.	Document Analysis Social Inquiry (Interviews) Social Return on Investment	GRB Regional Project
13	To what extent has UN Women's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the programme?	Adequacy of UN Women's organizational assets, structures capabilities (in terms of financial and human resources)  Effectiveness of UN Women internal coordination/communication (vertical/horizontal) mechanisms for GRB results	Document Analysis Observation/Critical Theory Social Inquiry (Interviews)	GRB Regional Project
14	What measures have been taken during planning and implementation to ensure that resources are efficiently used towards the achievement of results?	Evidence of cost-benefit analysis  Use of expertise/resources from past project implementation	Document Analysis Social Inquiry (Interviews)	GRB Regional Project
15	To what extent have the outputs been delivered in a timely manner?	Degree to which project results and activities were implemented within the specified project timeline	Document Analysis Outcomes Panel	GRB Regional Project
16	To what extent has the GRB Regional Project management structure facilitated (or hindered) good results and efficient delivery?	Extent to which project management supported the achievement of results	Document Analysis Observation/Critical Theory Social Inquiry (Interviews)	GRB Regional Project

<sup>8</sup> Economy: assess the degree to which inputs are being purchased in the right quantity and at the right price. Efficiency: assess how efficiently the project is delivering its outputs, considering the rate at which intervention inputs are converted to outputs and its cost-efficiency. Effectiveness: assess the quality of the intervention's work by assessing the rate at which outputs are converted into outcomes and impacts, and the cost-effectiveness of this conversion. Equity: degree to which the results of the intervention are equitably distributed.

**SUSTAINABILITY:** the continuation of benefits from a development intervention after major development assistance has been completed, the probability of continued long-term benefits and the resilience to risk of the net benefit flows over time

17	To what extent have GRB initiatives supported by UN Women in the ECA region and in particular the GRB regional project been successful in embedding participation, capacity and policy frameworks of relevant stakeholders?	Capacity of local and national government; changes in budget documents and guidelines; CSO capacity; dialogue between government and CSO	Critical Systems Heuristics Document Analysis Critical/Observation Theory Social Inquiry (Interviews)	ECA Region
18	To what extent have the GRB initiatives been successful in making the linkages and agreements that would ensure the continuation of work on GRB? What factors are/will be critical to sustainability?	Extent to which partnerships/agreements are in place to sustain GRB work  Relationship between government finance and gender machineries  Likelihood of GRB work continuing without UN Women (technical and financial) support	Document Analysis Outcomes Panel	ECA Region
19	<b>In the context of the GRB Regional project, what evidence is there that achievements will be sustained? And what specific activities do government, civil society organizations, or others indicate they will continue regardless of whether UN Women support continues?</b>	Extent to government/non-governmental capacities to sustain GRB work without UN support  Degree of support required to sustain project results Critical mass of professionals  Duplication and replication	Document Analysis Critical/Observation Theory Social Inquiry (Interviews)	GRB Regional Project

## HUMAN RIGHTS AND GENDER EQUALITY

20	To what extent have GRB projects been aligned to normative instruments, concluding observations and joint declarations?	Extent to which project design/interventions/results support implementation of CEDAW COs  Extent to which programs contribute to progressive realization of WHRs, protecting a minimum core of rights, and refrain from retrogressive measures	Document Analysis	GRB Regional Project
21	<b>What evidence is there for GRB initiatives having created an enabling environment for addressing the underlying causes of gender inequality and marginalisation?</b>	Implementation and realization of CEDAW principles: non-discrimination, substantive equality, participation, and transformation of relations	Document Analysis Observation/Critical Theory Outcome Harvest Social Inquiry (Interviews)	ECA Region
22	How well positioned is UN Women to address the main structural barriers to gender equality through GRB?	Extent to which GRB project design is informed by a comprehensive analysis of gender equality barriers  Extent to which interventions address problems (set out in ToC)	Critical Systems Heuristics Observation/Critical Theory Social Inquiry (Interviews) Summit	ECA Region

# ANNEX C: ETHICS

## 1. Independence and Impartiality.

The evaluation team will remain independent from UN Women and the evaluand at all times. Clear reasons for evaluative judgments, and the acceptance or rejection of comments on evaluation products will be given. The final report will make clear that it is the view of the evaluation team, and not necessarily that UN Women – who may articulate its voice through a Management Response. Evaluation team members will be required to report any real or perceived Conflicts of Interest. These will be assessed by the team leader and addressed appropriately and transparently.

## 2. Credibility and Accountability.

The evaluation team will seek to use best evaluation practices to the best of their abilities at all times. ImpactReady will appoint an evaluation coordinator to help ensure that commitments are met in the timeframes specified, or that the evaluation manager is advised ahead of time so that mitigating action can be taken.

## 3. Rights to self-determination, fair representation, protection and redress.

The evaluation team will seek to use best evaluation practices. All data collection will include a process of ensuring that all contributors and participants give genuinely free, prior and informed consent. We will implement a three-stage consent process through which contributors are given multiple opportunities to refuse, grant or withdraw their consent based upon clear understandings of the persons/institutions involved, the intention of the process, and possible risks or outcomes.

## 4. Confidentiality

All data will be held on secure databases under the UK Data Protection Act, with ImpactReady as the Data Controller. All information will be used and represented only to the extent agreed to by its contributor. When information is presented in reports accepted

ethnographic norms will be applied. Where information is made available as open data, it will be stripped of identifiable information.

## 5. Avoidance of Harm.

The evaluation team will work with local UN Women offices to identify vulnerable groups prior to workshops, and to ensure that any participatory processes are responsive to their needs.

## 6. Accuracy, completeness and reliability.

During the Inception Phase, the evaluation will identify the most appropriate data solution for the final evaluation framework (e.g. Evernote, SQL, Nvivo). This will be implemented to ensure that all evidence is tracked from its source to its use and interpretation. The Inception Phase will also be used to test and refine data collection instruments.

## 7. Transparency.

acked from its source to its use and interpretation. The Inception

The evaluation will seek the permission of UN Women to make available anonymised primary data as Open Data. All data collection and analysis tools and processes will be included in an annex to the final report.

## 8. Reporting.

The outcome of the evaluation will be communicated through a participatory validation process and multiple accessible evaluation products.

## 9. Acknowledgement.

If any incidences of ethical wrongdoing are encountered during the evaluation, these will be reported to an independent Senior Partner, Tim Hartley, who will be responsible for investigating and informing the relevant parties in UN Women Regional Office, and any relevant law enforcement agency.

# ANNEX D: DATA COLLECTION TOOLS

## EVALUATION INTERVIEW PROTOCOLS

### Final Evaluation of the first phase of the project “Promoting Gender Responsive Policies and Budgets in South-East Europe” (2011-2013) (PGRP-SEE):

1. Regional and country-level UN Women management and staff
2. Country-level and regional-level partners (including CSOs, donors, UN, EU, OSCE)
3. Country-level and municipal-level duty bearing stakeholders (including government, CSOs, and implementing partners)
4. Municipal-level rights holding stakeholders (including indirect beneficiaries and excluded groups – see stakeholder analysis)

The questions are based on the Evaluation Matrix and linkages to the evaluation criteria are included within each protocol. During the data collection phase of the evaluation, these interview protocols will be further tailored and customized for each stakeholder group to take into account the role, relevance and contribution of each stakeholder.

### Standardized Introduction for Interviews

During each interview, the following standardized introductory points will be used by the Evaluation Team members conducting each interview:

- ImpactReady (a partnership based in the UK that works around the world on evaluation, programme design and social enterprise) is leading a regional evaluation of
- UN Women’s work on gender-responsive budgeting in the Europe and Central Asia region.
- The primary purpose of this evaluation is to support UN Women to establish a region-wide strategic view on its approach to, and results from work on GRB
- The evaluation will help to enhance future interventions as well as identify good practices and lessons learnt from GRB work across the region.



- Whilst the evaluation is visiting the GRB regional project (implemented between
- 2013 and 2016 in Albania, BiH, FYR of Macedonia and Moldova), the evaluation will also systematise lessons from all the different GRB initiatives supported in the region (including in Kosovo, Kyrgyzstan, Ukraine, Serbia and Turkey).
- The evaluation is required to be completed in sufficient time to be discussed at a summit workshop with the Evaluation Reference Group on 19 October 2016.
- Thank you for agreeing to this interview, which will take between 45-60 minutes.
- We would like to take notes and/or recordings for our records. All interviews are confidential, in that information you provide will only be reported in aggregate, summarizing all key informant interviews without attribution to the sources unless we have your specific permission to do so.

## Guiding Questions for Country Case Study Visits

No	Guiding Questions	Link to Evaluation Matrix
	Can you briefly describe your role within UN Women? Since when have you been in your position?	Introductory
1	How were the needs and interests of project stakeholders assessed? How relevant and responsive has the project been to the identified needs, priorities and rights of beneficiaries?	Relevance & HR/GE (Q3 & Q5)
2	To what extent were the proposed project strategies relevant and able to be adapted to the country context?	Relevance, effectiveness (Q1 & Q6)
3	To what extent has the project reinforced and been aligned with other thematic areas of UN Women's work?	Relevance (Q6)
4	<p>What has been the progress towards achievement of the expected outcomes and results? What are the main results achieved?</p> <p>a. To what extent do sectoral programmes and budgets at the central and local levels better reflect GE concerns?</p> <p>b. To what extent is there strengthened oversight of central and local government policies, programmes, plans and budgets towards GE commitments (within the government, and outside the government by CSOs/MPs)?</p> <p>c. How has the exchange of knowledge on GRB facilitated replication of good practices and lessons learnt?</p> <p>To what degree were the results achieved equitably distributed among the targeted stakeholder groups?</p>	Effectiveness & HR/GE (Q10)
5	What factors (either facilitators or barriers) had the greatest influence on the effectiveness and achievement or non-achievement of project results?	Effectiveness (Q8 & 10)
6	To what extent did the project results contribute to addressing the underlying causes of inequality and discrimination? How have the rights and needs of rural, unemployed and economically inactive women been assessed and addressed through the project?	Effectiveness & HR/GE (Q10, 22 & 23)
7	To what extent have the project's results frameworks and monitoring mechanisms enabled UN Women to measure progress towards results?	Effectiveness (Q4 & 11)
8	To what extent has the project been cost effective? Could the results have been achieved at a lower cost or by adopting alternative approaches/delivery mechanisms? What mechanisms were in place to ensure that resources were efficiently used?	Efficiency (Q12)
9	To what extent has UN Women's organisational structure, managerial support and coordination mechanisms effectively supported the delivery of project results?	Efficiency (Q13)
10	What currently works well in relation to the project management structure? What suggestions do you have for making it more effective?	Efficiency (Q16)
11	To what extent has the project been able to utilize existing local capacities (of duty bearers and rights holders) and resources and tools developed during the first phase of the project to achieve project results?	Efficiency, Sustainability & HR/GE (Q4 & 14)
12	If the project were to end, what is the likelihood that the benefits will be maintained for a reasonable long period of time? (Highly likely, likely, somewhat likely, not likely) What factors are critical to sustainability of the project results?	Sustainability (Q 19 & 20)

No	Guiding Questions	Link to Evaluation Matrix
13	How 'institutionalised' is GRB capacity? How well are institutions (at central and local levels) capacitated to sustain and apply GRB? To what extent is there commitment and technical capacity to sustain GRB work?	Sustainability & Effectiveness (Q 4, 19 & 20)
14	<p>To what extent has the project enabled civil society and women's organizations to participate in, and effectively influence, the entire budgetary cycle? What is the likelihood that CSOs will continue to be involved in the planning, budgeting and monitoring process after the project?</p> <p>Lessons learnt: Based on your experience with the project which approaches and strategies do you think are the most effective in advancing GRB?</p> <p>Do you have any additional comments or observations that you would like to share with us?</p>	<p>Sustainability, Effectiveness &amp; HR/GE (Q7, 10, 17 &amp; 18)</p> <p>Lessons Learnt/ Effectiveness</p>
15	<p><b>Request to appear to camera.</b></p> <p>Would you be willing to contribute to a learning video by talking to camera about the X innovation in gender responsive budgeting here, to help people better understand and learn from this experience?</p> <p>"INSERT QUESTION" (Who: Describe who or what your story will follow; Reflection: Leave your audience with the meaning or significance or what happened.)</p>	<b>Video and sound</b>

## Direct outcome groups: Government, CSO/Women's Groups, MPs and Academia Civil servants in line ministries and units of local self-governmen

Capacity to effectively apply GRB in budget planning processes.

No	Guiding Questions	Link to Evaluation Matrix
1	<b>Can you briefly describe your position and involvement and cooperation with UN Women through its project to support Gender Responsive Budgeting?</b>	Introductory/ clarification of stakeholder role and linkage to GRB work
2	<p><b>How relevant is UN Women's work on gender responsive budgeting to your context?</b></p> <ul style="list-style-type: none"> <li>Alignment with the needs/priorities of ministry/government/organisation</li> <li>Project approaches and strategies relevant and adapted to the country context</li> </ul>	Relevance (Q1 7 Q6)
3	<p><b>What changes have you seen in the capacity of government to support the practice of gender responsive budgeting in planning, programming and evaluation?</b></p> <ul style="list-style-type: none"> <li>How much sectoral programmes and budgets at the central and local levels better reflect GE concerns</li> <li>Strengthened oversight of central and local government policies, programmes, plans and budgets towards GE commitments (within the government, and outside the government by CSOs/MPs)</li> <li>Exchange of knowledge on GRB facilitated replication of good practices and lessons learnt</li> </ul>	Effectiveness & HR/GE (Q10)

No	Guiding Questions	Link to Evaluation Matrix
4	<b>Do you have any examples of sector or local budgets being changed as a result of gender analysis?</b>	
5	<b>To what extent has the participation of women’s groups in planning and budgeting processes at the local level increased? To what extent can this be attributed to the project? Can you provide examples where women’s groups have been able to directly influence planning/budgeting processes (and where this resulted in increased budget allocations to address their needs and priorities)?</b>	
6	<b>How are you tracking or monitoring allocation of funds to support GE?</b>	
7	<b>What are the biggest supporting and hindering factors to gender responsive budgeting in this context; and has UN Women responded to these?</b> <ul style="list-style-type: none"> <li>• Factors with the greatest influence (positive and/or negative) on the effectiveness of GRB work in the country</li> </ul>	Effectiveness (Q8 & 10)
8	<b>What is the likelihood that the practice and benefits of GRB will be continued in the future by national and local governments?</b> <ul style="list-style-type: none"> <li>• Likelihood that the benefits will be maintained for a reasonable long period of time? (Highly likely, likely, somewhat likely, not likely)</li> <li>• What factors are critical to sustainability of the project results?</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Institutionalised’ GRB capacity</li> <li>• Institutions (at central and local levels) capacitated to sustain and apply GRB</li> <li>• Commitment and technical capacity to sustain GRB work across the government</li> </ul>	Sustainability (Q 19 & 20)  Sustainability & Effectiveness (Q 4, 19 & 20)
9	<b>To what extent is disaggregated data available on final beneficiaries of fund allocations by sector?</b>	
10	<b>To what extent have the government and other countries in the region been able to share and apply lessons about gender responsive budgeting?</b> <ul style="list-style-type: none"> <li>• Ministry/government/organisation able to utilise and learn from good practices and experiences of other countries in the region in supporting GRB</li> <li>• Effective approaches to knowledge sharing at the regional level (i.e. study visits, regional workshops/trainings).</li> </ul>	Effectiveness (Q10)
11	<b>Do you have any additional comments or observations that you would like to share with us?</b>	
12	<b>Request to appear to camera.</b> The case study is exploring X innovation. Are you aware of this work?  Would you be willing to contribute to a learning video by talking to camera about how the work was applied in order to help people better understand this innovation?  “INSERT QUESTION” (Then this happened ...: Show the next moment in the sequence.)	<b>Video and sound</b>
	<ul style="list-style-type: none"> <li>• Approaches and strategies that are the most effective in advancing GRB</li> </ul>	Lessons Learnt/ Effectiveness

# ONLINE SURVEY

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**1. What have been the main changes/results your Country Office has attempted to achieve through your work on GRB (please check all the boxes that apply):**

- Changes in policies and regulatory frameworks for planning and budgeting to mandate GRB
  - Changes in national capacity to apply GRB
  - Changes in local capacity to apply GRB
  - Changes in sector plans and budgets
  - Changes in monitoring frameworks and systems inside government including indicators and budget analysis
  - Changes in monitoring frameworks and systems outside government including MP/citizen monitoring/budget watchdog role and budget analysis
  - Changes in citizen participation – identifying women’s needs and priorities in order to influence strategies, policies and budgets
  - Others (please specify)
- 

**2. Please indicate actual changes that have been achieved that can be directly attributed to UN Women GRB project interventions in your country**

- Strengthened policies and regulatory frameworks for planning and budgeting to mandate and facilitate GRB
- Civil servants at the national and local level have an increased understanding of GRB
- Increased national capacity to develop gender responsive policies, programmes and budgets
- Increased local capacity to develop gender responsive policies, programmes and budgets
- Sector policies, strategies, plans and budgets reflect gender equality concerns better
- Policies, plans, strategies and budgets at the local level reflect gender equality concerns better
- Monitoring frameworks and systems, including budget indicators and analysis, are more gender responsive

- Members of Parliament have an increased understanding of GRB
  - Members of Parliament are effectively monitoring and advocating for gender equality commitments
  - Civil Society Organisations have an increased understanding of GRB
  - Civil Society Organisations are effectively monitoring and advocating for gender equality commitments
  - Increased ability of women’s groups to define and articulate their needs and priorities in order to influence strategies, policies and budgets
  - Others (please specify)
- 

**3. Please identify the main target groups of GRB intervention strategies in your country**

- Civil servants in line ministries
  - Local government
  - Ministry of Finance
  - Gender mechanisms finance
  - Civil Society Organisations (CSOs)
  - Local women’s organisations
  - Members of Parliament
  - Academia
  - Others (please specify)
- 

**4. Please identify the main target groups of GRB intervention strategies in your country**

- Building capacity of local/national governments on gender-responsive approaches in planning and budgeting and citizen’s participation
- Advocacy for select programmes to include gender equality proposals and budgets
- Initiating changes in budget documents, guidelines and templates to reflect GRB and promote institutionalisation of GRB

- Initiating changes in budget documents, guidelines and templates to reflect GRB and promote institutionalisation of GRB
- Building CSO capacity to monitor and analyse programmes and budgets and to formulate and defend proposals through dialogue and advocacy with the government
- Building the capacity of Members of Parliament to monitor and analyse budgets from a gender perspective and to support GRB
- Generating a critical mass of professionals in the field of GRB through alliances with academia and GRB networks/organisations
- Supporting academic research/discussions on gender and economic issues
- Others (please specify)

**5. Based on your work on GRB, which approaches and strategies used in the project do you think were the most effective for advancing GRB? (Please outline the approaches/strategies and the reasons why you think they were effective).**

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**6. In your view, which of the below factors were the most significant in positively influencing GRB programming results in your country (please rank in order to influence with 1 being the most influential and 5 being the least)**

- MOF leadership for GRB
- Influence of gender equality mechanisms (vis-à-vis other line ministries)
- Adoption/strengthening of laws, policies and strategies mandating GRB
- International/EU commitments and standards on gender equality
- Public finance reforms/shift towards programme-based budgeting
- Others (please specify)

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**7. In your view, which of the below factors posed the greatest challenge to achieving GRB programming results (please rank in order of challenge with 1 being the most significant challenge and 5 being the least)**

- Lack of MOF leadership for GRB
- Low prioritization of gender equality issues by the government
- Lack of influence of gender equality mechanisms (vis-à-vis other line ministries)
- Political instability
- Lack of donor funds
- Gender stereotypes and patriarchal norms
- Others (please specify)

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**8. Please explain how the political, economic, social and institutional contexts have affected GRB work in your country and the achievement of expected results?**

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**9. How were women's needs and priorities identified and analysed during the design, implementation and monitoring of your GRB programming?**

- Consultation with women's groups during the design and implementation of the project
- Baseline assessment
- Needs assessment
- Use of research, studies and data on women's needs and priorities was collected, analysed and reflected in project document/design of project interventions
- Monitoring data was collected from women's groups during implementation of the project
- Other (please specify)

**10. To what extent have GRB initiatives in your country been effective in embedding the participation of civil society and women's organisations in the entire budget cycle?**

**Effective in embedding participation in:**

- Policy development
- Planning and priority setting
- Programming and budgeting
- Execution
- Monitoring and evaluation

**Effective in supporting participation at the:**

- Regional level
- National level
- Country level

**Effective in supporting participation of:**

- Members of Parliament
- Civil society at the national level
- Civil society at the local level
- Women's groups/networks at the national level
- Women's groups/networks at the local level

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**11. To what extent has your County Office been able to utilise and learn from good practices and experiences of other countries in the region in supporting GRB?**

- Frequently
- Sometimes
- Rarely

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**12. How effectively has knowledge-sharing and the exchange of practice related to GRB been supported across the region by UN Women?**

- Very effectively
- Effectively
- Somewhat effectively
- Not at all effectively

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**13. Which approaches for knowledge-sharing do you think were the most effective?**

- Study visits to countries

- Regional workshops to exchange experience and lessons learnt
- Regional trainings
- Development of regional publications (i.e. manuals, guidelines, etc.)
- Other (please specify)

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**14. What factors do you think are the most critical for the sustainability of GRB achievements/results in your country? (Please rank in order of importance with 1 being the most critical and 5 being the least).**

- Donor funding
- Legal frameworks
- Integration of GRB into budget policies/budget call circular/guidelines
- Political leadership for GRB at the national/local level
- Capacity of MOF to effectively lead GRB
- Capacity of line ministries/local authorities to effectively implement GRB (conduct gender analyses and apply analyses to policies, programmes and budget)
- Existence of indicators to monitor and measure changes in gender responsiveness of budget allocations and identify beneficiaries
- Other (please specify)

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**15. What evidence is there to demonstrate that UN Women's work on GRB in your country is addressing the underlying causes of gender inequality and making an impact on the advancement of women's rights? Please share any evidence or stories of change that you have collected during the implementation of your GRB work.**

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**16. Please tell us about any innovative initiatives and approaches in GRB programming that you were able to apply to your work on GRB.**

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# ANNEX E: GUIDANCE NOTE FOR VIDEO STORIES

Collect short simple videos with your smart phone of people talking about a specific innovation in GRB that the country office wants to share with the rest of the region.

- Choose a quiet spot with a neutral background
- Capture clear sound – sound is crucial. Choose a quiet location with no background noise
- Frame the storyteller. For the audience to be able to connect with the storyteller, the faces and body language should be clearly visible in the frame.

## Storyboard

Think about interviewing a different person for each of the following ‘scenes’:

Video storyboard	Possible source
Who: Describe who or what your story will follow.	UN Women
When and where: Show the backdrop or setting for what happened.	CSO or UN partner
This happened ...: Describe the first thing that happened.	National government
Then this happened ...: Show the next moment in the sequence. Then this happened ...: Show the final action that occurred.	Municipal government Target women
How it ended: Describe the aftermath. How did things end up? Was there an unexpected twist?	Target women
Reflection: Leave your audience with the meaning or significance or what happened.	UN Women



# ANNEX F: STAKEHOLDER CONSULTATION LIST

146 women, 35 men, 181 total

## Regional

Stakeholders	Number Consulted	Female	Male	Data Collection Method
Deputy Director, UN Women Regional Office for ECA	1	1	0	Semi-structured interview (SSI)
Evaluation Reference Group	5	5	0	SSI
ADA	1	1	0	SSI
Regional WEE Advisor	TBC	0	0	SSI
GRB Project – Albania National Project Coordinator	1	0	1	SSI
GRB Project – BiH National Project Coordinator	1	1	0	SSI
GRB Project – FYR Macedonia National Project Coordinator	1	1	0	SSI
GRB Project – Moldova National Project Coordinator	1	1	0	SSI
Georgia UNW CO	2	1	1	SSI
Kosovo UNW CO	TBC	0	0	SSI
Serbia UNW CO	2	2	0	SSI
Kyrgyzstan UNW CO	5	3	2	SSI
Turkey UNW CO	1	1	0	SSI
Ukraine UNW CO	1	1	0	SSI
<b>Total Number of Stakeholders Consulted</b>	20	16	4	

## Case Studies

### Albania

Institution	Position	Gender f/t/m
UN Women	Country Office Representative	M
UN Women	GRB Regional Project Manager	F
UN Women	Policy Socialist, GRB and Statistics	M
UN Women	Gender Equality Facility Team Leader	F
UN Women	National Programme Coordinator, Women Economic Empowerment Programme	F
Ministry of Finance	Director of Medium-term Budget Programme,	M
Ministry of Finance	Head of Social Statistics, Institute of Statistics of Albania (INSTAT) and Member of the GRB Board	F
Ministry of Social Welfare and Youth	Head of Gender Equality Sector in the Directorate of Social Inclusion and Gender Equality	F
Gender Alliance for Development Centre (GADC)	Executive Director	F
University of New York in Tirana	Professor	F
Municipality of Tirana	Deputy Mayor	F
Municipality of Fier	Gender Equality / DV Specialist	F
Municipality of Fier	Tourism directory	F
Epoka e Re youth center, Fier	Project coordinator	F
Albanian Network for European integration (ANEI)	Executive Director	M
Milieukontakt Albania	Executive Director	F
National expert	Member of GRB Technical Body	F
Ministry of Finance	Technical Adviser to the Ministry of Finance	F
Ministry of Urban Development	Head of Housing Sector	F
Institute of Statistics of Albania (INSTAT)	Representative	F
Ministry of Justice	Head of Finance, Penitentiary Directorate	F
Ministry of Culture	Specialist, Directorate of Culture and Art	F
Ministry of Culture	Specialist, Directorate of Cultural Heritage	F
Change organization	Executive Director	M

## Bosnia and Herzegovina

Institution	Position	Gender f/t/m
UN Women	Representative	F
UN Women	Programme Specialist	F
UN Women	Former GRB Coordinator	F
UN Women	GRB Project Assistant	F
Agency for Gender Equality	Senior Adviser	F
RS Gender Centre	Director	F
RS Gender Centre	Adviser	F
FBiH Gender Centre	Legal Associate	F
N/A	GRB consultant	F
Human Dimension Department OSCE	National Programme Officer	M
FBiH Parliamentary Assembly Faculty of Economics,	Member	F
FBiH Gender Centre	Legal Associate	M
FBiH Employment Bureau	Head of Employment sector	M
FBiH Ministry of Health	Head of Finance Sector	F
Agency for Gender Equality	Director	F
Agency for Gender Equality	Senior Advisor	F
Parliamentary Assembly of BiH	Chairman of the Commission for Gender Equality and member of the Committee for Budget and Finance	M
ADA	Regional Project on Anti-corruption Program and Outreach Officer	F
USAID SGIP	Director, of Party at the Project Strengthening Governing Institutions and Processes,	M
USAID SGIP	Deputy Chief of Party at the Project Strengthening Governing Institutions and Processes	F
OSCE	Field coordinator	M
OSCE	Field coordinator	F
Parliamentary Assembly of BiH	Secretary of the Commission for Gender Equality	M
Zavidovici Municipality	Assistant of the Mayor	F

Institution	Position	Gender f/t/m
Lukavac Municipality	Team member for the implementation of the GRB Action Plan	M
Bratunac Municipality	Director UZ“Priroda	F
City of Siroki Brijeg	Head of the center for the provision of services to citizens	F
City of Siroki Brijeg Commission for Gender Equality	Head	F
N/A	GRB consultant	M
Ministry of Finance RS	Deputy Minister	F
RS Gender Centre	Director	F
RS Gender Centre	Adviser	F
RS Gender Centre	Head of Department for Coordination, Education and Cooperation	F
RS Gender Centre	Consultant	F
Ministry of Agriculture, Forestry and Water Management RS	Adviser to the Minister	F
Women's handball team "Mira" Prijedor	President	F
Youth Council of RS, Prijedor	President of the female basketball club "Mladost" Prijedor and chairman of the board	M
City of Prijedor Youth Council	President	M
City of Prijedor	Head of Department of Budget	F
City of Prijedor	Officer for sport	M
City of Prijedor	Councillor and team member for the implementation of GRB in the City of Prijedor	M
City of Prijedor	Head of Department for the improvement of economy	F
FBiH Parliament Women Caucus	Member	F
European Association of Law Students	Practitioner	F
Association "Sehara" Gorazde	Project coordinator	F
KULT	Project coordinator	F
KULT	Project coordinator	F
CEI NAHLA	Head of department for project management and marketing	F
Association XY	Psychologist and coordinator	F
RS Gender Centre	Head of Department for Coordination, Education and Cooperation	F

## FYR Macedonia

Institution	Position	Gender f/t/m
UN Women	Head of Office/Gender Specialist	F
UN Women	Regional Project Manager	F
UN Women	Country Project Coordinator	F
UN Women	Country Project Assistant	F
NALAS	Project Officer	F
CRPM	Senior Researcher/Gender Equality Expert	F
Municipality Bogovinje	Head of Sector for Public Affairs	M
Municipality Bogovinje	Senior associate for Local economic development	F
N/A	Gender Equality Expert	F
Delegation of the European Union	Gender Focal Point	F
MLSP	Gender adviser	F
ZELS	Executive Director	F
ZELS	Project Coordinator	F
Swiss Embassy/Swiss Agency for Development and Cooperation	Senior National Programme Officer	F
National Parliament	MP member of Parliament/Commission for Equal Opportunities between women and men	F
Parliamentary Institute	Head of Parliamentary Institute	M
Ministry of Finance	Coordinator for Equal Opportunities	F
Reactor- Research in Action	Researcher	F
HERA	Program Coordinator	F
HERA	Gender Equality Expert	F
UNDP	Resident Coordinator	F
MLSP	State adviser	F
City of Skopje	Coordinator for Equal Opportunities	F
CRPM	Executive Director/Gender Equality Expert	F
Akcija Zdruzenska	Executive Director/Gender Equality Expert	F
N/A	Gender Equality Expert	F

Institution	Position	Gender f/t/m
Ministry of Culture	Coordinator for Equal Opportunities	F
Ministry of Health	Coordinator for Equal Opportunities	F
Ministry of Interior	Coordinator for Equal Opportunities	F
Ministry of Justice	Coordinator for Equal Opportunities	M
Municipality of Aerodrom	Coordinator for Equal Opportunities	F
Municipality of Aerodrom	Local Councillor	F
Municipality of Strumica	Coordinator for Equal Opportunities	F
Municipality of Bogovinje	Senior associate for Local economic development	F
Municipality of Shtip	Coordinator for Equal Opportunities	F
Municipality of Sveti Nikole	Coordinator for Equal Opportunities	F
Municipality of Mavrovo and Rostushe	Coordinator for Equal Opportunities	F
Municipality of Mavrovo and Rostushe	Associate for Local Economic Development	F
Municipality of Tetovo	Head of Finance Department	F

## Moldova

Name	Position	Gender f/t/m
UN Women	Country Representative	F
UN Women	National Programme Officer	M
UN Women	M&N Officer	F
UN Women	GRB Country Coordinator	F
UN Women	Women in Politics Programme Manager	F
UN Women	Women in Politics Programme Associate	
Elena Ratoi	Women in Politics Programme Officer	F
UN Women	National consultant	F
UN Women	Consultant	F

Institution	Position	Gender f/t/m
National Statistics Bureau	Head of Division, NSB	F
Academy of Economic Studies	Associate Professor, Doctor of Economics	M
ADA, Moldova	Program Manager	F
Mayor	Rusestii Noi Municipality	M
N/A	Local leader, Rusestii Noi	F
OHCHR	Manager	M
UNDP Democracy Program	Project Manager	M
UNDP Democracy Program	Senior Project Officer,	F
Women's Law Center	Director	F
Ministry of Labour, Social Protection and Family, Policy Department Equality between women and men	Deputy Head of Department	F
National Statistics Bureau, Gender department	Head of Division, NSB	F
Former JLDP Capacity Building Officer, MiDL, UNDP	Consultant	F
Congress of Local Authorities	Secretary	F
Academy of Economic Studies	Associate Professor, PhD.	F
Academy of Economic Studies	Associate Professor, PhD.	M
Academy of Economic Studies	Professor, PhD, head of department	M
National Platform for GE	Former President	F
Ministry of Finance	Deputy Minister	F
	Rusestii Noi Focus Group	3 M 17 F

# ANNEX G: DOCUMENTS CONSULTED

## General Background Documents

1. Beijing Platform for Action
2. Council of Europe Resolution on Gender-Responsive Budgeting
3. Country reports on the Convention on the Elimination of All forms of Discrimination against Women (CEDAW)
4. Mid-term Assessment of the “Gender Responsive Budgeting (GRB) in South East Europe (SEE): Advancing Gender Equality and Democratic Governance through Increased Transparency and Accountability in Albania, BiH, FYR of Macedonia and Serbia (2006-2010)”
5. Final Evaluation of the first phase of the project “Promoting Gender Responsive Policies and Budgets in South-East Europe” (2011-2013) (PGRP-SEE)
6. Final Evaluation: Integrating Gender Responsive Budgeting in Aid Effectiveness Agenda
7. United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2014-2017 “Making this the century for women and gender equality, UN Women Executive Board
8. IMF Working Paper, Research Department and Strategy, Policy, and Review Department Europe: A Survey of Gender Budgeting Efforts, Prepared by Sheila Quinn, July 2016.
9. Project Document: “Promoting Gender Responsive Policies in South East Europe – Phase II”
10. Project Logical Framework Matrix
11. ECA Regional Office Strategic Note and Annual Work Plan
12. Performance Monitoring Framework for regional project “Promoting Gender Responsive Policies in South East Europe and Republic of Moldova, Phase II”
13. Project Reports
14. Report on Regional Events and Study Visits
15. Baseline Assessment
16. Project Advisory Board Terms of Reference and List of Members, Project “Promoting Gender Responsive Policies in South East Europe (2013–2016)”
17. Powerpoint presentation: Gender Responsive Budgeting in South East Europe and Moldova, 3-4 December 2015, Istanbul, Turkey
18. Project Factsheet: Promoting Gender Responsive Policies in South East Europe and Republic of Moldova
19. Minutes of the 1st Project Advisory Board meeting for Promoting Gender Responsive Policies in South East Europe, phase II, 14 November 2014
20. Minutes of the 2nd Project Advisory Board meeting for Promoting Gender Responsive Policies in South East Europe, phase II, 3-4 December 2015
21. UN Women Inter-office Memorandum, Management of Work in Albania, Bosnia and Herzegovina, FYR Macedonia and the Republic of Moldova under the UN Women Regional Project ‘Promoting Gender Responsive Policies in South East Europe, 11 July 2014.
22. Final Report of the Two-day workshop on Men and Women in the Balkans, Tirana, Albania, 15-16 March 2016

## Project Documents

9. Project Document: “Promoting Gender Responsive Policies in South East Europe – Phase II”
10. Project Logical Framework Matrix
11. ECA Regional Office Strategic Note and Annual Work Plan
12. Performance Monitoring Framework for regional project “Promoting Gender Responsive Policies in South East Europe and Republic of Moldova, Phase II”
13. Project Reports
14. Report on Regional Events and Study Visits
15. Baseline Assessment
16. Project Advisory Board Terms of Reference and List of Members, Project “Promoting Gender Responsive Policies in South East Europe (2013–2016)”
17. Powerpoint presentation: Gender Responsive Budgeting in South East Europe and Moldova, 3-4 December 2015, Istanbul, Turkey
18. Project Factsheet: Promoting Gender Responsive Policies in South East Europe and Republic of Moldova
19. Minutes of the 1st Project Advisory Board meeting for Promoting Gender Responsive Policies in South East Europe, phase II, 14 November 2014
20. Minutes of the 2nd Project Advisory Board meeting for Promoting Gender Responsive Policies in South East Europe, phase II, 3-4 December 2015
21. UN Women Inter-office Memorandum, Management of Work in Albania, Bosnia and Herzegovina, FYR Macedonia and the Republic of Moldova under the UN Women Regional Project ‘Promoting Gender Responsive Policies in South East Europe, 11 July 2014.
22. Final Report of the Two-day workshop on Men and Women in the Balkans, Tirana, Albania, 15-16 March 2016

## Albania Documents

23. Country Office Strategic Note and Annual Work Plan
24. Country-level Performance Monitoring Framework



- 25.** Report of the Committee on the Elimination of Discrimination against Women, Concluding comments of the Committee on the Elimination of Discrimination against Women on the fourth periodic report of Albania (22 July 2016)
- 26.** Council of Ministers Decision No. 465 of 18 July 2012 on Gender Mainstreaming in the Medium-Term Budgetary Programme (2013)
- 27.** National Strategy for Development and Integration (2013-2020)
- 28.** Ministry of Finance and Ministry of Labour, Social Affairs and Equal Opportunities, Gender Responsive Budgeting in the Medium Term Budgetary Programme of Albania: A Guide to the Implementation of the Council of Ministers Decision No. 465.
- 29.** United Nations, Albania, “Government of Albania and United Nations: Programme of Cooperation (2012-2016)”
- 30.** Milieukontakt International Albania, Final Narrative Report: Gender responsive planning and budgeting of social services in the municipalities of Këlcyra and Përmet, July 2016
- 31.** Project Impact Fact Sheets for the Municipalities of Këlcyra and Përmet
- 32.** Change Centre, Final Narrative Report: Improvement of Public Services in Relation to Gender Equality, March 2015
- 33.** Project Impact Fact Sheets for the Municipalities of Sarandae and Vlore
- 34.** Advanced Studies Centre, Final Narrative Report: Gender Responsive Planning and Budgeting and Social Services in the Municipality of Tirana, July 2014
- 35.** Gender Alliance for Development Centre, Third report “Gender responsive planning and budgeting of local services in the Municipality of Tirana,” Reporting period: 15 October – 30 April 2016
- 36.** Conference Regional Conference on Gender Statistics, Tirana, 23-24 October 2014  
Summary: Summary on
- 37.** Press Release: Regional Conference on Gender Statistics in Albania
- 38.** Two-day training on gender statistics, Tirana, Albania, 3-4 June 2015
- 39.** Training report: Lessons Learnt from the Gender Budgeting Training Sessions
- 40.** Report about the Training on National Gender Responsive Planning and Budgeting, 3-5 June 2014 (Prepared by: Prof. Dr. Raimonda Duka - National Expert on GRB, Ma. Monika Kocaqi - National Expert on GRB, Katrin Schneider - International Expert on GRB)
- 41.** Report on the round table on the MTBP Guidance, March 2016
- 42.** Report on the 2nd training session on the process of inclusion of GRB in the MTBP, April 2016
- 43.** Report on Syllabus Adaptation and Contextualization of the GRB textbook and integration into the Curricula of Economic Faculty- Tirana University, Duration of Assignment – 9 November 2015 – 31 January 2016
- 44.** Report on Syllabus Adaptation, Luarasi University, Prepared by Altin S. Hoti, Deputy Rector, Dean of Economic Faculty, Luarasi University, March 2016
- 45.** Syllabus adaptation and contextualization of the GRB textbook and integration into the curricula of Faculty of Economy, UT, Prepared for UN Women by Mimoza Manxhari
- 46.** Gender Responsive Budgeting Rates in the MTBR: 2016-2018
- 47.** Infographic: Gender Responsive Budgeting Rates in the MTBR: 2016-2018
- 48.** Gender Responsive Budgeting in Brief (prepared for February 2014 Ministry of Social Welfare and Youth meeting)
- 49.** Translation of Article “Busses, Mayors and buses: GRB in Albania, prepared for ADA’s bulletin “World News”, Dolly Wittberger, 17 April 2014
- 50.** PFM Strategy Action Plan – 2014-2020, Action Plan and Monitoring indicators, for the implementation of the PFM Strategy 2014-2020.
- 51.** Government of Albania and United Nations, Programme of Cooperation 2012-2016, 2015 Progress Report
- 52.** Government of Albania and United Nations, Programme of Cooperation 2012-2016, Mid-term Progress Report, 25 June 2014

53. Government of Albania and United Nations, Programme of Cooperation 2012-2016, 2015 Programme Review, January 2015

54. Local news articles featuring GRB regional project

55. Overview of Amendments made to Law No. 7961, Code of Labour, dated 12.07.1995.

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56. Country Office Strategic Note and Annual Work Plan

57. Country-level Performance Monitoring Framework

58. Committee on the Elimination of Discrimination against Women, Concluding comments of the Committee on the Elimination of Discrimination against Women on the combined fourth and fifth periodic reports of Bosnia and Herzegovina (30 July 2013)

59. Gender Action Plan

60. Gender Strategy for Bosnia and Herzegovina

61. Assessment report on the status of the previous GRB initiatives in twelve municipalities in Bosnia and Herzegovina, March 2016

62. Municipality-specific conclusions and recommendations following based on the assessment of the local level gender responsive initiatives in the period 2011-2013

63. Narrative Report, Gender Centre of the Republika Srpska Government (August 2014 – October 2016)

64. Standard Letter of Agreement between the UN Entity for Gender Equality and the Empowerment of Women and the Gender Centre of the Federation of Bosnia and Herzegovina on the Implementation of Project “Promoting Gender Responsive Policies in South East Europe and Moldova, 25 April 2016

65. MOU (for Bratunac, Brcko, Sirjoki Brijeg and Zavidovici) on the implementation of the initiative for the introduction of gender responsive budgeting at the local level and background documentation (in Bosnian/Croatian/Serbian) related to implementation of the project.

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Support to Agriculture and Sports Activities” (June 2016)

67. Agenda and presentations from the Study visit to Ministry of Finance Republika Srpska, Program Based Budgeting and Gender Perspective Best practice exchange workshop: Bringing Gender Perspective to National Budgets, Banja Luka, Bosnia and Herzegovina, 30-31 March, 2016

68. Report on the regional event on good practices in promoting and mainstreaming gender and gender responsive budgeting (GRB) in academic curricula, 19 April 2016.

69. Mission Report on the Exchange visit to Stockholm, Sweden on Gender Responsive Policies for Members of Parliament from Albania, Bosnia and Herzegovina, the Former Yugoslav FYR Macedonia, and the Republic of Moldova, 07 October 2015

70. Gender Budget Analysis, Ministry of Human Rights and Refugees

71. Consultancy Reports on the implementation of the Assignment of National GRB Consultant – to develop and deliver Budget Literacy and Budget Monitoring with Gender Lenses training for gender advocates, experts and CSOs at local level (prepared by Sasa Leskovic and Faruk Hujic), November 2015

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75. Consultancy Reports on the implementation of the Assignment of National Consultant (BiH) to develop and conduct trainings for members of the BiH/FBiH/RS Parliamentary Committees on gender policy framework and gender issues in B&H (prepared by Faruk Hujic and Maida Cehajic), July 2015

**76.** Consultancy Report on the completion of the implementation of the Assignment of Gender Responsive Budgeting consultant to assist two municipalities in Republika Srpska (Samac and Prijedor) with GRB initiative in up to three sectors under the respective municipal competences (prepared by Dzenita Hrelja Hasecic, 13 December 2015)

**77.** Institute for Youth Development KULT, Final Report: Improvement of the Position of Rural Women in FBiH, May 2015

**78.** Statements from Mayors of Municipalities, Final Gender Responsive Budgeting Ceremony, 7 December 2015

**79.** Decision on the Establishment of the Coordination Group for Implementing the Strategic Plan for the Introduction of Gender Budget Responsibility in the Budget of the Federation of Bosnia and Herzegovina, 2013-2015.

**80.** Gender Analysis, FBiH and RS Ministries

**81.** Recommendations for Introducing GRB Initiative at the Local Level within the project “Gender--budgeting initiatives in municipalities of Istocno Novo Sarajevo, Istocna Ilidza, Pale, Sokolac, Trnovo and Istocni Stari Grad

**82.** Analysis and Recommendations for Inclusion of GRB into Budget Instruction No 2 (Cooperation between the Gender Centre of the Republika Srpska, supported by UN Women)

**83.** Gender Centre of the Republika Srpska Government, Information on activities conducted to introduce gender budgeting in the budget system of the Republika Srpska and in the local governments for the period from September 2014 to February 2015 (April 2015)

**84.** Conclusion of the Government of the Republika Srpska to accept Information on Activities Conducted to Introduce Gender Budgeting in the Budget System of Republika Srpska and at the Local Government Level for the period from September 2014 to February 2015

### **FYR Macedonia Documents**

**85.** Country Office Strategic Note and Annual Work Plan

**86.** Committee on the Elimination of Discrimination against Women, Concluding comments of the Committee on the Elimination of Discrimination

against Women on the combined fourth and fifth periodic reports of The former Yugoslav FYR Macedonia, Thirty-fourth session (22 March 2013)

**87.** Government of the FYR Macedonia, National Strategy for Gender Equality (2012–2020)

**88.** Government of the FYR Macedonia, National Action Plan for Gender Equality (2013–2016),

**89.** Government of the FYR Macedonia, Ministry of Labour and Social Policy, “Strategy for Introducing Gender Responsive Budgeting in the FYR Macedonia,” 2012-2017

**90.** United Nations Development Assistance Framework for the Former Yugoslav FYR Macedonia, 2010-2015

**91.** Performance Monitoring Framework for FYR Macedonia

**92.** Macedonia Methodology for Gender Responsive Budgeting for State Administration Bodies at the Central Level, May 2014

### **Georgia Documents**

**93.** Project Document, “Women for Equality, Peace and Development in Georgia II” (2013-2015)

**94.** Final Report to the Government of Norway on the Project “Women for Equality, Peace and Development in Georgia II” covering the period from January 2013 to December 2015

**95.** Final Evaluation of the Project “Women for Equality, Peace and Development in Georgia II” (2013-2015)

### **Kosovo Documents**

**96.** United Nations Kosovo Team, A Comprehensive and Inclusive Approach to Addressing Gender Based Violence in Northern Kosovo: Project Narrative Report, April 2015 - March 2016

**97.** UN Agency to UN Agency Contribution Agreement, UNKT Joint Programme against Gender Based Violence (2015-2017)

**98.** UNKT Joint Programme on Gender Based Violence/ Domestic Violence in Kosovo, Final Project Report: 1 January 2012 – 30 June 2015

**99.** Project proposal and Logical Framework for the extension to four northern-most municipalities: Support to addressing Gender Based Violence in

**100.** Evaluation Report of the Kosovo Programme against Domestic Violence and Action Plan 2011-2014

**101.** UNKT Joint Programme on Domestic Violence in Kosovo, MPTF Office Generic Annual Programme Narrative Progress Report, Reporting Period 1 January - 31 December 2014

**102.** Minutes of the UNKT Gender Based Violence Programme Board Meeting, 27 March 2015

**103.** UN Women, Mission Report on the Conference on the Challenges and Achievements of Women in the Region, 16 March 2015

**104.** Training Manual on GRB for the Coordination Mechanisms to Prevent and Respond to Domestic Violence, February 2013

**105.** Mid-term Review Report: Support to Addressing Gender Based Violence in Kosovo through Strengthening the Implementation of the Kosovo Law, National Action Plan and Strategy against Domestic Violence 2010-2013, Comprehensive and Inclusive Approach to Address Domestic Violence in three Pilot Municipalities (Dragash/Drage, Gjakova/Djakovica, and Gjilan/Gnjilane)

**106.** Comprehensive and Multi-sectoral Approach to Domestic Violence, 2015

### Kyrgyzstan Documents

**107.** Strategic Note: UN Women Country Office in the Kyrgyz Republic, 2015-2017

**108.** 2015 Annual work Plan Report for UN Women Country Office in the Kyrgyz Republic

**109.** Project Document and Logical Framework: Increasing Accountability in Financing for Gender Equality (F4GE), (EU/UN partnership on gender equality)

**110.** Gender-sensitive budgeting in the Kyrgyz Republic: Initiatives to promote gender-sensitive budgeting within the framework of UN Women and PF Innovative solution Inc. partnership project with the financial support of EU. Report Prepared by A. Niyazova, 2015

**111.** Increasing Accountability in Financing for Gender Equality (F4GE) Programme, Synthesis Report, November 2015

**112.** Progress report for period: February 2014-September 2015

**113.** Final Presentation for Country Office Staff, November 2015

**114.** About Gender Budget in Brief (Knowledge Product: Comic)

**115.** GRB Videos

### Moldova Documents

**116.** Country Office Strategic Note and Annual Work Plan

**117.** Committee on the Elimination of Discrimination against Women, Concluding comments of the Committee on the Elimination of Discrimination against Women on the combined fourth and fifth periodic reports of the Republic of Moldova (28 October 2016)

**118.** Country-level Performance Monitoring Framework

### Serbia Documents

**119.** UN Women Serbia, Annual Work Plan 2015

**120.** Advancing Women's Economic and Social Rights in Serbia and Montenegro Final Report to the Government of Norway, January 2010 – December 2013

**121.** UN Women, Providing Support to Institutional Development of Local Gender Equality Mechanisms and to Introduction of Gender - Responsive Budgeting at the Local Level in the 34 Municipalities of South and South-West Serbia, Final Progress Report to the United Nations Office for Project Services, December 2014 – January 2016

**122.** Overview of partner initiatives under project "Advancing Women's Economic and Social Rights in Serbia and in Montenegro"

**123.** Narrative Progress Report from the Provincial Secretariat for Economy, Employment and Gender Equality, Vojvodina (1 May – 31 December 2015)

**124.** Study Visit Report, Gender Responsive Budgeting in Austria, 19-21 November 2014

125. Process of GRB Introduction in Serbia: 2008-2016

**126.** Training Report, Training on Gender Responsive Budgeting for Budget Users at central level, 25-29 May 2015 (Report prepared by Elizabeth Klatzer and Sanja Nikolin)

**127.** Training Report, Training on Gender Responsive Budgeting for Provincial Secretariats in the Autonomous Province of Vojvodina, 21-25 June 2015 (Report prepared by Elizabeth Klatzer)

**128.** National Gender Equality Strategy 2016 – 2020 with the Action Plan 2016-2018

**129.** Provincial Secretariat for Labour, Employment and Gender Equality, “Towards Gender Budgeting in the Autonomous Province of Vojvodina,” Novi Sad 2009

## Turkey

**130.** Project Document, United Nations Joint Programme for Promoting the Human Rights of Women (September 2012 – 2015)

**131.** Final Report, United Nations Joint Programme for Promoting the Human Rights of Women (September 2012 – September 2015)

**132.** Gender-Responsive Budgeting Training Programme, Assessment of GRB Implementation in the Pilot Provinces, Achievements, Challenges, Opportunities, Recommendations, May 2015

**133.** Gender-Responsive Budgeting Training Programme, Consultation Meeting Report, Consultation Meeting with stakeholder from central and local level institutions on planning future GRB work, 21 April 2015 (Prepared by Metehan Gültasli and Elisabeth Klatzer)

**134.** Workshop Report, Follow-up Workshop for Public Administration officials & for members of CSOs and Women Studies Center from all pilot municipalities, 14-15 April 2015 (Prepared by Metehan Gültasli and Elisabeth Klatzer)

**135.** For Trainers on Gender Responsive at Municipal Level Manual, 2015

**136.** Gender Responsive Budgeting Manual for Municipalities, 2015

**137.** Brochure: Gender Responsive Budgeting at Local Administrations

**138.** Project Video

## Ukraine

**139.** Project documentation

## Other Relevant Documents for the Evaluation (identified and/or developed by the Evaluation Team)

**140.** Inception Phase Interview Reports

**141.** Mapping of UN Women GRB Initiatives across the ECA Region

## Evaluation Guidance Materials

**142.** Guidance note for Inception Reports, UN Women

**143.** UN Women Evaluation Handbook

**144.** UN SWAP Evaluation Performance Indicator and related Scorecard

**145.** UNEG Quality Checklist for Evaluation Terms of Reference and Inception Reports

**146.** UNEG Standards for Evaluation in the UN System 2005

**147.** UNEG Norms for Evaluation in the UN System

**148.** UNEG Code of Conduct for Evaluation in the UN System, UNEG

**149.** UNEG Ethical Guidelines for Evaluation

**150.** Integrating Human Rights and Gender Equality in Evaluation - Towards UNEG Guidance

**151.** DAC Principles for Evaluation of Development Assistance

**152.** Report on outcomes and get everyone involved: The Participatory Performance Story Reporting Technique, Dr Jessica Dart

**153.** SROI Network, A Guide to Social Return on Investment, January 2012

# ANNEX H: REGIONAL GRB PROJECT LOGICAL FRAMEWORK

	<b>Intervention logic</b> OO: Contribute to the implementation of commitments towards achieving gender equality	<b>Indicators</b> Describe the objectives of the action in an (objectively) verifiable and measurable manner. Define (SMART) how and based on what evidence the actual occurrence of a planned change can be observed or measured.	<b>Sources of Verification</b> Sources of Verification Are documents, statistics, reports and other sources of information, that allow checking the indicators	<b>Assumptions/ Risks</b> Are external factors that lie outside the control of the project management? Nevertheless they might have an (even decisive) influence on project success.
<b>Overall Objective</b> <i>Overarching development objective</i>	OO: Contribute to the implementation of commitments towards achieving gender equality	OOI Assessment of progress on gender equality in relevant international documents Assessment of National reports on the implementation of National strategies/commitments on Gender equality to the Government	(OOI) Review of international documents such as UPRs, CEDAW reports, EU enlargement progress reports Report produced by the Ministerial Body responsible on Gender to the government	n/a
<b>Project Purpose</b> <i>Changes projected by the intervention; the sustainable benefit for the target group/s</i>	OC 1: Sectoral programs and budgets at the central and local levels reflect better gender equality concerns.	OCI 1.a. Central and local level strategic planning and budget documents (BFP4, MTEF5, budget instructions and guidelines, templates reflect gender equality concerns OCI 1.b. Selected programs at central and local level include gender objectives and indicators OCI 1.c. Existence of municipal strategic plans which incorporate gender perspective OCI 1.d. Existence of amended policies which address gender gaps	(OCI 1.a-e) Review of sector programs, selected budgets, municipal strategic plans and policies before (project baseline study) and after intervention	<b>Assumptions:</b> *Relatively stable political situation at a country level and in the region *Long-term political commitment to gender equality and women's empowerment including to CEDAW and EU accession requirements related to gender equality * Elections will not lead to a stall in the work/efforts of the technical staff in the government institutions *Staff previously trained on GRB is willing to and enabled by the environment to integrate gender into policies, programme and budgets, including implementation and monitoring for results <b>Risks:</b> *Economic crisis used as a justification for sidelining GE concerns, incl. GRB * Rise in conservative political climate that will push for the "traditional" family values and thus against measures to improve gender equality, such as GRB

				<p>* Weak governance characterized by lack of synergies and alignment between national strategies and local one</p>
	<p>OC 2: Strengthened oversight of central and local government programs, policies and budgets towards gender equality commitments.</p>	<p>OCI 2.a. Availability of quality GRB analyses, budget monitoring reports and advocacy materials produced by gender advocates (gender experts, gender machinery, CSOs) at central and local levels; the dissemination of these reports OCI 2.b. MPs and local councilors involvement in gender responsive budget monitoring</p>	<p>(OCI 2.a.a) Review of available GRB analyses, their quality and dissemination (part of the baseline/post studies) (OCI 2.a.b) References of GRB analyses and their recommendations in sector plans and programs (OCI 2.b.a) Review of Minutes of the Parliamentary hearings, local councilors sessions, CSO Policy papers, minutes of the meetings and workshops with CSO and Government representatives during which findings are being discussed and considered to establish the number/nature of gender related questions raised by MPs and local councilors in the process of budget revision and/or approval (OCI 2.b.b) Review of Minutes of the Parliamentary Budget/ local councilor's hearings to establish the number and nature of gender related questions raised by MPs in the process of budget revision and/or approval</p>	<p><b>Assumptions:</b> * Willingness of governments to be subjected to oversight and to engage in participatory planning/decision making processes * Willingness of Ministries and local government units to cooperate with GRB experts (incl. CSOs and GE advocates) * Sound understanding of gender issues. Incl. GRB, by CSOs, MPs and local councilors * Strong CSOs or coalition of CSOs is able to monitor government's commitments to gender equality and advocate effectively for gender equality.</p> <p><b>Risks:</b> * Government units do not provide sufficient budget information to general public * Decision-makers favoring non-transparent processes that create room for favoritism and corruption * Weak governance structures and mechanisms</p>
	<p>OC 3: Exchange of knowledge and learning on GRB facilitates replication of good practices and lessons learned</p>	<p>OCI 3.a. Quality/Quantity of international and regional meetings/events held OCI 3.b. Evidence of experience and examples of good practice/lessons learned shared among GRB practitioners and experts OCI 3.c. Extent to which country-specific resources and knowledge products are adapted and used in other countries OCI 3.d. Engagement of GRB experts from the region in the region but outside of their national country</p>	<p>(OCI 3.a.) Evidence of international and regional meetings (incl. lists of participants, assessment of the quality/usefulness of the meetings) (OCI 3.b.) Number and quality of discussions through the roster team (OCI 3.c.) Project records and post study (OCI 3.d.) Project records and post study</p>	<p><b>Assumptions:</b> * Desire and good will across a broad spectrum of stakeholders to engage in knowledge sharing</p> <p><b>Risks:</b> * Public officials will be constrained by time and competing obligations to participate in the knowledge sharing events.</p>

<p><b>Expected Results</b></p> <p>Products and services provided by the intervention in order to achieve the planned changes at the level of the project purpose.</p>	<p>OP 1.1.: Increased capability and capacity of Ministries of Finance to institutionalize the integration of GRB</p>	<p>OPI 1.1.a Evidence that changes to make central and local level strategic planning and budget documents (BFP6, MTEF7, budget instructions and guidelines, templates) more gender responsive were initiated</p> <p>OPI 1.1.b. Changes in the budget related laws initiated in three countries (where relevant)</p> <p>OPI 1.1.c. Capacities and knowledge of public finance officials to include GRB into planning and budgeting</p>	<p>(OPI 1.1.a.a) Interviews/surveys with key experts</p> <p>(OPI 1.1.a.b) Review of official and internal records, including those reflecting the drafting, submission and approval of strategic planning and budget documents</p> <p>(OPI 1.1.b) Draft laws before and after intervention</p> <p>(OPI 1.1.c) Evidence of increased capacity (interview over time with public finance officials to assess change, relevance of change, and sustainability of change)</p>	<p><b>Assumptions:</b></p> <ul style="list-style-type: none"> <li>*Commitment to improve key budget documents by incorporating gender considerations</li> <li>*Environment that enables further capacity building of civil servants</li> <li>*Ministries of Finance and Gender Equality Mechanisms are willing and able to cooperate in order to support GRB initiatives</li> <li>*Low turn-over of key technical staff trained in gender at ministries/ governmental institutions</li> <li>* Continuation/roll-out of program budgeting</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>* Limited pool of regional economists capable to use gender analysis</li> <li>*potential reversal to the traditional of budget planning which will make GRB processes more challenging</li> </ul>
	<p>OP 1.2: Selected central and local programs (such as rural development, social protection and employment) and budgets are analyzed to respond to gender equality commitments</p>	<p>OPI 1.2.a. Program and budget units in line ministries and local self-government units have improved capacity to apply GRB.</p> <p>OPI 1.2.b. Number of gender analyses of selected programs of line ministries and local self-government units.</p>	<p>(OPI 1.2.a) Evidence of increased capacity (interview over time with public finance officials to assess change, relevance of change, and sustainability of change) at central and local level</p> <p>(OPI 1.2.b) Gender Analyses</p>	<p><b>Assumptions:</b></p> <ul style="list-style-type: none"> <li>*Commitment of line Ministries and local self- government units to Gender Issues</li> <li>*Willingness of government officials to engage in gender analyses of sectoral policies at central and local level</li> <li>* Availability of data to allow for gender analysis of sectoral policies</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>*Workload prevents staff to dedicate time to gender analyses</li> <li>*High turnover of trained staff</li> </ul>
	<p>OP 1.3: Strengthened capacities and increased commitment of select number of local governments to make programs and budgets gender responsive</p>	<p>OPI 1.3.a. Number of municipal council meetings during which gender issues were specifically discussed</p> <p>OPI 1.3.b. Change in capacity of select local governments</p> <p>OPI 1.3.c. Evidence of use of mechanisms for involvement of gender advocates in development of programs and budgets at local level</p> <p>OPI 1.3.d. Extent to which participatory processes actively involve women and discuss gender issues at local level</p>	<p>(OPI 1.3.a) Records of municipal council meetings</p> <p>(OPI 1.3.b.a) Evidence of increased capacity of select local governments (interviews over time with local officials, GE experts, CSOs, to assess change, relevance of change, and sustainability of change)</p> <p>(OPI 1.3.b.b) Number of customized tools for local program and budget planning units to apply GRB</p> <p>(OPI 1.3.c) Interviews with gender experts and municipal officials</p> <p>(OPI 1.3.d.a) Records of participatory processes</p> <p>(OPI 1.3.d.b) Interviews over time with local officials, GE experts, CSOs, to assess change, relevance of change, and sustainability of change</p>	<p><b>Assumptions:</b></p> <ul style="list-style-type: none"> <li>*Willingness of Mayors/municipal councils to address gender issues at the local level</li> <li>*Willingness of local governments to engage in participatory processes</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>*Lack of capacities on gender and gender mainstreaming</li> <li>* Weak position of Gender focal points at local level</li> </ul>



	<p>OP 2.1. Experts, academia and CSOs have strengthened capacities to analyze programs and budgets from gender perspective.</p>	<p>OPI 2.1.a. Change in capacity of participants of GRB trainings and capacity building workshops  OPI 2.1.b. GRB analyses/papers produced by academic institutions/researchers  OPI 2.1.c. Number of recommendations from budget analyses that were considered by central/local government for program and budget  OPI 2.1.d. Number of CSO recommendations on GRB taken into considerations in the framework of participatory and decision-making processes  OPI 2.1.e Evidence of the institutionalisation of GRB training at an academic level and/or integration of a GRB module in training curricula for civil servants</p>	<p>(OPI 2.1.a.a) Pre and post training capacity assessment for experts and CSOs  (OPI 2.1.a.b) Interviews over time with local officials, GE experts, CSOs, to assess change, relevance of change, and sustainability of change (OPI 2.1.b.) Review of available budget analyses  (OPI 2.1.c.) Records of meetings/hearings of local/central governments  (OPI 2.1.d) Records of participatory and decision – making processes  (OPI 2.1.e) Review of academic/training curricula</p>	<p><b>Assumptions:</b>  *Continuing interest of experts, gender equality advocates and organizations on Gender Mechanisms and GRB  <b>Risks:</b>  *Budget reform processes, are not transparent and participatory. They do not provide necessary space for CSOs, gender advocates and women's organizations to advocate for more accountability.</p>
	<p>OP 2.2 Members of parliament (MPs) and local councilors (LCs) have increased knowledge and capacities to assess the gender-responsiveness of the national and local programs and budget</p>	<p>OPI 2.2.a. Number of MPs and LCs trained to review the budget with gender lenses  OPI 2.2.b. Number of gender equality issues raised by MPs and LCs during the state and local government budget discussions  OPI 2.2.c. Number of exchanges among MPs, and LCs from the SEE, Moldova, and abroad.</p>	<p>(OPI 2.2.a) Interviews over time with MPs, LCs and GE experts to assess change, relevance of change, and sustainability of change  (OPI 2.2.b) Review of state and local government budget discussions for evidence on gender equality issues being raised by MPs and LCs  (OPI 2.2.c) Minutes/report of the regional meetings</p>	<p><b>Assumptions:</b>  *MP/LCs are interested in GE and GRB agenda and ready to support it  *MP/LCs are willing to take part in capacity development and knowledge exchange interventions  <b>Risks:</b>  *Lack of budget data for MPs and LCs</p>
	<p>OP 3.1 Networks of GRB experts and public officials are capacitated to respond to country and regional demand for GRB expertise</p>	<p>OPI 3.1.a. On-line knowledge sharing regional GRB platform established updated at least twice a year so that it reflects novel GRB tools and practices  OPI 3.1.b Experts and public officials use the platform  OPI 3.1.c. Number of practical experiences on the application of GRB shared and exchanged by public officials and experts at central and local level from countries in the region and Moldova</p>	<p>OPI 3.1.a.a) Evidence of online knowledge platform  (OPI 3.1.a.b) Evidence of twice yearly updates of the knowledge platform  (OPI 3.1.b.a) Evidence of network membership and platform visits  (OPI 3.1.b.b) Evidence of experiences shared via platform  (OPI 3.1.c.) Review of platform content</p>	<p><b>Assumptions:</b>  *Availability of GRB experts in the region  *Willingness of GRB experts to participate, cooperate and contribute to GRB roster and network of experts  *Interest to apply GRB in the other countries in the region  * Knowledge and interest of public officials to share their experiences on GRB  <b>Risks:</b>  *Low level of openness to cooperation between public officials and experts on GRB</p>

# ANNEX I: OECD/ DAC DEVELOPMENT EFFECTIVENESS ASSESSMENT

Criteria	Rating	Description
<b>1. Achievement of Development Objectives and Expected Results</b>		
1.1 Supported programs and projects achieve their stated development and/or humanitarian objectives and attain expected results.	Satisfactory	MO supported programs and projects either achieve at least a majority of stated output and outcome objectives (more than 50%
1.2 Supported programs and projects have resulted in positive benefits for target group members.	Satisfactory	MO supported projects and programs have resulted in positive changes experienced by target group members (at the individual, household or community level). These benefits may include the avoidance or reduction of negative effects of a sudden onset or protracted emergency
1.3 Programs and projects made differences for a substantial number of beneficiaries and where appropriate contributed to national development goals	Highly satisfactory	MO supported projects and programs have contributed to positive changes in the lives of substantial numbers of beneficiaries. Further, they have contributed to the achievement of specific national development goals or have contributed to meeting humanitarian relief objectives agreed to with the national government and/or national and international development and relief organizations.
1.4 Extent activities have contributed to significant changes in national development policies and programs (policy impacts), or needed system reforms.	Highly satisfactory	MO activities have made a substantial contribution to either re-orienting or sustaining effective national policies and programs in a given sector or area of development disaster preparedness, emergency response or rehabilitation. Further, the supported policies and program implementation modalities are expected to result in improved positive impacts for target group members.
<b>2. Cross-Cutting Themes: Inclusive Development Which is Environmentally Sustainable</b>		
2.1 Extent supported activities effectively address the cross-cutting issue of gender equality	Highly satisfactory	MO supported programs and projects achieve all or nearly all of their stated gender equality objectives
2.2 Extent changes are environmentally sustainable	Unsatisfactory	MO supported programs and projects do not include planned activities or project design criteria intended to promote environmental sustainability. There is, however, no direct indication that project or program results are not environmentally sustainable.
<b>3. Sustainability</b>		
3.1 Benefits continuing or likely to continue after project or program completion or there are effective measures to link the humanitarian relief operations, to rehabilitation, reconstructions and, eventually, to longer-term developmental results	Satisfactory	Likely that the program or project will result in continued benefits for the target group after completion. For humanitarian relief operations, the strategic and operational measures to link relief to rehabilitation, reconstruction and, eventually, development are credible.

3.2 Extent supported projects and programs are reported as sustainable in terms of institutional and/or community capacity	Highly satisfactory	Either MO programs and projects have contributed to significantly strengthen institutional and/or community capacity as required or institutional partners and communities already had the required capacity to sustain program results.
3.3 Extent development programming contributes to strengthening the enabling environment for development	Satisfactory	MO development activities and/or MO supported projects and programs have made a notable contribution to changes in the enabling environment for development including one or more of: the overall framework and process for national development planning; systems and processes for public consultation and for participation by civil society in development planning; governance structures and the rule of law; national and local mechanisms for accountability for public expenditures, service delivery
<b>4. Relevance</b>		
4.1 Supported programs and projects are suited to the needs and/or priorities of the target group	Highly satisfactory	Methods used in program and project development (including needs assessment for relief operations) to identify target group needs and priorities (including consultations with target group members) and the program and project takes those needs into account and is designed to meet those needs and priorities (whether or not it does so successfully).
4.2 Supported development projects and programs align with national development goals	Highly satisfactory	All MO supported development projects and programs are reported in the evaluation to be fully aligned to national development goals as described in national and sector plans and priorities, especially including the national poverty eradication strategy and sector strategic priorities.
4.3 Have developed an effective partnership with governments, bilateral and multilateral development and humanitarian organizations and NGOs for planning, coordination and implementation of support to development and/or emergency preparedness, humanitarian relief and rehabilitation efforts	Satisfactory	MO has improved the effectiveness of its partnership relationship with partners over time during the evaluation period and that this partnership was effective at the time of the evaluation or was demonstrably improved.
<b>5. Efficiency</b>		
5.1 Program activities are evaluated as cost/resource efficient	Highly satisfactory	MO supported (development, emergency preparedness, relief and rehabilitation) programs and projects are designed to include activities and inputs that produce outputs in the most cost/resource efficient manner available at the time.
5.2 Evaluation indicates implementation and objectives achieved on time (given the context, in the case of humanitarian programming)	Satisfactory	More than half of stated output and outcome level objectives of MO supported programs and projects are achieved on time and that this level is appropriate to the context faced by the program during implementation, particularly for humanitarian programming.
5.3 Evaluation indicates that systems and procedures for project/program implementation and follow up are efficient (including systems for engaging staff, procuring project inputs, disbursing payment, logistical arrangements etc.)	Satisfactory	Agency systems and procedures for project implementation are reasonably efficient and have not resulted in significant delays or increased costs.

## 6. Using Evaluation and Monitoring to Improve Development Effectiveness

6.1 Systems and process for evaluation are effective	Satisfactory	Program being evaluated is subject to systematic and regular evaluations or describes significant elements of such practice. No mention of policy and practice regarding similar programs and projects. This may include specialized evaluation methods and approaches to emergency preparedness, relief and rehabilitation programming.
6.2 Systems and processes for monitoring and reporting on program results are effective	Satisfactory	Monitoring and reporting systems for development and humanitarian programming as appropriate are well-established and report regularly.
6.3 Results Based Management (RBM) systems are effective	Satisfactory	RBM system is in place and produces regular reports on program performance.
6.4 Makes use of evaluation to improve development/humanitarian effectiveness.	Satisfactory	There is a clear indication that similar evaluations in the past have been used to make clearly identified improvements in program effectiveness.

# ANNEX J: REVIEW OF PREVIOUS EVALUATIONS

Three different evaluations of GRB work at a global and region level have been commissioned by UN Women which provided relevant and important findings and recommendations that will help to inform the design, conduct and scope of this evaluation. These evaluations include:

1. Mid-term Assessment of the “Gender Responsive Budgeting (GRB) in South East Europe (SEE): Advancing Gender Equality and Democratic Governance through Increased Transparency and Accountability in Albania, BiH, FYR of Macedonia and Serbia (2006-2010);
2. Final Evaluation of the first phase of the project “Promoting Gender Responsive Policies and Budgets in South-East Europe” (2011-2013) (PGRP-SEE);
3. Final Evaluation of the Project “Women for Equality, Peace and Development in Georgia II (WEPD II)” (2013-2015)
4. Final Evaluation: Integrating Gender Responsive Budgeting in Aid Effectiveness Agenda

The chart below provides a summary of the key findings and recommendations emanating from the most relevant and recent evaluation reports. The final evaluation report will draw further on these, in particular the extent to which the findings and recommendations of the evaluation of the first phase of the current regional GRB project have been applied during the design and implementation of the second phase.

## RELEVANT FINDINGS/RECOMMENDATIONS

### **Final Evaluation of the first phase of the project “Promoting Gender Responsive Policies and Budgets in South-East Europe” (2011-2013) (PGRP-SEE):**

A regional approach to GRB programming should be continued as it provides a important opportunity for synergies, optimization of resources and the exchange of knowledge products, lessons learned and good practices.

A greater focus should be placed on capacity building at the institutional level in order to:

- a) further support the integration of gender into systems and processes (including strategic planning processes, budget templates/software and budget instructions);
- b) ensure institutional responsibility and capacity of the ministries of finance in leading, supporting and monitoring implementation of GRB throughout the budget process;
- c) build a pool of experts and trainers within government institutions and municipalities to support and advise on GRB implementation.

Future capacity development interventions should focus on mentoring and supporting a 'learning-by-doing' approach so that government institutions and local governments are supported in their efforts to conduct gender analysis and integrate gender priorities and needs into their programmes and budgets. Capacity development assistance should rely on existing tools and resources that have been developed through the project rather than creating new knowledge projects.

GRB should be further integrated into other areas of UN Women's work in the region (in particular women's economic empowerment and women, peace and security). The establishment of synergies between UN Women's work on GRB (in capacitating local government to analyze and integrate gender needs and priorities) and its work related to the economic empowerment of women (capacitating women to define their needs and participate in budgetary processes), would directly support the achievement of important results.

In order not to lose important momentum and institutional memory needed to sustain project results, UN Women should undertake all efforts possible to ensure continuity of current project management and staff.

In order to further determine and assess future needs, UN Women, together with its project partners, should conduct a full analysis of the GRB-related sectoral changes achieved during implementation of the project in order to identify remaining capacity gaps.

In future Project Documents for regional projects, the formulation of project results (in particular outcomes) should be broad and realistic for three countries and country-specific targets (rather than country-specific outcomes) should be defined (in co-operation with project partners and stakeholders) under the overarching project results in order to further customize and clarify the results expected for each country.

A project-level PMF which consolidates expected results, indicators, baselines, targets and data sources into one framework should be developed at the start of the next phase of future programming. Project management and staff should also develop effective systems and processes to better track data related to the results areas and explore ways to collect data on the different needs and uses of its knowledge products by different stakeholder groups.

UN Women should allocate necessary staff and budgetary resources to conduct pre- and post- capacity and baseline assessments. For the current phase, capacity assessments should also be conducted at the end of the project, or prior to the start of the next phase, in order to assess current capacity levels and establish a baseline for future interventions. In order to collect and identify necessary baseline information to measure changes and results achieved through the project, it is also recommended that a baseline specialist be engaged early on in the next phase of the project.

Training on RBM and M&E should be provided to future project staff in order to ensure an effective and consistent approach to monitoring, measuring and reporting on project results. It is suggested that such training be held at the beginning of the project and through the training, a project-level PMF be developed (which will enable immediate application of knowledge acquired through the training and ensure the full involvement of project staff in developing the framework).

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#### RECOMMENDATIONS/LESSONS LEARNT

##### **Final Evaluation Report:**

##### **Gender Responsive Budgeting in South Eastern Europe (2006-2009)**

- Need to engage key budget actors as a target group for project interventions
- Need for increased participation of stakeholders in the planning, design, implementation and evaluation of the project
- recommended to set financial contributions of partners (including commitment to take over the financing of certain project activities) in order to increase sustainability of project result
- Need for systems for better tracking and systemization of results including the development of project management tools (in particular a PMF) and the provision of RBM/M&E training for project staff

##### **Final Evaluation of the Project “Women for Equality, Peace and Development in Georgia II (WEPD II)” (2013-2015)**

- Intensive institutional capacity development undertaken by the project resulted in the establishment of several mechanisms, such as legal clinics, One-Stop Shop meetings, that allowed reaching the most vulnerable women’s groups in the regions. Furthermore, amendments to legislations initiated and advocated by the project have already produced measurable results in terms of solution of most urgent needs of IDPs, such as accommodation, access to health services, social protection

- The holistic, multi stakeholder approach suited well the goal of mainstreaming of the UNSCR 1325 NAP by integrating of gender specific needs of the target groups in the policy documents and implementation plans of all relevant duty bearers' institutions in order to create a multiplying effect and more favorable environment for the realization of gender equality and the reduction of feminized poverty in Georgia.
- Employing multiply strategies and directions to produce desirables changes on different levels i.e. influencing policy making, supporting mainstreaming of UNSCR 1325, social mobilization on the grassroots level, advocacy, which undoubtedly resulted in high effectiveness of the project intervention
- The project promoted involvement of the representatives of the target groups into active solution of problems by creating several participatory mechanisms such as GRB committees, One-Stop Shop meetings, joint initiatives of the target groups with local administrations and through these initiatives contributed to their empowerment.
- The project influenced participating organizations to become more participatory and to create conditions for the most marginalized and discriminated to be included in their processes; this is mostly observed at the level of municipalities i.e. GRB meetings.

#### **Final Evaluation, Integrating Gender Responsive Budgeting in Aid Effectiveness**

UN Women should develop a more robust Theory of Change that clarifies its current thinking on the linkages between normative (global policy advocacy) and operational work.

At the country level, UN Women should further expand its network of strategic partners with a (potential) role in integrating GE into public finance management including:

- Work with existing GE champions to engage other national players in active and meaningful roles
- Explore additional options to institutionalize training for GRB/gender responsive public finance management at the country level, especially in countries where no such opportunities exist.
- Work with national partners to identify existing or needed (positive and negative) incentives for actors at various levels to integrate GE into planning and budgeting processes, and provide advice and/or technical assistance to address these needs.



- Facilitate inter-sectoral linkages (as appropriate and feasible) to ensure that budgets are aligned with gender needs in various sectors (e.g., education and infrastructure).

UN Women should define a set of criteria to help determine the most strategic areas/ issues for UN Women to engage in at the country level.

UN Women should further define the implications of its coordination mandate for GE inside the UN, and identify implications for its work around GRB related issues at global, regional, and country levels.

# ANNEX K: SUMMARY OF KEY CEDAW OBSERVATIONS

Treaty Body	Summary of Relevant Observations/ Recommendations
<b>ALBANIA</b>	
<p>CEDAW - Concluding observations on the fourth periodic report of Albania (22 July 2016)<sup>9</sup></p>	<ul style="list-style-type: none"> <li>• Concern expressed about the decrease in national human and financial resources allocated to the national machinery and that the majority of programmes aimed at gender equality and non-discrimination are funded by donors, including the UN</li> <li>• Noted that gender budgeting was introduced in 2012 but regrets the lack of information about the impact of the first mid-term budgetary programme</li> </ul> <p>Recommended to:</p> <ul style="list-style-type: none"> <li>• Ensure full and timely implementation of its gender equality and anti-discrimination legislation and monitor the effective implementation of such legislation, especially as regards women belonging to disadvantaged and marginalized groups</li> <li>• Promote the participation of women belonging to disadvantaged or marginalized groups, such as Roma and Egyptian women and women with disabilities, in political and public life.”</li> <li>• Improve statistical analysis to cover all areas including the informal sector, as well as improve the labour and social protection of women working in the informal sector; take measures to better estimate and reduce the gender wage gap and ensure equal access to the formal labour market to women belonging to linguistic and ethnic minorities and women with disabilities</li> <li>• Strengthen mechanisms for effective implementation and monitoring of the implementation of the legislation on social assistance and policies in all municipalities, including by enhancing their capacity, with regard to delivery of social assistance services and economic empowerment of women, in particular those belonging to disadvantaged and marginalized groups</li> <li>• Implement a comprehensive strategy to ensure that rural women and girls have equal access as their urban counterparts to quality education, employment and health care as well as to decision-making processes and economic empowerment</li> </ul>
<b>BOSNIA AND HERZEGOVINA</b>	
<p>CEDAW Concluding observations on the combined fourth and fifth periodic reports (30 July 2013)<sup>10</sup></p>	<ol style="list-style-type: none"> <li>1. Expressed concern about the limited cooperation between existing gender equality bodies and relevant ministries at all levels; insufficient gender mainstreaming within ministries at all levels; the resulting weak implementation of the gender action plan owing to, notably, an unclear division of responsibilities among the competent bodies; and the insufficient inclusion of disadvantaged women in the formulation of policies and programmes.</li> <li>2. Highlighted the concentration of women in such sectors as health care, education and agriculture, in the informal sector and in the “grey economy”, and the large number of women employed with temporary contracts; and the exclusion from the formal labour market of disadvantaged groups of women, such as internally displaced women, rural women and Roma women</li> </ol>

<sup>9</sup> Committee on the Elimination of Discrimination against Women, Concluding comments of the Committee on the Elimination of Discrimination against Women: Albania, [http://tbinternet.ohchr.org/\\_layouts/treatybodyexternal/Download.aspx?symbolNo=CEDAW%2fC%2fALB%2fCO%2f4&Lang=en](http://tbinternet.ohchr.org/_layouts/treatybodyexternal/Download.aspx?symbolNo=CEDAW%2fC%2fALB%2fCO%2f4&Lang=en)

<sup>10</sup> Committee on the Elimination of Discrimination against Women, Concluding comments of the Committee on the Elimination of Discrimination against Women: Bosnia and Herzegovina, Thirty-fifth session, 15 May-2 June 2006, <http://daccess-dds ny.un.org/doc/UNDOC/GEN/No6/384/85/PDF/No638485.pdf?OpenElement>

	<p>Recommended to:</p> <ol style="list-style-type: none"> <li>3. Establish effective cooperation mechanisms between the gender equality bodies and the relevant ministries to increase gender mainstreaming in all areas and at all levels, including with regard to disadvantaged groups of women.</li> <li>4. Strengthen the Gender Equality Agency by giving it greater visibility and authority vis-à-vis relevant ministries and the Council of Ministers and provide the national machinery with the necessary human, financial and technical resources to improve its effective functioning, in particular by including technical capacity-building activities and capacity for enhanced cooperation with civil society, as well as introduce effective monitoring and accountability mechanisms at all levels in the context of its system for gender mainstreaming</li> <li>5. Include women in all political, economic and social transformation processes at the State, entity, cantonal and municipal levels and to make gender analyses an integral part of these processes</li> <li>6. Prioritize data collection and include comprehensive sex-disaggregated statistical</li> <li>7. Ensure that all employment-generation programmes are gender sensitive; ensure that women fully benefit from all planned programmes to support entrepreneurship; strengthen efforts to increase women's representation in the formal economy and to close the wage gap between women and men in the public sector</li> <li>8. Take effective measures to eliminate discrimination against Roma women, internally displaced women and minority returnee women, rural women, older women and women with disabilities, particularly in the areas of education, health and employment and in political and public life, by developing targeted strategies to increase equality in those areas</li> </ol>
<b>FYR Macedonia</b>	
<p>CEDAW Concluding Observations on the fourth and fifth periodic reports of The Yugoslav FYR Macedonia)<sup>11</sup></p>	<p>Concerns expressed:</p> <ul style="list-style-type: none"> <li>• Lack of visibility, decision-making powers and coordination of State institutions indicate that low priority is accorded to the principle of gender equality within the State party</li> <li>• Lack of adequate national resources allocated to the State party's strategies and action plans aimed at eliminating all forms of discrimination against women, in particular against women belonging to ethnic minorities, including Albanian and Roma women</li> <li>• Continuing vertical and horizontal occupational segregation and the overrepresentation of women in low-paid jobs; the lack of implementation of the principle of equal pay for work of equal value and the persistent wage gap between women and men; the disproportionately high rate of women's unemployment; and the exclusion of Roma women and women with disabilities from the formal labour market.</li> <li>• The disadvantaged position of women in rural areas who have limited access to health and social services, participation in decision-making processes at the community level, education and the formal labour market</li> </ul> <p>Recommends to:</p> <ul style="list-style-type: none"> <li>• Further strengthen the national machinery by increasing the visibility and coordination of State institutions; providing them with adequate decision-making powers; and making them more effective by enhancing the availability and use of sex-disaggregated data and by strengthening their capacity to monitor the enactment and implementation of legislation and policy measures in the field of gender equality</li> <li>• Include the implementation of the present concluding observations in its annual strategies and reports, allocate adequate human and financial resources to all national strategies and action plans for the advancement of women, ensure their effective implementation and monitor and regularly evaluate the process.</li> <li>• Implement effective measures to eliminate discrimination against rural women</li> <li>• Implement and expeditiously allocate adequate financial resources to national action plans and strategies aimed at eliminating all forms of discrimination against Roma women</li> </ul>

<sup>11</sup> Committee on the Elimination of Discrimination against Women, Concluding comments of the Committee on the Elimination of Discrimination against Women: FYR Macedonia [http://tbinternet.ohchr.org/\\_layouts/treatybodyexternal/Download.aspx?symbolno=CEDAW%2fC%2fMKD%2fCO%](http://tbinternet.ohchr.org/_layouts/treatybodyexternal/Download.aspx?symbolno=CEDAW%2fC%2fMKD%2fCO%2f)

## MOLDOVA

CEDAW Concluding Observations on the combined fourth and fifth periodic reports of the Republic of Moldova (28 October 2013)<sup>12</sup>

### Concerns expressed:

- Limited cooperation between existing gender equality bodies and relevant ministries at all levels, the frequent staff turnover, the insufficient gender mainstreaming within ministries at all levels and the insufficient inclusion of disadvantaged women in the formulation of policies and programmes.
- Limited decision-making power and human, financial and technical resources of the national machinery and the lack of information on the implementation and results achieved to date of the National Programme on Ensuring Gender Equality for 2010-2015 and its associated action plans
- Continued occupational segregation and overrepresentation of women in the lowest-paid sectors, resulting in low pensions for women; the lack of implementation of the principle of equal pay for work of equal value and the persistent gender wage gap; and the exclusion of Roma women and women with disabilities from the formal labour market
- The situation of women in rural areas, who are more vulnerable to violence and poverty and who have limited access to land, credit, health and social services and participation in decision-making processes at the community level

### Recommended to:

- Expedite its efforts to conclude the process of harmonizing its national legislation with CEDAW, involving civil society in that process
- Provide the Anti-Discrimination Council with human and financial resources sufficient for it to discharge its role effectively
- Expeditiously strengthen the national gender machinery and establish effective cooperation mechanisms between the gender equality bodies and the relevant ministries in order to enhance gender mainstreaming at all levels including with regard to disadvantaged groups of women
- Strengthen the Governmental Committee for Equality between Men and Women by giving it greater visibility and authority vis-à-vis relevant ministries and providing it with the human, financial and technical resources necessary to improve its effective functioning and to enable it to contribute to building sound knowledge and expertise on the situation of women
- Implement effective measures to eliminate discrimination against women in rural areas and step up efforts to enhance the economic and political empowerment of women in rural areas

<sup>12</sup> Committee on the Elimination of Discrimination against Women, Concluding comments of the Committee on the Elimination of Discrimination against Women: Republic of Moldova, [http://tbinternet.ohchr.org/\\_layouts/treatybodyexternal/Download.aspx?symbolno=CEDAW%2fC%2fMDA%2fCO%2f4-5&Lang=en](http://tbinternet.ohchr.org/_layouts/treatybodyexternal/Download.aspx?symbolno=CEDAW%2fC%2fMDA%2fCO%2f4-5&Lang=en)

# ANNEX L: MAPPING GRB INTERVENTIONS ACROSS THE ECA REGION

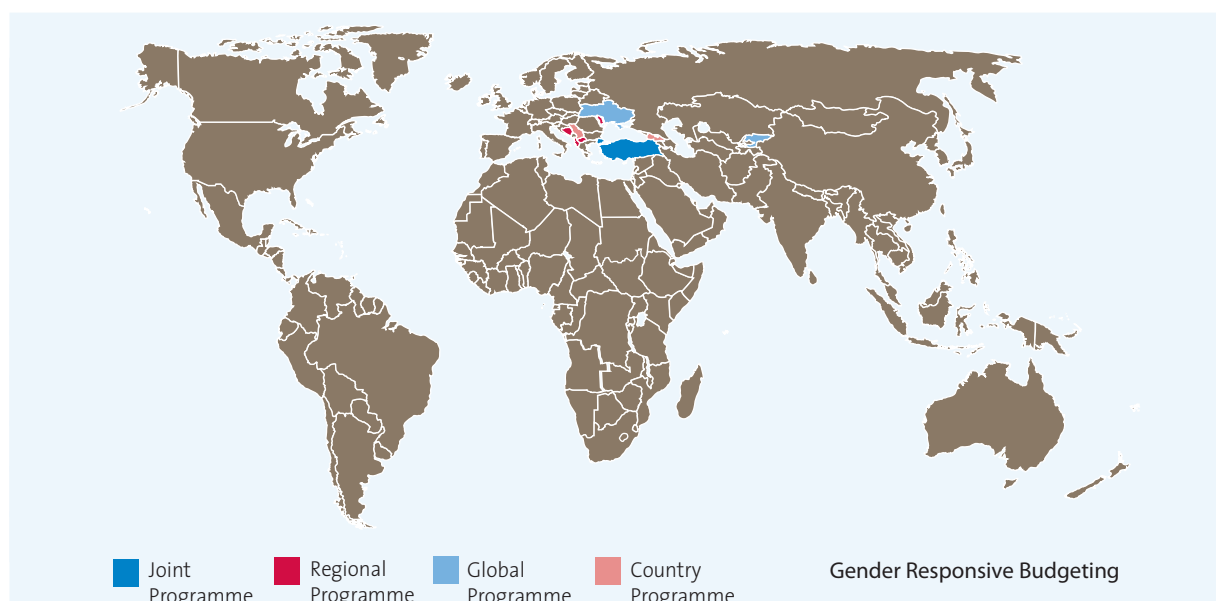
Promoting Gender Responsive Policies in South East Europe and the Republic of Moldova, Phase II regional project (2013 -2016) is funded by the Austrian Development Agency (ADA) and the Swiss Agency for Development and Cooperation (SDC). This regional project represents the biggest effort UNWomen has contributed to support GRB in the ECA region. The project is implemented in Albania, Bosnia and Herzegovina (BiH), Former Yugoslav Republic of Macedonia (FYR of Macedonia) and Moldova. Its goal is to contribute to the implementation of commitments towards achieving gender equality in these countries. The project builds on two prior interventions, Gender Responsive Budgeting (GRB) in South East Europe (SEE): Advancing Gender Equality and Democratic Governance through Increased Transparency and Accountability in Albania, BiH, FYR of Macedonia and Serbia (2006-2010) and the first phase of the project Promoting Gender Responsive Policies and Budgets in South-East

Europe (2011-2013) that included Albania, Bosnia and Herzegovina, and FYR Macedonia. In contrast to project countries in South-East Europe classified as upper middle income countries, Moldova is a lower middle income country.

In addition to the regional project other relevant GRB initiatives supported in other ECA countries include the following:

- GRB efforts in the project Women for Equality, Peace and Development in Georgia
- Financing for Gender Equality in Kyrgyzstan and Ukraine
- GRB efforts in the framework of the UN Kosovo Team Joint Programme on Domestic Violence in Kosovo
- UN Women support to GRB efforts at the national and local levels in Serbia
- UN Joint Programme for Promoting Human Rights of Women in Turkey

## Map of GRB programmes covered by the evaluation



## Table of target groups for GRB outcomes across the region

Target groups	Regional Program	Global Program	Country Program	Joint Program
Public administration (direct)	Albania, BiH, FYR Macedonia, Moldova	Kyrgyzstan, Ukraine	Georgia, Serbia	Kosovo, Turkey
Civil society (direct)	Albania, BiH, FYR Macedonia, Moldova	Kyrgyzstan, Ukraine	Georgia, Serbia	Kosovo, Turkey
Rural women (indirect)	Albania, BiH, FYR Macedonia, Moldova		Serbia	
Unemployed and economically inactive women (indirect)	Albania, BiH, FYR Macedonia, Moldova	Kyrgyzstan, Ukraine		Turkey
Women with disabilities (indirect)	Moldova		Serbia	
Single Parents (indirect)	Moldova		Serbia	
Survivors of Domestic Violence (indirect)				Kosovo
Single Parents (indirect)	Moldova		Serbia	
Survivors of Domestic Violence (indirect)				Kosovo
Ethnic minority women (indirect)	Moldova		Georgia, Serbia	
Conflict affected women (indirect)			Georgia	
Internally displaced persons (indirect)			Georgia	
Older women (indirect)				

### GRB efforts in the project “Women for Equality, Peace and Development” in Georgia

UN Women has supported GRB initiatives in Georgia since 2013 in the framework of the Norway funded project “Women for Equality, Peace and Development in Georgia Phase II”.

In the framework of the project UN Women supported national capacity building on GRB at national and local levels through trainings and direct support and consultations, the project introduced key stakeholders the definition and purpose of GRB, providing to them

practical tools and action plans for the utilization of the GRB approach at national and local levels. In addition at the municipal level, representatives of local governments in GRB Committees were provided with additional support for GRB piloting and integration of gender perspectives into the regular planning and budgeting processes.

To ensure that the needs of women are integrated into the local budgets, five GRB community committees were established in the target regions and included 38 Self-help groups (SHGs) members representing Internally Displaced Persons (IDPs), conflict affected and ethnic minority women. These committees con

These committees conducted rapid surveys of 2,203 local inhabitants (62 per cent women) and documented the issues that concern women and vulnerable local communities. During the project implementation, 15 Round Table meetings were conducted with 5 round tables held each year.

Towards the end of the implementation of the project UN Women organized a conference on “Gender in Local Governance” where representatives of 7 regions across Georgia participated. One full day of the conference was dedicated to GRB work and project results related to GRB were presented. Considerable interest was expressed by participants, especially by the Deputy Minister of Finance.

## Financing for Gender Equality in Kyrgyzstan and Ukraine

The Global Programme Increasing Accountability in Financing for Gender Equality (2012-2015) (hereon referred to as “The Global Programme”) was developed to increase financing for national gender equality commitments in sixteen countries and to strengthen government and donor accountability on financing decisions and practices.

The overall goal of the Increasing Accountability in Financing for Gender Equality programme was to increase the volume and effective use of aid and domestic resources to implement national commitments to gender equality and women’s empowerment. It was implemented in sixteen countries by UN Women in partnership with the International Training Centre of the International Labour Organization and funded by the European Commission. Funding support was also provided by the Government of Spain and the Government of Italy. The countries covered by the Global Programme in the ECA Region included Kyrgyzstan and Ukraine.

In each country, the programme sought to ensure adequate financing for gender equality and to strengthen government and donor accountability for the implementation of gender equality commitments. Working with a range of national partners, donors and civil society organizations, it set out to support governments to articulate and integrate national gender equality commitments in policy, planning and budget

frameworks and to mobilize adequate resources for implementing them. The programme also increased the capacity and accountability of national governments and donors for financing and implementing gender equality priorities and supported civil society initiatives, namely those of women’s organizations and feminist economists, which contributed to global and national policy dialogue on and advocacy for greater financing for gender equality.

## GRB efforts in the framework of the UNKT Joint Programme on Domestic Violence in Kosovo

UN Women Kosovo Programme Office has worked on GRB in the context of the UNKT Joint Program on Domestic Violence implemented in the country, which main objective is to support to addressing Gender Based Violence in Kosovo through strengthening the Implementation of the Kosovo Law, National Action Plan and Strategy against Domestic Violence.

Project was implemented by 5 UN Agencies (UN Women, UNICEF, UNFPA, OHCHR and UNDP). UN Women has focused on establishing and strengthening the Coordination Mechanism for protection against domestic violence at the local level, working closely with service providers to improve the quality of services to DV survivors and strengthen capacities of Police and Judiciary.

UN Women role has focused in contributing to the program through a specific GRB component by providing technical assistance on Gender Responsive Budgeting aimed at having clearly indicated and engendered budget lines for addressing DV. In 2012 there was overall consensus that despite the legal and institutional framework in place to prevent and protect survivors of domestic violence to date public institutions in Kosovo have not been able to translate these commitments into practice. The professional capacity of service providers in Kosovo was generally weak with very low technical and professional capacity on social service professionals, the Police and the Judiciary.

Related to the knowledge on GRB, it was revealed that a misunderstanding about GRB was common. GRB

was frequently understood as the process of having separate budgets for men and women. It was found that none of the institutions apply GRB in their budgeting process and majority of members understood GRB as a special budget line at the central level for gender issues.

## **UN Women support to GRB efforts in Serbia at the national and local levels**

Since 2007 former UNIFEM and UN Women have supported GRB related activities in close cooperation with the Serbian National Government. In 2007 former UNIFEM initiated GRB activities in Serbia in cooperation with the Provincial Secretariat for Economy, Employment and Gender Equality (PSEEGE). In the period 2010 – 2013 two other provincial secretariats were supported to conduct beneficiary assessments of their programmes on women and men, as part of the project Advancing Women's Economic and Social Rights implemented by UN Women. These were the Provincial Secretariat for Education, Administration and National Communities and the Provincial Secretariat for Health Care, Social Policy and Demography.

In period 2011-2012 UN Women supported NGO Women's Center Uzice to perform the gender analysis of budget items allocated to agriculture, which led to the redistribution of subsidies in agriculture, implying that the focus was shifted from animal husbandry to the development of greenhouse production, with the aim of exploiting the potential of rural women and their recruitment and promotion activities.

In 2014, UN Women engaged in active advocacy with the Ministry of Finance and Provincial Secretariat of Finance for the inclusion of gender equality considerations in the budget instructions and in the budget development process. The advocacy at provincial level was done in close partnership with PSEEGE. UN Women also supported capacity development of the Ministry of Finance and Provincial Secretariat of Finance on gender responsive budgeting, which included dedicated training sessions, a study visit to the Republic of Austria and provision of technical advice by an international expert.

In 2015, the Government of Serbia introduced gender responsive budgeting in the budget planning, execution and monitoring. The new Budget System Law introduced gender responsive budgeting as mandatory at all levels, to be implemented gradually in the period 2016-2020. Provisions of the new Law stipulate responsibilities of all ministries, governmental bodies, public institutions and local governance to define gender goals and gender sensitive indicators in their budgets. UN Women provided technical expertise at the national and provincial level to the Serbian Government and supported the development of budget instructions and formulation of legal provision and supported line ministries to include gender issues in planning and budgeting.

At local level, UN Women has provided advisory support to local self-governance for strengthening gender responsive participatory process in budget, in line with a key principle of good governance. Methodology for gender sensitive and participative consultations on budgetary priorities and budgetary preparation was developed, including specific models of consulting with vulnerable groups of women, such as Roma women, women with disabilities, rural women and single parents, with specific benchmarks and standards for gender sensitive policy consultations at the local level. UN Women has organized two rounds of GRB trainings for civil servants and representatives of local Gender Equality Mechanisms from eight municipalities, attended by 50 participants (43 women and 7 men). These eight municipalities were directly supported by UN Women in developing locally tailored recommendations and instructions for integrating gender in the budget cycle and civil servants in municipalities were trained to conduct gender budget analysis. Step by step tool for gender sensitive multi-annual budgetary cycle was developed and used by municipalities. As a result of the training sessions and conference on gender equality at the local level, implemented by UN Women in 2014, two local Gender Equality Mechanisms have committed to perform analysis of municipal budgets from the gender perspective and advocate for changes.



## UN Joint Programme for Promoting Human Rights of Women in Turkey

Supported by Sabanci Foundation, and implemented by UN Women and UNDP the UN Joint Programme for Promoting the Human Rights of Women was implemented in Turkey from 2012-2015

Gender-Responsive Budgeting Program of the above mentioned joint programme component was implemented by UN Women. This component includes the activities that contribute to the capacity improvement of the local administrations, local women's CSOs and Women's Studies Units of Universities in providing services in the framework of Gender-Responsive Budgeting (GRB). In this framework, different tailor-made training activities will be conducted in the pilot provinces based on their capacities to implement GRB. It's targeted that local administrators, members of women's CSOs and Women's Studies Units of Universities in the pilot provinces have an improved understanding on the importance of GRB for improving gender equality; and local administrators, member of women CSOs and Women's Studies Units of Universities will initiate concrete steps to better reflect needs of men and women by the end of the project implementation.

The programme identified that despite important legislative and institutional developments in Turkey, there is an urgent need to accelerate the implementation of gender equality goals in order to close existing substantial gaps in equality between men and women in key areas of life. Therefore, implementation of commitments related with gender equality requires intentional measures to incorporate a gender perspective in planning and budgeting frameworks and concrete investment in addressing gender gaps.

The programme stated that GRB is relatively unknown and certainly under-used tool for enhancing gender equality not only in Turkey, but in most countries in the world. Some reasons behind this situation are lack of GRB in regular educational curricula for relevant subjects; relatively small pool of GRB experts; and limited number of CSOs which advocate the benefits of GRB. However, the analysis of the programme reflected that some recent attempts for utilizing GRB in Turkey create opportunities for benefiting from this concept

in accelerating commitments to gender equality and women's empowerment.

For example, the National Action Plan for Gender Equality (2008-2013) puts "Carrying out preparatory work for the implementation of gender sensitive budgeting" as one of the strategies for attaining women's advancement. Besides, the Prime Ministry Circular (NO. 2006/17) on "Measures to be taken to Prevent Custom and Honour Killings and Violence against Children and Women" which was issued in order to designate the necessary measures and responsible parties has stated that gender-responsive budget analysis should be done. Another very important step identified by the programme was the establishment of the sub-Commission on Gender-Responsive Budgeting by Equal Opportunity Commission for Women and Men of Turkish Grand National Assembly in November 2012.

In this context GRB component of this joint initiative aimed to improve capacities of local administrations (municipalities) and local women's CSOs (including Citizen Assemblies and Women Assemblies) and Women's Studies Units of Universities in 11 provinces to analyze, develop and monitor local budgets from a gender perspective.

# ANNEX M: TIME-BASED SOCIAL RETURN ON INVESTMENT

It is the norm within SROI to calculate value based on a monetary currency (£, \$) since this most often the form in which the original investment is made. Ignoring biases in the economic system, the fungibility of money also makes it a useful means for aggregating the return on the original investment. However, at its root, money is a product of work, and work can be measured in time-use (under a human rights framework all people's time is equally valued).

To calculate the value of investments and returns using time (hours) as a unit, the following assumptions have been made based on the findings of the case studies:

1. Since no constituents expressed willingness to pay for GRB training and capacity development but were willing to attend, the value of the knowledge gained through these activities is assumed to be equal to the time spent by participants in trainings and events, allowing training to be removed from the equation.
2. Similarly, the value of publications in terms of time is equal to the time invested by users in reading them, which equates to net zero.
3. The major contributions of the GRB project at municipal level are assumed to be reallocation of budgets into activities that save the time of women (for example, kindergartens, transport infrastructure). GRB processes influence the allocation of both capital and recurrent expenditure to these activities, making it difficult to calculate the investment and return that is attributable to the GRB project. For this reason, it is assumed that one year's time saving is the product of the GRB intervention, and all future time saving will reach equilibrium with recurrent expenditure in terms of the sustainability of activities. Using the assumptions made under findings on effectiveness, the time saving can thus be estimated to be 2 million hours. All reduction or redistribution of reproductive, productive

or travel work time is counted equally, regardless of what women choose to do with this time.

4. The major contributions of the GRB project at national level are assumed to be increased efficiency in meeting objectives in the national policy framework for gender through national programmes. It is further assumed that these efficiencies are not made at the expense of achieving other policy objectives, and thus there is a net gain overall in terms of offsetting the requirement for additional investment to implement gender policies. The evaluation does not have access to the costings for all gender policies, however, neither does it have estimates for the time invested by public officials and civil society representatives in the GRB process. It will be assumed, therefore, that these investments are equivalent to the gains in efficiency over the period of the project. This is likely to underestimate the social value created by the project, but it avoids erroneous assumptions.

5. The value of the investment in time can be derived from the work required to generate the income equivalent to the project budget. This can be derived from time use and national income data for Austria (the largest donor to the project). World Bank Atlas GNI per capita for Austria was \$44,710 in 2014, with an average annual exchange rate in 2014 of 0.753, this is the equivalent of £33,666 per capita per year. Time use data from STATISTIK Austria for 2008/09 (the latest available) reveals that the average time spent per capita per day for the whole population was 3h30 on work and working related activities, 2h04 on childcare and voluntary work, and 2h52 on household activities (with these three activities covering the full spectrum from unpaid to decent work). This is the equivalent of 3,078 hours per capita per year to contribute £33,666 to national income, or 5.5 minutes per £1. Based on these assumptions the value of the Regional Project budget

(£2,175,929) in terms of hours of work required to generate this income in Austria is 197,810 hours.

These assumptions were found to be unreliable, and were subject to the following critiques, as a result of which the final analysis was removed from the main evaluation evidence:

1. It risks distracting from the value of GRB, which has to do with economic and political empowerment of women through awareness and knowledge. **Knowledge is power and the most important thing that we have.** The assumptions that have been made for this calculation actually **devalue knowledge** and run contrary to the whole mission of GRB.

2. In a human rights framework, all persons are equal (and their time is valued in an equal way). But in a capitalist society that is not the case. The calculation equates the value of the Austrian person's time (on a per capita basis) to the value of an Albanian or other nationalities' time. In capitalism that is unfortunately not true.

3. The implicit assumption made in this exercise concerns the valuation of what is invested as the donor country's time equivalent of per capita income. But this investment would not have been possible without the contribution of UN Women's time or in-kind contributions with Research assistants and administrative costs (concurrently with the project and prior to the project in terms of time invested to build relationships and partnerships etc.) So there is an undercounting of time in the denominator.

4. There is a mix of the concept of investment and current expenditure (and current savings in time)

5. It is confusing price with value (which is a problem in neoclassical economics, in which the theory of value and price are the same) even though the authors are aware of this problem.

Whilst the evaluation acknowledges the weaknesses in this iteration of the time-based SRoI calculation, it is proposed that the methods should not be abandoned, and that additional work should be attempted to address these critiques.

# ANNEX N: BIOGRAPHIES OF EVALUATION TEAM MEMBERS

**Joseph Barnes** is a specialist in gender responsive evaluations, with extensive experience in designing and implementing evaluations of complex objects, including the UN Women Corporate Evaluation of Women's Economic Empowerment, and other impact and programme-level evaluations for WFP, UNICEF, Irish Aid, and DFID. He has also worked extensively with UNDP, other multi-lateral organisations, trusts and NGOs. Joseph is team leader of both the UNICEF and UN Women evaluation report quality assessment and analysis systems.

**Jo-Anne Bishop** brings deep expertise in the area of gender equality and women's human rights, with 15 years of experience supporting and advising governments, national institutions and intergovernmental organizations in the areas of human rights, gender equality, gender mainstreaming and non-discrimination. Jo-Anne has led, designed and supported strategic planning processes and monitoring and evaluation at a policy and programmatic level for governments, international organizations and national institutions in a number of countries. In addition to having worked directly with governments (in Liberia and Timor-Leste) in developing gender-responsive plans and budgets, Jo-Anne also served as team leader for a multi-country evaluation of UN Women's work on gender-responsive budgeting in South-East Europe.

**Sara Vaca** is an evaluation specialist whose passions include methodological diversification and data visualization for evaluation communication. She leverages these three disciplines and tools to inspire organizations to be more efficiently organized and make the most of their strengths to achieve their goals, including visualizing the Theories of Change for Plan UK and Mercy Corps. Her recent work has centered on the use of Outcome Harvesting for the Danish Red Cross, leading project evaluations in Togo, Pakistan, Senegal and Tunisia, and writing for the European Evaluation Society and the Journal of Multidisciplinary Evaluation.

**Maria Borisova's** background is in state and municipal management and media. She initially worked in the private sector, leading teams producing socio-economic and national investment reports for publications including Foreign Policy, Le Monde, USA Today, and The Daily Telegraph. Maria covered countries in the region, including Serbia, Montenegro and Turkey. She also speaks Russian and Georgian. More recently, Maria has researched the relationship between media development and gender, was an evaluator for UN Women in Zimbabwe and Moldova, and has completed training in Participatory Video with InsightShare.





**UN WOMEN IS THE UN ORGANIZATION  
DEDICATED TO GENDER EQUALITY  
AND THE EMPOWERMENT OF WOMEN. A  
GLOBAL CHAMPION FOR WOMEN AND  
GIRLS, UN WOMEN WAS ESTABLISHED  
TO ACCELERATE PROGRESS ON  
MEETING THEIR NEEDS WORLDWIDE.**

UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to implement these standards. It stands behind women's equal participation in all aspects of life, focusing on five priority areas: increasing women's leadership and participation; ending violence against women; engaging women in all aspects of peace and security processes; enhancing women's economic empowerment; and making gender equality central to national development planning and budgeting. UN Women also coordinates and promotes the UN system's work in advancing gender equality.



**Planet 50-50 by 2030  
Step It Up for Gender Equality**

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